

CIVIL ENGAGEMENT MODEL[©]

BUILDING TRUST THROUGH GOOD GOVERNANCE

No: 26-E/2024



**ARGÜDEN
GOVERNANCE
ACADEMY**

Good Governance for
Quality of Life

**Good governance
for quality of life**

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GOOD GOVERNANCE



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Authors

Dr. Yılmaz Argüden

Pınar Ilgaz

Dr. Erkin Erimez

Dr. İnan İzci

Özhan Binici

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Argüden Governance Academy

Akasya Caddesi No: 2 Göztepe Mah., Göksu

Anadolu Hisarı, 34815 İstanbul, Türkiye

Phone: +90 (216) 280 51 14

E-mail: info@argudenacademy.org

www.argudenacademy.org

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FOREWORD

“Trust is the essence of good governance and foundation of sustainable development.”

The essential principle driving modern human rights and democracy is this: people should have a say in shaping their own future and be able to contribute to the local, national, and global decision-making processes that influence their lives.

There are two basic reasons why people establish institutions: (i) more effective utilization of resources and (ii) better risk management to create sustainable value. Yet if the institutions are not trusted by their stakeholders, they cannot achieve these goals. Good governance is the recipe to improve not only the quality of management but also trust of the stakeholders/citizens.

Good governance protects humanity from human beings. There are two important roles for governance: providing guidance (direction) & oversight. Providing oversight is critical as Lord Acton’s famous quote suggests; *“Power corrupts, and absolute power corrupts absolutely.”* When we delegate the power to make decisions for the institutions to individuals, either through elections or appointments, institutions become prone to potential deficiencies of those actors, such as short-termism, ignoring externalities, over-confidence, selfishness, and even agency problems. Good governance helps ensure separation of powers for providing direction (guidance), and oversight from those of management decisions. As such, it is an insurance policy for the sustainability of good management as well as better strategic decision-making and management of risks.

Good governance is much more than just the structure, processes, and rules of decision making and controls. Good governance is a culture and a climate of **C**onsistency, **R**esponsibility, **A**ccountability, **F**airness & **I**nclusiveness, **T**ransparency, and **E**ffectiveness & **E**fficiency that is **D**eployed throughout the organization and society (the “CRAFTED” principles of governance.) Embracing them reinforces social trust for all kinds of institutions, whether public, private, non-profit, local, national, or global.

OECD’s 2024 Trust Survey clearly indicates that trust in national governments across the countries is low and declining. The report suggests that governments need to embrace good governance to meet their citizens’ increasing expectations.

Good governance is the recipe to improve not only the quality of management but also trust of the stakeholders/citizens.

Good governance is a culture and a climate of Consistency, Responsibility, Accountability, Fairness, Transparency, and Effectiveness that is Deployed throughout the organization and society.

The recommendations of OECD 2024 Survey can be summarized as:

- Engage better with citizens to enhance trust in both local and national government.
- Strengthen capacity to address complex policy challenges especially at national government level.
- Support a healthy information ecosystem and invest in evidence-based communication.
- For all institutions, invest in improving perceptions of integrity in daily interactions and complex decision making.
- Invest in reliable, responsive and fair public services, especially to enhance trust in the civil service and local government.

In the current global context, preserving and promoting the democratic system is of utmost importance to improve the quality of life. Building and continuously improving trust for government institutions is the key to reinforcing democracy. Trust for democracy can only be built by adopting good governance with a (i) whole of society, (ii) whole of government, and (iii) whole of the policy cycle approach that focuses on (a) informed, inclusive stakeholder engagement, (b) evidence-based decision making supported by ex-ante and ex-post impact analysis, (c) considering the compliance and enforcement costs*, and (d) integrated thinking to help consider material impacts on different stakeholders, mobilization of different kinds of resources, and to support continuous learning.

Similarly, along with public institutions, the corporate sector needs the trust of their stakeholders for long-term success. Sustainability of success for all institutions, whether public, private or non-profit can only be achieved by adopting a long-term perspective, considering the interests of all stakeholders in decision-making, and developing a continuous ability to invest and innovate. Sustainable success can be achieved through integrated thinking, effective implementation, and proper communication of value.

Therefore, stakeholder engagement needs to be inclusive and meaningful, and should be conducted not only at decision stages, but also at service design stages (design thinking), and in providing feedback. Hence, quality of participation, quality of information shared with the stakeholders, as well as the quality of engagement processes are critically important.

* Considering the resources and capabilities to enable proper compliance and enforcement is critically important for building trust. Neglecting compliance costs leads to a loss of competitiveness, while overlooking the requirements for fair and equitable enforcement leads to erosion of trust and ethical conduct.

OECD's 2024 Trust Survey clearly indicates that trust in national governments across the countries is low and declining.

Sustainability of success for all institutions, whether public, private or non-profit can only be achieved by adopting a long-term perspective, considering the interests of all stakeholders in decision-making, and developing a continuous ability to invest and innovate.

The Civil Engagement Model® offers a robust framework for all kinds of institutions striving to improve the trust of their stakeholders. By adopting and embedding good governance principles into their operations, organizations can build stronger, more transparent, and accountable frameworks that not only meet their goals but also foster trust and collaboration among stakeholders.

The Model is not just a guide but a transformative assessment tool for achieving excellence in governance. It is developed with the recognition that the CRAFTED good governance principles must be established, continuously developed, and reinforced in all activities of an institution. The Model operates through three core governance steps—Structure & Direction, Implementation, and Measurement & Learning—applied to four essential management processes: Decision Making, Organization & Processes, Resource Utilization, and Execution. This structured approach ensures that each management process is meticulously aligned with the primary purpose and objectives of the institution and executed effectively. By integrating these steps and processes, the Model fosters a holistic view of governance, ensuring that all activities contribute meaningfully to the institution’s mission.

Generally, institutions are evaluated by the results they achieve, usually short term. However, “how” those results are achieved is as important as “what” is achieved in terms of building trust. Particularly since life is a series of repetitive games, understanding the trust implications of how we reach results is critical for sustainable success and sustainable development. Furthermore, we can improve only what is measured. Therefore, focusing on measuring “how” and incorporating citizen/stakeholder engagement is critical for building trust and reinforcing democracy.

Traditionally, policy or investment decisions in both the private and public sectors have focused on economic feasibility evaluations, as monetary outcomes are easier to measure and evaluate. However, in recent decades, sustainability issues have become a key consideration in these evaluations, although measuring sustainability outcomes remains an evolving challenge. Time has come to measure, evaluate, and improve not only ‘what’ the outcomes are, but also ‘how’ the decision-making processes are conducted to understand the trust implications, enabling continuous improvements in trust. This is particularly important as we face repetitive games in life and trust gained or lost at one stage has significant implications for future games.

The Civil Engagement Model® offers a robust framework for institutions striving to improve the trust of their stakeholders.

Focusing on measuring “how” and incorporating citizen/stakeholder engagement is critical for building trust and reinforcing democracy.

If we do not measure and continuously improve ‘how’ we conduct governance; improving quality of life, building a sustainable future, and reinforcing democracy would not be possible. Investors, financiers, and multilateral finance institutions (such as the World Bank, IFC, EBRD, and Asian Development Bank) are increasingly incorporating sustainability issues into their decision-making processes. If we are to make a difference in building trust and reinforcing democracy, we need to “align the incentives with The World We Want”. This book is a call to incorporate evaluations focused on ‘Building Trust through Good Governance’ with the help of tools such as the Civil Engagement Model® to help improve quality of life, build trust and a sustainable future...

The Civil Engagement Model® is a powerful framework for driving organizational excellence and achieving sustainable outcomes. The Model provides a tool to measure the quality of processes to build trust at every stage. By adopting this Model, organizations commit to a journey of inclusive and meaningful stakeholder engagement, ethical governance, and continuous improvement. As they progress on this journey, they will not only enhance their operational performance but also contribute to a more just, equitable, and sustainable society. The Model also supports sustainable development by ensuring that decision-making processes consider long-term impacts and resource sustainability. By evaluating the effectiveness and efficiency of resource utilization, organizations can minimize waste, optimize resource allocation, and contribute to economic, environmental, and social sustainability. This forward-thinking approach not only benefits the institution but also aligns with the Sustainable Development Goals (SDGs), further enhancing the institution’s reputation and social responsibility.

Best regards,

Dr. Yılmaz Argüden
Argüden Governance Academy,
Chair of the Board of Trustees

If we are to make a difference in building trust and reinforcing democracy, we need to “align the incentives with The World We Want”.

By adopting the Civil Engagement Model®, organizations commit to a journey of inclusive and meaningful stakeholder engagement, ethical governance, and continuous improvement.

INTRODUCTION

Governance is how an institution is ruled; it is how the authority, responsibility, and controls are exercised in the institution. Good governance is the key to sustainability of our organizations and success of humanity in improving quality of life for all citizens of the world. The essence of good governance is ensuring trustworthy relations between the institution and its stakeholders/citizens.¹

According to OECD's 2024 Trust Survey², there is a clear divide between trust levels in the day-to-day interactions with public institutions, and the government's ability to make the important decisions on complex policy issues with trade-offs across different groups in society. The share of people with low or no trust in the national government (44%) outweighs the share of those with high or moderately high trust (39%) across the 30 countries.

Gaining the trust of stakeholders requires transparent disclosure of all material impacts in economic, environmental, and social dimensions in an integrated manner. What is material for our stakeholders becomes material for the institution if not attended on a timely basis either as a reputational risk or through regulation. Furthermore, dealing with negative impacts can be managed with much less cost, if they are attended at the design stage early on, rather than trying to remedy them later. Therefore, lengthening our perspective on time frame would be not only a better prevention, but also an opportunity for value creation.³ Good governance is about creating a climate where a culture for building value and trust is nourished.⁴ Sustainable success can only be achieved by assuming responsibility not only for the short term results of our own institutions, but also for improving the climate of trust in the community through collective action and responsible behavior.

Good governance is the cornerstone of successful institutional management and development. In an increasingly complex and interconnected world, institutions must adopt robust frameworks that ensure transparency, accountability, and responsiveness to stakeholder needs. Sustainable success can be achieved through integrated thinking (for innovation and sustainability), effective implementation (for value creation and value capture), and proper communication of value creation and value capture models (value reporting for gaining the trust of the stakeholders to gain preferential access to various forms of capital).⁵

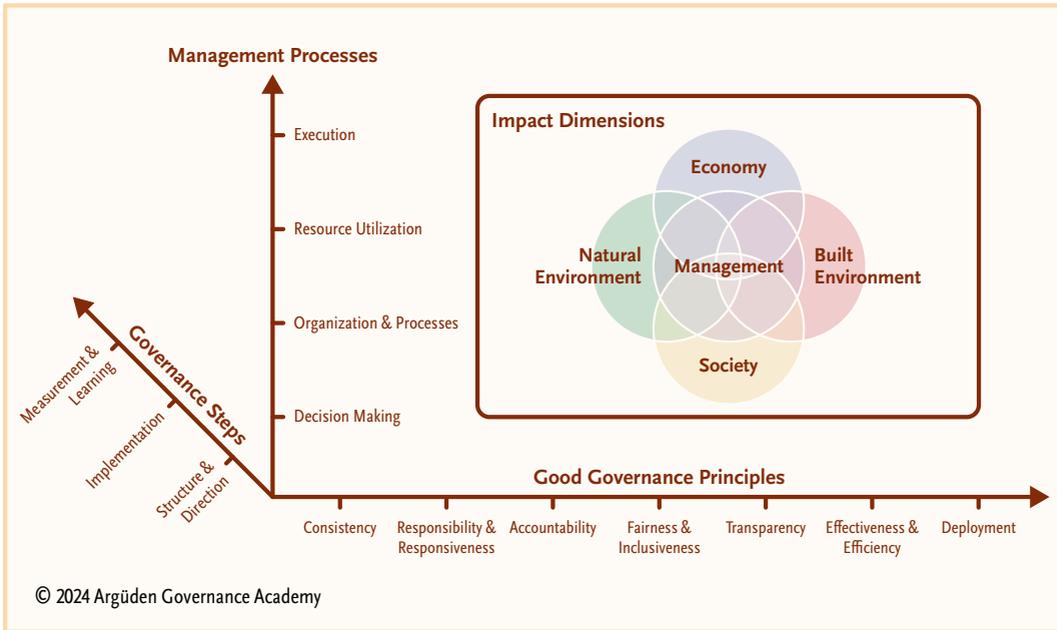
The Civil Engagement Model[®] provides such a framework, guiding institutions through a structured approach to governance that is both comprehensive and adaptable to different types of institutions and cases.

The essence of good governance is ensuring trustworthy relations between the institution and its stakeholders. Trust is the essence of good governance and foundation of sustainable development.

- ¹ Dr. Yılmaz Argüden, "Keys to Governance: Strategic Leadership for Quality of Life", Palgrave Macmillan, 2011
- ² OECD Survey on Drivers of Trust in Public Institutions – 2024 Results
- ³ Dr. Yılmaz Argüden, Gizem Argüden Oskay, "Responsible Boards for a Sustainable Future: Not ESG but G(EES)", The Handbook of Board Governance: A Comprehensive Guide for Public, Private, and Not-for-Profit Board Members 3rd Edition, edited by Richard Leblanc, Wiley, March 2024.
- ⁴ Dr. Yılmaz Argüden, Dr. Erkin Erimez, Gizem Argüden Oskay, "The Future of Governance is Transformational: Not ESG But G(EES)", ARGE Consulting, September 2024, <https://arge.com/wp-content/uploads/2024/09/The-Future-of-Governance-is-Transformational-Not-ESG-But-GEES.pdf>
- ⁵ Dr. Yılmaz Argüden, Pınar Ilgaz, Hakan Kilitçiöğlu, Dr. Erkin Erimez, "Sustainable Success Model[®]", ARGE Consulting Publications, No: 13-E, June 2021 <https://arge.com/books/sustainable-success-model.pdf>

The Model is designed to embed good governance principles into every aspect of institutional operations, fostering trust and ensuring sustainable outcomes.

Civil Engagement Model®



At the heart of the Civil Engagement Model® are the seven good governance principles: Consistency, Responsibility & Responsiveness, Accountability, Fairness & Inclusiveness, Transparency, Effectiveness & Efficiency, and Deployment (the “CRAFTED” principles of governance).⁶ These principles guide every aspect of organizational operation, driving decision-making, resource allocation, and stakeholder engagement to ensure that actions are aligned with institutional goals and stakeholder expectations. By adhering to these principles, institutions can navigate challenges, seize opportunities, and achieve their missions more effectively.

The Model operates through three core governance steps—Structure & Direction, Implementation, and Measurement & Learning—applied to four essential management processes: Decision Making, Organization & Processes, Resource Utilization, and Execution.

Every institution needs to consider the short and long term material impacts for the institutions itself as well as all the citizens/stakeholders at every stage of its operations and in multiple dimensions (natural environment, built environment, economy, society, and management capabilities).*

⁶ Dr. Yılmaz Argüden, “Keys to Governance: Strategic Leadership for Quality of Life”, Palgrave Macmillan, 2011

* Management capabilities can be considered as the intellectual and social capitals of Integrated Thinking. Therefore this model fully embraces Integrated Thinking and Integrated Reporting.

This structured approach ensures that each management process is aligned with the primary goals of the institution and is executed efficiently and effectively, considering all the material impacts in different dimensions. Processes shape the institution's way of doing business and its culture. Therefore, adopting these principles ensures the internalization of good governance throughout the organization. Each institution is required to perform certain management processes while carrying out activities in line with its purpose and mission. These processes are defined as follows:

Decision Making: Activities in which any issue, request, or need is brought to the attention of decision-makers and relevant decisions are made.

Organization & Processes: Activities that determine and encompass the monitoring, evaluation, and strengthening of organizational capacity, operation, and work methods.

Resource Utilization: Activities of creating, allocating, and using resources at any stage of the management process (bringing an issue to the agenda, delivering a service, evaluating results, taking steps for improvement, etc.).

Execution: Activities of conducting operations, making investments, organizing, or providing services to different groups on any issue.

Meaningful definition, planning, and implementation of management processes are realized through the following governance steps:

Structure & Direction: Structures, policies, and processes that provide direction and oversight over management decisions, ensuring the implementation of good governance principles in each management process and enabling effective oversight.

Implementation: Activities that ensure the separation of powers in approving strategic and critical decisions, as well as the informed follow-up of how management undertakes processes such as Decision Making, Resource Utilization, and Execution.

Measurement & Learning: Activities related to data collection, reporting, and review practices that ensure the quality of Decision Making, Resource Utilization, and Execution processes, thereby building trust with stakeholders. These activities occur at every stage, from determining the agenda and goals to evaluating potential impacts, implementing decisions, and assessing results.

The effective functioning of each management process and the establishment of trust in the institution are achieved by applying proper guidance and oversight through good governance over these management processes.

By integrating these steps and processes, the Model facilitates a holistic view of governance, ensuring that all activities contribute to the institution's mission and are carried out in a transparent, accountable, and efficient manner.

Proper guidance and oversight through good governance over these management processes ensures that activities are carried out in a proper and effective manner that promotes trust and institutional development, in line with good governance principles.

Such an approach ensures that activities are carried out in a proper and effective manner (management processes) that promotes trust and institutional development (governance steps), in line with good governance principles. The framework of the Civil Engagement Model[®] can be seen in the table below. This table fundamentally reveals the necessity of establishing, continuously developing and strengthening the operational order required to achieve holistic, inclusive, and effective results both at the level of institutions and among stakeholders. The Model summarized above gains functionality through this framework. Good governance principles are translated into maturity indicators in each management process and governance step.

The Model translates Good Governance principles into maturity indicators in each management process and governance step.

Framework of the Civil Engagement Model[®]

Management Processes	Governance Steps	Good Governance Principles						
		Consistency	Responsibility & Responsiveness	Accountability	Fairness & Inclusiveness	Transparency	Effectiveness & Efficiency	Deployment
Decision Making	Structure & Direction
	Implementation
	Measurement & Learning
Organization & Processes	Structure & Direction
	Implementation
	Measurement & Learning	.	.	Maturity Indicators			.	.
Resource Utilization	Structure & Direction
	Implementation	
	Measurement & Learning	
Execution	Structure & Direction
	Implementation
	Measurement & Learning

Each box in the table lists the actions needed in each management process to ensure the application of good governance principles to the governance step. In other words, it allows the maturity level of applying these principles to be assessed.

See: Indicators of the Model for a complete list, pages 35–71

INTRODUCTION

Any activity can be evaluated from this perspective to create participatory, inclusive, fair, transparent, accountable, effective, efficient, and consistent policies. Decisions can be made, implemented, measured, evaluated, and continuously improved through learning from experiences. While developing or maintaining activities, these requirements reflect the steps to be taken related to each governance principle, starting with defining the principle.

The following table presents an example of applying good governance principles to a management process (Organization & Processes in this example) through the three governance steps.

Example Criteria for Organization & Processes

GOOD GOVERNANCE PRINCIPLES	GOVERNANCE STEPS		
	Structure & Direction	Implementation	Measurement & Learning
Consistency	Ensure that processes, targets, and resource utilization are aligned with internal audit mechanisms; design working methods in compliance with national and international standards, plans, and frameworks	Operate the internal audit mechanism to maintain alignment and secure compliance	Utilize findings from internal audit reports for improvements
Responsibility & Responsiveness	Protect ecosystem sensitivity with job descriptions/authority/merit, economic, environmental, and social perspectives	Adhere to authorities, perform duties, and manage risks	Ensure performance
Accountability	Establish reporting and external audit mechanisms	Communicate the order of reporting and external audit evaluations to key stakeholders	Utilize findings from external audit reports for improvements
Fairness & Inclusiveness	Establish a system independent of individuals based on the principle of equal opportunity, and maintain diversity	Operate the system according to its rules	Identify, prevent, and warn against non-compliant and exceptional situations
Transparency	Develop open and accessible information-sharing environments for stakeholders regarding the process and operation	Maintain an up-to-date and healthy environment that allows stakeholders to monitor the process	Measure stakeholder access performance and satisfaction
Effectiveness & Efficiency	Accurately identify needs, define the target audience, and value proposition	Ensure that resources are utilized efficiently and align with targets	Measure overall performance and the degree to which priority goals and needs are met
Deployment	Develop an approach that includes all segments and stakeholders in the ecosystem	Involve relevant parties to create practices that account for the balance and benefits of all segments and stakeholders	Involve relevant parties to ensure a balanced distribution of benefits and the fulfillment of priority needs

The matrix-based operation of the Model fundamentally relies on the logic of embodying good governance over the management activities. Thus, what needs to be done in the governance steps at each management process is presented based on specific criteria. Using the matrix, it becomes possible to measure, evaluate, and continuously improve the quality of activities in any area. The more criteria (indicators) that are met, the higher the quality (maturity level) of the activity is for building trust.

The Civil Engagement Model® is founded on the understanding that good governance principles should be established, continuously developed, and strengthened in any activity carried out by institutions in the five impact dimensions (natural environment, built environment, economy, society, and management capabilities). For this to happen, it is necessary to ensure that the three governance steps (Structure & Direction, Implementation, and Measurement & Learning) applied in each of the four management processes (Decision Making, Organization & Processes, Resource Utilization, and Execution) operate according to the seven good governance principles: Consistency, Responsibility & Responsiveness, Accountability, Fairness & Inclusiveness, Transparency, Effectiveness & Efficiency, and Deployment.

This Model focuses on all activities conducted during the decision-making (such as identifying material risks), implementation (including resource planning, action steps, and stakeholder involvement), and performance evaluation (such as identifying KPIs and data collection methods) stages of a policy process. Some of these activities involve direct stakeholder engagement, while others are managed by institutional teams. However, engagement is a broad concept encompassing monitoring, transparency, and accountability. This Model facilitates the follow-up and monitoring of decision-making processes, implementation, and performance evaluation activities by stakeholders. Based on this approach, all stakeholders, especially civil actors, have the opportunity to measure, evaluate, and continuously develop both their own activities and those of others according to the good governance principles.

The Civil Engagement Model® is founded on the understanding that good governance principles should be established, continuously developed, and strengthened in any activity carried out by institutions in the five impact dimensions.

FOUNDATION OF THE MODEL

Effective utilization of good governance principles is crucial for guiding organizational management, ensuring transparency, accountability, and achieving sustainable outcomes. The seven good governance principles—Consistency, Responsibility & Responsiveness, Accountability, Fairness & Inclusiveness, Transparency, Effectiveness & Efficiency, and Deployment—serve as cornerstones for decision-making, resource allocation, and stakeholder engagement across the three governance steps: Structure & Direction, Implementation, and Measurement & Learning.

Each principle plays a vital role in shaping how decisions are made and executed within an organization or initiative. Hence, good governance culture requires the implementation of each principle in an interdependent and integrated manner. Consistency ensures alignment and reliability in actions and outcomes over time, fostering trust and predictability. Responsibility & Responsiveness emphasizes the duty to act ethically and promptly in addressing stakeholders' needs and concerns. Accountability holds entities responsible for their decisions and actions, demanding transparency and justification. Fairness & Inclusiveness promotes equity and participation, ensuring diverse voices are heard in decision-making processes.

Transparency underpins trust by ensuring clarity in decision-making processes, making information accessible, and disclosing outcomes openly. Effectiveness & Efficiency drive impactful results by optimizing resource use and operational processes, while Deployment ensures inclusive participation and strategic alignment across all phases of governance. Together, these principles create a robust framework that supports organizational resilience, fosters stakeholder confidence, and enhances the overall effectiveness of governance practices.

The adoption of good governance principles throughout the structures and processes of an institution will improve the quality of decision-making as well as efficient and effective allocation and utilization of resources. Inclusive and participatory decision-making practices will help strengthen fairness of the decisions and accountability of the organization. Ensuring that information is provided from different perspectives and in a comparable format will enhance its quality. High-quality information, in turn, will build trust in the institution and bolster its transparency and accountability. The quality of participation directly depends on the quality of information shared with the stakeholders and the quality of engagement processes.

Effective utilization of good governance principles is crucial for guiding organizational management, ensuring transparency, accountability, and achieving sustainable outcomes.

Good governance principles create a robust framework that supports organizational resilience, fosters stakeholder confidence, and enhances the overall effectiveness of governance practices.

Quality of Participation

The quality of participation is related to how the participation process is conducted and the impact it has on decision-making. A good quality participation process needs to:

- Ensure participation of all related and key stakeholders,
- Utilize engagement methods such as workshops, one-on-one interviews, and focus groups, in addition to surveys, as these approaches enable direct interaction with stakeholders.
- Inform and give feedback to all related stakeholders throughout the participation and implementation processes,
- Affect the final decisions on the issues,
- Be conducted in line with a meaningful participation process.

A meaningful participation contains seven steps:

Planning: During the planning stage, the purpose of participation, the issues to be discussed, and the participants in the process are determined. Stakeholders are identified through the following steps:

- Stakeholders are defined as individuals or groups who are directly or indirectly affected by the issue and have the capability to influence it.
- Understanding how the issue affects stakeholders is assessed.
- A stakeholder map is created.
- Segments are formed based on the stakeholders' needs, demographics, and other relevant factors.
- Methods and tools for reaching each segment are determined.

Understanding: Research should be conducted to understand the needs and desires of stakeholders, as well as how these issues relate to the organization's plans and policy priorities. This research also involves exploring the motivations of the parties for engagement. The findings are mapped and aligned with the stakeholder map. At this step, the correlation between stakeholders' expectations and organizational plans and policies is examined.

Internal Preparation: At this step, planning for time, human resources, and financial resources is conducted. Potential commonalities between stakeholders' expectations and the organization's objectives are identified to create win-win scenarios. The materiality of the processes from the

The quality of participation is related to how the participation process is conducted and the impact it has on decision-making.

organization's perspective is also discussed at this stage. Individuals who will participate in the stakeholder engagement process are trained to develop a mutual understanding within the organization.

Information Sharing: Each stakeholder group has a different level of trust, making information sharing about the engagement process crucial for effective preparation. The format of shared information should be tailored to the capabilities of each participating group. An information kit should be shared with stakeholders by invitation. If stakeholders use this information to prepare for the engagement, the process will be more fruitful and efficient. Participants should represent all relevant groups, as inclusion is critical to the success of the process.

Consultation: Preparing the proposal based on the findings of previous studies can help align it with stakeholder expectations, positively impacting the overall atmosphere. Providing contextual and complete background information is beneficial. Negotiations should be realistic, and commitments must align with the organization's capabilities. The process should focus on material issues for both the organization and stakeholders. During the consultation, two-way communication is essential, ensuring that neither party dominates the process.

Deployment and Feedback: Policy proposals are prepared based on the results of the consultation process. These proposals should be fair, inclusive, evidence-based, and holistic, in line with an integrated thinking perspective. The proposal must take into account the needs and expectations of stakeholders, while the final decision is made by considering the prepared proposals, the organization's capabilities, and policy priorities. After the decision is made, all stakeholders must be informed about the decision. This information should include:

- The decision made,
- Who participated in the consultation,
- The views and recommendations received during the process,
- Which of these views and recommendations were considered in preparing the proposals, and why some were included while others were not.

Such information sharing enhances stakeholders' trust in the organization. Also, sharing lessons learned with a broader audience, particularly with those who are likely to face similar situations, can accelerate peer learning. Therefore, potential stakeholders to share lessons learned should extend beyond those who are directly involved in the process.

Monitoring and Evaluation: Activities related to the decisions taken should be monitored and evaluated within the organization. Transparency is crucial at this stage. Information sharing conducted regularly with stakeholders is essential for maintaining transparency and building trust. This allows stakeholders to monitor the organization's performance and understand the reasons for positive and negative deviations from planned goals.

Meaningful participation fosters informed and inclusive stakeholder engagement, while continuous information sharing enhances stakeholders' trust. Effective stakeholder engagement not only ensures participation but also motivates stakeholders to remain involved in future engagement processes.

Quality of Information

The quality of information is directly related to the information provided. This information needs to encompass:

- All dimensions of social, economic, environmental, and institution-related data,
- Impacts on each stakeholder group across short, medium, and long-term periods,
- Evidence-based, detailed content for each dimension,
- Supporting evidence for continuous development, such as measurement, comparison, data, and cases that enhance learning capabilities,
- All material information from both the organization's and stakeholders' perspectives,
- Balanced information, which includes sharing both successes and uncompleted goals with explanations,
- Comparisons with budgets, previous periods, and peers,
- Consolidated financials, especially if the organization has subsidiaries, to present a complete picture,
- Information aligned with a transparency perspective.

As stated above, all information—both financial and non-financial—must be evidence-based and should include comparisons, enabling the performance of the organization to be monitored rather than existing merely as narratives. If there are deviations from targeted goals, the reasons for these deviations and corrective action plans must be shared with stakeholders.

Meaningful participation fosters informed and inclusive stakeholder engagement, while continuous information sharing enhances stakeholders' trust.

All information—both financial and non-financial—must be evidence-based and should include comparisons, enabling the performance of the organization to be monitored rather than existing merely as narratives.

The quality of information shared with internal stakeholders directly impacts the quality of the organization's processes. Information needs to be shared in a meaningful, consistent, and comparable manner. Consistent information sharing helps in the early identification of risks and the development of measures to manage them. An integrated good governance approach requires collaboration and cooperation across different levels and units of the organization. Effective information sharing with internal stakeholders enhances the performance of cooperation and coordination. Without consistent and high-quality information sharing, trust among internal stakeholders is likely to be very low. High trust within the organization is essential for it to be effective and efficient.

Quality of Processes

The deployment of performance management systems and tools is crucial for the continuous development of human resources. When used fairly, these systems motivate people effectively. Transparency in decision-making processes builds trust, which in turn fosters open communication and the exchange of ideas, views, and recommendations among internal stakeholders. Such an environment can lead to innovation in administrative and operational processes.

Enhancing the organization's capacity in good governance practices, human resources, financial processes, data management, and institutional structuring can improve its resilience and sustainability. Strengthened capacity leads to greater effectiveness and efficiency, which are essential for creating public value.

Data management is vital for measuring the performance of activities. Performance measurement identifies areas needing improvement and is key to enhancing overall organizational processes. By continuously evaluating performance, the organization can adapt to changing needs and expectations, thereby improving relations with stakeholders and enhancing its reputation—both of which are closely linked to stakeholder trust.

A quality management perspective is important for the effective and efficient management of processes. The EFQM^{*} Model is a good example of this perspective. This Model assesses where an organization stands on its value creation journey and identifies areas for improvement to achieve its value targets. It provides a roadmap for successfully reaching these targets and significantly enhances organizational performance.

* The European Foundation for Quality Management (EFQM) is an NGO that helps organizations improve performance and achieve sustainable success.

The quality of information shared with internal stakeholders directly impacts the quality of the organization's processes.

Enhancing the organization's capacity in good governance practices, human resources, financial processes, data management, and institutional structuring can improve its resilience and sustainability.

The EFQM Model recommends adopting a long-term perspective to create value for all stakeholders. It is built on three fundamental questions:

- “Why” does this organization exist? What Purpose does it serve? Why this particular Strategy is adopted? (Direction)
- “How” does it intend to fulfill its Purpose and its Strategy? (Execution)
- “What” has it achieved so far? “What” does it aim to achieve in the future? (Results).

This logic helps build an effective and efficient organization aligned with the principles of good governance. Characteristics of high-quality organizational processes include:

- Adopting a citizen-centric perspective for value creation, supporting sustainable development efforts, and improving the quality of life,
- Making evidence-based decisions,
- Implementing meaningful stakeholder participation in all relevant processes,
- Providing high-quality information in internal and external communications and relations,
- Having strong capacities in human resources, intellectual capital, technology, and financial processes,
- Possessing learning and development capabilities based on measurement, comparison, experiences, and best practices from other organizations.

The quality of organizational processes directly relates to the technological, financial, and human resources capabilities of the organization. To effectively address challenges, the organization’s capabilities must be continuously developed. Enhancing these capacities can improve the organization’s ability to create value in an inclusive, effective, and sustainable manner.

With a strong foundation in the quality of participation, information, and processes, the following pages will delve deeper into good governance principles that guide these practices. You will find detailed definitions for each principle within the contexts of Structure & Direction, Implementation, and Measurement & Learning.

In the following pages, each principle is explored comprehensively, highlighting its significance, key aspects, focus, and key points in fostering accountable, transparent, and effective organizational practices. These definitions are useful to understand the Civil Engagement Model® and lay the foundation for understanding the Model’s indicators.

The quality of organizational processes directly relates to the technological, financial, and human resources capabilities of the organization. To effectively address challenges, the organization’s capabilities must be continuously developed.

Consistency

Consistency ensures that actions and decisions align with international standards, national legislation, and organizational policies, fostering reliability and trust. Consistency of actions determines the expectations of potential stakeholders in the future.

Governance Step 1: Structure & Direction

Consistency requires aligning with international standards, national legislation, and policies. Such alignment ensures that decisions support higher-level policies or plans and contribute to their realization. Additionally, ensuring that decisions are consistent with the projected budget, activities, and outcomes leads to more effective results. Creating consistency between the institution's role and the decisions of its stakeholders leads to more holistic and effective outcomes. Consultation between public institutions, professional organizations, and private sector representatives is crucial for the implementation of consistent policies and practices.

Key Points:

- **Alignment with Standards and Policies:** Ensures that decisions support higher-level plans.
- **Budget and Outcomes:** Focuses on consistency in budgeting and expected outcomes.
- **Stakeholder Engagement:** Emphasizes creating consistency through stakeholder decisions.
- **Consultation:** Highlights the importance of consultation for implementing consistent policies.

Governance Step 2: Implementation

Consistency requires carrying out decisions according to the standards set during the decision-making phase. This involves establishing, operating, and conducting audits to ensure work standards and targets are aligned. It also involves aligning decisions with outcomes, standards with operations, and budgets with expenditures.

Key Points:

- **Execution of Decisions:** Focuses on the practical execution of strategic decisions.
- **Operational Alignment:** Emphasizes aligning work standards, operations, and targets.

Focus: Aligning decisions with broader standards, policies, and stakeholder expectations.

Key Aspects: Alignment with international standards, national legislation, policies, budget, activities, outcomes, and stakeholder decisions.

Focus: Ensuring strategic decisions are executed effectively and align with set standards and targets.

Key Aspects: Execution of decisions, alignment with work standards, operational alignment, audits, and coherence between decisions, outcomes, standards, operations, and budgets.

- **Audits:** Includes conducting audits to ensure alignment.
- **Resource Alignment:** Ensures coherence between decisions, outcomes, and budgets.

Governance Step 3: Measurement & Learning

Consistency requires that the entire operational framework is measured and evaluated holistically. It includes implementing decisions within the defined standards and rules, measuring the results, and having an audit system to verify these results. It requires that the consistency between what is projected and what is realized be maintained.

Key Points:

- **Holistic Evaluation:** Focuses on measuring and evaluating the entire operational framework.
- **Implementation of Standards:** Ensures decisions are implemented within set standards.
- **Measurement and Auditing:** Emphasizes the importance of measuring results and verifying them through audits.
- **Projection vs. Realization:** Maintains consistency between projected outcomes and actual results.

Focus: Evaluating and measuring the entire operational framework to ensure alignment between projections and realizations.

Key Aspects:

Holistic evaluation, implementation within standards, measurement and auditing, and alignment between projected and actual outcomes.

Responsibility & Responsiveness

Responsibility & Responsiveness emphasize ethical conduct and timely action in addressing stakeholder needs and concerns, ensuring accountability and effective resource management.

Governance Step 1: Structure & Direction

It is necessary to evaluate all dimensions of the task and its potential impacts (natural environment, built environment, economic, social, governance) in the short, medium, and long term. This approach ensures that the interests and expectations of all stakeholders, the environment, and future generations are considered. It requires balancing short, medium, and long-term benefits and risks, and maintaining connections among them. Prioritizing all risks and opportunities in the relevant areas is crucial for proper resource planning (money, labor, time, etc.). Furthermore, prioritization enables defining the order and method of tasks. Healthy and quality decision-making can be achieved by evaluating how inputs, work processes, outputs, and impacts interact.

Focus: Evaluating all dimensions and impacts of tasks and making decisions holistically.

Key Aspects: Stakeholder consideration, balancing benefits and risks, resource planning, holistic decision-making, and continuous attention to new needs.

Decisions shaping the future need to be taken with a holistic perspective. Responsibility & Responsiveness requires being continuously attentive to new needs, demands, and objections arising during the operational process. This approach prevents negative outcomes and ensures the appropriateness of decisions and effective use of resources.

Key Points:

- **Evaluation of Dimensions:** Considers natural environment, built environment, economic, social, and governance impacts in the short, medium, and long term.
- **Stakeholder Consideration:** Ensures interests and expectations of stakeholders, the environment, and future generations are considered.
- **Balancing Benefits and Risks:** Balances short, medium, and long-term benefits and risks, maintaining connections among these time frames.
- **Prioritization for Resource Planning:** Prioritizes risks and opportunities for proper resource planning (money, labor, time), enabling the definition of task order and methods.
- **Holistic Decision-Making:** Evaluates how inputs, work processes, outputs, and impacts interact, taking decisions from a holistic perspective.
- **Continuous Attention to Needs:** Attentive to new needs, demands, and objections during the operational process to prevent negative outcomes and ensure effective resource use.

Governance Step 2: Implementation

It is necessary for decision-makers to be sensitive to the concerns of different stakeholders during Implementation. They must act in accordance with legal, professional, and ethical standards, and operate within the scope of the authorities granted to them. If situations arise that exceed their authority, they should inform those with primary decision-making responsibility and request the necessary steps to be taken. This step also involves considering the short, medium, and long-term outcomes of the implementations and effectively managing potential risks.

Key Points:

- **Stakeholder Sensitivity:** Decision-makers must be sensitive to the concerns of different stakeholders.
- **Adherence to Standards:** Acts in accordance with legal, professional, and ethical standards, operating within the scope of granted authorities.

Focus: Sensitivity to stakeholder concerns during the execution of decisions.

Key Aspects: Adherence to standards, authority within scope, escalation of issues, outcome management, and effective risk management.

- **Escalation of Issues:** Informs those with primary decision-making responsibility if situations exceed their authority and requests necessary steps to be taken.
- **Outcome Management:** Considers short, medium, and long-term outcomes of implementations and effectively manages potential risks.

Governance Step 3: Measurement & Learning

Measurement & Learning must consider different dimensions, time frames, and sustainability issues. This step includes determining who will perform the measurements and using appropriate techniques and approaches to monitor performance. It also involves taking necessary precautions if there are deviations in performance. It also emphasizes the importance of managing risks associated with Measurement & Learning.

Key Points:

- **Comprehensive Consideration:** Considers different dimensions, time frames, and sustainability issues.
- **Determination of Responsibilities:** Determines who will perform the measurements and uses appropriate techniques and approaches to monitor performance.
- **Management of Deviations:** Takes necessary precautions if there are deviations in performance.
- **Risk Management:** Emphasizes managing risks associated with measurement and evaluation.

Focus: Measuring and evaluating the operational framework to ensure it meets stakeholder needs and addresses deviations.

Key Aspects: Needs assessment, documentation of deviations, evaluations, improvements, and risk management.

Accountability

Accountability involves being responsible for decisions and actions, sharing performance outcomes transparently, and providing explanations for any deviations from planned results.

Governance Step 1: Structure & Direction

All institutions must be ready to account for the decisions they make, the resources they use, the activities they conduct, and their outcomes. Accountability involves actively sharing the results (performance) achieved within the framework of responsibilities with relevant stakeholders, explaining the reasons for positive or negative differences observed compared to the planned outcomes, and announcing the measures to be taken for revisions and improvements.

Focus: Strategic planning and decision-making accountability.

Key Aspects: Sharing results, explaining deviations, announcing improvements, and setting up auditing and reporting mechanisms.

Being accountable requires determining how auditing and reporting mechanisms will operate during the decision-making stage. This way, all the decisions and their outcomes can be explained holistically to stakeholders, building trust and encouraging stakeholders to contribute more. After decisions are implemented, the achievement level of targets should be reported, the reasons for positive and negative differences explained, and information on action plans for necessary corrections provided.

Key Points:

- **Accountability:** Institutions must be prepared to account for decisions, resources, activities, and outcomes.
- **Active Communication:** Actively sharing performance results with stakeholders.
- **Explaining Differences:** Explain reasons for positive or negative deviations compared to planned outcomes.
- **Communication Measures for Improvement:** Communicating measures for revisions and improvements.
- **Auditing and Reporting Mechanisms:** Determine how these mechanisms will operate during decision-making.
- **Holistic Explanation:** Explain decisions and outcomes to all stakeholders to build trust and encourage contributions.
- **Reporting after Implementation:** Report achievement levels, explain deviations, and provide correction plans for unintended impacts after decisions are implemented, as well as lessons learned.

Governance Step 2: Implementation

Accountability means actively and continuously reporting on the implementation steps to stakeholders. While transparency involves being open about the work processes, accountability includes the responsibility to inform about decisions, activities, resources used, and implementation results, whether spontaneously or upon request. This involves providing comparative information about progress relative to plans and budgets, explaining deviations (positive or negative), and outlining measures to address them.

The progress of any implementation should be compared to the initial plans, and any discrepancies should be explained. If there are negative deviations or impacts, stakeholders should be informed about the reasons and how they will be addressed. It is essential to respond in a timely, effective, and appropriate manner to stakeholder information requests.

Focus: Operational execution accountability.

Key Aspects: Continuous reporting, informing about decisions and activities, providing comparative progress information, and responding to stakeholder inquiries.

Key Points:

- **Continuous Reporting:** Actively and continuously report on implementation steps to stakeholders.
- **Transparency vs. Accountability:** Transparency involves openness about processes, while accountability includes informing about decisions, activities, resources, and results.
- **Comparative Information:** Provide information on progress relative to plans and budgets, and explain deviations.
- **Explaining Deviations:** Compare progress according to initial plans and explain any deviations.
- **Informing Stakeholders:** Inform stakeholders about reasons for negative deviations and how they will be addressed.
- **Timely Response:** Respond timely, effectively, and appropriately to stakeholder information requests.

Governance Step 3: Measurement & Learning

Accountability means actively and continuously informing stakeholders about how Measurement & Learning activities are aligned with decisions, plans, standards, and budgets. The measurement & learning mechanism for accountability should be able to detect the extent of implementation level of decisions, measure the performance of implementation against initial plans and policy goals, and assess the effectiveness and efficiency of utilized resources in meeting established standards.

Key Points:

- **Continuous Information Sharing:** Actively and continuously inform stakeholders about how activities are aligning with decisions, plans, standards, and budget.
- **Improvement Measures:** Improvement measures must be proposed by responsible parties in response to inadequate performance results, deviations from plans, or negative impacts.
- **Measurement System:** It should be able to detect the extent of implementation level of decisions, measure performance against initial plans and policy goals, and assess the effectiveness and efficiency of implementation.

Focus: Monitoring and evaluation accountability.

Key Aspects: Aligning activities with decisions and standards, proposing improvement measures, and using a measurement system to explain implementation and outcomes.

Fairness & Inclusiveness

Fairness & Inclusiveness ensure just treatment and participation of all stakeholders, promoting diversity and preventing discrimination in decision-making processes.

Governance Step 1: Structure & Direction

Ensuring Fairness & Inclusiveness requires considering the needs of all stakeholders and social groups, facilitating their participation, offering equal opportunities, and adopting a fair approach in decision-making. Structures created to produce fair and inclusive solutions must be system-based, supporting decision-making based on specific rights and criteria rather than on individuals or situations. Regular auditing of decisions made within a specific system strengthens accountability and offers the opportunity to identify and correct potential errors. This way, the system can quickly identify and address not only general needs but also urgent needs, producing agile solutions.

Any operational framework that does not consider or include the needs, demands, or sensitivities of different stakeholders and social groups in its decisions will not foster trust and will lead to various objections and complaints.

Key Points:

- **Stakeholder Consideration:** Considers the needs of all stakeholders and social groups.
- **Participation:** Facilitates participation and offers equal opportunities.
- **System-Based Decision-Making:** Structures decisions based on rights and criteria rather than individuals.
- **Regular Auditing:** Strengthens accountability and corrects potential errors.
- **Agile Solutions:** Addresses both general and urgent needs quickly.
- **Building Trust:** Fosters trust by considering diverse needs and sensitivities.

Focus: Establishing a system-based approach to decision-making that considers the needs of all stakeholders and social groups.

Key Aspects:

Participation, equal opportunities, system-based decision-making, regular auditing, and addressing both general and urgent needs.

Governance Step 2: Implementation

Implementations of policies and decisions should be carried out to include the interests of all social groups and different stakeholders. Effectively implementing the decisions made should also consider significant rights and sensitivities. This increases trust in the operational framework, ensures human welfare, and prevents potential social risks. Advanced planning, identifying sensitivities, and taking necessary measures prevent exclusion or unfairness.

Key Points:

- **Inclusion:** Includes the interests of all social groups and stakeholders in implementations.
- **Rights and Sensitivities:** Considers rights and sensitivities in implementation.
- **Trust and Welfare:** Increases trust in the operational framework and ensures human welfare.
- **Risk Prevention:** Prevents potential social risks.
- **Advanced Planning:** Plans to identify sensitivities and take necessary measures to prevent exclusion or unfairness.

Focus: Ensuring the interests and rights of all social groups and stakeholders are included during the execution of decisions.

Key Aspects: Inclusion, rights and sensitivities, trust, human welfare, social risks, and advanced planning to prevent exclusion.

Governance Step 3: Measurement & Learning

It requires assessing whether the needs of all social groups are being met, documenting deviations and results within this scope, and facilitating appropriate evaluations and improvements. Fundamentally, the measurement and evaluation system should allow for the assessment of whether the operational framework is fair and inclusive.

Key Points:

- **Needs Assessment:** Assesses whether the needs of all social groups are being met.
- **Documentation:** Documents deviations and results within the scope.
- **Evaluations and Improvements:** Facilitates appropriate evaluations and improvements.

Focus: Assessing and documenting whether the needs of all social groups are met and evaluating the Fairness & Inclusiveness of the operational framework.

Key Aspects: Needs assessment, documentation of deviations and results, evaluations, and improvements, and overall assessment of Fairness & Inclusiveness.

Transparency

Transparency requires clear, accessible communication of decision-making processes and outcomes, building trust and facilitating stakeholder engagement.

Governance Step 1: Structure & Direction

Trust of stakeholders in decisions is fostered through open and transparent decision-making processes. Transparency involves sharing information about what topics were evaluated during decision-making, the assumptions underlying the decision, how the decision was reached, and why such a decision was made. Data and information should be shared clearly and in a format that is easily understandable to ensure transparency. Sharing information through platforms easily accessible to different stakeholders is also crucial for transparency. This allows different stakeholders to easily adopt these decisions and contribute through compatible activities.

Key Points:

- **Building Trust:** Transparency fosters stakeholders' trust in decisions.
- **Information Sharing:** Sharing information about topics evaluated, assumptions, decision process, and rationale.
- **Clarity and Accessibility:** Data and information should be shared clearly and in an easily understandable format.
- **Accessible Platforms:** Information should be shared through platforms easily accessible to different stakeholders.
- **Stakeholder Contribution:** Allows stakeholders to adopt and contribute to decisions through compatible activities.

Governance Step 2: Implementation

It is essential to establish an operational framework and regularly share information in an accessible manner so that stakeholders can monitor, evaluate, and audit the implementation step. A transparent operational framework also enables different stakeholders to see where, when, and how they can contribute. Information should be shared in a clear language and format, accessible to different stakeholders and social groups through various channels. Transparency is essential for building and strengthening trust among stakeholders.

Focus: Building trust in decision-making processes.

Key Aspects: Information sharing, clarity and accessibility, stakeholder contribution.

Focus: Establishing a transparent operational framework for the implementation processes.

Key Aspects: Operational framework, monitoring and evaluation, clear communication, accessibility, stakeholder engagement, building trust.

Key Points:

- **Operational Framework:** Establishes a framework to ensure transparency.
- **Monitoring and Evaluation:** Enables stakeholders to monitor, evaluate, and audit implementation step.
- **Clear Communication:** Information should be shared in clear language and format.
- **Accessibility:** Information should be accessible to different stakeholders and social groups through various channels.
- **Stakeholder Engagement:** Enables stakeholders to see where, when, and how they can contribute.
- **Building Trust:** Transparency is essential for building and strengthening trust among stakeholders.

Governance Step 3: Measurement & Learning

Establishing an operational framework that allows stakeholders to monitor Measurement & Learning activities and regularly share its results with stakeholders is essential. This sharing must be done in a format and infrastructure that all stakeholders can understand and access easily. Measuring and transparently sharing data and information based on concrete facts that accurately reflect reality increases the trust level of different stakeholders in the process.

Key Points:

- **Operational Framework:** Establishes a framework for transparency.
- **Monitoring and Sharing:** Allows stakeholders to monitor activities and regularly share results.
- **Clear and Accessible Sharing:** Information should be shared in a format and infrastructure that all stakeholders can easily access and understand.
- **Accuracy and Trust:** Measuring and transparently sharing data based on concrete facts increases stakeholder trust in the process.

Focus: Ensuring transparency in Measurement & Learning activities.

Key Aspects: Operational framework, monitoring and sharing, clear and accessible sharing, accuracy and trust.

Effectiveness & Efficiency

Effectiveness & Efficiency focus on achieving goals with optimal resource use, ensuring that actions provide maximum value and meet quality standards while ensuring trust of stakeholders.

Governance Step 1: Structure & Direction

Effective results can be achieved by not only ensuring the quality of the implementation but also the quality of decisions made. Effectiveness & Efficiency allow for the identification and making of decisions that address a specific need or demand, provide value/benefit to relevant stakeholders, and define the target audience benefiting from the emerging value from the outset based on available data and opinions.

By evaluating current and future resources, projects that will create the most value and impact should be identified, and the operational process should be aligned with this order. Likewise, ensuring the coordination of different projects can achieve harmony in the results obtained. While determining the direction of activities and resources to be used, necessary structural adjustments should be made continuously to produce efficient and effective results, and decisions should be made according to these criteria. Ex-ante impact assessments at the decision preparation stages and ex-post impact assessments after implementation stages can be useful tools for achieving effectiveness and efficiency.

Key Points:

- **Quality Assurance:** Ensuring both the quality of decisions and implementation.
- **Value Provision:** Addressing specific needs, providing value to stakeholders, and defining the target audience.
- **Resource Evaluation:** Evaluating current and future resources to identify high-impact projects.
- **Project Coordination:** Coordinating different projects to achieve harmonious results.
- **Continuous Adjustment:** Making necessary structural adjustments to maintain efficiency and effectiveness.

Focus: Achieving effective results through decision and implementation quality.

Key Aspects:

Identification of needs and value provision, evaluation of resources, coordination of projects, continuous structural adjustments.

Governance Step 2: Implementation

The Implementation step must achieve goals within the defined budget, meet the desired quality standards, and use resources efficiently. This step may require expenditures in comprehensive areas, necessitating the most effective use of limited resources. There must be a strict follow-up, evaluation, and preventive system to minimize resource waste and ensure proper and beneficial use. Continuous communication, consultation, and collaboration among different stakeholders are crucial to using their resources more holistically towards common goals.

Key Points:

- **Goal Achievement:** Achieving goals within defined budget and quality standards on a timely manner.
- **Resource Efficiency:** Using resources efficiently, even in comprehensive expenditure areas.
- **Strict Evaluation:** Implementing a strict follow-up, evaluation, and preventive system to minimize resource waste.
- **Stakeholder Collaboration:** Ensuring continuous communication, consultation, and collaboration among stakeholders for holistic resource use.

Governance Step 3: Measurement & Learning

The Measurement & Learning step must be carried out effectively and efficiently within the defined targets and budget to achieve the goals. This principle is crucial for taking steps to ensure the effort meets the projected needs. Ultimately, the goal is achieved when the effort creates the desired impact, which can only be ensured through measurement, evaluation, and tracking outputs. It involves making comparisons based on lessons learned and supports continuous improvement through learning.

Key Points:

- **Effective Processes:** Carrying out Measurement & Learning effectively and efficiently within targets and budget.
- **Meeting Needs:** Ensuring efforts meet projected needs.
- **Impact Achievement:** Achieving goals by creating desired impacts through measurement, evaluation, and tracking.
- **Continuous Improvement:** Making comparisons based on lessons learned and supporting continuous improvement through learning.

Focus: Achieving goals within budget and quality standards while using resources efficiently.

Key Aspects: Efficient use of resources, strict follow-up and evaluation, communication and collaboration among stakeholders.

Focus: Effective and efficient Measurement & Learning within defined targets and budget.

Key Aspects: Measurement, evaluation, and tracking, continuous improvement based on lessons learned.

Deployment

Deployment involves including relevant stakeholders in decision-making and implementation processes (subsidiarity), ensuring their contributions through consultation and collaboration enhance the overall quality and inclusiveness of outcomes. Strategic decisions should be implemented at all levels of the organization (subsidiarity). Proper communication and engagement with everyone involved in the implementation process will improve the quality of execution.

Governance Step 1: Structure & Direction

Deployment needs to be considered in its broadest sense when making a decision on an issue. Stakeholders who will influence the decision, be affected by the decision, and implement the decision should all be involved. Individuals with expertise on the issue at the local, national, and, if necessary, international levels should also be invited to interact and provide their opinions to enhance the quality of the decision.

For deployment to be effective and inclusive, it must adhere to and implement specific criteria. The deployment process is inherently bilateral. Throughout this process, it is crucial for the parties to understand each other well and for the primary decision-maker to be open and transparent about resources, capabilities, and what can be achieved, fostering a strong accountability approach for effective process management. Another critical aspect is to inform stakeholders about the issue in advance before the deployment process begins. Informing them in advance allows stakeholders to come prepared to the meetings, ensuring the meetings are productive. The more precisely the decision-making topic, processes, targeted results, and anticipated impacts are defined and communicated to stakeholders, the more meaningful their contributions will be.

The participation process must be conducted transparently. It should be clarified how the received opinions were considered in the decision-making process and to what extent and how they were reflected in these decisions. Transparency in explaining why certain proposals were chosen to influence the decision and why other suggestions were excluded after evaluation increases trust. Providing feedback helps maintain the trust of stakeholders and ensures the continuity of the participation process. Similarly, it is important to disclose which stakeholders were invited and who attended to demonstrate the legitimacy of the decision.

Focus: Ensuring broad stakeholder involvement and effective decision-making processes.

Key Aspects: Involvement of stakeholders influencing, affected by, and implementing decisions, expert input from local, national, and international levels, transparency and clarity in decision-making processes.

Through this approach, the participation of all relevant stakeholders in the process is ensured, demonstrating that decisions are made and future directions are determined. Establishing structures that ensure the participation of all relevant and priority stakeholders inclusively helps to make more holistic, inclusive, and effective decisions.

Key Points:

- **Stakeholder Involvement:** Broad participation in decision-making.
- **Expert Consultation:** Input from local, national, and international experts.
- **Transparency:** Clear communication of decision-making processes and outcomes.
- **Stakeholder Preparation:** Advance information to stakeholders.
- **Feedback Loop:** Providing feedback to maintain trust and participation.

Governance Step 2: Implementation

Deployment during Implementation encompasses decision-making, resource utilization, activities, and the monitoring-evaluation processes of stakeholders who influence the planning or implementation, are affected by the decision, and are responsible for implementing it. Additionally, stakeholders from the local, national, and international public, private, and civil sectors, who have previously undertaken similar efforts, can participate in this process.

The participation process helps identify potential risks and opportunities, effectively plan decisions and resources, ensure that activities are carried out as foreseen, and conduct effective monitoring and evaluation. Communication, consultation, and collaboration among different stakeholders support obtaining more holistic, harmonious, and effective results.

Suggestions made during Implementation enhance the durability and proper functioning of the efforts. Participation can be conducted face-to-face or digitally using advanced information technology infrastructure. The crucial aspect is that stakeholders' main views, suggestions, and expectations are integrated into decision-making, resource utilization, and activities in a way that aligns with all stakeholders.

Key Points:

- **Stakeholder Participation:** Involvement in decision-making and resource allocation.

Focus: Integrating stakeholder input into planning and execution for effective outcomes.

Key Aspects: Participation influencing decision-making, resource allocation, and activities; communication and collaboration among stakeholders; use of feedback to enhance project durability and functionality.

- **Collaboration:** Communication and collaboration among stakeholders.
- **Incorporation of Views:** Integration of stakeholder input into activities.
- **Flexibility in Participation:** Utilization of face-to-face or digital methods.
- **Alignment:** Aligning stakeholder expectations with project goals.

Governance Step 3: Measurement & Learning

Deployment during the Measurement & Learning step involves incorporating views, suggestions, and activities of the stakeholders affected by the decision and its implementation, stakeholders responsible for implementing the decision, stakeholders with experience and/or activities in measurement, and stakeholders conducting audit activities.

Similarly, informing stakeholders before participation, sharing transparently who is included in the process and their contributions, explaining how the received opinions are evaluated, and providing feedback to those who made suggestions is critical. Selecting a measurement and evaluation system that stakeholders find effective is particularly important.

Key Points:

- **Stakeholder Involvement:** Active participation in measurement activities.
- **Transparency:** Clear communication of roles and contributions.
- **Evaluation:** Assessment of stakeholder input in measurement steps.
- **Measurement Systems:** Importance of effective selection and implementation.
- **Continuous Improvement:** Feedback-driven enhancement of learning steps.

As we conclude this chapter, it is evident that the seven good governance principles—Consistency, Responsibility & Responsiveness, Accountability, Fairness & Inclusiveness, Transparency, Effectiveness & Efficiency, and Deployment (CRAFTED)—are foundational to the Civil Engagement Model®. These principles provide a robust framework for guiding decision-making, resource allocation, and stakeholder engagement across the governance steps of Structure & Direction, Implementation, and Measurement & Learning. By integrating these principles, organizations can ensure their actions are aligned with stakeholder expectations, fostering trust and promoting sustainable outcomes.

Focus: Incorporating stakeholder perspectives to enhance Measurement & Learning processes.

Key Aspects: Stakeholder views influencing measurement activities; transparent communication of participant roles and contributions; effective selection of measurement and evaluation systems.

INDICATORS OF THE MODEL

In the following pages, you will find a comprehensive list of indicators that serve as measurable criteria for evaluating the application of good governance principles within the management processes and governance steps. These indicators are designed to provide a clear and actionable framework for institutions to assess their adherence to the seven principles of good governance: Consistency, Responsibility & Responsiveness, Accountability, Fairness & Inclusiveness, Transparency, Effectiveness & Efficiency, and Deployment. By systematically applying these indicators, organizations can ensure that their activities align with best practices in governance and achieve desired outcomes effectively and efficiently.

By systematically applying these indicators, organizations can ensure that their activities align with best practices in governance and achieve desired outcomes effectively and efficiently.

Indicators of the Civil Engagement Model[©]

Management Processes	Governance Steps	Maturity Levels for each Good Governance Principle				
		1	2	3	4	5
Decision Making	Structure & Direction	Definition		Approach		Repeatability
	Implementation	Planning		Approach		Updates
	Measurement & Learning	Defining Metrics		Approach		Pilot Program & Improvements
Organization & Processes	Structure & Direction	Definition		Approach		System Development
	Implementation	Planning		Approach		Updates
	Measurement & Learning	Defining Metrics		Approach		Drills & Improvements
Resource Utilization	Structure & Direction	Definition		Approach		Repeatability
	Implementation	Planning		Approach		Updates
	Measurement & Learning	Defining Metrics		Approach		Improvements
Execution	Structure & Direction	Definition		Approach		Continuity
	Implementation	Planning		Approach		Updates
	Measurement & Learning	Defining Metrics		Approach		Improvements

This structured approach enables a holistic evaluation of governance practices, facilitating continuous improvement and fostering greater accountability and transparency within institutions.

Management Process 1: Decision Making

As a critical management process within the Civil Engagement Model[®], Decision Making involves identifying and addressing key issues, needs, and requests. Embedding good governance principles within the organization's Decision Making process helps ensure that decisions are not only addressing immediate needs but are also well-informed and aligned with the institution's purpose and long-term objectives. This structured method facilitates decision-making processes that are consistent, inclusive, and effective in addressing both immediate needs and long-term goals.

Decision Making begins with the identification of key issues that need to be addressed by the institution. This involves carefully considering the institution's impact on the natural environment, built environment, economy, society, and management capabilities. Integrated thinking is essential at this stage, as it ensures that decisions are made with a comprehensive view of potential impacts and risks. Meaningful stakeholder engagement also plays a crucial role, providing diverse insights that help inform more balanced and inclusive decisions. This approach allows institutions to prioritize their actions in alignment with both immediate needs and long-term objectives.

Once key issues have been identified, the next step in Decision Making is to evaluate potential solutions and make strategic choices. This requires a data-driven approach, where relevant information and stakeholder feedback are gathered to assess risks, opportunities, and potential impacts. Institutions must ensure that decisions align with their mission and objectives while considering both short-term results and long-term consequences. Effective coordination within the institution is also essential to ensure that decisions are implemented consistently across all departments, reinforcing internal alignment with strategic goals.

Coordination and collaboration are crucial components of the Decision Making process. Once a decision is made, it is essential that all parts of the institution work together to ensure effective implementation. This requires establishing clear mechanisms for communication and cooperation between departments, ensuring that the institution operates in a unified and cohesive manner. Proper alignment across the organization not only enhances operational efficiency but also strengthens the institution's ability to respond to challenges and seize opportunities in a timely and effective way.

Embedding good governance principles within the organization's Decision Making process helps ensure that decisions are not only addressing immediate needs but are also well-informed and aligned with the institution's purpose and long-term objectives.

Proper alignment across the organization not only enhances operational efficiency but also strengthens the institution's ability to respond to challenges and seize opportunities in a timely and effective way.

INDICATORS OF THE MODEL

The effectiveness of the Decision Making process can be guided by the application of key good governance principles. These principles help ensure that decisions foster trust, accountability, and transparency, while addressing the diverse needs of stakeholders/citizens. The key principles embedded in this management process are:

Consistency: Decisions must align with the institution's purpose, mission, strategy, and objectives, ensuring a coherent and predictable approach to governance.

Responsibility: Decision-makers must be aware of the consequences of their actions, involving stakeholders' interests in the decision-making process, and taking responsibility for the outcomes.

Accountability: Mechanisms must be in place to monitor and evaluate decisions, allowing stakeholders to assess the institution's actions and hold it accountable.

Fairness & Inclusiveness: Decision-making should incorporate interests of all stakeholders inclusively, ensuring that resources are allocated fairly and that the needs of all stakeholders are considered.

Transparency: The decision-making process must be open and accessible, with channels for sharing information and reporting on outputs and, where possible, outcomes in a clear and timely manner.

Effectiveness & Efficiency: Decisions must be made with an emphasis on optimizing resource utilization to achieve both strategic objectives and operational effectiveness.

Deployment: Ensuring that decisions, along with the reasoning behind them, are well understood by all stakeholders, including those who provide resources for potential solutions and those affected by the decisions.

By embedding these good governance principles within the Decision Making process, institutions can enhance their ability to make strategic, well-informed decisions that foster trust and accountability. This approach not only strengthens internal operations but also builds stronger relationships with stakeholders/citizens, building trustworthy relations and ensuring that decisions are fair, transparent, and aligned with long-term objectives. As institutions continue to refine their decision-making processes, they contribute to sustainable outcomes that benefit both the organization and the broader community.

These principles help ensure that decisions foster trust, accountability, and transparency, while addressing the diverse needs of stakeholders/citizens.

As institutions continue to refine their decision-making processes, they contribute to sustainable outcomes that benefit both the organization and the broader community.

Decision Making • Consistency • Structure & Direction

1/84

1	2	3	4	5
Decisions are made to ensure feasibility and traceability concerning the target audience, plan, intended output, needs, and resources.	Relevant criteria are defined to ensure that decisions comply with ethical, scientific, and professional standards.	Relevant criteria are defined to ensure that decisions comply with national and regional policies and plans, as well as national and international regulatory frameworks.	Mechanisms are defined to monitor the alignment of decisions and the outcomes achieved with the forecasts.	Approaches for creating improvements in cases of inconsistencies are defined.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Decision Making • Consistency • Implementation

2/84

1	2	3	4	5
Consistency between the decision, the resources to be used in the implementation plan, and the results to be achieved is ensured.	The compliance of the implementation plan with ethical, scientific, and professional standards is ensured and guaranteed.	The compliance of the implementation plan with national and regional policies and plans is ensured.	The compliance of the implementation plan with national and international regulatory frameworks is ensured.	Consistency between decisions and development plans at all levels, along with budget alignment, is ensured. An approach to enhance decision quality is adopted and implemented.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
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⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Decision Making • Consistency • Measurement & Learning

3/84

1	2	3	4	5
The performance of decisions in achieving the plan and objectives is measured.	The compliance performance of decisions with ethical, scientific, and professional standards is measured.	The compliance performance of decisions with national and regional policies and plans is measured.	The compliance performance of decisions with national and international regulatory frameworks is measured.	If the results of measurement and evaluation activities are inconsistent with the forecasts, authorities ensure that necessary measures are taken for improvements.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>	⇒ Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =

Decision Making • Responsibility & Responsiveness • Structure & Direction

4/84

1 The decision-making approach and decision areas are determined.	2 Decision-makers with the right qualifications and authority levels are ensured.	3 An infrastructure for necessary preliminary information and data sharing is established before the decision-making process.	4 An approach and implementation format are developed to ensure a multidimensional perspective (sustainability, financial, human resources, target audience benefit, long-term view) in the decision-making process.	5 It is determined how and when information will be communicated to the individuals and teams responsible for implementing the decisions and plans, as well as how their performance will be evaluated over specific periods.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Decision Making • Responsibility & Responsiveness • Implementation

5/84

1 Decision areas are shared with all stakeholders.	2 Decision-makers are informed about the process and the relevant subject before consultations.	3 Consultations are conducted interactively (workshops, focus groups, etc.), and the list of participating stakeholders is shared.	4 Participation is ensured in meetings and information environments, and a broad perspective suitable for the decision format is guaranteed.	5 The individuals and teams responsible for implementing the decisions and plans are informed, and consensus is reached on the target/value and output.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Decision Making • Responsibility & Responsiveness • Measurement & Learning

6/84

1 Correct number and diversity of decision-maker and stakeholder participation are ensured.	2 Access to the sample is ensured using the correct methods, and its measurement is conducted.	3 The compliance rate of the proposals presented and their performance in implementation are measured.	4 It is ensured that all parties' views and suggestions are considered in the decision-making stage and that the decision quality is improved.	5 Potential multidimensional impacts and benefits of the decision are revealed.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%
= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =

Decision Making • Accountability • Structure & Direction

7/84

<p>1</p> <p>Mechanisms are defined to ensure the regular disclosure of decisions made, resources used, expenditures incurred, and results achieved by authorities.</p>	<p>2</p> <p>Mechanisms are defined to monitor the compliance of decisions and activities with national and international regulatory frameworks.</p>	<p>3</p> <p>Mechanisms are defined for managing non-compliance, issues, and risks. If non-compliance results from negligence or abuse of authority, legal processes against responsible parties are also defined.</p>	<p>4</p> <p>Approaches for identifying and sharing improvements related to non-compliance, issues, and risks are defined.</p>	<p>5</p> <p>The decision and its justifications are explained to stakeholders. The target budget, timeline, and value creation for implementation are shared.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Decision Making • Accountability • Implementation

8/84

<p>1</p> <p>All decisions, justifications, and supporting evidence are disclosed. The resources, expenditures, and expected results for implementing the decision are shared.</p>	<p>2</p> <p>The compliance of the implementation plan with national and international regulatory frameworks is ensured and reported.</p>	<p>3</p> <p>Potential non-compliance, issues, and risks related to the implementation plan are evaluated, and preventive measures are taken.</p>	<p>4</p> <p>The scope and criteria for tenders in implementation steps are disclosed in accessible formats for all stakeholders.</p>	<p>5</p> <p>The summary of the feasibility study and the activity budget for implementing the decision are shared with stakeholders.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Decision Making • Accountability • Measurement & Learning

9/84

<p>1</p> <p>The process for regular disclosures of planned resources and expected results in decision-making and implementation is defined, along with a reporting process compliant with national and international standards.</p>	<p>2</p> <p>The reporting process is conducted with the correct timing and content.</p>	<p>3</p> <p>Mechanisms are defined and reported for tracking potential non-compliance, issues, and risks.</p>	<p>4</p> <p>Mechanisms are defined to create improvement approaches for potential non-compliance, issues, and risks.</p>	<p>5</p> <p>Mechanisms are established for identifying responsible parties in cases of potential non-compliance, negligence, and abuse of authority, and for initiating legal processes.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

<p>Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/></p>
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Decision Making • Fairness & Inclusiveness • Structure & Direction

10/84

1	2	3	4	5
The needs of all social segments (at least 85% of the population) are considered in the decision-making and planning process.	The definition of the target audience/beneficiaries is made with attention to fairness, social and spatial inclusiveness, and diversity.	Institutional processes are defined to ensure social and spatial inclusiveness and equal opportunities in access and benefit during the decision-making process.	A mechanism/approach is defined to evaluate the contribution and cost of the decision to each social segment separately, considering social, environmental, and economic dimensions.	Mechanisms are defined to inform all social segments about decisions and to respond to demands, objections, and complaints.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Decision Making • Fairness & Inclusiveness • Implementation

11/84

1	2	3	4	5
The needs of each segment are identified according to the demographic structure.	Needs are prioritized with a rational mechanism by evaluating benefit-cost analysis for each segment and holistically.	The diversity of decision-makers and inclusiveness to represent all segments are considered during the decision-making process.	The justifications for the decisions made, considering the prioritization results, are systematically provided.	Stakeholders are informed about the decisions along with their justifications.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Decision Making • Fairness & Inclusiveness • Measurement & Learning

12/84

1	2	3	4	5
The demographic structure is examined, and analyses are presented at the decision-making stage.	Needs, benefits, and cost analyses for all segments are mapped out to support holistic evaluation.	The inclusiveness status of decision-makers and the participation performance of each segment are measured.	The inclusiveness performance of the target audience determined by the decision is measured.	The number, distribution, and response performance of demands, objections, and complaints regarding the decision are measured.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/>

Decision Making • Transparency • Structure & Direction

13/84

1	2	3	4	5
The format for sharing decisions and implementation results is defined.	Communication and sharing platforms are identified and developed.	Mechanisms are defined to ensure the regular sharing of information about ongoing activities.	The procedures for tendering and how the results will be disclosed are determined.	Policies and principles for collaborations are defined. Necessary data sets and data sources for sharing and announcements are identified.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Decision Making • Transparency • Implementation

14/84

1	2	3	4	5
All decisions, along with their justifications and supporting evidence, are disclosed.	Information about implementation steps, goals, and the value to be created is shared in accessible formats with all stakeholders.	Collaboration areas and criteria in implementation steps are disclosed in accessible formats for all stakeholders.	The scope and criteria for tenders in implementation steps are disclosed in accessible formats for all stakeholders.	The summary of the feasibility study and the activity budget for implementing the decision are shared with stakeholders.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Decision Making • Transparency • Measurement & Learning

15/84

1	2	3	4	5
Decision reporting, data flow, and measurement approach are defined.	The access of announcements and information shared to all stakeholders and the performance of the platforms used for this purpose are measured (view scores, etc.).	The compliance of collaboration principles with national and international standards, regulations, and policies is evaluated.	The compliance of tender conditions with national and international standards, regulations, and policies is evaluated.	Feedback and satisfaction of all parties involved in the decision-making process are collected through surveys or feedback meetings.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/>

Decision Making • Effectiveness & Efficiency • Structure & Direction

16/84

1 The need is defined.	2 Possible risks and opportunities are identified.	3 Similar best practices are examined, and alternatives for scope and overall resource requirements are developed.	4 Potential collaborations, stakeholders, and expected contributions are identified.	5 Positive and negative interaction areas in terms of sustainability are determined.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Decision Making • Effectiveness & Efficiency • Implementation

17/84

1 The target audience definition, needs, and value proposition are determined.	2 Possible risks and opportunities are identified, and the preventive and impact aspects are evaluated.	3 The adequacy of resources and the need for additional resources for implementing the decisions are assessed. Planning, resource utilization (time, man-hours, cost), beneficiary target audience, and the value/output to be produced are determined.	4 Compliance management of the decision is ensured, and reports suitable for comparison for monitoring and evaluation (predicted outputs, resource utilization, target audience, value obtained) are determined.	5 The necessary information and communication plan principles for the planned collaborations, stakeholders, and internal resources are determined.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Decision Making • Effectiveness & Efficiency • Measurement & Learning

18/84

1 Goals and performance indicators are determined. Performance indicators are set by ensuring data access and resource planning.	2 The current situation forming the need and decision is presented with numerical data.	3 The reasons for the decision and the measurement values for achieving the goals are presented.	4 The resource return plan and the target impacts of the implementation are determined, and a pilot implementation plan is made.	5 A pilot implementation area is selected, the pilot implementation is carried out, and if necessary, improvements are made to the decision and plan.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/>

Decision Making • Deployment • Structure & Direction

19/84

<p>1</p> <p>All key stakeholders are identified and explained (e.g., those who influence decisions, those affected by decisions, those providing resources for implementing decisions, those executing decisions).</p>	<p>2</p> <p>Key stakeholders are informed about the process and relevant topics before consultations.</p>	<p>3</p> <p>Consultations are conducted interactively (workshops, focus groups, etc.), and the list of participating stakeholders is shared.</p>	<p>4</p> <p>The views of all key stakeholders participating in the consultations are considered during planning or decision-making.</p>	<p>5</p> <p>Feedback is provided to all key stakeholders regarding the consultation process and their views.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Decision Making • Deployment • Implementation

20/84

<p>1</p> <p>Decision stages are shared with all stakeholders.</p>	<p>2</p> <p>An information exchange format is created.</p>	<p>3</p> <p>The arrangements, timing and content of information that will be shared by the relevant stakeholders are ensured.</p>	<p>4</p> <p>Necessary environments are developed to ensure the expected diversity and meaningful representation in decision meetings and information sessions.</p>	<p>5</p> <p>Reporting of meetings and information sessions is ensured, and they are communicated to all relevant stakeholders.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Decision Making • Deployment • Measurement & Learning

21/84

<p>1</p> <p>Decision reporting, data flow, and measurement approach are defined.</p>	<p>2</p> <p>The performance of timely and accurate delivery of invitations to all stakeholders is measured.</p>	<p>3</p> <p>The level of participation in meetings is measured in terms of feedback quality and diversity.</p>	<p>4</p> <p>The compliance rate and implementation performance of the proposed suggestions are being measured.</p>	<p>5</p> <p>Feedback sessions or surveys are conducted to gather views, suggestions, evaluations, and satisfaction of all parties involved in the implementation.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =

Management Process 2: Organization & Processes

Institutions organize, monitor, and continuously improve their operations and procedures to align with their mission and strategic objectives. Embedding good governance principles helps ensure that processes are efficient, transparent, and accountable while also aligning with long-term objectives. Properly structured operational systems enable institutions to address both internal, external, short and long-term challenges effectively.

This process involves evaluating how the institution's resources, both human and material, are organized and utilized to meet its goals. Integrated thinking plays a crucial role by ensuring that the institution considers its impact on the natural environment, built environment, economy, society, and management capabilities. Aligning resource management while evaluating its impacts on these dimensions enhances operational efficiency and supports both short-term objectives and long-term sustainability.

A key element of this process is establishing robust monitoring and evaluation systems to assess whether operations meet the institution's goals. These systems provide valuable insights into how well governance principles, such as transparency, accountability, and inclusiveness, are applied across operations. By continuously assessing the effectiveness of its processes, an institution can identify areas for improvement and ensure responsible resource utilization.

Reporting plays a crucial role in communicating performance to stakeholders/citizens. Reports should cover not only operational performance but also key performance indicators (KPIs) that focus on resource utilization and adherence to governance principles. Regular and transparent reporting builds trust with stakeholders, ensuring they are well-informed about the institution's progress and impacts.

The quality of information shared through monitoring, evaluation, and reporting is key to the institution's continuous learning and improvement. High-quality data allows for accurate performance assessments, supporting transparency and reinforcing trust. This feedback loop is essential for driving improvements in internal operations and enhancing stakeholder engagement.

Properly structured operational systems enable institutions to address both internal, external, short and long-term challenges effectively.

Reports should cover not only operational performance but also key performance indicators (KPIs) that focus on resource utilization and adherence to governance principles.

The effectiveness of Organization & Processes can be guided by the application of good governance principles. These principles ensure that operations are structured and managed in a way that fosters accountability, transparency, and trust. In the Civil Engagement Model®, good governance principles are interpreted in this management process as follows:

Consistency: Systems must ensure that operations align with the institution's purpose, mission, strategy, and objectives. Measurement and oversight mechanisms should guarantee coherence and adherence to governance standards.

Responsibility: Qualified individuals should oversee operations, ensuring that processes account for social, environmental, and economic factors, as well as efficient resource utilization while safeguarding interests of those affected, including future generations.

Accountability: Operations should be carried out according to established principles, plans, and objectives, with mechanisms for internal and external audits and regular reporting to ensure alignment with governance standards and proactive risk management.

Fairness & Inclusiveness: Organizational structures must ensure that the needs of all stakeholders are considered, and that rules and procedures promote equality of opportunity and fair process execution.

Transparency: Active sharing of how operations are conducted, and how they align with principles, plans, and objectives, should be made accessible to stakeholders through open communication channels.

Effectiveness & Efficiency: Institutions must mobilize the necessary resources, such as skilled personnel and partnerships to achieve effective outcomes while ensuring efficient resource utilization.

Deployment: Mechanisms must be in place to inform, engage, and incorporate feedback from stakeholders, ensuring their contributions help improve the outcomes and institutional processes.

By embedding these good governance principles within Organization & Processes, institutions can enhance their operational effectiveness and ensure that their internal structures support long-term goals. This process also strengthens transparency and accountability, fostering trust among stakeholders. Continuously improving organizational processes ensures that institutions remain adaptable and resilient in the face of evolving challenges, contributing to their overall sustainability and success.

Continuously improving organizational processes ensures that institutions remain adaptable and resilient in the face of evolving challenges, contributing to their overall sustainability and success.

Organization & Processes • Consistency • Structure & Direction

22/84

1	2	3	4	5
The suitability of institutional operations for target and resource planning is evaluated.	The necessity for institutional processes to comply with ethical, scientific, and professional standards is defined.	The alignment of institutional processes with national and regional policies and plans is ensured, maintaining consistency with the SDGs, National Development Plans, Regional, and Provincial Strategic Plans.	Mechanisms to monitor the alignment of institutional processes and outcomes with projections are defined.	The creation of improvement approaches for inconsistencies is defined. An internal audit mechanism is established to monitor process and performance alignment.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Organization & Processes • Consistency • Implementation

23/84

1	2	3	4	5
Compliance with relevant ethical, scientific, and professional standards is ensured in the conducted activities, and related criteria are met.	Compliance with national and regional policies and plans is ensured in the conducted activities, and related criteria are met.	Compliance with national and international regulatory frameworks, the SDGs, National Development Plans, Regional and Provincial Strategic Plans is ensured in activities, meeting the relevant criteria.	The process flows, resources, and outcomes related to the activities are reviewed through internal audit reporting.	Necessary adjustments and updates are made based on internal audit reports regarding the conducted activities.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Organization & Processes • Consistency • Measurement & Learning

24/84

1	2	3	4	5
The compliance performance of conducted activities with relevant ethical, scientific, and professional standards is measured.	The compliance performance of conducted activities with national and regional policies and plans is measured by internal audit.	The compliance performance of conducted activities with national and international regulatory frameworks, the SDGs, National Development Plans, Regional and Provincial Strategic Plans is measured by internal audit.	Regular evaluation and transmission of internal audit reports to managers are ensured.	Based on internal audit reports and measurement results, improvements in target audience access, work methods, resource usage, and communication are implemented.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level	= (Structure & Direction + Implementation + Measurement & Learning) ÷ 3	= <input type="text"/>
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Organization & Processes • Responsibility & Responsiveness • Structure & Direction 25/84

1	2	3	4	5
The status of the necessary institutional structures for the implementation plan is evaluated, and structures are created if needed.	Task distribution, merit, and authority definitions are established, and necessary information, training, and tools are provided.	Management strategies for prioritized risks and opportunities and responsible parties for these areas are determined. Measurement criteria for risk and opportunity areas are defined, and a monitoring approach (Key Performance Indicators) is developed.	Competent individuals are assigned to manage the social, environmental, economic, and resource use aspects during the implementation of the plan.	Information is provided to the individuals and teams responsible for executing the decisions and plans, achieving consensus on the targets/values and outputs. The periods and methods for evaluating performance are determined.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Organization & Processes • Responsibility & Responsiveness • Implementation 26/84

1	2	3	4	5
Duties, responsibilities, and timelines related to the implementation plan are finalized through consensus with the relevant individuals and parties.	Resource and activity planning is conducted, and priorities are set by evaluating their importance.	The interaction of internal and external stakeholders (positive or negative, temporary or permanent) in the process is continuously evaluated and measured.	The social, environmental, economic, and resource use interaction levels of the implementation plan are assessed.	Based on developments and evaluations, responsibility areas and tasks are updated if necessary, considering stakeholder interaction levels.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Organization & Processes • Responsibility & Responsiveness • Measurement & Learning 27/84

1	2	3	4	5
Performance indicators for all responsible parties in the implementation are defined, and data flow is organized.	Regular reports are obtained from all parties and responsible individuals.	Reports are evaluated in comparison with the plan.	Feedback is provided based on reports, addressing areas for improvement and responsibility.	Regular pilot implementations and/or drills related to the responsibilities are conducted, and evaluations and improvements are made based on the results.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =

Organization & Processes • Accountability • Structure & Direction

28/84

<p>1</p> <p>Mechanisms are established to regularly disclose the operations of the institution, the resources used, and the results obtained.</p>	<p>2</p> <p>Mechanisms are defined to monitor the compliance of institutional operations and activities with international and national regulatory frameworks.</p>	<p>3</p> <p>Mechanisms for managing non-compliance, issues, and risks are defined. If non-compliance is due to negligence or abuse of authority, the execution of legal processes is specified.</p>	<p>4</p> <p>How to determine and share improvement approaches related to non-compliance, issues, and risks that arise is outlined.</p>	<p>5</p> <p>An information system and reporting infrastructure regarding the planned and realized state of institutional operations are created.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Organization & Processes • Accountability • Implementation

29/84

<p>1</p> <p>The institution's goals, resource needs, and duration are reported in a way accessible to stakeholders.</p>	<p>2</p> <p>Steps of institutional operations are regularly shared on a platform that can be monitored by all stakeholders.</p>	<p>3</p> <p>Steps and results of the activities (collaborations and tendered parties), along with associated risks, are reported to key stakeholders regularly, comparatively, and with appropriate explanations.</p>	<p>4</p> <p>Stages of the activities are presented comparatively with the plan, including risk assessments, and any differences/updates are reported.</p>	<p>5</p> <p>Stages of the activities are reviewed and evaluated by external audit.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Organization & Processes • Accountability • Measurement & Learning

30/84

<p>1</p> <p>The measurement and evaluation criteria of the institution's applications are explained.</p>	<p>2</p> <p>Information about measurement and evaluation studies is regularly shared.</p>	<p>3</p> <p>Expenditures are reported comparatively with the budget, including risks, and any differences are explained.</p>	<p>4</p> <p>The realized situation is evaluated with a scenario approach, with risks, plan compliance, and possible outcomes reported to key stakeholders at each stage.</p>	<p>5</p> <p>Improvement activities are carried out based on external audit reports, and these reports and improvement steps are shared with key stakeholders.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =

Organization & Processes • Fairness & Inclusiveness • Structure & Direction

31/84

<p>1</p> <p>An organizational structure is established that ensures the needs of all societal segments are considered in the targets and value to be produced by the implementation (covering at least 85% of the population).</p>	<p>2</p> <p>The definition of the target audience/beneficiaries is made with consideration of fairness and inclusiveness, with internal awareness and information being developed.</p>	<p>3</p> <p>Institutional processes are defined to ensure social and spatial inclusiveness and equal opportunities in access and benefit during implementation.</p>	<p>4</p> <p>Mechanisms for responding to requests, objections, and complaints about the implementation from all societal segments are established, and an organizational structure for this purpose is developed.</p>	<p>5</p> <p>Rules, procedures, and regulations are established to ensure implementation and repeatability based on the principle of equal opportunity.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Organization & Processes • Fairness & Inclusiveness • Implementation

32/84

<p>1</p> <p>The implementation plan is developed with an approach and flow that considers equal opportunity and inclusiveness.</p>	<p>2</p> <p>Applications are conducted with a systematic perspective on resource use and prioritization.</p>	<p>3</p> <p>Functioning of the system ensuring provided services and applications are accessible to and beneficial for all stakeholders is secured. Compliance with rules and systems is audited, and efforts are made to cultivate the institutional culture.</p>	<p>4</p> <p>Requests, objections, and complaints from all societal segments are responded to during the implementation process.</p>	<p>5</p> <p>Requests, objections, complaints, and suggestions received during the implementation process are evaluated along with measurement results, and the process and plan are updated if necessary.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Organization & Processes • Fairness & Inclusiveness • Measurement & Learning

33/84

<p>1</p> <p>Mechanisms and measurement metrics for stakeholders to submit complaints and suggestions about the processes and steps are established.</p>	<p>2</p> <p>The mechanism for stakeholders to submit complaints and suggestions about the processes and steps is operated.</p>	<p>3</p> <p>The access and diversity of beneficiaries are measured and evaluated in studies, and data on all societal segments are collected.</p>	<p>4</p> <p>Data is evaluated, and new applications or improvements to enhance performance are planned.</p>	<p>5</p> <p>Improvements are made to promote equal opportunity, diversity, social, and spatial inclusiveness, supported by pilot studies.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

<p>Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/></p>
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Organization & Processes • Transparency • Structure & Direction

34/84

1	2	3	4	5
The goals, resource needs, duration of implementation, and communication channels/platforms accessible to internal stakeholders are determined.	The format for sharing the results of implementation steps is defined.	Mechanisms are established to ensure regular sharing of information about activities to be carried out.	Criteria for which tasks will use tender methods and how tender results will be disclosed are determined.	The feasibility study (summary) and activity budget (summary) for the implementation plan are shared with stakeholders.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Organization & Processes • Transparency • Implementation

35/84

1	2	3	4	5
The goals, resource needs, and duration of the implementation plan are shared in a way accessible to internal stakeholders.	Implementation steps are regularly shared on a platform that can be monitored by internal stakeholders.	The shared information reflects the results related to the goals of the activities.	Steps and results of the activities (collaborations and tendered parties) are shared regularly, comparatively, and with appropriate explanations.	Stages of the activities are presented comparatively with the plan, and any differences/updates are explained.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Organization & Processes • Transparency • Measurement & Learning

36/84

1	2	3	4	5
Quantitative targets related to the goal and generated value of the implementation plan are defined and disclosed.	Data and status related to the current situation are measured/reported, and regular reporting is carried out.	Monitoring, evaluation, and comparison of the implementation plan are ensured.	Activities and expenditures are presented comparatively with the budget/plan using updated data, and any differences are explained.	The realized situation resulting from measurement and evaluation is shared in a way that stakeholders can monitor at each stage, compared to the plan (similar to a scenario view).
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level	= (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =	<input type="text"/>
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Organization & Processes • Effectiveness & Efficiency • Structure & Direction

37/84

<p>1</p> <p>Risks and opportunity areas related to implementation are identified.</p>	<p>2</p> <p>Necessary resources for the implementation plan (time, man-hours, cost) are allocated. Risks and opportunities are prioritized by evaluating their importance.</p>	<p>3</p> <p>Reports suitable for comparison (expected outputs, resource use, target audience, generated value) for monitoring and evaluating the implementation plan are identified.</p>	<p>4</p> <p>Mechanisms for measuring and evaluating social, environmental, economic, and resource use impacts during the implementation plan are established.</p>	<p>5</p> <p>Improvements and reviews are conducted based on implementation plan reports and pilot application outcomes.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Organization & Processes • Effectiveness & Efficiency • Implementation

38/84

<p>1</p> <p>The structures created for implementation are operated effectively and regularly.</p>	<p>2</p> <p>Ensuring that the works are carried out in accordance with the plan is secured.</p>	<p>3</p> <p>The adequacy of resources and the need for additional resources for implementation steps are evaluated. Planning, resource use (time, man-hours, cost), beneficiary target audience, and performance of produced value/output are managed.</p>	<p>4</p> <p>Communication, information, and review activities with stakeholders are conducted based on plan compliance and performance.</p>	<p>5</p> <p>Updates to the implementation plan are made as necessary according to progress and dynamics.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Organization & Processes • Effectiveness & Efficiency • Measurement & Learning

39/84

<p>1</p> <p>Quantitative targets related to the outcomes and generated value are defined. Performance indicators, data access, and resource planning are determined.</p>	<p>2</p> <p>Data and status related to the current situation are measured/reported, and regular reporting is carried out.</p>	<p>3</p> <p>Monitoring, evaluation, and comparison of the implementation plan by stakeholders and sustainability dimensions are ensured.</p>	<p>4</p> <p>Achievement performance is measured, reported, and evaluated.</p>	<p>5</p> <p>Results and impacts are assessed from all stakeholder perspectives and sustainability dimensions, and improvements are made.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

<p>Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/></p>
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Organization & Processes • Deployment • Structure & Direction

40/84

1	2	3	4	5
The implementation plan is shared with all internal stakeholders.	Methods and structures are developed to inform internal stakeholders about the process and relevant topics before implementation.	Interactive consultations (workshops, focus groups, etc.) are conducted.	The opinions of participating internal stakeholders are considered during detailed planning or at the beginning of activities.	Mechanisms for internal stakeholders to provide feedback and share their opinions on the implementation process are established.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Organization & Processes • Deployment • Implementation

41/84

1	2	3	4	5
The internal stakeholders who will jointly execute the implementation plan are clearly identified.	An environment and work arrangement suitable for effective and efficient collaboration among internal stakeholders is created.	Activities are carried out according to the work arrangement determined with collaborators, key stakeholders, and internal stakeholders.	Internal stakeholders and collaborators provide feedback, learn from each other, develop joint suggestions, and work according to the plan.	Updates based on feedback and measurement results are made jointly with collaborators, key stakeholders, and internal stakeholders.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
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Organization & Processes • Deployment • Measurement & Learning

42/84

1	2	3	4	5
Criteria and methods for accessing and sharing data with internal stakeholders are determined.	Participation in meetings and the extent of data sharing are measured.	The suitability of the proposed suggestions and their implementation performance are measured.	Feedback, suggestions, and evaluations from all involved parties are collected through surveys or feedback meetings.	Improvement steps based on data and suggestions are evaluated through pilot and internal stakeholder samples.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/>

Management Process 3: Resource Utilization

Resource Utilization is a vital management process where institutions allocate and mobilize resources to implement decisions and support operations. These resources extend beyond financial assets to include human capital, technology, and knowledge. Efficient allocation of these resources is essential for meeting institutional goals while balancing short, medium, and long-term priorities. In this process, stakeholder engagement is crucial, as their insights, needs, and expectations help guide how resources are allocated within the institution's capabilities and priorities.

Integrated thinking plays a key role in the Resource Utilization process, ensuring that different types of resources—financial, human, technological—are considered holistically, as well as their impact on the natural environment, built environment, economy, society, and management capabilities. This approach evaluates how various resources interact and how their combined use can create additional value or introduce potential costs. By integrating multiple perspectives, institutions can enhance the quality of their resource allocation process, effectively managing both immediate demands and long-term sustainability.

Another critical element of this process is making sure that resource allocation aligns with institutional goals while considering the institution's operational quality. This involves not only ensuring that resources are used inclusively and sustainably but also that they contribute to the institution's broader mission. The quality of the institution's operations directly impacts its ability to utilize resources effectively, minimizing waste and maximizing the value generated for stakeholders/citizens.

Incorporating governance principles in the Resource Utilization process requires establishing robust systems for monitoring resource use, ensuring that resources are allocated in line with strategic goals of the institution and stakeholder expectations. This includes evaluating how resource allocation impacts different stakeholder groups, ensuring fairness across stakeholders, and considering the short and long-term impacts of resource usage. By embedding good governance principles, institutions ensure that their resource utilization is not only efficient but also equitable and aligned with broader institutional goals.

Integrated thinking plays a key role in the Resource Utilization process, ensuring that different types of resources—financial, human, technological—are considered holistically, as well as their impact on the natural environment, built environment, economy, society, and management capabilities.

The effectiveness of the Resource Utilization process can be guided by the following good governance principles:

Consistency: Systems and methods must ensure that resource allocation aligns with global, national, and local priorities, as well as institutional plans and objectives. Rules and oversight mechanisms should be established to safeguard the consistency of resource management.

Responsibility: Institutions should assign qualified individuals to oversee the responsible use of resources. This includes ensuring that resources are allocated and used responsibly, with an emphasis on long-term sustainability.

Accountability: Resource use should be measured against priorities, plans and objectives, with mechanisms in place to manage risks that may disrupt resource flows. Regular updates to stakeholders and preventive mechanisms can help avoid misuse, waste, and loss.

Fairness & Inclusiveness: Institutions must ensure that resource allocation considers the needs of all stakeholders and that systems promote fair access to resources. The resource allocation process must be regularly monitored for fairness & inclusiveness.

Transparency: Institutions must actively share how resources are allocated and utilized, ensuring stakeholders have access to clear information on resource use and performance in relation to plans, and objectives.

Effectiveness & Efficiency: Mechanisms must be developed to measure and evaluate the social, environmental, economic, and resource impacts of decisions. Institutions should ensure resources are used efficiently to contribute to planned outcomes while minimizing waste and negative impacts.

Deployment: Institutions must ensure broad stakeholder engagement, with mechanisms that facilitate the mobilization of different resources and ensure transparency and accountability in the use of those resources. This includes gathering input and feedback to continuously monitor and improve resource utilization.

By embedding these good governance principles within the Resource Utilization process, institutions can ensure that their resources are used effectively, equitably, and sustainably. This process supports the long-term sustainability of the institution while fostering transparency and accountability in how resources are allocated and used.

By embedding these good governance principles within the Resource Utilization process, institutions can ensure that their resources are used effectively, equitably, and sustainably.

This process supports the long-term sustainability of the institution while fostering transparency and accountability in how resources are allocated and used.

Resource Utilization • Consistency • Structure & Direction

43/84

1	2	3	4	5
The alignment of the resource utilization plan with its goals and resource planning is evaluated.	The necessity for resource utilization steps to comply with ethical, scientific, and professional standards is defined.	It is defined that the implementation plan will align with national and regional policies and plans. Consistency with the SDGs, National Development Plans, and Regional and Provincial Strategic Plans is ensured.	Mechanisms to monitor the alignment of the implementation plan and the results obtained with the forecasts are defined.	How to create improvement approaches for inconsistencies is defined. An internal audit mechanism is established to ensure process and performance alignment.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
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Resource Utilization • Consistency • Implementation

44/84

1	2	3	4	5
Compliance with relevant ethical, scientific, and professional standards is ensured in the activities carried out, meeting the relevant criteria.	Compliance with national and regional policies and plans is ensured in the activities carried out, meeting the relevant criteria.	Compliance with national and international regulatory frameworks, the SDGs, National Development Plans, Regional and Provincial Strategic Plans is ensured in the activities carried out, meeting the relevant criteria.	The processes, resources used, and results obtained related to the activities carried out are reviewed through internal audit reporting.	Necessary adjustments and updates are made according to the internal audit reports in the activities carried out.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Resource Utilization • Consistency • Measurement & Learning

45/84

1	2	3	4	5
The performance of the activities carried out in compliance with relevant ethical, scientific, and professional standards is measured.	The compliance performance of the activities carried out with national and regional policies and plans is measured by internal audit.	The compliance performance of the activities carried out with national and international regulatory frameworks, the SDGs, National Development Plans, Regional and Provincial Strategic Plans is measured by internal audit.	Internal audit reports are regularly submitted to managers for evaluation.	Improvements are made in target audience access, work methods, resource utilization, and communication based on internal audit reports and measurement results.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level	= (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =	<input type="text"/>
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Resource Utilization • Responsibility & Responsiveness • Structure & Direction

46/84

<p>1</p> <p>The status of necessary institutional structures for the resource utilization plan is evaluated, and if needed, structures are established.</p>	<p>2</p> <p>Definitions of tasks, merit, and authority in the implementation are established. Necessary information, training, and tools are provided.</p>	<p>3</p> <p>How prioritized risks and opportunities will be managed and the responsible parties for these issues are identified. Measurement criteria for risk and opportunity areas are determined, and a monitoring approach is established (Key Performance Indicators).</p>	<p>4</p> <p>Competent individuals in the fields of social, environmental, economic, and resource utilization are assigned to the operational process of resource utilization.</p>	<p>5</p> <p>Information is provided to the individuals and teams responsible for implementing resource utilization decisions or plans, and mechanisms/ alternatives to ensure resource continuity are developed.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Resource Utilization • Responsibility & Responsiveness • Implementation

47/84

<p>1</p> <p>Tasks and responsibilities related to the resource utilization plan and the time planning are clarified by reaching an agreement with the relevant individuals and parties.</p>	<p>2</p> <p>Resource and activity planning is conducted, and priorities are determined by assessing their importance.</p>	<p>3</p> <p>Stakeholder interaction (instantaneous and/or permanent, positive or negative) in the resource utilization process during implementation is continuously evaluated and measured.</p>	<p>4</p> <p>The level of social, environmental, economic, and resource utilization interaction of the implementation plan is evaluated.</p>	<p>5</p> <p>Based on the developments and evaluations in the implementation plan, responsibility areas and tasks are updated if necessary, considering stakeholder interaction levels.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Resource Utilization • Responsibility & Responsiveness • Measurement & Learning

48/84

<p>1</p> <p>Performance indicators for all individuals responsible for resource utilization are determined, and data flow is arranged.</p>	<p>2</p> <p>Regular reports are received from all parties and responsible individuals.</p>	<p>3</p> <p>Reports are evaluated in comparison with the plan.</p>	<p>4</p> <p>Feedback is provided based on the reports for development and responsibility areas.</p>	<p>5</p> <p>Pilot applications and/or drills are regularly conducted regarding the responsibilities of individuals in the relevant area. Evaluations and improvements are made based on the results.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =

Resource Utilization • Accountability • Structure & Direction

49/84

<p>1</p> <p>Mechanisms are defined to ensure the regular disclosure of the resource utilization plan, its operations, the resources used, and the results obtained.</p>	<p>2</p> <p>Mechanisms are defined to monitor the compliance of the resource utilization plan, methods, and activities with national and international regulatory frameworks.</p>	<p>3</p> <p>Mechanisms are defined for managing non-compliance, issues, and risks in resource utilization. If non-compliance is due to negligence or abuse of authority, it is defined how legal processes will be handled for those responsible.</p>	<p>4</p> <p>It is defined how improvement approaches will be determined and shared regarding identified non-compliance, issues, and risks.</p>	<p>5</p> <p>An information system and reporting infrastructure are established to inform the stage of the resource utilization plan, the planned and actual situation.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Resource Utilization • Accountability • Implementation

50/84

<p>1</p> <p>The goals, resource requirements, and implementation timeframe of the resource utilization plan are reported in a way accessible to stakeholders.</p>	<p>2</p> <p>Steps of resource utilization are regularly shared on a platform accessible to all stakeholders.</p>	<p>3</p> <p>Information about the steps of ongoing activities (collaborations and tenders) and their results, along with risks, is reported to key stakeholders regularly, comparatively, and with appropriate explanations.</p>	<p>4</p> <p>Stages of the activities related to resource utilization are presented comparatively with the plan, including evaluations of risk elements, and any differences/updates are reported.</p>	<p>5</p> <p>Stages of resource utilization are reviewed/evaluated by an external audit.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
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Resource Utilization • Accountability • Measurement & Learning

51/84

<p>1</p> <p>The measurement and evaluation criteria for resource utilization are explained.</p>	<p>2</p> <p>Regular information is shared about measurement and evaluation activities.</p>	<p>3</p> <p>Expenditures are reported comparatively with the budget, including risks, and any differences are explained.</p>	<p>4</p> <p>The actual situation is evaluated using a scenario approach, and risks, compliance with the plan, and possible outcomes are reported to key stakeholders at each stage.</p>	<p>5</p> <p>Improvement activities are carried out based on external audit reports. The external audit report and improvement steps are reported to key stakeholders.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
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<p>Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/></p>
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Resource Utilization • Fairness & Inclusiveness • Structure & Direction

52/84

1	2	3	4	5
An approach is in place to ensure that the needs of all social segments are considered in resource utilization goals and the value to be produced (covering at least 85% of the population).	The target groups/ beneficiaries in resource distribution are defined with consideration of equity and inclusion.	Institutional processes are defined to ensure social and spatial inclusion and equal opportunities in access and utilization during the resource utilization planning process.	Mechanisms are in place to address the demands, objections, and complaints of all social segments regarding resource utilization.	Rules, procedures, and regulations are in place to ensure the implementation, repeatability, and sustainability of resource utilization, while considering the principle of equal opportunity.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Resource Utilization • Fairness & Inclusiveness • Implementation

53/84

1	2	3	4	5
The resource utilization plan is developed with an understanding and flow that ensures equal opportunity and inclusion.	Implementations are carried out with a systematic approach designed for resource utilization and prioritization.	The system is ensured to work to equalize access and utilization opportunities of all stakeholders to the provided service and implementation. Compliance with rules and the system is monitored.	During the implementation process, demands, objections, and complaints from all social segments are addressed.	Based on the evaluation of incoming demands, objections, complaints, and suggestions, as well as measurement results, the operation and plan are updated if necessary.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
Step Score: <input type="text"/>	Step Score: <input type="text"/>	Step Score: <input type="text"/>	Step Score: <input type="text"/>	Step Score: <input type="text"/>
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Resource Utilization • Fairness & Inclusiveness • Measurement & Learning

54/84

1	2	3	4	5
Mechanisms and measurement metrics are in place for stakeholders to submit complaints and suggestions regarding the processes and steps.	The mechanism for stakeholders to submit complaints and suggestions regarding the processes and steps is operational.	Measurement and evaluation studies include measuring and evaluating the accessibility and diversity of beneficiaries, and data is collected on all social segments.	Based on the data evaluation, new practices or improvements to enhance performance are planned.	Improvements are made to promote equal opportunity, diversity, and social and spatial inclusion, supported by pilot studies.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
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Step Score: <input type="text"/>	Step Score: <input type="text"/>	Step Score: <input type="text"/>	Step Score: <input type="text"/>	Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =

Resource Utilization • Transparency • Structure & Direction

55/84

<p>1</p> <p>The goals of the implementation plan, resource requirements, implementation timeframe, and the platforms and communication channels accessible to stakeholders are determined.</p>	<p>2</p> <p>The format for sharing the results of resource utilization is defined.</p>	<p>3</p> <p>Mechanisms are established to ensure regular sharing of information related to ongoing activities.</p>	<p>4</p> <p>It is determined which tasks related to implementations will use the tender method and how the tender results will be announced.</p>	<p>5</p> <p>The feasibility study (summary) and activity budget (summary) for the implementation plan are shared with stakeholders.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Resource Utilization • Transparency • Implementation

56/84

<p>1</p> <p>The goals, resource requirements, and implementation timeframe of the plan are shared in a way that stakeholders can access.</p>	<p>2</p> <p>Stages and results related to resource utilization are regularly shared on a platform accessible to all stakeholders.</p>	<p>3</p> <p>Shared information reflects the results of activities concerning the goals.</p>	<p>4</p> <p>Steps of the ongoing activities (collaborations and tenders) and their results are regularly shared with comparative and appropriate explanations.</p>	<p>5</p> <p>Stages of the activities are presented comparatively with the plan, and any differences/updates are explained.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Resource Utilization • Transparency • Measurement & Learning

57/84

<p>1</p> <p>Numerical targets for the goal and value to be created according to the resource utilization plan are defined and announced.</p>	<p>2</p> <p>Data on the current situation is measured/reported, and regular reports are made.</p>	<p>3</p> <p>Monitoring, evaluation, and comparison of resource utilization are ensured.</p>	<p>4</p> <p>Activities and expenditures related to the work are presented with updated data compared to the budget/plan, and any differences are explained.</p>	<p>5</p> <p>All stages of the process are made traceable, comparable, and suitable for evaluation in terms of compliance with standards, regulations, and international criteria, with updated data from the perspective of all stakeholders.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

<p>Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/></p>
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Resource Utilization • Effectiveness & Efficiency • Structure & Direction

58/84

1	2	3	4	5
Risks and opportunity areas related to resource utilization are identified.	Necessary resources (time, man-hours, cost) for implementation are allocated. Risks and opportunities are prioritized based on their importance.	Reports suitable for comparison (predicted outcomes, resource utilization, target audience, achieved value) are identified for monitoring and evaluating the implementation plan.	Mechanisms are established to measure and evaluate the social, environmental, economic, and resource utilization impacts during the plan's implementation process.	Based on pilot application results, improvement and review studies are conducted for the resource utilization plan. Mechanisms/approaches to ensure the continuity of resource input are developed.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Resource Utilization • Effectiveness & Efficiency • Implementation

59/84

1	2	3	4	5
Structures created for resource utilization are operated healthily and regularly.	It is ensured that the work is carried out in accordance with the plan.	The adequacy of resources and the need for additional resources for implementation steps are regularly evaluated. Planning, resource utilization (time, man-hours, cost), beneficiary target audience, and produced value/output performance are managed.	Compliance with the plan, communication, information sharing, and review studies are carried out with stakeholders based on performance.	Updates are made in resource utilization if necessary according to progress and developments.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Resource Utilization • Effectiveness & Efficiency • Measurement & Learning

60/84

1	2	3	4	5
Numerical targets related to the goal and value to be created are defined in accordance with the resource utilization plan.	Data and the current situation are measured/reported, and regular reporting is carried out.	Monitoring, evaluation, and comparison of the implementation plan are ensured based on stakeholders and sustainability dimensions.	Performance in achieving the target is measured, reported, and evaluated.	Results and impacts are evaluated from the perspectives of all stakeholders and sustainability dimensions, and improvements are made.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/>

Resource Utilization • Deployment • Structure & Direction

61/84

1	2	3	4	5
The resource utilization plan is shared with all stakeholders.	Methods and structures are developed to inform key stakeholders about the resource utilization process prior to implementation.	Evaluation meetings are organized to ensure diversity in resource development and balance among stakeholders and topics.	Mechanisms are established to incorporate opinions and suggestions into the implementation plan.	Mechanisms are created for all key stakeholders to provide feedback on the implementation process and their views.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
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Resource Utilization • Deployment • Implementation

62/84

1	2	3	4	5
Key stakeholders to be involved in the resource utilization plan are clearly identified.	An environment and working arrangement are established for effective and efficient resource utilization in collaboration with key stakeholders.	Activities are carried out according to the established working arrangement with partners and key stakeholders.	Key stakeholders and partners are encouraged to offer suggestions, draw from each other's experiences, develop joint proposals, and work according to the plan.	Updates based on incoming suggestions and measurement results are made in collaboration with key stakeholders and partners.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Resource Utilization • Deployment • Measurement & Learning

63/84

1	2	3	4	5
Criteria and methods for accessing and sharing data with all partners and key stakeholders are determined.	The level of participation in meetings and data sharing is measured.	The suitability and implementation performance of the suggestions provided are measured.	The opinions, suggestions, and evaluations of all parties involved in the implementation are collected through surveys or feedback meetings.	Improvement steps based on data and suggestions are evaluated through tests conducted with pilot and stakeholder samples.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/>

Management Process 4: Execution

Execution is the management process where decisions and resource allocations are put into action, turning institutional strategies into concrete outcomes. This process includes all activities necessary to implement institutional goals, such as making investments, delivering services, and conducting audits. Successful execution requires coordination across various units and departments to ensure that plans are translated into tangible results. It is in this process that the decisions and resources allocated in earlier phases meet practical challenges, ensuring that institutional goals are realized efficiently and effectively.

Integrated thinking plays a crucial role throughout the Execution process, ensuring that decisions account for the institution's social, environmental, economic, and operational impacts. This holistic approach helps institutions balance short-term objectives with long-term sustainability. Each execution process must be evaluated in terms of how resources—whether financial, human, or technological—are deployed and how they contribute to broader institutional goals.

Execution also relies heavily on regular communication and collaboration across different levels of the institution. Clear and consistent communication as well as aligned incentive systems enable departments and teams to align their activities with shared objectives, enhancing the institution's cohesiveness and overall efficiency. Coordination among stakeholders, both internal and external, ensures that all parties are informed, engaged, and working toward common goals. Effective execution involves not only completing tasks but also ensuring these tasks reflect the institution's values and goals.

Utilizing design thinking through focus groups may be particularly valuable in achieving the desired outcomes more efficiently and effectively.

Monitoring is an essential part of the Execution process, enabling institutions to track their progress and make necessary adjustments as needed. Through regular observation and analysis, institutions can identify areas for improvement, troubleshoot emerging issues, and ensure that execution stays on track with strategic goals. This continuous feedback loop allows institutions to remain adaptable and responsive, refining their approach to meet evolving challenges. Monitoring also provides valuable data that informs future planning and decision-making, making execution a learning process as well as an operational one.

Successful execution requires coordination across various units and departments to ensure that plans are translated into tangible results.

Utilizing design thinking through focus groups may be particularly valuable in achieving the desired outcomes more efficiently and effectively.

The effectiveness of the Execution process can be guided by the following good governance principles:

Consistency: Institutions must develop oversight mechanisms that prevent deviations from standards, principles, and plans during execution. Timely updates and assessments should be made to ensure the process remains aligned with global, national, and local priorities, as well as institutional goals.

Responsibility: Qualified individuals must oversee the execution, ensuring that social, environmental, and economic factors are considered. Tasks and responsibilities should be regularly reviewed and adjusted to maintain alignment with the progress of execution.

Accountability: Institutions must establish monitoring systems to compare planned and actual outcomes, offering explanations for any discrepancies and addressing issues that arise. Regular reporting should not only reflect progress but also provide inputs for solutions to prevent future problems.

Fairness & Inclusiveness: Execution must ensure equitable access to services and resources for all stakeholders. Feedback mechanisms should be in place to evaluate input, complaints, and suggestions, making sure the process remains fair and balanced.

Transparency: Institutions should openly share how activities are carried out and provide explanations regarding key operational decisions. This information must be accessible to stakeholders to maintain transparency in execution.

Effectiveness & Efficiency: Scenario planning, pilot projects, and risk management strategies should be employed to ensure that execution delivers the desired value. Institutions must ensure resources are used efficiently to minimize waste and maximize impact.

Deployment: Mechanisms should be developed to include stakeholder input, assess suggestions, and integrate lessons learned into future processes. Interaction with stakeholders, both internal and external, is critical to ensuring continuous improvement.

By embedding these good governance principles into the Execution process, institutions can ensure that their activities are carried out effectively, in alignment with their long-term goals, and in a manner that fosters learning and growth. Execution is not just about completing tasks but also about refining processes, enhancing collaboration, and setting the stage for ongoing institutional success.

By embedding these good governance principles into the Execution process, institutions can ensure that their activities are carried out effectively, in alignment with their long-term goals, and in a manner that fosters learning and growth.

Execution • Consistency • Structure & Direction

64/84

1	2	3	4	5
The suitability of the execution plan to the target and resource planning is evaluated.	The necessity for execution steps to comply with ethical, scientific, and professional standards is defined.	Compatibility of the execution plan with national and regional policies and plans is ensured, including alignment with the SDGs, National Development Plans, and Regional and Provincial Strategic Plans.	Mechanisms to monitor the alignment of the execution plan and the results with the projected outcomes are established.	Methods for developing improvement approaches for inconsistencies are defined. An internal audit mechanism to oversee process and performance alignment is created.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
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Execution • Consistency • Implementation

65/84

1	2	3	4	5
Compliance with ethical, scientific, and professional standards is ensured in the activities carried out, meeting the relevant criteria.	Compliance with national and regional policies and plans is ensured in the activities carried out, meeting the relevant criteria.	Compliance with national and international regulatory frameworks, the SDGs, National Development Plans, Regional and Provincial Strategic Plans is ensured in activities, meeting the relevant criteria.	Process flows, resources, and results related to the activities carried out are reviewed through internal audit reporting.	Necessary adjustments and updates are made based on internal audit reports.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Execution • Consistency • Measurement & Learning

66/84

1	2	3	4	5
The compliance performance of the activities carried out with ethical, scientific, and professional standards is measured.	The compliance performance of the activities carried out with national and regional policies and plans is measured by internal audit.	The compliance performance of the activities carried out with national and international regulatory frameworks, the SDGs, National Development Plans, Regional and Provincial Strategic Plans is measured by internal audit.	Internal audit reports are regularly conveyed to managers for evaluation.	Improvements in target audience access, work methods, resource utilization, and communication are made based on internal audit reports and measurement results.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
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Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =

Execution • Responsibility & Responsiveness • Structure & Direction

67/84

<p>1</p> <p>The status of necessary institutional structures for the execution plan is evaluated, and structures are created if needed.</p>	<p>2</p> <p>Task distribution, merit, and authority definitions for execution are established. Necessary information, training, and tools are provided.</p>	<p>3</p> <p>How prioritized risks and opportunities will be managed and the responsible parties are identified. Measurement criteria for risk and opportunity areas are determined, and a monitoring approach is established (Key Performance Indicators).</p>	<p>4</p> <p>Competent individuals responsible for social, environmental, economic, and resource use are assigned during the execution.</p>	<p>5</p> <p>Information is provided to the individuals and teams responsible for executing the decisions and plans. Consensus on the target/ value and output is achieved. The periods and methods for evaluating performance are determined.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Execution • Responsibility & Responsiveness • Implementation

68/84

<p>1</p> <p>Tasks, responsibilities, and time planning related to the execution plan are clarified through agreement with relevant individuals and parties.</p>	<p>2</p> <p>Resource and activity planning for execution is conducted, with prioritization based on importance.</p>	<p>3</p> <p>Stakeholder interaction (instantaneous and/or permanent, positive or negative) during execution is continuously evaluated and measured.</p>	<p>4</p> <p>The level of interaction of the execution plan in terms of social, environmental, economic, and resource use is evaluated.</p>	<p>5</p> <p>Based on the progress and evaluations in the execution plan, responsibility areas and tasks are updated if necessary, considering the level of stakeholder interaction.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Execution • Responsibility & Responsiveness • Measurement & Learning

69/84

<p>1</p> <p>Performance indicators for all responsible parties in the execution are determined, and data flow is organized.</p>	<p>2</p> <p>Regular reports are received from all parties and responsible individuals.</p>	<p>3</p> <p>Reports are evaluated in comparison to the plan.</p>	<p>4</p> <p>Feedback is provided based on the reports regarding development and responsibility areas.</p>	<p>5</p> <p>Regular pilot applications and/or drills are conducted for the tasks related to the responsible parties. Evaluations and improvements are made based on the results.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

<p>Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/></p>
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Execution • Accountability • Structure & Direction

70/84

<p>1</p> <p>Mechanisms are defined to regularly disclose the execution plan and operation, the resources used, and the results obtained.</p>	<p>2</p> <p>Mechanisms are established to monitor the compliance of the execution plan, methods, and activities with national and international regulatory frameworks.</p>	<p>3</p> <p>Mechanisms are identified for managing non-compliance, issues, and risks during execution. (If non-compliance is due to negligence or abuse of authority, the legal processes for handling the responsible parties are defined).</p>	<p>4</p> <p>Methods for identifying and sharing improvement approaches for detected non-compliances, issues, and risks are defined.</p>	<p>5</p> <p>A system for informing about the status of the execution plan and a reporting infrastructure for the planned and actual situations are established.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Execution • Accountability • Implementation

71/84

<p>1</p> <p>The goals of the execution plan, resource requirements, and timeline are reported in a way that stakeholders can access.</p>	<p>2</p> <p>Execution steps are regularly shared on a platform that all stakeholders can monitor.</p>	<p>3</p> <p>Information about the steps of the activities (collaborations and tendered parties) and their results, including risks, is regularly reported to key stakeholders with appropriate explanations and comparisons.</p>	<p>4</p> <p>Stages of the activities are presented comparatively with the plan, including risk assessments, and any differences/updates are reported.</p>	<p>5</p> <p>Stages of the activities are reviewed and evaluated by an external audit.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Execution • Accountability • Measurement & Learning

72/84

<p>1</p> <p>Measurement and evaluation criteria for the execution are defined.</p>	<p>2</p> <p>Regular information sharing on measurement and evaluation studies is conducted.</p>	<p>3</p> <p>Expenditures are reported comparatively with the budget, including risks, and any differences are explained.</p>	<p>4</p> <p>The actual situation is assessed using a scenario approach, with risks, plan compliance, and potential outcomes reported to key stakeholders at each stage.</p>	<p>5</p> <p>Improvement and enhancement activities are carried out based on external audit reports. The external audit report and improvement steps are reported to key stakeholders.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>= Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

<p>Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/></p>
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Execution • Fairness & Inclusiveness • Structure & Direction

73/84

<p>1</p> <p>An approach that ensures the needs of all social segments are considered in the goals and value to be produced from the execution is in place (covering at least 85% of the population).</p>	<p>2</p> <p>The definition of the target audience/beneficiaries is made considering fairness and inclusivity.</p>	<p>3</p> <p>Institutional processes are in place to ensure social and spatial inclusivity and equal opportunity in access and benefit opportunities during the execution process.</p>	<p>4</p> <p>Mechanisms are in place to respond to the demands, objections, and complaints of all social segments regarding the execution.</p>	<p>5</p> <p>Rules, procedures, and regulations that observe the principle of equal opportunity to ensure the execution and repeatability are in place.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Execution • Fairness & Inclusiveness • Implementation

74/84

<p>1</p> <p>The execution plan is developed with an understanding and flow that considers equal opportunity and inclusivity.</p>	<p>2</p> <p>Applications are carried out with a systematic approach designed for resource use and prioritization.</p>	<p>3</p> <p>The system is secured to ensure that all stakeholders have equal access to and benefit from the services and applications provided. Compliance with the rules and the system is monitored.</p>	<p>4</p> <p>Demands, objections, and complaints from all social segments are responded to during the execution process.</p>	<p>5</p> <p>Demands, objections, complaints, and suggestions received, along with measurement results, are evaluated, and the operation and plan are updated if necessary.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Execution • Fairness & Inclusiveness • Measurement & Learning

75/84

<p>1</p> <p>Mechanisms and measurement metrics for stakeholders to submit complaints and suggestions about the processes and steps are in place.</p>	<p>2</p> <p>The mechanism for stakeholders to submit complaints and suggestions about the processes and steps is operated.</p>	<p>3</p> <p>In measurement and evaluation studies, the accessibility and diversity of beneficiaries are measured, evaluated, and data is collected on all social segments.</p>	<p>4</p> <p>Data is evaluated, and new applications or improvements to enhance performance are planned.</p>	<p>5</p> <p>Improvements supported by pilot studies are made to develop equal opportunity, diversity, social, and spatial inclusivity.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

<p>Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = <input type="text"/></p>
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Execution • Transparency • Structure & Direction

76/84

<p>1</p> <p>The goals of the execution plan, resource requirements, timeline, platforms, and communication channels accessible to stakeholders are defined.</p>	<p>2</p> <p>The format for sharing the results of the execution steps is defined.</p>	<p>3</p> <p>Mechanisms to ensure regular sharing of information about the activities to be carried out are established.</p>	<p>4</p> <p>The procedures for which tasks the tender method will be used and how the tender results will be announced are determined.</p>	<p>5</p> <p>The feasibility study (summary) and activity budget (summary) for the execution plan are shared with stakeholders.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Execution • Transparency • Implementation

77/84

<p>1</p> <p>The goals of the execution plan, resource requirements, and timeline are shared in a way that stakeholders can access.</p>	<p>2</p> <p>Execution steps are regularly shared on a platform that all stakeholders can monitor.</p>	<p>3</p> <p>Shared information reflects the results of activities related to the goals.</p>	<p>4</p> <p>Information about the steps of the activities (collaboration and tendered parties) and their results are shared regularly, comparatively, and with appropriate explanations.</p>	<p>5</p> <p>Stages of the activities are presented comparatively with the plan, and any differences/updates are explained.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Execution • Transparency • Measurement & Learning

78/84

<p>1</p> <p>Numerical targets for the goals and value to be created according to the execution plan are defined and disclosed.</p>	<p>2</p> <p>Data and the current situation are measured/reported, and regular reports are made.</p>	<p>3</p> <p>Monitoring, evaluation, and comparison of the execution plan are ensured.</p>	<p>4</p> <p>Activities and expenditures related to the works are presented comparatively with the budget/plan using current data, and any differences are explained.</p>	<p>5</p> <p>The actual situation resulting from measurement and evaluation studies is shared in a way that stakeholders can monitor the possible realization level according to the plan (such as a scenario view) at each stage.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =

Execution • Effectiveness & Efficiency • Structure & Direction

79/84

<p>1</p> <p>Risks and opportunity areas related to the execution are identified.</p>	<p>2</p> <p>Necessary resources for the execution plan (time, man-hours, cost) are allocated. Risks and opportunities are prioritized, considering their importance.</p>	<p>3</p> <p>Reports suitable for comparison (anticipated outputs, resource use, target audience, value obtained) are determined for monitoring and evaluating the execution plan.</p>	<p>4</p> <p>A mechanism for measuring and evaluating the social, environmental, economic, and resource use impacts during the execution is established.</p>	<p>5</p> <p>Improvement and review efforts are conducted after evaluating the execution plan reports and pilot application results.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Execution • Effectiveness & Efficiency • Implementation

80/84

<p>1</p> <p>Structures created for execution are operated healthily and regularly. Design thinking is applied through focus groups during the design of services and information sharing processes.</p>	<p>2</p> <p>Ensuring that the work is carried out according to the plan is secured.</p>	<p>3</p> <p>The adequacy of resources and the need for additional resources for execution steps are evaluated. Planning, resource use (time, man-hours, cost), target audience, and the performance of the value/output to be produced are managed.</p>	<p>4</p> <p>Communication, information sharing, and review activities with stakeholders are conducted based on compliance with the plan and performance.</p>	<p>5</p> <p>Updates are made to the execution plan if necessary, according to progress and developments.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Execution • Effectiveness & Efficiency • Measurement & Learning

81/84

<p>1</p> <p>Numerical targets related to the execution result and the value to be created are defined. Performance indicators, data access, and resource planning are conducted.</p>	<p>2</p> <p>Data related to the current situation is measured/ reported, and regular reports are prepared.</p>	<p>3</p> <p>Monitoring, evaluation, and comparison of the execution plan based on stakeholders and sustainability dimensions are ensured.</p>	<p>4</p> <p>The performance of achieving the target is measured, reported, and evaluated.</p>	<p>5</p> <p>Results and impacts are assessed from the perspective of all stakeholders and sustainability dimensions, and improvements are made.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: <input type="text"/></p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/></p>				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 =

Execution • Deployment • Structure & Direction

82/84

1	2	3	4	5
The execution plan is shared with all stakeholders.	Methods and structures are developed to inform key stakeholders about the process and related issues prior to the execution.	Consultations are conducted interactively (workshops, focus groups, etc.). The list of participating stakeholders is shared.	The views of all key stakeholders participating in the consultations are considered during detailed planning or at the beginning of activities.	Mechanisms are established for all key stakeholders to provide feedback on the execution process and their views.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Execution • Deployment • Implementation

83/84

1	2	3	4	5
The key stakeholders to carry out the execution plan together are clearly identified.	An environment and working order suitable for effective and efficient collaboration with key stakeholders are established.	Activities are carried out in the working order determined with the collaborations and key stakeholders.	Mechanisms are established to ensure that key stakeholders can provide suggestions, learn from each other, develop joint suggestions, and work in accordance with the plan.	Updates based on suggestions and measurement results are carried out together with collaborations and key stakeholders.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Execution • Deployment • Measurement & Learning

84/84

1	2	3	4	5
Criteria and methods for access and data sharing with all collaborations and key stakeholders are determined.	The level of participation in meetings and data sharing is measured.	The suitability ratio of the submitted suggestions and their performance in execution are measured.	The opinions, suggestions, and evaluations of all parties involved in the execution are collected through surveys or feedback meetings.	Improvement steps created based on data and suggestions are evaluated through pilot tests and stakeholder samples.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>	= Step Score: <input type="text"/>
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = <input type="text"/>				

Principle Maturity Level	=	(Structure & Direction + Implementation + Measurement & Learning) ÷ 3	=	<input type="text"/>
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SCORING METHODOLOGY

The Civil Engagement Model[®] can be used both for self-assessment and as a monitoring and evaluation method. The Model aims to evaluate the maturity level of each management process and governance step in terms of good governance principles. For simplicity, the weight assigned to each step in the Model is assumed to be the same (20%). However, when fulfilled together, these indicator steps provide a better measure of governance excellence. Therefore to reflect this maturity progression, the weights of each indicator step can be adjusted based on the fulfillment of the entire cycle.

This section provides a framework for using the scoring system effectively to assess the implementation of good governance principles and identify areas for improvement, ensuring continuous development and engagement with stakeholders based on clear evidence and structured evaluations.

For a comprehensive assessment, using a simple “yes” or “no” approach to evaluate maturity level would be insufficient. Therefore, a scoring logic was created to evaluate to what extent (maturity level) each indicator has been achieved or completed.

The scoring approach is defined as follows:

- 0% – No evidence or information.
- 25% – The tasks required on the topic have been completed up to 25% level.
- 50% – The tasks required on the topic have been completed between 25% and 50%.
- 75% – The tasks required on the topic have been completed between 50% and 75%.
- 100% – The tasks required on the topic have been completed between 75% and 100%.

This approach grants the opportunity to assess the maturity level of good governance based on indicators for any activity.

Since the Model is designed to encourage improvement, it is considered appropriate to evaluate a subject in the higher percentage bracket even if it has surpassed a lower bracket but has not fully completed the requirements in the next one.

The Civil Engagement Model[®] can be used both for self-assessment and as a monitoring and evaluation method.

This approach grants the opportunity to assess the maturity level of good governance based on indicators for any activity.

An Example

To demonstrate the operation of the Model in terms of scoring, it would be appropriate to provide an example. The example below aims to measure the maturity level and identify areas for improvement in the Deployment principle within the Structure & Direction governance step of the Decision Making management process. Suppose stakeholders indicate that 50% of the work related to the 1st and 4th steps, and 25% of the work related to the 3rd step of the consultation process has been completed, while no work has been done for the 2nd and 5th steps.

Decision Making • Deployment • Structure & Direction

19/84

1	2	3	4	5
All key stakeholders are identified and explained (e.g., those who influence decisions, those affected by decisions, those providing resources for implementing decisions, those executing decisions).	Key stakeholders are informed about the process and relevant topics before consultations.	Consultations are conducted interactively (workshops, focus groups, etc.), and the list of participating stakeholders is shared.	The views of all key stakeholders participating in the consultations are considered during planning or decision-making.	Feedback is provided to all key stakeholders regarding the consultation process and their views.
Weight: 20 X Completion Level: 0% 25% 50% 75% 100% = Step Score: 10	Weight: 20 X Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 X Completion Level: 0% 25% 50% 75% 100% = Step Score: 5	Weight: 20 X Completion Level: 0% 25% 50% 75% 100% = Step Score: 10	Weight: 20 X Completion Level: 0% 25% 50% 75% 100% = Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 25				
It was noted that all stakeholders were not involved in the process.	There was no evidence that stakeholders were informed before attending the meetings.	Workshops and consultation meetings were conducted, but the list of participating stakeholders was not shared.	It is noted that committees were formed and held regular planning meetings.	There was no evidence on how stakeholders not in the committees were informed about their feedback.

As you can see in the example, the rationale behind each score for every step is also provided. Providing an explanation is crucial for presenting evidence. When the work is evidence/data-based, it becomes possible to establish healthier and more legitimate communication with stakeholders and reach a common decision.

The maturity level is calculated as follows:

If all steps were completed, the score for this step would be:

$$100\% \times 20 + 100\% \times 20 + 100\% \times 20 + 100\% \times 20 + 100\% \times 20 = 100$$

According to the table above, the score is:

$$50\% \times 20 + 0\% \times 20 + 25\% \times 20 + 50\% \times 20 + 0\% \times 20 = 25$$

In this case, the maturity level is $25 \div 100 = 0.25$ or 25%.

SCORING METHODOLOGY

Based on this example, the areas that needs improvement can be listed as follows:

- Creating a format for information exchange and consultation
- Clarifying and sharing the meeting and communication schedule for decision-making
- Reporting meetings and communications and sharing them with all relevant parties and stakeholders

Every topic can be evaluated from this perspective. Thus, bringing a topic to the agenda, making a decision on it, allocating necessary resources, implementing planned activities/services, and tracking and evaluating the results can be scored and measured in terms of good governance. This way, it becomes possible to identify and implement areas for improvement on a point-by-point basis.

With the Civil Engagement Model[®], it becomes possible to identify and implement areas for improvement on a point-by-point basis.

CONCLUSION

The Civil Engagement Model[®] provides the opportunity to measure, evaluate, and continuously improve the quality of the operational framework of any organization from a good governance perspective. Through the Model, good governance culture can be strengthened in every aspect of an organization. Monitoring, evaluating, and developing each topic from a good governance perspective starts with examining the quality of the operational framework and work processes.

This way, it becomes possible to evaluate:

- Who sets which goals and how,
- What direction and how decisions are made,
- How much and what kind of resources are allocated and used for these,
- What types of activities are implemented and how,
- What results are obtained as a consequence from a good governance perspective,
- Where and what kind of improvements are needed for better governance.

The assessment results can identify where and what kind of improvements are needed. Planning and implementing these improvements can make the efforts faster and more effective, leading to continuous development. Trust provided by good governance increases the level of communication, consultation, and collaboration among different stakeholders, creating more harmonious and coordinated work opportunities. Additionally, ensuring that the efforts are based on legal grounds and rights reduces or prevents potential disputes, complaints, or negative outcomes. As the quality of the operational framework is strengthened, more holistic, inclusive, and effective results can be achieved.

By embedding the principles of good governance into the operational framework, organizations can foster a culture of accountability, transparency, and inclusiveness. This culture not only enhances the organization's internal processes but also builds stronger relationships with external stakeholders. As stakeholders witness the organization's commitment to good governance, their trust and engagement increase, paving the way for more effective and collaborative partnerships.

The Civil Engagement Model[®] also serves as a valuable tool for benchmarking and best practice sharing. Sharing learnings with a broader audience of potentially interested parties will not only improve the quality of our own learning but also the benefit society as a whole.

The Civil Engagement Model[®] provides the opportunity to measure, evaluate, and continuously improve the quality of the operational framework of any organization from a good governance perspective.

By embedding the principles of good governance into the operational framework, organizations can foster a culture of accountability, transparency, and inclusiveness.

Organizations can compare their performance against established benchmarks and identify areas where they excel or need improvement. This comparative analysis enables organizations to learn from each other, adopt best practices, and innovate in their governance steps. By continuously striving for excellence, organizations can stay ahead of emerging challenges and adapt to changing environments more effectively.

The model can also be used by different stakeholders in a specific policy area to evaluate the quality of governance by various actors involved. It can thereby be applied to the entire ecosystem of interacting stakeholders that influence overall outcomes in the policy area.

Furthermore, the Model supports sustainable development by ensuring that decision-making processes consider long-term impacts and resource sustainability. By evaluating the effectiveness and efficiency of resource utilization, organizations can minimize waste, optimize resource allocation, and contribute to environmental sustainability. This forward-thinking approach not only benefits the organization but also aligns with the Sustainable Development Goals (SDGs), enhancing the organization's reputation and social responsibility.

The Sustainable Development Goals are a collection of 17 global goals set by the United Nations to address the most pressing challenges facing our world, including poverty, inequality, climate change, environmental degradation, peace, and justice. These 17 interconnected goals are designed to be a blueprint for achieving a better and more sustainable future. By aligning with the SDGs, the Civil Engagement Model® not only ensures organizational success but also contributes to these global initiatives. This alignment reinforces the organization's role as a key player in the global effort to achieve these ambitious goals by 2030, making a positive impact both locally and globally.

Incorporating good governance principles into daily operations also enhances organizational resilience. By fostering a culture of continuous improvement and learning, organizations are better equipped to respond to crises, manage risks, and navigate uncertainties. The Model's emphasis on measurement and learning ensures that organizations can quickly identify issues, implement corrective actions, and adapt their strategies to maintain operational continuity and achieve long-term success.

We should not only embrace good governance within our own organizations, but also consider it as a key criterion when choosing business partners and providing financial or similar resources.

By continuously striving for excellence, organizations can stay ahead of emerging challenges and adapt to changing environments more effectively.

By fostering a culture of continuous improvement and learning, organizations are better equipped to respond to crises, manage risks, and navigate uncertainties.

CONCLUSION

If we do not measure and continuously improve ‘how’ we conduct governance; improving quality of life, building a sustainable future, and reinforcing democracy would not be possible. Investors, financiers, and multilateral finance institutions (such as the World Bank, IFC, EBRD, and Asian Development Bank) are increasingly incorporating sustainability issues into their decision-making processes. If we are to make a difference in building trust and reinforcing democracy, we need to “align the incentives with The World We Want”. This book is a call to incorporate evaluations focused on ‘Building Trust through Good Governance’ with the help of tools such as the Civil Engagement Model® to help improve quality of life, build trust and a sustainable future...

Ultimately, the Civil Engagement Model® provides a powerful framework for driving organizational excellence and achieving sustainable outcomes. By adopting this Model, organizations commit to a journey of continuous improvement, stakeholder engagement, and ethical governance. As they progress on this journey, they will not only enhance their operational performance but also contribute to a more just, equitable, and sustainable society.

Our model provides a powerful framework for driving organizational excellence and achieving sustainable outcomes.

PILOT STUDIES AND OUR ASSESSMENTS

The Civil Engagement Model[®] aims to enhance the effectiveness of activities and contribute to the overall development and quality of life by improving the value created for all stakeholders. This Model is not a performance measurement model; instead, it provides a method for planning, resource allocation, activity execution, measuring and evaluating results, identifying areas for improvement, and enhancing all processes and steps based on lessons learned. The Model is built on the good governance principles; Consistency, Responsibility & Responsiveness, Accountability, Fairness & Inclusiveness, Transparency, Effectiveness & Efficiency, and Deployment. It relies on the logic of measuring, evaluating, and continuously improving the quality of the operational framework based on the culture of good governance.

The Civil Engagement Model[®]:

- Ensures transparency in decision-making processes and increases trust among stakeholders by involving them in every stage of the operational framework,
- Enables stakeholders to use their resources (human resources, time, financial resources, connections, volunteerism) for solutions they are part of,
- Promotes learning from experiences and developing necessary stages of the operational framework and work methods.

Based on these expectations, it is crucial to evaluate the effectiveness of the Civil Engagement Model[®] through practical application. To assess the functionality of the Model, three separate pilot studies were conducted.*

The pilot studies were conducted using public data, such as:

- Reports shared by institutions carrying out activities related to the subject,
- Information gathered from stakeholders during field visits,
- Reports prepared by other institutions related to the evaluated subject.

The Civil Engagement Model[®] aims to enhance the effectiveness of activities and contribute to the overall development and quality of life by improving the value created for all stakeholders.

To assess the functionality of the Model, three separate pilot studies were conducted.

* These pilot studies are conducted within the scope of Civil Engagement from Disaster to Development project, which focuses on good governance in pre- and post- disaster decision-making and implementation processes.

All three pilot studies were conducted to examine the quality of the operational framework of post-disaster activities undertaken in Kahramanmaraş and Hatay after the 2023 earthquakes.* The first two studies are conducted using only the Decision Making process of our Model, and the third one is conducted to evaluate the Execution process.

After the pilot studies, it was assured that the Civil Engagement Model® works effectively and identifies necessary improvement points. The details of the three pilot studies are shared below.

After the pilot studies, it was assured that the Civil Engagement Model® works effectively and identifies necessary improvement points.

Innovative Reconstruction Plan by Kahramanmaraş Metropolitan Municipality

The plan was published in February 2024 with contributions from the Republic of Türkiye Ministry of Environment, Urbanization, and Climate Change, the Union of Municipalities of Türkiye, and the Japan International Cooperation Agency (JICA). The plan aims to identify the strategic objectives and the projects to be carried out under these objectives for the reconstruction efforts of the earthquake-damaged city. The plan seeks to position the city in a more advanced state than it was before the earthquake. It covers a 10-year period and focuses on Kahramanmaraş.

KENTSEL ZORLUKLAR (afet öncesi ve sonrası)	İLKELER	Önlemler
Yapılar - Kırılgan yapı stokları - Farkındalık eksikliği	Yapı stoklarını güvenli ve güçlü hale getirmek için geliştirme	<ol style="list-style-type: none"> 1. Sismik güçlendirme 2. Yönetim yapısının oluşturulması ve farkındalığın artırılması
Altyapı - Hasarlı altyapı - Alternatiftlik eksikliği	Afete dirençli ve yüksek kaliteli altyapıya yükseltme	<ol style="list-style-type: none"> 1. Depreme dayanıklı ve dirençli altyapı kurulumu 2. Yüksek kaliteli altyapı sağlanması
Kentsel Yapı - Tek merkezli yapı - Alternatiftlik eksikliği	Çekici bir kent merkezi yaratma ve yeni kent merkezleri	<ol style="list-style-type: none"> 1. Alternatif kentsel işlevler 2. Açık alanlara sahip kentsel gelişim
Sağlam - Üretim başlılık - Müdahale üzerindeki büyük hasarlar	Sağlam ve sürdürülebilir endüstriyel altyapı inovasyonu	<ol style="list-style-type: none"> 1. Ekonomik değer katma ve çeşitlendirme 2. Lojistik altyapısının yenilenmesi
Kültür ve Turizm - Kültürel değerlerin zarar görmesi - Turistik tesislerin eksikliği	Tarihi değerlerin ve felakete yönelik anlamların geleceğe nesillere aktarımı	<ol style="list-style-type: none"> 1. Kültür ve turizm değerlerinin rehabilitasyonu 2. Felaket deneyiminin aktarılması
Çevresel İhtiyaçlar ve Refah - Enkaz yönetimi - Sosyal bakım ihtiyaçları	Sağlık önlemlerinin iyileştirilmesi ve refah ortamı	<ol style="list-style-type: none"> 1. İyileştirilmiş enkaz ve atık yönetimi 2. Kapsayıcı toplum gelişimi

İlkeler	Stratejiler	Projeler
Güvenli yapı (deprem ve depremsiz)	Yüksek kaliteli yapı - Sağlıklı kentsel yapı - Deprem dayanıklı yapı - Yüksek kaliteli yapı - Yüksek kaliteli yapı	Yüksek kaliteli yapı - Yüksek kaliteli yapı - Yüksek kaliteli yapı - Yüksek kaliteli yapı
Ekonomik dayanıklı altyapı ve yeni gelişme yönü altyapı geliştirme	Ekonomik dayanıklı altyapı - Ekonomik dayanıklı altyapı - Ekonomik dayanıklı altyapı - Ekonomik dayanıklı altyapı	Ekonomik dayanıklı altyapı - Ekonomik dayanıklı altyapı - Ekonomik dayanıklı altyapı - Ekonomik dayanıklı altyapı
Çekici merkezler ve kaliteli yaşam alanları	Çekici merkezler - Çekici merkezler - Çekici merkezler - Çekici merkezler	Çekici merkezler - Çekici merkezler - Çekici merkezler - Çekici merkezler
Sağlam ve sürdürülebilir altyapı	Sağlam ve sürdürülebilir altyapı - Sağlam ve sürdürülebilir altyapı - Sağlam ve sürdürülebilir altyapı - Sağlam ve sürdürülebilir altyapı	Sağlam ve sürdürülebilir altyapı - Sağlam ve sürdürülebilir altyapı - Sağlam ve sürdürülebilir altyapı - Sağlam ve sürdürülebilir altyapı
Güvenli ve kapsayıcı kent	Güvenli ve kapsayıcı kent - Güvenli ve kapsayıcı kent - Güvenli ve kapsayıcı kent - Güvenli ve kapsayıcı kent	Güvenli ve kapsayıcı kent - Güvenli ve kapsayıcı kent - Güvenli ve kapsayıcı kent - Güvenli ve kapsayıcı kent

The plan was prepared with the participation of a group of stakeholders and received support from JICA, which contributed by sharing experiences and best practices from earthquakes in Japan. The creation of such a guiding plan by an actively working public institution in that field is significant and valuable.

* The 2023 earthquakes were a series of powerful seismic events that struck south-eastern Türkiye on February 6, 2023, with magnitudes of 7.7 and 7.6, causing widespread devastation, significant loss of life, and extensive damage to infrastructure.

Consistency

Based on the public information and data used in our assessment:

- The planning effort was related to higher-level plans as foreseen in Turkish Laws 5393 (Municipality law) and 5018 (Public Financial Management and Control Law).
- No information was shared on how the goals in the plan would be monitored, how results would be measured and evaluated, and how this information would be shared.

Consistency is essential for ensuring alignment between budget, plan, and central government plans and for eliminating inefficiencies. Working within national and international standards and connecting with topics that have local and global relevance, such as the Sustainable Development Goals (SDGs), can enhance the understanding and resource acquisition from both local and foreign stakeholders.

Decision Making • Consistency • Structure & Direction

1/84

1	2	3	4	5
Decisions are made to ensure feasibility and traceability concerning the target audience, plan, intended output, needs, and resources.	Relevant criteria are defined to ensure that decisions comply with ethical, scientific, and professional standards.	Relevant criteria are defined to ensure that decisions comply with national and regional policies and plans, as well as national and international regulatory frameworks.	Mechanisms are defined to monitor the alignment of decisions and the outcomes achieved with the forecasts.	Approaches for creating improvements in cases of inconsistencies are defined.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
Step Score: 5	Step Score: 0	Step Score: 15	Step Score: 0	Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 20				
Decisions have been made. Examples from Japan were used in the reconstruction efforts. While these steps can contribute to improving the process, not all stakeholders and implementers are part of the working process.	No evidence or information.	Law 5018 defines that municipal plans must be aligned with higher-level plans. It also states that these plans will be shared with relevant public institutions. However, there could be a risk if it is unclear whether the institutions with which the plans are shared will take on the roles assigned to them.	No evidence or information.	No evidence or information.

Decision Making • Consistency • Implementation

2/84

1	2	3	4	5
Consistency between the decision, the resources to be used in the implementation plan, and the results to be achieved is ensured.	The compliance of the implementation plan with ethical, scientific, and professional standards is ensured and guaranteed.	The compliance of the implementation plan with national and regional policies and plans is ensured.	The compliance of the implementation plan with national and international regulatory frameworks is ensured.	Consistency between decisions and development plans at all levels, along with budget alignment, is ensured. An approach to enhance decision quality is adopted and implemented.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
⇒ Step Score: 0	⇒ Step Score: 0	⇒ Step Score: 15	⇒ Step Score: 10	⇒ Step Score: 5
Indicator Maturity Level ⇒ Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score ⇒ 30				
No evidence or information.	No evidence or information.	Law 5018 defines that municipal plans must be aligned with higher-level plans. It also states that these plans will be shared with relevant public institutions. However, there could be a risk if it is unclear whether the institutions with which the plans are shared will take on the roles assigned to them.	The scope of the plan does not only include the municipality's area of responsibility. Some institutions are under the control of the central government, making it difficult to ensure this control.	The work presented has not been directly linked to the SDGs, national development, or regional plans, but it appears to be aligned with them.

Decision Making • Consistency • Measurement & Learning

3/84

1	2	3	4	5
The performance of decisions in achieving the plan and objectives is measured.	The compliance performance of decisions with ethical, scientific, and professional standards is measured.	The compliance performance of decisions with national and regional policies and plans is measured.	The compliance performance of decisions with national and international regulatory frameworks is measured.	If the results of measurement and evaluation activities are inconsistent with the forecasts, authorities ensure that necessary measures are taken for improvements.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
⇒ Step Score: 0	⇒ Step Score: 0	⇒ Step Score: 0	⇒ Step Score: 0	⇒ Step Score: 0
Indicator Maturity Level ⇒ Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score ⇒ 0				
No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.

Principle Maturity Level	⇒	(Structure & Direction + Implementation + Measurement & Learning) ÷ 3	⇒	16.7
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Responsibility & Responsiveness

Based on the public information and data used in our assessment:

- The plan was comprehensively prepared and included significant dimensions.
- It was stated in the plan that not all dimensions fall under the authority of the municipality and therefore serve as recommendations for other institutions.
- No information was provided regarding the planning of resources (human, time, financial) for the implementation of the plan.
- No measurement and evaluation approach was presented for monitoring implementation and performance.
- The plan was shared transparently with the public through their website.
- Good practices were utilized in preparing the recommendations.

The preparation of the plan based on good practices and its comprehensive scope show the value of the study as a guide. However, the lack of resource planning for the implementation of the plan makes it difficult to understand its feasibility, which can negatively affect the trust level in the plan.

Decision Making • Responsibility & Responsiveness • Structure & Direction

4/84

1	2	3	4	5
The decision-making approach and decision areas are determined.	Decision-makers with the right qualifications and authority levels are ensured.	An infrastructure for necessary preliminary information and data sharing is established before the decision-making process.	An approach and implementation format are developed to ensure a multidimensional perspective (sustainability, financial, human resources, target audience benefit, long-term view) in the decision-making process.	It is determined how and when information will be communicated to the individuals and teams responsible for implementing the decisions and plans, as well as how their performance will be evaluated over specific periods.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: 20	= Step Score: 10	= Step Score: 10	= Step Score: 10	= Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score				= 50
The plan is available to the public on the Kahramanmaraş Municipality's website.	The current municipal staff will play a role in implementing this plan, but contributions from other institutions are also expected. However, since the plan is only advisory, it is unclear who will support it.	Workshops and consultation meetings were held, but the list of participating stakeholders was not shared.	The plan covers areas other than financial resources and management issues.	No evidence or information.

Decision Making • Responsibility & Responsiveness • Implementation

5/84

<p>1</p> <p>Decision areas are shared with all stakeholders.</p>	<p>2</p> <p>Decision-makers are informed about the process and the relevant subject before consultations.</p>	<p>3</p> <p>Consultations are conducted interactively (workshops, focus groups, etc.), and the list of participating stakeholders is shared.</p>	<p>4</p> <p>Participation is ensured in meetings and information environments, and a broad perspective suitable for the decision format is guaranteed.</p>	<p>5</p> <p>The individuals and teams responsible for implementing the decisions and plans are informed, and consensus is reached on the target/value and output.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: 20</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: 0</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: 20</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: 10</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: 5</p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 55</p>				
<p>The plan is available to the public on the Kahramanmaraş Municipality's website.</p>	<p>No evidence or information.</p>	<p>Working groups held meetings while preparing the plan.</p>	<p>Although not all stakeholders were involved, some relevant stakeholders participated.</p>	<p>The municipality is in agreement on the part it will implement, but since the plan is advisory, it is unclear how well other groups will align with the process.</p>

Decision Making • Responsibility & Responsiveness • Measurement & Learning

6/84

<p>1</p> <p>Correct number and diversity of decision-maker and stakeholder participation are ensured.</p>	<p>2</p> <p>Access to the sample is ensured using the correct methods, and its measurement is conducted.</p>	<p>3</p> <p>The compliance rate of the proposals presented and their performance in implementation are measured.</p>	<p>4</p> <p>It is ensured that all parties' views and suggestions are considered in the decision-making stage and that the decision quality is improved.</p>	<p>5</p> <p>Potential multidimensional impacts and benefits of the decision are revealed.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: 10</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: 15</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: 15</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: 15</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>Step Score: 15</p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 70</p>				
<p>Some stakeholders are involved in the process, but not all.</p>	<p>Although not all stakeholders are involved, data is being collected on different areas.</p>	<p>Some of the recommendations are practices that have been tested and proved to be successful in other countries, while others have been included in the plan with the consensus of the stakeholders involved in the study.</p>	<p>The opinions of the participating stakeholders are being considered. The plan also includes the work of other institutions, but their views are not yet clear.</p>	<p>The work has been done to include different perspectives, and examples from other countries have been used. However, other key institutions have not been fully involved in the process.</p>

<p>Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = 58.3</p>

Accountability

Based on the public information and data used in our assessment:

- No approach was shared on how the accountability infrastructure for the implementation of the plan would operate.

The fact that this plan serves as a recommendation for some institutions may make it difficult for the relevant institutions to take accountability measures. Sharing how accountability will be approached for activities under the municipality’s responsibility could be positive for establishing trust and traceability.

Decision Making • Accountability • Structure & Direction

7/84

1	2	3	4	5
Mechanisms are defined to ensure the regular disclosure of decisions made, resources used, expenditures incurred, and results achieved by authorities.	Mechanisms are defined to monitor the compliance of decisions and activities with national and international regulatory frameworks.	Mechanisms are defined for managing non-compliance, issues, and risks. If non-compliance results from negligence or abuse of authority, legal processes against responsible parties are also defined.	Approaches for identifying and sharing improvements related to non-compliance, issues, and risks are defined.	The decision and its justifications are explained to stakeholders. The target budget, timeline, and value creation for implementation are shared.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: 0	= Step Score: 0	= Step Score: 0	= Step Score: 0	= Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 0				
No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.

Decision Making • Accountability • Implementation

8/84

1	2	3	4	5
All decisions, justifications, and supporting evidence are disclosed. The resources, expenditures, and expected results for implementing the decision are shared.	The compliance of the implementation plan with national and international regulatory frameworks is ensured and reported.	Potential non-compliance, issues, and risks related to the implementation plan are evaluated, and preventive measures are taken.	The scope and criteria for tenders in implementation steps are disclosed in accessible formats for all stakeholders.	The summary of the feasibility study and the activity budget for implementing the decision are shared with stakeholders.
Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:	Weight: 20 ✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: 5	= Step Score: 0	= Step Score: 0	= Step Score: 0	= Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 5				
There is some data and explanations in the plan.	No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.

Decision Making • Accountability • Measurement & Learning

9/84

<p>1</p> <p>The process for regular disclosures of planned resources and expected results in decision-making and implementation is defined, along with a reporting process compliant with national and international standards.</p>	<p>2</p> <p>The reporting process is conducted with the correct timing and content.</p>	<p>3</p> <p>Mechanisms are defined and reported for tracking potential non-compliance, issues, and risks.</p>	<p>4</p> <p>Mechanisms are defined to create improvement approaches for potential non-compliance, issues, and risks.</p>	<p>5</p> <p>Mechanisms are established for identifying responsible parties in cases of potential non-compliance, negligence, and abuse of authority, and for initiating legal processes.</p>
<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>⇒ Step Score: 0</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>⇒ Step Score: 0</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>⇒ Step Score: 0</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>⇒ Step Score: 0</p>	<p>Weight: 20</p> <p>✗ Completion Level:</p> <p>0% 25% 50% 75% 100%</p> <p>⇒ Step Score: 0</p>
<p>Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 0</p>				
No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.

<p>Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = 1.7</p>
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Fairness & Inclusiveness

Based on the public information and data used in our assessment:

- The planning efforts were aimed at addressing the problems of those affected by the disaster.
- There was no information indicating that work was done with the participation of different social groups.
- There was no information indicating that the efforts were data-driven.
- There was no information regarding the benefits and costs of the solutions presented for different social groups.
- No indicators or monitoring methods for fairness and inclusiveness were shared.

These studies may have been done during the planning phase but not shared. Sharing this information could be beneficial for increasing social trust and demonstrating that all segments of society are included.

Decision Making • Fairness & Inclusiveness • Structure & Direction

10/84

1	2	3	4	5
The needs of all social segments (at least 85% of the population) are considered in the decision-making and planning process.	The definition of the target audience/beneficiaries is made with attention to fairness, social and spatial inclusiveness, and diversity.	Institutional processes are defined to ensure social and spatial inclusiveness and equal opportunities in access and benefit during the decision-making process.	A mechanism/approach is defined to evaluate the contribution and cost of the decision to each social segment separately, considering social, environmental, and economic dimensions.	Mechanisms are defined to inform all social segments about decisions and to respond to demands, objections, and complaints.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
⇒ Step Score: 20	⇒ Step Score: 20	⇒ Step Score: 0	⇒ Step Score: 0	⇒ Step Score: 0
Indicator Maturity Level ⇒ Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score ⇒ 40				
No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.

Decision Making • Fairness & Inclusiveness • Implementation

11/84

1	2	3	4	5
The needs of each segment are identified according to the demographic structure.	Needs are prioritized with a rational mechanism by evaluating benefit-cost analysis for each segment and holistically.	The diversity of decision-makers and inclusiveness to represent all segments are considered during the decision-making process.	The justifications for the decisions made, considering the prioritization results, are systematically provided.	Stakeholders are informed about the decisions along with their justifications.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
⇒ Step Score: 0	⇒ Step Score: 0	⇒ Step Score: 10	⇒ Step Score: 5	⇒ Step Score: 5
Indicator Maturity Level ⇒ Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score ⇒ 20				
No evidence or information.	No evidence or information.	Some of the stakeholders are involved in the process.	Some information is provided, but it has not been shared in a data-based manner.	Stakeholders are informed, but not in a data-based manner.

Decision Making • Fairness & Inclusiveness • Measurement & Learning

12/84

1 The demographic structure is examined, and analyses are presented at the decision-making stage.	2 Needs, benefits, and cost analyses for all segments are mapped out to support holistic evaluation.	3 The inclusiveness status of decision-makers and the participation performance of each segment are measured.	4 The inclusiveness performance of the target audience determined by the decision is measured.	5 The number, distribution, and response performance of demands, objections, and complaints regarding the decision are measured.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 0				
No evidence or information. No evidence or information. No evidence or information. No evidence or information. No evidence or information.				

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = **20**

Transparency

Based on the public information and data used in our assessment:

- No information was provided on how developments and results would be shared during the planning and implementation phases of the plan.

Transparency is essential for ensuring social trust and sharing progress with the public.

Decision Making • Transparency • Structure & Direction

13/84

1 The format for sharing decisions and implementation results is defined.	2 Communication and sharing platforms are identified and developed.	3 Mechanisms are defined to ensure the regular sharing of information about ongoing activities.	4 The procedures for tendering and how the results will be disclosed are determined.	5 Policies and principles for collaborations are defined. Necessary data sets and data sources for sharing and announcements are identified.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 0				
No evidence or information. No evidence or information. No evidence or information. No evidence or information. No evidence or information.				

Decision Making • Transparency • Implementation

14/84

1 All decisions, along with their justifications and supporting evidence, are disclosed.	2 Information about implementation steps, goals, and the value to be created is shared in accessible formats with all stakeholders.	3 Collaboration areas and criteria in implementation steps are disclosed in accessible formats for all stakeholders.	4 The scope and criteria for tenders in implementation steps are disclosed in accessible formats for all stakeholders.	5 The summary of the feasibility study and the activity budget for implementing the decision are shared with stakeholders.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 5	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 5	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 5	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 15				
Some information is provided, but it has not been shared in a data-based manner.	Some information is provided, but it has not been shared in a data-based manner.	Some information is provided, but it has not been shared in a data-based manner.	No evidence or information.	No evidence or information.

Decision Making • Transparency • Measurement & Learning

15/84

1 Decision reporting, data flow, and measurement approach are defined.	2 The access of announcements and information shared to all stakeholders and the performance of the platforms used for this purpose are measured (view scores, etc.).	3 The compliance of collaboration principles with national and international standards, regulations, and policies is evaluated.	4 The compliance of tender conditions with national and international standards, regulations, and policies is evaluated.	5 Feedback and satisfaction of all parties involved in the decision-making process are collected through surveys or feedback meetings.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 0				
No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.	No evidence or information.

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = 5
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Effectiveness & Efficiency

Based on the public information and data used in our assessment:

- The plan identified needs, risks, and value propositions and utilized good examples from Japan.
- While there were suggestions for cooperation opportunities with other public institutions and district municipalities, the view that civil society could play an important role in the recovery process was not reflected in the plan.
- There was no projection on where and how resources for the implementation of the plan would be obtained.
- No performance indicators or monitoring methods were shared for measuring effectiveness and efficiency.

The lack of shared resource planning and measurement systems may raise concerns about the effective and efficient implementation and execution of the plan.

Decision Making • Effectiveness & Efficiency • Structure & Direction

16/84

1	2	3	4	5
The need is defined.	Possible risks and opportunities are identified.	Similar best practices are examined, and alternatives for scope and overall resource requirements are developed.	Potential collaborations, stakeholders, and expected contributions are identified.	Positive and negative interaction areas in terms of sustainability are determined.
Weight: 20	Weight: 20	Weight: 20	Weight: 20	Weight: 20
✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:	✗ Completion Level:
0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%	0% 25% 50% 75% 100%
= Step Score: 20	= Step Score: 15	= Step Score: 20	= Step Score: 15	= Step Score: 15
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 85				
The plan identifies the needs.	The plan anticipates risks and mentions opportunities. However, since not all stakeholders are involved in the process, it may not cover all risks and opportunities.	Examples from Japan have been reviewed.	Information is shared regarding opportunities for collaboration with public institutions and district municipalities. The contribution of civil society has not been evaluated.	Information and plans related to waste and water resources are included.

Decision Making • Effectiveness & Efficiency • Implementation

17/84

1 The target audience definition, needs, and value proposition are determined.	2 Possible risks and opportunities are identified, and the preventive and impact aspects are evaluated.	3 The adequacy of resources and the need for additional resources for implementing the decisions are assessed. Planning, resource utilization (time, man-hours, cost), beneficiary target audience, and the value/output to be produced are determined.	4 Compliance management of the decision is ensured, and reports suitable for comparison for monitoring and evaluation (predicted outputs, resource utilization, target audience, value obtained) are determined.	5 The necessary information and communication plan principles for the planned collaborations, stakeholders, and internal resources are determined.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 20	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 20	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 40				
The plan includes value propositions.	Disaster risks have been identified, and recommendations are provided for preventive measures.	No evidence or information.	No evidence or information.	No evidence or information.

Decision Making • Effectiveness & Efficiency • Measurement & Learning

18/84

1 Goals and performance indicators are determined. Performance indicators are set by ensuring data access and resource planning.	2 The current situation forming the need and decision is presented with numerical data.	3 The reasons for the decision and the measurement values for achieving the goals are presented.	4 The resource return plan and the target impacts of the implementation are determined, and a pilot implementation plan is made.	5 A pilot implementation area is selected, the pilot implementation is carried out, and if necessary, improvements are made to the decision and plan.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 5	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 5	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 10				
No evidence or information.	Assessment studies have been conducted in the field, but the results are not included in the report.	Some goals have been set, but the issues underlying the decisions have not been presented in a data-driven manner.	No evidence or information.	No evidence or information.

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = 45

Deployment

Based on the public information and data used in our assessment:

- It was found out that not all stakeholders were involved in the consultation processes.
- There was no document indicating that stakeholders were informed in detail about the subject before participating.
- There was no information on what suggestions were made by the stakeholders involved in the consultations and whether feedback was provided on these suggestions.
- There was no proposal on which indicators would be used for the consultations and how these indicators would be monitored.

Deployment of the plan allows stakeholders to express their views and consider different perspectives in the Decision Making management process. This ensures that even unforeseen possibilities are taken into account and increases the transparency of the decision making process, helping to understand the reasons behind decisions and strengthening trust in society. Informing participants before the process ensures that they come prepared and that the meeting is focused and results-oriented. Evaluating and providing feedback on the gathered opinions ensures continuous participation and builds trust among stakeholders. Stakeholders become part of the solution, increasing the likelihood of them supporting and contributing to the implementation of decisions.

Decision Making • Deployment • Structure & Direction

19/84

1	2	3	4	5
All key stakeholders are identified and explained (e.g., those who influence decisions, those affected by decisions, those providing resources for implementing decisions, those executing decisions).	Key stakeholders are informed about the process and relevant topics before consultations.	Consultations are conducted interactively (workshops, focus groups, etc.), and the list of participating stakeholders is shared.	The views of all key stakeholders participating in the consultations are considered during planning or decision-making.	Feedback is provided to all key stakeholders regarding the consultation process and their views.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 10	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 5	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 10	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100% = Step Score: 0
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 25				
It was noted that all stakeholders were not involved in the process.	There was no evidence that stakeholders were informed before attending the meetings.	Workshops and consultation meetings were conducted, but the list of participating stakeholders was not shared.	It is noted that committees were formed and held regular planning meetings.	There was no evidence on how stakeholders not in the committees were informed about their feedback.

Decision Making • Deployment • Implementation

20/84

1 Decision stages are shared with all stakeholders.	2 An information exchange format is created.	3 The arrangement and sharing of meetings and information sessions for decision-making are ensured.	4 Necessary environments are developed to ensure the expected diversity and intensity of participation in decision meetings and information sessions.	5 Reporting of meetings and information sessions is ensured, and they are communicated to all relevant stakeholders.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%
Step Score: 20	Step Score: 0	Step Score: 0	Step Score: 10	Step Score: 20
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 50				
It is stated that the plan was presented to the public for feedback by the municipality, and it is also available on the municipality's website.	No evidence or information.	No evidence or information.	Relevant stakeholders are invited to the meetings. However, those invited may not include all key stakeholders.	The plan is published on the municipality's website, and there are also news reports on the topic in the regional media.

Decision Making • Deployment • Measurement & Learning

21/84

1 Decision reporting, data flow, and measurement approach are defined.	2 The performance of timely and accurate delivery of meeting invitations to all stakeholders is measured.	3 The level of participation in meetings is measured in terms of intensity and diversity.	4 The compliance rate and implementation performance of the proposed suggestions are being measured.	5 Feedback or survey meetings are conducted to gather views, suggestions, evaluations, and satisfaction of all parties involved in the implementation.
Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%	Weight: 20 ✗ Completion Level: 0% 25% 50% 75% 100%
Step Score: 20	Step Score: 0	Step Score: 0	Step Score: 0	Step Score: 10
Indicator Maturity Level = Step 1 Score + Step 2 Score + Step 3 Score + Step 4 Score + Step 5 Score = 30				
The topics covered by the plan provide an idea of what types of data will be collected and reported, but it does not present a reporting format for data collection and sharing.	No evidence or information.	No evidence or information.	No evidence or information.	Consultations regarding stakeholder participation have been conducted, and a group that will meet monthly has also been formed.

Principle Maturity Level = (Structure & Direction + Implementation + Measurement & Learning) ÷ 3 = **35**

Our assessment of the Innovative Reconstruction Plan by Kahramanmaraş Metropolitan Municipality can be seen as a summary in the table below:

Consistency Maturity Level	16.7%
Responsibility & Responsiveness Maturity Level	58.3%
Accountability Maturity Level	1.7%
Fairness & Inclusiveness Maturity Level	20.0%
Transparency Maturity Level	5.0%
Effectiveness & Efficiency Maturity Level	45.0%
Deployment Maturity Level	35.0%
General Maturity Level	25.9%

Determining indicators to be followed during the planning phase is crucial for monitoring implementation performance and tracking whether the intended results are achieved. Once the plan is implemented, continuously applying our Model and monitoring its outputs can help improve the quality of decision making, resource allocation, implementation, and institutional operations.

Our assessment highlights areas for improvement and the importance of continuous development based on good governance principles. This assessment serves as a guide for other institutions and stakeholders undertaking similar processes.

Hatay Planning Center

The Hatay Planning Center (HPM) was established to contribute to the data-driven, scientific, rational, transparent, and visionary planning of Hatay's reconstruction. This initiative was led by the Hatay Metropolitan Municipality, with contributions from the Istanbul Metropolitan Municipality and the Istanbul Planning Agency. HPM began its activities in April 2023 and published the "Post-Disaster Recovery Strategies Report" in January 2024.

The plan indicates that the study was conducted in a participatory manner. Stakeholder views, as well as detailed examinations of related studies and experiences, were considered while preparing the strategies. Additionally, technical field studies were conducted. Spatial, social, environmental, and administrative analysis of Hatay before and after the earthquake were conducted under nine themes. By combining these examinations and field surveys, problems, needs, and risks were identified, and a strategic approach for Hatay's future roadmap was developed.

Consistency

Based on the public information and data used in our assessment:

- The planning study was related to higher-level plans (as foreseen in Laws 5393 and 5018),
- No information was shared on how the goals in the plan would be monitored, how results would be measured and evaluated, and how this information would be shared.

Consistency is essential for ensuring alignment between the plan, budget, and central government plans, thereby eliminating inefficiencies. Conducting work within national and international standards and connecting with topics that have local and global relevance, such as the Sustainable Development Goals (SDGs), can enhance understanding and resource acquisition from both local and foreign stakeholders.

Responsibility & Responsiveness

Based on the public information and data used in our assessment:

- The decision areas were comprehensively identified,
- It was stated that not all dimensions fall under the authority of those conducting the study, thus serving as recommendations for institutions outside their authority, limiting the impact on identifying responsible parties,
- The decision areas were shared with all stakeholders through the website,
- Consultation processes were limited to participating stakeholders,
- Since the authority to implement the decisions lies with different institutions, suggestions were made, but there were development needs in implementation-related areas,

- Limited suggestions were provided regarding a measurement and evaluation approach for monitoring implementation and performance,
- The plan was shared transparently with the public through the website,
- Good practices were utilized in preparing the recommendations.

The preparation of the study based on good practices and its comprehensive scope highlight its value as a guide. Considering the scope of the study, involving all stakeholders in the process would enhance its effective implementation.

Accountability

Based on the public information and data used in our assessment:

- No approach was shared regarding the accountability system for the implementation of the study.

Accountability mechanisms are critical for tracking the success of the study's implementation, the effective use of resources, and the alignment of decisions and activities. Accountability is crucial for ensuring societal trust.

Fairness & Inclusiveness

Based on the public information and data used in our assessment:

- The studies aimed to address the problems of those affected by the disaster,
- Interaction with civil society organizations was conducted to identify the needs of community segments, and a survey was conducted,
- The studies were data-driven,
- There was no sharing regarding the benefits and costs of the solutions presented for different social groups,
- There were development needs in the sharing of indicators and monitoring methods for fairness and inclusiveness.

The issues identified as areas for development and not shared above may have been studied but not disclosed. Sharing this information could be beneficial for demonstrating the inclusion of all segments of society and increasing societal trust.

Transparency

Based on the public information and data used in our assessment:

- It was identified how the implementation results of decisions would be shared, which data sets would be used, and which communication tools would be employed,
- The reasons for the decisions made during the study process and the decisions themselves were shared with the public,
- There were development needs in the criteria for cooperation and the sharing of created value,
- Due to different institutions implementing the decisions, there was no sharing related to tender processes,
- There was no information sharing regarding feasibility studies due to the lack of clarity about resources,
- There were development needs in transparency related to measurement areas.

Transparency is essential for ensuring trust of the society and sharing successes with the public.

Effectiveness & Efficiency

Based on the public information and data used in our assessment:

- The plan identified needs, risks, and value propositions, and good practices were examined during the study process,
- There was no projection on where and how resources for the implementation of the plan would be obtained, primarily because the institutions conducting the study are different from those implementing it,
- A data-driven current situation analysis was conducted, and the roadmap, decisions, and solution proposals were based on the improvement targets identified after the current situation assessment,
- Performance indicators and monitoring methods for measuring effectiveness and efficiency were not shared.

The lack of shared resource planning and measurement systems may raise concerns about the effective and efficient implementation and execution of the study.

Deployment

Based on the public information and data used in our assessment:

- All stakeholders who should be involved in the process were identified,
- Due to the interaction between central and local governments, not all identified stakeholders participated in the processes,
- Limited information was found regarding which suggestions were made by the participating stakeholders and whether feedback was provided on these suggestions,
- Information was provided to the public about the decision stages,
- Information gathering formats were created,
- Reporting approaches such as decision reporting and data measurement were established,
- Development needs in measurement systems were identified.

The participatory preparation of the plan allows stakeholders to express their views, making it possible to consider different perspectives in the decision-making process. However, the mere identification of all stakeholders is not sufficient for the success of the process. The participation of all stakeholders and their suggestions positively impact the quality of decisions. This ensures that even unforeseen possibilities are taken into account. A participatory decision-making process increases transparency, helping understand the reasons behind decisions and strengthening trust in society. The quality of participation can be ensured by bringing all stakeholders together to focus solely on the process, setting aside other agenda items. This can only be achieved by focusing on solving the issues and acting collectively on a specific topic. In summary, it is essential for both the participants and those contributing to the process to be willing to come together and act in good faith.

In addition to consultations with experts, a public survey was conducted, and the views of citizens were collected. The data collected through this survey were evaluated in the needs analysis studies. Informing participants before the process allows them to come prepared and conduct a focused, result-oriented meeting. Information was provided to those expected to participate in the studies to increase the efficiency of the work. Evaluating and providing feedback on the opinions gathered ensures continuity of participation and builds trust among stakeholders. Stakeholders become part of the solution, increasing the likelihood of them supporting and contributing to the implementation of decisions. This area was identified as needing improvement.

Our assessment of the Hatay Planning Center can be seen as a summary in the table below:

Consistency Maturity Level	16.7%
Responsibility & Responsiveness Maturity Level	48.3%
Accountability Maturity Level	0.0%
Fairness & Inclusiveness Maturity Level	61.7%
Transparency Maturity Level	51.7%
Effectiveness & Efficiency Maturity Level	55.0%
Deployment Maturity Level	48.3%
General Maturity Level	40.2%

Hatay Container City Establishment

In 2022, the Disaster and Emergency Response Regulation was published, which defines the responsibilities of various institutions and the supporting institutions in specific areas during post-disaster interventions. Under this regulation, the establishment of temporary shelter areas falls under the responsibility of AFAD (Disaster and Emergency Management Authority). Supporting institutions include the Ministry of National Defense, Ministry of Family and Social Services, Ministry of Environment, Urbanization, and Climate Change, Ministry of Youth and Sports, Ministry of Interior, Ministry of National Education, TOKİ (Housing Development Administration), Kızılay (Turkish Red Crescent), NGOs, and the private sector.

The initial efforts for temporary shelter areas were conducted as part of the Hatay Provincial Disaster Risk Reduction Plan (İRAP), published in 2021. Within this plan, temporary settlement areas for Hatay were identified. However, it was found that none of the container cities established after the earthquakes were set up in the areas identified in the plan. These efforts were carried out during a period of coordination challenges in the post-disaster period. As of February 2024, there are 199 container cities in Hatay.

Consistency

Based on the public information and data used in our assessment:

- There is a need for improvement in information sharing regarding the alignment of the work with higher-level plans.
- There was no sharing about improving processes and the functioning of the internal audit mechanism as foreseen in Law No. 5018.
- There was no information sharing about measuring and monitoring consistency performance.

Consistency is crucial for ensuring alignment between the plan, budget, and central government plans, thereby eliminating inefficiencies. Conducting work within national and international standards and connecting with topics that have local and global relevance, such as the Sustainable Development Goals (SDGs), can enhance understanding and resource acquisition from both local and foreign stakeholders.

Responsibility & Responsiveness

Based on the public information and data used in our assessment:

- There is a need for improvement in the decision and management structures related to the establishment of container cities.
- There is a need for improvement in evaluating risks and opportunities in the process of establishing container cities.
- No information was shared about performance evaluations related to the management of the process.
- There is a need for improvement in processes related to the implementation of decisions (organizing resources, seeking stakeholder feedback to improve work, planning and conducting improvement efforts, etc.).
- There is a need for improvement in measurement.
- Some of the experiences at the beginning of the process guided improvement efforts.

The inability to use the areas identified in the IRAP plan likely negatively impacted process management. There is a need for improvement in risk management in newly designated container city areas, as evidenced by subsequent flooding issues.

Accountability

Based on the public information and data used in our assessment:

- There was no information or approach shared with the public regarding this issue.

Accountability mechanisms are essential for tracking whether work is conducted in line with goals, plans, and budgets, understanding the reasons for deviations, and how to address negative issues. Accountability is critical for ensuring societal trust.

Fairness & Inclusiveness

Based on the public information and data used in our assessment:

- Container city efforts were conducted to include all social groups affected by the disaster.
- There is a need for improvement in meeting the demands of societal segments, efficient use of resources, and ensuring access for all groups during the implementation process.
- Criteria for measuring effectiveness and efficiency might have been established, but the work in this area was not shared with the public.

Sharing information about these efforts would help demonstrate inclusivity and increase societal trust.

Transparency

Based on the public information and data used in our assessment:

- There was no information or approach shared with the public regarding this issue.

Transparency is crucial for ensuring the trust of society, sharing successes with the public, and taking necessary measures promptly.

Effectiveness & Efficiency

Based on the public information and data used in our assessment:

- Container city establishments were implemented and put into action.
- There is a need for improvement in the implementation processes based on public feedback and evaluations.

- Criteria for measuring effectiveness and efficiency might have been established, but these were not shared with the public.

After the establishment of container cities, residents faced issues related to security, personal privacy, settlement mapping, and meeting basic needs, and resolving these issues took a long time. These problems were reported in national and international institution reports.

Deployment

Based on the public information and data used in our assessment:

- Temporary settlement planning was conducted in consultation with certain stakeholder groups before the disaster, but these settlements were not used post-disaster.
- The post-disaster consultation process was conducted with official institutions, and institutions outside this group had no influence on the processes.
- Decisions were made in consultation with a specific group of stakeholders regarding the implementation of these decisions.
- There is a need for development in approaches to measuring developments in container cities.

Stakeholder participation in determining the locations of container cities allows for evaluating different risks and opportunities and identifying the most suitable areas. Identifying temporary settlement areas is a task that should be completed before a disaster. This ensures quick resolution of shelter needs for those affected, meets urgent needs, and establishes trust in the aftermath of a disaster.

The fact that the areas identified in the IRAP plan were not used as temporary settlement areas indicates that pre-disaster efforts were abandoned. The situation suggests that the solution was developed through post-disaster consultations among official institutions. Expecting and ensuring stakeholder participation after a disaster is impractical.

Consultations were held with the private sector and NGOs regarding the implementation of the decisions made. However, there was no information sharing about the effectiveness of participation efforts.

PILOT STUDIES AND OUR ASSESSMENTS

Our assessment of the Hatay Container City Establishment can be seen as a summary in the table below:

Consistency Maturity Level	16.7%
Responsibility & Responsiveness Maturity Level	25.0%
Accountability Maturity Level	0.0%
Fairness & Inclusiveness Maturity Level	48.3%
Transparency Maturity Level	0.0%
Effectiveness & Efficiency Maturity Level	25.0%
Deployment Maturity Level	28.3%
General Maturity Level	20.5%

VISUAL SUMMARY

CIVIL ENGAGEMENT MODEL[©]

BUILDING TRUST THROUGH
GOOD GOVERNANCE



*“Trust is the essence of good governance and
foundation of sustainable development.”*



Governance is How an Institution is Ruled

It is how the authority, responsibility, and controls are exercised in the institution.

Good governance is the key to sustainability of our organizations and success of humanity in improving quality of life for all citizens of the world.

The essence of good governance is ensuring trustworthy relations between the institution and its stakeholders/citizens.



Rebuilding Trust is a Global Issue

With trust eroding, long-term visions may be too abstract to rally around and leaves everyone vulnerable.

It is necessary to start restoring trust at three fundamental levels:

- into the future,
- within societies,
- and among nations.

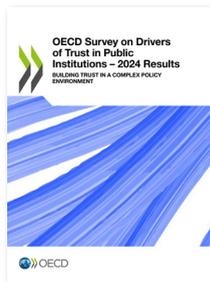
WEF Annual Meeting 2024



People, societies, and companies face multiple challenges. There is a clear need to move past the diagnosis of challenges firmly towards solutions.

Trust in National Governments is Declining

OECD's 2024 Trust Survey suggests that governments need to embrace good governance to meet their citizens' increasing expectations.



OECD Recommendations:

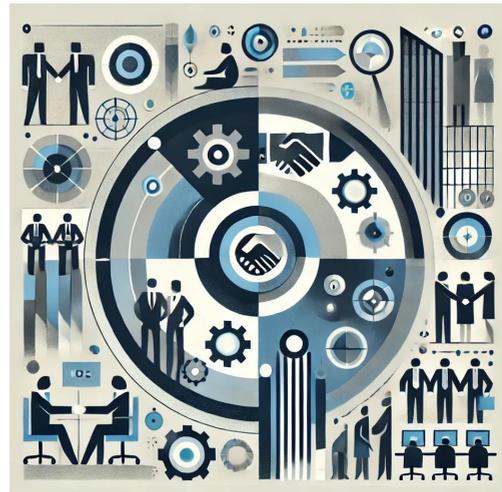
- Engage better with citizens to enhance trust in both local and national government.
- Strengthen capacity to address complex policy challenges especially at national government level.
- Support a healthy information ecosystem and invest in evidence-based communication.
- For all institutions, invest in improving perceptions of integrity in daily interactions and complex decision making.
- Invest in reliable, responsive and fair public services, especially to enhance trust in the civil service and local government.

We Need to Gain the Trust of Citizens/Stakeholders

Trust of stakeholders is key to sustainable success of any institution.

Deterioration of trust is similar to having a higher friction coefficient; to get the work done one needs to utilize more energy. Lack of trust undermines the basic reason for forming an institution, namely effective utilization of resources.

Gaining the trust of stakeholders requires meaningful and inclusive engagement, and transparent disclosure of all material impacts in economic, environmental, and social dimensions in an integrated manner.



Sustainable Success for Continuous Improvement

In an increasingly complex and interconnected world, institutions must adopt robust frameworks that ensure transparency, accountability, and responsiveness to citizen/stakeholder needs.

Sustainable success can be achieved through integrated thinking, inclusive and meaningful stakeholder engagement, effective implementation, and proper communication of value creation and fair distribution.



Sustainable Development to Improve Quality of Life

By evaluating the effectiveness and efficiency of resource utilization, organizations can minimize waste, optimize resource allocation, and contribute to economic, environmental, and social sustainability.

This forward-thinking approach not only benefits the institution but also aligns with the Sustainable Development Goals (SDGs), further enhancing the institution's reputation and social responsibility.



Inclusive and Meaningful Engagement Builds Trust

Organizations can foster a culture of accountability, transparency, and inclusiveness by embedding the principles of good governance into their operational frameworks.

As stakeholders witness the organization's commitment to good governance, their trust and engagement increase, paving the way for more effective and collaborative partnerships.



Focus Not Only on Financial Outcomes

But also on Risks

Traditionally, policy or investment decisions in both the private and public sectors have focused on economic feasibility evaluations, as monetary outcomes are easier to measure and evaluate.

In recent decades, sustainability issues have also become a key consideration in these evaluations, although measuring sustainability outcomes remains an evolving challenge.



Focus Not Only on Financial Outcomes

But also on Risks and Building Trust

Time has come to measure, evaluate, and improve not only 'what' the outcomes are, but also 'how' these management processes:

- Decision Making,
- Organization & Processes,
- Resource Utilization,
- Execution

are conducted to understand the trust implications, enabling continuous improvements in trust.

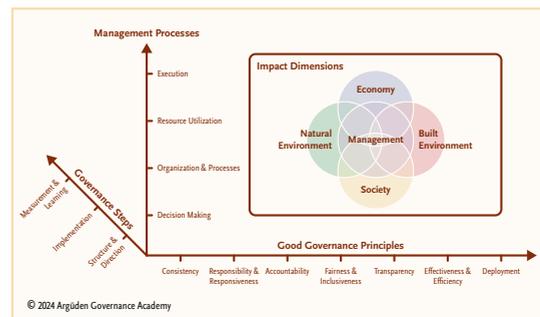


This is particularly important as we face repetitive games in life and trust gained or lost at one stage has significant implications for future games.

The Civil Engagement Model[®]

The Civil Engagement Model[®] offers a robust framework for institutions striving to improve the trust of their stakeholders.

By adopting and embedding good governance principles into their operations, organizations can build stronger, more transparent, and accountable frameworks that not only meet their goals but also foster trust and collaboration among stakeholders.



The Model is not just a guide but a transformative assessment tool for achieving excellence in governance.

What Gets Measured, Gets Improved

If we do not measure and continuously improve ‘how’ we conduct governance; improving quality of life, building a sustainable future, and reinforcing democracy would not be possible.

Any activity can be evaluated with this perspective to create participatory, inclusive, fair, transparent, accountable, effective, efficient, and consistent policies. Decisions can be made, implemented, measured, evaluated, and continuously improved through learning from experiences.



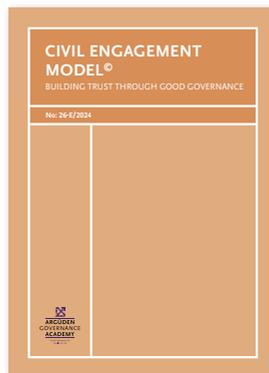
Indicators of the Civil Engagement Model[®]

Management Processes	Governance Steps	Maturity Levels for each Good Governance Principle				
		1	2	3	4	5
Decision Making	Structure & Direction	Definition		Approach		Repeatability
	Implementation	Planning		Approach		Updates
	Measurement & Learning	Defining Metrics		Approach		Pilot Program & Improvements
Organization & Processes	Structure & Direction	Definition		Approach		System Development
	Implementation	Planning		Approach		Updates
	Measurement & Learning	Defining Metrics		Approach		Drills & Improvements
Resource Utilization	Structure & Direction	Definition		Approach		Repeatability
	Implementation	Planning		Approach		Updates
	Measurement & Learning	Defining Metrics		Approach		Improvements
Execution	Structure & Direction	Definition		Approach		Continuity
	Implementation	Planning		Approach		Updates
	Measurement & Learning	Defining Metrics		Approach		Improvements

Aligning Incentives with the World We Want

We should not only embrace good governance within our own organizations, but also consider it as a key criterion when choosing business partners and providing financial or similar resources.

Investors, financiers, and multilateral finance institutions are increasingly incorporating sustainability issues into their decision-making processes, but they should start utilizing trust as a key criterion.



If we are to make a difference in building trust and reinforcing democracy, we need to “align the incentives with The World We Want”.

This book is a call to incorporate evaluations focused on ‘Building Trust through Good Governance’ to help improve quality of life, and build a sustainable future...



“Good governance is a culture of trust and a climate to nourish it. Building and protecting trust requires continuous attention and care. Therefore, it requires a whole of society approach to ensure that such a culture is internalized by all parties.”



CIVIL ENGAGEMENT MODEL®

BUILDING TRUST THROUGH
GOOD GOVERNANCE



ABOUT THE AUTHORS

Dr. Yılmaz Argüden

Dr. Yılmaz Argüden is a strategist, governance expert, advisor, and board member of major public and private institutions, and NGOs. He is the Founder and Chairman of ARGE Consulting, a globally recognized management consulting firm based in Istanbul. ARGE has served as B2o Knowledge Partner (Governance & Sustainability), as EFQM Advisory Organization, and IFRS Integrated Reporting Training Partner. ARGE Consulting is the first Turkish signatory of the UN Global Compact and has been recognized at the European Parliament as one of the best three companies “Shaping the Future” with its commitment to corporate social responsibility. He also served on the boards of more than 70 companies in different jurisdictions, as the founding Chairman of Rothschild & Co. Türkiye, and as the Chairman of Erdemir, the largest Turkish steel company.



He is an author of numerous books and a columnist focusing on business, strategy, and governance issues. He has served as an adjunct Professor of Strategy at the Bogaziçi University, Koç University, and the Military Academy. As a renowned governance expert, he served as the Chairman of the Governance Committee of the Business at OECD and as a member of the IFC’s Corporate Governance Advisory Board. He is also the Chairman of the Trustees of the Argüden Governance Academy. As a social entrepreneur he has founded and led numerous NGOs and initiated the National Quality Movement. As the elected Global Chair, he represented the National Networks on the Board of the UN Global Compact, the world’s largest sustainability platform.

He has a B.S. degree in Industrial Engineering from the Boğaziçi University, where he received both the Top Academic Achievement Award and the President’s Prize for Student Leadership. He received his PhD in policy analysis from the RAND Graduate School with General Distinction. He was a playmaker for the High School and University basketball teams that won the National Championships and later served as the Vice-Chair of Turkish Basketball Federation. He is an Eisenhower, Fulbright, NATO, and Turkish Scientific and Technological Research Council (Tübitak) fellow. He was named a Global Leader for Tomorrow by the World Economic Forum (1999), received the Distinguished Citizenship Award for his efforts in the development of Turkish-American relations (2008), and the Distinguished Industry Leadership Award from the International Industrial Engineering Society (2022).

Pınar Ilgaz

Ms. Ilgaz is a Senior Partner and Board Member at ARGE Consulting. She earned her degree in Public Administration from the Faculty of Administrative Sciences at Boğaziçi University in 1988. In 1989, she joined Emlak Bank, working in the Investment Credit Evaluation Department. Later, she became the Financing Assistant Manager at Vakıf Financial Leasing, where she served for the next three years.

In 1995, she joined ARGE Consulting and has since been actively providing consulting services to leading companies. Her expertise spans governance, strategy, sustainability, organization, and performance management. She has collaborated with over 100 clients across various sectors on numerous projects, focusing on strategic evaluation, performance enhancement, institutional development, risk management, sustainability strategy, and corporate organization & HR systems.

She has been actively involved in numerous NGOs and played a key role in developing award schemes for PERYÖN (People Management Association of Türkiye). She served as the Chairperson of the Corporate Volunteers Association and is currently the Vice-Chair of the Argüden Governance Academy and a Board Member of the Günyüzü Association.

She is an IFRS Licensed Trainer for Integrated Reporting and an EFQM Certified Quality Management Assessor. Additionally, she has been teaching the Governance Principles course for seven semesters in the GOV101 training program, organized for the Youth Network of the Argüden Governance Academy. She was selected for the inaugural class of the More Women on Management Boards program, alongside 40 other women managers, and completed training designed to prepare participants for active roles on management boards as independent members.

Ms. Ilgaz is currently a Managing Partner and Board Member of ARGE Consulting, an Independent Board Member at ŞOK Marketler, Ülker Bisküvi, and PENTA Technology, as well as an Advisory Board Member at EURO Gıda.

She is the co-author of several publications, including Sustainable Success Model, ARGE Corporate Governance Model, Change Management, and Management of Voluntary Organizations.



Dr. Erkin Erimez

He graduated from Boğaziçi University Electronics Engineering Department in 1986. He obtained MBA from Boğaziçi University in 1989 and completed his PhD in Strategic Alliances in Boğaziçi University in 1998.

He served as a teaching assistant in Boğaziçi University Math Department between 1987–1990. He started to work in Borusan Holding in 1990 where he served in for 23 years. He conducted top management roles and had responsibilities on Finance, Treasury, Corporate Governance, Sustainability, Government Relations, Corporate Law, Board Processes, International Investments and Shareholder Relations.

He joined ARGE Consulting in 2013 and is a Managing Partner in ARGE. He conducts and manages projects on boards, board evaluation, governance, integrated reporting, strategy, risk management, and sustainability with Turkish and international companies.

He is an academic board member of Argüden Governance Academy since 2014. He was part of the projects on inclusive governance, sustainable local development, and participated in the Metropolitan Municipality Governance Scorecard project between 2021–2022.

He provides recommendations to policy development processes in UN, EU, OECD, CoE, IFC, EBRD, and IFRS. He serves in B20 task forces since 2015. He is a member of UN Global Compact Türkiye Network, and also a member of Tax, Environment, Financial Markets, New Generation Industry work streams in Turkish Industry & Business Association.



Dr. İnan İzci

Completed BSc. Economic and Social Policy at the University of London (Birkbeck College) in 2005. Continued his studies with MSc. European Public Policy at the University of London (UCL). His master thesis focused on Europeanisation of Istanbul Special Provincial Administration from the perspective of democratic governance. At the Free University of Brussel, he earned his doctorate with a research thesis on “Metropolitan Governance in Digital Age: the case of Istanbul”.



Dr. İzci started his career at London Citizens Advice Bureau as Generalist Advice in 2001. Provided advice and advocacy to the citizens in the areas of accommodation, debt, employment relations and social rights. During this period, gained experience in legal process management, problem solving, interpersonal relations and legal administrative affairs.

In Türkiye, his career started at Istanbul Special Provincial Administration as the EU and Foreign Affairs Expert in 2007. Between the period of 2009 and 2013, he led the EU and Foreign Affairs Unit of the Sarıyer Municipality. He managed the activities on local government–the EU relations, project development and management as well as local participatory development. During the years of 2013–2017, he worked as consultant in the areas of sustainability strategy development, corporate social responsibility and project management for the private sector.

In 2017, undertook the role of governance researcher for Argüden Governance Academy. In this period, he carried out research and model development activities in the fields such as governance scorecard, inclusive governance and sustainable urban development. Additionally, in 2019, acted as consultant at the World Bank’s project on Municipal Fiscal Governance. Lately, Dr. İzci took responsibility in model development on sustainable development vision and governance at cities for business associations.

Dr. İzci has been invited as a speaker to global events organised by the United Nations, OECD and the World Bank and made contributions. He has got various publications on good governance, local governance and sustainable development. Currently, he is on the Academic Board of Argüden Governance Academy and also acts as a consultant for the Academy.

Özhan Binici

Özhan Binici earned his undergraduate degree in Computer Engineering at Boğaziçi University in 2004. Following his undergraduate studies, he pursued further education in design by enrolling in the Master of Fine Arts program in Visual Communication Design at Bilgi University in 2007.

During his university years, he engaged in music journalism, primarily conducting interviews with artists and writing album reviews for Roll magazine, a prominent music publication in Türkiye during the late 90s and early 2000s. At that time, he also started working as a music editor for multiple lifestyle and editorial websites for major brands in Türkiye. He also briefly wrote sports columns for the Cyprus Weekly newspaper published in the UK.

Demonstrating an early interest in designing with code, he and a colleague developed Musicmap in 2003, a music mapping website designed to recommend new music to its users with Amazon's purchase data. This innovative project earned recognition as a finalist in the Interactive Design category at the South by Southwest festival, marking a significant milestone in his career in creative technology.

From 2004 to 2012, he gained extensive experience working with multiple design studios as a developer, enhancing his skills in both design and development. In 2012, he founded his own company, Hero Yazılım, focusing on delivering high-quality design and development services for various platforms. He has designed and developed over 200 websites and a handful of mobile apps, demonstrating a profound understanding of user experience, functionality, and aesthetic appeal.

He has been working for Argüden Governance Academy since its inception in 2014, where he has been involved in developing and maintaining websites, creating a wide range of graphic design materials, and designing books. He also assumed various editorial tasks to ensure high-quality output across the Academy's digital and print media.

His work has been recognized with a Crystal Apple award from the Advertisers Association and multiple awards from the Turkish Society of Graphic Designers, for which he also served as a jury member for the website awards selection later on.





ARGÜDEN GOVERNANCE ACADEMY

Good Governance for
Quality of Life

Argüden Governance Academy is a non-profit foundation dedicated to enhancing governance quality in the public, civil society, private sector, and international institutions. The Academy's mission is to improve the quality of governance to increase trust for organizations in order to achieve a sustainable future and improve the quality of life. With the vision of being 'a center of excellence' for development and widespread adoption of good governance culture, the Academy brings together leaders from all age groups, private sector, civil society organizations, public institutions, and international organizations. Since 2014, the Academy has completed a decade of impactful initiatives, striving to foster the development and widespread adoption of a culture of trust at public, private, and civil society organizations.

In its 10-year journey, fostering trust in institutions through a holistic and integrated governance approach, the Academy has:

- Organized more than 100 training programs, graduating approximately 6,000 individuals.
- Evaluated the governance quality of around 1,500 institutions in 25 projects.
- Published over 100 publications, reports, and articles that intellectually guide the development of governance.
- Engaged with over 100,000 individuals through more than 350 events, contributing to the internalization of the culture of good governance in both individuals and institutions.
- Enhanced the value created by collaborating with over 350 institutions active in every sector.
- Leveraged in-kind contributions to the maximum extent, utilizing every \$1 of cash donation to raise a \$1.5 in-kind contribution. This approach enabled the implementation of activities with an economic cost of \$2.5 for each \$1 of donation.
- Benefited from the support of hundreds of volunteers who, believing in the importance of good governance for a sustainable future, contributed over 40,000 volunteer working hours to the Academy's initiatives.

Argüden Governance Academy is a non-profit foundation dedicated to enhancing governance quality in the public, civil society, private sector, and international institutions.

Our Purpose:

Improving quality of life and sustainability of the future.

Our Mission:

Improving quality of governance to improve trust for organizations.

Our Vision:

Being 'a center of excellence' for development and widespread adoption of good governance culture.

Target Audience:

Current and future leaders of public sector institutions, private sector companies, NGOs, and international institutions; as well as individuals of all ages, from 7 to 77.

ABOUT THE ACADEMY

The Academy conducts impact research such as Sustainability Governance Scorecard® that analyzes over 200 Global Sustainability Leaders from 7 different stock exchanges to help improve peer learning on sustainability, which was picked among good examples to improve the sustainability on a global scale at the G20 Tokyo, and Municipality Governance Scorecard® that was recognized by the OECD and UN as a governance innovation for local governments, as well as developing and conducting education programs for public, corporate, and NGO leaders. Academy's education programs on governance also target children and youth, and a vibrant Youth Network has been developed covering 40 universities in over 20 cities.

The Academy also conducts good governance advocacy programs such as leading the process of awarding the European Label of Governance Excellence (ELoGE) and School on Participatory Democracy, in collaboration with international organizations such as the Council of Europe.

Argüden Governance Academy is the first Turkish institution to adopt Integrated Reporting and a global pioneer among the NGOs by reporting its activities as an Integrated Report since its founding. The Academy also promotes adoption of Integrated Reporting not only for the private sector companies, but also in the public sector and NGOs.

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For any further questions on the Civil Engament Model®, please contact us:

Argüden Governance Academy

Akasya Caddesi No: 2 Göztepe Mah., Göksu
Anadolu Hisarı, 34815 İstanbul, Türkiye

Phone: +90 (216) 280 51 14

E-mail: info@argudenacademy.org

Website: argudenacademy.org

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