METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

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ARGÜDEN
GOVERNANCE
ACADEMY
Good Governance for
Quality of Life

Good governance for quality of life

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

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Good Governance for
Quality of Life

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TABLE OF CONTENTS

Foreword 4

Executive Summary 6

MMGS at a Glance 8

Definitions 16

Introduction 21

Our Model 32

Methodology 44

Scorecards and Good Practices 48

Our Findings 102

Conclusion 118

Evaluation and Recommendations 120

References 132

Appendix A. Regulatory Frameworks 133

Appendix B. International Approaches 136

Appendix C. Exercising Right to Information 138

Appendix D. Indicators 140

About the Authors 154

FOREWORD

Rapid, daily change characterizes our world today; fluctuations in diverse sectors such as technology, domestic and international economies, environment, and society have altered many aspects of our daily lives. Amid this dynamic, good governance has emerged as an area of increasing importance in an era of declining trust in public institutions. Trust is needed more than ever in a world challenged by different forms of crises and transformations and good governance can generate trust in public institutions.

This level of trust is crucial for accessing resources in the relationship between states and citizens, companies and clients or civil society organizations and volunteers. Societies and sectors with trustworthy institutions can produce extensive, effective, and quick solutions thanks to the effective risk and resource management generated by trust. As for trust and the possibility of cooperation, a strong culture of good governance is needed. Good governance serves to assess risks early on, make appropriate decisions, effectively manage resources, achieve coordination as well as monitor and improve procedures and processes.

Societies and sectors with trustworthy institutions can produce extensive, effective, and quick solutions thanks to the effective risk and resource management generated by trust.

Argüden Governance Academy has aimed at promoting good governance in the public and private sectors, civil society, and global arena since its foundation in 2014. We believe in the importance of our work for a sustainable future, social development, and human welfare. We work to strengthen good governance in the daily lives of citizens as well as at a national and global scale through our research, training, and communication activities. To this end, we have conducted research on public-private sectors and civil society and developed models and tools. We focus on making the phenomenon of good governance 'concrete,' 'measurable' and 'open to continuous development'. As such, we support sustainable futures and quality of life based on our contribution to the quality of management and performance in institutions.

We pay particular attention to local governments and good governance in cities as local governments directly and extensively affect the lives of citizens. Local governments with a strong good governance culture produce more extensive, sustainable, and effective solutions for the environment, individuals, and economy.

Local governments with a strong good governance culture produce more extensive, sustainable, and effective solutions for the environment, individuals, and economy.

In a nutshell, we have aimed at acquiring and spreading knowledge for good governance and development by means of projects and publications such as *the Governance Scorecard of Municipalities for Istanbul Districts* in 2018, *Inclusive Municipality Governance Scorecard* in 2019 and *Local Development Guide for Business* in 2020. We implemented the *Integrated Social Service Governance Model* project during the first year of the Covid-19 pandemic. All these works have targeted the development of a concrete, clear and understandable culture, and practice of good governance at the local level and in the daily lives of citizens.

We now present an innovative model at the global level: the Metropolitan Municipality Governance Scorecard (MMGS). This unique model measures and assesses the governance culture and practices in metropolitan governments from a citizen-centric perspective. Our model is a democratic and innovative tool that functions based on the principles of good governance and digital public documents, information and data generated for the use of citizens. The model enables citizens to monitor and evaluate the metropolitan governments empowered and financed by the citizens themselves in terms of good governance. MMGS enables the measurement and assessment of the quality of governance in these institutions through the data they generate. The model also develops an approach supporting the institutional development of metropolitan governments as it creates a database of scorecards and good practices. The model can be used as well by civil society organizations, media, and academic institutions.

The development of good governance in metropolitan municipalities enhances its citizens' quality of life. Moreover, the quality of life for various socioeconomic levels increases proportionately to increased efforts towards sustainable development and inclusive social services. Meaningful and effective participation supports the quality of decision making and resource management. When the quality of public information is strengthened, the level of trust in metropolitan municipalities increases. Good governance further enhances the quality of institutional functioning, and therefore institutional capacity and working area. In sum, the development of a good governance culture in metropolitan municipalities generates benefits in several areas.

The development of good governance in metropolitan municipalities enhances its citizens' quality of life.

With this study, we aim at promoting more integrated, inclusive, effective, and collaborative metropolitan governments, which then lead to more sustainable countries and ultimately to a more sustainable, improved, and livable world. This process starts at the level of the local governments. As a global voluntary thinktank based in Istanbul, we hope that the Metropolitan Municipality Governance Scorecard project will contribute to efforts towards democracy, sustainable development, and quality of life in local governments not only within our country but also across the world.

Best regards,

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

EXECUTIVE SUMMARY

The need for trust and good governance culture, as the enabler of trust, is increasing in a transforming world. Metropolitan cities house densely populated areas, intense economic activity, huge infrastructure investments, cultural diversity and international interaction. We as Argüden Governance Academy have developed an innovative model to support and improve governance culture in metropolitan cities. This generic model can be globally applicable.

We have developed an innovative model to support and improve governance culture in metropolitan cities.

The Metropolitan Municipality Governance Scorecard (MMGS) model has been developed based on good governance principles. The model primarily aims to enable citizens to monitor the quality of municipal governance through publicly available information provided by metropolitan municipalities. The model helps citizens to understand and analyze holistically how and where the resources of the municipality have been utilized in a detailed manner from a governance perspective. The model is an oversight tool to review how the delegated authority (through the ballot box) has been used by decision-makers. The MMGS model allows citizens to observe the quality of the implementation of governance principles of **transparency**, **accountability**, **representation and participation**, **inclusiveness and fairness**, **responsibility and responsiveness**, **effectiveness and efficiency**, and **consistency**.

MMGS's most important benefit is to allow citizens to assess the quality of implementation of good governance principles by metropolitan municipalities. MMGS also supports metropolitan municipalities in self-assessing, benchmarking, and determining improvement areas in their governance practices. A system of best practices of metropolitan municipalities encourages them to learn from one other. An improvement in good governance practices in municipalities helps increase the citizens' trust in their institutions. The improvement of good governance practices is expected to lead to the utilization of resources and authority in a sustainable and inclusive manner. The model is intended as a tool that encourages improvement in the following areas for metropolitan municipalities:

An improvement in good governance practices in municipalities helps increase the citizens' trust in their institutions. The improvement of good governance practices is expected to lead to the utilization of resources and authority in a sustainable and inclusive manner.

- Quality of life,
- Sustainable development,
- Inclusiveness and cooperation and
- Quality of relations and institutional effectiveness and efficiency.

MMGS has been used to review the governance quality of twenty-seven metropolitan municipalities in Türkiye. The data has been collected through 337 indicators by using publicly available information in digital media. The analysis of data has shown that the adoption level of good governance practices by 27 metropolitan municipalities has ranged from 35% to 74%. The findings have shown there is an

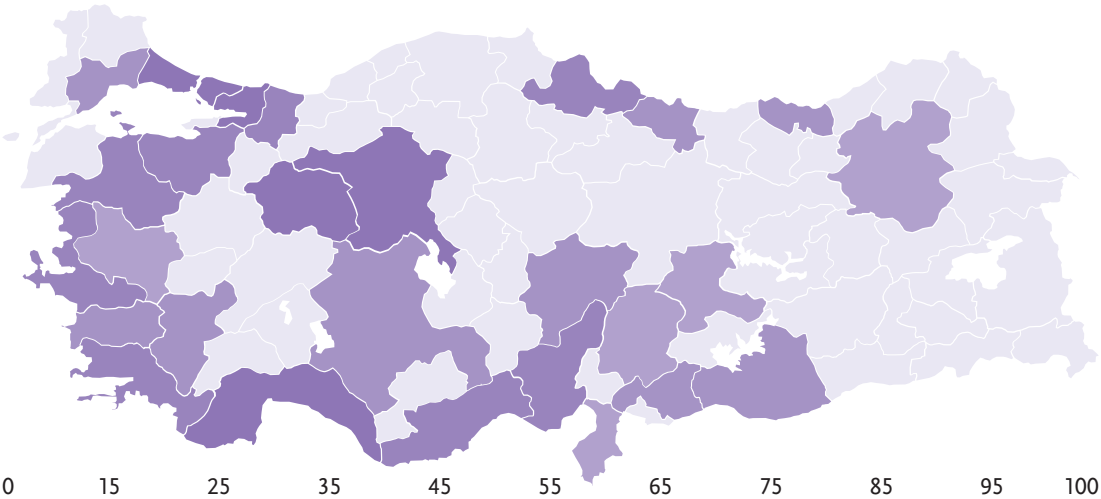
important improvement opportunity for each of the metropolitan municipalities. It has been understood in the research that each analyzed municipality has good governance practices. These good practices have been collected in a pool which could be used as a learning tool from others. The analysis results have confirmed that the model is running effectively and efficiently.

Solid recommendations for taking action to improve governance quality in metropolitan areas have been delivered for different groups of metropolitan municipalities, citizens, central government, civil society organization and other stakeholders. The findings have shown that all stakeholders need to take action to strengthen governance quality for better metropolitan governance.

We believe that analyzing the adoption level of good governance culture and practices by metropolitan municipalities through citizens' perspective (lens) would help to strengthen improvement of good governance practices in these institutions. We think that the model could be considered as an innovative tool for monitoring, analyzing, and improving governance quality and practices in metropolitan municipalities. We think that the model would be an example for monitoring and measuring the governance quality in metropolitan municipalities all around the world.

We believe that analyzing the adoption level of good governance culture and practices by metropolitan municipalities through citizens' perspective (lens) would help to strengthen improvement of good governance practices in these institutions.

Distribution of Metropolitan Municipalities According to Good Governance Scores



PARTICIPATION

Participation in Strategic Planning

Participatory Goals

Municipalities that include participation in their mission-vision statements	24
Municipalities defining participatory goals as expressed in their strategic plans	22

Inclusiveness & Effectiveness of Participation

Stating respondent opinions are collected as one-sided questions for the strategic plan	25
Municipalities sharing the list of stakeholders solicited for feedback	14
Municipalities stating that opinions for the strategic plan are received interactively	10

Feedback

Municipalities sharing the opinions received during the process of strategic planning	22
Municipalities sharing how they evaluate opinions received from stakeholders	0

Participation in Public Service Processes

Municipalities sharing they receive citizen opinions regarding municipal services	17
Municipalities offering information about the areas of citizen participation	13
Municipalities sharing information about the ways/forms of citizen participation	11
Municipalities providing the opinions received from citizens regarding municipal services	8
Municipalities sharing quantitative data about citizen participation	4

QUALITY OF INFORMATION

Quality of Reporting

Municipalities sharing information about their activities targeting different social groups	27
Municipalities sharing financial information	26
Municipalities sharing financial results in comparison with budget realizations	18
Municipalities sharing how they evaluate the realized revenues and expenditures	15
Municipalities sharing corporate revenues and expenditures	9
Municipalities sharing comparison of budget realizations based on municipal activities	8
Municipalities sharing historical financial tables	7
Municipalities sharing consolidated financial statements with their corporations	0
Municipalities sharing information in the form of community scorecards	0

INSTITUTIONAL FUNCTIONING

Management of Citizen Satisfaction and Complaints

Municipalities conducting citizen satisfaction surveys	20
Municipalities sharing the number of citizen complaints	19
Municipalities sharing the results of satisfaction surveys	10
Municipalities sharing the characteristics of citizen complaints	10
Municipalities sharing how they evaluate citizen complaints	10

Institutional Development

Municipalities sharing that they target institutional sustainability and development	27
Sharing the conduct of activities related to institutional sustainability and development	27
Municipalities sharing they implement training for employee professional development	27
Municipalities sharing the evaluation of their performance in realizing planned activities	26
Municipalities sharing information regarding their ethics commission	23
Municipalities sharing the conduct of research and development activities	21
Municipalities sharing their certificates of quality	16
Municipalities sharing their human resources policies	4
Municipalities sharing information about the activities of their ethics commission	3

QUALITY OF LIFE

Development Activities

Municipalities sharing goals related with sustainable development in strategic plans	25
Municipalities sharing they have a commission related with developmental activities	19
Municipalities sharing the types of activities promoting urban investment	14
Municipalities sharing they have a commission working to create urban investment incentives	7
Municipalities that refer to SDGs in their strategic plans	4
Municipalities evaluating the relationship between municipal activities and SDGs	2

Municipal Services Targeting the Quality of Life for Women

Municipalities sharing that guidance and advisory services are provided for women	25
Municipalities sharing that activities aimed for women's welfare are conducted	24
Municipalities sharing activities preventing violence against women	19
Municipalities sharing that they have women's shelters	16
Municipalities sharing that they have nurseries/kindergartens	15
Municipalities sharing that they provide services of preventive health care for women	13
Municipalities sharing activities targeting gender equality	12

SUMMARY OF RECOMMENDATIONS

MMGS research findings indicate that the quality of some governance practices requires improvement.

Our recommendations regarding these practices have been classified under four subject headings. Detailed recommendations are explained in "Evaluation and Recommendations" section.

1. Strengthening Sustainable Development Efforts and Improving Quality of Life

— **Detailed analysis of different social groups, districts, and neighborhoods in the planning process**

- Conducting a detailed current position analysis during planning processes
- Improving data collection capability and processes
- Considering short, medium, and long-term perspective(s) during planning processes

— **Adoption of a holistic perspective for sustainable development**

- Considering interaction between inputs, outputs, and outcomes
- Considering economic, social, and environmental issues with a holistic perspective
- Understanding the synergy between governance practices and their possible outcomes due to these interactions

— **Alignment of goals with national and international development efforts during planning processes**

- Considering National Development Plans
- Considering Regional Development Plans and aligning the Strategic Plan Goals with the goals of National and Regional Developments Plans
- Aligning Strategic Plan Goals with Sustainable Development Goals

— **Improving coordination and cooperation with district municipalities**

- Harmonizing the planning processes of district and metropolitan municipalities
- Conducting joint planning activities for common responsibilities to improve resource efficiency

— **Improving coordination with subsidiary organizations and companies**

- Improving cooperation between metropolitan municipalities with their subsidiaries in the planning, implementation, and reporting phases
- Cooperating for resource efficiency

— **Preparing action plans for important issues in a participatory manner**

- Preparing action plans with inclusive (considering the participation of all related stakeholders) and evidence-based perspectives
- Developing a common vision with the city's inhabitants

— **Improving the quality of life for each social group**

- Providing services for each societal group in a fair and inclusive manner

2. Improving Quality of Participation

— Using meaningful participation methods and approaches to encourage citizen participation in the metropolitan municipality planning processes

- Identifying all relevant stakeholders
- Identifying needs, expectations, and demands of stakeholders and understanding how these issues relate to strategy and capabilities
- Preparing stakeholders to consultation processes by providing background information regarding discussion topics
- Identifying participation methods (workshop, focus group, and so on)
- Ensuring two-way communication between parties during consultation processes
- Communicating decisions incurred after consultation, along with the reasoning behind each decision
- Continuous communication and engagement during and after the implementation phases

— Ensuring the participation of all related stakeholders into the planning processes

- Academia
- Civil Society Organizations
- Business
- Public bodies

— Supporting active citizenship and right to the city

- Continuously engaging with all stakeholders
- Supporting active citizenship, and strengthening participation mechanisms

— Improving good governance practices in City Councils

- Improvement of inclusiveness in city councils
- Improvement of the city councils' capacities to offer recommendations and participate in the decision-making processes of metropolitan municipalities

— Improving the interaction between mayors and municipal council members with their citizens

- Organizing regular meetings with citizens for mayor and municipal council members in an inclusive manner
- Maintaining minutes during mayor and municipal council members' meetings, and using meeting minutes as an input (if applicable) in planning processes

— Introducing new mechanisms for participation

- Participatory budgeting
- Neighborhood Councils
- Forming thematic workstreams with participation of stakeholders (such as workstream for children)

— Improving and strengthening cooperation with stakeholders

- Cooperating with academia, businesses, and CSOs
- Encouraging volunteer participation to support municipal services

SUMMARY OF RECOMMENDATIONS

3. Improving Quality of Information Sharing

— Providing meaningful and citizen centric information

- Using an understandable language in each media outlet (annual report, web site, etc.) for information sharing
- Communicating possible outputs and outcomes of plans and activities with stakeholders in an understandable manner
- Preparing the Citizen Scorecard

— Sharing information related to districts, neighborhoods, and diverse social groups

- Preparing separate reports for the activities conducted related to those social groups, districts, and neighborhood
- Providing information in a comparable manner (comparison like budget and realized goals, and so on.)

— Development planning with a holistic perspective

- Alignment of municipality's plans with regional and national plans
- Information sharing regarding the activities that support regional development efforts

— Strengthening transparency and democratic accountability

- Live broadcasting /Streaming of municipal council meetings
- Building an archive of records of accessible and observable municipal council meetings for its citizens' use
- Sharing municipal council decisions, municipal council's commissions reports, and all related documentation with the public through a website
- Sharing Ethics Commission's reports with the public through a website
- Sharing Internal Audit Reports with the public through a website

— Annual reporting by City Councils

- Preparing and disseminating the City Council's Annual Report
- Preparing the Annual Report based on data as well as communicating any potential impacts from actions taken

— Strengthening financial transparency and accountability

- Sharing financial information that is understandable to the stakeholders
- Preparing financial reports with a budgeted and realized comparison(s)
- Communicating to stakeholders the reasons for deviations from budgeted figures
- Communicating to stakeholders action plans for improving any deviations
- Preparing and presenting financial reports whose contents compare data of the previous 3 years period
- Communicating to stakeholders important changes (increases and decreases) in comparative financial statements
- Informing stakeholders of the improvement and corrective actions regarding changes

- Sharing consolidated financial statements, including subsidiary organizations and subsidiary companies of metropolitan municipalities in comparison with the previous 3 years period
- Including all financial commitments in any offered financial information
- Preparing a Citizen Scorecard in an understandable summary fashion for stakeholders

— Sharing information on the performance of goal-based budgets

- Sharing activity-based budget and realized figures for each strategic goal
- Communicating to stakeholders the reasons for deviations from budgeted figures

— Collecting and sharing city related information

- Demographics, statistics, etc. related to the city
- Information useful for business decision making

— Sharing information with citizens about their opinions, complaints and demands

- Information sharing regarding the evaluation process of complaints and the improvement of areas based on complaint evaluations
- Monitoring citizen satisfaction level
- Building trust by providing effective solutions to complaints
- Information sharing regarding the citizen's right for information

4. Strengthening Institutional and Administrative Capacity

— Utilization of integrated quality management systems

- Implementation of a total quality management approach
- Enabling continuous learning processes

— Strengthening financial resource management

- Eliminating inefficiencies
- Increasing revenues
- Effectively using fixed assets

— Mobilizing stakeholders for common goals

- Cooperating with stakeholders
- Mobilizing stakeholders' resources
- Forming partnership platforms

— Utilization of stakeholders' views and recommendations

- Analysis of stakeholders' complaints and recommendations
- Developing improvement actions based on the analysis of complaints and recommendations
- Continuous engagement with stakeholders

DEFINITIONS

GOVERNANCE

Governance is a culture that ensures the quality of life and sustainability of this quality for all citizens[1]. The term refers to processes of decision-making and monitoring of implementation in institutions. Governance is:

- An institution's decision-making for short- and long-term goals and setting a direction,
- Monitoring these decisions based on institutional values and the proposed direction.

The concept of government then means working within the scope of authority and towards a targeted direction in accordance with institutional values.

Governance is a culture that ensures the quality of life and sustainability of this quality for all citizens.

GOOD GOVERNANCE

Trust is the essence of good governance. Institutional success and benefits created by an institution are possible only when stakeholders trust in the institution. Trust is also important for access to common resources and ability to use the resources of others. A culture of good governance is shaped by the principles of consistency, responsibility, and responsiveness, accountability, fairness as well as the actions of inclusiveness, transparency, effectiveness and efficiency, and representation and participation. Once such a culture is adopted, the governing processes of an institution are marked by:

- Fair and inclusive assessment of the needs and demands of all relevant stakeholders in a way,
- Responsible, fair, and participatory resource allocation and decision-making way,
- Sharing the reasons underlying the decisions, expected outcomes, and the results after implementation with the public in such an understandable way for stakeholders that is transparent and data-driven,
- Accountability to the public for decisions, activities, and all relevant processes and outcomes,
- Measurement and evaluation of the effectiveness and efficiency of decision-making processes,
- Substantive interaction and cooperation with stakeholders,
- Openness for institutional learning and continuous improvement,
- Development of an integrated and consistent approach to institutional functioning.

1 Yılmaz Argüden, *Keys to Governance* (London: Palgrave Macmillan, 2011), xi.

PRINCIPLES OF GOOD GOVERNANCE

Consistency: Refers to consistency amongst the plans, goals, decisions, and activities over time. This principle further entails harmony and collaboration with intra-organizational stakeholders, lower- and upper-level governments, national policy documents and goals, and international vision and roadmaps. As such, consistency enables institutions to evaluate their own development, detect weaknesses, then take necessary actions for improvement, and ensure the predictability of future decisions and activities by stakeholders.

Responsibility and Responsiveness: Signifies that institutions pay attention to the interests and expectations of all stakeholders, the environment, and future generations when making decisions, allocating resources, and conducting activities. Therefore, while the principle of responsibility and responsiveness ensures meeting the needs of different social groups effectively and timely, it also achieves the sustainability of the values and benefits it generates.

Accountability: Refers to the answerability to citizens and laws for the use of public resources. It requires decision makers to provide the public with accurate and complete information on their decisions and use of resources. It is practiced through the mechanisms of checks and balances that aim at evaluating relevant activities in terms of responsiveness to citizens and compliance with laws.

Fairness and Inclusiveness: Means that needs and demands of different social groups are considered when decisions are made and implemented, and resources are utilized. Therefore, this principle ensures access to service provision by all segments of the society in accordance with their needs. Fairness and inclusiveness promote trust between citizens and their institutions.

Transparency: Refers to the availability of lucid, accurate, and complete information for all processes of decision-making, implementation, resource use, and for their effects by all stakeholders and the public. As such, transparency allows monitoring and evaluating institutions. This concept is a prerequisite for accountability and trust between citizens and institutions.

Transparency allows monitoring and evaluating institutions, and is a prerequisite for accountability and trust between citizens and institutions.

Effectiveness and Efficiency: Targets the best possible and intended outcome without wasting resources. Implementing these principles means that activities result in the expected effect, and that the predicted timeline and resource allocation are achieved.

Representation and Participation: Means that all stakeholders, particularly citizens and civil society, participate in the planning and decision-making processes in

a meaningful way. This principle requires that stakeholders be informed for all processes, from agenda setting to the assessment of results, can produce an effect and contribute to the processes, and have access to all relevant information. A genuinely participatory process provides the authority with various opinions and ways that ensure effective decisions through available information, opportunities, and policy goals. Meaningful participation means that:

- All stakeholders are informed of the topic and agenda before the participatory activity,
- Participation occurs through interactive tools and symmetric flow of information between the authority and civil participants,
- Stakeholders are informed as to the kind of decisions taken, the particular preferences and underlying rationales constituting the basis of any decision making,
- Public information is released post implementation regarding the achievement of the intended outcomes, implementation,
- Participatory mechanisms regularly work throughout all the process, and opinions are voiced and considered as well as in terms of improving participation.

Meaningful participation ensures the richness of ideas, supports effective and efficient planning and resource allocation, and therefore increases the quality of decision-making.

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PROCESSES

A culture of good governance can be realized through practicing the principles of good governance during different processes of governing.

Agenda Setting and Decision-Making: Refers to the processes by which a topic, need, or demand is put on the agenda of decision makers and then how relevant decisions are undertaken.

Resource Utilization: Refers to the processes that resources are created, allocated, and used in any action of governing, from agenda setting and service provision to evaluating results and goal setting for improvement.

Implementation: Refers to the processes that activities are conducted, investments made, and services provided to different social groups.

Institutional Functioning and Capacity: Refers to the processes belonging to institutional structure, capacity, and operational functions; all these are assessed and improved.

INSTITUTIONAL LEARNING CYCLE

Institutional learning means that the improvement of institutional knowledge and performance are based on practice and experience to develop institutional capacity, functioning, and goals.

Institutions can measure, compare, and utilize resources to improve their capacity and performance when they develop an integrated and data-driven approach. Through such an approach, they become resilient to changing circumstances and potential risks while the benefits incurred increase and become more inclusive.

A culture of good governance is also a part of institutional learning that can be experienced in and through three different steps of a continuous learning cycle.

A culture of good governance is also a part of institutional learning that can be experienced in and through three different steps of a continuous learning cycle.

Structure and Direction: Refers to structures or structural frameworks that enable practicing good governance principles. Institutions operate in accordance with the direction and goals set by these structural elements.

Deployment: Refers to the implementation of activities that practice the culture or a specific principle of good governance. Examples of the phases of deployment are the meetings of ethics commissions, the implementation of the decisions taken in the meetings, or of a service provision based on the earlier planning and decision-making steps.

Measurement and Evaluation: Refer to all kinds of activities of measurement and evaluation based on data collection, reporting, and analysis that aim at good governance and quality in all governing processes. These activities occur at any time, from goal and agenda setting to the implementation and evaluation of its effects and impact.

METROPOLITAN **MUNICIPALITY GOVERNANCE** SCORECARD

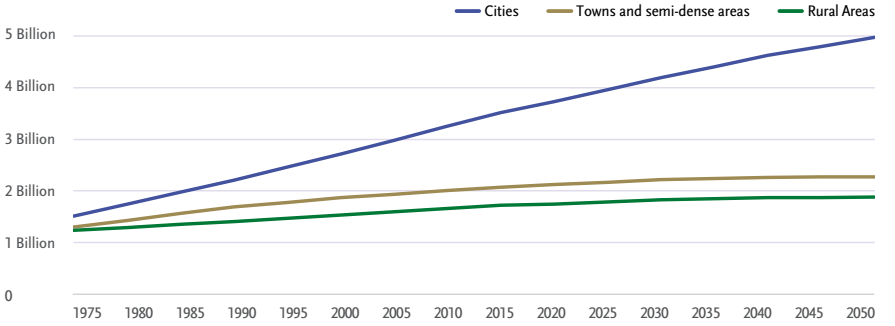
INTRODUCTION

Urbanization in the World and the Increasing Importance of Metropolitan Cities

Local governments and cities have increasingly become key players for strengthening democracy, supporting sustainable development, and improving the welfare of their inhabitants. Cities are in the forefront of solving current and future problems, shaping the future of the planet due to rising urban population and accelerating urbanization. 55% of the world's population are based in cities according to 2020 data[1]. Furthermore, more than 80% of the economic value created in the world is created in urban areas[2]. Migration from rural areas to urban areas has increased since the beginning of the 20th century. Nowadays this population movement has reached a level that could be called the "urbanization of planet"[3].

About 70% of greenhouse gasses are originated from cities and about 90% of the urban population breathes polluted air[4]. It is expected that approximately 5 billion people will be living in cities by 2050. An OECD study shows that about 65% of SDGs cannot be achieved without involvement of local governments[5]. Therefore, it could be said that the future of the planet will be shaped by cities. Cities influence people's life and the planet's future through environmental, social, and economic effects.

Population by Type of Area, 1975–2050



Source: OECD, https://www.oecd.org/cfe/cities/Cities-in-the-World-Policy-Highlights.pdf

Central and local governments thus need to be strengthened and encouraged to behave in an agile manner for effectively dealing with problems on ecological, social, economic, and technological issues through a democratic perspective. Central and local governments are obliged to solve current and future problems.

1 OECD/European Commission, *Cities in the World: A New Perspective on Urbanisation* (Paris: OECD Publishing, 2020), https://doi.org/10.1787/doefcbda-en.

2 World Economic Forum, Arup and AlphaBeta, *BiodiverCities by 2030: Transforming Cities' Relationship with Nature* (World Economic Forum: 2022), https://www3.weforum.org/docs/WEF_BiodiverCities_by_2030_2022.pdf.

3 Neil Brenner. "Debating planetary urbanization: For an engaged pluralism." *Environment and Planning D: Society and Space* 36 (2018): 570–590.

4 https://unstats.un.org/sdgs/report/2022/The-Sustainable-Development-Goals-Report-2022.pdf

5 https://www.oecd.org/about/impact/achieving-sdgs-in-cities-and-regions.htm

Also, they must foresee potential risks and be ready for future needs. To achieve these goals, such governments need to gain the trust of citizens, civil society, the private sector, media, and academia. Enabling effective participation and cooperation of these stakeholders in an inclusive manner to critical processes (such as decision-making processes) is a requirement for a democratic, inclusive, and effective governance approach. However, representative democracy and bureaucratic public administration have fallen short of finding solutions to 21st century problems[6]. Trust and support of the society can now be gained by implementing participatory democracy and good governance principles. The implementation of a participatory and cooperative decisions making approach by local governments would make decisions more inclusive, fair, effective and citizen centric. To reach these desired goals, different perspectives, expertise, and resources must be mobilized.

The implementation of a participatory and cooperative decisions making approach by local governments would make decisions more inclusive, fair, effective and citizen centric.

The awareness regarding sustainable development, the protection of environment, has been gaining importance where cities play an important role. Everyday actions and decisions taken by local governments impact far beyond the local level, to the global one. The importance of local governments has increased due to rising awareness on sustainability and global mega trends. The local government's responsibility has grown as well. The widening of local government services is related to their increasing importance and responsibility. A good example is the broad spectrum of issues that local governments were required to address throughout the Covid 19 pandemic. Yet other examples are the actions taken by local governments to find solutions for recycling, energy efficiency, and alternative transportation solutions. Thus, it can be said that the effects and responsibility of local governments on citizens increase daily.

Democracy and the development of the quality of life must be analyzed on an urban level since about 50% of the world population lives in cities and cities are responsible for most of the economic activity as well as ecological impacts. The United Nations and European Union classify cities according to population intensity[7]. According to the above classification, a region can be identified as a city if its population intensity is 1.500 person per km² and if the population of the city center is 50.000. This classification defines a metropolitan city as a region that includes close locations which are economically integrated to the city. There are 1934 metropolitan cities worldwide that have populations of more than 300,000 and 2,59 billion people live in these cities in total according 2020 statistics[8].

As of 2021, approximately 78% of the population lives in metropolitan cities in Türkiye, a number higher than the global average[9]. That is to say, most of Türkiye's population lives in metropolitan cities when compared to the world demographics.

6 Fung Archon, Erik Olin Wright, Rebecca Abers. *Deepening Democracy: Institutional Innovations in Empowered Participatory Governance* (London: Verso, 2003).

7 https://ec.europa.eu/eurostat/documents/3859598/12519999/KS-02-20-499-EN-N.pdf

8 https://unhabitat.org/global-state-of-metropolis-2020-%E2%80%93-population-data-booklet

9 Turkish Statistical Institute, Address Based Population Registration System, https://www.tuik.gov.tr.

Population	Number of Metropolitan Cities
300 thousand–1 million	1,355
1–5 million	494
5–10 million	51
10 million+	34

Source: UN Habitat, https://unhabitat.org/global-state-of-metropolis-2020-%E2%80%93-population-data-booklet

Metropolitan cities thus need to be considered as important urban centers due to the economic value created, their population size, and consequential environmental degradation caused. Metropolitan local governments could be considered as a fundamental public body in urban areas. Each metropolitan local government needs to be considered as an important actor in implementing good governance principles, as well as democratic processes and development activities. The implementation of a more democratic, inclusive, fair, effective governance approach by metropolitan local governments would enable a sustainable planet and its cities as well as attaining wellbeing and equality goals.

Sometimes democracy and governance are considered as separate perspectives. However, democratic institutions are expected to implement good governance principles. In other words, democratic governance must go hand in hand with the implementation of good governance principles. Such an approach is crucial for strengthening public sector capacity for the development, deepening, and amplifying of democratic practices in society[10].

Implementing democratic governance in line with good governance principles is a requirement for social and economic development in cities and the protection of the environment as well[11]. The implementation of local good governance, citizen participation, and financial transparency in local governments improves the quality of life according to the several research findings[12]. City governments that can identify important risks and opportunities, and effectively manage their decision-making processes and resources are able to find solutions for current and future problems.

10 Pippa Norris, *Making Democratic Governance Work: How Regimes Shape Prosperity, Welfare, and Peace* (Cambridge: Cambridge University Press, 2012). doi:10.1017/CBO9781139061902.

11 OECD, *Cities for Citizens: Improving Metropolitan Governance* (Paris: OECD Publishing, 2001), https://doi.org/10.1787/9789264189843-en.

12 Ana Cárcaba vd., "How Does Good Governance Relate to Quality of Life?" *Sustainability MDPI* 9, no.4 (2017): 1-16.

Metropolitan Municipality and Strengthening Good Governance Practices

Metropolitan cities are governed by democratically elected representatives. Metropolitan municipalities are responsible for improving the quality of the lives of citizens and enabling sustainable development. These two goals must be placed at the core of each policy and in each plan and each activity performed by the metropolitan body. The performance evaluation of the body will be conducted according to these two goals.

Metropolitan municipalities are responsible for improving the quality of the lives of citizens and enabling sustainable development.

Discussions on metropolitan municipalities and democratic good governance principles have been held for quite some time[13]. These discussions focus on central and local government relations, the distribution of authority between institutions, coordination between institutions, institutional structures, and deployment of resources.

Each country's metropolitan municipal government structure depends on its history, as well as geographical and social characteristics. However, some common characteristics can be defined for public institutions based on fundamental principles of democratic practices and good governance principles. This approach enables measurement, comparison, and supports the continuous development of the implementation of good governance principles in metropolitan municipalities.

- **Public good:** Civil servants and elected politicians must work towards the satisfaction of needs, demands, and expectations of citizens and the improvement of social, environmental, and economic conditions of cities in the short, medium, and long-term(s).
- **Legitimacy based on accountability and representation:** The legitimacy of a municipal body can be ensured if council members are democratically elected, elected politicians and civil servants are accountable to the stakeholders, and all activities are performed according to the rule of law.
- **Utilization of public resources:** Municipal revenues are collected through taxes, transportation costs, and rents from municipal assets.
- **Civil servants:** Municipal employees are public officials. These public officials are responsible for conducting their activities according to regulations. All activities are subject to audit.
- **Conducting operations according to regulations:** Metropolitan municipalities' establishment, organizational structure, and operations are formed based on regulations.

13 Daniel Kübler, "Governing the Metropolis: Towards Kinder, Gentler Democracies," *European Political Science* 11, no.3 (2012): 430–445.

- **Operating based on clearly defined processes:** Metropolitan municipalities operate based on clearly defined processes and serve for public good. These processes are listed as:
  - **Political/democratic decision-making processes:** Decisions regarding the main goals, plans, and activities made by political actors. The municipal council is responsible for the achievement of these goals and activities.
  - **Organizational processes:** Municipal officials are responsible for the implementation of decisions undertaken by the municipal council. Procedures and codes for practices guide the implementation of decisions, plans, and activities.
  - **Financial processes:** Resources have been utilized for decisions, plans, and activities based on the budget. Implementation activities have been monitored and reported.

These characteristics allow stakeholders to monitor metropolitan municipalities according to the implementation of good governance principles and are based on data. Answers to the following questions can be found:

- How and where have the public resources been utilized by decision makers?
- What is the quality of organizational structure, operational processes, and organizational practices according to good governance principles?
- What is the level of trust in metropolitan municipalities by citizens?
- Where, when, and how much stakeholder participation has been encouraged?
- Are the activities of metropolitan municipalities conducted with a focus on improving the quality of life and sustainable development?
- How inclusive are the investments, services, and projects conducted by metropolitan municipalities?
- How much have the needs, demands, and expectations of disadvantaged groups been satisfied?
- What are the activities performed by metropolitan municipalities as to capacity development? How much has been spent for capacity development?
- What are the cooperation and coordination areas that are implemented with civil society, the private sector, and academia?

These sample questions are useful for analyzing the quality governance structures and practices of metropolitan municipalities rather than measuring their performance.

These sample questions are useful for analyzing the quality governance structures and practices of metropolitan municipalities rather than measuring their performance. Good governance is related to the level of trust and satisfaction

between metropolitan municipalities and citizens. Good governance in the public sector ensures trust between governing bodies and governed citizens. Good governance in the public sector can be enabled by the adoption of good governance principles in structuring organizations and in implementation processes. Good governance principles are:

Good governance is related to the level of trust and satisfaction between metropolitan municipalities and citizens.

- Consistency
- Representation and Participation
- Accountability
- Fairness and Inclusiveness
- Transparency
- Effectiveness and Efficiency
- Responsibility and Responsiveness

Each principle solely and collectively, in interaction, encourages improved trust between citizens and metropolitan municipalities and satisfaction with the metropolitan municipality. Principles also enable the effective utilization of public resources for the common good and interest. Metropolitan municipalities can form fruitful cooperative structures with private sector, civil society, and academia based on improved trust.

Strengthening the good governance culture in metropolitan municipalities would help to create institutions where the capacity of the organization is continuously developed, innovation is supported, public resources are effectively utilized, effective and evidence-based decision-making is a norm.

These institutions would be able to design their services based on data and meaningful stakeholder engagement. In order to understand the importance of implementing good governance practices, the responsibilities of metropolitan municipalities regarding different policy areas should be shared.

The content of this list may have minor differences between countries, yet these responsibilities belong primarily to metropolitan municipalities in general. Strengthening governance practices would help to better identify risk and opportunities and to find solutions for existing and future challenges in an inclusive and effective manner through a sustainable development perspective.

Policy Areas	Main Functions
Ecological Policy	Environmental protection and waste management
	Animal welfare
	Animal sheltering
	Forestation
	Protection of agricultural land and water basins
	Risk analysis
	Contingency planning for disaster
	Dealing with climate change
	Energy saving and efficiency
Urban Development Policy	Decisions regarding the utilization of fields
	Zone planning
	Urban development planning
	Building urban infrastructure and maintenance
	Protecting cultural heritage and natural habitats
	Building sewage, water, and energy infrastructure and their maintenance
	Transportation infrastructure and services
	Smart city transition
Democratic and Social Policy	Democratic participation and right to the city
	Cooperation and partnerships with civil society, the private sector, and academia
	Social support
	Psychological support
	Providing services for disadvantaged groups (children, women, immigrants youth, the disabled, elderly, homeless, poor,)
	Providing medical screening and healthy living conditions
	Building cultural centers and supporting cultural and artistic activities
Economic Policy	Development of economic activities
	Occupational skills training
	Supporting agriculture and husbandry
	Supporting entrepreneurship
	Providing incentives and support for investments
Institutional Policy	R&D and innovation
	Strengthening the utilization of technology
	Improving fiscal management capacity
	Capacity development in a systematic manner

Strengthening governance practices would help to better identify risk and opportunities and to find solutions for existing and future challenges in an inclusive and effective manner through a sustainable development perspective.

Main Aim and Goals

The implementation of good governance principles becomes increasingly important in administering metropolitan cities. Measuring the quality of implementation of good governance practices in metropolitan municipalities would help to improve governance quality, improve quality of life, and ensure a sustainable future. Although some tools do exist for analyzing metropolitan cities, none of these tools have citizen centric and holistic perspectives and/or are based on the evaluation of governance processes. The evaluation criteria of these tools are based on purely external evaluations. We as Argüden Governance Academy have developed the Metropolitan Municipality Governance Scorecard (MMGS) Model to analyze the governance quality of metropolitan municipalities so as to help strengthen governance quality and improve the trust of citizens in metropolitan municipalities. This model could be considered as a global innovation for measuring metropolitan governance quality.

See: Appendix B. International Approaches, page 136

The first Municipality Governance Scorecard (MGS) was developed in 2018. This model was created for global use and the first implementation of the model was realized through an analysis of İstanbul District Municipalities based on 227 indicators. This project has been considered as a best practice by both UN[14] and OECD[15]. Similar to the MGS, the MMGS has been developed to analyze the different processes of municipal governing in an evidence-based manner from a governance perspective through a citizen centric approach.

MMGS has been developed to analyze the different processes of municipal governing in an evidence-based manner from a governance perspective through a citizen centric approach.

For both projects, data was collected mainly from publicly available digital media sources provided by municipalities themselves. Each municipality's score highly correlated with quality, coverage, and depth of provided data. Municipalities are required to communicate any and all information regarding activities that use public resources, according to the citizen centric public governance approach and regulations. Data collection methodology has been determined based on the above approach.

However, in order to adapt the model to evaluate metropolitan municipalities' governance practices, the original model's perspective has been widened. MMGS has been thus expanded with new indicators based on the following approaches and perspectives:

- Citizen Centric Public Administration Approach
- Council of Europe Good Governance Principles and Indicators of European Label of Governance Excellence (ELoGE)
- UN Sustainable Development Goals

14 https://sdgs.un.org/partnerships/municipality-governance-scorecard

15 https://oecd-opsi.org/innovations/municipality-governance-scorecard/

- OECD Wellbeing Indicators
- EFQM 2020 Model
- National Regulations and Policy Documents
- International Policy Frameworks, Roadmaps, and Benchmarks
- Local, Regional and Industry based Development Plans

The MMGS model is useful for monitoring metropolitan municipalities' activities, processes based on governance perspective by citizens. Citizens will be able to understand:

- How representatives have exercised the authority granted to them by electoral processes,
- How and where resources have been utilized,
- The reasons for the conduct of certain activities,
- How they can engage with municipalities to communicate their needs, expectations, and demands.

The MMGS model also enables metropolitan municipalities to improve their governance practices and disseminate governance culture in their organizations. The improvement perspective focuses on structures, processes, and activities conducted by municipalities.

The MMGS model supports building trust between metropolitan municipalities and civil society, business, and academia. Trust would enable metropolitan municipalities to form partnerships with these stakeholders. MMGS helps improving coordination and cooperation between the central government and metropolitan municipalities with an evidence-based evaluation approach.

Finally, it could be said that the MMGS model would guide metropolitan municipalities in their journey for improving the quality of life and supporting sustainable development efforts in their regions.

The main aim of the MMGS model is to strengthen democracy and to support metropolitan municipalities in their activities and policies for improving the quality of life and sustainable development efforts on regional, local, and global levels.

MMGS needs to be considered as a tool for measuring and evaluating the governance quality of metropolitan municipalities where this tool will guide municipalities in their improvement efforts.

MMGS needs to be considered as a tool for measuring and evaluating the governance quality of metropolitan municipalities where this tool will guide municipalities in their improvement efforts.

The goals for MMGS:

- Serving to the monitoring of metropolitan municipalities' policies, plans, and activities by civil society organizations and citizens regarding how the authority and resources have been utilized,
- Identifying governance processes to be improved by metropolitan municipalities,
- Supporting metropolitan municipalities regarding the utilization of resource(s) in an inclusive, effective, and sustainable manner,
- Building a trust-based environment where cooperation between metropolitan municipalities and civil society organizations, business, and academia could be enabled,
- Improving citizen satisfaction with their municipality and ensuring responsiveness to the needs and demands of citizens,
- Supporting participation and engagement of citizens in the decision-making processes of metropolitan municipalities,
- Supporting the building of trust between municipality and stakeholders.

The ability to monitor public institutions, in our case--metropolitan municipalities, by citizens is a prerequisite for democracy and the implementation of a good governance approach. Monitoring activities of elected politicians and civil servants is an insurance policy for effective democratic governance. Nowadays representative democracy has some setbacks in dealing with fast changing problems and rising expectations with limited resources. The participation of citizens in decision-making processes improves the municipality's capability of dealing with challenges. Such inclusiveness would also encourage public institutions to produce effective and efficient solutions. Monitoring could also help in building trust between parties.

The participation of citizens in decision-making processes improves the municipality's capability of dealing with challenges.

The MMGS model considers metropolitan cities as governance areas and metropolitan municipalities as governance actors. It should be underlined that metropolitan city governance responsibility does not only belong to metropolitan municipalities. This responsibility has been distributed to different public institutions. Central government officials and representatives also possess some authority on metropolitan city governance as well. District municipalities and mukhtars, i.e., popularly elected heads of neighborhoods, have some lower-level responsibilities in governing the city. Therefore, it could be said that strengthening democracy and sustainable development efforts as well as improving the quality of life in metropolitan cities could be achieved by cooperation and coordination

between public institutions. Furthermore, metropolitan municipality governance is directly or indirectly affected by business, civil society organizations and academia through research and socioeconomic activities, and advocacy for disadvantaged/vulnerable societal groups. As such, coordination, and cooperation horizontally amongst public institutions and offices at different levels, and vertically between metropolitan municipalities and civil society organizations, business and academia would improve governance quality in metropolitan cities.

Our main goal is to support the achievement of a sustainable future, improving wellbeing, and the effective utilization of resources through metropolitan municipalities. We believe that this goal will serve for a common interest of a better world. We hope this model will be evaluated as a useful one by metropolitan municipalities and stakeholders, not to mention its citizens.

Our main goal is to support the achievement of a sustainable future, improving wellbeing, and the effective utilization of resources through metropolitan municipalities.

OUR MODEL

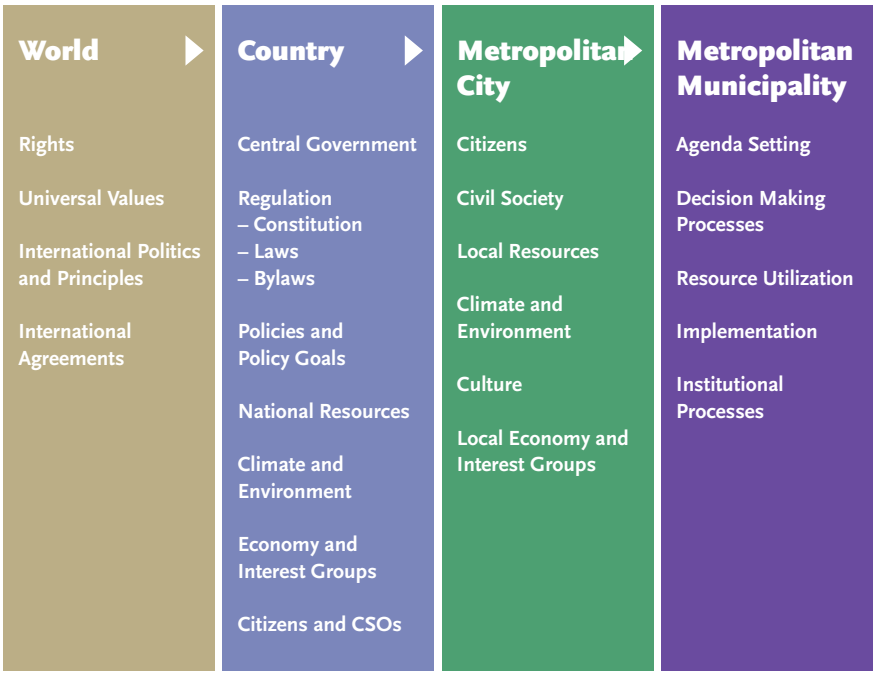
Argüden Governance Academy has developed the Metropolitan Municipality Governance Scorecard Model (MMGS) to measure and evaluate the quality of the implementation of good governance practices and support the continuous development and learning capability of metropolitan municipalities. The motives behind development, the development process, and content of the model will be explained in this section. It should be clarified that the model is neither a performance measurement tool for mayors and metropolitan municipalities nor is it a measurement tool for the satisfaction of citizens. The main aim of the model is to improve trust between citizens and metropolitan municipalities as well as support sustainable development and the municipalities' efforts towards improving the quality of life based on good governance culture.

The model focuses on evaluating the implementation of good governance practices, goals, structures, decision making mechanisms for planning, resource utilization and systems for effective service delivery in metropolitan municipalities through a citizen's perspective. One other goal of the model is to provide a tool for metropolitan municipalities, civil society organizations, and other stakeholders to bolster metropolitan municipalities in the improvement of good governance practices and culture in their organizations. The model is also a tool for the oversight of the right to the city by citizens. Trust in the municipalities could be improved by utilization of this model since it would allow the identification of areas of improvement by all stakeholders' perspectives. The model aims at encouraging the cooperation and collaboration of civil society organizations, academia, and business with metropolitan municipalities in their efforts to improve sustainable development and quality of life in a region.

The model focuses on evaluating the implementation of good governance practices, goals, structures, decision making mechanisms for planning, resource utilization and systems for effective service delivery in metropolitan municipalities through a citizen's perspective.

MMGS can be an innovative global model for evaluating the quality of governance practices of metropolitan municipalities all around the world. The model has been developed to be used worldwide by other metropolitan municipalities. Publicly available information provided by metropolitan municipalities is used to measure quality of good governance practices in those institutions. The model could be easily applicable by citizens. This model aims to understand the quality of the current governance culture and practices of metropolitan municipalities; then the model guides and encourages these institutions to improve their governance practices in required fields based on the evaluation of findings. The model has been tested in Türkiye in 27 metropolitan municipalities. The findings assert that the model is effective. For implementation in other jurisdictions, some refinements and adaptations may be required.

As it is shown in the diagram below, metropolitan cities must be considered from a global perspective. Metropolitan cities are affected by environmental, social, and economic challenges while they affect environmental, social, and economic issues as well. All these issues interact. These Interactions have been affected and shaped by local conditions, national governments, national institutions, economic and social actors, and multilateral institutions.



If these complex interactions are understood and analyzed, findings that will guide in the improvement of the quality of governance in metropolitan cities, could be very helpful for better managing risks and benefiting opportunities.

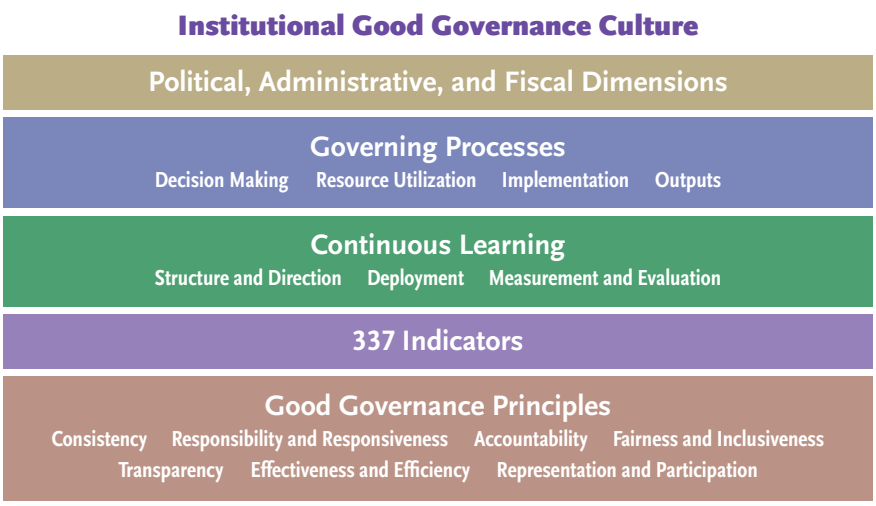
Characteristics of the Model

The quality of life could be improved through investments in environmental, social, economic, and other important physical infrastructures as well as designing and implementing sustainable development policies. Implementing inclusive policies could help deal with poverty and inequalities and build societal trust. From democratic, administrative, and fiscal perspectives, metropolitan municipalities are one the leading players of the city. Improving the quality of life and supporting sustainable consumption relate to the implementation of good governance culture and practices in metropolitan cities.

Improving the quality of life and supporting sustainable consumption relate to the implementation of good governance culture and practices in metropolitan cities.

There are some tools for measuring the quality of governance in cities in the world. However, these tools do not necessarily measure governance quality based on governance principles and through a citizen perspective. The MMGS model has thus been developed to measure governance quality through organizational structuring, processes, and implementation of governance practices. The model cannot be used for measuring the overall performance of metropolitan municipalities. The quality of governance and performance of institutions are different concepts. Institutional performance can be measured based on achievements on predetermined goals by related stakeholders. Governance quality is one of the foundational stones of good performance through its ability to provide a guide on how to perform decision making and activities to be successful. The MMGS Model focuses on decision making processes, resource utilization approach, institutional capacity, and the implementation of decisions.

See: Appendix B. International Approaches, page 136



Governance is related to the quality of decision-making, resource utilization, institutional capacity, and implementation processes in a holistic and process-based manner. Trust by stakeholders is affected by governance quality. Conducting internal and external processes of participation, cooperation, and collaboration by municipalities improves the trust of stakeholders and supports effective and efficient resource utilization.

Governance is related to the quality of decision-making, resource utilization, institutional capacity, and implementation processes in a holistic and process-based manner.

The structure and operational processes of metropolitan municipalities require a detailed analysis to measure and evaluate governance quality. Metropolitan municipalities are public institutions operating through political, administrative, and fiscal dimensions. Metropolitan municipal (political dimension) council members, for example, are elected. The municipal council makes fundamental

decisions and ratifies plans. These decisions and plans are implemented through administrative processes. Resources are utilized to implement administrative processes by related departments by applying resources (such as financial resources, human resources, technology, and so on). Each department is responsible for an identified area of operations. Internal structures define the goals and direction of metropolitan municipalities. These goals and directions are reflected in strategic plans and performance programs. All departments perform activities in their area of responsibility in planning implementation. All investments, services, and projects constitute parts of the implementation of these plans. Implementations produce outputs. All outputs are evaluated by the institution and by all stakeholders. Institutional performance and fiscal performance are measured according to key performance indicators defined in strategic plans. Citizen satisfaction surveys are conducted to measure the perception of the stakeholders regarding the performance of the municipality. All the above processes could be considered under the decision-making – resource utilization – implementation – outputs loop. These four processes influence institutional capacity in addition to political system, economic and social conditions.

Integrated strategic planning and strategic management perspective are at the core of the model. Citizens consider strategic plans as overly technical documents. However, a strategic plan is prepared by making a detailed current state analysis (understanding the capabilities of the institution when starting the journey) and defining the vision (where the region will be at the end of the planning period) as well as a road map to reach identified goals. It is a holistic picture of today and the future. Metropolitan municipalities perform activities to reach identified goals in these plans and use the budget allocated in these plans to do so. Performance of the metropolitan municipality with respect to key performance indicators is later reported to stakeholders in a data-based manner.

The MMGS model is based on an intuitional, integrated, and analytic framework to measure the quality of governance in metropolitan municipalities. The indicators of the model have been determined by considering the following factors: political, administrative, and fiscal dimensions, and institutional and strategic planning processes.

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Integrated Strategic Management Approach

The model targets an examination of these dimensions and processes in accordance with good governance principles, integrated governance, and citizen centric public governance perspectives. Based on this approach, we developed 337 indicators for 7 good governance principles, 4 institutional processes and 3 steps for institutional learning.

MMGS Model is based on 337 indicators for 7 good governance principles, 4 institutional processes and 3 steps for institutional learning.

Seven good governance principles are:

- Consistency
- Responsibility and Responsiveness
- Accountability
- Fairness and Inclusiveness
- Transparency
- Effectiveness and Efficiency
- Participation and Representation

Four Institutional processes are:

- Agenda setting /Decision-making
- Resource utilization
- Implementation/Service provision
- Institutional functioning/capacity

Three steps of institutional learning are:

- Structure and direction
- Deployment
- Measurement and evaluation

The Model's Focus Areas and Issues

Indicators reflect different policy and service areas. As such they can be categorized based on topics that are affected by good governance. Such a categorization can show us which policy development areas and service delivery processes will be improved by good governance. The table below summarizes how the goals and related indicators of MMGS are connected with certain policies and services.

Aim	Category of Indicators	Focus Areas of Indicators

Quality of Life and Sustainable Development	• Development
	• Health
	• Environment
	• Secure living
	• Participation
	• Social policy
	• Housing
	• Employment and Income
	• Personal development and wellbeing
	• Stakeholder engagement
		• Alignment with SDGs
		• Alignment to national, regional, and sectoral plans
		• Children, women, disabled, etc. Disadvantages/fragile groups
		  • Activities for protection, support, strengthening and guidance
		  • Social policies
		• Relations and engagement with civil society organizations and other stakeholders
		• Environmental policies (Climate change, energy efficiency, protection of water resources, sea, land, forests, biodiversity, dealing with waste, etc.)
		• Regional development
		  • Urban and rural development
		  • Investments to city
		  • Employment
		  • Tourism
		• Protection of cultural heritage

Inclusive and Meaningful Participation	• Participation areas • Stakeholders • Participation processes • Participation tools and means • Informing stakeholders before participation and giving feedback to stakeholders after participation	• Preparation of strategic plan • Identification of services and activities • Public meeting day • Reaching out to mayor and municipal council members • Digital tools (web site, mobile apps, etc.) • City councils • Civil Society Organizations • Mukhtars (popularly elected heads of neighborhoods) • Business and labor unions • Academia and Research Institutes

This table summarizes how the goals and related indicators of MMGS are connected with certain policies and services.

Aim	Category of Indicators	Focus Areas of Indicators

Open and Transparent Information Sharing	• Transparent, accountable integrated governance
	• Fiscal governance
	• Evidence based governance
	  • Information regarding administrative processes
	  • Information regarding the city
	  • Financial information
	  • Performance related information
		• Content of Strategic Plan, Annual Report, Performance Programs, and other documents
		• Right to information
		• Reporting complaints and demands and reporting these complaints and demands are handled
		• Information and data sharing in comparative manner
		• Financial information sharing in a consolidated manner (preparing consolidated financial including subsidiary organizations and subsidiary companies)

Institutional Capacity	• Integrated governance • Institutional learning • Continuous development • Sound financial management • Integrated policy making process considering short, medium, and long-term • Internal/external cooperation and coordination with stakeholders	• Alignment with central and regional policy documents and plans • Coordination with districts • Institutional development • IT processes and technology • Human resources • Performance management • Quality management systems • R&D and innovation activities • Resource development • Monitoring and evaluation processes

The quality of life could be improved by implementing sustainable development and inclusive policies.

The quality of life could be improved by implementing sustainable development and inclusive policies. Both implementing sustainable development and inclusive policies could be achieved by improving good governance practices in public institutions. Understanding risks and expectations, designing inclusive social policies could be achieved by collecting data, making evidence-based decisions, engaging with stakeholders in a continuous manner and efficiently utilizing resources. Metropolitan municipalities must utilize their authority and resources in an inclusive manner according to good governance culture. Early detection of environmental and social risks could be achieved by implementing an inclusive, participatory, and evidence-based decision-making approach. Such an approach would improve the quality of decisions made. If impact assessments regarding current and future impacts are conducted before decision-making, such an approach could help prevent future risks or help better manage those risks in the future and improve benefits. Such a decision would enable the consideration of needs, demands, and expectations of disadvantaged and fragile groups and also

would help achieve effective and inclusive resource utilization. Collecting data for measuring the performance of activities, processes, and outputs of metropolitan municipalities would enable institutions to evaluate themselves in comparison with previous periods (years, quarter, months), other institutions, and KPIs. This evaluation perspective would help identify improvement areas which would lead to a cycle of continuous development. This sort of development would enable realizing the mission and vision of a metropolitan municipality, an outcome that could lead to sustainable regional development and improvement of quality of life in the region.

The MMGS model, developed by Argüden Governance Academy, aims to strengthen good governance practices in metropolitan municipalities to enable improvement in quality of life and sustainable development.

The MMGS model aims to strengthen good governance practices in metropolitan municipalities to enable improvement in quality of life and sustainable development.

Approaches Used in the Development of the Model

Several approaches have been considered in the development of the model. Good governance principles guided the identification of approaches. The main aim is to enrich good governance culture and principles through the contribution of these approaches. These approaches are:

Citizen Centric Public Governance Approach

Democratic public governance puts experiences, problems, needs, and expectations of citizens to the center of governance processes. This approach aims to organize policies, plans and services based on democratic participation and representation. The main aim of the approach is to achieve equality and neutrality in the presentation of and attainment of provided services. Citizens are real owners of authority and resources; therefore, the model accepts that they have the right to monitor, evaluate, participate, and receive information. MMGS enables & supports citizens to exercise their right to the city and citizenship in metropolitan cities.

Integrated Thinking Approach

Integrated thinking defines the act of considering different parts and activities of the institution in a holistic manner.[1] The holistic perspective focuses on the following issues not as separate topics or steps but as interdependent and connected parts of a whole:

- How value is created,
- What type of interaction exists between resources, stakeholders, different parts of the organization,

1 Value Reporting Foundation, *Integrated Thinking Principles: Supporting Holistic Decision-Making* (2021).

- How the created value is distributed in whole value chain,
- What are the outcomes of operations, and
- What are impacts of operations in short, medium, and long-term.

Metropolitan municipalities perform their activities based on the authority and resources provided by citizens and according to the regulations. Integrated governance suggests a holistic approach towards institutional structure, policies, plans, functioning and activities. It further requires a holistic understanding of the creation of public value.

Integrated governance suggests a holistic approach towards institutional structure, policies, plans, functioning and activities.

Good Governance Principles of Council of Europe and European Label of Governance Excellence (ELoGE) Indicators

The Council of Europe has decided to develop innovative good governance strategy at the local level. Twelve good governance principles have been identified under this strategy. The principles contain fair elections, participatory political processes, protection of human rights, sound financial management, and other issues. The Council of Europe aims to form a good governance standard for local governments. If a local government satisfies the requirements of the principles, it is then awarded with ELoGE standing/recognition. Good governance practices can be disseminated through this approach.

UN Sustainable Development Goals (SDGs) and Vision

SDGs are a vision for solving global problems on environmental, social, and economic issues until 2030. It includes 17 goals and 169 sub indicators to reach desired goals. It encourages responsive and responsible behavior. There are national plans for realizing SDGs. Good governance approach also supports SDGs. The responsibility and responsiveness principle of good governance prioritizes fostering the achievement of sustainable development efforts starting from the local to global level. Both SDGs and good governance approach support fair and inclusive improvement in education, health, equality, and income. Metropolitan municipalities have local and global impacts since they control important resources. Metropolitan municipalities affect local and global efforts for improving the quality of life and supporting sustainable development through their services, investments, and policies.

OECD Wellbeing Index

This index has been developed by OECD to measure and compare wellbeing in different countries. The index defines the factors that could affect the quality of life and how these factors can be measured. The indicators contain health, knowledge and skills, social connections, environmental quality, safety, work life balance, civic

engagement, subjective wellbeing, income and wealth, housing, and work and job quality. Some indicators relate to social factors; others, financial ones. One of the main responsibilities of metropolitan municipalities is to improve the quality of the lives of its citizens. Therefore, metropolitan municipalities need to design policies, perform activities, and provide services to improve the quality of life for citizens.

EFQM 2020 (European Foundation for Quality Management) Excellence Model

Metropolitan municipalities could achieve their goals if they function in an effective and efficient manner. Therefore, institutional capacity is very important for metropolitan municipalities. This institutional capacity needs to be continuously improved to deal with complex and changing problems. Institutional capacity is highly related to the quality of human resources, the availability of financial and technological resources. The EFQM 2020 model aims to develop institutional and administrative capacity through measuring the efficiency and effectiveness of processes. This approach is very valuable for good governance principles of effectiveness, efficiency, and consistency principles.

The EFQM 2020 model aims to develop institutional and administrative capacity through measuring the efficiency and effectiveness of processes.

National Regulations

For the application of the model in Türkiye, all metropolitan municipality related regulations have been reviewed during the development of MMGS's indicators. Mapping, the alignment of regulation with good governance principles, has been made in a detailed manner. There are some areas where the authority of metropolitan municipalities is limited. Indicators have been developed considering these limitations.

National, Regional and Sectoral Development Plans

For the application of the model in Türkiye, the National Development Plan, Different Regional Development and Sector Development Plans have been reviewed. The goals for good governance and sustainable development have been identified in these review processes. The model aims to support implementation of national and regional plans at local levels. The implementation of development plans at a local level is expected to lead the development of more effective policies and services.

Benefits of the Model

Implementation of good governance practices in metropolitan municipalities would lead the improvement of quality of life and strengthen the efforts for sustainable development. The benefits of the model are:

Implementation of good governance practices in metropolitan municipalities would lead the improvement of quality of life and strengthen the efforts for sustainable development.

- There are several articles related to the implementation of good governance principles in the regulations. The MMGS model identifies the areas of improvement for metropolitan municipalities for the implementation of good governance principles as stated in the regulations.
- The model provides a tool for citizens to monitor and evaluate metropolitan municipalities with a good governance perspective. The model strengthens a citizen centric governance approach. Monitoring and evaluating the governance performance of municipalities would help to improve trust in the metropolitan municipalities.
- Democratic practices support sustainable development and wellbeing at a local level. The model provides a framework and guide for strengthening the principles of responsibility, responsiveness, fairness, and inclusiveness for metropolitan municipalities.
- The model provides a perspective for the implementation of policies for national development and climate change, tourism, employment, and smart cities. Indicators regarding these issues guide both metropolitan municipalities and central government, where the policies need to be improved.
- The model aims to improve transparency and accountability in metropolitan municipalities by encouraging them to share correct, comparable, understandable financial information.
- The model encourages business, civil society, and other public institutions to cooperate with metropolitan municipalities for value creation.
- The model supports an integrated strategic management approach. This approach requires conducting planning and decision-making processes in a manner that is holistic, evidence based, and participatory as well as considers future impacts.
- The model encourages the design of social policies and services through preventive, protective, and strengthening perspectives.

- The model supports the implementation of evidence based and integrated policy making processes. It indicates the importance of data-based planning, service design, and institutional learning activities.

- The model also focuses on innovation and R&D activities to find solutions for problems. It also indicates the importance of collaborative problem solving with stakeholders. It has indicators for innovative processes.

The model is open for improvement and development efforts in the future. It possesses positive contributions to improve the following: stakeholder engagement processes, data-based monitoring, and evaluation of culture and processes, conducting consistent planning activities at the city level, and so on.

The model possesses positive contributions to improve the following: stakeholder engagement processes, data-based monitoring, and evaluation of culture and processes, conducting consistent planning activities at the city level, and so on.

Finally, the model has been developed to map, measure and evaluate the quality of good governance practices through a citizen perspective. The model uses publicly available information provided by metropolitan municipalities. The model aims to:

- Improve the trust and satisfaction of its citizens through the implementation of good governance principles by metropolitan municipalities,
- Support sustainable development efforts and improve the quality of life,
- Support the development of inclusive and fair policies, and
- Support the continuous development of institutional capacity through an institutional learning loop.

METHODOLOGY

The Metropolitan Municipality Governance Scorecard (MMGS) project has been implemented to evaluate good governance in metropolitan municipalities based on publicly available documents and data. Practices of good governance principles in Turkish metropolitan municipalities, areas of improvement, and good practices that can foster a mutual learning process have been analyzed. The research focuses not on the municipal performance for service provision or the consequences of municipal policies but on the development of a culture of good governance throughout different processes of local governance. The scope of research is limited to the 27 metropolitan municipalities run by elected mayors.

We define good governance as a multidimensional concept relevant to the quality of procedures of decision-making and implementation. As such, we acknowledge that the principles of good governance can be applied through different procedures and play different roles in institutional learning.

Good governance does not simply mean the application of relevant principles. It is also a part of each process of local governance and learning for metropolitan municipalities.

Good governance does not simply mean the application of relevant principles. It is also a part of each process of local governance and learning for metropolitan municipalities.

Good Governance	
Principles of good governance	Consistency
	Responsibility and Responsiveness
	Accountability
	Fairness and Inclusiveness
	Transparency
	Effectiveness and Efficiency
	Representation and Participation
Good governance in different processes	Agenda setting/Decision Making
	Resource utilization
	Implementation/Service Provision
	Institutional functioning/capacity
Good governance in institutional learning	Structure and direction
	Deployment
	Measurement and evaluation

Research Process and Measuring Good Governance

First, the relevant academic literature and international approaches were analyzed to define good governance. We then identified the duties and responsibilities of Turkish metropolitan municipalities to ensure the validity of research for the case of Türkiye. The legal and political framework, i.e., laws, regulations, and national policy documents, was examined. We assessed the mechanisms and activities in which the principles of good governance could be practiced in Turkish metropolitan municipalities. We further linked our analysis of the laws and regulations for municipalities in Türkiye with the United Nations (UN) Sustainable Development Goals (SDGs) and the OECD Better Life Index (BLI).

Based on this process, we formed 337 indicators. Although this research exclusively covers the case of Türkiye, we aimed at a generalizable research model through the link between our indicators and SDGs and BLI. In other words, while our indicators do not contradict national legislation, we also avoid forming Türkiye-specific indicators to contribute to international research on good governance.

Our research focuses not on the perception and subjective evaluation of good governance but rather, on the objective measurement of it. Therefore, we utilized information and documents in the public domain to collect data as in the following:

- Strategic plans of metropolitan municipalities (for the 2020-2024 period)
- Performance programs of metropolitan municipalities (for 2021 and 2022)
- Annual activity reports of metropolitan municipalities (for 2021)
- Websites of metropolitan municipalities
- News and information available through search engines

Our research focuses not on the perception and subjective evaluation of good governance but rather, on the objective measurement of it.

We also benefited from other official documents such as the reports of municipal financial situation and expectations, and final accounts if necessary. As such, the quality of reporting affects our findings. The data collected in this way is influenced by the institutions that publish the documents used as data sources. We did not investigate the accuracy or completeness of the reported information. However, information sharing which is based on comprehensible and comparative data increases transparency, strengthens citizens' capacity to monitor and evaluate municipalities. As such, we consider the quality of data as a requisite for good governance.

Scorecard Methodology

We built 337 indicators that represent 7 good governance principles, 4 governance processes and 3 dimensions of institutional learning. Each indicator is a question that can be answered by citizens and other stakeholders as 'true/yes' or 'false/no' based on the digital information and documents on metropolitan municipalities. A 'yes' answer corresponds to 1 point. Governance scorecards were determined by the sum of weighted scores.

See: Appendix D. Indicators, page 140

Distribution of Indicators

Based on Good Governance Principles

8%	16%	9%	25%	14%	12%	16%
Consistency	Responsibility & Responsiveness	Accountability	Fairness & Inclusiveness	Transparency	Effectiveness & Efficiency	Representation & Participation

Based on Governing Processes

30%	23%	22%	25%
Decision Making	Resource Utilization	Implementation	Outputs

Based on Learning Cycle

31%	29%	40%
Structure & Direction	Deployment	Measurement & Evaluation

We looked at the strategic plans, performance programs, annual activity reports and websites of the municipalities to answer our questions. After comparative research on pilot municipalities, we revised the indicators if necessary. We built a codebook to ensure reliability and aimed at minimizing the error due to multiple interpretations of the same indicator.

We weighted each indicator based on three dimensions: to which principle of good governance, to which governance process, and to which dimension of institutional learning the indicator corresponds. The weighting process was determined by the conceptual framework of the research and our normative preferences for good governance. While the weights of good governance principles and governance processes are almost the same within each category, evaluation and assessment are outweighed by the structure and direction, and deployment dimensions of institutional learning.

In general, scorecards tell us about the score of a municipality for the extent to which it adopts good governance. Our methodology allows for the evaluation of the overall performance from three different perspectives. While reading the scorecards, it is also possible to see the performance of a municipality for each principle of good governance or for different parts of institutional learning. For instance, municipalities with high scores are not necessarily the best in every good governance principle. Alternatively, we see that a municipality with a relatively low score can perform better in a specific area than do top municipalities in that area. We hope that a closer look at our scorecards, good practices, findings, and recommendations will help us identify areas of development for metropolitan governance and promote a culture of good governance in the future.

We hope that a closer look at our scorecards, good practices, findings, and recommendations will help us identify areas of development for metropolitan governance and promote a culture of good governance in the future.

ADANA Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE

Based on its total score for good governance, the municipality is in Tier 5 (55–64 points).

Good Governance Principles

Consistency	TIER 6
Responsibility & Responsiveness	TIER 3
Accountability	TIER 6
Fairness & Inclusiveness	TIER 6
Transparency	TIER 6
Effectiveness & Efficiency	TIER 3
Representation & Participation	TIER 5

Institutional Processes

Decision Making	TIER 4
Resource Utilization	TIER 8
Implementation	TIER 4
Outputs	TIER 5

Continuous Learning

Structure & Direction	TIER 3
Deployment	TIER 6
Measurement & Evaluation	TIER 6

Assessment of Good Governance Principles

Tier 3 (75–84 points) for **Responsibility & Responsiveness** and **Effectiveness & Efficiency**. The municipality performs these principles more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. For these principles, there is a minor area of improvement for the municipality.

Tier 5 (55–64 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle points out important areas of improvement for the municipality.

Tier 6 (45–54 points) for **Consistency**, **Accountability**, **Fairness & Inclusiveness** and **Transparency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles point out essential areas of improvement for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares its balance sheet for the previous three years period in a comparable manner.

Importance of the Practice

Sharing balance sheets for a three-year period is important for monitoring the financial performance of the municipality. Citizens are able to monitor funding trends, loans, receivables so that they can determine if a sound management decision has been implemented by the municipality.

III-Faaliyetlere İlişkin Bilgi ve Değerlendirmeler

A-Mali Bilgiler

A-Mali Bilgiler

Tablo 27: Adana Büyükşehir Belediyesi 2021 Yılı Bilançosu (Devamı)

Hesap Kodu	Pasif Hesaplar	2019 Yılı	2020 Yılı	2021 Yılı
3	Kısa Vadeli Yabancı Kaynaklar	2.443.212.808,55	2.779.661.473,74	2.605.978.611,00
30	Kısa Vadeli İç Mali Borçlar	875.219.894,15	1.090.316.568,33	817.395.303,69
300	Banka Kredileri Hesabı	133.506.897,56	208.012.958,11	162.395.477,19
303	Kamu İdarelerine Mali Borçlar Hesabı	741.712.996,59	882.303.610,22	654.999.477,19
32	Faaliyet Borçları	1.135.293.626,71	1.216.792.851,41	1.380.956.813,3
320	Bürçe Emanetleri Hesabı	1.135.293.626,71	1.216.792.851,41	1.380.956.813,36
33	Emanet Yabancı Kaynaklar	88.084.173,45	82.132.610,63	69.256.609,45
330	Alınan Depozito Ve Teminatlar Hesabı	29.624.492,97	19.675.565,25	32.956.876,28
333	Emanetler Hesabı	58.459.680,48	62.457.045,38	36.299.733,17
34	Alınan Avanslar	10218,36	0,00	0,00
349	Alınan Diğer Avanslar Hesabı	10218,36	0,00	0,00
36	Ödenecek Diğer Yükümlülükler	235.236.836,04	261.175.085,41	247.767.175,40
360	Ödenecek Vergi Ve Fonlar Hesabı	6.447.942,07	10.617.626,27	42.647.554,42
361	Ödenecek Sosyal Güvenlik Kesintileri Hesabı	644.510,25	7.742.203,14	34.866.773,2
362	Fonlar Veya Diğer Kamu İdareleri Adına Yapılan Tahsilat Hesabı	461.791,64	501.188,77	2.357.326,94
363	Kamu İdareleri Payları Hesabı	9.876.149,34	19.816.708,66	124.373.247,47
368	Vadesi Geçmiş, Ertelenmiş Veya Taksitlendirilmiş Vergi Ve Diğer Yükümlülükler Hesabı	212.005.845,74	222.497.358,57	27.773.001,80
37	Borç Ve Gider Karşılıkları	20.485.561,46	36.064.790,16	36.064.790,16
372	Kıdem Tazminatı Karşılığı Hesabı	20.485.561,46	36.064.790,16	27.773.001,80
38	Gelecek Aylara Ait Gelirler Ve Gider Tahakkukları	88.882.498,38	93.179.567,80	62.829.708,10
380	Gelecek Aylara Ait Gelirler Hesabı	2.154.863,82	2.154.863,82	2.154.863,82
381	Gider Tahakkukları Hesabı	86.727.634,56	91.024.703,98	60.674.844,28
4	Uzun Vadeli Yabancı Kaynaklar	1.604.838.969,89	1.296.871.672,19	1.267.638.242,00
40	Uzun Vadeli İç Mali Borçlar	988.174.360,39	774.222.051,71	665.813.832,07
400	Banka Kredileri Hesabı	424.576.009,68	338.266.854,83	247.174.497,32
403	Kamu İdarelerine Mali Borçlar Hesabı	563.598.350,71	435.955.196,88	418.639.334,75
41	Uzun Vadeli Dış Mali Borçlar	27.464.769,02	25.728.576,69	30.814.615,01
410	Dış Mali Borçlar Hesabı	27.464.769,02	25.728.576,69	30.814.615,01
43	Diğer Borçlar	380.041.716,79	352.238.226,20	424.633.645,36
430	Alınan Depozito Ve Teminatlar Hesabı	61.173.682,81	71.606.347,80	68.721.406,93
438	Kamuya Olan Ertelenmiş Veya Taksitlendirilmiş Borçlar Hesabı	318.868.033,98	280.631.878,40	355.912.238,43
47	Borç Ve Gider Karşılıkları	46.318.171,47	32.914.299,56	71.634.592,10
472	Kıdem Tazminatı Karşılığı Hesabı	46.318.171,47	32.914.299,56	71.634.592,10
48	Gelecek Yıllara Ait Gelirler Ve Gider Tahakkukları	162.839.952,22	111.768.518,03	74.741.558,22

Source: Adana Metropolitan Municipality 2021 Annual Report, pages 57–60

Related Governance Principles

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 10: Sound Financial Management

Principle 12: Accountability

Related SDGs and Targets

SSG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

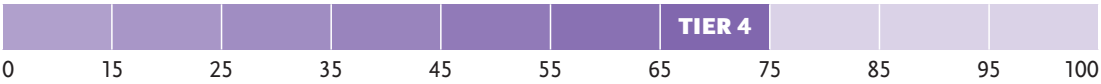
Related OECD Wellbeing Indicator

Civic Engagement

ANKARA Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 4 (65–74 points).

Good Governance Principles

Consistency	TIER 5
Responsibility & Responsiveness	TIER 2
Accountability	TIER 6
Fairness & Inclusiveness	TIER 4
Transparency	TIER 4
Effectiveness & Efficiency	TIER 3
Representation & Participation	TIER 5

Institutional Processes

Decision Making	TIER 5
Resource Utilization	TIER 5
Implementation	TIER 4
Outputs	TIER 4

Continuous Learning

Structure & Direction	TIER 3
Deployment	TIER 4
Measurement & Evaluation	TIER 5

Assessment of Good Governance Principles

Tier 2 (85–94 points) for **Responsibility & Responsiveness**. The municipality performs this principle more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. We see that the municipality accomplishes this principle to a large extent.

Tier 3 (75–84 points) for **Effectiveness & Efficiency**. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. For this principle, there is a minor area of improvement for the municipality.

Tier 4 (65–74 points) for **Fairness & Inclusiveness** and **Transparency**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. The municipality needs to improve the practices of these principles.

Tier 5 (55–64 points) for **Consistency** and **Representation & Participation**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders.Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles point out essential areas of improvement for the municipality.

Tier 6 (45–54 points) for **Accountability**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. This principle points out important areas of improvement for the municipality.

Ankara Metropolitan Municipality is in the top 5 municipalities with highest governance scores. We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

In its annual report, the municipality shares comparative information about the budget and its realization based on the goals set in the performance program of the municipality.

T.C. ANKARA BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Information sharing regarding resource utilization is important for financial transparency. Citizens are able to monitor how resources have been allocated based on the budget and strategic plan, and also performance of the operations at the same time.

2. Performans Sonuçları Tablosu

PERFORMANS SONUÇLARI TABLOSU						
Stratejik Amaç	A1	Yaşam kalitesi yüksek, planlı ve düzenli yerleşim alanlarına sahip, temiz içme suyu, kanalizasyon ve atık su hizmetlerinin tüm kente yayıldığı, yenilikçi kentsel tasarımlarla donatılmış yaşanabilir bir kent inşa etmek.				
Stratejik Hedef	H1.1	Belediye sınırımızda kalan 25 ilçeye ilişkin halihazır haritaları yapmak ve/veya güncellemek				
Performans Hedefi	PH1.1.1	Belediye sınırımızda kalan 25 ilçeye ilişkin halihazır haritaları yapmak ve/veya güncellemek				
Gösterge Kodu	**Performans Göstergesi**	**Ölçü Birimi**	**Hedef**	**Gerçekleşme**	**Oran (%)**	**Açıklamalar**
PG1.1.1.1	Halihazır harita üretim süreci	Yüzde	30	0%	0,00%	Söz konusu hedef İller Bankası ile birlikte yapılacak olup, İller Bankasınca henüz projenin yapılmasına ilişkin onay verilmediğinden projede ilerleme sağlanamamıştır.
PG1.1.1.2	Halihazır harita onay süreci	Yüzde	5	0%	0,00%	Söz konusu hedef İller Bankası ile birlikte yapılacak olup, İller Bankasınca henüz projenin yapılmasına ilişkin onay verilmediğinden projede ilerleme sağlanamamıştır.
PG1.1.1.3	Kırsal yerleşme alanlarının sınır tespiti	Adet	200	266	133%	Kurumumuz tarafından yapılacağı düşünülen hedef çalışması ilçe belediyeleri ile işbirliği içerisinde yürütüldüğünden talebin fazla olması nedeniyle belirlenen hedefin üzerine çıkılmıştır.
PG1.1.14	Tip proje verilmesi (teknik projeler ve zemin etütleri vs.)	Yüzde	100	80	80%	
Faaliyet Kodu	**Faaliyet Adı**	**Ölçü Birimi**	**Hedef**	**Gerçekleşme**	**Oran (%)**	**Açıklamalar**
F1.1.1.1	Haritası yapılacak alanları belirlemek	TL	0	0	0%	Söz konusu hedef İller Bankası ile birlikte yapılacak olup, İller Bankasınca henüz projenin yapılmasına ilişkin onay verilmediğinden projede ilerleme sağlanamamıştır.
F1.1.1.2	Halihazır harita yapımı sürecindeki işlemler	TL	9.000.000,00	0	0%	İller Bankasınca proje yapılmasına onay verilmediğinden söz konusu faaliyetle ilgili herhangi bir harcama yapılmamıştır.
F1.1.1.3	Halihazır harita onay sürecini izlemek	TL	0	0	0%	Söz konusu hedef İller Bankası ile birlikte yapılacak olup, İller Bankasınca henüz projenin yapılmasına ilişkin onay verilmediğinden projede ilerleme sağlanamamıştır.
F1.1.1.4	Kırsal Yerleşme Alanlarının Sınır Tespiti	TL	0	0	0%	
F1.1.1.5	Tip Proje Verilmesi (teknik projeler ve zemin etütleri vs.)	TL	150.000	176.000	117%	

Related Governance Principles

Consistency

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 10: Sound Financial Management

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

Target 16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.

Related OECD Wellbeing Indicator

Civic Engagement

Source: Ankara Metropolitan Municipality 2021 Annual Report, pages 288–367

ANTALYA Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE

Based on its total score for good governance, the municipality is in Tier 4 (65–74 points).

Good Governance Principles

Consistency	TIER 9
Responsibility & Responsiveness	TIER 3
Accountability	TIER 5
Fairness & Inclusiveness	TIER 4
Transparency	TIER 5
Effectiveness & Efficiency	TIER 2
Representation & Participation	TIER 4

Institutional Processes

Decision Making	TIER 5
Resource Utilization	TIER 6
Implementation	TIER 3
Outputs	TIER 5

Continuous Learning

Structure & Direction	TIER 4
Deployment	TIER 4
Measurement & Evaluation	TIER 5

Assessment of Good Governance Principles

Tier 2 (85–94 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. We see that the municipality accomplishes this principle to a large extent.

Tier 3 (75–84 points) for **Responsibility & Responsiveness**. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. For this principle, there is a minor area of improvement for the municipality.

Tier 4 (65–74 points) for **Fairness & Inclusiveness** and **Representation & Participation**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. The municipality needs to improve the practices of these principles.

Tier 5 (55–64 points) for **Accountability** and **Transparency**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles point out essential areas of improvement for the municipality.

Tier 9 (15–24 points) for **Consistency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. This principle is the foremost area of development for the municipality.

Antalya Metropolitan Municipality is in the top 5 municipalities with highest governance scores. We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares information about requests made by citizens through different channels. They also share the response time.

ANTALYA BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Information sharing regarding citizenry requests is important for informing stakeholders about the performance of municipality's activities. The satisfaction level could be monitored based on the request and complaints made for each group of municipal services.

Faaliyet No	Faaliyet Adı
3	ABİM ve CİMER'den gelen başvuru işlemlerinin yapılması ve sonuçlandırılması

Vatandaşlar dilek, öneri ve şikayetlerini şahsen başvurarak, abim@antalya.bel.tr adresine elektronik posta göndererek, 444 94 20 numaralı telefonu arayarak, +90530 678 07 07 numaralı Whatsapp hattı ve mobil uygulama hizmetleri yoluyla iletebilmektedir. Antalya Büyükşehir Belediyesi İletişim Merkezi (ABİM) vatandaşlardan gelen bildirimleri Büyükşehir Belediyesinin ilgili birimlerine ileterek sonuçlanana kadar takibini sağlamaktadır. Aşağıdaki tabloda yıllara göre gelen bildirimlerin türlerine göre analizleri yer almaktadır.

TABLO 39: YILLARA GÖRE ABİM KANALI ile GELEN BİLDİRİMLERİN GELİŞ YÖNTEMİ DAĞILIMI

Açıklama	2019	2020	2021
Telefon	13.756	11.245	10.151
e-posta	8.125	8.065	8.505
Whatsapp	7.640	4.937	5.712
CIMER	4.230	3.580	5.441
e-Belediye	3.725	3.115	3.814
Sosyal Medya	10.594	6.047	424
4982 sayılı Bilgi Edinme Hakkı Kanunu Kapsamında Gelen Bildirimler	725	5.618	3.452
Şahsen Elden	465	45	3
Antalya Akıllı Şehir	461	387	1.373
Açık Kapı	170	441	278
İçişleri Bakanlığı üzerinden Gelen Çağrı Kaydı	28	2	-
Şehir Bilgi Ekranı (Kiosk)	12	5	-
Toplam (Adet)	**52.144**	**43.487**	**39.153**

Aşağıdaki tabloda yıllara göre gelen bildirimlerin türlerine göre analizleri yer almaktadır.

TABLO 42: YILLARA GÖRE SOSYAL MEDYA KANALI ile GELEN BİLDİRİMLERİN GELİŞ YÖNTEMİ DAĞILIMI

Açıklama	2019	2020	2021
ABB Facebook	2.289	14.294	21.226
ABB Twitter	1.268	9.879	14.893
ABB Instagram	7.037	14.362	26.332
Toplam (Adet)	**10.594**	**38.535**	**62.451**

TABLO 40: YILLARA GÖRE ABİM KANALI ile GELEN BİLDİRİMLERİN ORTALAMA CEVAP SÜRESİ

Açıklama (Gün)	2019	2020	2021
Ortalama Cevap Süresi	7 gün 0 saat	7 gün 9 saat	7 gün 6 saat

TABLO 41: YILLARA GÖRE ABİM KANALI ile GELEN BİLDİRİM SAYISI

Açıklama	2019	2020	2021
Teşekkür	237	136	245
Şikayet	24.151	11.940	10.901
Öneri	6.668	135	153
İstek	18.446	30.152	26.486
Bilgilendirme	1.681	876	773
Temenni	961	248	595
Toplam (Adet)	**52.144**	**43.487**	**39.153**

Vatandaşlar dilek, öneri ve şikayetlerinde abim@antalya.bel.tr adresine elektronik posta göndererek ve sosyal medya mecralarını (Antalya Büyükşehir Belediyesi Facebook, Twitter ve Instagram) kullanarak Büyükşehir Belediyesi ile dijital ortamda anlık iletişim kurabilmektedir.

Sosyal Medya üzerinden gelen bildirimler, Büyükşehir Belediyesinin ilgili birimlerine iletilerek sonuçlanana kadar takibi sağlanmaktadır.

TABLO 43: YILLARA GÖRE SOSYAL MEDYA KANALI ile GELEN BİLDİRİM SAYISI

Açıklama	2019	2020	2021
Şikayet	4.238	28.292	39.542
Öneri	6.356	5.666	9.351
İstek	-	4.577	13.558
Toplam (Adet)	**10.594**	**38.535**	**62.451**

* Antalya Büyükşehir Belediye Meclisinin 07.06.2021 tarihli ve 431 sayılı Kararı ile Sosyal Medya İletişim Şube Müdürlüğü birimi kaldırılmış ve Kültür ve Sosyal İşler Dairesi Başkanlığına bağlı Tanıtım Şube Müdürlüğü birimi kurulmuş olup görevleri de söz konusu birime devir olmuştur.

Related Governance Principles

Responsibility & Responsiveness

Accountability

Transparency

Related ELoGE Principles

Principle 2: Responsiveness

Principle 4: Openness and Transparency

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

Target 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

Related OECD Wellbeing Indicator

Civic Engagement

Source: Antalya Metropolitan Municipality 2021 Annual Report, pages 62–63

AYDIN Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE

Based on its total score for good governance, the municipality is in Tier 6 (45–54 points).

Good Governance Principles

Consistency	TIER 9
Responsibility & Responsiveness	TIER 4
Accountability	TIER 7
Fairness & Inclusiveness	TIER 6
Transparency	TIER 7
Effectiveness & Efficiency	TIER 4
Representation & Participation	TIER 8

Institutional Processes

Decision Making	TIER 6
Resource Utilization	TIER 9
Implementation	TIER 6
Outputs	TIER 7

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 6
Measurement & Evaluation	TIER 8

Assessment of Good Governance Principles

Tier 4 (65–74 points) for **Responsibility & Responsiveness** and **Effectiveness & Efficiency**. The municipality performs these principles more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. The municipality needs to improve the practices of these principles.

Tier 6 (45–54 points) for **Fairness & Inclusiveness**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Accountability** and **Transparency**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles refer to crucial areas of development for the municipality.

Tier 8 (25–34 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle refers to primary areas of development for the municipality.

Tier 9 (15–24 points) for **Consistency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. This principle is the foremost area of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares information about regular mukhtars visits, an important method for collecting requests, demands, and complaints to develop effective solutions. Municipal Council members also meet with citizens in a regular manner.

Importance of the Practice

Participatory democracy is important for reflecting citizen expectations, needs, and demands in the decision-making processes. When municipal council members visit citizens and mukhtars in a regular manner, they can effectively collect views and include them in their decisions.

Bu yetki, görev ve sorumluluklara bağlı olarak aşağıdaki hizmetler yürütülmüştür:

- Muhtarlarımızın Muhtarlık İşleri Bilgi Sistemi (MUHBİS) üzerinden veya telefon, dilekçe vb. yollardan gelen talepleri ilgili birimlere iletilerek çözüme kavuşturulması sağlanmıştır.
- Katılımcı belediyecilik anlayışıyla düzenlediğimiz muhtar ziyaretleri 2021 yılında da devam etmiştir.
- Büyükşehir Belediyemizin bürokratları ve meclis üyelerimiz tarafından vatandaşlar ve muhtarlarımız yerinde ziyaret edilerek istek, talep ve şikâyetleri alınmıştır.

Related Governance Principles

Responsibility & Responsiveness

Representation & Participation

Related ELoGE Principles

Principle 1: Participation, Representation, Fair Conduct of Elections

Principle 2: Responsiveness

Principle 11: Human Rights, Cultural Diversity, and Social Cohesion

Related SDGs and Targets

SDG 16

Target 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

Related OECD Wellbeing Indicator

Civic Engagement

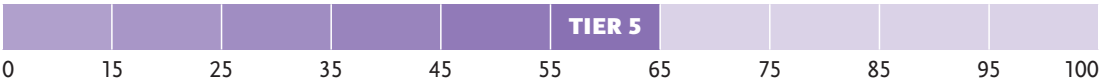
Community

Source: Aydın Metropolitan Municipality 2021 Annual Report, page 88

BALIKESİR Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 5 (55–64 points).

Good Governance Principles

Consistency	TIER 5
Responsibility & Responsiveness	TIER 3
Accountability	TIER 8
Fairness & Inclusiveness	TIER 6
Transparency	TIER 6
Effectiveness & Efficiency	TIER 2
Representation & Participation	TIER 6

Institutional Processes

Decision Making	TIER 4
Resource Utilization	TIER 8
Implementation	TIER 4
Outputs	TIER 5

Continuous Learning

Structure & Direction	TIER 3
Deployment	TIER 6
Measurement & Evaluation	TIER 6

Assessment of Good Governance Principles

Tier 2 (85–94 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. We see that the municipality accomplishes this principle to a large extent.

Tier 3 (75–84 points) for **Responsibility & Responsiveness**. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. For this principle, there is a minor area of improvement for the municipality.

Tier 5 (55–64 points) for **Consistency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. This principle points out important areas of improvement for the municipality.

Tier 6 (45–54 points) for **Fairness & Inclusiveness**, **Transparency**, **Representation & Participation**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles point out essential areas of improvement for the municipality.

Tier 8 (25–34 points) for **Accountability**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. This principle refers to primary areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality has administered workshops in addition to conducting surveys to collect citizens' views for its strategic planning process.

BALIKESİR BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Using a workshop or similar engagement methods during participation processes improves the quality of participation in municipal processes. The municipality can reach useful information with these methods and improve the harmony amongst the requests, demands, and expectations of citizens, and planned & performed activities of the municipality.

Şehir Çalıştayı Toplantıları

Saha ve mülakat analizleri sonucunda elde edilen temalar tartışılmak üzere sırasıyla 6-8-21-22 Ağustos 2019 tarihlerinde Kuzey Bölgesi, Körfez Bölgesi, Güney Bölgesi ve Merkez Bölgesinden oluşan Stratejik Planlamaya Esas Şehir Çalıştayı toplantıları yapılmıştır. Bu toplantılardaki beş konu başlığında (Altyapı ve Mobilizasyon, Şehir Ekonomisi ve İstihdam, Şehir ve Çevre, Sosyal ve Kültürel Gelişim, Şehir Yönetimi) elde edilen bulguların analizleri gerçekleştirilmiştir.

Güney	Körfez	Kuzey	Merkez
Bigadiç	Edremit	Bandırma	Karesi
Dursunbey	Ayvalık	Gönen	Altıeylül
İvrindi	Burhaniye	Erdek	
Susurluk	Havran	Manyas	
Kepsut	Gömeç	Marmara	
Sındırgı			
Balya			
Savaştepe			

Related Governance Principles

Responsibility & Responsiveness

Representation & Participation

Related ELoGE Principles

Principle 1: Participation, Representation, Fair Conduct of Elections

Principle 2: Responsiveness

Related SDGs and Targets

SDG 16

Target 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

Related OECD Wellbeing Indicator

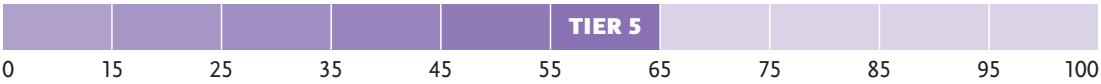
Civic Engagement

Source: Balıkesir Metropolitan Municipality 2020–2024 Strategic Plan, pages 71–99

BURSA Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 5 (55–64 points).

Good Governance Principles

Consistency	TIER 6
Responsibility & Responsiveness	TIER 3
Accountability	TIER 7
Fairness & Inclusiveness	TIER 4
Transparency	TIER 5
Effectiveness & Efficiency	TIER 3
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 6
Resource Utilization	TIER 8
Implementation	TIER 4
Outputs	TIER 4

Continuous Learning

Structure & Direction	TIER 4
Deployment	TIER 5
Measurement & Evaluation	TIER 6

Assessment of Good Governance Principles

Tier 3 (75–84 points) for **Responsibility & Responsiveness** and **Effectiveness & Efficiency.** The municipality performs these principles more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. For these principles, there is a minor area of improvement for the municipality.

Tier 4 (65–74 points) for **Fairness & Inclusiveness**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. The municipality needs to improve the practices of this principle.

Tier 5 (55–64 points) for **Transparency**. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. This principle points out important areas of improvement for the municipality.

Tier 6 (45–54 points) for **Consistency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Accountability** and **Representation & Participation.** Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles refer to crucial areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality monitors its 2020–2024 strategic plan performance and publishes a progress report.

Importance of the Practice

Evaluating the performance of the municipality in realizing strategic plan goals is important for understanding which areas of improvement could achieve a better performance. The report also enables the monitoring of the performance of the municipality according to its strategic plan.

Source: https://www.bursa.bel.tr/yayinlar#tab-5

Related Governance Principles

Consistency

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 7: Competence and Capacity

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

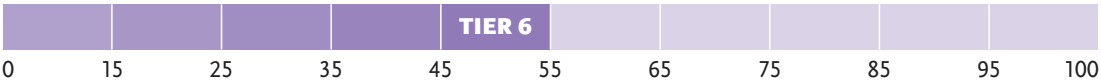
Related OECD Wellbeing Indicator

Civic Engagement

DENİZLİ Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 6 (45–54 points).

Good Governance Principles

Consistency	TIER 7
Responsibility & Responsiveness	TIER 6
Accountability	TIER 8
Fairness & Inclusiveness	TIER 6
Transparency	TIER 7
Effectiveness & Efficiency	TIER 3
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 7
Resource Utilization	TIER 9
Implementation	TIER 6
Outputs	TIER 5

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 6
Measurement & Evaluation	TIER 8

Assessment of Good Governance Principles

Tier 3 (75–84 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. For this principle, there is a minor area of improvement for the municipality.

Tier 6 (45–54 points) for **Responsibility & Responsiveness** and **Fairness & Inclusiveness**. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. These principles point out essential areas of improvement for the municipality.

Tier 7 (35–44 points) for **Consistency**, **Transparency** and **Representation & Participation**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles refer to crucial areas of development for the municipality.

Tier 8 (25–34 points) for **Accountability**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. This principle refers to primary areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality has performed its PESTLE analysis with the participation of its stakeholders. The stakeholders include Pamukkale University, Southern Aegean Development Agency, and the City's Migration Authority, all of whom can provide important insights for the plan.

DENIZLI BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

The participation of a wide group of stakeholders to the strategic planning processes in a meaningful manner improves quality of participation and decision making. Strategic planning teams need to contain people from the municipality, representatives of the central government authorities at the local level, civic institutions, business, and so on. Such a team is able to provide proposals with an inclusive perspective.

PESTLE ANALİZİ

PESTLE Analizi, politik, ekonomik, sosyal, teknolojik, yasal ve çevresel faktörlerin analizini ifade eder. Durum analizinde nihai aşama olan GZFT analizine girdi oluşturmak için paydaşlar ile birlikte uygulanır.

Belediyemizin PESTLE analizi çalışmasına, Belediyeler İçin Stratejik Planlama Rehberi'nde yer alan paydaş önceliklendirilmesi ile belirlenen paydaşların katılım sağlamasına özen gösterilmiştir. Bunun için bir çalıştay düzenlenmiş, her bir etken için ayrı ayrı masalar oluşturulmuştur. Dış paydaş 26 kurumdan politika, ekonomi, sosyo-kültür, teknoloji, hukuk ve çevre konusunda uzmanlar davet edilmiştir. Katılımcıların uzmanlık konularına göre ayrı masada analize katılması sağlanmıştır. PESTLE çalıştayının moderatörlüğünü Prof. Dr. Hüseyin Özgür ve Doç. Dr. İbrahim Aksel yapmıştır.

PESTLE Çalıştayı Dış Paydaş Katılımcı Kurumlar Listesi

1	Aile, Çalışma ve Sosyal Hizmetler İl Md.
2	Çevre ve Şehircilik İl Müdürlüğü
3	Denizli Barosu
4	Denizli Defterdarlığı
5	Denizli İhracatçılar Birliği
6	Denizli Sanayi Odası
7	Denizli Ticaret Odası
8	Denizli Valiliği
9	DESKİ Genel Müdürlüğü
10	DSİ 212. Şube Müdürlüğü
11	Esnaf Odaları Birliği Başkanlığı
12	Güney Ege Kalkınma Ajansı
13	İl Emniyet Müdürlüğü
14	İl Göç İdaresi Müdürlüğü
15	Kültür ve Turizm İl Müdürlüğü
16	Merkez Bankası
17	Merkezefendi Belediyesi
18	Muhtarlar Derneği Başkanlığı
19	Pamukkale Belediyesi
20	Pamukkale Üniversitesi
21	Pamukkale Üniversitesi Teknokent
22	Sağlık İl Müdürlüğü
23	Sanayi Teknoloji İl Müdürlüğü
24	Türkiye İstatistik Kurumu
25	TÜRKSAT
26	Denizli Büyükşehir Belediyesi Kent Konseyi

Source: Denizli Metropolitan Municipality 2020–2024 Strategic Plan, pages 51–57

Related Governance Principles

Representation & Participation

Related ELoGE Principles

Principle 1: Participation, Representation, Fair Conduct of Elections

Principle 2: Responsiveness

Related SDGs and Targets

SDG 16

Target 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

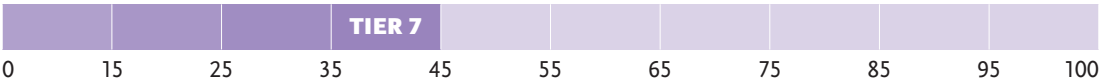
Related OECD Wellbeing Indicator

Civic Engagement

ERZURUM Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 7 (35–44 points).

Good Governance Principles

Consistency	TIER 9
Responsibility & Responsiveness	TIER 7
Accountability	TIER 9
Fairness & Inclusiveness	TIER 6
Transparency	TIER 7
Effectiveness & Efficiency	TIER 4
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 6
Resource Utilization	TIER 10
Implementation	TIER 7
Outputs	TIER 6

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 7
Measurement & Evaluation	TIER 9

Assessment of Good Governance Principles

Tier 4 (65–74 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. The municipality needs to improve the practices of this principle.

Tier 6 (45–54 points) for **Fairness & Inclusiveness**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Responsibility & Responsiveness**, **Transparency** and **Representation & Participation**. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles refer to crucial areas of development for the municipality.

Tier 9 (15–24 points) for **Consistency** and **Accountability**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. These principles are the foremost areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality has ISO 10002, ISO14001, ISO9001, and OHSAS18001 quality certificates.

ERZURUM
BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Improving the quality of municipal processes improves efficiency and the effectiveness of municipal services. Quality systems enable institutions to form effective processes. The quality certification shows that the municipality has performed its services based on operational health and safety standards and in an environmentally and citizen friendly manner.

Kalite Yönetim Temsilciliği

- Büyükşehir Belediyemiz ISO 9001:2008 - ISO 14001:2004 - ISO 10002:2014 belgelerine sahiptir. OHSAH 18001:2007 İş Güvenliği Kalite Yönetim Belgesine de sahip olmuştur.

İbrahim Erkal Kültür Merkezinde 3 iş günü Kurumsal İmaj Protokol ve Nezaket Kuralları eğitimi gerçekleştirildi.

Medya ve Sosyal Medya Yönetimi eğitimi gerçekleştirildi.

Tüm Personellere Problem Çözme ve Stres Yönetimi eğitimi verildi.

- Proje Geliştirme ve Yönetme Zaman Yönetimi

Related Governance Principles

Effectiveness & Efficiency

Related ELoGE Principles

Principle 3: Efficiency and Effectiveness

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

Related OECD Wellbeing Indicator

Civic Engagement

Environment

Source: Erzurum Metropolitan Municipality 2021 Annual Report, page 172

ESKİŞEHİR Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE

Based on its total score for good governance, the municipality is in Tier 4 (65–74 points).

Good Governance Principles

Consistency	TIER 5
Responsibility & Responsiveness	TIER 3
Accountability	TIER 4
Fairness & Inclusiveness	TIER 3
Transparency	TIER 5
Effectiveness & Efficiency	TIER 5
Representation & Participation	TIER 5

Institutional Processes

Decision Making	TIER 4
Resource Utilization	TIER 8
Implementation	TIER 4
Outputs	TIER 4

Continuous Learning

Structure & Direction	TIER 3
Deployment	TIER 5
Measurement & Evaluation	TIER 5

Assessment of Good Governance Principles

Tier 3 (75–84 points) for **Responsibility & Responsiveness** and **Fairness & Inclusiveness**. The municipality performs these principles more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. For these principles, there is a minor area of improvement for the municipality.

Tier 4 (65–74 points) for **Accountability**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. The municipality needs to improve the practices of this principle.

Tier 5 (55–64 points) for **Consistency**, **Transparency**, **Effectiveness & Efficiency** and **Representation & Participation**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles point out essential areas of improvement for the municipality.

Eskişehir Metropolitan Municipality is in the top 5 municipalities with highest governance scores. We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares information regarding how and by whom the fixed assets of the municipality have been utilized.

Importance of the Practice

The fixed assets of the municipality are important revenue generators. Information sharing regarding fixed assets' utilization improves transparency and allows citizens to monitor effective use of revenue sources.

2021 YILI İDARE FAALİYET RAPORU
ESKİŞEHİR BÜYÜKŞEHİR BELEDİYESİ

Sıra No	Taşınmaz Bilgileri	İlçe	Mahalle	Ada	Parsel	Tapu Alanı (m^2)	Maliki	Açıklama
29	Gaga Restoran	Odunpazarı	Ormangazi	15457	1	3.000,87	E.B.B	Restoran
30	Odunpazarı Evleri Sosyal Tesis, Lokanta ve Konukevleri	Odunpazarı	Akarbaşı	174 13351 175	15, 1-2 36-40	3.243,54	E.B.B	Odunpazarı sit alanında 9 adet binadan oluşan butik otel ile 1 adet restoran
31	Bademlik Turistik Tesisleri	Odunpazarı	Dede	12810	3	25.612,48	E.B.B	Tasigo Otel
32	Porsuk Konuk Evi	Tepebaşı	Cumhuriye	626	1-2	2.685,00	E.B.B	Köprübaşı Eski Belediye Binası
33	Genel Amaçlı Belediye Hizmet Alanı	Odunpazarı	Kanlıpınar	15999	1	11.021,26	E.B.B	6 adet bina
34	İdari Bina ve Bakım Atölyeleri	Odunpazarı	71 Evler	16914	43-48-49	107.850,28	Tahsisli	
35	İşyeri	Odunpazarı	Deliklitaş	13617	4	42,18	E.B.B	Deliklitaş Mah.Değirmen Sk.No:4 Ayakkabıcılar Çarşısı
36	Benzinlik	Tepebaşı	Işıklar	1121	230	3.392,89	E.B.B	Boş
37	Terminal	Çifteler	Adalar	570	1	2.593,59	E.B.B	Terminal, ofis ve işyerleri
38	Kısa süreli konaklama, ofis ve işyeri	Odunpazarı	Şarkiye	12769	33	1.594,76	E.B.B	
EĞİTİM, KÜLTÜR, SANAT VE SOSYAL MERKEZLER								
1	Atatürk Kültür Sanat ve Kongre Merkezi	Odunpazarı	Kurtuluş	13741	9	2.580,23	E.B.B	1.200 kişilik sahne, 2 adet sergi salonu, 5 sanat çalıştayı odası ve çok katlı otopark, ek hizmet binası (Hukuk Müşavirliği, Akıllı Şehircilik Çalışma Ofisi)
2	Büyükşehir Kültür Sanat Merkezi	Odunpazarı	İstiklal	13198	6	2.085,13	E.B.B	178 kişilik Turgut Özakman Tiyatro Salonu, 167 kişilik Ergin ORBEY Sahnesi (10 nolu bağımsız bölüm)
3	Büyükşehir Belediyesi Sanat ve Kültür Sarayı ile Meslek Edindirme ve Eğitim Merkezi	Tepebaşı	Mamure	1063	20	17.974,00	E.B.B	567 kişilik tiyatro salonu ve 489 kişilik Senfoni Orkestrası Konser Salonu, 1.250 m^2 kapalı alanlı merkezde 9 derslik, 2 adet bilgisayar laboratuvarı, 3 adet ofis, cam boncuk atölyesi, seramik atölyesi, 3 depo, masa tenisi salonu, 1 dinlenme salonu, 1 kütüphane ve 1 öğretmenler odası
4	Taşbaşı Kültür Merkezi	Odunpazarı	Çarşı	10586	2	7.750,13	E.B.B	210 kişilik kırmızı salon, güzel sanatlar galerisi ve kafeterya
5	Kent Müzeleri Kompleksi	Odunpazarı	Şarkiye	12768	42	2.841,46	E.B.B	Büyükşehir Belediyesi Çağdaş Cam Sanatları Müzesi (376 m^2), Kent Belleği Müzesi (464 m^2), Yılmaz Büyükerşen Balmumu Heykeller Müzesi (1.243 m^2), Canlı Tarih Sahnesi (175 m^2)
6	İsmet İnönü Karargah Binası	Odunpazarı	Paşa	12930	19	387,63	E.B.B	Müze
7	Sarı Ev	Odunpazarı	Orta	12832	1-3	308,53	E.B.B	

Source: Eskişehir Metropolitan Municipality 2021 Annual Report, pages 13–19

Related Governance Principles

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 6: Ethical Conduct

Principle 10: Sound Financial Management

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.5. Substantially reduce corruption and bribery in all their forms

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

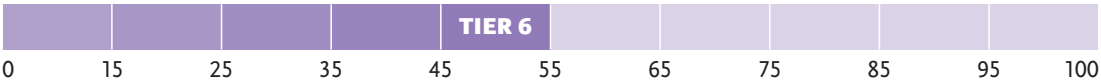
Related OECD Wellbeing Indicator

Civic Engagement

GAZİANTEP Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 6 (45–54 points).

Good Governance Principles

Consistency	TIER 7
Responsibility & Responsiveness	TIER 4
Accountability	TIER 8
Fairness & Inclusiveness	TIER 5
Transparency	TIER 8
Effectiveness & Efficiency	TIER 4
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 7
Resource Utilization	TIER 9
Implementation	TIER 5
Outputs	TIER 5

Continuous Learning

Structure & Direction	TIER 4
Deployment	TIER 6
Measurement & Evaluation	TIER 9

Assessment of Good Governance Principles

Tier 4 (65–74 points) for **Responsibility & Responsiveness** and **Effectiveness & Efficiency**. The municipality performs these principles more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. The municipality needs to improve the practices of these principles.

Tier 5 (55–64 points) for **Fairness & Inclusiveness**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Consistency** and **Representation & Participation**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles refer to crucial areas of development for the municipality.

Tier 8 (25–34 points) for **Accountability** and **Transparency**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles refer to crucial areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality performs breast cancer and cervical cancer medical screening for women. They also perform diverse services for mothers such as schools for expectant mothers, mother-child housing and genetics testing services.

GAZİANTEP BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Supporting disadvantaged social groups is important for providing inclusive and fair planning and delivery of services. Considering women and infant health before and after the birth is important for healthy generations and improving the quality of life for women.

Kanser Tanı ve Tedavi Hizmetlerimiz

Ketem Merkezi

2021 yılında (Meme Kanseri, Rahim Ağzı Kanseri ve Gaitada Gizli Kan) 5.377 kişiye kanser tarama işlemi yapılmıştır. Pandemiden dolayı merkeze taşıma hizmeti yapılmamıştır. 2021 yılı içerisinde 3.152 kişiye Kadın ve Üreme Sağlığı ile ilgili eğitim verilmiştir.

Mobil Mamografi Aracı

2021 yılı içerisinde Pandemiden dolayı hizmet verememiştir.

2021 Üst Kuruma Sevk

2021 yılı içerisinde 474 vatandaşımız üst kuruma sevk edilirken, 49 vatandaşımıza kanser teşhisi konulmuştur.

Tüp Bebek Projesi

Tüp Bebek Merkezinde toplam 8.765 vatandaşın talebi alınmıştır. 2021 yılı Ocak ayından itibaren 4.124 kişi müracaat etmiştir.

Gebe Okulu

Pandemiden dolayı eğitimler geçici olarak durdurulmuş olup 2022 yılı içerisinde faaliyete geçirilmesi planlanmıştır.

Anne Oteli

Anne Otelinden 2021 yılında 1.570, 2016 yılından beri toplamda 6.284 kişi (anne) yararlanmıştır.

Anne Sütünün Teşviki ve Bebek Dostu Gaziantep

Bebek ve çocuk sağlığına yönelik olarak; sağlıklı beslenmede doğru uygulamaların yerleştirilmesi, emzirmenin korunması, özendirilmesi ve desteklenmesi için " Anne Sütünün Teşviki ve Bebek Dostu Sağlıklı Kuruluşlar" programı kapsamında İlimizde "İlk Bebek Dostu Sağlık Kuruluşu" olmak için eğitim çalışmalarına başladık. Ana hizmet binamızdaki tüm bayan personeller bu eğitimlere dâhil edilmiştir.

Related Governance Principles

Responsibility & Responsiveness

Fairness & Inclusiveness

Related ELoGE Principles

Principle 2: Responsiveness

Principle 11: Human Rights, Cultural Diversity, and Social Cohesion

Related SDGs and Targets

SDG 3, SDG 10

Target 3.2. By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births

Target 3.7. By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programs

Target 10.2. By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Related OECD Wellbeing Indicator

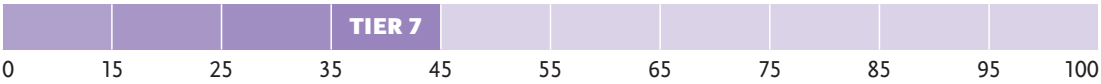
Health

Source: Gaziantep Metropolitan Municipality 2021 Annual Report, pages 131–132

HATAY Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 7 (35–44 points).

Good Governance Principles

Consistency	TIER 7
Responsibility & Responsiveness	TIER 5
Accountability	TIER 7
Fairness & Inclusiveness	TIER 7
Transparency	TIER 7
Effectiveness & Efficiency	TIER 6
Representation & Participation	TIER 8

Institutional Processes

Decision Making	TIER 7
Resource Utilization	TIER 9
Implementation	TIER 6
Outputs	TIER 7

Continuous Learning

Structure & Direction	TIER 6
Deployment	TIER 7
Measurement & Evaluation	TIER 8

Assessment of Good Governance Principles

Tier 5 (55–64 points) for **Responsibility & Responsiveness**. The municipality performs this principle more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. This principle points out important areas of improvement for the municipality.

Tier 6 (45–54 points) for **Effectiveness & Efficiency**. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Consistency**, **Accountability**, **Fairness & Inclusiveness** and **Transparency.** Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles refer to crucial areas of development for the municipality.

Tier 8 (25–34 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle refers to primary areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares information regarding the central audit authority's report through a special section in its annual report.

HATAY BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Internal and external audits enable accountability and sound financial management. Sharing audit reports enables citizens to monitor the performance of the municipality in financial terms. Transparency in financial management helps municipalities access new financial resources.

3 – Mali Denetim Sonuçları

5393 sayılı Belediye Kanunu'nun 54. ve 55. maddelerinde belediyelerin denetimine ilişkin hükümler belirlenmiştir. Buna göre; belediyelerin denetimi; faaliyet ve işlemlerde hataların önlenmesine yardımcı olmak, çalışanların ve belediye teşkilâtının gelişmesine, yönetim ve kontrol sistemlerinin geçerli, güvenilir ve tutarlı duruma gelmesine rehberlik etmek amacıyla; hizmetlerin süreç ve sonuçlarını mevzuata, önceden belirlenmiş amaç ve hedeflere, performans ölçütlerine ve kalite standartlarına göre tarafsız olarak analiz etmek, karşılaştırmak ve ölçmek; kanıtlara dayalı olarak değerlendirmek, elde edilen sonuçları rapor haline getirerek ilgililere duyurmaktır.

5018 sayılı Kamu Mali Yönetimi ve Kontrol Kanunu'nun 68. maddesine göre yapılan dış denetim kapsamında; 2021 yılı faaliyet dönemi içerisinde; Kurumumuzun mali rapor ve tabloları ile gelir, gider ve mallarına ilişkin tüm mali faaliyet, karar ve işlemleri ile bunlara ilişkin kayıt, defter, bilgi, belge ve verileri ile mali yönetim ve iç kontrol sistemleri Sayıştay Başkanlığı tarafından denetlenmiş ve 2020 Yılı Sayıştay Denetim Raporu Kurumumuza ulaşmıştır. Denetim Raporu Sayıştay Başkanlığı'nın "www.sayistay.gov.tr"web sitesinde bulunan Raporlar menüsünde 2021 yılı Kasım ayında yayınlanmıştır.

Ayrıca 2021 yılı faaliyet dönemi içerisinde 5393 sayılı Belediye Kanunu'nun 25. maddesi doğrultusunda oluşturulan Hatay Büyükşehir Belediyesi Meclis Denetim Komisyonu tarafından 2020 Yılı Denetim Raporu hazırlanmış ve Büyükşehir Belediye Meclisi'ne bilgi verilmiştir..

Related Governance Principles

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 10: Sound Financial Management

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

Related OECD Wellbeing Indicator

Civic Engagement

Source: Hatay Metropolitan Municipality 2021 Annual Report, page 56

İSTANBUL Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE

Based on its total score for good governance, the municipality is in Tier 4 (65–74 points).

Good Governance Principles

Consistency	TIER 6
Responsibility & Responsiveness	TIER 2
Accountability	TIER 6
Fairness & Inclusiveness	TIER 3
Transparency	TIER 3
Effectiveness & Efficiency	TIER 2
Representation & Participation	TIER 3

Institutional Processes

Decision Making	TIER 3
Resource Utilization	TIER 5
Implementation	TIER 3
Outputs	TIER 4

Continuous Learning

Structure & Direction	TIER 3
Deployment	TIER 4
Measurement & Evaluation	TIER 4

Assessment of Good Governance Principles

Tier 2 (85–94 points) for **Responsibility & Responsiveness** and **Effectiveness & Efficiency**. The municipality performs these principles more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. We see that the municipality accomplishes these principles to a large extent.

Tier 3 (75–84 points) for **Fairness & Inclusiveness**, **Transparency** and **Representation & Participation**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. For these principles, there is a minor area of improvement for the municipality.

Tier 6 (45–54 points) for **Consistency** and **Accountability**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. These principles point out essential areas of improvement for the municipality.

İstanbul Metropolitan Municipality is in the top 5 municipalities with highest governance scores. We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality conducts a deep current state analysis for social groups such as women, the disabled, and children, and shares this information with its stakeholders during the strategic planning process.

İSTANBUL BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Stakeholders need to participate in decision making processes in a meaningful manner so that a healthy quality of participation can be ensured. Every social group has needs, expectations, demands and requires having a say in the decision-making processes. Therefore, conducting an inclusive and meaningful participation is very important for quality of decision making and identifying strategic priorities of a municipality.

Source: İstanbul Metropolitan Municipality 2020–2024 Strategic Plan, pages 45–46

Related Governance Principles

Fairness & Inclusiveness

Representation & Participation

Related ELoGE Principles

Principle 1: Participation, Representation, Fair Conduct of Elections

Related SDGs and Targets

SDG 16

Target 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

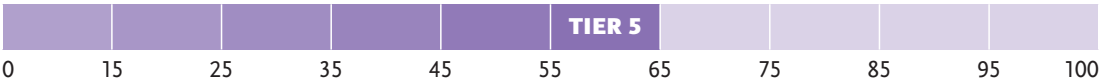
Related OECD Wellbeing Indicator

Civic Engagement

İZMİR Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 5 (55–64 points).

Good Governance Principles

Consistency	TIER 6
Responsibility & Responsiveness	TIER 4
Accountability	TIER 5
Fairness & Inclusiveness	TIER 4
Transparency	TIER 3
Effectiveness & Efficiency	TIER 5
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 5
Resource Utilization	TIER 6
Implementation	TIER 5
Outputs	TIER 5

Continuous Learning

Structure & Direction	TIER 3
Deployment	TIER 5
Measurement & Evaluation	TIER 7

Assessment of Good Governance Principles

Tier 3 (75–84 points) for **Transparency**. The municipality performs this principle more successfully than the other principles. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. For this principle, there is a minor area of improvement for the municipality.

Tier 4 (65–74 points) for **Responsibility & Responsiveness** and **Fairness & Inclusiveness**. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. The municipality needs to improve the practices of these principles.

Tier 5 (55–64 points) for **Accountability** and **Effectiveness & Efficiency**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. These principles point out essential areas of improvement for the municipality.

Tier 6 (45–54 points) for **Consistency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle refers to primary areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares information regarding its spending on municipal services in its annual report.

İZMİR BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Sharing information regarding municipal spending allows stakeholders to monitor performance of municipalities based on planned actions. Such information sharing helps understanding how resources have been utilized between different social groups. A comparison of budgeted and realized figures can show the effectiveness and efficiency of a municipality's administrative capacity.

Demeleraz	Hedef Bütçe			Net Bütçe			Gerçekleşen Harcama			Gerçekleşen %	
	Hedef Bütçe TL	Bütçe Dışı TL	Toplam TL	Net Bütçe TL	Bütçe Dışı TL	Toplam TL	Gerçekleşen Harcama TL	Bütçe Dışı TL	Toplam TL	Hedef Bütçeye Göre	Net Bütçeye Göre
Stratejik Amaç 4: İzmirlileri Kendilerine Dair Kararlara Katabilmek, Kararları Şeffaf ve Denetlenebilir Hale Kavuşturmak ve Kent Hakkı ve Aidiyetini İzmir Kültüründen Ayrılmaz Bir Parçası Haline Getirmek	957.509.000,00		957.509.000,00	1.060.303.040,25		1.060.303.040,25	1.022.195.742,96		1.022.195.742,96	106,75	96,40
Stratejik Hedef 4.1: Sarıgül ve Herkesi Kapsayan Toplumsal Mutabakat Teşvik Edilecek, Herkesin Adalete Erişimine Destek Verilecek, İnsanların ve Tüm Canlıların Haklarının Savunulmasına Destek Verilecek	3.237.000,00	3.237.000,00	4.800.400,00		4.800.400,00	3.840.924,34		3.840.924,34	121,76	80,42	
Perf. Hedefi 4.1.1: Toplumsal Barış ve Adaleti Sağlamaya Yönelik, Hak Temelli Faaliyetlerin Yürütmek	3.237.000,00	3.237.000,00	4.800.400,00		4.800.400,00	3.840.924,34		3.840.924,34	121,76	80,42	
299-Kent Konseyi	2.074.000,00	2.074.000,00	3.260.900,00		3.260.900,00	2.561.998,96		2.561.998,96	123,53	78,57	
524-Kamusal Alan ve Komünite Oluşturma Çalışmaları	55.000,00	55.000,00	55.000,00		55.000,00	0,00		0,00	0,00	0,00	
525-Sayan Vakfı	0,00	0,00	0,00		0,00	0,00		0,00	0,00	0,00	
532-İzmir Vakıf Merkezi Çalışmaları	0,00	0,00	0,00		0,00	0,00		0,00	0,00	0,00	
534-Kurumsal Kimlemizle ve Şeffaflık Çalışmaları	0,00	0,00	0,00		0,00	0,00		0,00	0,00	0,00	
541-İzmir Vizyon Ortaklığı ve Bütçeyle Uygulama Birliği Çalışmaları	0,00	0,00	0,00		0,00	0,00		0,00	0,00	0,00	
542-İzmir Demokrasi Araştırma Çalışmalarının Yürütülmesi	0,00	0,00	0,00		0,00	0,00		0,00	0,00	0,00	
586-Kentsel Aidiyet ve Eşitlik Hizmetlerinin Yürütülmesi	1.108.000,00	1.108.000,00	1.584.500,00		1.584.500,00	1.278.925,38		1.278.925,38	100,00	87,03	
Stratejik Hedef 4.2: Kent Yaşamında Toplumsal Cinsiyet Eşitliği Desteklenecek, Kadınların Toplumdaki Konumu Güçlendirilecek; Cevaların, Gençlere ve Tüm Dezavantajlı Topluluklara Eşit Yaşam Hakkı Sağlanacak	120.180.000,00	120.180.000,00	132.835.018,00		132.835.018,00	121.452.435,52		121.452.435,52	101,06	91,43	
Perf. Hedefi 4.2.1: Gençlik ve Çocuk Dostu Şehir Faaliyetlerini Yürütmek	36.350.000,00	36.350.000,00	36.187.018,00		36.187.018,00	27.769.684,93		27.769.684,93	76,22	76,75	
211-Biziyaz Şehir Öğrencilere Yardım Projesi	8.200.000,00	8.200.000,00	8.194.758,00		8.194.758,00	7.662.858,00		7.662.858,00	93,69	93,76	
451-Gençlik Merkezleri ve Öğrenci Yurtları Kurulması	15.250.000,00	15.250.000,00	12.000.000,00		12.000.000,00	9.227.924,05		9.227.924,05	60,51	76,90	
527-Çocuklar İçin Akdeniz	150.000,00	150.000,00	150.000,00		150.000,00	0,00		0,00	0,00	0,00	
528-Kreş ve Mesai Evi Yapımları	1.800.000,00	1.800.000,00	3.239.150,00		3.239.150,00	1.740.714,29		1.740.714,29	96,71	53,41	
575- Çocuk Belediyesi Hizmetlerinin Yürütülmesi	0,00	0,00	1.723.800,00		1.723.800,00	812.581,38		812.581,38		47,14	
969-Çocuklara Yönelik Faaliyetlerin Yürütülmesi	10.950.000,00	10.950.000,00	9.959.297,00		9.959.297,00	8.245.807,21		8.245.807,21	75,27	83,63	
Perf. Hedefi 4.2.2: Toplumsal Cinsiyet Eşitliğini Sağlamaya Yönelik Faaliyetleri Yürütmek	7.085.000,00	7.085.000,00	4.820.922,00		4.820.922,00	4.190.843,21		4.190.843,21	59,15	86,93	
219-Kentsel Dönüşüm Süreç Kadın Kadınlara Yönelik Etkinlikler	500.000,00	500.000,00	151.140,00		151.140,00	120.360,00		120.360,00	24,07	79,61	
450-Kadın Dayanışma Merkezi Yapılması	1.300.000,00	1.300.000,00	0,00		0,00	0,00		0,00	0,00		
847-Toplumsal Cinsiyet Eşitliği Faaliyetlerine Yürütülmesi	5.285.000,00	5.285.000,00	4.669.462,00		4.669.462,00	4.070.483,21		4.070.483,21	77,02	87,17	
Perf. Hedefi 4.2.3: Dezavantajlı Grupların Hak ve İhtiyaçlarına Yönelik Faaliyetleri Yürütmek	76.740.000,00	76.740.000,00	92.827.091,00		92.827.091,00	89.551.907,38		89.551.907,38	116,70	96,47	
218-Kurumların ve Engelli Kişilere Mücevre Yardımı	1.536.000,00	1.536.000,00	1.876.254,04		1.876.254,04	1.332.599,95		1.332.599,95	86,81	71,02	
217-Engellilere Destek Projeleri ve Engelliler Merkezi Faaliyeti	10.313.000,00	10.313.000,00	10.747.397,00		10.747.397,00	10.163.859,63		10.163.859,63	98,59	94,57	
432-Huzurevi Hizmetlerinin Yürütülmesi	34.054.000,00	34.054.000,00	42.445.000,00		42.445.000,00	41.639.294,53		41.639.294,53	122,27	98,10	
444-Sosyal Hizmetlerin Yürütülmesi	29.813.000,00	29.813.000,00	37.618.295,96		37.618.295,96	36.208.083,14		36.208.083,14	121,47	96,51	
548-Mültecilere Yönelik Sosyal İşleme Faaliyetlerinin Yürütülmesi	725.000,00	725.000,00	26.544,00		26.544,00	747,03		747,03	0,10	2,81	
597- Şehit Yakınları ve Gaziler Şube Müdürlüğü Hizmetlerinin Yürütülmesi	0,00	0,00	82.450,00		82.450,00	79.323,20		79.323,20		96,21	
Stratejik Hedef 4.3: İzmir'in Ünetişçi Değer ve Fırsatı Şehrin Tüm Mahalleleri ve Köylerinde Dengeli Bir Şekilde Dağılacak	113.287.000,00	113.287.000,00	177.429.730,25		177.429.730,25	171.545.576,21		171.545.576,21	151,45	96,68	
Perf. Hedefi 4.3.1: İhtiyaç Duyulan Alanlarda Sosyal Devlet'çiye ve Destek Hizmetlerini Yürütmek	113.287.000,00	113.287.000,00	177.429.730,25		177.429.730,25	171.545.576,21		171.545.576,21	151,45	96,68	
109-Çok Amaçlı Salon Yapımları	1.000.000,00	1.000.000,00	186.000,00		186.000,00	185.850,00		185.850,00	18,59		
164-İhtiyaç Sahiplerine Aynı ve Nakdi Yardım	60.187.000,00	60.187.000,00	118.036.152,00		118.036.152,00	115.288.525,40		115.288.525,40	191,61	97,67	
848-Sosyal Projeler Faaliyetlerinin Yürütülmesi	32.935.000,00	32.935.000,00	37.491.888,25		37.491.888,25	37.125.296,00		37.125.296,00	112,72	99,02	
969-Sosyal Yardım Hizmetlerinin Yürütülmesi	19.165.000,00	19.165.000,00	21.715.690,00		21.715.690,00	18.945.905,72		18.945.905,72	98,86	87,25	

Related Governance Principles

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 10: Sound Financial Management

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

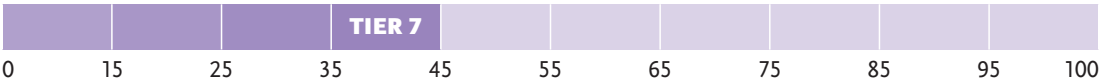
Related OECD Wellbeing Indicator

Civic Engagement

Source: İzmir Metropolitan Municipality 2021 Annual Report, page 231

KAHRAMANMARAŞ Metropolitan Municipality

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 7 (35–44 points).

Good Governance Principles

Consistency	TIER 8
Responsibility & Responsiveness	TIER 8
Accountability	TIER 6
Fairness & Inclusiveness	TIER 6
Transparency	TIER 6
Effectiveness & Efficiency	TIER 8
Representation & Participation	TIER 9

Institutional Processes

Decision Making	TIER 7
Resource Utilization	TIER 8
Implementation	TIER 7
Outputs	TIER 8

Continuous Learning

Structure & Direction	TIER 6
Deployment	TIER 7
Measurement & Evaluation	TIER 9

Assessment of Good Governance Principles

Tier 6 (45–54 points) for **Accountability**, **Fairness & Inclusiveness** and **Transparency**. The municipality performs these principles more successfully than the other principles. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles point out essential areas of improvement for the municipality.

Tier 8 (25–34 points) for **Consistency**, **Responsibility & Responsiveness** and **Effectiveness & Efficiency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. These principles refer to crucial areas of development for the municipality.

Tier 9 (15–24 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle is the foremost area of development for the municipality.

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares information regarding bids on its web site. This information includes names of bidders and winners, as well as the monetary amount of the final bid.

Kahramanmaraş Büyükşehir Belediyesi

Importance of the Practice

Municipalities perform bids for service delivery. The transparency of the bidding processes matters for effective and efficient conduct of municipal activities. In the bidding processes, the call for tenders, bidders, bid amounts, and winners need to be explained transparently so as to gain stakeholder trust.

Asfalt Tankeri Kiralanması Hizmet Alımı

Kapsam:	4734 Sayılı Kamu İhale Kanunun 19uncu Maddesi (Açık İhale Usulü)
İhale özeti:	200 Sefer Asfalt Tankeri Kiralanması Hizmet Alımı
İhale tarihi:	20 Temmuz 2022 Çarşamba 15:00
İhalenin yapılacağı adres:	KAHRAMANMARAŞ BÜYÜKŞEHİR BELEDİYESİ İHALE SALONU İSMETPAŞA MAH. AZERBAYCAN BULV. NO:25 BÜYÜKŞEHİR BELEDİYESİ HİZMET BİNASI KAT:2 DULKADİROĞLU / KAHRAMANMARAŞ
İhale kayıt numarası:	2022/638534
İhaleyi yapan birim:	Fen İşleri Dairesi Başkanlığı Asfalt ve Üretim Şube Müdürlüğü
Yaklaşık Maliyet:	646.000,00 TL
Durum:	Yapıldı
Teklifler:	BATMAN SOLMAZ PETROL NAK. OTOMOTİV TAAH. TİC. LTD. ŞTİ. 205.000,00 ABABEY TAŞIMACILIK SANAYİ TİCARET LİMİTED ŞİRKETİ 315.400,00 MAHMUT ORAK 384.000,00 OĞUZER NAKLİYAT PETROL ÜR. İNŞ. TAAH. TEM. İTH. İHR. SAN. TİC. LTD. ŞTİ. 394.000,00 AB YOL YAPIM PETROL İNŞAAT NAKLİYE OTOMOTİV TAAHHÜT SANAYİ VE DIŞ TİCARET LİMİTED ŞİRKETİ 400.000,00 GAZİ NUR PETROL TAŞIMACILIK TEM. İNŞ. TUR. SAN. VE TİC. LİMİTED ŞİRKETİ 450.000,00 UHA PETROL TAŞIMACLIK İNŞAAT TURİZM GIDA SANAYİ VE TİCARET LİMİTED ŞİRKETİ 477.500,00 HND-GRUP PETROL İNŞAAT NAKLİYE TARIM HAYVANCILIK TEMİZLİK ORGANİZASYON OTOMOTİV SANAYİ VE DIŞ TİCARET LİMİTED ŞİRKETİ 489.400,00 YAKSAN YAKIT TEMİZLİK GIDA TAŞIMACILIK OTOMOTİV İNŞAAT SANAYİ VE TİCARET LİMİTED ŞİRKETİ 3.000.000,00
İhaleyi Alan:	MAHMUT ORAK
Sözleşme Tutarı:	384.000,00 TL
Sözleşme Tarihi:	04 Ağustos 2022 Perşembe
İşe Başlangıç Tarihi:	04 Ağustos 2022 Perşembe
İşin Süresi:	150 gün
Tenzilat oranı:	40,56

Yukarıda yer alan bilgiler sadece bilgilendirme amaçlıdır. Sitede yayınlanan bilgilerin güncelliği, doğruluğu ve tamlığı konusunda azami özen gösterilmekle birlikte, Kahramanmaraş Büyükşehir Belediyesi bu konuda hiçbir taahhüt ve sorumluluk kabul etmez.

Source: https://kahramanmaras.bel.tr/ihale-ilanlari

Related Governance Principles

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

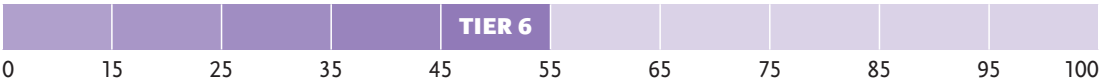
Related OECD Wellbeing Indicator

Civic Engagement

KAYSERİ Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 6 (45–54 points).

Good Governance Principles

Consistency	TIER 9
Responsibility & Responsiveness	TIER 5
Accountability	TIER 7
Fairness & Inclusiveness	TIER 6
Transparency	TIER 4
Effectiveness & Efficiency	TIER 2
Representation & Participation	TIER 8

Institutional Processes

Decision Making	TIER 6
Resource Utilization	TIER 8
Implementation	TIER 4
Outputs	TIER 6

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 5
Measurement & Evaluation	TIER 7

Assessment of Good Governance Principles

Tier 2 (85–94 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. We see that the municipality accomplishes this principle to a large extent.

Tier 4 (65–74 points) for **Transparency**. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. The municipality needs to improve the practices of this principle.

Tier 5 (55–64 points) for **Responsibility & Responsiveness**. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. This principle points out important areas of improvement for the municipality.

Tier 6 (45–54 points) for **Fairness & Inclusiveness**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Accountability**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. This principle refers to primary areas of development for the municipality.

Tier 8 (25–34 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle refers to primary areas of development for the municipality.

Tier 9 (15–24 points) for **Consistency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. This principle is the foremost area of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality cooperatively works and evaluates an investment project with local businesses.

Importance of the Practice

Evaluating and realizing investments with the participation of stakeholders creates value for all groups of stakeholders while improving the effectiveness and efficiency of the investments.

Beydeğirmeni Besi Bölgesi'nde 6 hak sahibi projelerine ruhsatı alırken, 3 tanesinin yapımı tamamlanma aşamasına gelmiş bulunmaktadır.

Üreten ve kendi kendine yeten bir Türkiye ve Kayseri anlayışı içerisinde bu projenin hayata geçirilmesinde önemli desteklerden biri olan Tarım Bakanlığı *"Kırsal Kalkınma Destekleri Kapsamında Tarıma Dayalı Ekonomik Yatırımların Desteklenmesi"* başvuru dönemi ilan edildi. Kırsal Kalkınma Destekleri Kapsamında Tarıma Dayalı Ekonomik Yatırımların (3 milyon TL'ye kadar yüzde 50 hibe) Desteklenmesi 2021-2022 Başvuru Dönemi uygulamalarına ilişkin Kayseri Tarım İl Müdürlüğü'nce çevrimiçi bilgilendirme toplantıları düzenlenmesi planlanmaktadır.

Tarım ve Orman Bakanlığı'nın Kırsal Kalkınma Yatırımlarının Desteklenmesi Programı kapsamında, hibe başvurusu kriterlerinin sağlanması, taşınmazların mülkiyetleri ipotek ve teminat mektubu karşılığı talep sahiplerine devredilmiş olup inşaatlar hızla devam etmektedir.

Kayseri Büyükşehir Belediye Başkanı Dr. Memduh BÜYÜKKILIÇ başkanlığında Besi Bölgesi ve Biyogaz Tesisi ile ilgili Kayseri Ticaret Borsası'nda (KTB) kırmızı et üreticileri ile istişare toplantısı yapılmıştır.

Tarım ve Orman Bakanlığı'nın kırsal kalkınma destekleri kapsamında 2021 yılı hibe başvurusu yapan 12 yatırımcının da projeleri hazırlanmış olup, çalışmalara başlanmıştır.

Kocasinan İlçesi, Beydeğirmeni Mahallesi'nde bulunan depolama alanı arsası alanı ihalesi kapalı teklif usulüyle gerçekleştirilmiştir.

15 Aralık'ta 4. Grup talep toplamaya başlanılmış, 10 Ocak 2022 tarihinde son talepler toplanarak 4. Grup kura çekilişi gerçekleştirilecektir.

Related Governance Principles

Responsibility & Responsiveness

Representation & Participation

Related ELoGE Principles

Principle 1: Participation, Representation, Fair Conduct of Elections

Principle 2: Responsiveness

Related SDGs and Targets

SDG 16

Target 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

Related OECD Wellbeing Indicator

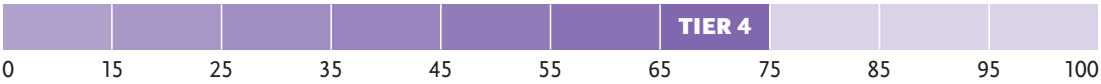
Civic Engagement

Source: Kayseri Metropolitan Municipality 2021 Annual Report, page 128

KOCAELİ Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 4 (65–74 points).

Good Governance Principles

Consistency	TIER 4
Responsibility & Responsiveness	TIER 4
Accountability	TIER 4
Fairness & Inclusiveness	TIER 5
Transparency	TIER 5
Effectiveness & Efficiency	TIER 3
Representation & Participation	TIER 5

Institutional Processes

Decision Making	TIER 4
Resource Utilization	TIER 7
Implementation	TIER 3
Outputs	TIER 5

Continuous Learning

Structure & Direction	GRUP 2
Deployment	TIER 5
Measurement & Evaluation	TIER 6

Assessment of Good Governance Principles

Tier 3 (75–84 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. For this principle, there is a minor area of improvement for the municipality.

Tier 4 (65–74 points) for **Consistency**, **Responsibility & Responsiveness** and **Accountability**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. The municipality needs to improve the practices of these principles.

Tier 5 (55–64 points) for **Fairness & Inclusiveness**, **Transparency** and **Representation & Participation**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles point out essential areas of improvement for the municipality.

Kocaeli Metropolitan Municipality is in the top 5 municipalities with highest governance scores. We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The Municipality shares its balance sheet for a three-year period.

KOCAELİ BÜYÜKŞEHİR
ÇALIŞINCA OLUYOR

Importance of the Practice

Stakeholders are able to monitor if the municipality has been managed in an effective manner when the balance sheets of municipalities are shared. They can monitor the funding structure and sources of funding (such as loan amounts). This also allows stakeholders to follow the funding trend.

BİLANÇO (TL)

Aktif	Cari Yıl 2019	Cari Yıl 2020	Cari Yıl 2021
I-Dönen Varlıklar	**213.730.349,21**	**793.569.668,03**	**1.388.900.201,95**
10 Hazır Değerler	51.372.887,02	637.462.850,46	1.230.458.145,03
12 Faaliyet Alacakları	89.284.732,38	94.130.859,37	81.058.661,03
13 Kurum Alacakları	6.461.854,37	1.299.313,57	636.265,60
14 Diğer Alacaklar	528.125,23	516.102,08	7.943.155,84
15 Stoklar	10.646.070,28	20.384.039,72	26.556.420,10
16 Ön Ödemeler	6.650.093,06	7.172.760,19	8.628.628,02
19 Diğer Dönen Varlıklar	48.786.586,87	32.603.742,64	33.618.926,33
II-Duran Varlıklar	**12.724.398.170,47**	**16.309.044.551,71**	**20.335.137.130,23**
22 Faaliyet Alacakları	5.327.710,27	24.191.076,80	30.681.781,53
24 Mali Duran Varlıklar	795.647.482,92	880.315.005,48	1.267.935.359,44
25 Maddi Duran Varlıklar	11.923.422.977,28	15.404.538.469,43	19.036.519.989,26
26 Maddi Olmayan Duran Varlıklar	0	0	0
Aktif Toplam	**12.938.128.519,68**	**17.102.614.219,74**	**21.724.037.332,18**
IX-Nazım Hesaplar	**2.296.826.201,44**	**2.827.291.625,52**	**3.547.650.900,90**
91 Nakit Dışı Teminatlar ve Kişilere Ait Menkul Kıymetler	139.706.498,93	153.863.404,73	187.190.174,13
92 Taahhüt Hesapları	313.074.814,56	408.307.825,61	689.299.226,31
99 Diğer Nazım Hesaplar	1.844.044.887,95	2.265.120.395,18	2.671.161.500,46
Genel Toplam	**15.234.954.721,12**	**19.929.905.845,26**	**25.271.688.233,08**

Pasif	Cari Yıl 2019	Cari Yıl 2020	Cari Yıl 2021
III-Kısa Vadeli Yabancı Kaynaklar	**1.241.871.355,98**	**1.532.190.982,19**	**1.726.440.160,36**
30 Kısa Vadeli İç Mali Borçlar	295.391.185,18	689.969.672,82	867.085.549,77
32 Faaliyet Borçları	218.610.290,19	158.269.745,37	207.170.966,45
33 Emanet Yabancı Kaynaklar	46.239.722,92	44.366.250,95	71.052.311,84
36 Ödenecek Diğer Yükümlülükler	58.568.387,35	11.902.434,84	13.947.897,52
37 Borç ve Gider Karşılıkları	22.087.296,48	19.985.876,98	16.525.108,26
38 Gelecek Aylara Ait Gelirler ve Gider Tahakkukları	600.974.473,86	607.697.001,23	550.658.326,52
IV-Uzun Vadeli Yabancı Kaynaklar	**5.697.345.988,00**	**4.718.044.312,70**	**3.938.095.277,51**
40 Uzun Vadeli İç Mali Borçlar	2.566.270.510,40	1.866.270.510,40	1.366.270.510,40
42 Faaliyet Borçları	1802767,47	0	38.500.000,00
43 Diğer Borçlar	542.496,08	388.699,78	263.446,45
47 Borç ve Gider Karşılıkları	193.735.167,06	235.610.382,05	338.171.070,34
48 Gelecek Yıllara Ait Gelirler ve Gider Tahakkukları	2.934.995.046,99	2.615.774.720,47	2.194.890.250,32
V-Özkaynaklar	**5.998.911.175,70**	**10.852.378.924,85**	**16.059.501.894,31**
50 Net Değer Hesabı	3.250.340.008,94	6.889.961.530,01	10.177.567.306,77
57 Geçmiş Yıllar Faaliyet Sonuçları	2.026.849.765,07	2.451.112.509,29	3.375.196.411,07
59 Dönem Faaliyet Sonuçları	721.721.401,69	1.511.304.885,55	2.506.738.176,47
Pasif Toplam	**12.938.128.519,68**	**17.102.614.219,74**	**21.724.037.332,18**
IX-Nazım Hesaplar	**2.296.826.201,44**	**2.827.291.625,52**	**3.547.650.900,90**
91 Nakit Dışı Teminatlar ve Kişilere Ait Menkul Kıymetler	139.706.498,93	153.863.404,73	187.190.174,13
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99 Diğer Nazım Hesaplar	1.844.044.887,95	2.265.120.395,18	2.671.161.500,46
Genel Toplam	15.234.954.721,12	19.929.905.845,26	25.271.688.233,08

Source: Kocaeli Metropolitan Municipality 2021 Annual Report, pages 42–43

Related Governance Principles

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 10: Sound Financial Management

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

Related OECD Wellbeing Indicator

Civic Engagement

KONYA Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE

Based on its total score for good governance, the municipality is in Tier 6 (45–54 points).

Good Governance Principles

Consistency	TIER 8
Responsibility & Responsiveness	TIER 3
Accountability	TIER 8
Fairness & Inclusiveness	TIER 6
Transparency	TIER 5
Effectiveness & Efficiency	TIER 3
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 6
Resource Utilization	TIER 8
Implementation	TIER 4
Outputs	TIER 6

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 6
Measurement & Evaluation	TIER 7

Assessment of Good Governance Principles

Tier 3 (75–84 points) for **Responsibility & Responsiveness** and **Effectiveness & Efficiency**. The municipality performs these principles more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. For these principles, there is a minor area of improvement for the municipality.

Tier 5 (55–64 points) for **Transparency**. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. This principle points out important areas of improvement for the municipality.

Tier 6 (45–54 points) for **Fairness & Inclusiveness**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle refers to primary areas of development for the municipality.

Tier 8 (25–34 points) for **Consistency** and **Accountability**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. These principles refer to crucial areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares the list of stakeholders and the comments received from each stakeholder during the strategic planning process.

KONYA BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

A meaningful and inclusive participation process allows stakeholders to communicate their views, demands, and expectations more effectively. Such a process improves the quality of decision making if these comments are considered in the decision-making processes. When a municipality shares the comments received by stakeholders, which comments have been considered in the decision-making processes can also be monitored.

Stratejik Plan 2020 - 2024

Ayrıca 2020-2024 Stratejik Plan için yapılan ankette aşağıda gösterilen talepler ortaya konmuştur.

VATANDAŞ ANALİZİ	
Konyada Yaşam standartlarının yükseltilesi ile ilgili çalışmaların sürekli gündemde olması gerekmektedir. Yaşanabilir Konya için yapılan çalışmalara devam edilmelidir. Halkı ilgilendiren konuların tartışıldığı platformların halka canlı iletilebilmesi. Kadına şiddet Çocuk, Taciz v.b. olaylara karşı bilinçlendirici konferanslar verilmesi.	Günümüzde genellikle aile ve gençler üzerinde olumsuz dış baskı ve negatif örnek oluşturacak örnekler çoğalmaktadır. Bu çerçevede gençler ve aile yapısına katkı sağlayacak projelere önem verilmelidir. Engellilere yönelik sosyal - kültürel hizmetler ile eğitim ve spor faaliyetlerinin artırılması gerekir. İşitme engelli vatandaşlarımıza yatırımlar konusunda yer verilmesi.
Yeni çevre yollarının yapılması., İnsanlar için toplu ulaşım kullanımının artırılması Alt yapının daha düzenli bir şekilde (elektrik, su gaz) gibi unsurlarla planlı bir şekilde yürütülmesi. Böylelikle hem yapılan yolların bozulmasını önlenir, hem de israf edilmemiş olur.	İhtiyaç sahiplerine iyi bir araştırmadan sonra gerekli yardımların yapılması. Öncelikle yardımlarda başta dul, yetim, şehit ailelerine yapılması gerekir.
Yaz aylarında şehrimizin bazı semtlerinde logar kokuları oluşuyor. Bunların acil çözümünü istiyoruz. İlçe Belediyelerle koordineli bir şekilde yaz döneminde haşereyle mücadelenin yapılması, çöp kovalarının hafta bir hijyenli sularla yıkanması gerekmektedir.	Büyükşehir Belediyesi tarafından ağaçlandırma ve yeşil alan çalışmalarında (orta refüj gibi) alanlarda trafik seyrini ve görüşünü sıkıntıya sokacak biliklerin dikilmemesi ayrıca dikilenlerin bakımlarının ihmal edilmemesi gerekiyor.
Gençlerimize ve Çocuklarımıza yönelik Sosyal,sportif,panel ve konferans faaliyetleri yapılmalı	Engelli vatandaşlarımıza engelsiz bir hayat için gerekli yardımların yapılması hususunda öncelik bekliyoruz.
Büyükşehir yasasından sonra bağlanan ilçelerde tüm mezarlıklarda temizlik ve bakım çalışmasının yapılması.	Toplu ulaşımda tramvay araçları trafik ışığında uzun süre bekleyerek ciddi vakit kayıpları oluşmaktadır. Trafik ışıkları tramvaylar beklemeyecek şekilde, tramvay öncelikli olarak dizayn edilmelidir.
Otogar civarında çirkin görünüme ve Konya'mız açısından farklı negatif düşüncelere sebep olan alkol satışı yapılan yer ve içkili mekanların acilen kaldırılması veya başka bir yere taşınması. Gerekirse Bakanlıklardan yardım istenmelidir.	Kadınlar pazarı satış alanlarının denetimin daha sık yapılması gerekmektedir. Gıda ve yemek satışı yapılan yerlerde denetimlerin artırılmasını istiyorum.
Büyükşehir Belediyesi öncülüğünde İlçe Belediyeler ve buralara bağlı köy, mahallelerle birlikte senenin belirli günlerinde yöresel ürünler fuarı düzenlenebilir. Ayrıca satış noktaları da konulabilir.	Şehir girişlerindeki dağlara ve boş alanlara ağaçlandırma çalışması yapılmalı.
Trafik sorununa acil çözüm bulunmasını istiyoruz. Suriyeli vatandaşların yaşadığı mahallelerde daha çok kontrol yapılmalı denetim sıklaştırılmalı	Yüksek katlı yapılardan vazgeçilmeli daha çok az katlı binaları yer verilmeli otogar c civarındaki uygunsuz yerler kapatılmalı.

Source: Konya Metropolitan Municipality 2020–2024 Strategic Plan, pages 63–69

Related Governance Principles

Responsibility & Responsiveness

Representation & Participation

Related ELoGE Principles

Principle 1: Participation, Representation, Fair Conduct of Elections

Principle 2: Responsiveness

Related SDGs and Targets

SDG 16

Target 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

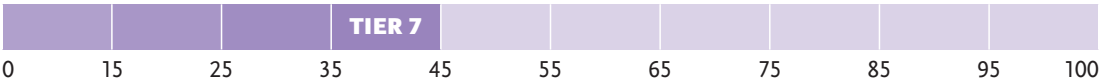
Related OECD Wellbeing Indicator

Civic Engagement

MALATYA Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 7 (35–44 points).

Good Governance Principles

Consistency	TIER 7
Responsibility & Responsiveness	TIER 6
Accountability	TIER 9
Fairness & Inclusiveness	TIER 6
Transparency	TIER 7
Effectiveness & Efficiency	TIER 4
Representation & Participation	TIER 8

Institutional Processes

Decision Making	TIER 7
Resource Utilization	TIER 9
Implementation	TIER 8
Outputs	TIER 6

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 7
Measurement & Evaluation	TIER 9

Assessment of Good Governance Principles

Tier 4 (65–74 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. The municipality needs to improve the practices of this principle.

Tier 6 (45–54 points) for **Responsibility & Responsiveness** and **Fairness & Inclusiveness**. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. These principles point out essential areas of improvement for the municipality.

Tier 7 (35–44 points) for **Consistency** and **Transparency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles refer to crucial areas of development for the municipality.

Tier 8 (25–34 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle refers to primary areas of development for the municipality.

Tier 9 (15–24 points) for **Accountability**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. This principle is the foremost area of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares information regarding the resources provided by stakeholders and how these resources have been used in its annual report.

MALATYA BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Information sharing regarding the resource pool and utilization of resources is important for financial transparency. Transparency gets improved when stakeholders are given access to information.

Proje Adı	Horata'nın Tanıtımı ve Turizme Kazandırılması Projesi
Finans/Destek Sağlayan Kuruluş Adı	FIRAT KALKINMA AJANSI
Program Adı	2020 Yılı Turizm Sanayinin Geliştirilmesi Mali Destek Programı (TSGM)
Destek/Hibe Miktarı	3.000.000 TL
Proje Özeti	Proje kapsamında; * Horata mesire alanında yapılacak rekreasyon , peyzaj , çevre düzenlemesi ve alt yapı faaliyetleri gerçekleştirilecektir.
Açıklamalar	Proje devam etmekte olup, 2022 yılında tamamlanacaktır.

Proje Adı	Gönüller Bir Olsun Projesi
Finans/Destek Sağlayan Kuruluş Adı	AİLE ÇALIŞMA ve SOSYAL HİZMETLER BAKANLIĞI
Program Adı	2020 Yılı Yaşlı Destek Programı (YADES)
Destek/Hibe Miktarı	610.000,00 TL
Proje Özeti	Proje kapsamında; * Vefa Konağı 1 ve 2 tesislerimizdeki hizmetlerimizin sürdürülebilirliği, * Maddi durumu iyi olmayan yaşlılarımızın evlerinin bakım ve onarımı, * Yaşlılara özgün sosyal ve kültürel etkinlikler, yapılması, * Pandemi süresince ihtiyaç ve bakıma muhtaç yaşlılara yemek yardımı gerçekleştirmek, * İhtiyaç sahibi yaşlılara eşya yardımı ve yaşam alanı iyileştirme faaliyetleri planlanmıştır.
Açıklamalar	Proje 2021 yılında tamamlanmıştır.

Proje Adı	Malatya B.B. Orta Vadeli Finansman ve Kalkınmanın Planlanması Projesi
Finans/Destek Sağlayan Kuruluş Adı	DÜNYA BANKASI ve İLBANK A.Ş.
Program Adı	Sürdürülebilir Şehirler Programı (SŞP II)
Destek/Hibe Miktarı	243.000,00 €
Proje Özeti	Proje kapsamında; * Büyükşehir Belediyesinin orta vadeli Finansman ve Kalkınma Planının hazırlanması gerçekleştirilecektir.
Açıklamalar	Proje devam etmekte olup, 2022 yılında tamamlanacaktır.

Related Governance Principles

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

Related OECD Wellbeing Indicator

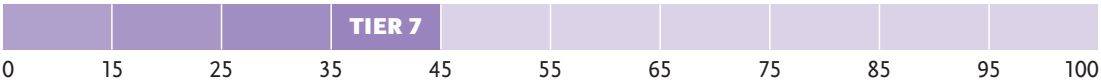
Civic Engagement

Source: Malatya Metropolitan Municipality 2021 Annual Report, pages 227–234

MANİSA Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 7 (35–44 points).

Good Governance Principles

Consistency	TIER 9
Responsibility & Responsiveness	TIER 5
Accountability	TIER 8
Fairness & Inclusiveness	TIER 7
Transparency	TIER 9
Effectiveness & Efficiency	TIER 5
Representation & Participation	TIER 8

Institutional Processes

Decision Making	TIER 6
Resource Utilization	TIER 9
Implementation	TIER 7
Outputs	TIER 8

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 8
Measurement & Evaluation	TIER 9

Assessment of Good Governance Principles

Tier 5 (55–64 points) for **Responsibility & Responsiveness** and **Effectiveness & Efficiency**. The municipality performs these principles more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. These principles point out essential areas of improvement for the municipality.

Tier 7 (35–44 points) for **Fairness & Inclusiveness**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. This principle refers to primary areas of development for the municipality.

Tier 8 (25–34 points) for **Accountability** and **Representation & Participation**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles refer to crucial areas of development for the municipality.

Tier 9 (15–24 points) for **Consistency** and **Transparency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles are the foremost areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares its ethics code in its web site, allowing both citizens and municipality employees to easily access this document.

Importance of the Practice

Sharing ethic codes with the public means a municipality is committed to obedience in conducting its services. Such a move allows citizens to inform the municipality of an act of wrongdoing in performing its activities.

Source: https://www.manisa.bel.tr/s398_manisa-buyuksehir-belediye-baskanligi-etik-komisyo.aspx

Related Governance Principles

Responsibility & Responsiveness

Accountability

Related ELoGE Principles

Principle 5: Rule of Law

Principle 6: Ethical Conduct

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.5. Substantially reduce corruption and bribery in all their forms

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

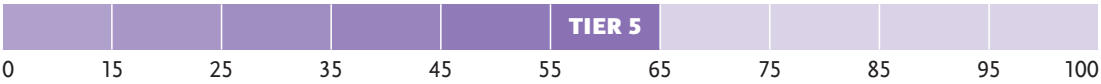
Related OECD Wellbeing Indicator

Civic Engagement

MERSİN Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 5 (55–64 points).

Good Governance Principles

Consistency	TIER 4
Responsibility & Responsiveness	TIER 4
Accountability	TIER 7
Fairness & Inclusiveness	TIER 4
Transparency	TIER 6
Effectiveness & Efficiency	TIER 4
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 7
Resource Utilization	TIER 9
Implementation	TIER 4
Outputs	TIER 4

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 4
Measurement & Evaluation	TIER 7

Assessment of Good Governance Principles

Tier 4 (65–74 points) for **Consistency**, **Responsibility & Responsiveness**, **Fairness & Inclusiveness** and **Effectiveness & Efficiency**. The municipality performs these principles more successfully than the other principles. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. The municipality needs to improve the practices of these principles.

Tier 6 (45–54 points) for **Transparency**. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) **Accountability** and **Representation & Participation** ilkelerinde for yer alıyor. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles refer to crucial areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality has developed a social cohesion and integration policy for immigrants in cooperation with the International Organization for Migration.

Importance of the Practice

Social integration is a very important topic in metropolitan areas. Translation services, employment and vocational counseling improves integration and helps achieve social cohesion and peace in the society.

Mersin Büyükşehir Belediyesi ve Uluslararası Göç Örgütü (IOM) İşbirliğinde Sosyal Uyum Merkezi

- Türkiye'deki Hassas Topluluklara Yönelik Multi-Sektörel Yardım" kapsamında Birleşmiş Milletler Göç Kuruluşu olan Uluslararası Göç Örgütü (IOM) işbirliğiyle ilimiz Akdeniz ilçesinde Sosyal Uyum Merkezi faaliyetlerine başlamıştır.

  Sosyal Uyum Merkezi'nde, Mersin'de yaşayan hassas gruplar için (Geçici Koruma Kapsamı Altındaki Suriyeliler, Uluslararası Koruma Statü veya Başvuru Sahibi sığınmacılar, dezavantajlı durumda olan vatandaşlarımız vb.) koordineli, verimli ve ölçülebilir hizmet sunumu gerçekleştirilecek ve ev sahibi toplulukla sosyal uyum teşvik edilecektir.

- **Sosyal Uyum Merkezi'nde uygulanan faaliyetler:**

- Hassas gruplara yönelik psikososyal destek, tercümanlık desteği, iş ve meslek danışmanlığı, eğitim danışmanlığı ve sağlık danışmanlığı hizmetleri sağlanmıştır.
- Etkili hizmet sunumu, göçmen ve mültecilerin hakları ve yerel entegrasyon mekanizmalarına yönelik etkili yaklaşımlar ve uygulamalar hakkında ilçe kamu kurumları, belediyeler ve sivil toplum kuruluşlarının çalışanları arasında bilgi ve deneyim paylaşımını geliştirmek için farkındalık oturumları düzenlenmiştir.
- Sosyal uyum düzeyini belirlemek ve sorunları belirleyerek sosyal uyum faaliyetlerini bilgilendirmek için her bir belirli bölgede uygulanacak araştırma ve anketler yapılmıştır.
- Belediyelerin programlarını ve faaliyetlerini beslemek için Mülteci Komitesi / Konseyleri ile üç ayda bir topluluk toplantıları düzenlenmiştir.
- Göçmenleri, mültecileri ve ev sahibi toplulukları hedefleyen kültürlerarası öğrenme, çatışma yönetimi ve barış eğitimi konularında eğitimler verilmiştir.
- Mülteciler ve ev sahibi topluluk (spor faaliyetleri, annelik grupları) arasında, seçilen yerel kamu hizmeti sağlayıcıları ve belediyelerin sosyal hizmet görevlileri ile koordineli bir şekilde yürütülecek topluluk oluşturma etkinlikleri düzenlenmiştir.

Related Governance Principles

Fairness & Inclusiveness

Related ELoGE Principles

Principle 11: Human Rights, Cultural Diversity, and Social Cohesion

Related SDGs and Targets

SDG 10, SDG 16

Target 10.2. By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Target 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

Related OECD Wellbeing Indicator

Community

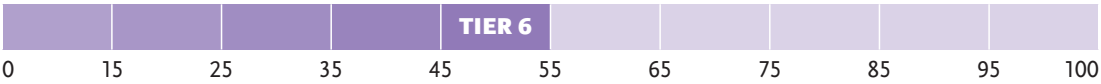
Civic Engagement

Source: Mersin Metropolitan Municipality 2021 Annual Report, page 114

MUĞLA Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 6 (45–54 points).

Good Governance Principles

Consistency	TIER 7
Responsibility & Responsiveness	TIER 7
Accountability	TIER 8
Fairness & Inclusiveness	TIER 5
Transparency	TIER 5
Effectiveness & Efficiency	TIER 6
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 6
Resource Utilization	TIER 8
Implementation	TIER 7
Outputs	TIER 6

Continuous Learning

Structure & Direction	TIER 4
Deployment	TIER 6
Measurement & Evaluation	TIER 9

Assessment of Good Governance Principles

Tier 5 (55–64 points) for **Fairness & Inclusiveness** and **Transparency**. The municipality performs these principles more successfully than the other principles. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles point out essential areas of improvement for the municipality.

Tier 6 (45–54 points) for **Effectiveness & Efficiency**. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Consistency**, **Responsibility & Responsiveness** and **Representation & Participation**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles refer to crucial areas of development for the municipality.

Tier 8 (25–34 points) for **Accountability**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. This principle refers to primary areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares its subsidiaries' financials and balance sheets.

Importance of the Practice

Municipalities need to be considered in a holistic perspective in financial and administrative terms. A municipality and its subsidiaries should be reviewed and analyzed in a consolidated manner so that a meaningful understanding of effectiveness and efficiency could be achieved. All resources utilized by a municipality and its subsidiaries are public resources, so they need to be monitored in a consolidated manner. Such an approach improves stakeholder's trust.

3. Mali Bilgiler

MUTTAŞ A.Ş.'ne ait 2021 yılı bilanço ve ayrıntılı gelir tabloları aşağıda verilmiştir.

MUTTAŞ 2021 Yılı Bilançosu

AKTİF (VARLIKLAR)	Önceki Dönem	Cari Dönem	PASİF(KAYNAKLAR)	Önceki Dönem	Cari Dönem
I- DÖNEN VARLIKLAR	12.239.703,95	92.341.884,41	I- KISA VADELİ YABANCI KAYNAKLAR	12.414.599,62	30.734.430,83
A-HAZIR DEĞERLER	7.994.286,16	14.982.271,16	A-MALİ BORÇLAR	1.177.990,40	-
1-KASA	28.177,66	34.484,91	1-BANKA KREDİLERİ	1.177.990,40	-
2-ALINAN ÇEKLER	-	-	2-FİNANSAL KİRALAMA İŞLEMİ ERİNDEN BORÇLAR	-	-
3-BANKALAR	7.551.533,60	14.518.825,53	3-ERTELENMİŞ FİNANSAL KİRALAMA BORÇLARINA MALİYETLERİ (-)	-	-
4-VERİLEN ÇEKLER VE ÖDEME EMİRLERİ (-)	-	-	4-UZUN VADELİ KREDİLERİN ANAPARA TAKSİTLERİ VE FAİZLERİ	-	-
5-DİĞER HAZIR DEĞERLER	414.183,70	428.961,65	5-TAHVİL ANAPARA BORÇ, TAKSİT VE FAİZLERİ	-	-
B-MENKUL KIYMETLER	-	65.000.135,27	6-ÇIKARILMIŞ BONOLAR VE SENETLER	-	-
1-HİSSE SENETLERİ	-	-	7-ÇIKARILMIŞ DİĞER MENKUL KIYMETLER	-	-
2-ÖZEL KESİM TAHVİL, SENET VE BONOLARI	-	-	8-MENKUL KIYMETLER İHRAÇ FARKI (-)	-	-
3-KAMU KESİMİ TAHVİL, SENET VE BONOLARI	-	-	9-DİĞER MALİ BORÇLAR	-	-
4-DİĞER MENKUL KIYMETLER	-	65.000.135,27	B-TİCARİ BORÇLAR	2.018.692,76	20.606.421,91
5-MENKUL KIYMETLER DİĞER DÜŞÜKLÜĞÜ KARŞILIĞI (-)	-	-	1-SATICILAR	1.726.625,76	22.126.997,60
C-TİCARİ ALACAKLAR	1.509.994,29	2.769.998,52	2-BORÇ SENETLERİ	-	-
1-ALICILAR	1.542.588,29	2.580.825,89	3-BORÇ SENETLERİ REESKONTU (-)	-	-
2-ALACAK SENETLERİ	17.706,00	75.181,60	4-ALINAN DEPOZİTO VE TEMİNATLAR	244.582,47	426.018,94
3-ALACAK SENETLERİ REESKONTU (-)	-	-	5-DİĞER TİCARİ BORÇLAR	67.484,81	73.405,07
4-KAZANILMAMIŞ FİNANSAL KİRALAMA FAİZ GELİRLERİ (-)	-	-	C-DİĞER BORÇLAR	5.123.170,75	8.738.731,59
5-VERİLEN DEPOZİTO VE TEMİNATLAR	-	-	1-ORTAKLARA BORÇLAR	-	-
6-DİĞER TİCARİ ALACAKLAR	-	96.795,66	2-İŞTİRAKLERE BORÇLAR	-	-
7-ŞÜPHELİ TİCARİ ALACAKLAR	-	-	3-BAĞLI ORTAKLIKLARA BORÇLAR	-	-
8-ŞÜPHELİ TİCARİ ALACAKLAR KARŞILIĞI (-)	-	-	4-PERSONELE BORÇLAR	1.693.566,60	1.793.757,65
D-DİĞER ALACAKLAR	454.543,67	860.528,00	5-DİĞER ÇEŞİTLİ BORÇLAR	4.407.204,15	6.944.973,74
1-ORTAKLARDAN ALACAKLAR	-	-	6-DİĞER BORÇ SENETLERİ REESKONTU (-)	-	-
2-İŞTİRAKLERDEN ALACAKLAR	-	-	D-ALINAN AVANSLAR	11.013,24	35.873,36
3-BAĞLI ORTAKLIKLARDAN ALACAKLAR	-	-	1-ALINAN SİPARİŞ AVANSLARI	11.013,24	35.873,36
4-PERSONELDEN ALACAKLAR	40.710,89	52.106,73	2-ALINAN DİĞER AVANSLAR	-	-
5-DİĞER ÇEŞİTLİ ALACAKLAR	393.932,78	809.421,27	E-YILLARA YAYGIN İNŞAAT VE ONARIM HAKEDİŞ BEDELLERİ	-	-
6-DİĞER ALACAK SENETLERİ REESKONTU (-)	-	-	1-YILLARA YAYGIN İNŞAAT VE ONARIM HAKEDİŞ BEDELLERİ	-	-
7-ŞÜPHELİ DİĞER ALACAKLAR	-	-	2-YILLARA YAYGIN İNŞAAT İMPLASYON DÜZELTME HESABI	-	-
8-ŞÜPHELİ DİĞER ALACAKLAR KARŞILIĞI (-)	-	-	F-ÖDENECEK VERGİ VE DİĞER YÜKÜMLÜLÜKLER	1.662.282,84	1.261.203,78
E-STOKLAR	627.046,94	1.496.661,62	1-ÖDENECEK VERGİ VE FONLAR	229.536,66	395.373,70
1-İLK MADDE VE MALZEME	55.557,32	174.410,39	2-ÖDENECEK SOSYAL GÜVENLİK KESİNTİLERİ	702.378,37	865.159,60
2-YARI MAMULLER - ÜRETİM	-	-	3-VERİLEN GEÇMİŞ HİZMETLERİNİ VEYA TAKSİTLENDİRİLMİŞ VERGİ VE DİĞER YÜKÜMLÜLÜKLER	-	-
3-MAMULLER	-	-	4-ÖDENECEK DİĞER YÜKÜMLÜLÜKLER	59.888,01	60.760,48
4-TİCARİ MALLAR	520.004,36	675.943,48	G-BORÇ VE GİDER KARŞILIKLARI	92,00	92,00
5-DİĞER STOKLAR	20.070,63	629.355,92	1-DÖNEM KARI VERGİ VE DİĞER YASAL YÜKÜMLÜLÜK KARŞILIKLARI	-	-
6-STOK DEĞER DÜŞÜKLÜĞÜ KARŞILIĞI (-)	-	-	2-ÖDENMİ KARDAN PEŞİN ÖDENEN VERGİ VE DİĞER YÜKÜMLÜLÜKLERİ (-)	-	-
7-VERİLEN SİPARİŞ AVANSLARI	1.713,61	6.351,80	3-KIDEM TAZMİNATI KARŞILIĞI	-	-
F-YILLARA YAYGIN İNŞAAT VE ONARIM MALİYETLERİ	-	-	4-MALİYET GİDERLERİ KARŞILIĞI	-	-
1-YILLARA YAYGIN İNŞAAT VE ONARIM MALİYETLERİ	-	-	5-DİĞER BORÇ VE GİDER KARŞILIKLARI	92,00	92,00
2-YILLARA YAYGIN İNŞAAT ENFLASYON DÜZELTME HESABI	-	-	H-GELECEK AYLARA AİT GELİRLER VE GİDER TAHAKKUKLARI	7.334,79	8.926,48
3-TAŞERONLARA VERİLEN AVANSLAR	-	-	1-GELECEK AYLARA AİT GELİRLER	7.334,79	8.926,48
G-GELECEK AYLARA AİT GİDERLER VE GELİR TAHAKKUKLARI	802.223,31	5.199.098,69	2-DİĞER TAHAKKUKLARI	-	-
1-GELECEK AYLARA AİT GİDERLER	802.223,31	5.199.098,69	I-DİĞER KISA VADELİ YABANCI KAYNAKLAR	5.953,64	63.092,61
2-GELİR TAHAKKUKLARI	-	-	1-HESAPLANAN KDV	5.953,64	265,84
H-DİĞER DÖNEN VARLIKLAR	759.990,68	2.282.383,26	2-DİĞER KDV	-	-
1-DEVREDEN KATMA DEĞER VERGİSİ	696.027,49	2.166.460,59	3-MERKEZ VE ŞUBELER CARİ HESABI	-	-
2-İNDİRİLECEK KATMA DEĞER VERGİSİ	-	-	4-BAYIM VE TEBSELLÜM FAZLALARI	5.953,64	62.826,77
3-DİĞER KATMA DEĞER VERGİSİ	-	-	5-BAYIM VE TEBSELLÜM FAZLALARI (-)	-	-
A-PEŞİN ÖDENEN VERGİLER VE FONLAR	49.792,37	54.914,67	6-DİĞER ÇEŞİTLİ YABANCI KAYNAKLAR	-	-
5-İŞ AVANSLARI	6.216,36	7.409,04	II- UZUN VADELİ YABANCI KAYNAKLAR	-	-
6-PERSONEL AVANSLARI	13.360,46	23.601,96	A-MALİ BORÇLAR	-	-
7-SAYIM VE TESELLÜM NOKSANLARI	-	-	1-BANKA KREDİLERİ	-	-
8-DİĞER ÇEŞİTLİ DÖNEN VARLIKLAR	-	-	2-FİNANSAL KİRALAMA İŞLEMLERİNDEN BORÇLAR	-	-
9-DİĞER DÖNEN VARLIKLAR KARŞILIĞI (-)	-	-	3-ERTELENMİŞ FİNANSAL KİRALAMA BORÇLARINA MALİYETLERİ (-)	-	-
II- DURAN VARLIKLAR	16.444.413,93	32.655.183,91	4-ÇIKARILMIŞ TAHVİLLER	-	-
A-TİCARİ ALACAKLAR	443.506,59	552.096,10	5-ÇIKARILMIŞ DİĞER MENKUL KIYMETLER	-	-
1-ALICILAR	-	-	6-MENKUL KIYMETLER İHRAÇ FARKI (-)	-	-
2-ALACAK SENETLERİ	-	-	7-DİĞER MALİ BORÇLAR	-	-
3-ALACAK SENETLERİ REESKONTU (-)	-	-	B-TİCARİ BORÇLAR	-	-
4-KAZANILMAMIŞ FİNANSAL KİRALAMA FAİZ GELİRLERİ (-)	-	-	1-SATICILAR	-	-

Source: Muğla Metropolitan Municipality 2021 Annual Report, page 195

Related Governance Principles

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

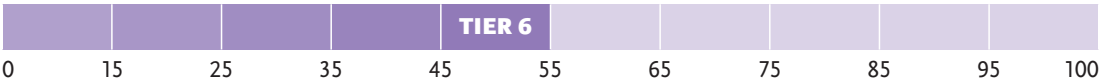
Related OECD Wellbeing Indicator

Civic Engagement

ORDU Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 6 (45–54 points).

Good Governance Principles

Consistency	TIER 9
Responsibility & Responsiveness	TIER 5
Accountability	TIER 8
Fairness & Inclusiveness	TIER 7
Transparency	TIER 5
Effectiveness & Efficiency	TIER 3
Representation & Participation	TIER 6

Institutional Processes

Decision Making	TIER 6
Resource Utilization	TIER 8
Implementation	TIER 5
Outputs	TIER 6

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 6
Measurement & Evaluation	TIER 7

Assessment of Good Governance Principles

Tier 3 (75–84 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. For this principle, there is a minor area of improvement for the municipality.

Tier 5 (55–64 points) for **Responsibility & Responsiveness** and **Transparency**. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles point out essential areas of improvement for the municipality.

Tier 6 (45–54 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Fairness & Inclusiveness**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. This principle refers to primary areas of development for the municipality.

Tier 8 (25–34 points) for **Accountability**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. This principle refers to primary areas of development for the municipality.

Tier 9 (15–24 points) for **Consistency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. This principle is the foremost area of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares expectations, demands, and requests of the stakeholders collected through the strategic planning process in its strategic plan.

ORDU BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Sharing expectations, demands, and requests from stakeholders enables the monitoring of how these comments have been reflected in decision making and strategic planning processes. This practice also permits follow-up, i.e., observing if these plans have been realized through performing activities and allocating resources. If this process is performed effectively, it can be considered as a meaningful participation process.

Ulaşım ve Afet Hizmetleri Yönetimi

Beklentiler	Öneriler
▶ Akıllı ulaşım sistemlerinin yaygınlaştırılması ▶ Turizm odaklı yerleşim yerlerine ilişkili yolların bakım/onarım ve ulaşım şartlarının iyileştirilmesi ▶ İlçeler ile bağlantı yolarının bakım onarımının tamamlanması ▶ Otopark ve araç park sorunun çözülmesi ▶ Otopark ücretlerinin düzenlenmesi ▶ Altyapı hizmetleri yapılırken yol ve kaldırımların tahrip edilmemesi ▶ Toplu taşıma araçlarının saatlerinin düzenlenmesi ▶ Araçların yaya kaldırımlarında, engelli yürüyüş bantlarına, dolmuş duraklarına park edilmemesi ▶ Afet bilincinin arttırılması ▶ Afet sırasında müdahalelerde girilemeyen sokaklar gibi trafik sorunlarının ortadan kaldırılması	▶ Olası Afet durumlarında toplanılacak alanların belirlenmesi ve tanıtılması ▶ Toplu taşıma sisteminin güçlendirilmesi ▶ Tüm ilçelerden merkez ilçeye (Altınordu) geliş gidişli ana arteri belediye otobüsü ile hizmet edilmesi, ▶ Toplu taşıma dönüşüm sistemi için ilçe taşıyıcı kooperatifleri ile birlikte çalışılması ▶ Sinyalizasyon sistemi ile birlikte trafik kontrolünün düzenlenmesi

Çevre ve Sağlık Hizmetleri Yönetimi

Beklentiler	Öneriler
▶ Çocuk oyun alanları, parklar ve yeşil alanların hijyen ortamlarının artırılması ▶ Yeşil alanlarının korunarak arttırılması ▶ Mavi bayraklı plajlarımızın temizliğine hassasiyet gösterilmesi ▶ Sahipsiz hayvanların bakımına yönelik tesislerin sayısının arttırılması	▶ Vatandaşların bilinçlendirilmesi için ortak projelerin üretilmesi ve tanıtılması ▶ Modern kent yapısına kavuşurken doğayı ve çevreyi koruyan projelere yer verilmesi ▶ Çevre ve sağlık hizmetlerinin tanıtılması için ödüllü yarışmalar düzenlenmesi ▶ Yenilenebilir enerji kaynaklı elektrik üretim tesislerinin kurulması.

Kent ve Toplum Düzeni Hizmetleri Yönetimi

Beklentiler	Öneriler
▶ Şehir içerisinde bulunan bar, birahane vb. yerlerden uzak konumlandırılması, ▶ Sahipsiz hayvanlarının güvenli alanlarda bakımının yapılması ▶ Engelli geçişlerine ve araç parkına yönelik zabıta denetimlerinin sıklaştırılması ▶ Yaya kaldırımlarına ve dolmuş duraklarına park sorununun çözümlenmesi ▶ Hoparlör sesi ve tabela kirliliğinin önlenmesi	▶ Kurumlar arası iş birliği için çalışma komisyonları kurulması ▶ Dilenci denetimleri arttırılarak önlenmesi

Source: Ordu Metropolitan Municipality 2020–2024 Strategic Plan, page 58

Related Governance Principles

Responsibility & Responsiveness

Representation & Participation

Related ELoGE Principles

Principle 1: Participation, Representation, Fair Conduct of Elections

Principle 2: Responsiveness

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

Target 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

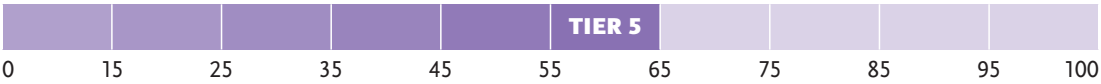
Related OECD Wellbeing Indicator

Civic Engagement

SAKARYA Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 5 (55–64 points).

Good Governance Principles

Consistency	TIER 6
Responsibility & Responsiveness	TIER 6
Accountability	TIER 5
Fairness & Inclusiveness	TIER 5
Transparency	TIER 5
Effectiveness & Efficiency	TIER 3
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 5
Resource Utilization	TIER 8
Implementation	TIER 5
Outputs	TIER 5

Continuous Learning

Structure & Direction	TIER 4
Deployment	TIER 5
Measurement & Evaluation	TIER 8

Assessment of Good Governance Principles

Tier 3 (75–84 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. For this principle, there is a minor area of improvement for the municipality.

Tier 5 (55–64 points) for **Accountability**, **Fairness & Inclusiveness** and **Transparency**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. These principles point out essential areas of improvement for the municipality.

Tier 6 (45–54 points) for **Consistency** and **Responsibility & Responsiveness**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. These principles point out essential areas of improvement for the municipality.

Tier 7 (35–44 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle refers to primary areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality has evaluated its previous strategic plan in a detailed manner during its new strategic planning process.

Importance of the Practice

Municipalities need to conduct current state analysis in a detailed manner. One of the most important foundational stones of this process is the performance evaluation of the previous strategic plan. This process is very useful to understand the improvement areas when making new plans. This improves consistency of planning and engagement with the stakeholders as well as the effectiveness and efficiency of processes for improved performance.

Uygulanmakta Olan Stratejik Planın Değerlendirilmesi

Stratejik plandaki amaçların ve hedeflerin gerçekleşme düzeyleri; harcama birimlerinden üç ayda bir alınan performans verileri yoluyla Stratejik Yönetim Şube Müdürlüğü tarafından hesaplanmaktadır. Uygulanmakta olan stratejik planın amaç ve hedeflerinin beş yıllık gerçekleşme düzeyleri aşağıdaki tablolarda verilmiştir.

Stratejik Amaçlar	2015	2016	2017	2018	2019
Stratejik Amaç 1	13,99%	41,77%	62,47%	72,75%	77,52%
Stratejik Amaç 2	8,75%	41,35%	55,25%	68,84%	75,15%
Stratejik Amaç 3	0%	17,32%	50,20%	65,08%	76,71%
Stratejik Amaç 4	11,53%	23,12%	41,15%	53,35%	68,75%
Stratejik Amaç 5	8,67%	28,47%	42,32%	62,39%	80,12%
Stratejik Amaç 6	20,31%	38,13%	60,54%	76,82%	90,42%
Stratejik Amaç 7	20,65%	48,12%	65,70%	75,60%	83,25%
Stratejik Amaç 8	15,25%	36,57%	49,60%	63,96%	72,57%
Stratejik Amaç 9	22,43%	46,80%	58,93%	75,74%	90,13%
Stratejik Amaç 10	26,29%	44,14%	65,07%	83,98%	89,00%

Bazı hedeflere ait performans hedeflerinin gerçekçi olarak belirlenmediği, beş yıllık hedef gerçekleşmelerinin belirlenmiş mevcut niceliğin ya çok üstünde ya da çok altında gerçekleştiği görülmüştür. Harcama birimleri; performans hedeflerini belirlerken iyi hesaplamalar yapmalı. Yine stratejik planda yer alan bazı hedeflerin sıfır değerinde olması ilgili harcama biriminin iyi bir gelecek öngörüsü yapamadığını göstermiştir. Bu yüzden harcama birimleri hedeflerini belirlerken daha gerçekçi davranmalıdırlar.

Source: Sakarya Metropolitan Municipality 2020–2024 Strategic Plan, pages 22–23

Related Governance Principles

Consistency

Effectiveness & Efficiency

Related ELoGE Principles

Principle 3: Efficiency and Effectiveness

Principle 7: Competence and Capacity

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

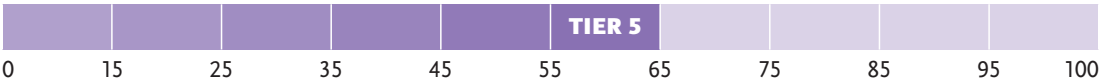
Related OECD Wellbeing Indicator

Civic Engagement

SAMSUN Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 5 (55–64 points).

Good Governance Principles

Consistency	TIER 6
Responsibility & Responsiveness	TIER 4
Accountability	TIER 7
Fairness & Inclusiveness	TIER 4
Transparency	TIER 5
Effectiveness & Efficiency	TIER 3
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 6
Resource Utilization	TIER 6
Implementation	TIER 4
Outputs	TIER 5

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 5
Measurement & Evaluation	TIER 6

Assessment of Good Governance Principles

Tier 3 (75–84 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. For this principle, there is a minor area of improvement for the municipality.

Tier 4 (65–74 points) for **Responsibility & Responsiveness** and **Fairness & Inclusiveness**. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. The municipality needs to improve the practices of these principles.

Tier 5 (55–64 points) for **Transparency**. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. This principle points out important areas of improvement for the municipality.

Tier 6 (45–54 points) for **Consistency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Accountability** and **Representation & Participation**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles refer to crucial areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

Municipality conducts a public day for citizens in a regular manner.

SAMSUN BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Effective meaningful participation improves the quality of participation if conducted regularly. Such a process enables the understanding and monitoring of the changing and permanent needs of citizens and thus finds effective and efficient solutions for these needs.

Dünyanın en büyük Havacılık, Uzay ve Teknoloji Festivali Teknofest 2021'de düzenlenen Roket Yarışması'nda, Orta İrtifa Kategorisinde Türkiye 1.'si olan Atakum Gençlik Merkezi Tanyeli Roket

Sosyal projeler kapsamında, geleceğimize yön veren gençlerimizin her daim yanında olmaya özen göstererek vatandaşlarımızın sorunlarını giderebilmek ve onlara daha yakın olabilmek amacıyla haftada 2 gün Salı ve Perşembe günleri halk günü tertip ettik. Bu kapsamda, 2.754 vatandaşımız Başkanlık Makamı'mızda ağırlandı. Ayrıca; ziyaretlerimizde kıymetli büyüklerimiz ile hasbihal etmeye, hallerini hatırlarını sormaya, varsa taleplerini yerine getirmeye özen gösterdik. Pandemide yeni normalleşme sürecinde 17 ilçemizin 285 mahallesinde çalışmalarımızı inceledikten sonra vatandaşlarımızla bir araya geldik. Muhtarlarla İstişare ve Değerlendirme Toplantıları yaptık. Spora verdiğimiz değer kapsamında, ilimizin gururu Samsunspor'umuzun her daim yanında olarak açılış, davet, düğün, festivaller ve organizasyonlarda, vatandaşımızın davet ettiği her yerde yanlarında olmaya çalıştık.

"Dinlemeye, çözüm üretmeye, talepleri karşılamaya devam ediyoruz."

Source: Samsun Metropolitan Municipality 2021 Annual Report, pages 242–243

Related Governance Principles

Responsibility & Responsiveness

Representation & Participation

Related ELoGE Principles

Principle 1: Participation, Representation, Fair Conduct of Elections

Principle 2: Responsiveness

Related SDGs and Targets

SDG 16

Hedef 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

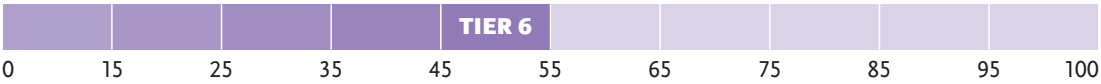
Related OECD Wellbeing Indicator

Civic Engagement

ŞANLIURFA Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 6 (45–54 points).

Good Governance Principles

Consistency	TIER 9
Responsibility & Responsiveness	TIER 5
Accountability	TIER 8
Fairness & Inclusiveness	TIER 6
Transparency	TIER 7
Effectiveness & Efficiency	TIER 4
Representation & Participation	TIER 5

Institutional Processes

Decision Making	TIER 7
Resource Utilization	TIER 9
Implementation	TIER 5
Outputs	TIER 6

Continuous Learning

Structure & Direction	TIER 5
Deployment	TIER 6
Measurement & Evaluation	TIER 7

Assessment of Good Governance Principles

Tier 4 (65–74 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. The municipality needs to improve the practices of this principle.

Tier 5 (55–64 points) for **Responsibility & Responsiveness** and **Representation & Participation**. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles point out essential areas of improvement for the municipality.

Tier 6 (45–54 points) for **Fairness & Inclusiveness**. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. This principle points out important areas of improvement for the municipality.

Tier 7 (35–44 points) for **Transparency**. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. This principle refers to primary areas of development for the municipality.

Tier 8 (25–34 points) for **Accountability**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. This principle refers to primary areas of development for the municipality.

Tier 9 (15–24 points) for **Consistency**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. This principle is the foremost area of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality has formed a department called Immigration and Cohesion Services. This department conducts activities for the integration of the immigrants in the city as well as addressing their needs.

Importance of the Practice

Social integration is a very important topic in metropolitan areas. Translation services, employment and vocational counseling improves integration and helps achieve social cohesion and peace in the society.

GÖÇ VE UYUM HİZMETLERİ DAİRESİ BAŞKANLIĞI

YENİCE TOPLUM MERKEZİ

1-Sağlık Danışmanlığı: yaklaşık 20 medikal malzeme temini 250 aşılama bilgilendirme oturumu 60 danışmanlık
2-Sosyal hizmetler danışmanlığı: 140 kişi
3-Hukuk danışmanlığı: 110 kişi
4-İş meslek danışmanlığı: 130 kişi
5-Egitim danışmanlıgı: 150 kişi
6-Robotik kodlama mentörlük: 125 kursiyer
7-Türkçe dersi: 50 kişi
8- Robotik Kodlama Mentörlük atölyesi ziyaretçi sayısı: 480 kişi
9-İlkokul ve ortaokul merkezimizin tanıtım: 180 öğrenci
10-Şair Anadolu Lisesi öğrencilerinin eğitimi: 80 ögrenci faydalanmıştır.

SÜLEYMANİYE TOPLUM MERKEZİ

50 kişiye türkçe dili kursu verildi.

HAYATİ HARRAN ROBOTİK KODLAMA

63 kişiye robotik kodlama kursu verildi.

MEDİKAL YARDIMLAR

45 adet hastane yatağı
45 adet hava yatağı
75 manuel tekerlekli sandalye
45 koltuk derneği
45 baston
45 taşınabilir klozet
45 walker
20 aküllü tekerlekli sandalye yardımı yapılmıştır.

GÖÇMEN KADINLAR VE GENÇLER İÇİN SAĞLIK VE DESTEK MERKEZİ

165 kişiye koruma hizmeti sağlanmıştır. 80 kişiye sağlık hizmeti verilmiştir.

GIDA VE HİJYEN YARDIMI

37.250 adet hijyen paketi, **21.000 adet** gıda paketi, **1000 adet** bebek seti, **820 adet** çölyak gıda paketi, **180 PKU** gıda paketi, **1635** market kartı yardımı yapıldı.

Source: Şanlıurfa Metropolitan Municipality 2021 Annual Report, page 97

Related Governance Principles

Fairness & Inclusiveness

Related ELoGE Principles

Principle 11: Human Rights, Cultural Diversity, and Social Cohesion

Related SDGs and Targets

SDG 10, SDG 16

Target 10.2. By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Target 16.7. Ensure responsive, inclusive, participatory, and representative decision-making at all levels

Related OECD Wellbeing Indicator

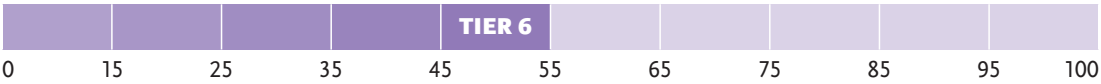
Community

Civic Engagement

TEKİRDAĞ Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 6 (45–54 points).

Good Governance Principles

Consistency	TIER 6
Responsibility & Responsiveness	TIER 6
Accountability	TIER 8
Fairness & Inclusiveness	TIER 6
Transparency	TIER 6
Effectiveness & Efficiency	TIER 5
Representation & Participation	TIER 6

Institutional Processes

Decision Making	TIER 5
Resource Utilization	TIER 8
Implementation	TIER 6
Outputs	TIER 6

Continuous Learning

Structure & Direction	TIER 4
Deployment	TIER 6
Measurement & Evaluation	TIER 7

Assessment of Good Governance Principles

Tier 5 (55–64 points) for **Effectiveness & Efficiency**. The municipality performs this principle more successfully than the other principles. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. This principle points out important areas of improvement for the municipality.

Tier 6 (45–54 points) for **Consistency**, **Responsibility & Responsiveness**, **Fairness & Inclusiveness**, **Transparency** and **Representation & Participation**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. These principles point out essential areas of improvement for the municipality.

Tier 8 (25–34 points) for **Accountability**. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. This principle refers to primary areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality has key performance indicators (KPIs) for its own revenue stream and implements quality management systems (EFQM).

T.C.
TEKİRDAĞ
BÜYÜKŞEHİR BELEDİYESİ

Importance of the Practice

Municipalities need to consider their financial and institutional capacity in a holistic perspective so that they can improve the effectiveness and efficiency of municipal services. Identifying KPIs to improve financial performance and institution capacity also improves the resilience of institutions.

Stratejik Amaç 7	Belediyenin kurumsal kapasitesini güçlendirerek katılımcı, hizmet ve vatandaş odaklı bir yönetim yapısı geliştirmek								
Stratejik Hedef 7.2	Sürekli gelişim anlayışı ile insan kaynakları ve kurumsal yapımızı geliştirip hizmet verimliliğini sağlıklı ve güvenli bir şekilde artırarak daha başarılı bir kurumsal performansa ulaşmak.								
Performans Göstergeleri	Hedefe Etkisi	Plan Dönemi Başlangıç Değeri	1.Yıl	2.Yıl	3.Yıl	4.Yıl	5.Yıl	İzleme Sıklığı	Raporlama Sıklığı
PG7.2.1 Belediye hizmetlerinden memnuniyet oranı (%)	25	55	-	57	-	60	-	2 yılda bir	2 yılda bir
PG7.2.2 Kurumsal mükemmellik modeli puanı (yıllık)	30	400	420	440	460	480	500	Yılda bir	Yılda bir
PG7.2.3 Çalışan Memnuniyet Oranı (%)	25	74	75	76	77	78	80	Yılda bir	Yılda bir
PG7.2.4 Personel başına hizmet içi eğitim saati (yıllık)	20	2	2	2	2	2	2	6 ayda bir	Yılda bir
Sorumlu Birim	İnsan Kaynakları ve Eğitim Dairesi Başkanlığı								
İşbirliği Yapılacak Birim	Tüm Birimler								
Riskler	1.Sendikalarla olan görüşmelerde sürecin uzaması ve uzlaşmazlıkla sonuçlanması 2.Geçmişe dönük davalardan kaynaklı mali sorumlulukların artması 3.Oluşturulmuş İSG kurallarına ve prosedürlerine uyulmaması								
Faaliyet ve Projeler	1.İnsan kaynaklarına ilişkin politika ve programların yönetilmesi 2.Çalışanların idari, mali ve sosyal haklarının yürütülmesi ile uyuşmazlık süreçlerinin takip edilmesi 3.Eğitim ve organizasyonel gelişim faaliyetlerinin ve stajyer öğrenci kabul işlemlerinin yürütülmesi. 4.Kurumsal mükemmellik modeli çalışmalarının yürütülmesi 5.İç /dış paydaş beklenti ve algılamalarının ölçülmesi, anket uygulamalarının gerçekleştirilmesi 6.Belgelendirilen ve uygulanan Yönetim Sistemlerini faaliyetlerinin koordine edilmesi 7.Toplu iş sözleşme faaliyetlerinin yürütülmesi 8.İş sağlığı ve güvenliği faaliyetleri kapsamında; kurum/çalışan/ yönetici açısından mevzuata uygun davranışın sağlanmasına yönelik "Güvenlik Kültürü" kavramının benimsenmesi çalışmalarının yürütülmesi 9.Personelin motivasyonunu artırmaya yönelik sosyal faaliyetlerin yapılması								
Maliyet Tahmini	61.659.812 TL								
Tespitler	1.Personele yönelik hizmet içi eğitim ihtiyacının bulunması 2.İş sağlığı ve güvenliği konusunda çalışanların yeterli farkındalığının olmaması 3.Kurumsal gelişim sürecinin sürekliliği için kalite ve kurumsal mükemmellik çalışmalarının devamlılığı ihtiyacı 4.Personel motivasyonunun ve sürekliliğinin sağlanması 5.Kurum içi uzmanlaşmanın geliştirilmesi								
İhtiyaçlar	1.Eğitim ihtiyaçlarının belirlenerek, eğitim planlarının hazırlanması 2.İş sağlığı ve güvenliği/ kurumsal mükemmellik çalışmalarına ilişkin eğitim, seminer vb. faaliyetlerin düzenlenmesi 3.Personelin yetkinlik, yeterlilik ve görev tanımı çalışmalarının tamamlanması 4.Çalışan motivasyonunun artırılması								

Related Governance Principles

Effectiveness & Efficiency

Related ELoGE Principles

Principle 3: Efficiency and Effectiveness

Principle 7: Competence and Capacity

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

Related OECD Wellbeing Indicator

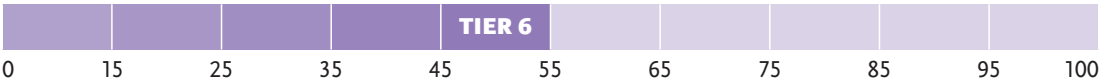
Civic Engagement

Source: Tekirdağ Metropolitan Municipality 2020–2024 Strategic Plan, pages 86–88

TRABZON Metropolitan Municipality

METROPOLITAN MUNICIPALITY GOVERNANCE SCORECARD

TOTAL SCORE



Based on its total score for good governance, the municipality is in Tier 6 (45–54 points).

Good Governance Principles

Consistency	TIER 6
Responsibility & Responsiveness	TIER 5
Accountability	TIER 6
Fairness & Inclusiveness	TIER 5
Transparency	TIER 5
Effectiveness & Efficiency	TIER 5
Representation & Participation	TIER 7

Institutional Processes

Decision Making	TIER 5
Resource Utilization	TIER 9
Implementation	TIER 6
Outputs	TIER 5

Continuous Learning

Structure & Direction	TIER 3
Deployment	TIER 5
Measurement & Evaluation	TIER 8

Assessment of Good Governance Principles

Tier 5 (55–64 points) for **Responsibility & Responsiveness**, **Fairness & Inclusiveness**, **Transparency** and **Effectiveness & Efficiency**. The municipality performs these principles more successfully than the other principles. Responsibility & Responsiveness require municipalities consider the needs, expectations and rights of both today's citizens and the future generations while planning. Fairness & Inclusiveness require municipalities to take the needs of different social groups into consideration, and to plan its services, activities, and its investments accordingly. Transparency is important for building trust in municipalities and enables monitoring and assessment for continuous development. Effectiveness & Efficiency means producing the best possible and intended outcome without wasting resources. These principles point out essential areas of improvement for the municipality.

Tier 6 (45–54 points) for **Consistency** and **Accountability**. Consistency requires harmony between the activities and plans of municipalities and those of stakeholders. Accountability is important to gain and maintain the trust of stakeholders for the municipalities. These principles point out essential areas of improvement for the municipality.

Tier 7 (35–44 points) for **Representation & Participation**. Active participation of stakeholders, especially in the planning of service provision and investments, is important for meeting expectations and citizen satisfaction. This principle refers to primary areas of development for the municipality.

We see that the municipality still needs to improve its approach to good governance and practices of good governance in its institutional functioning.

Good Practice

The municipality shares the list of fixed assets and their up-to-date valuation in its annual report.

Importance of the Practice

Fixed assets are an important resource for revenue generation. Information sharing on fixed assets' utilization including information from users and rent revenue improves financial transparency, helps monitor effectiveness, and the efficient utilization of fixed assets.

İmar Durumuna Göre Tapulu Belediye Mülkleri

İmar Durumu	Taşınmaz Sayısı	Toplam Yüzölçüm (m^2)	Toplam Hisse Yüzölçümü (m^2)	Toplam Hisse Bedeli (TL)
AFET BÖLGESİ	3	9.450	2.424	313.361
AFET RİSKLİ ALAN	8	4.484	4.463	250.000
AĞAÇLANDIRILACAK ALAN	14	50.929	50.929	43.371
AKARYAKIT İSTASYONU	4	5.799	5.799	35.000.000
ASKERİ ALAN	1	553	553	
CAMİ ALANI	25	11.013	11.013	45.979.820
DİNİ TESİS ALANLAR	8	1.645	1.645	170.642
DOĞAL SİT ALANI-AĞAÇLANDIRILACAK ALAN	7	241.865	241.865	
DOĞAL SİT ALANI-ASKERİ ALAN-ANA OKULU ALANI-KONUT ALANI	1	2.696	2.696	2.696.000
DOĞAL SİT ALANI-KONUT ALANI	1	116	116	116.240
DOĞAL SİT ALANI-RESMİ KURUM ALANI-ATATÜRK KÖŞKÜ	1	11.833	11.833	50.000.000
DOĞAL SİT ALANI-SOSYAL TESİS ALANI-KIZLAR MANASTIRI	1	2.885	2.885	20.000.000
DOĞAL SİT ALANI-YEŞİL ALAN	6	75.401	75.401	
DOLGU DÜZENLEME ALANI	1	37.691	37.691	
FUAR ALANI	1	2.545	2.545	2.748
GENEL OTOPARK ALANI	17	46.741	46.741	171.414.664
İLK OKUL ALANI	2	12.310	5.911	7.028.333
KATI ATIK TESİSİ	2	221.284	221.284	250.000
KENTSEL DÖNÜŞÜM ALANI	22	6.553	5.056	2.832.637
KENTSEL SİT ALANI-AĞAÇLANDIRILACAK ALAN	1	204	204	200.000

Source: Trabzon Metropolitan Municipality 2021 Annual Report, page 19

Related Governance Principles

Accountability

Transparency

Related ELoGE Principles

Principle 4: Openness and Transparency

Principle 10: Sound Financial Management

Principle 12: Accountability

Related SDGs and Targets

SDG 16

Target 16.6. Develop effective, accountable, and transparent institutions at all levels.

Related OECD Wellbeing Indicator

Civic Engagement

OUR FINDINGS

27 Turkish Metropolitan Municipalities have been analyzed to understand the quality of good governance practices by using the MMGS Model. The research has been conducted with citizen centric, holistic perspectives, and in an evidence-based manner. The analysis has been performed by using publicly available information from the websites of municipalities and online media. The model is based on seven good governance principles, four institutional processes, and a three-step institutional learning loop. The model contains 337 indicators which are questions on practices of metropolitan municipalities.

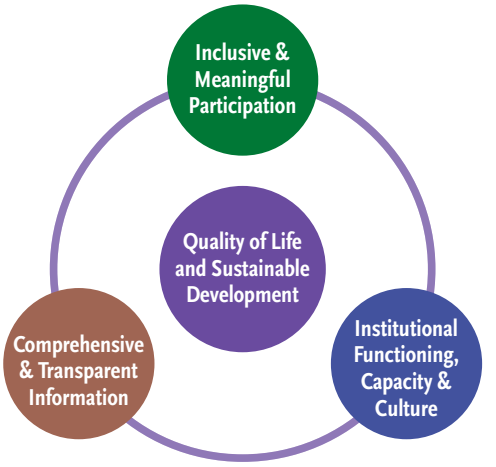
27 Turkish Metropolitan Municipalities have been analyzed to understand the quality of good governance practices by using the MMGS Model. The research has been conducted with citizen centric, holistic perspectives, and in an evidence-based manner.

Indicators have been classified as: indicators related to structures that would enable implementation of good governance practices, indicators related to implementation mechanisms, and indicators related to measurement and evaluation tools or practices. A governance scorecard has been formed for each metropolitan municipality. Areas of improvement for each metropolitan municipality have been identified. Good practices of each metropolitan municipality have been identified as well. In this way, each metropolitan municipality could use a scorecard as a guide in its development journey.

Below we propose certain recommendations based on the findings of MMGS research. These recommendations target improving the quality of life of citizens. Good governance in metropolitan municipalities can contribute to this goal in and through three areas: inclusive and meaningful participation, comprehensive and transparent information sharing, and institutional functioning, capacity, and culture.

Sustainable development and improvement in quality of life means:

- Development with a long-term perspective,
- Utilization of limited resources in a sustainable, effective, and efficient manner,
- Protecting the rights of future generations while providing solutions to current problems,
- Approaching development from a holistic perspective, i.e., considering both urban and rural areas, and environmental, social, and economic factors,
- Enabling disadvantaged and vulnerable social groups to benefit from services and creating equal opportunity for all,
- Having safe and green neighborhoods with fresh air, and
- Promoting satisfaction and happiness in city life.



Factors that contribute to achieving the above goals can be defined as the following:

Inclusive and meaningful participation: Metropolitan municipalities must identify their stakeholders in an inclusive manner. The stakeholders must include citizens, civil society organizations, public institutions, academia, and others. Inclusive and meaningful participation would enable continuous stakeholder engagement. Continuous stakeholder engagement is important for embedding participation from agenda setting to service delivery stages including decision-making and planning steps in metropolitan municipalities. Satisfying different groups of citizens could be achieved by identifying appropriate needs, providing effective solutions, and delivering services effectively through inclusive and meaningful participation. Inclusive and meaningful participation would strengthen the democratic practices.

Satisfying different groups of citizens could be achieved by identifying appropriate needs, providing effective solutions, and delivering services effectively through inclusive and meaningful participation.

Comprehensive and transparent information sharing: Metropolitan municipalities affect the city through their decisions, investment, and services; therefore, these municipalities must share information regarding their activities (financial and non-financial information). Information sharing would enable citizens to monitor and evaluate the activities of metropolitan municipalities. Collecting and providing data (social, economic, environmental, administrative, demographic, etc.) related to a city would allow and support stakeholders' participation in collective problem-solving efforts for existing and future problems. Effective, open, and transparent information sharing would improve trust in metropolitan municipalities. Such a process helps to identify improvement areas and plan improvement actions for good governance practices.

Institutional functioning, capacity, and culture: Human resources, fiscal governance, organizational structure, and governance culture shape institutional capacity. Metropolitan municipalities must adopt and encourage a culture of continuous development in their organizations. The municipalities need to

utilize monitoring and evaluation systems for their employees to encourage their development and the organizational processes. Building a trust-based environment would enable them to raise issues and find solutions in the institution. The development of institutional capacity would help in creating value for a sustainable future and more inclusive and more equal society.

MMGS would guide metropolitan municipalities to identify their improvement areas. If they take the necessary measures and actions, their capability will improve in contributing to sustainable development and improvement in quality-of-life efforts. Such a move would improve the trust and satisfaction of citizens. Transparency and accountability are two important enablers of building and improving trust. Inclusive and participatory decision-making processes would help to develop effective sustainable development policies. Responsible and responsive institutions can design and perform effective and citizen focused services with a holistic perspective. An improvement in institutional capacity would support endurance and quality of improvement efforts.

MMGS would guide metropolitan municipalities to identify their improvement areas. If they take the necessary measures and actions, their capability will improve in contributing to sustainable development and improvement in quality-of-life efforts.

Performance cannot be improved if not measured. The MMGS model focuses on measuring the quality of good governance practices. If the model is utilized by metropolitan municipalities in the future, it would create an opportunity for continuous development of metropolitan municipalities. Metropolitan municipalities could have a tool to monitor and evaluate their practices from a good governance perspective by using this model. Such a process would also help to benchmark themselves with others and best practices.

FINDINGS

The research covered only metropolitan municipalities led by popularly elected mayors in Türkiye. As such, twenty-seven of metropolitan municipalities out of thirty have been analyzed and evaluated. The maximum score that could be achieved is 100. Ten groups have been formed to communicate the findings of the research.

Tiers	Scores
Tier 1	95–100
Tier 2	85–94
Tier 3	75–84
Tier 4	65–74
Tier 5	55–64

Tiers	Scores
Tier 6	45–55
Tier 7	35–44
Tier 8	25–34
Tier 9	15–24
Tier 10	0–14

The findings of the research show that:

- The quality of good governance practices of 27 metropolitan municipalities in Türkiye scores between 35 and 74 out of 100.
- More than half of the metropolitan municipalities' (17 of them) scores are between 45 and 64 out of 100.

Distribution of Metropolitan Municipalities Based on Good Governance Scores

TIER 1	
TIER 2	
TIER 3	
TIER 4	Ankara, Antalya, Eskişehir, İstanbul, Kocaeli
TIER 5	Adana, Balıkesir, Bursa, İzmir, Mersin, Sakarya, Samsun
TIER 6	Aydın, Denizli, Gaziantep, Kayseri, Konya, Muğla, Ordu, Şanlıurfa, Tekirdağ, Trabzon
TIER 7	Erzurum, Hatay, Kahramanmaraş, Malatya, Manisa
TIER 8	
TIER 9	
TIER 10	

Based on Argüden Governance Academy's Metropolitan Municipality Governance Scorecard
Municipalities are written in alphabetic order in each tier

The results reveal that the quality of good governance in metropolitan municipalities is at the intermediate level. In other words, there is an important area of improvement for metropolitan municipalities to improve the quality of their good governance practices. If they act in the short term, the level can immediately increase.

Good governance is at the agenda of metropolitan municipalities. They have good governance related phrases in their mission, vision, and values statements:

- 2 metropolitan municipalities have **consistency** (or related expressions) in their mission, and/or vision and/or values statements.
- 18 metropolitan municipalities have **accountability** (or related expressions) in their mission, and/or vision and/or values statements.

- 21 metropolitan municipalities have **fairness** (or related expressions) in their mission, and/or vision and/or values statements.
- 26 metropolitan municipalities have **transparency** (or related expressions) in their mission, and/or vision and/or values statements.
- 21 metropolitan municipalities have **effectiveness/efficiency** (or related expressions) in their mission, and/or vision and/or values statements.
- 24 metropolitan municipalities have **participation** (or related expressions) in their mission, and/or vision and/or values statements.
- 23 metropolitan municipalities have **innovation** (or related expressions) in their mission, and/or vision and/or values statements.

The findings acknowledge that metropolitan municipalities use governance rhetoric. However, the presence of this language does not necessarily ensure implementation of good governance practices in their resource utilization, operations and activities, and goal setting processes. Recommendations for improvements are in the following section.

Metropolitan municipalities use governance rhetoric. However, the presence of this language does not necessarily ensure implementation of good governance practices in their resource utilization, operations and activities, and goal setting processes.

IMPROVEMENT AREAS, FINDINGS AND RECOMMENDATIONS

Recommendations for improving the quality of life and for its enablers of inclusive and meaningful participation, comprehensive and transparent information sharing, and institutional capacity and culture are below.

1. Quality of Life

Metropolitan municipalities are public institutions with elected and appointed officials. Their main aim is providing services, making investments, and developing policies for improving the quality of life for their citizens. Some important responsibilities could be stated as follows: transportation, protection of the environment, infrastructure investments, supporting art and cultural activities, and setting social policies. The responsibilities serve for urban development, citizen satisfaction with their municipalities, and preservation of the city and its heritage, and the wellbeing of citizens.

The metropolitan municipality is a large and important administrative structure in the public governance system. Urbanization and population density have increased in metropolitan cities. These factors shaped cities into centers for

education, social activities, industry, and political competition. Global crises of climate change, immigration and the pandemic have evidenced the need for metropolitan municipalities to play an important role in crisis management cases. Metropolitan municipalities have an important effect on improving the quality of life and supporting sustainable development efforts.

Turkish laws and regulations for municipalities require the alignment of the plans of metropolitan municipalities with national and regional plans. It is also stated that metropolitan municipalities' and district municipalities' activities be coordinated so as to improve efficiency and effectiveness of services. Therefore, metropolitan municipalities need to conduct planning, resource utilization, and decision-making processes in a holistic, participatory, and evidence-based manner. Such an approach calls for good relations with all internal and external stakeholders on the basis of consistency.

A detailed current state analysis including an analysis of good practices and quality of life is a necessity for good governance. Considering diverse geographical scales such as districts and neighborhoods and diverse social groups as part of the current state analysis is important especially in metropolitan cities. This can be accomplished in an evidence based and participatory manner. A fair and inclusive social policy, for example, means that the needs, expectations, and demands of each of the social groups in the city are recognized. Accordingly, good governance requires short, medium, and long-term goals and a resource utilization approach, and the identification of KPIs for effective monitoring of policy implementation.

A detailed current state analysis including an analysis of good practices and quality of life is a necessity for good governance.

MMGS indicators could help make recommendations for improving the quality of life and supporting sustainable development efforts for the city. The quality of life is related to issues such as education, social services, health care, and employment. Some of these are not under the responsibility of metropolitan municipalities. However, activities, investments, and services provided by the metropolitan municipalities can affect the quality of the lives of its citizens. Metropolitan municipalities conduct services and develop policies for children, women, elderly, the unemployed, the disabled, the homeless, immigrants, and any disadvantageous groups; these municipal actions would improve the quality of life in the city.

The findings related to **strategic goals, activities, and spending** of metropolitan municipalities are:

- **27** metropolitan municipalities have activities for **children, the disabled, and dealing with poverty**.
- **25** metropolitan municipalities have activities for **home care services**.

- 25 metropolitan municipalities have activities for the **unemployed**.
- 25 metropolitan municipalities have **guidance** and **consultation services** for **women**.
- 19 metropolitan municipalities have activities for preventing **harassment** and **violence** against **women**.
- 11 metropolitan municipalities have, or in the process of preparing a **Local Equality Action Plan**.
- 14 metropolitan municipalities have municipal commissions that work for **equality of opportunity**.
- 9 metropolitan municipalities have activities of food and water analyses for **public health**, and 4 of them share the **analysis results** with the public.

The findings demonstrate that metropolitan municipalities have activities for diverse social groups. The findings also point to areas of improvement. Strategic plans must be prepared in an evidence-based manner with the participation by different social groups to make effective resource utilization and design effective social policy goals. Similarly, research findings illustrate that only 9 out of 27 metropolitan municipalities have shared information stating that they have conducted current state analysis by considering the needs, demands, and expectations of different social groups.

Strategic plans must be prepared in an evidence-based manner with the participation by different social groups to make effective resource utilization and design effective social policy goals.

Integrated and holistic governance perspective also requires the evaluation of performance and impact in an evidence-based manner. Performance evaluation is important to understand the effectiveness of decisions taken, service delivery, and ascertaining if goals are met. Performance evaluation and taking necessary measures for reaching goals or revising goals accordingly would help to improve trust in the municipality and strengthen institutional capacity.

Adoption of evidence based current state analysis and goal setting practices could help improve activities related to fairness and inclusiveness principle of good governance.

The below findings argue the need for improvement:

- **15** metropolitan municipalities have no activity related to **gender equality**.
- **13** metropolitan municipalities have no activity related to the **homeless**.
- **16** metropolitan municipalities have no activity related to the **protection of children**.
- **12** metropolitan municipalities have no **kindergartens**.

Sustainable development is an important enabler in improving the quality of life. Metropolitan municipalities could play an important role in supporting sustainable development. SDGs provide a detailed guide regarding sustainable development activities.

See: Appendix A. Regulatory Frameworks, page 133

Findings indicate that:

- **20** metropolitan municipalities have **sustainability** (or related expressions) in their mission, and/or vision and/or values statements.
- **27** metropolitan municipalities have set **ecological, economic and/or social goals** in line with SDGs.
- **22** metropolitan municipalities have set goals related to **SDG 11 Sustainable Cities**.
- **5** metropolitan municipalities have **aligned strategic plan goals** with SDGs.
- **2** metropolitan municipalities have made evaluations regarding their activities in **relation with the SDGs**.

The findings demonstrate an area of improvement in the alignment of metropolitan municipalities' goals, activities, and budget with global goals. Establishing relationships with SDGs which are also recognized in the national policy documents would not only guide municipalities for metropolitan governance but also help them build international cooperation.

Establishing relationships with SDGs which are also recognized in the national policy documents would not only guide municipalities for metropolitan governance but also help them build international cooperation.

Findings for the evaluation of metropolitan municipalities' goals related to **sustainability issues** are:

- **19** metropolitan municipalities have **municipal commissions** that work for the development of the city.
- **18** metropolitan municipalities have a **unit/directorate** that works for sustainable development related activities.

- 13 metropolitan municipalities have, or in the process of preparing, a **Sustainable Energy Action Plan**.
- 1 metropolitan municipality has an action plan for **local development**.

Metropolitan municipalities need to prepare plans in a holistic perspective combining urban and rural development and developing policies for different group that have a role in development activities. Relations, cooperation, and coordination of activities with district municipalities are vital for effective service delivery by metropolitan municipalities; it is a requirement of the regulation. However, research findings reveal that no metropolitan municipality has conducted a current state analysis at district level.

Good governance practices could help to improve the quality of life if institutions adopt holistic, evidence-based decision making and continuous development perspectives. Institutions need to form mechanisms for monitoring, data collection, performance measurement, and evaluation systems.

2. Inclusive and Meaningful Participation

Good governance in metropolitan municipalities could be achieved by implementing the inclusive and meaningful participation of stakeholders such as citizens, CSOs, public institutions, the private sector, and academia. Inclusive and meaningful participation could help to ensure to improve the quality of life through making plans that consider the needs, expectations, and demands of stakeholders.

Inclusive and meaningful participation could help to ensure to improve the quality of life through making plans that consider the needs, expectations, and demands of stakeholders.

The research findings provide clues regarding **stakeholder engagement processes**:

- 24 metropolitan municipalities have **participation** (or related expressions) in their mission, and/or vision and/or values statements.
- 22 metropolitan municipalities have **set goals** related to participation.
- 21 metropolitan municipalities have a **city council**.
- 13 metropolitan municipalities have outlined in their Annual Reports where **participation of citizens** has been realized.

Even though the above findings illustrate a positive picture, under closer examination areas of needed improvement exist.

When **strategic planning and budgeting processes** have been reviewed:

- **25** metropolitan municipalities have used **surveys** as a participation method in strategic planning process.
- **10** metropolitan municipalities have organized **workshops** and/or **focus groups**.
- **6** metropolitan municipalities have reflected the **recommendations of city councils** in their strategic plans.

City councils have been formed to support and participate in the decision-making process of municipalities. One of the most important participation mechanisms of city councils is providing recommendations and giving proposals to municipal councils. The findings of the research reveal that only four city councils have reported that they have made recommendations and given proposals to the municipal council. Only two of these city councils have reported what has been proposed and what the results of discussions at the municipal council were. These findings signal a need for improvement of the institutional capacity and processes of city councils. Transparency, inclusiveness, and accountability of city councils need improvement. The research findings observe that only six city councils out of twenty-one have prepared Annual Reports.

One of the most important participation mechanisms of city councils is providing recommendations and giving proposals to municipal councils.

Metropolitan municipalities have mechanisms to support participation by stakeholders. The role of CSOs and mukhtars on the neighborhood level is important to improve **inclusive and meaningful participation**. The findings indicate that relations with stakeholders could be improved:

- **17** metropolitan municipalities have a **unit/directorate** that works for **CSO relations**.
- **11** metropolitan municipalities have set **goals for cooperation** with CSOs.
- **15** metropolitan municipalities have **regular contact** with CSO; however, only **9** of them disclose the **topics** discussed in these contacts and the **impact** of them.
- **21** metropolitan municipalities have conducted **partnerships with CSOs**.
- **26** metropolitan municipalities have a **unit/directorate** that works for **mukhtar relations**.
- **25** metropolitan municipalities have **regularly met** with mukhtars; however, only **12** of them report the **topics** discussed in these meetings and the **impact** of them.

The findings reveal that relations with CSOs and the mukhtars need to be conducted in a holistic and more transparent manner. Information sharing regarding the meetings is important for understanding the quality of engagement. Although they contact CSOs and mukhtars, metropolitan municipalities have not shared detailed information about the meetings and partnerships with these stakeholders. Therefore, citizens are not able to understand and evaluate the use and benefit of this cooperation from their point of view.

The findings reveal that relations with CSOs and the mukhtars need to be conducted in a holistic and more transparent manner.

Findings further stress that an area of improvement exists for metropolitan municipalities in conducting participation processes. In participatory strategic planning, defining vision for the next five years matters. Therefore, improving the quality of participation in strategic planning process would enable the development of policies to find solutions for a wide spectrum of issues. The quality of participation could be improved by encouraging all related stakeholders (citizens, CSOs, public institutions, business, academia, etc.) so as to participate in a planning process by implementing an inclusive participation process. Such an approach would ensure a balanced and representative participation. Academia needs to be considered as an important stakeholder since their knowledge base could be useful in developing vision and finding solutions for particular issues. Business and labor unions are other important stakeholders to be considered in participation processes. Different engagement techniques could be implemented according to the characteristics of the groups such as face to face interviews, in depth interviews, focus groups, workshops, digital means, neighborhood meetings and so on.

The first step of the participation process needs to be the identification of all related stakeholders. All related stakeholders must be invited to the participation process to ensure the representation of all different groups. Such an approach enables the design of policies and setting of goals by considering all views and recommendations by all relevant stakeholders. All participating stakeholders need to be informed regarding the discussion topics. Information sharing needs to contain background information related to the engagement topic in an evidence-based manner prior to engagement. After the engagement, stakeholders need to be informed as to the rationale or reasoning as to why or why not a particular recommendation was considered or rejected. After the completion of the decision-making process, stakeholders need to be informed about the decision. Information sharing needs to continue during the implementation of decisions. Indicators related to complaints, the right to information, satisfaction, and trust level could be useful to understand the quality of participation and engagement processes. Transparency in the participation processes is important to gain the trust of stakeholders and encourage their participation in future engagement processes.

The number of city councils could be increased. Action plans could be created for increasing the effectiveness of city councils. Targets need to be set; KPIs to be determined; and budgets, to be allocated so as to improve the effectiveness of participation in order to support, measure, and evaluate participation processes. Measurement and reporting the performance of participation processes to the public would help improve the quality of participation processes. Reporting would help stakeholders to understand why participation processes are useful and beneficial for them.

Participation processes need to be improved in a continuous manner. Such a goal could be achieved by monitoring, measuring, and analyzing the data as well as evaluating the analysis results. Some questions useful for evaluating and improving quality of participation could be:

- In which areas has participation been conducted? Is there any area that needs to be added to the participation process?
- How many have people participated in the process?
- To what degree were the recommendations used to shape the final decision?
- Is there any information sharing made to stakeholders about how their recommendations have been used and about the final decision?
- How much resource has been allocated to improve participation processes and participation quality?

Metropolitan municipalities need to consider designing a participation strategy, identifying participation areas, showing benefits of participation, and measuring the effectiveness and impacts of participation as a policy initiative.

3. Comprehensive and Transparent Information Sharing

Transparency and accountability could be achieved by information access. Access to information is a fundamental right for a citizen. Information could be shared through instruments such as strategic plans, annual reports, websites, social media, billboards, bulletins, and other means of communication by the metropolitan municipalities. Some other instruments such as participatory budgeting, citizen scorecards, and a citizen budget could be instruments for information sharing.

Information sharing improves trust. Improved trust could encourage participation and cooperation with stakeholders.

Information sharing improves trust. Improved trust could encourage participation and cooperation with stakeholders. Information sharing regarding plans, goals, activities, budgets, financial information, and performance in an understandable manner enables citizens to monitor and evaluate their municipalities. Data-based

governance further support measurement and evaluation processes that are necessary for institutional development. Evaluation of any deviations from targets would guide an organization in revising plans and management processes.

One of the important findings of the research relates to the right to information. As a part of this research, volunteers applied to twenty-seven metropolitan municipalities for exercising their right to information. Only 12 metropolitan municipalities responded to them within the limits of the legal response period and in a relevant way. 3 metropolitan municipalities shared information about the content of the right to information demands in their annual reports. The results suggest that the right to information is an area of improvement, considering it as one of the most important mechanisms for transparency and accountability.

See: Appendix C. Exercising Right to Information, page 138

Although information sharing regarding resource utilization is one the most important areas of democratic accountability, shared information is the least understandable. The MMGS model refers to the importance of financial governance which would help to increase **information sharing quality**:

- **4** mayors have shared their **wealth** with the public; however, no municipal council member has shared her/his wealth with the public on the municipality's website.
- **18** metropolitan municipalities have shared explanation/evaluation for the municipality's **spending performance**.
- **7** metropolitan municipalities have compared their **revenues** with the previous period and **9** metropolitan municipalities have compared their **spendings** with the previous period.
- **9** metropolitan municipalities have shared the **annual revenues and expenditure** of their subsidiary organizations and companies.
- **None** of the metropolitan municipalities have shared a **consolidated financial table** with its subsidiaries.

The quality of information related to the **utilization of fixed assets** needs to be improved:

- **22** metropolitan municipalities have shared their **list of fixed assets**.
- **21** metropolitan municipalities have shared the total value of fixed assets in their **balance sheets**.
- **7** metropolitan municipalities have shared information regarding the **allocation of fixed assets**.
- **3** metropolitan municipalities have shared information regarding the allocation of their **fleet of vehicles**.

One other important issue regarding financial transparency is sharing the performance of goal-based budgeting. Each municipality makes goals-based budgeting when preparing their performance program(s). However, only 8 metropolitan municipalities shared comparisons regarding budgeted and realized figures.

Meaningful and understandable information sharing with stakeholders on fiscal governance improves trust in organizations. Graphical (tables and figures) presentations and citizen scorecard tools could be useful for sharing understandable information. However, we see that a limited number of metropolitan municipalities use graphical tools, and no metropolitan municipality has a citizen scorecard.

In addition to citizen monitoring, internal audits are necessary for sound financial governance and management. Only 2 metropolitan municipalities have shared information related to internal audit findings. 23 metropolitan municipalities have an Ethics Commission. However only 3 metropolitan municipalities have shared ethics commission reports.

The information provided by metropolitan municipalities offers only a limited opportunity to compare and evaluate these municipalities in a detailed manner. The limited volume of financial information appears to be the least understood part of information sharing. Metropolitan municipalities may need to work on the quality of improvement in information sharing so as to provide comparable and understandable information sharing with the public. The ethics commission, internal audit, and right to information are the areas where improvement in information sharing is needed. Citizens budget and citizen scorecard tools may help to improve transparency and accountability of institutions. Publicly available information, reports and financial tables need to be prepared in an evidence based, understandable, simple, and comparable manner. Improvement in the content of information sharing in line with the appropriate regulation would improve trust in institutions. Meaningful information sharing would help illustrate the contribution made by metropolitan municipalities to improve the quality of life.

Improvement in the content of information sharing in line with the appropriate regulation would improve trust in institutions.

4. Institutional Capacity and Culture

Institutional capacity is important to implement decision making, resource utilization, conducting operations, monitoring and evaluation processes. The quality of institutional capacity is related to institutional culture and a perspective geared towards continuous. Internalization of a good governance culture would enable effective and efficient operation. Internalization of a good governance culture would also ensure the prioritization of evidence based, meaningful information sharing, measurement, and evaluation perspectives. Such an approach would strengthen the institutional capacity.

The development of institutional capacity and culture would support improved performance in stakeholder engagement processes, human resource management, financial management, innovation, management information systems, and citizen satisfaction.

Quality management **systems** could help effectiveness and the development of **institutional processes**:

- **27** metropolitan municipalities have activities for **institutional sustainability and development**.
- **19** metropolitan municipalities have shared the **number of complaints** regarding provided services, **10** metropolitan municipalities have shared the **contents of complaints**.
- **20** metropolitan municipalities have conducted **citizen satisfaction surveys**, but only **10** metropolitan municipalities have shared the **results of these surveys**.
- **16** metropolitan municipalities have shared their **quality certificates** (ISO certificates).
- **4** metropolitan municipalities have shared their **human resource policy**.
- **All** metropolitan municipalities have organized **training** programs for their employees, **24** metropolitan municipalities have organized training for improving **service quality**.
- **24** metropolitan municipalities have a **unit/directorate** that works for **R&D activities**.

Consistency is yet another important principle for the development of institutional capacity. Metropolitan municipalities need to have a mechanism to monitor processes with a holistic approach and have tools for measurement and evaluation of performance of processes with a perspective directed towards consistency. Consistency ensures the alignment of planning and processes of metropolitan municipalities among different units of the municipalities and with international, national, regional plans and priorities.

Metropolitan municipalities need to have a mechanism to monitor processes with a holistic approach and have tools for measurement and evaluation of performance of processes with a perspective directed towards consistency.

- **26** metropolitan municipalities have referred to the **11th Development Plan** in their strategic plans.
- **8** metropolitan municipalities have **evaluated its activities** in relation to the 11th Development Plan.
- **23** metropolitan municipalities have evaluated their activities with respect to their **strategic plan goals** in their Annual Reports.

- **26** metropolitan municipalities have evaluated their **institutional capacity and capabilities** in their Annual Reports.
- **4** metropolitan municipalities have compared their **financial position** with the previous period.

The above findings convey the need for adoption of a holistic perspective especially in the financial management processes of metropolitan municipalities.

A number of findings and recommendations for improvement of quality of life of citizens and sustainability have been shared in this section. These findings and recommendations point to mainly three areas of improvement: participation, information sharing and institutional capacity. Each metropolitan municipality needs to analyze its scorecard to determine its own improvement of the governance principles to related areas. It could plan necessary activities for improvement according to its local conditions and institutional priorities. The list of indicators has been shared in Appendix D. These indicators could guide their improvement efforts. A good practice of each metropolitan municipality has been shared as well. These good practices could be used as a tool for institutional learning and development from each other.

See: Appendix D. Indicators, page 140

Argüden Governance Academy has developed this model with the aim of helping to improve good governance culture and practices of metropolitan municipalities. The Academy aims to support improvements in the quality of life and sustainability in Türkiye as well as around the world. The findings have been shared and recommendations made to realize the above goals. If metropolitan municipalities improve their processes, they will also enable the achievement of these goals.

Improvements in metropolitan municipalities' processes would improve trust in the institutions and increase the levels of citizen satisfaction. The citizen's right to monitor and evaluate the activities of metropolitan municipalities must be considered as part of the democratic process. MMGS is also a tool for citizens' monitoring and evaluating their metropolitan municipalities. Citizens can use this tool in exercising their rights and communicating their needs, expectations, and demands to metropolitan municipalities. Each indicator could guide metropolitan municipalities to plan and perform inclusive solutions and activities through their authorities, capabilities, and resources.

CONCLUSION

The mission of Argüden Governance Academy is to improve the quality of life, democracy, and sustainable development in the world by strengthening good governance. The Academy conducts training and research and communicates the findings of their research globally. The Academy's main priority is to improve good governance practices by measuring and supporting continuous learning through benchmarking in the organizations. Metropolitan cities become more and more important with increasing urbanization. We believe that good governance practices would help to improve the quality of life, democracy, and sustainable development in metropolitan cities. Based on this perspective, governance in metropolitan municipalities is very important to achieve the above goals. Argüden Governance Academy has decided to develop the Metropolitan Governance Scorecard Model, which is an innovative global model, so that it will support the efforts for improving good governance culture and practices in metropolitan municipalities.

We believe that good governance practices would help to improve the quality of life, democracy, and sustainable development in metropolitan cities.

The model helps citizens to evaluate metropolitan municipalities according to their implementation of good governance practices based on good governance principles through publicly available information. The model enables one to understand how the authority and resources awarded by ballot box have been utilized and how such utilization could be improved through a good governance perspective. Initiatives by those such as the UN, SDGs, OECD Wellbeing Methodology, European Label of Governance Excellence (ELoGE), EFQM, international agreements, and national regulations, have been analyzed and aligned with the model.

The model aims to map and measure the quality of governance practices for each good governance principle through decision making, resource allocation and utilization, implementation, and institutional processes. The model helps to identify the improvement areas in metropolitan municipalities through the lens of good governance practices by citizens, metropolitan municipalities, central government, CSOs and other stakeholders. Related parties could then devise improvement plans for the identified areas.

The model aims to map and measure the quality of governance practices for each good governance principle through decision making, resource allocation and utilization, implementation, and institutional processes.

The model accordingly has been implemented in Türkiye for evaluating 27 metropolitan municipalities' quality of implementation of governance practices. The evaluations have been made based on 337 indicators. The data related to these indicators have been collected from publicly available information provided by metropolitan municipalities. The findings show that each municipality's quality of implementation of good governance practices is at a different maturity level.

Most of the metropolitan municipalities' scores are at a 45–64 level out of 100. This finding points to an important potential for improvement based on the implementation of good governance practices. A good practice of each metropolitan

municipality has been identified and collected at a pool for supporting a shared culture of learning. The scorecards and pool of good practices guide metropolitan municipalities in their journey for improvement in good governance practices.

Recommendations have been offered based on the findings and the scorecards of each metropolitan municipality. Recommendations contain tips for citizens, metropolitan municipalities, central government, CSOs and other stakeholders.

The findings of the model help to evaluate and improve the quality of good governance practices in metropolitan municipalities. Findings advocate the application of the model as a useful tool for improving democratic practices, efforts for sustainable development, and quality of life in metropoles. We hope that MMGS Model will be considered and implemented in other countries as a good practice on a global level.

We hope that MMGS Model will be considered and implemented in other countries as a good practice on a global level.

EVALUATION AND RECOMMENDATIONS

The world is changing fast. People and institutions deal with climate change, pandemic, rapid technological change, and economic uncertainties. Metropolitan cities seem to be the centers for finding solutions to these problems since urbanization is rapidly increasing all around the world. Metropolitan cities house environmental, economic, cultural, and political interaction at a large volume. These cities have very large populations and are the centers for economic activities. Metropolitan cities thus need to be considered as centers for improvement efforts of quality of life, sustainable development, and democracy. The implementation of good governance practices also needs to be improved for the protection of the environment and historical heritage, implementation of human-friendly practices, conducting services and investments in a fair, inclusive, and sustainable manner by metropolitan municipalities.

Metropolitan municipalities perform activities and construct plans regarding zoning, transportation, energy saving, regional development, health, education, justice, and wellbeing, all which affect the daily life of their citizens. Improvement in the implementation of these services would help to better the quality of life and development efforts in metropoles. Improvement in good governance practices of metropolitan municipalities would further create a multiplier effect on the quality-of-life citizens and development efforts in metropoles. Improvement in good governance practices would lastly improve social sustainability and resilience through consultation and solidarity. This fact has been stated in the 11th Development Plan of Türkiye.

"Ensuring sustainable development and increasing economic and social welfare require strong ownership of rule of law, democratization and good governance principles by the government and effective implementation of these rules." [1]

The Metropolitan Governance Scorecard Model (MMGS) needs to be considered as a tool for measuring the quality of implementation of good governance practices. The Tool enables citizens to understand and evaluate how and where decision makers in metropolitan municipalities have used the resources and authority awarded through the ballot box. The tool could help to increase trust in metropolitan municipalities since it measures the quality of implementation of good governance principles of consistency, responsibility and responsiveness, accountability, fairness and inclusiveness, transparency, effectiveness and efficiency, and representation and participation. Our tool helps all related parties in identifying areas of improvement regarding these principles.

These recommendations are provided with the contribution of our Advisory Board:

Fikret Toksöz,
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Enver Salihoğlu,
Prof. Dr. Erbay Arıkboğa

1 Presidency of Strategy and Budget, Presidency of the Republic of Türkiye, *Eleventh Development Plan (2019–2023)*, https://www.sbb.gov.tr/wp-content/uploads/2022/07/On_Birinci_Kalkinma_Plani-2019-2023.pdf

The findings of the research demonstrate that an important area for improvement exists in the quality of implementation of good governance practices in metropolitan municipalities. The quality of governance practices could be improved with the collective efforts of city councils, center government institutions, CSOs, and other stakeholders in addition to metropolitan municipalities. The findings posit that:

- City councils and CSOs need more effective monitoring tools to evaluate the quality of implementation of good governance practices. The tool would help them improve inclusiveness and participation practices.
- Municipalities could use MMGS to identify and prioritize their improvement areas through a governance perspective.
- The central government needs to support metropoles through different means (regulation, resource allocation, etc.) for improving democratic practices, sustainable development efforts, and quality of life of citizens.

MMGS could help to increase trust in metropolitan municipalities since it measures the quality of implementation of good governance principles of consistency, responsibility and responsiveness, accountability, fairness and inclusiveness, transparency, effectiveness and efficiency, and representation and participation.

Recommendations have been assembled under four areas:

1. Strengthening Sustainable Development Efforts and Improving Quality of Life

Municipalities support social and economic development and work for improving the resilience of metropoles. The quality of services, decision making processes, and efforts for supporting sustainable development and improvement of quality of life could be improved by strengthening good governance practices in municipalities.

1.1. Detailed analysis of different social groups, districts, and neighborhoods in the planning process

Strategic plans define vision (goals) for the future and a road map to reach identified goals. A detailed and data based current state analysis should be conducted as the first step of a successful strategic planning process. Current state analysis must include a detailed social group-based analysis and data collection (women, children, elderly, disabled, migrant, etc.) so as to devise effective plans. Participation in these processes is important to understand needs, demands, and expectations of different social groups. The participation of different groups enables municipalities to collect useful data for the planning process. Various districts of metropoles must be covered in a current state analysis for a fruitful planning process. Participation and data-based planning process would help to make strategic plans more inclusive, holistic, and enable the determination of meaningful goals for each stakeholder group and plan services accordingly. Strategic plans must be prepared in accordance with resources (current and future) and capabilities of municipalities. Strategic plans must be prepared considering short, medium, and long-term value creation for each stakeholder group perspective.

1.2. Adoption of a holistic perspective for sustainable development

A holistic perspective could be adopted in supporting sustainable development efforts in metropoles. This process could be designed starting from strategic planning by participation of all relevant stakeholders. Participatory decision making would help to identify sustainable development goals that have been discussed and consulted with stakeholders. Acceptance and implementation of goal related policies would be smooth. KPIs could be transparently identified and monitored so that all stakeholders can make a holistic evaluation.

A holistic perspective could be adopted in supporting sustainable development efforts in metropoles.

1.3. Alignment of goals with national and international development efforts during planning processes

Municipalities need to protect the rights of future generations while serving for today's generation. They need to make plans with short, medium, and long-term perspectives. SDGs could be a good guide for sustainable development planning and activities. National and regional development plans are important guides for development of the country and the region. Municipalities are one of the key actors in regional development activities. Therefore, alignment with national, regional, and sectoral development plans in planning and implementation stages greatly matters for supporting a development agenda and improving the quality of life.

1.4. Improving coordination and cooperation with district municipalities

Metropolitan and district municipalities must cooperate and coordinate for more effective operation. Coordination and cooperation perspectives are valuable in strategic planning, investment planning and implementation, and service delivery stages of operations. Coordination and cooperation would enable operational efficiency and cost saving for both parties. These saved resources could be utilized to improve the quality of life of particular social groups.

1.5. Improving coordination with subsidiary organizations and companies

Subsidiary organizations and companies perform services (such as transportation, water, and sewage utilities, etc.). Cooperation and coordination of these institutions are important for an efficient operation. The vision of metropolitan municipalities and subsidiaries must be identical; furthermore, alignment must be done at the strategic planning processes of organizations. Subsidiaries' activities play an important role in the quality of life of all citizens.

Cooperation and coordination of subsidiary organizations and companies are important for an efficient operation.

1.6. Preparing action plans for important issues in a participatory manner

Action plans would help to mobilize other stakeholders' resources if they are prepared in a participatory manner. Strategic plans are documents showing the direction of the organization. However, a more detailed planning perspective could

be useful during the performing stage. When all stakeholders have been invited to the action planning process, they can provide their views and recommendations and also useful data for planning stages. Roles could be defined in a cooperative manner and some responsibilities shared by stakeholders. Such a perspective would strengthen the legitimacy of future activities for all stakeholders and help to improve resource base.

1.7. Improving the quality of life for each social group

Research findings establish that metropolitan municipalities' service delivery to social groups needs to be more inclusive. Improving the quality of life for each social group is valuable from a human rights perspective. Planning and performing municipal activities for disadvantageous groups in an inclusive, fair manner is a requirement of good governance practices.

2. Improving Quality of Participation

Utilization of resources and authority in municipalities could be improved by participatory decision making. Consultations with stakeholders enable municipalities to collect views, recommendations, needs, and demands of different groups. Data regarding all these issues could be collected as well during the consultation processes. Therefore, municipalities would have a chance to analyze expectations, needs, and also their resources and capabilities before reaching a decision. Stakeholders' views matter because these views reflect the experiences of stakeholders related with the municipalities. The diversity of ideas improves the quality of decisions and enables the use of resources for more inclusive and impactful projects and activities.

Consultations with stakeholders enable municipalities to collect views, recommendations, needs, and demands of different groups.

2.1. Using meaningful participation methods and approaches to encourage citizen participation in the metropolitan municipality planning processes

Research findings reveal that stakeholder participation processes have been conducted mostly through a survey, a one-way communication method. Methods such as workshops and focus groups are more useful for engaging with stakeholders and enable interactive learning. The second aspect of improvement is the inclusiveness of the participation processes. If participation of all related stakeholders has been ensured, the quality of decision could be improved or acceptance of the consequences by all stakeholder groups achieved. The quality of decision making would be enhanced with improvement in the quality of participation. Improvements in decision making quality would then enable the improvement of quality of life and support sustainable development efforts.

2.2. Ensuring the participation of all related stakeholders into the planning processes

All related stakeholders including city councils, academia, business, CSOs, citizens must be encouraged to participate in the strategic planning process in order to improve the quality of the planning process. The research findings highlight that only 6 out of 21 city councils made some contribution to strategic planning processes. Less than half of the municipalities have shared the participant list who joined the strategic planning processes. This information is useful for understanding the inclusiveness level of the consultation process. Limited information has been shared regarding the decision-making processes. Stakeholder participation could be encouraged through information sharing regarding participation processes since stakeholders would be able understand how they have impacted the decision making processes.

The research findings highlight that only 6 out of 21 city councils made some contribution to strategic planning processes. Less than half of the municipalities have shared the participant list who joined the strategic planning processes.

2.3. Supporting active citizenship and right to the city

Municipalities need to design programs (training, digital means of participation and engagement) for active citizenship. A digital means of participation could be useful and create an environment where decision makers and stakeholders could engage in a continuous manner. Such an approach could enable the engagement of different groups of stakeholders for finding solutions to common problems. Diversity of mind would facilitate improved governance practices of municipalities as well.

2.4. Improving good governance practices in City Councils

City councils are an interface between citizens and municipalities. City councils could be centers for transparency, participation, and monitoring of metropolitan municipalities. The inclusiveness of city councils could be improved by attracting different social groups to the councils' umbrella. They need to be more active in providing proposals to municipal councils, so that city councils could have a say on municipal policy development processes. More resources should be allocated to city councils for improving their effectiveness.

2.5. Improving the interaction between mayors and municipal council members with their citizens

The key decision makers in municipalities are mayors and municipal council members. An institutional mechanism that would orchestrate/regulate the relationship between citizens and municipal council members would be very helpful to improve the quality of engagement. Some office space could be allocated for the engagement of municipal council members with citizens and CSOs. The minutes

of each meeting need to be prepared and used as a data source for improving and evaluating municipal services. Meetings need to be performed in groups rather than one to one for ethical reasons. The Council of Europe's recommendations of February 2022 could be an effective framework for structuring these relations.

2.6. Introducing new mechanisms for participation

Participatory budgeting and neighborhood councils are some of these new methods that could be implemented for enhancing participation. Such an approach could help to improve the inclusiveness of the participation processes. For instance, a child-related policy development process could start with participation by children. Parents, school principals, and teachers, psychologists and other related stakeholders could participate in the process at the second stage. All participation processes could be a data source which would help evidence-based decision making by bureaucrats and municipal council members. Limited resources could be used in the most efficient manner through these processes.

2.7. Improving and strengthening cooperation with stakeholders

Improving the participation of CSOs, academia, and business is important because such an improvement would utilize the knowledge base of these stakeholders. Research findings report that improving the participation of these stakeholder groups is an area of improvement. Mobilizing these stakeholders for a common purpose would help municipalities to use the resources of these groups. Contribution of these groups is important because municipalities have limited resources. Such partnerships would improve sustainable development efforts and quality of life in metropoles. These partnerships could be formed by continuous and transparent engagement with those groups.

3. Improving Quality of Information Sharing

Trust is based on transparency and the quality of shared information. Transparency could be achieved by providing continuous, understandable, accurate and comparable information. Such an approach improves not only public trust in the municipalities but also institutional capacity of municipalities.

Trust is based on transparency and the quality of shared information. Transparency could be achieved by providing continuous, understandable, accurate and comparable information.

3.1. Providing meaningful and citizen centric information

Strategic plans, annual reports, and other means of information sharing methods need to contain understandable information. Citizens could monitor, evaluate, and understand the impacts of the activities and practices of municipalities. Municipalities could prepare citizen scorecards as a way of sharing understandable information.

3.2. Sharing information related to districts, neighborhoods, and diverse social groups

Information in annual reports and strategic plans could be separated by the basis of district, neighborhood, social groups. Then the relevant information for each group could be communicated directly to the related group. Stakeholders in these segments would be able to understand the services delivered and investment made for their satisfaction. This type of information sharing would help to improve inclusiveness in the planning and service delivery stages.

3.3. Development planning with a holistic perspective

The alignment of national and regional plans with the strategic plan of municipalities is very important for the development of the region. The alignment of a strategic plan with global initiatives with planning processes would help to identify priority areas of action. Annual reports serve as a good tool to communicate the alignment of these plans and performance of development efforts. Development efforts would help to improve quality of life. Reporting would be useful for showing the impact of a municipality in national, regional development efforts.

3.4. Strengthening transparency and democratic accountability

Metropolitan municipalities should improve accurate and complete information sharing to strengthen their accountability to citizens. Broadcasting municipal council meetings, communicating all decisions taken in the municipal council, communicating all municipal committee reports with related evidence for each decision are some tools available to municipalities for improving transparency. Internal audit reports and ethic commission reports also need to be communicated for strengthening and improving transparency and accountability in municipalities. Transparency and accountability would improve trust in the municipal council and municipal council members.

Metropolitan municipalities should improve accurate and complete information sharing to strengthen their accountability to citizens.

3.5. Annual reporting by City Councils

City councils are important for improving the participation of stakeholders. Stakeholders' trust could be improved with improved transparency and accountability. City councils' annual reports would be a good tool for sharing activities and for improving transparency. Stakeholders would be able monitor, evaluate, and understand the importance and impact of city councils. Increase in trust and accountability could motivate more inclusive and effective participation of stakeholders. Annual reporting could help to build a positive reputation for city councils.

3.6. Strengthening financial transparency and accountability

The format by which financial information is shared needs to be standardized. Information sharing formats must be understandable and allow comparison with the budget, with previous periods and with peers. Improved transparency would enable the efficient use of resources.

Consolidated financial reporting of municipalities including their subsidiaries is important since all subsidiaries have an important impact in the everyday life of citizens. Transparency in resource transfers and resource allocation between municipalities, and subsidiaries would improve accountability. Variances in financials compared to budget, goals, and previous period need to be explained in clearly understandable language. Actions directed toward improvement need to be communicated to stakeholders.

Communicating how the fixed assets of municipalities have been utilized in a transparent manner is a highly effective practice since these assets could generate important revenue. The communication of municipal bids and results of the bidding processes need to be shared in a transparent manner for improving financial accountability. Citizen budgeting could be a useful tool for improving the quality of information in these areas. Stakeholders' trust would improve with improved financial transparency and accountability.

Communicating how the fixed assets of municipalities have been utilized in a transparent manner is a highly effective practice since these assets could generate important revenue.

3.7. Sharing information on the performance of goal-based budgets

Metropolitan municipalities prepare goals-based budgets in their Performance Programs. Research findings observe that only a portion of municipalities communicate the realized figures for each goal in their Annual Reports. Communication of goal-based performance is important to monitor so as to see if a municipality's activities are in line with its strategic plan. Stakeholders could also understand the prioritization of activities of a municipality in this way. Variations need to be explained and improvement actions communicated transparently.

3.8. Collecting and sharing city related information

Metropolitan municipalities ought to systematically collect data on city related demographics, geographical units, administrative structures, economic plans and activities, social life and so on. They should share such information with the public in an open and regular manner. City related information sharing could improve the quality of decisions made by business and CSOs. Evidence based decision making would help to support sustainable development and to improve quality of life.

3.9. Sharing information with citizens about their opinions, complaints and demands

Municipalities need to continuously measure and monitor citizen satisfaction levels. Citizen satisfaction is an important input for identifying areas of improvement in municipal activities. Satisfaction survey results and improvement actions must be communicated to stakeholders. Information regarding the content of citizens' demands for their right to information and the municipality's response time must be shared with the stakeholders.

4. Strengthening Institutional and Administrative Capacity

Institutional capacity is important for effective implementation of decisions taken. Institutional capacity depends on institutional culture, capability of human resources, technological capability, and financial resources. Continuous development of institutional capacity is important for dealing with changing problems and the environment. A strong institutional capacity could facilitate an agile institution. If institutions are strong and agile, they could more easily gain the trust of stakeholders.

Institutional capacity depends on institutional culture, capability of human resources, technological capability, and financial resources.

4.1. Utilization of integrated quality management systems

Quality management systems are useful for the continuous development of institutional capacity. A quality management perspective needs to be adopted in all processes of the organization. The adoption of a quality management approach would improve effectiveness and efficiency in organizational and administrative processes. Organizations need to employ people qualified in quality management systems. Measuring and evaluating the performance of processes enables the necessary improvement for operation efficiency and effectiveness. These measurement and evaluation need to contain internal and external stakeholder engagement activities. Complaints as well as levels of satisfaction are inputs for the evaluation process as well. Well-functioning organizations could be agile and adopt to changing circumstances.

4.2. Strengthening financial resource management

Financial resource management is vital for effective and efficient service delivery of a municipality. Effective balance sheet management must be conducted to deliver services and make necessary investments according to strategic plans. Increasing loan amounts may serve needs of today; however, such action may destroy the future of the municipality and the entire community. Monitoring and oversight by all stakeholders are important to minimize the risk of too much debt

utilization. Municipalities need to identify targets for finding new revenue streams and improve the revenues in existing resources. Effective fixed assets utilization could be one source of new or increasing existing revenue streams. Municipalities need to occasionally focus on savings and spending cuts in difficult times. The municipality must share the reasoning behind these measures with stakeholders.

4.3. Mobilizing stakeholders for common goals

Mobilizing stakeholders' resources such as financial, human, and intellectual resources would help to achieve set goals. Municipalities could create a wider impact through such cooperation. Trust in the municipalities could grow. Increased trust could enable new partnerships with CSOs, business and academia. Tools such as development platforms and investment agencies could be useful for building relationships and a cooperative environment.

Mobilizing stakeholders' resources such as financial, human, and intellectual resources would help to achieve set goals. Municipalities could create a wider impact through such cooperation.

4.5. Utilization of stakeholders' views and recommendations

Complaints, demands, as well as the right to information are important data sources for evaluating and improving municipal processes. Utilization of this data source on a daily, weekly, monthly, and annual basis would help indicate improvement areas, perceptions, and satisfaction regarding service delivery. If municipal services are improved based on data, this development would improve trust in the municipality. Improvement activities could create a multiplier effect on effectiveness and efficiency of municipal services. Effective management of the complaint handling process would improve communication, relations with stakeholders, and improve trust to the municipality.

RECOMMENDATIONS FOR STAKEHOLDERS

The above recommendations can be considered by different stakeholders for the development of certain goals and actions to improve good governance. In this section, recommendations are categorized based on the role of different stakeholders in improving good governance in metropoles.

Citizens and Civil Society Organizations

Municipalities directly affect the everyday life of citizens. Therefore, monitoring the activities of metropolitan municipalities is valuable for giving feedback to municipalities regarding improvement actions. Monitoring could be performed by individuals or through civil society organization. The MMGS model contains tools that could analyze municipalities through publicly available information and would help give feedback to municipalities.

The participation of citizens and CSOs to the municipal decision-making processes is important for improvement of decision-making quality. Citizens and CSOs could participate in city councils to be active stakeholders. City councils are mechanisms to encourage and support participation, transparency, and accountability in municipalities. The inclusiveness and transparency of city councils need improvement, a benefit which would increase the effectiveness of these structures.

The participation of citizens and CSOs to the municipal decision-making processes is important for improvement of decision-making quality.

Citizens and CSOs could propose projects such as participatory budgeting and citizen scorecards to the municipalities. Both these groups could encourage and make pressure to realize proposed projects.

Citizens and CSOs could monitor municipalities by using MMGS and proposing improvement ideas to the municipality. Metropolitan municipalities could utilize such an approach as an external risk management tool in addition to an internal one. External oversight could be an effective approach for the efficient utilization of municipal resources.

Metropolitan Municipalities

Employees and municipal decision makers need to adopt good governance practices as stated in the 11th Development Plan of Türkiye and in Turkish regulations related to municipalities for more effective and efficient operation of municipalities. Implementation of good governance practices would improve resilience, development level, and quality of life of metropoles as well as would increase trust to the municipalities.

MMGS findings evidence a need for improving information quality provided to stakeholders. Annual Reports, Strategic Plans, and all publicly available information must contain understandable and comparable information. Increasing the quality of provided information would increase trust in the municipalities.

The effectiveness of city councils needs to be improved. Currently there are 21 city councils out of 27 metropolitan municipalities. The number of city councils should grow so as to encourage participation. Effectively operating city councils would enable fair, inclusive, effective, efficient, and cooperative policy development by municipalities. Municipalities need to consider participation as a policy area and need to define policy goals for it.[2]

Adoption of integrated thinking perspective would improve efficiency and effectiveness of municipalities' operational capabilities. This would enable the development and implementation of holistic policies and plans by municipalities.

2 Council of Europe, *Recommendation CM/Rec(2022)2 of the Committee of Ministers to member States on democratic accountability of elected representatives and elected bodies at local and regional level*, (Adopted by the Committee of Ministers on 9 February 2022 at the 1424th meeting of the Ministers' Deputies). https://search.coe.int/cm/pages/result_details.aspx?objectid=0900001680a57739

Central Government

Central government institutions must encourage and support the implementation of good governance principles and practices as stated in the regulations. New policies need to be developed, existing regulations strengthened, or new regulations made for participation, information sharing and development of institutional capacity fields. The Court of Accounts' audits ought to cover the quality of implementation of good governance principles so that it could propose improvement actions.

Central government must encourage, support, and direct alignment of municipal plans with national and regional plans. The central government must encourage, support, and direct metropolitan municipalities to cooperate with district municipalities.

The city council's regulation could be strengthened. Such a move could support participation if stakeholders and the quality of participation through utilization of different engagement tools. The degree of cooperation and coordination between the city council and municipal council needs to be improved. Platforms, joint groups, or task forces are useful tools to improve cooperation and coordination. More stakeholders could participate in city councils when the effect and impact of city councils are improved through regulatory measures.

Standards need to be defined for financial information sharing in order to enable comparison with previous years and budget figures. Such a move would improve transparency and accountability.

These recommendations have been made based on the views and recommendations of the Advisory Board members. The main aim of these recommendations is to improve good governance culture and practices in metropolitan municipalities through a holistic and measurable perspective. The recommendation for each stakeholder group is mutually beneficial. Stakeholders could make an important impact on the improvement of governance practices in metropolitan municipalities. All recommendations would help to improve the quality of life, sustainable development efforts on regional, national, and global level(s).

The main aim of these recommendations is to improve good governance culture and practices in metropolitan municipalities through a holistic and measurable perspective. The recommendation for each stakeholder group is mutually beneficial.

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Scan the QR code with the camera of your phone to open the references in your web browser.

APPENDIX A.

REGULATORY FRAMEWORKS

United Nations Sustainable Development Goals

Sustainable Development Goals target solutions to global environmental, social, and economic challenges such as climate change and poverty. The goals broadly aim at achieving a livable environment for all of us by 2030. The SDG agenda was adopted in 2015 by all United Nations Member States including Türkiye.

To achieve SDGs, public, private, civil sectors, and citizens need to cooperate and share resources. As such, local governments are also expected to contribute to the realization of SDGs. Both the central and local governments in Türkiye have put SDGs on their agenda.

Municipal activities are observable especially for the following SDGs in the case of Turkish metropolitan municipalities:

SDG 1 No Poverty – Social Services
SDG 2 Zero Hunger – Social Services
SDG 3 Good Health and Well-being – Public Health
SDG 4 Quality Education – Vocational Training

SDG 5 Gender Equality – Inclusive Social Services
SDG 6 Clean Water and Sanitation – Water and Sewerage Services
SDG 7 Affordable and Clean Energy – Energy Efficiency and Renewable Energy Production
SDG 8 Decent Work and Economic Growth – Human Resources Management and Employment Activities
SDG 10 Reduced Inequality – Social Policies and Services
SDG 11 Sustainable Cities and Communities – Research and Development Activities for Smart Cities and Sustainability, Social Services
SDG 12 Responsible Consumption and Production – Waste Management
SDG 13 Climate Action – Climate Change Action Plans
SDG 14 Life Below Water – Protection of Water Resources, Rivers, and Seas
SDG 15 Life on Land – Protection and Development of Green Areas
SDG 16 Peace and Justice Strong Institutions – Activities on Good Governance
SDG 17 Partnerships to achieve the Goal – Cooperation among Public and Private Sectors, Academy, and Civil Society

Council of Europe, European Label of Governance Excellence (ELoGE)

The Committee of Ministers of the Council of Europe adopted the Strategy for innovation and good governance on 26 March 2008. The Strategy aims at promoting good governance at the local level based on 12 principles. The Council of Europe establishes partnerships to award municipalities achieving good governance in accordance with these principles.

The MMGS model identifies 7 good governance principles that acknowledge the content of the Council of Europe good governance benchmark.

OECD Better Life Index

Social development requires the well-being and welfare of individual citizens and households. Social development cannot be measured based on only economic indicators. Well-being and welfare refer to various types of individual experiences and living standards as well. OECD has developed the Better Life Index from this perspective. This framework points out the areas of development for the quality of life for today and the future.

Social development cannot be measured based on only economic indicators. Well-being and welfare refer to various types of individual experiences and living standards as well.

The OECD Better Life Index identifies the following topics as the main areas of well-being.

QUALITY OF LIFE	
VALUE IN SOCIAL DIMENSION	VALUE IN MATERIAL DIMENSION
Health Status Cultural & Artistic Dev. Individual Development Social Interaction Civic Engagement and Governance Environment Quality Safe Line – Security Perception of Life Quality	Income Environment Working Opportunities Housing Facilities

SDGs	
ENVIRONMENTAL	
SOCIAL	
GOVERNANCE	

APPENDIX B.

INTERNATIONAL APPROACHES

Council of Europe, European Label of Governance Excellence (ELoGE)

ELoGE awards municipalities achieving good governance in accordance with the Council of Europe Benchmark for good governance.

Focuses on 12 Good Governance Principles:

- Participation, Representation, Fair Conduct of Elections
- Responsiveness
- Efficiency and Effectiveness
- Openness and Transparency
- Rule of Law
- Ethical Conduct
- Competence and Capacity
- Innovation and Openness to Change
- Sustainability and Long-term Orientation
- Sound Financial Management
- Human Rights, Cultural Diversity and Social Cohesion
- Accountability

Methodology: 12 good governance principles are measured in terms of 97 indicators. Measurement is based on self-assessment of municipalities and municipalities are expected to provide evidence to support their self-assessments. An accredited entity then examines the municipal self-assessment and decides upon the consequence. Citizen surveys can also be a part of the process, but the survey results do not necessarily determine whether a municipality will receive the award.

Data Sources: Data and evidence presented by local governments.

UN-Habitat Urban Governance Index

Aims at strengthening governance in local governments, especially for sustainable development.

Focuses on 4 Good Governance Principles:

- Effectiveness
- Equity
- Participation
- Accountability

Methodology: 4 good governance principles are measured based on 25 indicators to be used as a tool of self-assessment.

Data Sources: Stakeholder meetings.

Impact Alliance Local Governance Barometer

Aims at strengthening local governance, institutional capacity, and service quality.

Focuses on 5 Good Governance Principles:

- Effectiveness
- Transparency and Rule of Law
- Accountability
- Participation and Civic Engagement
- Equity

Methodology: 5 good governance principles are measured through 22 indicators.

Data Sources: Local organizations with necessary skills and capacity collect data. Stakeholder meetings are held to support the data collection process.

UNDP Methodological Guidelines for Local Governance Analysis

Aims at analyzing the state of local governance and building action plans to improve local governance.

Focuses on 6 Areas:

- Strategic Vision
- Legitimacy and Leadership
- Active and Positive Relationship between Actors
- Institutional Capacity
- Citizen Participation
- Results in Human Development

Methodology: 15 goals related to 6 areas are measured in terms of 40 indicators.

Data Sources: Stakeholder opinions and evaluations.

Philippines Center for Policy Studies Governance for Local Development Index

Aims at evaluating the governance quality of municipalities.

Focuses on 9 Topics in 3 Categories:

- Development Needs
  - Family Conditions
  - Public Problem
  - Day Care
  - Health Service
  - Drinking Water
- Development Orientation
  - Development Expenditure Priorities
- Participatory Development
  - School Board
  - Local Development Council
  - Consultation

Methodology: 9 goals in 3 areas are measured through 10 indicators.

Data Sources: Household surveys and public documents such as the minutes of the meetings of the local consultative bodies.

Check UNDP's 2015 publication: *A User's Guide to Measuring Local Governance* for more examples: https://www.undp.org/publications/users-guide-measuring-local-governance

While developing the 337 indicators for the MMGS project, the preceding international framework and existing measures of good governance were considered. In addition to the analysis of regulatory frameworks and international approaches, national laws and regulations were also examined. This appendix is limited to some selected major frameworks and approaches.

APPENDIX C.

EXERCISING RIGHT TO INFORMATION

Transparency and accountability require the acknowledgement and practicing of the right to information. We have wondered whether municipalities would respond to citizen applications to use their right to information, which is legally legitimate in Türkiye.

10 volunteers from Argüden Governance Academy's Youth Network and 1 from Argüden Governance Academy have practiced their right to information in the case of requesting information from municipalities. Volunteers, primarily young people, emailed or contacted the municipal websites of 27 metropolitan municipalities run by elected mayors in Türkiye for information on the following questions:

- What kind of services are provided for the youth by ... Metropolitan Municipality in 2021?
- How many citizens were targeted by these services?
- What is the amount of spendings from the municipal budget for these services?

Only **12 municipalities** responded to the applications within the legally defined time period, i.e., 15 days, and with a relevant response, i.e., providing information that answers the applicants' questions.

9 municipalities did not respond at all, and **1 municipality** provided an irrelevant response within 15 days following the application.

5 municipalities responded after the time limit although some provided relevant and detailed information.

This exercise shows that citizens cannot use their right to information in a meaningful way. We see that many municipalities failed to respond to the applications despite their legal obligation to do so.

We should also note that some municipalities responded late yet in such a way that applicants were directly provided with relevant answers or with information on relevant sources and documents. As such, we conclude that institutional weaknesses and shortcomings should be assessed and improved for the use of the right to information which serves as an important tool of transparency and accountability.

Right to Information Act No. 4982, Article 11: The institutions shall provide the required information within 15 working days. However, where the required information or document is to be obtained from another unit within the applied institution or it is necessary to receive the opinion of another institution or if the scope of the application pertains more than one institution; the access shall be provided in 30 working days. In such case, the applicant will be notified of the extension and its reasons within 15 working days.

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APPENDIX D.

INDICATORS

In this research, we have used binary, "yes/no," indicators and coded each indicator based on publicly available data sources for metropolitan municipalities. Governance scorecards reflect the sum of the weighted scores assigned to each indicator. Weights are determined in relation to three dimensions of governance.

Principle of Good Governance: Refers to the good governance principle that is measured by an indicator. We define seven principles of good governance as the following: *Consistency, Responsibility and Responsiveness, Accountability, Fairness and Inclusiveness, Transparency, Effectiveness and Efficiency, Representation and Participation.*

See: Definitions, page 16

Governing Process: Refers to the governing process that corresponds to an indicator. An indicator might be relevant to one of the following processes: *Agenda Setting / Decision Making, Resource Utilization, Implementation, Institutional Functioning / Capacity.*

Institutional learning: Each indicator has been classified also in terms of its relationship with institutional learning. An indicator might correspond to one of the following steps of the learning cycle: *Structure and Direction,* Deployment, Measurement and Evaluation.

Consistency

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Agenda Setting / Decision Making	**Structure and Direction**	"Consistency" or related concepts are mentioned in the vision, mission and/or principles of the municipality.
	Deployment	The strategic plan of the municipality refers to the National Development Plan.
		The strategic plan of the municipality refers to the Medium Term Program.
		The strategic plan of the municipality refers to the Regional Development Plan.
		The strategic plan of the municipality refers to the Sectoral plans.
		The strategic plan of the municipality refers to the Thematic plans.
		The strategic plan of the municipality refers to the plans of chambers of industry and trade.
		The Strategic plan of the municipality refers to the plans of universities.
Resource Utilization	**Measurement and Evaluation**	In its activities report, the municipality publishes information on the realization of its strategic goals/subgoals.
		In its activities report, the municipality publishes information on spending for its strategic goals/subgoals.
		The municipality evaluates its revenues and expenditures annually.
		The municipality evaluates its actual revenues in comparison with that of the previous term.
		The municipality evaluates its actual expenditures in comparison with that of the previous term.
		The municipality evaluates its debt in comparison with that of the previous term.
		The municipality evaluates its receivables in comparison with that of the previous term.
		The municipality evaluates its financial standing in comparison with that of the previous term.
Implementation	**Measurement and Evaluation**	In its activities report, the municipality evaluates the consistency between its activities and strategic plan.
		In its activities report, the municipality publishes information on the rate of conformity of its activities with its strategic plan.
		In its activities report, the municipality publishes information on the realization of the performance program.
		The municipality evaluates the conformity of its activities with those of the budget.
		The municipality publishes information on the rate of conformity of its activities with those of the budget.
		The municipality evaluates the consistency between its activities and the National Development Plan.
		The municipality evaluates the consistency between its activities and the Sustainable Development Goals.
Institutional Functioning / Capacity	**Structure and Direction**	There is a municipal unit/directorate that works for data collection and utilization on city governance.
	Deployment	The municipality publishes the results of its internal auditing.
	Measurement and Evaluation	In its activities report, the municipality evaluates its institutional capability and capacity.
		In its activities report, the municipality evaluates its human resources performance management.

Responsibility & Responsiveness

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Agenda Setting / Decision Making	**Structure and Direction**	"Sustainability" or related concepts are mentioned in the vision, mission and/or principles of the municipality.
		There are goals/subgoals related to sustainability in the municipality's strategic plan.
		The municipality builds a relationship between its strategic goals/subgoals and the Sustainable Development Goals.
		The strategic plan of the municipality refers to the Sustainable Development Goals.
		There are goals/subgoals related to ecological sustainable development goals in the municipality's strategic plan.
		There are goals/subgoals for renewable energy and/or energy efficiency in the municipality's strategic plan.
		There are goals/subgoals for increasing and/or protecting the urban green space in the municipality's strategic plan.
		There are goals/subgoals related to economic sustainable development goals in the municipality's strategic plan.
		There are goals/subgoals for sustainable rural development in the municipality's strategic plan.
		There are goals/subgoals for promoting urban tourism in the municipality's strategic plan.
		There are goals/subgoals for increasing investments in the city in the municipality's strategic plan.
		There are goals/subgoals related to social sustainable development goals in the municipality's strategic plan.
		There are goals/subgoals related to sustainable development goals on governance (SDG 16 and 17) in the municipality's strategic plan.
		There are goals/subgoals related to sustainable development goals on sustainable cities and communities (SDG 11) in the municipality's strategic plan.
		"Good/Democratic governance" mentioned in the vision, mission and/or principles of the municipality.
		There are goals/subgoals related to good/democratic governance in the municipality's strategic plan.
		There are goals/subgoals for the protection and strengthening of the historical and cultural heritage of the city in the municipality's strategic plan.
		The municipality has, or is in the process of preparing, a sustainable energy action plan.
		The municipality has, or is in the process of preparing, a climate change adaptation action plan.
		The municipality has, or is in the process of preparing, a sustainable rural development action plan.
		The municipality has, or is in the process of preparing, a vision of the future city.
		The municipality has, or is in the process of preparing, a noise map.
		The municipality has, or is in the process of preparing, a noise action plan.
		The municipality has an action plan for or structured approach to pandemic and/or epidemics (i.e., hygiene measures on public transportation, informing citizens on pandemic/epidemic etc.)
		There are goals/subgoals for providing different social groups with services of psychological support in the municipality's strategic plan.

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Resource Utilization	**Measurement and Evaluation**	The municipality publishes information on its spending for sustainable city goals (SDG 11).
		The municipality publishes information on its spending for ecological sustainable development goals.
		The municipality publishes information on its spending for sustainable development goals related to economic activities.
		The municipality publishes information on its spending for sustainable rural development goals.
		The municipality publishes information on its spending for sustainable development goals related to social life and society.
		The municipality publishes information on its spending for sustainable development goals on governance.
		The municipality publishes information on its spending for its resource utilization in projects with civil society organizations and other stakeholders for sustainable development.
		The municipality publishes information on its spending for services of psychological support for different social groups.
Implementation	**Deployment**	The municipality carries out common services projects with voluntary/civil society organizations.
		There are municipal activities on a voluntary basis and support.
		There are municipal activities/services for providing different social groups with psychological support.
		The municipality reports about the activities and findings of food and water analyses for public health.
		There are municipal activities against air pollution (i.e., measurement, preventive actions etc.)
		There are municipal activities for public health (preventive, protective and/or medical services).
		There are municipal activities for promoting investments in the city.
	Measurement and Evaluation	The municipality publishes detailed information on its common service projects carried out with voluntary/civil society organizations.
		The municipality publishes detailed information on voluntary activities it supports.
		The municipality publishes information on the urban green space it has built (the amount, number of playgrounds, gardens, etc.)
		The municipality reports the findings of its activities of food and water analyses for public health.
Institutional Functioning / Capacity	**Structure and Direction**	There are institutional/formal municipal channels for voluntary service.
		A complaint form (or another tool for the submission of complaints) is available on the municipality's website.
		There is a municipal unit/directorate that works for sustainable development.
		There is a municipal unit/directorate that works for the municipality's international relations.
		There is a municipal unit/directorate that works for climate change adaptation.
		There is a municipal unit/directorate that works for the promotion of investments in the city.
		There is a municipal commission that works for development (economy, tourism, employment, etc.).
		There is a municipal commission that works for equality of opportunity (for disadvantaged and vulnerable groups such as the disabled or the poor).
		There is a municipal commission that works for gender equality.
		There is a municipal commission that works for social development.

Accountability

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Agenda Setting / Decision Making	**Structure and Direction**	"Accountability" or related concepts are mentioned in the vision, mission and/or principles of the municipality.
		There are goals/subgoals related to accountability in the municipality's strategic plan.
		It is possible to directly contact the mayor through the municipality's website.
	Deployment	Mayor's contact information is available on the municipality's website.
		Municipal council members' contact information is available on the municipality's website.
	Measurement and Evaluation	The municipality publishes information on how views, suggestions and demands of citizens are evaluated by the municipality after citizen participation.
Resource Utilization	**Deployment**	The municipality publishes detailed information on its annual revenues.
		The municipality publishes detailed information on its annual expenditures.
		The municipality publishes detailed information on its total debts.
		Detailed information on municipal public procurements is available on the municipality's website.
		In its activities report, the municipality publishes a consolidated financial statement, and revenues and expenditures including its corporations.
	Measurement and Evaluation	The municipality publishes information on its collected/accrued revenues ratio.
		The municipality evaluates/explains the level of collected revenues.
		The municipality evaluates/explains its annual spending.
		The municipality evaluates/explains the balance of its income and expenses.
		The municipality evaluates/explains its debts.
		The municipality publishes information on how its real estate is used or allocated.
		The municipality publishes information on how its vehicles are used or allocated.
		In its activities report, the municipality shares information on resources received from external stakeholders and projects and activities for which these resources are utilized.
Implementation	**Deployment**	The municipality responds to applications for the right to information within the required legal period and with a relevant answer.
	Measurement and Evaluation	In its activities report, the municipality evaluates its activities in accordance with performance indicators.
		In its activities report, the municipality provides an explanation for the rate of realization of the strategic goals/subgoals.
		The municipality publishes information for how complaints from citizens are evaluated and solved.
Institutional Functioning / Capacity	**Deployment**	The Current Audit Report of the municipality by the Turkish Court of Accounts is available on the municipality's website.
		Previous Audit Reports of the municipality by the Court of Accounts are available on the municipality's website.
		Reports of the municipal council's audit commission are available on the municipality's website.
		The municipality publishes information on the announcements for and the results of municipal employment processes on its website.

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Institutional Functioning / Capacity	**Measurement and Evaluation**	The municipality publishes information that the municipal council evaluates the Court of Accounts' Municipal Audit Report.
		The municipality publishes information for the rate of its responding to applications for the right to information.
		The municipality publishes information for its response time for applications for the right to information.
		The municipality's ethical values are available on its website.

Fairness & Inclusiveness

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Agenda Setting / Decision Making	**Structure and Direction**	"Fairness/Inclusiveness" or related concepts are mentioned in the vision, mission and/or principles of the municipality.
		There are goals/subgoals related to fairness and/or inclusiveness in the municipality's strategic plan.
		There are goals/subgoals identified for different social groups (at least for 4 different social groups) in the municipality's strategic plan.
		There are goals/subgoals for citizens with disabilities in the municipality's strategic plan.
		There are goals/subgoals for women's welfare in the municipality's strategic plan.
		There are goals/subgoals for gender equality in the municipality's strategic plan.
		There are goals/subgoals for the prevention of violence against women in the municipality's strategic plan.
		There are goals/subgoals for the provision of guidance and counseling services for women in the municipality's strategic plan.
		There are goals/subgoals for youth in the municipality's strategic plan.
		There are goals/subgoals for children in the municipality's strategic plan.
		There are goals/subgoals for the protection of children (against violence, abuse etc.) in the municipality's strategic plan.
		There are goals/subgoals supporting the physical and mental development of children (social services for preschool education or day care, social welfare etc.) in the municipality's strategic plan.
		There are goals/subgoals for long-term wellbeing and empowerment of children (services for vocational education, sports, and cultural activities etc.).
		There are goals/subgoals for senior citizens (elderly/retired) in the municipality's strategic plan.
		There are goals/subgoals for unemployed citizens in the municipality's strategic plan.
		There are goals/subgoals for poor/low-income citizens in the municipality's strategic plan.
		There are goals/subgoals for the homeless in the municipality's strategic plan.
		There are goals/subgoals for citizens in need of care in the municipality's strategic plan.
		There are goals/subgoals for relatives of veterans or martyrs in the municipality's strategic plan.

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Agenda Setting / Decision Making	**Structure and Direction**	There are goals/subgoals for immigrants in the municipality's strategic plan.
		There are goals/subgoals for animal welfare in the municipality's strategic plan.
		There are goals/subgoals for ethnic/religious minorities in the municipality's strategic plan.
		There are goals/subgoals for cooperation with civil society organizations on social policies and services in the municipality's strategic plan.
		The municipality has, or is in the process of preparing, a local equality action plan.
	Measurement and Evaluation	A current state analysis (for population, needs, demands etc.) for different social groups (at least for 4 different social groups) is made in the municipality's strategic plan.
		A geographical current state analysis (for districts and/or neighborhoods) is made in the municipality's strategic plan.
Resource Utilization	**Measurement and Evaluation**	The municipality publishes information on its spending for different social groups (at least for 4 different social groups).
		The municipality publishes information on its spending based on districts.
		The municipality publishes information on its spending based on neighborhoods.
		The municipality publishes information on its spending for citizens with disabilities.
		The municipality publishes information on its spending for women's welfare.
		The municipality publishes information on its spending for gender equality.
		The municipality publishes information on its spending for the prevention of violence against women.
		The municipality publishes information on its spending for the provision of guidance and counseling services for women.
		The municipality publishes information on its spending for youth.
		The municipality publishes information on its spending for children.
		The municipality publishes information on its spending for the protection of children (against violence, abuse, etc.).
		The municipality publishes information on its spending for the physical and mental development of children (social services for preschool education or day care, social welfare, etc.).
		The municipality publishes information on its spending for the long-term wellbeing and empowerment of children (services for vocational education, sports, and cultural activities etc.).
		The municipality publishes information on its spending for senior citizens (elderly/retired).
		The municipality publishes information on its spending for unemployed citizens.
		The municipality publishes information on its spending for poor/low-income citizens.
		The municipality publishes information on its spending for the homeless.
		The municipality publishes information on its spending for citizens in need of care.
		The municipality publishes information on its spending for relatives of veterans or martyrs.
		The municipality publishes information on its spending for immigrants.
		The municipality publishes information on its spending for animal welfare.
		The municipality publishes information on its spending for ethnic/religious minorities.
		The municipality publishes detailed information on its spending for different social groups (for which activities for which social groups).

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Implementation	**Deployment**	There are municipal activities/services for women's welfare (economic, social and/or psychological).
		There are municipal activities/services for gender equality.
		There are municipal activities/services for the prevention of violence against women.
		There are municipal activities/services for guidance and counseling for women.
		There are municipal activities/services for youth.
		There are municipal activities/services for children.
		There are municipal activities/services for the protection of children.
		There are municipal activities/services for supporting physical and mental development of children.
		There are municipal activities/services for long-term wellbeing and empowerment of children.
		The municipality has a functioning women and children's' shelter.
		There are municipal activities/services for senior citizens (elderly/retired).
		There are municipal activities/services for unemployed citizens.
		There are municipal activities/services for poor/low-income citizens.
		There are municipal activities/services for the homeless.
		There are municipal activities/services for citizens in need of care.
		There are municipal activities/services for the relatives of veterans and martyrs.
		There are municipal activities/services for immigrants.
		There are municipal activities/services for animals.
		There are municipal activities/services for ethnic/religious minorities.
		There are municipal preventive/protective/medical health services for women.
		There are municipal nursery/preschool services for the children of working parents.
	Measurement and Evaluation	The municipality publishes information on its activities/services for different social groups on a data-driven and comparative basis.
Institutional Functioning / Capacity	**Structure and Direction**	There is a municipal unit/directorate that works for social equality/equality of opportunity.
		There is a municipal unit/directorate that works for project-based resource development (grants, funds, etc.).
		The municipality has an ethics commission.
		There is a municipal unit/directorate that works for gender equality.
		The municipality has a functioning social services center.
		The municipality has a functioning cultural services center.
		The municipality has functioning social facilities.
		The ethical values of the municipality are defined.
		The municipality cooperates with civil society organizations for social policies and services.
	Measurement and Evaluation	The municipality publishes information on the applications to and/or activities of its ethics commission.

Transparency

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Agenda Setting / Decision Making	**Structure and Direction**	"Transparency/Openness" or related concepts are mentioned in the vision, mission and/or principles of the municipality.
		There are goals/subgoals related to transparency in the municipality's strategic plan.
	Deployment	The agenda of the municipal council is published on the municipality's website.
		Municipal council meetings are available online (live streamed and/or recorded).
		The agenda of the municipal reconstruction commission is published on the municipality's website.
		The minutes of the municipal reconstruction commission are published on the municipality's website.
	Measurement and Evaluation	Decisions made by the municipality are published on the municipality's website in detail.
		Municipal commission reports are published on the municipality's website in detail.
Resource Utilization	**Deployment**	The municipality publishes its inventory of real estates.
		The municipality publishes the current financial value of its inventory of real estates.
		The municipality publishes its inventory of vehicles.
		The municipality publishes the current financial value of its inventory of vehicles.
		The municipality publishes its tax calendar on its website.
		The municipality publishes its final account statements on its website.
		The municipality publishes information on the predicted budget/transfers for its corporations.
		In its activities report, the municipality publishes the revenues and expenditures of its corporations.
	Measurement and Evaluation	The municipality publishes detailed information on its total realized budget rates/items.
		The municipality publishes an explanation for the realized budget rates/items.
		The municipality publishes a citizen budget for its annual resource utilization.
Implementation	**Deployment**	The municipality publishes information on council commissions on its website.
		The municipality publishes information on the duties of its units/directorates on its website.
		Information on municipal services is available on the municipality's website.
		There is an open data portal of the municipality on urban data (geographic, demographic, institutional etc. data).
	Measurement and Evaluation	The municipality publishes its service standards on its website.
		The municipality publishes citizen scorecard(s) on its service provision and resource utilization.
		The municipality publishes data and/or reports on citizen satisfaction for municipal services.
		The municipality publishes data and/or reports on citizen complaints for municipal services.
		The municipality publishes data and/or reports on citizen demands for municipal services.
Institutional Functioning / Capacity	**Deployment**	There is a form/tool for the use of the right to information on the municipality's website.
		Up to date information on urban zoning plans is available on the municipality's website.
		There is public access to municipal council decisions since 2019 through the municipality's website.
		An archive of recorded council meetings is publicly available.
		Mayor reveals her/his financial wealth to the public.
		Municipal council members reveal their financial wealth to the public.

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Institutional Functioning / Capacity	**Measurement and Evaluation**	The municipality publishes the number of its e-municipality services annually.
		The municipality annually publishes the types and content of its e-municipality services.
		The municipality publishes the number of annual applications to the municipality for the right to information.
		The municipality publishes the content of annual applications to the municipality for the right to information.
		The municipality publishes the number of annual citizen complaints submitted to the municipality.
		The municipality publishes the content of annual citizen complaints submitted to the municipality.
		The municipality publishes the number of annual citizen applications to the municipality through its website.
		The municipality publishes the content of annual citizen applications to the municipality through its website.
		The municipality publishes the number of annual citizen applications to the municipality through its mobile application.
		The municipality publishes the content of annual citizen applications to the municipality through its mobile application.
		The municipality publishes the number of annual citizen applications to the municipality through social media.
		The municipality publishes the content of annual citizen applications to the municipality through social media.

Effectiveness & Efficiency

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Agenda Setting / Decision Making	**Structure and Direction**	"Effectiveness and/or efficiency" or related concepts are mentioned in the vision, mission and/or principles of the municipality.
		There are goals/subgoals for institutional development/capacity in the municipality's strategic plan.
		"Innovation/Openness to change" or related concepts are mentioned in the vision, mission and/or principles of the municipality.
		There are goals/subgoals related to innovation in the municipality's strategic plan.
		There are goals/subgoals for smart city in the municipality's strategic plan.
		There are goals/subgoals for data processing and/or digitalization in the municipality's strategic plan.
		There are goals/subgoals for the development of human resources and capacity in the municipality's strategic plan.
		There are goals/subgoals for the effective use of municipal real estates in the municipality's strategic plan.

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Agenda Setting / Decision Making	**Structure and Direction**	There are goals/subgoals for management of institutional resources in the municipality's strategic plan.
		There are goals/subgoals for the generation of new financial resources in the municipality's strategic plan.
		There are goals/subgoals for cooperation and coordination with municipal corporations in the municipality's strategic plan.
		There are goals/subgoals for institutional management model/approach in the municipality's strategic plan.
		There are goals/subgoals for the management of stakeholder relationships in the municipality's strategic plan.
		The municipality has, or is in the process of preparing, a smart city action plan.
Resource Utilization	**Measurement and Evaluation**	The municipality publishes information on its spending for a smart city.
		The municipality publishes information on its spending for data processing and digitalization.
		The municipality publishes information on its spending for the development of human resources and capacity.
		The municipality publishes information on its spending for the effective use of municipal real estate.
		The municipality publishes information on its spending for the management of institutional resources.
		The municipality publishes information on its spending for the generation of new financial resources.
		The municipality publishes information on its spending for cooperation and coordination with municipal corporations.
		The municipality publishes information on its spending for the institutional management model/approach.
		The municipality publishes information on its spending for the management of stakeholder relationships.
Implementation	**Deployment**	The municipality regularly evaluates citizen satisfaction.
		The municipality regularly conducts citizen satisfaction surveys.
		The municipality records the demands/complaints for municipal services.
		There are municipal activities for institutional sustainability and development.
	Measurement and Evaluation	The municipality publishes the results of citizen satisfaction surveys.
		The municipality publishes the number of annual complaints about municipal services.
		The municipality publishes the content of annual complaints about municipal services.
		The municipality publishes information on how complaints for municipal services are evaluated.
		The municipality publishes information on its activities for institutional sustainability and development.
Institutional Functioning / Capacity	**Structure and Direction**	There is a municipal unit/directorate that works for research and development.
		There is a municipal unit/directorate that works for a smart city.
		The municipality has certified quality management system(s).
		The municipality has a policy of human resources management.

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Institutional Functioning / Capacity	**Deployment**	There are municipal activities for research and development.
		The municipality annually carries out in-service training programs for its personnel.
		The municipality provides personnel trainings for service quality.
	Measurement and Evaluation	The municipality publishes detailed information on its activities for research and development.
		The municipality publishes information on annual personnel training.
		The municipality publishes information on the educational status of its personnel.

Representation & Participation

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Agenda Setting / Decision Making	**Structure and Direction**	"Representation/participation" or related concepts are mentioned in the vision, mission and/or principles of the municipality.
		There are goals/subgoals related to representation/participation.
	Deployment	The municipality ensures direct citizen participation in the process of its strategic planning.
		The municipality prepares its strategic plan in a participatory way through surveys.
		The municipality prepares its strategic plan in a participatory way through workshops/meetings.
		The municipality informs its external stakeholders about the content and agenda and then invites them to take their opinions for its strategic planning.
		The municipality takes the recommendations of the city council into account and represents them in its strategic plan.
		The city council proposes recommendations to the municipal council.
	Measurement and Evaluation	The municipality publishes detailed information on its strategic planning process in terms of participation (number/list of participants etc.).
		The municipality publishes the list of external stakeholders that share opinions for strategic planning.
		The municipality publishes the opinions and recommendations of external stakeholders in its strategic plan.
		The city council or municipality publishes information on the municipal council decisions on the recommendations submitted by the city council.
		In its activities report, the municipality publishes information on the areas/issues for which citizens participated in.
		In its activities report, the municipality publishes information on ways/tools of citizen participation.
		The municipality publishes quantitative data on citizen participation.
Resource Utilization	**Deployment**	The municipality prepares its 2020-2024 budget through the participation of external stakeholders.
		The municipality takes the opinions of external stakeholders and represents them in its 2020-2024 budget.
		The municipality practices participatory budgeting.

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Resource Utilization	**Measurement and Evaluation**	The municipality publishes the list of external stakeholders that participated in the process of 2020-2024 budget preparation.
		The municipality reports activities of participatory budgeting.
		The municipality publishes the results of/decisions made during participatory budgeting.
Implementation	**Deployment**	The municipality solicits citizen opinions for municipal services to be provided in several ways (surveys, meetings, visits etc.).
		The municipality solicits the opinions of civil society organizations for municipal services to be provided in several ways (surveys, meetings, visits etc.).
		The municipality solicits the opinions of the business and/or unions for municipal services to be provided in several ways (surveys, meetings, visits etc.).
		The municipality solicits the opinions of universities and/or research institutions for municipal services to be provided in several ways (surveys, meetings, visits etc.).
	Measurement and Evaluation	The municipality publishes the opinions of citizens for municipal services to be provided.
		The municipality publishes the opinions of civil society organizations for municipal services to be provided.
		The municipality publishes the opinions of the business and/or unions for municipal services to be provided.
		The municipality publishes the opinions of universities and/or research institutions for municipal services to be provided.
Institutional Functioning / Capacity	**Structure and Direction**	There is a metropolitan city council.
		The city council has a functioning children's assembly/working group.
		The city council has a functioning women's assembly/working group.
		The city council has a functioning assembly/working group for citizens with disabilities.
		The city council has a functioning elderly/senior citizen's assembly/working group.
		The city council has a functioning youth assembly/working group.
		There is a municipal unit/directorate that works for mukhtars (i.e., elected neighborhood representatives).
		There is a municipal unit/directorate that works for civil society organizations.
		The municipality's website allows for citizen participation (through some tools/forms of application etc.).
		The municipality has a mobile application for citizen participation.
		The municipality has social media accounts for citizen participation.
	Deployment	The municipality holds regular meetings/consultation with mukhtars (i.e., elected neighborhood representatives).
		The municipality holds regular meetings/consultation with civil society organizations.
		Citizens can regularly meet with the members of municipal council (based on predetermined days and location).
		The mayor regularly and directly contacts citizens (through citizen days, visits to neighborhoods etc.).

GOVERNING PROCESS	LEARNING CYCLE	INDICATOR
Institutional Functioning / Capacity	**Measurement and Evaluation**	The city council reports and publishes its activities on a regular basis.
		The children's assembly/working group of the city council reports and publishes its activities on a regular basis.
		The women's assembly/working group of the city council reports and publishes its activities on a regular basis.
		The city council's assembly/working group for citizens with disabilities reports and publishes its activities on a regular basis.
		The elderly/senior citizens' assembly/working group of the city council reports and publishes its activities on a regular basis.
		The youth assembly/working group of the city council reports and publishes its activities on a regular basis.
		The municipality publishes information on the results of its consultation/meetings with mukhtars (i.e., elected neighborhood representatives).
		The municipality publishes information on the results of its consultation/meetings with civil society organizations.
		The municipality publishes information on the mayor's meetings with its citizens (i.e., agenda and content of the meeting, participants, results etc.).

ABOUT THE AUTHORS

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. Izci 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. Izci took responsibility in model development on sustainable development vision and governance at cities for business associations.

Dr. Izci 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.

Dr. Erkin Erimez

He gradutaed 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. Merve Ateş

She received her undergraduate degree in Political Science and International Relations from Boğaziçi University, her master's degree, and doctorate in political science from Sabancı University. She wrote her master's thesis on democratic institutionalization in municipal councils. As part of her Ph.D. thesis on democratic governance at the local level in Türkiye, she analyzed accountability and the rule of law in Turkish municipalities and created an original dataset based on the Turkish Court of Accounts' municipal audit reports.

Her ongoing research focuses on the patterns of democratization at the local level, accountability, and corruption. She also lectures on comparative methods, democracy, local politics, and governance at İstanbul Medipol University.

ARGÜDEN
GOVERNANCE
ACADEMY

Good Governance for
Quality of Life

Argüden Governance Academy is a foundation dedicated to improve the quality of "governance" by increasing trust for the institutions to build a better quality of life and a sustainable future.

The purpose of the Academy is improving quality of life and sustainability of the future. With improving quality of governance to improve trust for organizations mission and being 'a center of excellence' for development and widespread adoption of good governance culture vision; the Academy conducts education, research, and communication activities. Individuals from all age groups (including children and young leaders) and institutions from all sectors (public, civil society, private sector, and global actors) are main partners and target audience of the Academy.

Argüden Governance Academy is committed to play a pioneering role by adopting "Integrated Thinking" and "Good Governance Principles" (CRAFTED: Consistency, Responsibility, Accountability, Fairness, Transparency, Effectiveness, and Deployment) to all its work and stakeholder relationships.

The Academy aims to:

- Ensure that good governance is adopted as a culture,
- Raise the understanding of "the key role of good governance in improving quality of life and sustainability of the planet",
- Guide the institutions by developing methods to ease the implementation of good governance principles,
- Inspire future leaders by promoting "Best Practices" of good governance,
- Increase the next generation leaders' experience of good governance,
- Disseminate global knowledge and experience at all levels of the society with a holistic approach,
- Become "the right cooperation partner" for the leading institutions in the world by creating common solutions for global issues.

The Academy advocated "Integrated Thinking" during Türkiye's presidency of the G20 and adopts this culture in all its activities.

Argüden Governance Academy became the first non-governmental institution in the world to report its work as an Integrated Report since its founding.

For any further questions on the Metropolitan Municipality Governance Scorecard project please contact us.

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