

# INTEGRATED REPORT

## — 2022 —

GOOD GOVERNANCE FOR QUALITY OF LIFE



**ARGÜDEN  
GOVERNANCE  
ACADEMY**

Good Governance for  
Quality of Life

# INTEGRATED REPORT

## 2022





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# OUR INTEGRATED REPORT

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We have prepared this Report, which includes the activities carried out by Argüden Governance Academy in 2022, in line with the basic concepts and principles included in the International Integrated Reporting Framework adopted by International Financial Reporting Standards-IFRS (formerly known as the International Valuation Standards Council and International Integrated Reporting Council).

Through this Report, we conveyed how our Academy mobilized and used its resources in 2022 in order to raise awareness on governance and disseminate good governance practices, with the logic and perspective of Integrated Reporting. In addition, the financial documents and data, as well as the information contained in our Impact Report, were audited and verified by an independent audit firm.

With Integrated Reporting, we aim to enable our internal and external stakeholders to correctly evaluate the purpose, mission, ideal and strategies of the institution, on the one hand, and on the other hand, we nurture our governance culture within our institution. With this Reporting approach, our corporation communicates more transparently with its stakeholders, demonstrates the continuity of our activities, and provides concrete indicators that demonstrate how effectively we use our resources in a fair, responsible and consistent manner. In this way, we believe that we ensure that our stakeholders participate more effectively in the processes and that our organization is more accountable to them.

As the institution that published Türkiye's first Integrated Report in 2015, the Academy was among the top 10 institutions in the world that prepared Integrated Reports among non-profit organizations. The Academy is among the leading advocates of integrated thinking, which it has adopted in its founding philosophy, on a global scale, and continues to set an example for many institutions and organizations. In addition, our Academy is the first non-governmental organization in the world to publish its work as an Integrated Report since its establishment.

Since 2015, we have added something new in each of our reports and contributed to the Integrated Reporting Framework

In this Report, in which we share our work for 2022, we present comparative data for the previous year and give information about our planning and indicators for the next year.

# ARGÜDEN GOVERNANCE ACADEMY

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Argüden Governance Academy is a foundation dedicated to the improvement of the quality of governance in the public, social, private sectors and global institutions. As the Academy, we carry out our activities with the vision of being a “center of excellence” and a “reference institution” for the improvement and widespread adoption of the culture of good governance.

We believe that a sustainable and inclusive future can only be built through the society working with trusted institutions. With this belief, we carry out our efforts for people of all ages and for the leaders in the private sector, non-governmental organizations, public institutions, and international organizations.

Based on this understanding of the future, we support the approaches of organizations that are established for risk management and the effective use of resources to gain the trust of their stakeholders. We actualize our goals by combining our world-class expertise with an “integrated governance approach” to improve the quality of life for this generation and the next, and to build partnerships with other organizations.

Having adopted Integrated Thinking as a core principle since its foundation, our Academy strives to be a model for its stakeholders with its Integrated Reporting approach. Additionally, the Academy has emphasized its position as a proponent of this approach by being a founding member of Integrated Reporting Türkiye Network (ERTA) and presenting Integrated Reporting to various organizations as a policy suggestion. Subsequently, these policy suggestions about Integrated Reporting have been accepted and implemented by a number of pioneering public institutions and NGOs. Our Academy also participates in the International Integrated Reporting Council (IIRC) as a Knowledge Partner and makes intellectual contributions to the Council’s global meetings.

We are carrying out studies to improve quality of life for the all age groups from 7 to 77, public institutions, corporate sector, non-governmental organizations, and international organizations.

# FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



Dear Stakeholder,

In 2022, we observed that there were many institutions and individuals who demanded the widespread adoption of a culture and climate of good governance. It motivated us that individuals and institutions from all sectors and age groups trusted and supported us, offered voluntary contributions, and collaborated with us to make an impact.

In 2022, we worked to promote a culture of good governance for everyone, from 7 to 77 years old, to improve the quality of life. By supporting the work for the elderly, we started to improve the quality of life for a new age group.

We consider our work on good governance for children and young people to be very important for the formation of a culture and climate of good governance. We continued to expand our Responsible Citizen Program for Learning Children in 2022 as part of our efforts for good governance for children. We shared the Children and Parent Friendly Municipality Governance Guide to promote a child and parent-friendly municipal governance approach.

With our Youth Network, we established a climate of good governance in more than 40 universities by learning from each other and spread this culture. We are happy to witness the expansion of the Youth Network with the participation of new young people from different educational backgrounds. We thank everyone who contributed as volunteers in our work for children and young people.

As part of our efforts for good governance in the public sector, we completed our research projects, Integrated Municipality Governance Model and Metropolitan Municipality Governance Scorecard. We were proud to be authorized by the Council of Europe to grant the Governance Excellence Brand in Türkiye under our Integrated Municipality Governance Model project.

Our corporate governance activities were mainly based on the Sustainability Governance Scorecard this year. We disseminated the results of our research, which is exemplary and followed around the world, for 2021 and conducted our research for the 2022 report.

As part of our efforts for good governance in civil society, we met with young people from various civil society organizations at the Youth Policy School this year.

We completed another year of advocating and promoting good governance in Türkiye and the world with you, our valuable stakeholders. I wish for a 2023 where good governance is widespread for a better quality of life and a sustainable future and the world with you, our valuable stakeholders.

Best Regards,

**Prof. Dr. Metin ÇAKMAKÇI**  
Chairman of Board of Directors



Good Governance  
for Children  
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Good Governance  
for Youth  
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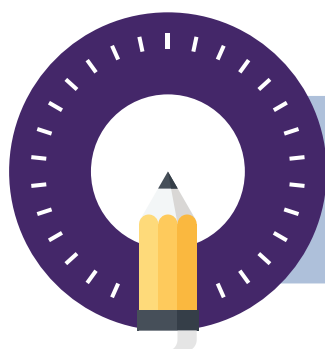
Public Governance  
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Corporate  
Governance  
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# ACADEMY AT A GLANCE 2022

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## EDUCATION

**391** HOURS OF TRAINING  
**616** PARTICIPANTS IN  
**17** PROGRAMS

## RESEARCH

**18** PUBLICATIONS, REPORTS, ARTICLES  
**5** RESEARCH PROGRAMS  
**264** INSTITUTION EXAMINED



## COMMUNICATION



**58** EVENTS  
**14.500+** INDIVIDUAL CONDUCT  
**6.097.000+** DIGITAL CONDUCT

# OUR PURPOSE, MISSION, AND VISION

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Argüden Governance Academy is a foundation dedicated to the improvement of the quality of governance in the public, civil society, and private sectors and global institutions. As the Academy, we carry out our activities with the vision of being a “center of excellence” for the improvement and widespread adoption of the culture of good governance.

A sustainable and inclusive future is possible only through the collective action of the society and its institutions. With this belief, we carry out our efforts for people of all ages and for the leaders in the private sector, non-governmental organizations, public institutions, and international organizations.

Based on this understanding of the future, we support the approaches of organizations that are established for risk management and the effective use of resources to gain the trust of their stakeholders. We actualize our goals by combining our world-class expertise with an “integrated governance approach” to improve the quality of life for this generation and the next, and to build partnerships with other organizations. To achieve these goals:

- We organize experiential **training programs** involving the experiential learning of governance for children and the young leaders as well as public, private and NGO sector representatives in order to enable the adoption of a culture of good governance by the new generation of leaders.
- We develop **unique methodologies** and conduct research to raise awareness regarding good governance, and we accelerate learning by highlighting “good practices”.
- We make intellectual contributions to the world with our **publications** emphasizing the “key role of good governance in improving the sustainability of the world and the quality of life”.
- We develop **partnerships with international organizations**, universities, public institutions, private sector organizations and NGOs in order to spread the culture of good governance and increase our impact by working together.
- We create environments for sharing and ensure that all stakeholders are aware of the global developments in good governance through the **activities** we organize.
- We incentivize academic studies on good governance with **awards and scholarships**.
- We **advocate** for, contribute to, and support the widespread adoption of international standards and methodologies that enrich the culture of good governance.

# OUR BUSINESS MODEL

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We produce information in order to improve the quality of life and achieve our goal of creating a sustainable future, we organize trainings, research, prepare publications, organize conferences, and accelerate the dissemination of information through different communication activities in order to present this information to the benefit of our target audience. In addition, we reward academic studies on governance and advocate for good governance on global and local platforms.

We are working in the public, private sector, civil society and global arena to improve the quality of life for everyone from 7 to 77. The unique models, training programs and researches we have developed to increase the quality of governance at the local level draw attention in the international arena as well. We contribute from Türkiye to the world for a better future with the international invitations we receive in order to promote and disseminate these studies globally.

**For a sustainable and inclusive future, we not only integrate Sustainable Development Goals into our work, but also encourage our stakeholders' SDG-focused work, in our work where we bring everyone from 7 to 77 years old with "Good Governance".**



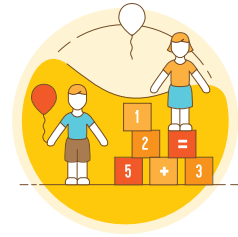
## CHILDREN

The good governance culture starts to be experienced since our childhood. In this period, the seeds of good governance are also the key to begin life as a responsible individual. Responsible individuals build relationships based on trust with their communication and behavior.

A responsible individual is someone who:

- Takes responsibility and participates in making decisions to resolve issues about themselves and their community,
- Takes consistent and fair steps toward fulfilling their responsibilities,
- Manages to remain accountable in their effective decisions in a transparent manner.

We design and run our children-oriented programs with the “responsible individual” model and focus on experiential learning. Additionally, we conduct programs for institutions to help them take responsibility regarding children and parents.



Good Governance  
for Children  
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## YOUTH

Higher education is one of the first periods in a person's life where they can both experience good governance and spread it as leaders within their area of influence. In extracurricular student clubs at universities, students experience leadership and management positions, both of which are very important for their future career. Responsible leaders that adopt the principles of good governance in this period also become exemplary figures that can spread the good governance culture in their respective social ecosystems.

A responsible leader is someone who:

- Has the vision and competence to mobilize communities toward the goals they set,
- Takes consistent and fair steps toward the fulfillment of this vision,
- Is equipped with knowledge and critical thinking in order to trigger effective decision-making,
- Uses their resources efficiently, and is transparent and accountable in their decisions and resource use,
- Is aware of his responsibilities toward themselves and their immediate surroundings, as well as those toward society in its entirety.

We design and run our youth-oriented programs with the aim of developing “responsible leaders” and focus on new methods of experiential learning.



Good Governance  
for Youth  
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# WE ADDRESS “GOOD GOVERNANCE” IN DIFFERENT SECTORS



## FOR PUBLIC SECTOR

- Developing the competencies of public leaders to carry out their work with a good governance culture in order to support the development of “scientific” based public policies,
- In order to ensure inclusive and effective participation of stakeholders in public decision-making processes in order to increase transparency and accountability,

  
Public  
Governance  
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## FOR CIVIL SOCIETY

- Enabling them to become more transparent, accountable, fair, participatory, responsible, consistent, effective, that is, more reliable institutions by increasing their own governance capacities,
- Developing the skills to be a more effective cooperation partner in the decision-making processes of the state,
- Increasing their resource development capacity by adopting good governance and thus increasing the trust in their institutions,
- In order to provide a basis for the creation of effective and efficient new cooperation opportunities,

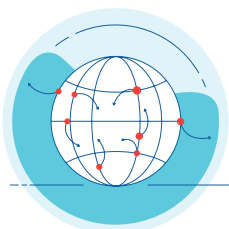
  
NGO  
Governance  
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## FOR CORPORATE SECTOR

- Contributing to finding common solutions to global problems with a good governance perspective, by making effective and efficient collaborations with the world's leading institutions,
- Establishing a climate of trust among stakeholders with the guidance and supervision of boards of directors that adopt good governance,
- In order to adopt good governance, to make sustainability the main approach of their institutions and thus to increase the quality of life of their spheres of influence,

  
Corporate  
Governance  
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## IN GLOBAL ARENA

- Contributing to finding common solutions to global problems with a good governance perspective, by making effective and efficient collaborations with the world's leading institutions,
- We carry out our activities in order to contribute intellectually to the solution of global problems from a governance perspective.

  
Global  
Governance  
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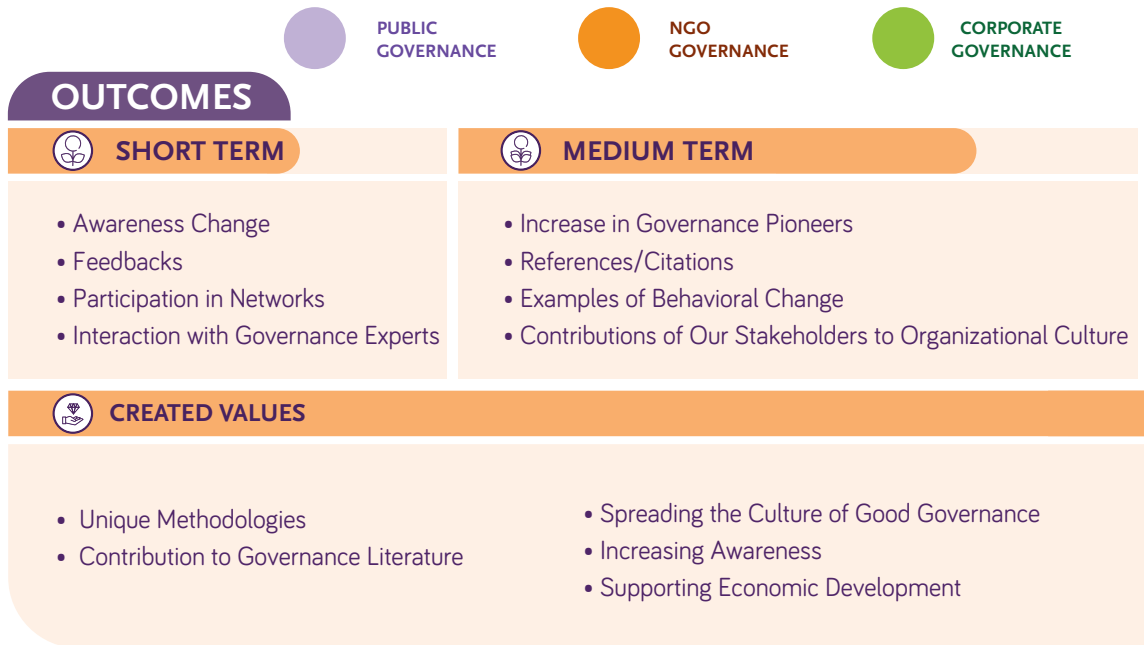
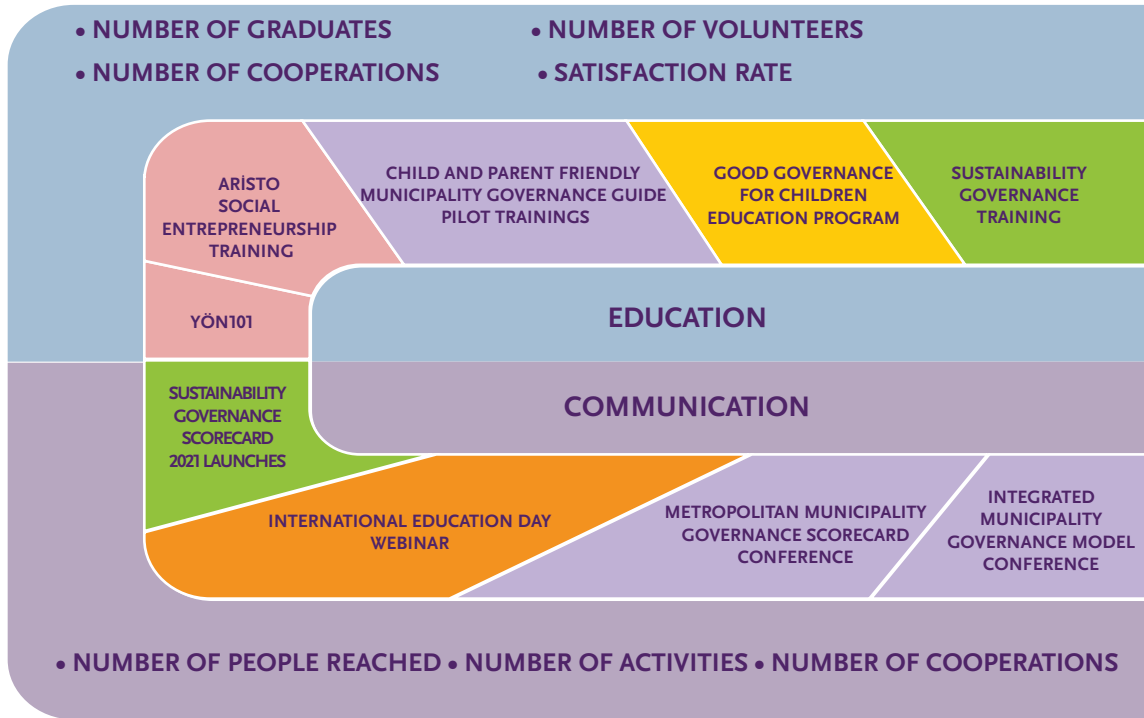


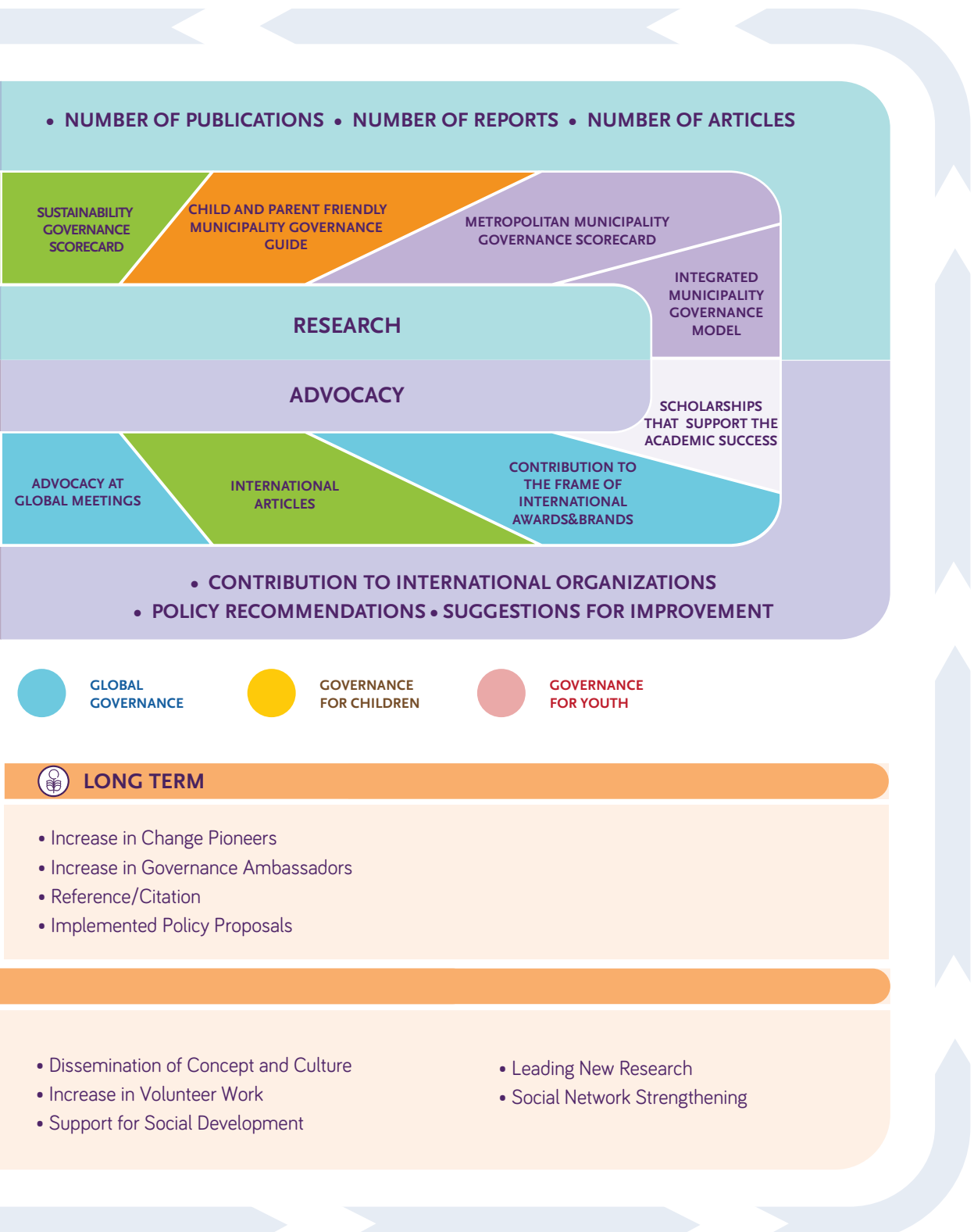
We aim to develop and disseminate a culture of governance in both local and global arena by increasing our institutional reputation, visibility, and intellectual contribution, and by creating collaborations to increase the impact. In parallel with this strategy, we generate a multiplier effect by forming knowledge, impact, or resource partnerships in all our work. In this way, we increase our social capital.

To use our resources effectively and efficiently, we strive to provide voluntary and in-kind contributions in all possible areas. Therefore, we adopt increasing the “leverage effect” in our financial resources as one of our main goals.

Our academic core team consists of full-time and competent individuals, and we benefit from the knowledge and experience of different experts on a project basis in our work. We attach great importance to the contribution of our Advisory Board and Academic Board Members’ knowledge and experience in our studies. We create value our human resources, support their intellectual development inside and outside the institution, and make them visible.

To increase awareness of the importance of governance, to train future leaders, and to disseminate and reward “good examples,” we carry out education, research, and communication activities. At the individual and institutional level, we adopt an “integrated” approach to ensure the efficiency of governance practices and believe that governance is a “culture and climate of trust.” We contribute to the improvement of citizens’ quality of life by spreading good governance practices (active participation in decision-making processes, consistency, transparency, fairness, accountability, and effectiveness), inspiring new practices. We measure our short, medium, and long-term results, prioritize creating value for our stakeholders in all our work, and attach great importance to both our and our stakeholders’ sustainability.





# OUR CAPITALS

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We utilize four different capital elements to create individual, corporate, and societal value through our activities in the public, civil society, private sector, and global domains:

## Intellectual Capital, Financial Capital, Human Resource Capital, and Social Capital.



### Our Intellectual Capital

- Unique research models that we have developed
- Education programs we have developed for various age groups and sectors
- Advocacy activities aimed at promoting diversity
- Inclusive culture of collaboration
- Knowledge and experience
- National and international publications



### Financial Capital

- Corporate and individual donations
- Funding we provide through grant projects
- Our capital created with leverage effect
- Revenues we obtain from our economic enterprise



### Human Resource Capital

- Our Advisory Board
- Our Board of Trustees
- Our Board of Directors
- Our Academic Board
- Our Team
- Our Volunteers
- Our Instructors



### Social Capital

- Our collaborations with stakeholders
- Our knowledge partnerships
- Our relationships where we create synergy

# GOOD GOVERNANCE FOR SUSTAINABILITY DEVELOPMENT GOALS

As Academy, we are aware that the contribution of Sustainable Development Goals (SDGs) to a sustainable future and the responsibility in this field cannot be left solely to states. Since our establishment, we have supported our stakeholders' activities to reach the SDGs and we adopt them as one of our guiding principles in our work by supporting and valuing the "One Day for Each SDG" approach developed to improve focus, impact, and faster achievement of the goals through sharing good examples for each goal.

In addition to many SDGs we indirectly contribute to, we carry out focused work for **SDG 4: Quality Education, SDG 11: Sustainable Cities and Communities, SDG 16: Peace, Justice, and Strong Institutions, and SDG 17: Partnerships for the Goals**. To briefly summarize our contributions to reaching these goals:



Quality education is the foundation of a sustainable future. Our "**Good Governance for Children Education Program**" aimed at contributing to the development of our children and "**GOV101 Education Program**", "**Aristo Social Entrepreneurship Program**" and "**Sustainability 101 Education**" that contribute to the development of our young people who take responsibility in university clubs and youth organizations can be cited as examples of our work in this field.



We attach great importance to the widespread of studies on the sustainability of communities and cities for a better quality of life and sustainable future. We develop models that serve as a guide for more participatory, inclusive, and sustainable local governments to reach SDG 11 faster. We shared our "**Sustainability Governance Scorecard**", "**Integrated Municipal Governance Model**", "**Metropolitan Municipality Governance Scorecard**", "**Regulation Policy Outlook**" and similar studies in 2022.



SDG 16, which is one of the goals that forms the basis of all our work since our establishment, covers the support of peaceful and inclusive societies for sustainable development, ensuring access to justice for everyone, and building effective, accountable, and inclusive institutions at all levels. We work to develop good governance awareness at the local and global levels with our education, research, communication, and advocacy activities.



We continue our work to improve the quality of life of everyone from 7 to 77 through our local and international collaborations, believing in the power of working together. We aim to achieve our goals by emphasizing that the social benefit provided by various sectors coming together is more significant than the benefit provided by a single institution, and we work together for the long-term.



# OUR MATERIALITY MATRIX

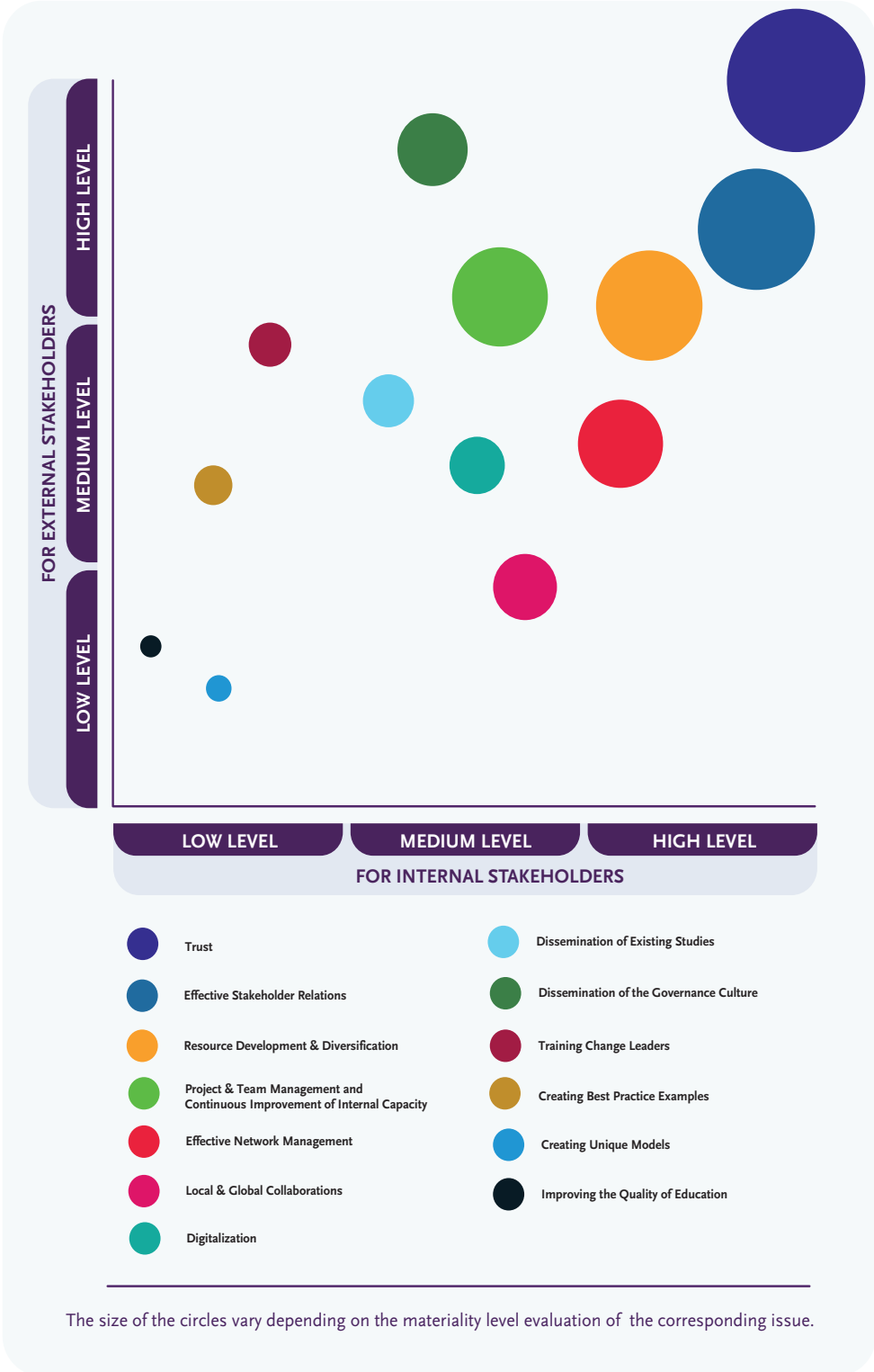
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

















We have conducted a comprehensive study on issues that we find important, considering both the present and future needs. We evaluated the results of this study as internal and external stakeholders and created our “Materiality Matrix”. We also linked the issues in our Materiality Matrix to our capital types and relevant risks.

In 2022, some topics in our importance matrix showed similarities to the topics from the previous year, but there were also new topics added. Based on evaluations from internal and external stakeholders, according to our importance matrix:

- We emphasize that gaining “trust” is not enough on its own, and both internal and external stakeholders underline the importance of maintaining the trust gained. We attach great importance to the continuous spread of the concept of “good governance” which means “corporate trust”.
- We take care of our relationships with internal and external stakeholders, as how we conduct them affects the trust towards the organization.
- Efficient use of resources as a non-governmental organization is always important to us. We still see this topic, which we started to include in our matrix in 2022, as one of our top priorities for the financial sustainability of the organization.
- We attach great importance to project and team management to improve the quality of our work. In addition, we see the continuous development of our internal capacity as a way to improve the quality of our work.
- Effective management of networks consisting of groups such as volunteers, researchers, scholarship holders, and young people, increases our energy and resources, so we consider this topic among our priorities.
- In addition to carrying out our work with care in line with our quality understanding, we emphasize improving our capacity and the quality of our work through local and international collaborations we establish.
- We attach great importance to using all the benefits of technology as a tool to spread the culture of “good governance”.
- As an organization always open to new studies, we also attach importance to the effective dissemination of completed studies.
- We believe that spreading the culture of good governance will lead to its adoption and we work towards this end.
- We prioritize the continuous development of change leaders who believe in the necessity of good governance for social development.
- We attach importance to creating good practice examples for different institutions and sectors that want to implement good governance.
- We see diversifying our unique and innovative models developed from Türkiye to the world as one of our top priorities.
- We attach importance to continuously improving the quality of our education programs with the awareness that we will contribute better to the development of our stakeholders when we continuously improve ourselves.





CODE	MATERIAL ISSUE	DEFINITION	RELATED RISKS	RELATED CAPITAL
M1	Trust	In addition to valuing the trust of all stakeholders of the institution as a whole, we also find it valuable to deepen the trust and reputation it has gained. We adopt communication methods for our stakeholder groups and target audience, and review the suitability of our communication strategy for each of our efforts.	 	 
M2	Effective Stakeholder Relations	We believe that diversifying and developing the resources we mobilize in both in-kind and cash forms is crucial to developing a good governance culture. We strive to mobilize more resources as a way to increase our work.	 	 
M3	Resource Development & Diversification	We adopt good governance principles in all processes of each project we conduct, and emphasize effective project management and continuous improvement of internal capacity for the sustainability of the institution.	 	
M4	Project & Team Management and Continuous Improvement of Internal Capacity	Within our constantly expanding stakeholder network, we attach great importance to managing groups such as the Youth Network, Volunteer Network, and Research Network in the most effective way possible for the intellectual capital and future of our institution.	 	 
M5	Effective Network Management	We improve our capacity and quality by making good collaborations to ensure our institutional sustainability.	 	
M6	Local & Global Collaborations	While we find it important to keep up with the digital age and take advantage of its benefits, we also strive to make our digital efforts effective and work to continually increase their impact.	 	 
M7	Digitalization	We endeavor to make our work outputs more suitable for the target audience, and produce materials ready for application in different sectors to disseminate them more effectively.	 	 
M8	Evaluation and Expansion of Existing Work	We believe that it is important for individuals and institutions from all segments of society to understand and adopt the concept of governance.	 	 
M9	Dissemination of the Governance Culture	We attach importance to contributing to the education and continuous development of change leaders who will spread the good governance culture in different areas and benefit societal development.	 	 
M10	Training Change Leaders	We contribute to the learning of institutions by sharing good practices in our work and strive to pave the way for continuous improvement in governance.	 	
M11	Creating Best Practice Examples	We continue to develop models that will easily be adopted by different sectors and institutions to support the adoption of governance.	 	 
M12	Creating Unique Models	We know that access to quality education is a right, and we strive to continually increase the quality and impact created in the training programs we organize as an Academy.	 	  
M13	Improving the Quality of Education	In addition to valuing the trust of all stakeholders of the institution as a whole, we also find it valuable to deepen the trust and reputation it has gained. We adopt communication methods for our stakeholder groups and target audience, and review the suitability of our communication strategy for each of our efforts.	 	  

### Our Capitals



Intellectual Capital



Financial Capital



Human Resources Capital



Social Capital



Operational Risk



Political Risk



Reputational Risk



Financial Risk



Compliance Risk



Strategic Risk

### Our Risks

# OUR RISKS AND OPPORTUNITIES

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As Academy, we embrace the responsibility of correctly identifying the risks that may affect our institution in the short, medium, and long term, and taking measures to manage these risks as one of our main responsibilities.

As Academy, we consider it one of our main responsibilities to correctly identify the risks that may affect our institution in the short, medium, and long term, and take measures to manage these risks. By the end of 2022, our Board of Directors evaluated the factors that could potentially harm our academy, while we assessed and defined possible risks that may arise in 2023. In addition to our risks, we also evaluate and focus on potential opportunities to create sustainable value, such as:

- New donors and potential donors
- Access to international funding sources
- New demands for “good governance” to expand our impact
- New incentive and grant programs announced by donors, governments, NGOs, etc.
- Effectively utilizing our intellectual capital and developing relationships with volunteers
- Local and global new partnership opportunities

We track and regularly evaluate opportunities to create sustainable value. In 2023, we evaluated how we can improve our process for evaluating opportunities and completed our improvement efforts. We define evaluating collaboration opportunities for disseminating knowledge as a key part of our processes. Some of the opportunities:

- Strengthening relationships with new, existing, and potential donors, and creating possible opportunities (domestically and abroad)
- Tracking international and Turkish grant, funding, support, and award opportunities
- Identifying and tracking project opportunities that can expand our impact through “good governance”
- Diversifying and increasing our volunteer and in-kind contributions
- Local and global new partnership opportunities
- Developing relationships and collaborations with local and global organizations working in the same field
- Evaluating possible opportunities for more active use of digital technology

RISKS	DEFINITION	TERM	RISK MANAGEMENT
 Reputational Risk	The weakening of trust toward our Academy, and loss of reputation.		Pay special attention to have a transparent, effective, accountable, and participatory decisionmaking mechanism, build a varied range of areas/stakeholders, control the quality of projects, improve awareness of the team on the importance of reputation.
 Strategic Risk	Withdrawal of donors, decline in the intention to support good governance		Search for other donors, always find different and interesting ways to underline the importance of governance and its contributions to the quality of life in the community and implement them.
 Political Risk	Stakeholders (institutions and individuals) may decide not to collaborate due to the political climate		Search for substitute collaborators and enrich the list of activities to perform collaboration, convince political actors and foster communication.
 Financial Risk	Volatility in exchange rates, withdrawal of donation commitments, over-deviation in estimated budget, fiscal imbalance		Avoid transactions in foreign currencies, search for other donors, prepare alternative budgets, review and update activities and planning.
 Compliance Riski	Legal risks to reputation and operations due to non-compliance with the different legislation that nonprofit organizations are subject to		Pay special attention to compliance rules and improve the knowledge of our team on the implementations of compliance, follow updates on legislations.
 Operational Risk	Withdrawal of instructors, transportation risks (flight cancellation and delays etc.), delays in our publication processes, noncompletion of projects in time		Keep a list of substitute instructors, arrange make-up courses for postponed lectures, contact different publishers and designers, finish the review process in our publications as soon as possible, review and update project schedules based on changing conditions.
Terms		 Short Term  Medium Term  Long Term	

# OUR KEY PERFORMANCE INDICATORS

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What gets measured gets improved. We prioritize planning, defining performance indicators, measuring, and evaluating the results of our work in every age group and sector as a core process of our work.

Just like in 2021, we created our key performance indicators in 2022 within the scope of 5 different strategic objectives.

## Strategic Objective 1: Improving Impact and Quality in Our Research

- In our Sustainability Governance Scorecard study, where we contributed to the sustainability of sustainability policies by examining 197 companies in 2021, we examined 200 companies in 7 countries and 10 different sectors in 2022.
- In 2022, we became a Knowledge Partner of the International Financial Reporting Standards Foundation to share the results of the Sustainability Governance Scorecard, which we shared as a Partner of the International Integrated Reporting Council in 2020 and as a Partner of the Value Reporting Foundation in 2021.
- In 2021, we conducted 4 different research programs simultaneously and published 13 publications, reports, and articles. We planned to publish the results of 3 of our 4 studies in 2022. In 2022, we carried out 5 research programs simultaneously and presented 18 publications, reports, and articles to our stakeholders.

## Strategic Objective 2: Contributing to Idea Development Worldwide

- We provided opinions on governance and integrated thinking issues for the Governance and Regulatory Policies Committee of the OECD, the International Integrated Reporting Council, and the International Financial Reporting Standards.
- The total number of events we realized and were invited as speakers to increase the widespread culture of good governance has increased by approximately 1.5 times to 58. Due to the decrease in the effects of the pandemic and the decrease in online events, the number of people we reached one-on-one this year decreased by almost half. While the number



Sustainability Governance  
Scorecard®  
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of people we communicated with one-on-one was over 34,000 in 2021, this number decreased to 14,500 in 2022.

### Strategic Objective 3: Increase the Impact and Quality of Our Education

- In 2022, to improve the quality of our education, we held a separate class after each day of our GOV101 training program, during the same week, where we evaluated the relevant lesson. This way, we were able to observe whether our messages were reaching our stakeholders correctly and also increased the contribution of our participants in our education.
- In 2021, we continued our practices in collaborations with TEGV, Darüssafaka Education Institutions, Acarkent Rotary Club, Beykoz District National Education Directorate, and state schools. In 2022, Bilim İlaç and Private Sector Volunteers Association were added to these collaborations. In addition, we started to implement practices with individual volunteers in other state schools.



GOV101  
Education Program  
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for Children  
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### Strategic Objective 4: Increase Ambassadors, Change Leaders, and Pioneers of Dissemination

- Within the Governance Youth Network, 72 young people developed projects to spread and improve governance, contributing 8,420.25 volunteer hours.
- Our volunteers organized and contributed to the work with 497 hours of research, 2,667.75 hours of training, 1,728.5 hours of communication activities, and 3,527 hours of administrative activities.
- By establishing collaborations with Acarkent Rotary Club, Mother Child Education Foundation (ACEV), Istanbul Metropolitan Municipality (İBB), Marmara Municipalities Union, Organization for Economic Cooperation and Development (OECD), Private Sector Volunteers Association (PSVA), Sultanbeyli Municipality, Sisli Municipality, Türkiye Education Volunteers Foundation (TEGV), Turkish Enterprise and Business Confederation (TURKONFED), International Financial Reporting Standards (IFRS) and Investor Relations Association (TÜYİD), we reached wider audiences with impactful works.



Our Impact Report  
pg. 48

### Strategic Objective 5: Ensure Continuous Financial Resources

- In 2021, we covered our expenses of 2,661,430 TL with in-kind or volunteer support (leverage). This amount increased significantly in 2022 to reach 3,618,637.5 TL. We thank all our stakeholders who provide us with in-kind and volunteer contributions by believing in our work.



Our Financials  
pg. 94



# OUR HUMAN CAPITAL



The most important component contributing to our intellectual capital is “our human resources”. As every year, we benefited from the knowledge and experience of our Board of Directors, Advisory Board, and Academic Board at every stage of our work. In 2022, we received support from the Advisory Board, Academic Board, and Board of Directors in the Integrated Municipality Governance Model, Metropolitan Municipality Governance Scorecard, Sustainability Governance Scorecard, Good Governance for Children, and Youth Network Activities. Thanks to the voluntary contributions of our Youth Network, we were able to carry out our work in more than 20 cities and more than 40 universities. As Academy, we attach great importance to our human resources and the development of the competencies of our intellectual capital. We are pleased to support the development of individuals’ competencies within the team and the Youth Network.



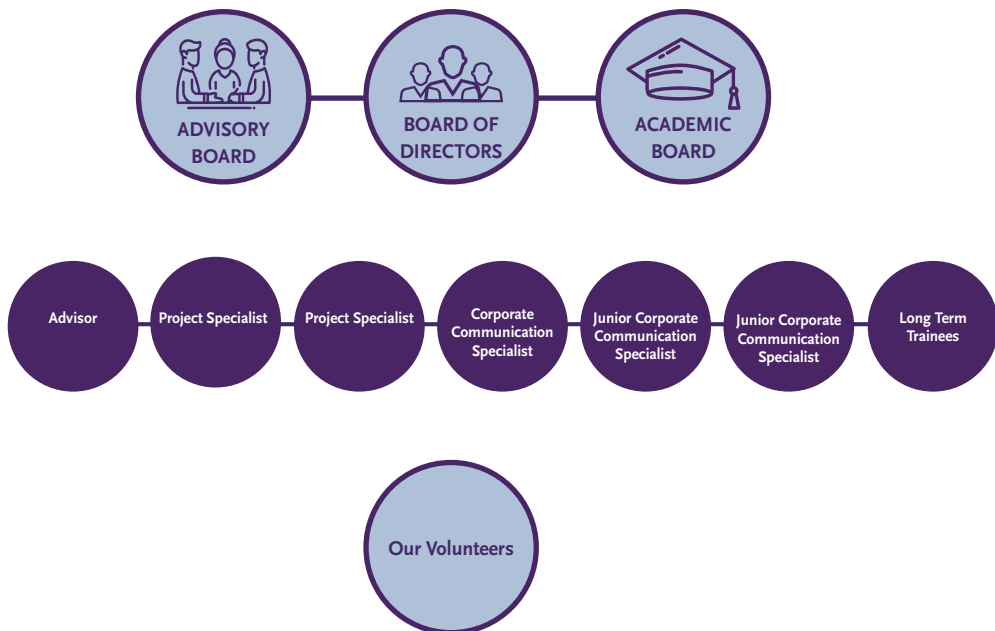
Sustainability Governance Scorecard pg. 80



Good Governance for Children pg. 56



Governance Youth Network pg. 61



- Provides expert guidance on governance topics.

- Consists of internationally renowned members with varied backgrounds.

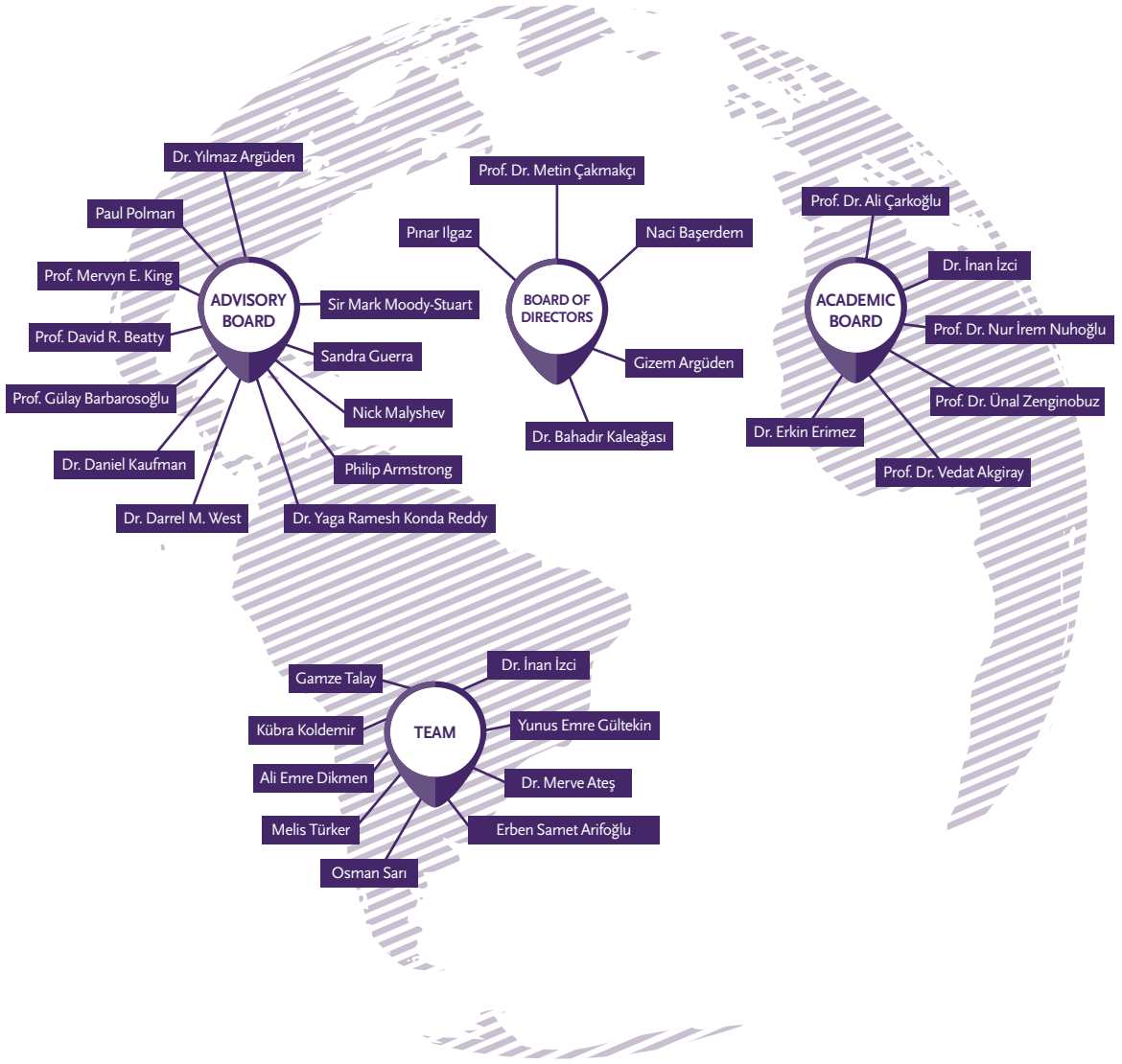


- Responsible for the organization’s assets and activities

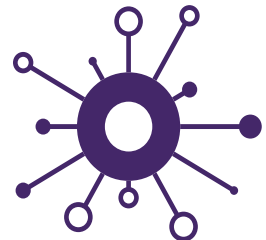


- Provides expert guidance on education and research programs.





**“We thrive on  
our differences  
and diversity.”**





# OUR ADVISORY BOARD

We believe that following current global developments will improve us and be very effective in spreading our experiences. As a civil society organization that operates in four sectors and reaches different audiences by disseminating governance, we attach great importance to promoting and disseminating the work, publications, and contributions on governance of our Advisory Board members, especially in Türkiye and the surrounding region. We would like to thank our Advisory Board Member Dr. Yılmaz Argüden for his contributions to our Integrated Municipality Governance Model and Metropolitan Municipality Governance Report studies in the public sector in 2022. We also thank Nick Malyshev for his contributions to the realization and dissemination of our Regulatory Policy Outlook. We thank Prof. Mervyn King and Prof. David R. Beatty for their valuable opinions and feedback by following our work. We also thank Paul Polman for entrusting us with the Turkish edition of his book Net Positive. By regularly sharing information about our activities with all of our Advisory Board members and enriching our work in line with their views and suggestions.



Sustainability Governance  
Scorecard ©  
pg. 80



**Dr. Yılmaz ARGÜDEN**  
ARGE Consulting,  
Chairman



**Sir Mark MOODY-STUART**  
Global Compact Foundation,  
Former Chair



**Prof. Mervyn E. KING**  
International Integrated Reporting  
Council, Chair Emeritus



**Paul POLMAN**  
International Chamber of  
Commerce, Honorary Chair



**Prof. David R. BEATTY**  
Coalition for Good Governance,  
Founder



**Dr. Daniel KAUFMANN**  
Natural Resource Governance  
Institute, President Emeritus



**Prof. Gülay BARBAROSOĞLU**  
Boğaziçi University,  
Former Rector



**Nick MALYSHEV**  
OECD Regulatory Policy  
Division, Former Chair



**Philip ARMSTRONG**  
GAVI, Former Director of  
Governance



**Dr. Darrell M. WEST**  
Governance Studies, Vice  
President and Director



**Dr. Yaga Ramesh Konda REDDY**  
Academy of Corporate Governance,  
Founder President



**Sandra GUERRA**  
Better Governance - Brazil,  
Founding Partner



# OUR ACADEMIC BOARD

As Academy, while working to promote the culture of good governance in our country and around the world through various activities, research, and training programs, we also attach great importance to reflecting the ideas and experiences of our Academic Council members in our work. With the contributions of Dr. Inan Izci, we have increased the international visibility of the Academy, provided funding for our projects, and shared our views on governance perspectives with various institutions. With the contributions of Dr. Inan Izci and Dr. Erkin Erimez, we have developed integrated models for local governments in Türkiye and around the world. We thank our Academic Council members for their contributions to our work.



**Prof. Ali ÇARKOĞLU**  
Koç University



**Prof. Murat TARIMCILAR**  
George Washington University



**Prof. Nur İrem NUHOĞLU**  
Boğaziçi University



**Prof. Ünal ZENGİNOBUZ**  
Boğaziçi University



**Prof. Vedat AKGIRAY**  
Boğaziçi University



**Dr. Erkin ERİMEZ**  
ARGE Consulting



**Dr. Inan İZCI**  
ARGE Consulting



# OUR BOARD OF DIRECTORS

In order to promote good governance practices, our Board of Directors, which embraces “diversity” within itself, consists of an independent chairman, representatives of founding donors, and independent members. Each of our members having experience in at least 2 sectors provides us with a broad vision in developing strategies and collaborations. Our Board of Directors, which is structured with a focus on “diversity” and is responsible for creating strategies, shaped the path and methods that our Academy will follow in the future by taking into account the views of the entire team through the Board of Directors meetings held in 2022.



## **Prof. Dr. Metin ÇAKMAKÇI** Chair of Board

Our Chair is the Founding Chair of the Ethics and Reputation Society (TEİD) and a Member of the Board of Trustees of Acibadem University. Because of his roles as the Founding Co-Chair of the Quality in

Healthcare Association and Founding Member and former Chair of the European Society of Surgical Infections, he has a great awareness of the “spirit of the civil society” embodied within NGOs. As a Board Member at Anadolu Medical Center, he is also experienced in the private sector at the executive level.

## **Pınar ILGAZ** Vice Chair



As the Managing Partner at ARGE Consulting, Pınar Ilgaz represents our founding donor ARGE Consulting. She is an expert in areas including building HR systems, forming organizational structures, institutionalization, and Total Quality Management. She is also an Independent Member of the Board at ŞOK Marketler, Ülker Bisküvi and PENTA Teknoloji. Pınar Ilgaz, who also works on non-governmental organizations and volunteering, is the Chair of the Board of the

Corporate Volunteers Association (ÖSGD) and has been a member of the Board of Directors at the Management Consultants Association. She has successfully completed the “Women on Boards” program, and she still participates in the committee sessions of the Women on Boards Association (YKKD). She is among the authors of “ARGE Corporate Governance Model©” and “Management of Volunteer Organizations”.



## **Gizem ARGÜDEN**

### **Member**

Gizem Argüden is the representative of the founding donor family. She worked in McKinsey & Company as a management consultant between 2010-2019 and continues her consulting career in ARGE Consulting. She has extensive experience working with private, public and civil society in Türkiye and Europe on strategy, sustainability, governance and organization design, change management and leadership development. She has made valuable volunteer contributions during the foundation of the Academy, on setting up the organizational structure, developing training and research programs and initiating partnerships. Being the leader of our Sustainability Governance Scorecard© project, which attracts attention in Türkiye and the world, Argüden still takes an active role in the management of our programs and research projects. Gizem is a graduate of Robert College and The Wharton School, University of Pennsylvania. As a Joseph Wharton Scholar, she has written her dissertation on "Cross-national differences in corporate governance: Family business groups and control pyramids."



## **Naci BAŞERDEM**

### **Member**

Our independent board member Naci Başerdem has worked at various management levels in both banks and private sector companies. He joined Doğu Group in 1998 and played an active role in the restructuring and expansion processes of Doğu Media, Retail, and Construction Groups. He executed different roles at Doğu Media, Food Retail and Construction Groups. He was the general manager of TÜVTÜRK Vehicle Inspection Stations during its foundation and organization periods. Başerdem was appointed to be a Board Member in Doğu Holding in October 2014, while also serving as the President of Doğu Tourism Group and Chair of Doğu Retail Group. Currently serving as the CEO of The Marmara Hotels, he graduated from Boğaziçi University, Faculty of Economics and Administrative Sciences, Department of Business.


































## **Dr. Bahadır KALEAĞASI**

### **Member**

Our independent board member Dr. Bahadır Kaleağası has worked internationally at administrative positions at various organizations in civil society and the private sector alike. He has established the European Representative Office of the Turkish Industry and Business Association (TÜSİAD), established and supervised representative offices in Brussels, Berlin, London, Paris, Washington D.C., and Beijing and coordinated international activities with business networks such as Silicon Valley, San Francisco; Shanghai, China; and Dubai on the Persian Gulf. He served as the general secretary and an executive board member of TÜSİAD between 2016 and 2020. Currently, he is the President of the Paris Bosphorus Institute, Honorary President of the Brussels Energy Club (BREC), Advisory Board Member of the European Council on Foreign Relations (ECFR) and the Atlantic Council, and Executive Board Member of the Berlin Bosphorus Initiative, Yanındayız Foundation, Women Entrepreneurs Association of Türkiye (KAGİDER), and Forum Istanbul. Having many of his articles and books published internationally, Dr. Bahadır Kaleağası is a graduate of Galatasaray High School, during which he has gone to the United States via the AFS Exchange program. He is also an alumnus of the University of Brussels and Istanbul University. He currently shares his knowledge and experience with students by teaching the “Globalization and Sustainable Development Tools” and “International Relations and Europe” courses at Galatasaray University.

## BOARD SKILLS MATRIX

MEMBER	FEATURES			
	OTHER ADMINISTRATIVE POSITIONS	YEAR JOINED	AGE	GENDER
 <p><b>Prof. Dr. Metin Çakmakçı</b></p>	<ul style="list-style-type: none"> <li>Hacettepe University Faculty of Medicine, Faculty Committee and Faculty Executive Committee Member (1994-1996)</li> <li>Hacettepe University Adult Hospital, Chief Physician (1996-2000)</li> <li>Hacettepe University Hospital Directorate of Circulating Capital, Director (1997-2000)</li> <li>European Society of Surgical Infections, Board Member (1998-2008)</li> <li>Acıbadem Healthcare Group, Medical Director and Board Member (2000-2007)</li> <li>Acıbadem Sigorta, Board Member (2003-2005)</li> <li>Anadolu Medical Center, Director of Medical Services (2007-2012)</li> <li>Anadolu Medical Center, Board Member (2007-Present)</li> <li>European Society of Surgical Infections, Chairman (2008-2009)</li> <li>Ethics and Reputation Society (TEİD), Chairman (2010-2012)</li> <li>Ethics and Reputation Society (TEİD), Board Member (2010-2014)</li> <li>Republic of Türkiye Undersecretariat of Treasury, Licensed Angel</li> </ul>	2014	66	MAN
 <p><b>Pınar Ilgaz</b></p>	<ul style="list-style-type: none"> <li>ARGE Consulting, Managing Partner (1995-Present)</li> <li>Corporate Volunteers Association, Board Member (2004-2016)</li> <li>Management Consultants Association, Board Member (2012-2015)</li> <li>Management Consultants Association, Vice Chair (2015-2016)</li> <li>Corporate Volunteers Association, Vice Chairwoman (2018-Present)</li> <li>ŞOK Supermarket Chain Co. (2019-Present)</li> <li>Ülker Biscuits Inc. (2020-Present)</li> <li>Penta Teknoloji (2021-Present)</li> </ul>	2014	57	WOMAN
 <p><b>Gizem Argüden</b></p>	<ul style="list-style-type: none"> <li>ARGE Consulting Managing Partner (2019- Present)</li> <li>McKinsey &amp; Company Management Consultant (2010-2019)</li> </ul>	2014	35	WOMAN
 <p><b>Naci Başırdem</b></p>	<ul style="list-style-type: none"> <li>Nasaş Group, CFO (1991-1992)</li> <li>Benetton Group, CFOO (1992-1995)</li> <li>Boyner - Altinyıldız Group, Outfitting Department General Director (1995-1997)</li> <li>NTV, CFO, Executive Committee Member (1997-2002)</li> <li>Tansas, CFO, Executive Committee Member (2002-2005)</li> <li>Doğuş Construction and Trade Co.CFO, İcra Kurulu Üyesi (2005-2006)</li> <li>TUVTURK A.Ş., General Manager (2007-2011)</li> <li>Doğuş Holding, Board Member (2014-2019)</li> <li>Doğuş Tourism &amp; Retail Group, CEO and Board Chair (2011-2018)</li> </ul>	2019	67	MAN
 <p><b>Dr. Bahadır Kaleağası</b></p>	<ul style="list-style-type: none"> <li>The Confederation of European Business-BusinessEurope (2016-2020)</li> <li>Berlin Boshorus Initiative (2016-Present)</li> <li>Brussels Energy Club (2012-2016)</li> <li>BusinessTürk-Brussels (2002-2015)</li> <li>Forum İstanbul (2010-Present)</li> <li>Galatasaray Sportive AŞ (2013-2014)</li> <li>Kalngos Foundation (2014-Present)</li> <li>Paris Bosphorus Institute (2012-Present)</li> <li>TÜSEV – Third Sector Foundation of Türkiye (2016-2020)</li> <li>TÜSIAD (2016-2020)</li> <li>Yanındayız/HeforShe (2021 -Present)</li> <li>Women on Board Association (2021-Present)</li> </ul>	2020	56	MAN

SKILLS								
GOVERNANCE	SUSTAINABILITY	QUALITY	ETHICS	FINANCE	PUBLIC EXPERIENCE	NGO EXPERIENCE	CORPORATE EXPERIENCE	GLOBAL EXPERIENCE
								
								
								
								
								





## OUR TEAM

With our expert teams in each field, experienced and qualified in all sectors we operate in, as well as enthusiastic, young and professional individuals, we have the opportunity to carry out our work in the most effective way. We believe that governance is a culture, and we strive to apply governance principles primarily in our own work environment. We plan all activities together and ensure continuous flow of information about the outputs. By supporting our colleagues to increase their competencies according to their areas of responsibility and encouraging them to take on more responsibility and initiative, we create value for our team by ensuring their participation in training programs.



### **Dr. İnan İZCI** Advisor

Dr. İnan İzci works as a Public and Local Governance Consultant within our organization. He has actively undertaken various roles in the field of good governance in the public sector and local governance, particularly with the Municipality Governance Scorecard Model® at the Academy. In addition to his contributions as a researcher at the Academy, he continues to create value as a consultant in project development areas. Dr. İzci has taken on the coordination of the Integrated Municipality Governance Model project developed and implemented by the Academy. Within the scope of this project, for the first time in Türkiye, the European Label of Governance Excellence was awarded to the Sultanbeyli and Şişli Municipalities. Furthermore, Argüden Governance Academy has been authorized to grant this Label. In the same year, he also served as the coordinator of the Metropolitan Municipality Governance Scorecard® project, which was the world's first tool to measure citizen-oriented metropolitan governance quality. He began his career in England in the field of citizen rights and advocacy and served in various public institutions in Türkiye after working for four years. He has conducted research and prepared publications on participatory local governance, sustainable development, and good governance in the public sector. He also has experience in the private sector in the field of sustainability and corporate social responsibility. He is invited to events organized by international organizations such as the United Nations, the World Bank, and the OECD to share his experiences. Dr. İzci completed his PhD research in Political Science at the Free University of Brussels, his master's degree in European Public Policy at the University of London, and his undergraduate degree in Economic and Social Policy at the same university.



## **Gamze TALAY**

### **Corporate Communications Specialist**

Gamze Talay started her professional career at the Argüden Governance Academy as an Event and Project Assistant and currently serves as a Corporate

Communication Specialist. Gamze manages the Academy's corporate and digital communication processes and is responsible from the "Good Governance for Children" program, which is part of our governance work with children. Gamze takes active responsibilities in our projects and manages editorial and publishing processes. She completed her undergraduate degree in Political Science and Public Administration at Hacettepe University and her master's degree in Political Science and International Relations at Boğaziçi University in Türkiye, Europe, and Middle East Relations. In addition to the "Good Governance in Civil Society" and "Good Governance in the Public Sector" Certificates of Expertise from the Boğaziçi University Lifelong Learning Center, she also holds the Integrated Reporting Certificate from the International Integrated Reporting Council (IIRC). Gamze began supporting the Academy as a volunteer during her undergraduate studies and joined our team after completing her education.



## **Melis TÜRKER**

### **Project Specialist**

She graduated from Istanbul University Faculty of Political Sciences Department of Political Science and Public Administration in 2015. She completed her master's degree in Local Governments, Urban and

Environmental Studies at the same university. As the Project Specialist of our Integrated Municipality Governance Model project, she plays a role in creating and implementing good governance models in municipalities. She is also responsible for conducting our Sustainability Governance Scorecard research. Türker, who started her professional career at the Eastern Marmara Development Agency, continued at the United Cities and Local Governments Middle East and West Asia Regional Organization (UCLG-MEWA) and worked at the Istanbul International Center for Private Sector in Development (UNDP-IICPSD). She has carried out short-term consultancy work with international organizations in the field of educational guide preparation. She works in the fields of smart city, sustainable urbanization, local governance, city diplomacy, urban mobility, clustering, networking, educational design, and performance evaluation.



### **Dr. Merve ATEŞ** Project Specialist

Merve Ateş serves as a project specialist in our Metropolitan Municipality Governance Scorecard project. She plays a role in developing an approach and methodology for making good governance measurable

in Metropolitan Municipalities. She completed her undergraduate education at Boğaziçi University Department of Political Science and International Relations. After completing her master's degree in Political Science at Sabancı University, she received her doctoral degree in the same program. She wrote her master's thesis on institutionalization in municipal councils and her doctoral thesis on democratization of local governments. As part of her doctoral thesis research, she examined municipalities in Türkiye and created an original dataset on accountability and the rule of law based on the Court of Accounts' municipal audit reports. She continues her work on the patterns of democratization at the local level, accountability, and corruption, and teaches in the field of political science. Merve, who is closely interested in children and plants, loves to read about child development and grow plants at home. She is also interested in quality in higher education and benefits from programs related to active learning.



### **Kübra KOLDEMİR** Sustainability Researcher

Kübra Koldemir works as a research specialist on sustainability issues at our academy. She is actively involved in conducting the Sustainability Governance Scorecard© research analysis, as

well as in its dissemination and outreach process. Throughout her career, Kübra worked as an investment analyst in New York City, then specialized in financial investment funds and served in a \$1 billion AUM hedging fund. Focusing on international investments, Kübra evaluated the strategies and results of multinational companies in various sectors, provided reports on macroeconomic developments in the markets, and analyzed and interpreted macroeconomic data that contributed to the allocation of global portfolios nationwide. Kübra regularly publishes articles in the Türkiye Investor Relations Association (TÜYİD) magazine on sustainability and contributes to various international publications. She completed her Executive MBA degree at the University of Texas at Austin and her bachelor's degree in International Relations at Mount Holyoke College. Additionally, she received education in the field of arts at Mount Holyoke College.



## **Ali Emre DİKMEN**

### Junior Communication Specialist

He works as an Junior Communication Specialist at Argüden Governance Academy. Ali Emre, who is responsible for our digital communication activities within our organization, also plays an active role in our governance work with children and youth. He completed his undergraduate education at Marmara University, Department of Business Administration. He was a member of the board of directors of Marmara Business Club for 2 years. Providing operational support to the Governance Youth Network on behalf of the Academy, Ali Emre's governance journey started as of May 2020. After graduating from the YÖN101 Training Program, Ali Emre started to be an active member of the Governance Youth Network, and after a 6-month active membership period, he served as the Leader of the Communication Team as of November 2020 until May 2021. He has been serving as the Academy Representative of the Governance Youth Network since June 2021. Ali Emre makes digital drawings and is interested in computer games and the process of creating games.



## **Yunus Emre GÜLTEKİN**

### Junior Communication Specialist

He works as a Corporate Communications Assistant Specialist at Argüden Governance Academy. Yunus Emre, who provides support in the operation, reporting, and content creation of our events, is also actively involved in our Learning Child: Responsible Citizen Education Program with his interest in children's social development. Yunus Emre, who continues his undergraduate education in the Department of Civil Engineering at Istanbul Technical University, has taken on responsibilities in the management board of the ITU Engineering Preparation Club. Yunus Emre's governance journey began in May 2020. After graduating from the YÖN101 Education Program, Yunus Emre started to be an active member of the Governance Youth Network, and successfully led the 5th and 6th YÖN101 Education Program leadership.



## **Erben Samet ARİFOĞLU**

### **Long Term Intern**

He has worked as a long-term intern at Argüden Governance Academy. Arifoğlu is a member of the Marmara University Management Club and serves as an editor for sports pages on the Mahluklar News

Agency's social media. He is currently pursuing a degree in Business Administration at Marmara University and is a senior student in the Local Governments Department at Anadolu University.

He started his active membership in the Governance Youth Network in May 2020. Arifoğlu successfully fulfilled various roles in different teams of the Youth Network, including the Youth Network Newspaper Program Leadership and Communication Board Leadership. Since June 2022, he has been serving as the Academy Representative of the Governance Youth Network and joined the team as a long-term intern to contribute to the Academy's work. During this four-month period, he actively participated in organizing our events, managing our digital data, coordinating our children's programs, and organizing our CRM lists.



## **Osman SARI**

### **Long Term Intern**

He worked as a long-term intern at Argüden Governance Academy. Sari is pursuing a degree in Industrial Engineering at Bahçeşehir University. He

served as the founding president of the IAESTE club and president of the IEEE club within the university. After serving as treasurer at the Izmit Rotaract Club, he became a founding board member at the Acarkent Rotaract Club.

During the 4-month period that he joined our team, he took active responsibility in areas such as project preparation, website and publication content translations, and the implementation of our events.

Osman, who graduated from the YÖN101 Training Program organized by the Governance Youth Network in its 5th term, continues his active membership in the Argüden Governance Academy Youth Network. He is also serving in the Responsible Learner Child (ÖÇSB) program and the Sustainability101 training program team that will be held in 2023.

# OUR VOLUNTEERS

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We highly value the contributions provided by our volunteers from various professions and fields of expertise, both individually and institutionally. Our volunteers, who strive for the development and dissemination of consistency, responsibility, accountability, fairness, transparency, effectiveness, and participation, consist of senior experts in their own fields, graduate students specializing in governance, and young undergraduate students.

Our aim is to strengthen the concept of “volunteerism” in our country and draw attention to the importance of “the existence of civil society.” For this purpose, we make an effort to emphasize the importance of “volunteer work” and to calculate the material equivalent and added value of the contributions they provide accurately. We endeavor to announce and elevate the value they create and their selfless support in every possible environment (our events, conferences, reports, publications, etc.). We regularly record the tangible contributions of our volunteers in terms of time and value, ensure that these data are audited independently during audit studies, and document their accuracy.

By contributing to the increase in awareness levels about “good governance” practices, we enable them to be included in a distinguished communication network. We aim to create value for our volunteers by offering environments where they can contribute to improving the community’s knowledge and awareness levels and creating opportunities for them to realize their social responsibility goals/projects.

Compared to previous years, 2022 was the year we received the most volunteer contributions. Until last year, our total volunteer contribution was over 21,000 hours. This year, we created value for the dissemination of the culture of good governance by receiving more than half of this total in just one year with the contribution of volunteer hours. We sincerely thank all our volunteers who provided **a record of 11,364.75 hours** of volunteer contribution to the Academy in 2022. We thank our volunteers who participate in various events representing our Academy nationally and internationally, act as speakers at conferences and symposiums, and share their labor and experience in the studies we carry out. We also thank institutions and organizations that provide in-kind contributions as volunteers. We provide a few examples of our volunteers and in-kind contribution-providing institutions in the tables on the next page.

We are grateful to all “governance volunteers” who contribute to our work.

## VOLUNTARY CONTRIBUTION



VOLUNTEER	PROFESSION	WORKING AREA
Aybüke KÖROĞLU	STUDENT	Youth Network Studies
Erben Samet ARİFOĞLU	STUDENT	Youth Network Studies
Pınar ILGAZ	MANAGEMENT CONSULTANT	Academic Representation, Network Management
Gizem ARGÜDEN OSKAY	MANAGEMENT CONSULTANT	Administrative Activities, Communication Activities
Alara ERDOĞAN	STUDENT	Youth Network Studies
Ali Emre DİKMEN	STUDENT	Youth Network Studies
Aylin TUNCER	ACCOUNTING	Accounting
Dr. Yılmaz ARGÜDEN	MANAGEMENT CONSULTANT	Academic Representation, Concept Dissemination
Dr. İnan İZCİ	CONSULTANT	Concept Dissemination, Communication Activities
Göksu SATICI	STUDENT	Youth Network Studies
⋮	⋮	⋮

We aim to strengthen the concept of “volunteering” in our country and draw attention to the importance of having a developed civil society.



ORGANIZATIONS PROVIDING IN-KIND CONTRIBUTIONS	TYPE OF ORGANIZATION	IN-KIND CONTRIBUTIONS
ARGE Consulting	Management and strategy consultancy	Office rent and fixed expenses of the academy, Accommodation and transportation expenses of the Advisory Board, Consultancy for research programs
Global Compact Türkiye	Global network	Collaboration on communication activities
Istanbul Metropolitan Municipality	Local Governments	Venue support for communication
The Marmara Otel-Taksim	Accommodation	Venue support for communication
Atlas Tur	Transfer Company	Support for transportation services for hosting international guests
⋮	⋮	⋮



# RELATIONSHIPS WITH OUR STAKEHOLDERS

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Governance concerns not only policy makers but also all stakeholders. Therefore, we believe that by establishing long-term collaborations and partnerships, and acting “together”, we can increase the impact we create in achieving our goals.

According to our business model, we are focusing on three main collaborations (partnerships):

**Knowledge  
Partnership**



**Impact  
Partnership**



**Resource  
Partnership**



**Knowledge Partnership:** We provide information on good governance and also benefit from the knowledge resources of our collaboration partners. We collaborate with organizations such as the OECD Korea, the Turkish Economic and Social Studies Foundation (TESEV), the Turkish Ethics and Reputation Association (TEID), the Turkish Corporate Governance Association (TKYD), and the Turkish Investor Relations Association (TUYID) through our “Information Partnership” protocols. Additionally, this year we were invited to the Global Conference of the International Integrated Reporting Council as an Official Information Partner, further promoting the concept of governance globally.

**Impact Partnership:** By jointly promoting good governance practices to various segments of society, we create added value for ourselves and our collaboration partners. We publicize all the activities related to “governance” by our collaboration partners through our network and also contribute to increasing their impact by providing content and speaker support. Furthermore, we draw attention to the collective benefit resulting from the widespread adoption of a “collaboration” culture.

**Resource Partnership:** We create additional material or immaterial resources for our activities by providing resources or benefiting from the resources of our collaboration partners.

We create many of our collaborations by utilizing all three types of partnership mentioned above. In this way, we turn the method of “collaboration” into a way of providing knowledge, impact, and resources more economically for institutions. While mobilizing resources, we prioritize the most cost-effective or budget-friendly resource usage strategy for each stakeholder.



United Nations  
Global Compact



Through the support/services we mobilize without allocating a monetary amount, we find opportunities to create more value with less real budget (leverage effect). For the sustainability and reputation of our programs, we always collaborate with the most suitable partner(s). Therefore, we always prefer to work together with national or international partners from different sectors instead of doing a job alone:



As we develop collaborations, we adopt a model that brings together all stakeholders (public/civil society/private sector) and with this approach, we create exemplary models:



Our academic collaboration partners provide us with information that allows us to exchange knowledge about the latest developments, and they facilitate the dissemination of good governance practices among public, civil society, and private sector organizations.



İSTANBUL POLİTİKALAR MERKEZİ  
SABANCI ÜNİVERSİTESİ  
İSTANBUL POLICY CENTER  
SABANCI UNIVERSITY



# We are promoting a culture of “working together” by establishing long-term collaborations and partnerships to achieve our goals.



We are always willing to develop collaborations with international organizations and civil society organizations to promote the importance and effectiveness of good governance practices in all sectors of society. To achieve this, we organize workshops, surveys, research projects, awareness-raising activities, and applied projects.

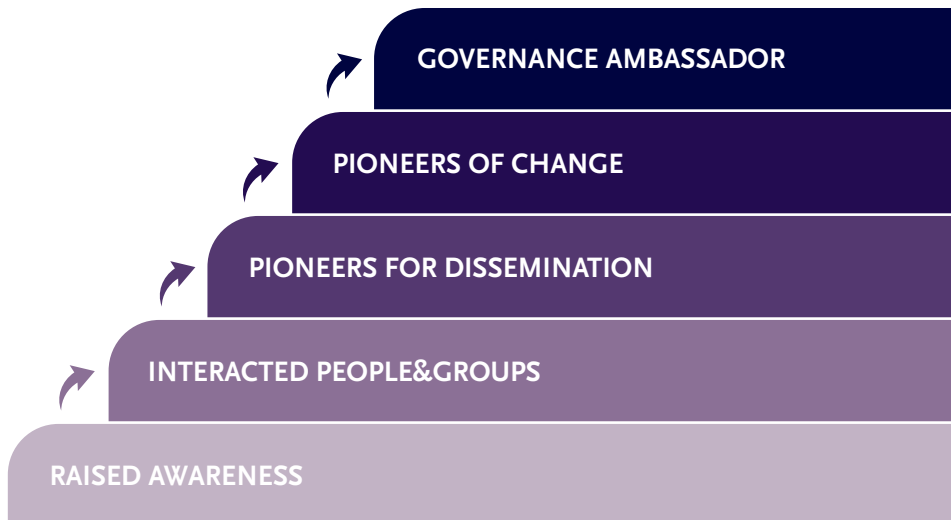
We carry out our activities through donations from foundations, independent organizations, and individuals who believe in our goals and aim to contribute to the development and widespread adoption of good governance practices in all sectors of society. We are grateful to our sponsors, including TIRSAN, Garanti BBVA, Akk k Holding, Borusan, Altınbař University, ARGE Danıřmanlık, Kopař Kozmetik, our sponsor for Sustainable Urban Social Service Governance, and all individual supporters.



As Academy, we value all of our stakeholders and strive to create methods to be in closer contact with them and keep them informed. We believe that by incorporating the opinions of our stakeholders and involving them in our processes, the quality of our work will increase. In 2022, we further developed our communication with our stakeholders through our stakeholder model, which includes five different stakeholder groups:

- Governance ambassadors who promote the adoption of governance as a culture
- Change leaders at the social/institutional level
- Pioneers for the dissemination of governance
- Those who we engage with through our work
- Those who we create awareness about governance for

We integrated our interaction with stakeholder groups and the impact we create with our value creation model and measured them with KPIs. In 2022, we aim to make our stakeholder model more visible and increase the number of individuals in our “Governance Ambassador” and “Change Leader” stakeholder groups.



# IMPACT REPORT

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As we have done in previous years, we presented our Impact Report at the end of the year to our donors and stakeholders, which includes the activities we carried out in 2022, the financial resources we used, and other resources we mobilized, as well as volunteer and in-kind contributions.

As Academy, we regularly share how we have benefited from the financial resources contributed by our donors and how we have created an impact in line with our “accountability” principle. Our Impact Report is independently audited every year. Our 2022 Impact Report was audited by Eriş Independent Audit and Certified Public Accountancy Inc. and was evaluated as reliable.

Our Impact Report prepared in Turkish and English:

- Concretizing how governance culture is developed,
- Becoming more accountable,
- Measuring and improving our outcomes,
- Continuously improving and advancing ourselves,
- Supporting the dissemination of the “good governance” culture among our donors and stakeholders,
- Encouraging new/potential donors to support our activities.

According to our 2022 Impact Report, we mobilized voluntary and in-kind contributions that were **2.29 times** our financial resources. This ratio, which was 1.8 in 2021, meant that the resources we mobilized were nearly half of the resources in 2022. In 2021, we had used less real and leverage resources by conducting our activities on digital platforms due to the ongoing impact of the pandemic. In 2022, with the pandemic’s impact significantly reduced, we increased our resource usage, and were able to maintain our leverage effect at more than twice the previous level.



Independent Audit Report  
pg. 100

The development of societies is hindered when trust in their institutions is lacking. Weakness in governance is like a friction. It leads to excessive use of force in every activity and thus falling behind in competition with the world.



## IMPACT REPORT 2022

Dear Stakeholders,

We have performed various activities to raise awareness and dissemination of “Good Governance”, with your supports since the foundation of the Academy. We are glad to present our Impact Report including our activities performed in 2022.



### COOPERATIONS



**11.365**  
VOLUNTARY HOURS



**48**  
NATIONAL AND INTERNATIONAL COOPERATIONS



### DONORS

**TIRSAN**

**Garanti BBVA**



**BORUSAN**

**ÇALIK HOLDING**

**ALTINBAS UNIVERSITESI**

**ARGE**  
Helping You Succeed

## ACTIVITIES

Completed Activities Ongoing Activities Participated Activities

E: Education R: Research C: Communication

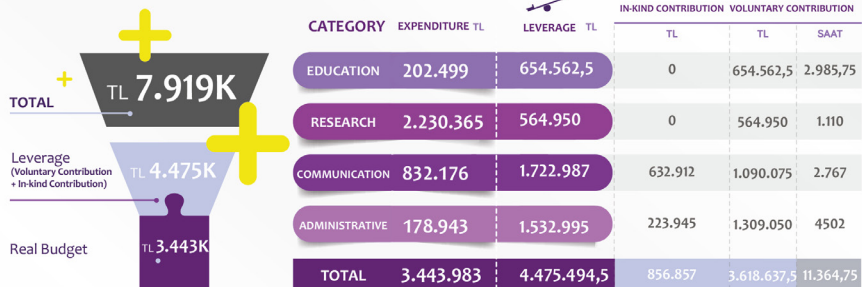
	E01	ELOGE Training of Trainee	C06	ELOGE Trainings for Sultanbeyli Municipality
	E02	Local Politics and Governance   Course at Medipol University	C07	Child and Parent Friendly Municipality Governance Guide
	R01	Child and Parent Friendly Municipality Governance Guide	C08	B40 Balkan Cities Network Youth Summit- Participatory Youth and Future
	R02	Regulatory Policy Outlook 2021 Report	C09	Digital Transparency Summer School 2022- Local Governance
	R03	Metropolitan Municipality Governance Scorecard	C10	Integrated Social Policies in Local Governments and Gender Studies Panel
	R04	Integrated Municipality Governance Guide	C11	Metropolitan Municipality Governance Scorecard Conference
	C01	Good Governance in Municipalities	C12	Improving Governance Quality in Metropolitan  International Metropolitan Day
	C02	Age-Friendly Municipalities	C13	Metropolitan Municipality Governance Scorecard   Şehit Nezihim Program
	C03	Crisis and Governance: Tools and Actors	C14	Integrated Municipality Governance Model Conference
	C04	Regulatory Policy Outlook 2021 Webinar	C15	Gün Başlyor Program - Haber Türk
	C05	ELOGE Trainings for Şişli Municipality	C16	Integrated Municipality Governance Model Workshop
	E01	Youth Policy School	C17	6th Civic Strategy Symposium
	E01	SDG 4: International Education Day		
	E02	EBRD's Role and Studies in Türkiye   Meeting	C03	Role of NGOs during EBRD's Policies and Projects in Türkiye
	E01	Sustainability Governance Training	C03	Put Your Money Where Your Mouth is: Vegetarian and Vegan Investing
	R01	Sustainability Governance Scorecard 2022	C04	Sustainability Governance Scorecard 2022   TÜYİD
	R02	Put Your Mouth Where Your Mouth is: Vegetarian and Vegan Investing	C05	Climate Justice is Sustainable Agriculture
	R03	The Elephant in the Room FII ESG Contradiction	C06	International ESG Summit 2022
	R04	Responsible Boards: Action Plan for a Sustainable Future	C07	Global Ambassadors of Sustainability - "Certified Sustainability Official" Training
	R05	Forget to Race to Space: We're in a Race for Food and Water	C08	Groom Business Sustainable Business Summit 2022
	R06	ESG Rating Agencies and Regulatory Cross Hairs	C09	ESG Reporting: Stock Exchanges' and Institutions' Synergy to Reach SDG
	C01	Creating the Future with Sustainable Supply Chain	C10	Ortak Gelecek TV Program - Sustainable Finance
	C02	Sustainability Governance Scorecard for SDGs	C11	The Role of Good Governance and Internal Audit for Trust
			C12	TÜYİD Investor Summit 2022
	C01	SDG16: Good Governance Day		
	C02	Agile Governance for Future	C03	Improving Trust and Strengthening Democracy
	E01	Good Governance for Children   Rotary	C16	Istanbul City Council   Meeting
	E02	Good Governance for Children   Darülsafaka 2021-2022	C17	Bussinspration International Panel
	E03	Good Governance for Children   TEGV 2021-2022	C18	Conversation with Prof. Dr. Ayşe Özdemir
	E04	GVIOI Education 6th Term	C19	Inspiring Women
	E05	10th Term - Aristo Social Entrepreneurship Program	C20	Istanbul Youth Assembly   Meeting
	E06	Good Governance for Children   TEGV 22-23	C21	Gender Equality Training
	E07	Good Governance for Children   TEGV 22-23	C22	Integrated Thinking and Reporting Training
	E08	2nd Term - Aristo Social Entrepreneurship Program	C23	TEGV Children Fest
	E09	Good Governance for Children   Darülsafaka 2022 - 2023	C24	Presentation Styles Training
	E10	Good Governance for Children   TÜRKİYE Sadece Gençlik Okulu	C25	Local Youth Associations Network Advocacy Training and General Assembly
	E11	Good Governance for Children   Bilim İlaç Online	C26	Strategy of the Youth   Workshop
	E12	Good Governance for Children   Bilim İlaç Face-to-Face	C27	Marmara University Introductory Business Course   Good Governance Presentation
	E13	Youth Network   Training of Trainers Program	C28	Good Governance for Children   Graduation Ceremony
	R01	Trust in Agriculture	C29	Civil Society Dialogue IV - Social Policy and Employment Conference for Youth Workers
	C11	Youth Network Newspaper   Monthly	C31	Sustainability Faculty Ideathon
	C12	C15 Youth Network Newspaper   Special Issue	C32	Meeting with the Capital Youth Assembly Executive Committee Members

Integrated Report 2021 Turkish  
Integrated Report 2021 English

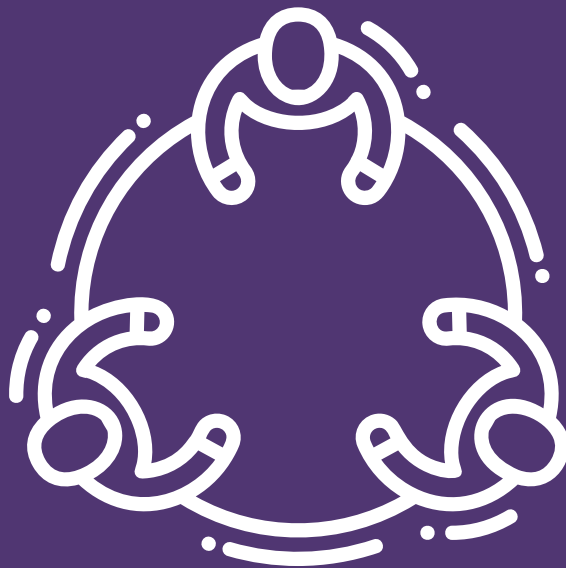
Impact Report 2021 Turkish  
Impact Report 2021 English

We have achieved **2,29** times resource mobilization.

## RESOURCES



**We are creating more  
knowledge, resources,  
and impact together, not alone.**





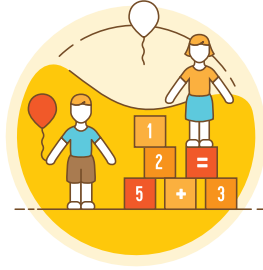
# **OUR ACTIVITIES IN 2022**





# GOVERNANCE FOR CHILDREN

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The foundation of a good governance culture is laid in childhood. As Argüden Governance Academy, we prioritize that today's and future leaders become responsible individuals who embrace governance principles in their lives.

Because individuals from every age group are a part of the society we live in, and they shape the future. In order to shape the future, it is important to work together with children who are the leaders of today and tomorrow. While we, as adults and institutions, develop mechanisms to construct the future, we make meaningful contributions to improving the quality of life when we work together with children, who are the real owners of the future.

Today's and tomorrow's leaders as responsible individuals participate in making decisions regarding themselves and society, taking responsibility. When fulfilling the responsibility they undertake, their steps are consistent and fair, and they can be transparently accountable for the decisions they make. The result of their decisions creates value for both themselves and society and is effective. Thus, relationships based on "mutual trust" develop both individually and socially.

In this section of the report, you will find the studies conducted on the development of a culture of good governance in children.

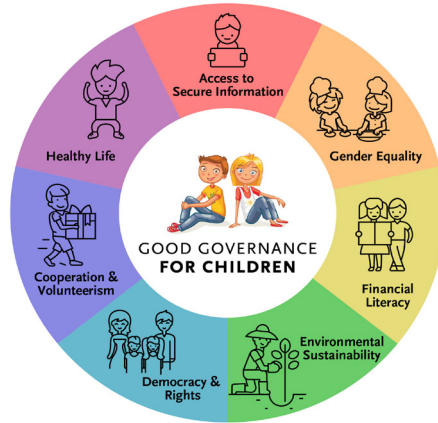
## Good Governance for Children

Good governance is a culture and a climate in which it spreads. Both individuals and institutions are needed for the formation of both. The development of this culture begins in childhood. The culture of living together and good governance principles acquired in childhood enable the creation of the future as a responsible individual.

With the Good Governance for Children Education Program, we contribute to the development of children and their shaping of the future as responsible individuals who have adopted the culture of good governance. Throughout the program, democracy and our rights, gender equality, solidarity and volunteerism, financial literacy, safe access to information, environmental awareness, and healthy living issues are addressed. We share the events we organized in 2022 within the scope of the program on the following pages.



### GOOD GOVERNANCE FOR CHILDREN



### 2021-2022 Spring Term

We collaborated with the Turkish Education Volunteers Foundation and met with 22 students in the 2021-2022 Spring semester, and 32 students in the 2022-2023 Fall semester. A total of 7 volunteers from the Youth Network Good Governance for Children Team were actively involved in these schools.

#### Thanks to

Beyza Yılmaz, Derya Bilgin, Osman Sarı, Yunus Emre Gültekin and our partner TEGV for creating value with us in the development of children...



(Volunteers are listed in alphabetical order by name.)



TÜRKİYE EĞİTİM GÖNÜLLÜLERİ VAKFI

We are thrilled to continue our collaboration with Darüşşafaka since 2019, and in both the 2021-2022 Spring and 2022-2023 Fall semesters, we have come together with the Curious Explorers in Saturday Workshops. We are proud to be the only volunteer team meeting with Darüşşafaka children in these workshops where we gathered with a total of 13 children every Saturday.

#### Thanks to

**Berfin Taştan, Derya Bilgin, Eylem Sezgin, İrem Polat, Vahap Özdemir, Yaren Akabey, Zeynep Çelik, and Darüşşafaka Educational Institutions, which provide a real sanctuary for their students..**



(Volunteers are listed in alphabetical order by name.)



With the collaboration of Acarkent Rotary Club during the 2021-2022 academic year, we contributed to the development of 120 students in a public school in Beykoz. We received positive feedback from both the children and their parents at the graduation picnic we organized at the end of the program.

#### Thanks to

**Ali Emre Dikmen, Bezni Çevik, Cem Gürpınar, Damla Atacık, Didem Mülâyımsi Argüden, Ekin Turan, Fulya Mengen, Gamze Talay, Kerime Üner, Simten Şebnem Güner Sadi, Osman Sarı, Ömer Oğuz, Zehra Turan, and our partner Acarkent Rotary Club, we thank you for creating value with us for the development of children...**



(Volunteers are listed in alphabetical order by name.)



With the contribution of our team and individual volunteers, we will come together with 175 students in 5 branches of a public school in Üsküdar throughout the 2022-2023 academic year.

**Thanks to**

**Ayşe Filippidis, Erben Samet Arifoğlu, Gamze Talay, Jale Kobaş Afşar, Melis Türker, Dr. Merve Ateş Eren, Pelin Çebi, Osman Sarı, and Yunus Emre Gültekin for creating value with us in the development of children...**



(Volunteers are listed in alphabetical order by name.)

We conducted our program, which was carried out by Bilim İlaç volunteers for Bilim İlaç children, during the mid-term break of the fall semester of the 2022-2023 academic year. 11 volunteers and 11 children came together in the program that lasted for one week.

**Thanks to**

**Armağan Taştan, Berna Eşkar, Bilge Aşık, Büşra Danışman, Deniz Gerekçil, Sinem Gamze Yalaz Altınır, İlker Günel, Mustafa Yıldırım, Sevil Seçkin, Okan Yaşa, Tunç Türedi, and Association of Private Sector Volunteers, for creating value with us in the development of children...**



((Volunteers are listed in alphabetical order by name.))



## VALUE CREATION

- Adoption of good governance from childhood
- Contribution to individual growing in short, medium, and long term
- Contribution to social development in the long term
- Dissemination of volunteering
- SDG4: Accelerating access to Quality Education
- Effective use of resources



IN 2022

WE BECAME TOGETHER **362** CHILDREN  
WITHIN THE SCOPE OF  
GOOD GOVERNANCE FOR CHILDREN PROGRAM





GOVERNANCE  
FOR YOUNG LEADERS

# GOOD GOVERNANCE FOR YOUTH

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Good governance is a culture, a climate, and a set of behaviors. The earlier this culture is adopted, starting from childhood, the earlier the quality of life of both the individual and society begins to improve. As an academy, we believe that it is very important for this understanding to become widespread from childhood to adolescence. We observe how active a role young people take in social issues, and how they increase the quality of life when they adopt good governance principles. We attach great importance to the work carried out by our Youth Network. We are delighted to support the efforts of the Youth Network, which is self-governing, striving to develop its members and the community, and taking responsibility for a better future.

Young people who take responsibility for their future in the Youth Network contribute to the dissemination of governance culture from a youth perspective, learn from each other, and take responsibility for a better quality of life.

In this section of the report, you will find the work carried out to promote good governance culture among young people and the projects of the Youth Network.

## What is Youth Network and How Is It Developing?

Founded in May 2020, Youth Network continues to increase its active membership and expand its target audience through the GOV101 Education and other programs. Youth Network has 158 members from 46 different universities and 49 different departments across 12 cities. Additionally, our members serve in 149 different NGOs (foundations, associations, student clubs, initiatives, etc.).

Youth Network is currently working with 3 committees, 5 programs, and 1 project. The entry ticket to Youth Network is through the educational programs that teach the culture of good governance. Participants who complete programs like GOV101, Aristo Social Entrepreneurship Education Program, and Sustainability 101 can become active members of Youth Network. They can work on spreading the concept to wider audiences by joining existing teams or creating their own.

Our first youth education program, GOV101, was developed in 2019 and targets youth who play an active role in university clubs. In this program, young people not only learn theoretical principles of good governance but also have the opportunity to experience and build a culture of good governance by applying what they learned in their own clubs. In May 2020, we established a Youth Network that includes graduates of GOV101 Education and second-term GOV101 graduates, aiming to continue their governance journey.

Some of the teams that implemented their own projects within Youth Network created educational programs such as the Aristo Social Entrepreneurship Education Program and Sustainability 101 Education Program.



**ARGÜDEN**  
**GOVERNANCE**  
**ACADEMY**  
YOUTH NETWORK

**158 YOUTH NETWORK MEMBER  
IN 46 UNIVERSITY AND 12 CITIES**

### Governance in Youth Assemblies

Improving the quality of governance in local administrations creates direct and indirect benefits for every individual in society, as local governments are the most accessible unit of administration for all segments of society.

This research focuses on the participation of young people in municipalities and includes 53 criteria. Five of these criteria are related to the fairness principle of good governance, 22 to transparency and accountability principles, 21 to the participation principle, 22 to the effectiveness and consistency principles, and 6 to the responsibility principle. 20 of these criteria are associated with the decision-making process, 5 with resource utilization, 13 with service delivery, and 15 with institutional functioning.

The study provides feedback to municipalities based on research results, thus contributing to the development of local governance from a youth perspective. We have shared the initial results of this study, which we hope will be repeated and updated regularly. During this process, the project team gained experience in how to conduct detailed research, research methods, and communication with municipalities. After sharing the project results, the team continues to work on new projects for the 2022 term.

### VALUE CREATION

- The spread of governance culture among young people
- Creation of a good governance climate for a better future
- Active participation of young people in decision-making processes
- Representation of young people in local governments
- Increased ability of young people to monitor local government
- Dissemination of good governance at the local level

**We congratulate Açelya Arslan, Erben Samet Arifoğlu, Fatih Şahin, Furkan Doğan, Mehtap Koçan, Melek Sezer, Melike Saraylıoğlu, Nurdan Temel, Oğuzhan Yılmaz, Sürücan Batmaz, and Yakup Gözderesi for their successful work in the Youth Councils Governance Project team led by Beyzanur Buruk and Hanne Uysal.**

(Names are listed in alphabetical order.)

### Trust in Agriculture Project

The Trust in Agriculture Project aimed to propose a research on the presence of good governance principles in the application area of agriculture and the current status of reliable business relationships. The study includes various data on agriculture in Türkiye, the points where they overlap with good governance, interviews with companies, the place of good governance culture within the interviewed companies, and how they establish trust with farmers. Our project proposing a research was published in January 2022.

## VALUE CREATION

- **Contribution to agriculture, which is one of the most essential requirements for a sustainable future**
- **Implementation of good governance principles in agriculture**
- **Acceleration of development through sharing good practices**
- **Increasing the effectiveness by enhancing inter-sectoral and inter-institutional collaboration, enabling farmers, public institutions, companies, and non-governmental organizations**

**We congratulate Oğuzhan Yılmaz for his successful work in the Agriculture Trust Project team led by Pelin Mişe.**

### GOV101 Training Program

The GOV101 Training Program is an 8-week education program that is open to university students and includes the importance of good governance, good governance principles, purpose, duty and ideal, strategy, process and organization, stakeholders, and integrated thinking. Within the program, participants reinforce what they have learned by applying it practically through the organizations they have designed in their teams. Members of the program team are involved in organizing the volunteer trainers for the education, education announcements, education interviews, selections, education operations, and directing and who

supporting participants. In this way, they can develop their organizational and operational skills, as well as their versatile thinking, ability to anticipate and prevent risks, crisis management, presentation skills, teamwork, team experience, and communication skills..

YÖN101 Education, which graduated its first students in October 2019, graduated 61 students in its 6th term held in 2022. Thus, the number of people who participated in and graduated from the education in 6 terms reached 336. The YÖN101 Education, which is held twice a year, is being revised based on the suggestions of graduates and volunteer trainers to hold its 7th term in the first quarter of 2023 instead of the fall term.

We would like to express our sincere thanks to our trainers Dr. Yılmaz Argüden, Pınar Ilgaz, Canberk Ünsal, Dicle Kaymaz, Burak Erşahin, Mehmet Bahadır Teke, and Dr. Fatma Öğücü Şen for their voluntary contributions to the dissemination of the culture and climate of good governance.

## VALUE CREATION

- Dissemination and adoption of governance culture among young people
- Creation of a good governance climate for a better future
- Teaching theoretical knowledge of good governance and providing practical experience
- Contribution to the functioning of university clubs and youth organizations

**We congratulate the members of the YÖN101 Education Program Team led by Arda Argüden and Yunus Emre Gültekin,**

**including Alara Erdoğan, Ali Altınır, Aybüke Köroğlu, Berfin Yelken, Berkan Enes Gül, Can Berk Yenişen, Devrim Kadir Alan, Doğukan Şah Altan, Ece Ekiz, Emine Genç, Erben Samet Arifoğlu, İrem Polat, Osman Berk Oğul, Pervin Şen, Tunahan Kocael, Turna Sima Gürlevük, and Yiğitcan Yıldız, for their successful work.**

(Names are listed in alphabetical order.)

### Aristo Social Entrepreneurship Education Program

The Aristo Social Entrepreneurship Education Program is a five-week social entrepreneurship idea marathon open to university students, in which social impact-focused new social entrepreneurship project ideas will be generated, implemented, and professional training will be provided by experts in entrepreneurship and innovation tools and approaches in line with good governance principles. The program covers the following topics:

- Social Transparency
- Open Access to Right Information
- Impact-Oriented Civil Society
- Corporate Social Responsibility
- Social Justice

The program, which started in 2022, has completed its second term. In the two terms, a total of 72 people produced 9 projects and graduated from the program by presenting their projects.

### CREATED VALUE

- Young people who have gained knowledge and experience in social entrepreneurship
- Empowerment of young people with project development and implementation skills
- Widespread governance culture among young people
- Establishment of a better governance climate for a better future
- Social impact-oriented activities

**We congratulate Ceren Murat, Eda Hava Çiftçi, Erben Samet Arifoğlu, and Kübranur Bingöl for their successful work in the Aristo Social Entrepreneurship Education Program team led by Eylem Sezgin.**

(The names are listed alphabetically.)

### Local Youth Associations Network

After becoming a founding member of the Local Youth Associations Network (YGDA), the Youth Network is also contributing to the ongoing efforts. We participated in the General Assembly and Advocacy Trainings with 6 members of the Youth Network Executive Board. Additionally, we contributed to YGDA by attending the Social Policy and Employment Conference for Youth Workers in Ankara and the local education in Malatya.

## VALUE CREATION

- A culture of governance that is spreading among young people
- Creation of a governance climate for a better future
- Expansion of the impact through cooperation developed among youth associations and organizations
- Learning of the governance concept by different youth associations



Yerel Gençlik Dernekleri Ağı

We congratulate Alara Erdoğan, Aybüke Köroğlu, Erben Samet Arifoğlu, Vahap Özdemir, and Yunus Emre Gültekin for their successful work in contributing to the meetings of the Local Youth Associations Network on behalf of our Youth Network.

(Names are listed in alphabetical order.)





# PUBLIC GOVERNANCE

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Good governance at the level of public administration, transparency of government bodies and public service providers, accountability, and efficiency are essential for every individual to receive the services of public institutions in the country they live in. We emphasize the importance of not only adopting but also implementing good governance principles in both word and deed for a better future, trusted institutions, and societies. Developing collaboration between public-private-civil society for a sustainable future creates a multiplier effect.

In our work, we attach great importance to the collaboration of different sectors and the increase of value created through this collaboration. We make every effort to share the importance of the contribution that civil society organizations can make within this collaboration network and encourage partnerships between civil society organizations and the public sector. Collaboration between the public sector, business world, and civil society organizations specializing in their respective fields will not only help solve problems but also improve participatory democracy and increase trust in institutions.

In this section of the report, you will find our work in the public sector.

## Integrated Municipality Governance Model

“Integrated Municipal Governance Model” was implemented in partnership with the Marmara Municipalities Union (MBB), the Council of Europe, Sultanbeyli Municipality, and Şişli Municipality, under the coordination of Argüden Governance Academy and with the support of the Consulate of the Kingdom of Netherlands. We held the opening and closing events of our project in 2022.

With the project that started in October 2021 and lasted for a year, we developed a model for the holistic implementation and continuous improvement of good governance culture in municipalities. Through the model we developed, municipalities can make good governance principles more functional in all levels, tasks, and processes of the municipality. The model enables municipalities to apply the 12 local governance principles of the Council of Europe in all of their daily activities, including the operational level. The municipalities that implement this model will have a better chance of obtaining and maintaining the European Label of Governance Excellence (ELoGE).

After evaluating the commitments and work done by the Sultanbeyli and Şişli Municipalities, taking into account the assessment of the jury created by Argüden Governance Academy and Marmara Municipalities Union, authorized by the Council of Europe to award the ELoGE, they were entitled to use the European Label of Governance Excellence in the 2022-2023 period.



## VALUE CREATION

- Improving the governance quality of municipalities to enhance the quality of life of citizens
- Contribution to the improvement of governance in municipalities in Türkiye
- Promotion of governance culture in public institutions
- Increasing the value created through effective collaborations

**We would like to thank the Consulate General of the Netherlands for their contributions to the Integrated Municipal Governance Model Project, as well as the Marmara Municipalities Union and the Council of Europe for their valuable partnerships. Congratulations to the municipalities of Sultanbeyli and Şişli. We hope they continue to use the European Governance Excellence Brand in the future. We would also like to thank our advisory board members and jury for their valuable contributions by sharing their knowledge and experience with us. We extend our sincere thanks to Istanbul Metropolitan Municipality and ATLASTUR Tourism-VIP-Tourism Services for their in-kind contributions by covering the venue and transfer expenses of our conference.**

## Metropolitan Municipality Governance Scorecard

We have completed our Metropolitan Municipality Governance Scorecard research, which aims to examine the structure and functioning of metropolitan municipalities in Türkiye and develop performance criteria for these municipalities in line with good governance principles.

We shared the results of our research, which aims to strengthen good governance in metropolitan administrations to support democracy, sustainable development, and quality of life at the global, national, and local levels, at our project closing conference. At the conference, we talked about the importance, approach, methodology, findings, recommendations, and the results of our work on the Right to Information Law.

The Metropolitan Municipality Governance Scorecard enables citizens to monitor and evaluate metropolitan administrations based on official documents, information, and data, using good governance principles. With the data collected based on the 337 indicators created within the model, it has become possible to measure and improve the use of powers and resources by metropolitan municipalities in terms of good governance. This provides an opportunity to see how well each governance principle is applied by metropolitan municipalities in decision-making, resource utilization, service delivery, and institutional functioning processes.



## VALUE CREATION

- Improving the governance quality of municipalities to enhance the quality of life of citizens
- Providing a tool for citizens to evaluate metropolitan municipalities in Türkiye
- Promoting a culture of governance that is becoming more widespread in public institutions
- Creating a unique model that can be applied in every municipality around the world

**We thank the National Endowment for Democracy (NED) for their contributions to the Metropolitan Municipality Governance Scorecard.**

**We also extend our gratitude to the members of our advisory board for sharing their knowledge and experience with us, and for their valuable contributions to the project.**

**We sincerely thank Altinbas University and The Marmara Hotel Taksim for their in-kind contributions towards the project's venue and hospitality expenses.**

## Child and Parent Friendly Municipal Governance Guide

In 2022, we completed and shared our “Child and Parent Friendly Municipal Governance Guide” with our stakeholders, after publishing the Survey Research Report. With the Child and Parent Friendly Municipal Governance Guide, we aim to strengthen the structural contribution that municipalities can make to the development of children and parents, and to create constructive suggestions in terms of policies and practices.

In the study, carried out in collaboration with the Anne Çocuk Eğitim Vakfı, Türkiye Eğitim Gönüllüleri Vakfı, and Özel Sektör Gönüllüleri Derneği, we examined the 37 district municipalities in Istanbul using publicly available data that anyone can access. Based on the project findings, we reported our conclusions and policy recommendations to the municipalities. We aim for the guide to serve as a reference for leaders and practitioners who trigger transformation and development in municipalities and develop “child and parent friendly” practices.

### VALUE CREATION

- Contribution to the development of child and parent-friendly municipal governance
- Improving the governance quality of municipalities to increase citizens’ quality of life
- Developing tools for municipalities with civil society
- Contributing to individual and societal development

**We would like to thank Istanbul Metropolitan Municipality for their contributions to the project and Anne Çocuk Eğitim Vakfı, Özel Sektör Gönüllüleri Derneği (Private Sector Volunteers Association), and Türkiye Eğitim Gönüllüleri Vakfı (Türkiye Education Volunteers Foundation) for their valuable collaborations. We also extend our heartfelt thanks to Ceren Suntekin for her volunteer contributions to the visual design of our project.**

## OECD Public Regulation Quality 2021 Report Webinar

We have translated the “Assessment of Public Governance Processes” 2021 report by the Organisation for Economic Co-operation and Development (OECD) into Turkish. The third edition of this report, which is published once every three years by the OECD, was discussed at the Public Governance Processes Conference, which we organized in collaboration with TÜSiAD and the OECD.

### VALUE CREATION

- Providing international knowledge and expertise to relevant parties in Türkiye
- Contributing to the development of public decision-making processes with good governance perspective
- Long-term contribution to social development
- Improving governance quality in the public sector to increase citizens' quality of life

**We thank the OECD - Organisation for Economic Co-operation and Development, who supported the translation of the publication into Turkish, our dissemination partner TÜSiAD - Turkish Industry and Business Association, and our Advisory Board Member and OECD Regulatory Policy Division Head Nick Malyshev.**

## Local Governments Workshop for Women's Health and Equality - Panel on Holistic Social Policy and Gender Studies in Local Governments

Dr. İnan İzci contributed to the Local Governments Workshop for Women's Health and Equality, held on September 20 in Istanbul, in collaboration with TAPV and UNFPA Türkiye. A total of 50 people attended the workshop, including 21 municipalities (8 metropolitan municipalities and 13 district municipalities), 3 universities, and 2 NGOs. During the workshop, it was emphasized that the protective health and women's health efforts of municipalities are valuable, especially considering the increasing poverty, declining family planning services and counseling, the increase in unmet family planning needs, and existing inequalities.



## For all World Metropolitans: Metropolitan Municipality Governance Scorecard Event

On October 7th, on the occasion of World Metropolitan Day, we gathered with intellectual leaders from the European Council, OECD, and LSE at an international event to emphasize the importance of improving the governance quality of metropolitan officials through measurement.

In collaboration with Metropolis, we presented and discussed the Metropolitan Municipality Governance Scorecard Model, which is the first of its kind in measuring and evaluating citizen-centered governance culture in metropolitan administrations. The online event aimed to promote the adoption of this model.

### VALUE CREATION

- Intellectual contribution from Türkiye to the world
- Increasing the value created through effective collaborations
- Contributing to social development in Türkiye and the world in the long term
- Improving governance quality in the public sector to enhance citizens' quality of life

## Transparency Summer School 2022 - Local Governance Session

Dr. İnan İzci spoke on the topic of Local Governance at the 2022 Digital Transparency Summer School organized by Transparency International. This good governance school, which focuses on combating corruption, held educational seminars and discussion sessions on topics such as ethics, human rights, local governance, anti-corruption in the private sector, compliance policies, basic data education, transparency in the environment and cybersecurity.

## Age Friendly Municipality Workshop

When quality aging is ensured, a better quality of life becomes more possible. We organized a workshop on Age-Friendly Municipalities, where we discussed how municipalities can provide quality aging processes. The workshop was attended by 42 participants from different institutions, and participants were divided into tables according to the United Nations' Ageing Principles (Independence Table, Participation Table, Care Table, Self-Fulfillment Table, and Dignity Table). In the first session, participants shared the difficulties they experience regarding these principles, and in the second session, they put forward solutions that could be implemented to address these issues. We aim to consolidate the 2023 recommendations into comprehensive policy notes by combining the expertise of the specialists.

### VALUE CREATION

- Improving the quality of life of the rapidly aging Turkish population
- Sharing how the United Nations Principles on Aging can be used by municipalities
- Contribution to social development in Türkiye and in the world in the long run

**We would like to thank Altınbaş University for the venue support of the workshop, our cooperation partner Şişli Municipality, and our fellow Gerontologist Tuğçe Tıngır.**

## Crises and Governance Tools and Actors

We were a speaker at a panel titled "Crises and Governance Tools and Actors" held at the Marmara University Conference Hall in collaboration with the Marmara University Center for Turkish-French Relations Practice and Research (TÜFRAM).



# CORPORATE GOVERNANCE

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At the core of our work in corporate governance is increasing the trust that stakeholders have in corporate firms. Private sector organizations must adopt good governance principles in order to create value for both themselves and their stakeholders.

The increased trust in corporate firms that adopt good governance as a culture also leads to an increase in their corporate sustainability. In this way, they create more value for their stakeholders while also benefiting themselves.

By embracing good governance, trusted institutions make sustainability a fundamental approach, thus increasing their impact areas and improving quality of life in those areas.

In this section of the report, you will find our activities in the private sector.

## Sustainability Governance Scorecard ©

With our Sustainable Governance Scorecard©, which we designed as an original model, we contribute to a better world by accelerating global learning. With this research series, we call on the business world for a sustainable future and provide companies with the opportunity to compare themselves by highlighting good examples.

We will disseminate the results of our 2021 report, which was highlighted as a “good example” at B20 Tokyo, throughout the year, and we have also conducted research for our 2022 report. At the beginning of 2022, we revised our research model by taking into account the latest developments. Due to our update efforts, we started the research phase later than in previous years. Therefore, we plan to share the results of our 2022 research in 2023.

You can examine our efforts to disseminate the Sustainable Governance Scorecard in the following pages.



### VALUE CREATION

- Unique model that contributes from Türkiye to the world
- Contribution to sustainability reporting standards
- Spreading the concept of sustainability
- Contribution of business and investors to the sustainability approach
- Contribution to young people working in or taking responsibility in the field of sustainability
- Accelerating the achievement of Sustainable Development Goals
- Contribution to a more sustainable future and corporate sustainability through sharing good examples

**We would like to thank the global dissemination partner of the study, IFRS-International Financial Reporting Standards, and our dissemination partners in Türkiye, Turkish Investor Relations Association, CIFAL, UNITAR, BAU-COOP, Bahçeşehir University, Sustainability Academy, Fortune Magazine.**

### Sustainability Governance Education Program

In the education program, which was carried out in collaboration with CIFAL, UNITAR, BAU-COOP, and Bahçeşehir University, we covered many topics from the role of boards of directors in sustainability to good examples from Türkiye and the world; from the approaches of global sustainability leaders to Sustainable Development Goals to the contribution made to goals; from the oversight of sustainability efforts in companies, value chains, and ecosystems to the measurement of the created impact. We conducted the education program, which addressed the role of boards of directors in sustainability, good examples from Türkiye and the world, approaches of global sustainability leaders to SDGs, contribution made to goals, and measurement of the created impact, online in three different education days.

### Green Business: Sustainable Business Summit 2022

At the Green Business: Sustainable Business Summit organized in collaboration with Sustainability Academy and Fortune Magazine, our Board Chairman Dr. Yılmaz Argüden participated as a speaker in the session titled Strategies That Turn Global Goals into Action.

### Sustainability Governance Scorecard© 2021 Results Report

In our event, which was organized in collaboration with TÜYİD and attended by 139 people, we talked about the methods of researching Sustainability Governance Scorecard©, its results, and good examples. Our Board Chairman Dr. Yılmaz Argüden, Sustainability Governance Scorecard Project Leader Gizem Argüden, and Sustainability Researcher Kübra Koldemir participated as speakers; TÜYİD Secretary General Bülent Özütürk moderated the event.

## Ortak Gelecek TV Program

Our Chairman of the Board of Trustees, Dr. Yılmaz Argüden, was a guest on Zehra Küçük's Joint Future Program on NTV and discussed the topics of green financing and sustainable finance.

## TEDAR "Create Your Future with Sustainable Supply Chain" Conference

Our Chairman of the Board of Trustees, Dr. Yılmaz Argüden, participated as a speaker in the Sustainability Panel at the "Create Your Future with Sustainable Supply Chain" Conference organized by TEDAR in the digital environment..







NGO  
GOVERNANCE

# CIVIL SOCIETY GOVERNANCE

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It is important for civil society organizations established to take action on issues that need to be addressed in society to adopt a culture of good governance for their sustainability. This way, it becomes more possible to achieve societal good and create value for stakeholders. Civil society organizations, whose main capital is “the trust felt by their stakeholders” also need to expand their areas of influence and establish collaborations for a better quality of life.

As a non-governmental organization contributing to the development of civil society with its governance culture since its inception in Türkiye, we organize certification programs and trainings, conduct research, contribute to the development of non-governmental organizations through events, and develop partnerships.

In all of our work, we see non-governmental organizations as important stakeholders and collaborate with them, and we also organize some of our work entirely for the benefit of non-governmental organizations.

In this section of the report, you will find our work in the private sector.

## SDG 4: International Education Day

In the event we organized in collaboration with TEGV, the topic of Quality Education, the 4th Sustainable Development Goal, was discussed. The perspectives of institutions towards the goal of Quality Education and the projects they have implemented to achieve it were shared, and learning was carried out from good examples. Gamze Talay from the Academy moderated the event, and speakers such as Assoc. Dr. Mustafa Sever from UNESCO Türkiye National Commission, Pınar Palamutlu from the Türkiye Education Volunteers Foundation, Özgenur Korlu from the Education Reform Initiative, and Irmak Ilgaz from the Argüden Governance Academy Youth Network participated as speakers.

### VALUE CREATION

- Contribution to the improvement of good governance in education
- Contribution to achieving Sustainable Development Goals faster
- Increasing the quality of education projects through sharing good examples
- Increasing the value created through effective collaborations

**We thank our guest speakers who provided voluntary contributions to the event and the Türkiye Education Volunteers Association, which provided technical infrastructure support to the event.**

## Youth Policy School

We collaborated with Esenyurt City Council, NDI-National Democratic Institute, and ESASDER-Esenyurt Alternative Life Association to organize the Youth Policy School where we met with young people from various civil society organizations. We provided them with training on good governance, advocacy and campaigning, policy-making, and monitoring and evaluation. A total of 23 young civil society representatives graduated from the training program.

### VALUE CREATION

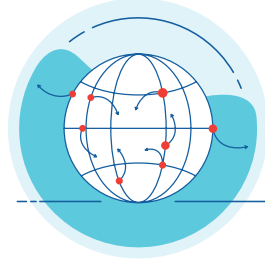
- Enhancing the skills of civil society and youth
- Contribution to the development of policy proposals by young people
- Opportunity to improve governance mechanisms through civil society and youth
- Long-term increase in local service quality and quality of life

**We would like to thank the National Democratic Institute (NDI), our partner organizations Esenyurt City Council and ESASDER-Esenyurt Alternative Life Association for their support in this work.**



# GLOBAL GOVERNANCE

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Good governance is a culture and a climate that needs to be widespread for the improvement of quality of life, both in our country and around the world.

We undertake the advocacy of the culture and climate of good governance in Türkiye and globally. Our models, which we have developed by integrating different global standards with the culture of good governance, are attracting attention and cited as examples on a global scale.

Thanks to our effective and efficient collaborations with leading institutions in the world, we are working to develop common good solutions for global problems.

In this section of the report, you will find the works we have carried out globally.

## SDG 16: Good Governance Day

One of the fundamental goals that underpins our work is to raise awareness towards SDG 16: Peace, Justice and Strong Institutions. In order to achieve this, we collaborated with Global Compact Türkiye to discuss the importance of good governance and share good examples from different organizations on Good Governance Day. We answered the question “What are you doing to build trust in your organization among your stakeholders and increase this trust?” with various institutions from different sectors.

### VALUE CREATION

- Increased understanding of the importance of good governance for a better future
- Opportunity to increase trust in institutions
- Contribution to the global spread of good governance
- Opportunity to achieve Sustainable Development Goals faster
- Opportunity for development for organizations from every sector through sharing good examples
- Increase in created value through international and national collaborations

**We would like to thank our cooperation partners Global Compact, United Nations Türkiye, Global Compact Türkiye.**

## Agile Governance, Building Trust and Strengthening Democracy for Our Future

Our Chairman of Trustees Dr. Yılmaz Argüden was elected as the Chair of the Governance Committee at the OECD in February 2022, and priorities were identified to enhance the quality of value created by the Committee. The OECD Governance Committee will support “Agile Regulatory Governance” to prioritize innovation promoting growth and addressing the most pressing social and environmental challenges.

Under the theme of “Strengthening Democracy”, the Governance Committee held a meeting of Public Governance Ministers. The meeting was shaped around three priorities: information in the digital age, participation and representation, and governments’ capacity to address global challenges.

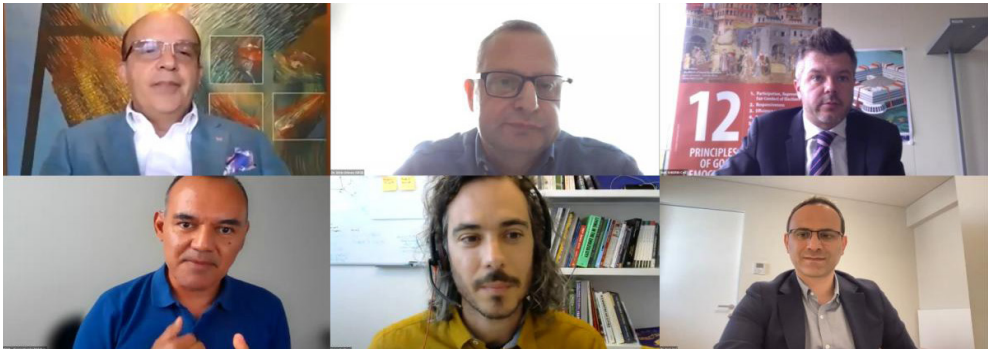
Our Board of Trustees Chairman Dr. Yılmaz Argüden, who participated in the meeting, emphasized the importance of these three priorities for democracy and governance. He highlighted that adopting a culture of good governance will strengthen democracy on a global level.



## Improving the Quality of Metropolitan Governance

On the occasion of World Metropolitan Day on October 7th, we joined intellectual leaders from the Council of Europe, OECD, and LSE Cities in an international event to emphasize the importance of measuring and improving the governance quality of metropolitan authorities.

In collaboration with Metropolis, during the webinar, speakers presented and discussed the Metropolitan Municipality Governance Scorecard Model, which is the first of its kind in terms of measuring and evaluating governance culture in metropolitan administrations in a citizen-centered and comprehensive way.







# CORPORATE

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## H. Orhan Argüden Governance Scholarship and Good Governance Scholarship

Since our establishment, we have been supporting the academic success of our graduate and doctoral students in the field of governance at Boğaziçi University through the “H. Orhan Argüden Governance Scholarship” and the “Argüden Governance Academy Foundation Good Governance Scholarship,” which is available for master’s and doctoral students from all universities in Türkiye. We aim to contribute to the promotion of good governance by supporting students who work on this topic.

We congratulate Rana Elif Aydın, our scholarship holder for the 2020-2021 and 2021-2022 academic years, on her graduation from the program. We thank her for her contributions to the promotion of good governance culture and wish her lifelong success. We would like to inform that we did not receive a sufficient number of applications that meet the requirement of “incorporating good governance principles” for the H. Orhan Argüden Governance Scholarship for the 2022-2023 academic year, therefore we do not have a scholarship holder for this period.

We have decided to continue supporting the works of our 2020-2021 scholarship holders for the Argüden Governance Academy Foundation Good Governance Scholarship, Tuğçe Tıngır, a master’s student at Yıldırım Beyazıt University, and Can Türe, a doctoral student at the Middle East Technical University, for the 2022-2023 academic year, for their valuable contributions to the promotion of good governance culture.

# OUR FINANCIALS



# OUR FINANCIALS

As Arguden Governance Academy, we have carried out our work with resources obtained from our corporate and individual donors who believe in our purpose, sponsors who support our various projects and programs, and project-based funds and grants. We would like to thank our donors who believe in our purpose and contribute to the development and dissemination of good governance practices in all sectors of society through in-kind and voluntary resources.

We would like to thank TIRSAN and other supporters who believe in our mission, including Garanti BBVA, Akkok Holding, Borusan, Calik Holding, Altinbas University, and ARGE Consulting.

We regularly conduct research to obtain new donations or grants and make efforts to establish new relationships. With this approach, we are planning to increase our income through our economic activities to achieve a financial sustainability model where the institution can support itself.

ARGÜDEN GOVERNANCE ACADEMY  
YEARLY COMPARISON OF FINANCIAL HIGHLIGHTS (TL)

	2021	2022	Change (%)
<b>INCOME</b>	<b>1.984.875</b>	<b>3.149.999</b>	<b>58</b>
<b>EXPENSES</b>	<b>1.499.913</b>	<b>3.443.983</b>	<b>129</b>
Education	297.794	202.499	-32
Research	885.864	2.230.365	151
Communication	229.479	832.176	262
General Administration	86.776	178.943	106

Compared to the previous year, when we look at the total real resources we allocated from our budget:

- **Our expenses and volunteer support increased in our education programs.**

In 2021, we conducted our education programs both face-to-face and online. In 2022, we had more face-to-face education programs with our belief in the quality of face-to-face education. Therefore, the resources we mobilized in the education field increased, but our real expenses were one-third of our leverage amount. The volunteer contribution hours in our education programs increased

- **Our expenses and volunteer support increased in our research**

We updated the research model of the Sustainability Governance Scorecard that we conducted in different sectors this year and started our 2022 research. We aim to publish our results report at the beginning of 2023. In addition, we completed our Integrated Municipality Governance Guide and Metropolitan Municipal Governance Scorecard research to improve governance quality in local governments. In these studies, our real resource usage was higher than our leverage due to our expert expenses that lasted throughout the year.

Our Youth Network reported the Good Governance in Youth Councils and Trust in Agriculture projects with the same name publications. We thank the project teams for their volunteer contributions in both research and publication preparation.

- **Our communication expenses and volunteer support increased.**

The continuous decrease in our communication expenses continued in 2022. In 2022, our in-kind and volunteer contributions increased compared to the previous year in our work. In 2022, we mobilized 1,090,075 TL of volunteer contributions and 632,917 TL of in-kind contributions.

## We benefited from volunteer contributions in our institutional activities.

We strive to use our donations and other revenues in the most effective and efficient way to carry out our education, research, and communication activities. In 2022, we benefited more from volunteer contributions in our institutional activities and reduced our general management expenses by 58% compared to the previous year. We further reduced our institutional expenses this year to use our resources more effectively and efficiently and created 182% less institutional expenses. Thus, we allocated more resources to our education, research, and communication activities.

In line with our resource strategy, we have adopted creating in-kind and voluntary contributions (leverage effect) as our main responsibility. In order to measure the leverage effect, we record the volunteer contributions provided by our volunteers on an hourly basis and calculate them based on the “fee”



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determined by our board of directors. We regularly record “in-kind contributions” on a minimum matching basis. While carrying out our activities, we strive to calculate the total economic cost of our activities, which is composed of the total of these two resources, as we benefit from volunteer and in-kind contributions without allocating resources. Our method and approach serve as a guide for many other non-governmental organizations to measure the impact of their activities and contributions and to calculate the leverage effect.

LEVERAGE EFFECT (VOLUNTEER AND IN-KIND CONTRIBUTION)			
	2021 (TL)	2022 (TL)	Change (%)
Education	126.325	654.562,5	418
Research	113.700	564.950	396
Communication	1.902.525	1.722.987	-9
General Administration	518.880	1.532.995	195
<b>TOTAL</b>	<b>2.661.430</b>	<b>4.475.494,5</b>	<b>68</b>

Just like every year, in 2022, we made sure to utilize the environment and opportunities where we can benefit from the experiences, knowledge, and expertise of our volunteers in order to improve the quality of life. Particularly with the growth of the Youth Network, we benefited from the volunteer support at the highest level to date. Our volunteers dedicated 11,364.75 hours of their time to support the promotion of good governance culture and climate and contributed to the equivalent of 3,618,637.50 TL.

Just like with volunteer contributions, we also recorded in-kind contributions. As an academy, we prioritize using our budget for intellectual services and benefit from the support of our partners for technical and digital infrastructure, logistics, advertising, and dissemination expenses. This allows us to use our revenues more towards promoting good governance culture and climate. In 2022, we benefited from our stakeholders’ in-kind contributions in terms of venue support, office expenses, press expenses, and the use of digital event platforms. This year, we particularly benefited from our stakeholders’ in-kind contributions for communication and advertising expenses.

The total sum of volunteer contributions and in-kind contributions in 2022 increased by 68% compared to the previous year, reaching 4,475,494.5 TL. We would like to thank all of our stakeholders who contributed either as volunteers or in-kind.

In light of all this information, in 2022, with a real budget of 3,443,983 TL, we mobilized resources worth 2.29 times this amount, resulting in a total activity of 7,919,477.5 TL. Therefore, we achieved positive development towards using fewer resources to create a higher impact compared to the previous year.

In order to set an example for the community and demonstrate the value of the contributions we receive, we make every effort to announce the valuable contributions in our publications or events by thanking our donors. As we use the resources provided by our donors, we have made it a principle to be very efficient and precise in our expenditures, and to provide as many services as possible as in-kind contributions, taking advantage of the leverage effect. As a sign of our sense of responsibility, we regularly provide our donors with an account of our activities and budget, without their request. In 2021, we are sharing financial status and the impact we have created with all our donors on a one-to-one basis, in accordance with this principle.

ARGÜDEN GOVERNANCE ACADEMY 2019 TOTAL ECONOMIC COST (TURKISH LIRAS)					
	2021 TOTAL	2022			ANNUAL Change (%)
		REAL RESOURCES	LEVERAGE EFFECT	TOTAL	
Education	424.119	202.499	654.562,5	857.061,5	102
Research	999.564	2.230.365	564.950	2.795.315	179
Communication	2.132.004	832.176	1.722.987	2.555.163	19
General Administration	605.656	178.943	1.532.995	1.711.938	182
<b>TOTAL</b>	<b>4.161.343</b>	<b>3.443.983</b>	<b>4.475.494,5</b>	<b>7.919.477,5</b>	<b>90</b>



# 2022 INDEPENDENT AUDIT REPORT

In line with our principle of accountability, we audit our Impact Report data and financial documents independently, and share them with our donors without their request.



(Convenience translation of the report of applying agreed upon procedures originally issued in Turkish)

## Report of independent auditors on Applying agreed-upon procedures

### To the Management of Argüden Governance Academy,

We have performed the procedures based on the agreement date on February 6, 2023 and enumerated below with the respect to the operations of Argüden Governance Academy ("the Academy") in 2022, set forth in the accompanying Schedules. Our engagement was undertaken in accordance with the Turkish Standards on Related Services 4400 "Engagements to Perform Agreed-Upon Procedures Regarding Financial Information" issued by the Public Oversight Accounting and Auditing Standards Authority of Turkey applicable to the agreed-upon procedures engagements.

The procedures were performed solely to assist you in evaluating the validity of the data and the "Total Economic Cost of the Year 2022" table disclosed and published in the Annual Impact Report 2022 of the Academy and are summarized as below;

1. The bank balances of the Academy were confirmed with the records of the Academy.
2. Monetary transactions such as incoming donations and expenditures were compared with bank statements.
3. Income / expense accounts of the Academy; were compared with the supporting documents like receipt, invoice, payroll, etc.
4. The figures under the "Total Economic Cost of the Year 2022" table in the report consist of two groups as "Expense" which is expressed as real resources and "Leverage Effect" which is calculated as an estimate. Expenditures are stated in the "expense" group were tested with expense documents and compared with accounting records.
5. The "Voluntary Contribution" in "Voluntary Contribution & In-Kind Contribution" which is expressed as a leverage effect, is calculated with;
  - hours data, which are declared by the volunteers and kept in the Academy,
  - and the arm's length hourly wages for 2022 were stated in the Board of Directors Decision dated 30.12.2022 and confirmed wages are arm's length by us.

Regarding the "Voluntary Contribution", hours were confirmed with selected 10 persons statements, and the minimum arm's length hourly wage was stated in the decision of the Board of Directors. On the other hand, "Contribution in kind" is the monetary equivalent of the infrastructure, space and other in-kind benefits that the Academy benefits from in its activities

ERİŞ BAĞIMSIZ DENETİM VE YMM A.Ş.  
19 Mayıs Mah. 19 Mayıs Cad. No:37/14 UEM Plaza Sığli İstanbul  
info@erisymm.com www.erisymm.com

During the independent audit, all our corporate and operational processes were also reviewed.



without any payment. Regarding the "Contribution in Kind", the values of the items selected by way of sampling were compared with their valuation documents.

Because the above procedures do not constitute either an audit or review made in accordance with Turkish Standards on Auditing or Turkish Standards on Review Engagements (or relevant national standards or practices), we do not express any assurance on the "Resources" table as of December 31, 2022.

Had we performed additional procedures or had we performed an audit or review of the financial statements in accordance with Turkish Standards on Auditing or Turkish Standards on Review Engagements, other matters might have come to our attention that would be reported to you.

Our report is solely for the purpose set forth in the first paragraph of this report and for your information and is not to be used for any other purpose. This report relates only to the accounts and items specified above and does not extend to any financial statements of the Academy, taken as a whole. As per the law, we do not accept any liability for this report to anyone other than the Academy.

Eriş Bağımsız Denetim ve YMM A.Ş.  
Dr. Emrah Aygöl, Sworn-in CPA  
Responsible Auditor  
08.03.2023



ERİŞ BAĞIMSIZ DENETİM VE YMM A.Ş.  
19 Mayıs Mah. 19 Mayıs Cad. No:37/14 UBM Plaza Şişli İstanbul  
[info@erisymm.com](mailto:info@erisymm.com) [www.erisymm.com](http://www.erisymm.com)

# FUTURE EXPECTATIONS

Since our establishment as the Argüden Governance Academy, our mission and goal has been to contribute to improving the quality of life for people of all ages from 7 to 77 years old. In 2022, we will continue to carry out activities in public, private, civil society, and international sectors for children, youth, and professionals to enhance governance quality and promote a more sustainable future.

In 2023, within the scope of our good governance initiatives in the public sector, we plan to conduct dissemination activities for our Integrated Municipality Governance Model and the Municipal Governance Report Card for Metropolitan Municipalities. Through our Integrated Municipality Governance Model project, we accompany public institutions in Türkiye on their governance journey, having been authorized by the Council of Europe to grant the European Label of Governance Excellence-ELoGE. In 2023, we will receive applications for the European Label of Governance Excellence and evaluate them with our independent jury. To improve citizens' quality of life, which is increasingly becoming a concern in metropolitan cities, we will share our tailored and readily applicable recommendations with each municipality based on the results of our Municipal Governance Report Card research. Additionally, we will detail the recommendations from our publication "Comprehensive Social Service Governance for Resilient Cities" completed in 2020 and share them with public institutions for managing potential earthquakes and general disasters in Istanbul. We will continue to disseminate our "Child and Parent Friendly Municipal Governance Guide" published in 2022, making it readily applicable for municipalities. We will also share our recommendations for elderly and age-friendly municipal governance. While continuing to produce projects for improving governance quality in the public sector, we will continue our search for appropriate funds and grants to implement these projects.

We know that strategic partnerships and impact and diffusion collaborations are effective in spreading good governance culture. In 2023, we plan to further increase our impact by coming together with more diverse platforms and partners at local and international levels.

We would like to thank our volunteers and stakeholders with whom we collaborate at different levels to spread the culture of good governance to more people and institutions. In 2023, we aspire to contribute more to social development through the support of more volunteers and organizations. Last year, we shared that we had mobilized a total of 21,000 volunteer hours since our establishment until the end of 2021. We are delighted to share that we have mobilized more than half of this contribution in just one year. We sincerely thank our volunteers who are aware of the societal importance of good governance and are increasingly providing their support. We thank them for their record-breaking 11,364.75 hours of contribution in 2022.

2023 yılında yönetim kalitesini artırarak daha kaliteli bir yaşam ve sürdürülebilir bir gelecek için çocuklar, gençler ve profesyoneller için kamuda, özel sektörde, sivil toplumda ve uluslararası alanda çalışmalar yürütmeyi hedefliyoruz.

In 2021, we supported academic studies aimed at improving the quality of life of the elderly. In 2022, we started contributing to making municipalities more elderly and aging-friendly with our studies on improving the quality of life of the elderly. In 2023, we plan to expand these studies to mobilize more institutions and contribute to the quality of life of citizens.

The foundation of a good governance culture is laid in childhood, developed in youth, matured in adults, and put into practice. Therefore, in 2022, we were able to spread our good governance program for children, the Learning Child: Responsible Citizen Program, more effectively with valuable collaborations and individual volunteers. In 2023, we will contribute to the growth of more children with good governance by collaborating more with provincial and district national education directorates.

We will also increase our governance studies with young leaders. We will support the Governance Youth Network's work as we always have and spread the projects produced by young people through collaborations with different institutions and sectors.

Moreover, the Aristo Social Entrepreneurship Education Program, which contributed to the expansion of the Youth Network, and Sustainability 101 Education, such as YÖN101 Education, will be realized most effectively, allowing young people to experience good governance in different fields.

Since our establishment, we have translated many international publications into Turkish to spread the development of governance internationally. In 2023, we will continue to provide intellectual contributions to our country by translating such works into Turkish that have a global impact.

Since our establishment, we have supported our stakeholders' activities to reach SDGs and adopted SDGs as our guiding principles in our work. We believe that it is necessary to focus on each goal better for a more sustainable future and a better quality of life. Therefore, we support and attach great importance to the "One Day for Each SDG" approach developed for this purpose. The aim is to improve learning speed, increase the impact of studies and achieve goals faster by sharing good examples with One Day for Each SDG. We will draw attention to this issue in 2023 as well as in previous years. Additionally, we will continue to share good examples and our own work related to the four Sustainable Development Goals (4,11,16,17) that we focus on as an Academy with the public.

We would like to thank our donors who support us, believing in the impact created by our studies. Along with our financial resources, we apply for grants and funding to carry out activities that will increase our impact. Like in 2022, we plan to follow grants and funding in 2023 and continue to search for different sources.

## Notes

## Notes