

INTEGRATED REPORT

2021



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ABOUT OUR INTEGRATED REPORT

We have prepared this Report, which includes the activities carried out by Argüden Governance Academy in 2021, in line with the basic concepts and principles included in the International Integrated Reporting Framework created by the International Integrated Reporting Council (Value Reporting Foundation as of 2021).

Through this Report, we conveyed how our Academy mobilized and used its resources in 2021 in order to raise awareness on governance and disseminate good governance practices, with the logic and perspective of Integrated Reporting. In addition, the financial documents and data, as well as the information contained in our Impact Report, were audited and verified by an independent audit firm.

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

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

In 2015, our Academy published the first Integrated Report in Türkiye. This has also placed our Academy among its counterparts as one of the first 10 NGOs to do so.

In this Report, in which we share our work for 2021, we present comparative data for the previous year and give information about our planning and indicators for the next year.

ABOUT ARGÜDEN GOVERNANCE ACADEMY

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

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

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

Having adopted Integrated Thinking as a core principle since its foundation, our Academy strives to be a model for its stakeholders with its Integrated Reporting approach. Additionally, as a global C20 member, we advocate for this approach; emphasized as the founding member of the Integrated Reporting Türkiye Network (ERTA) in our country and suggested Integrated Reporting as a policy proposal to different institutions and organizations. Policy recommendations regarding Integrated Reporting have been adopted and implemented by public institutions and non-governmental organizations. The studies of the Academy are followed with interest in global conferences attended by the Value Reporting Foundation as an Knowledge Partner.

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

FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



Dear Stakeholders,

The year 2021 has shown us once again that flexibility is one of the most important elements that increase the resilience and sustainability of an institution. Because those who adapted to the ongoing returns of the pandemic in the most flexible and fastest way, and even those who were able to achieve this harmony in 2020, were able to complete their work in the best way.

In this year, where we worked online and face-to-face with Argüden Governance Academy, our focus was on creating value for us and our stakeholders. In every work we conducted this year, we also attached great importance to the value we create for our stakeholders. Because we know that “who does not create value is not valuable.”

In 2021, we carried out studies to spread the culture of good governance in order to improve the quality of life for everyone from 7 to 77. The activities carried out by the institutions we influence with our work could improve the quality of life of the elderly. In addition to these works, we have included a new age group in our target audience by supporting the studies for the elderly this year.

“As a culture, responsible individuals and leaders develop if good governance is adopted at an early age.” Based on this philosophy, we continued our good governance work for and with children and youth this year as well. As part of our good governance efforts for children, we continued to expand our Good Governance for Children Education Program. We have prepared the Child and Parent Friendly Municipality Governance Guide for child and parent friendly cities. By learning from each other, we created a good governance climate in more than 40 universities with our Youth Network and spread this culture. With the participation of new young people who graduated from GOV101 trainings, the Youth Network continues to grow in every period.

As part of our good governance efforts in the public sector, we initiated our Integrated Municipality Governance Model© and Metropolitan Municipality Governance Scorecard© research projects. Our projects, the results of which we will share in 2022, will develop models and offer suggestions for the dissemination of good governance in local governments.

This year, the Sustainability Governance Scorecard© formed the bulk of our corporate governance efforts. This year, we published and disseminated the 2020 and 2021 results of our research, which is exemplary and followed in the world.

Together with you, our esteemed stakeholders, we completed a year in which we undertook the advocacy and dissemination of good governance in Türkiye and in the world. I wish a year 2022 in which good governance becomes widespread for a better quality of life and a sustainable future.

Best regards,
Prof. Dr. Metin Çakmakçı
Chair of Board of Directors



Good Governance
for Children
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Good Governance
for Youth
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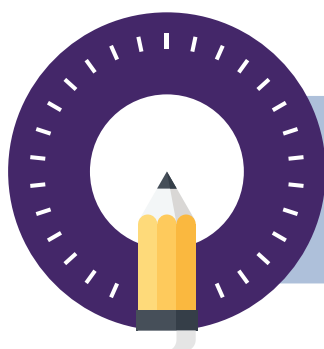


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THE ACADEMY 2021 AT A GLANCE

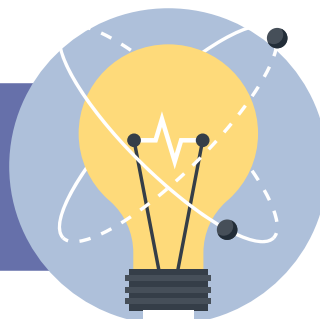


EDUCATION

851 HOURS OF TRAINING WITH
422 PARTICIPANTS IN **10** PROGRAMS

RESEARCH

13 PUBLICATIONS, REPORT, ARTICLES
4 RESEARCH PROGRAMS
264 INSTITUTION EXAMINED



COMMUNICATION



12.015 PEOPLE CONTACTED INDIVIDUALLY
DIGITAL CONTACT WITH **4.153.000** PEOPLE,
44 EVENTS

OUR PURPOSE, MISSION AND VISION

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

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

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

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

OUR BUSINESS MODEL

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

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

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



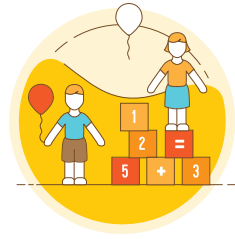
CHILDREN

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

A responsible individual is someone who:

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

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



YOUTH

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

A responsible leader is someone who:

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

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



WE ADDRESS “GOOD GOVERNANCE” IN DIFFERENT SECTORS



FOR PUBLIC SECTOR

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



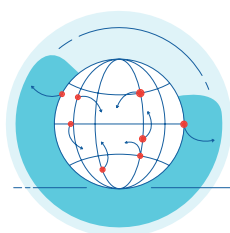
FOR CIVIL SOCIETY

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



FOR CORPORATE SECTOR

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



IN GLOBAL ARENA

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

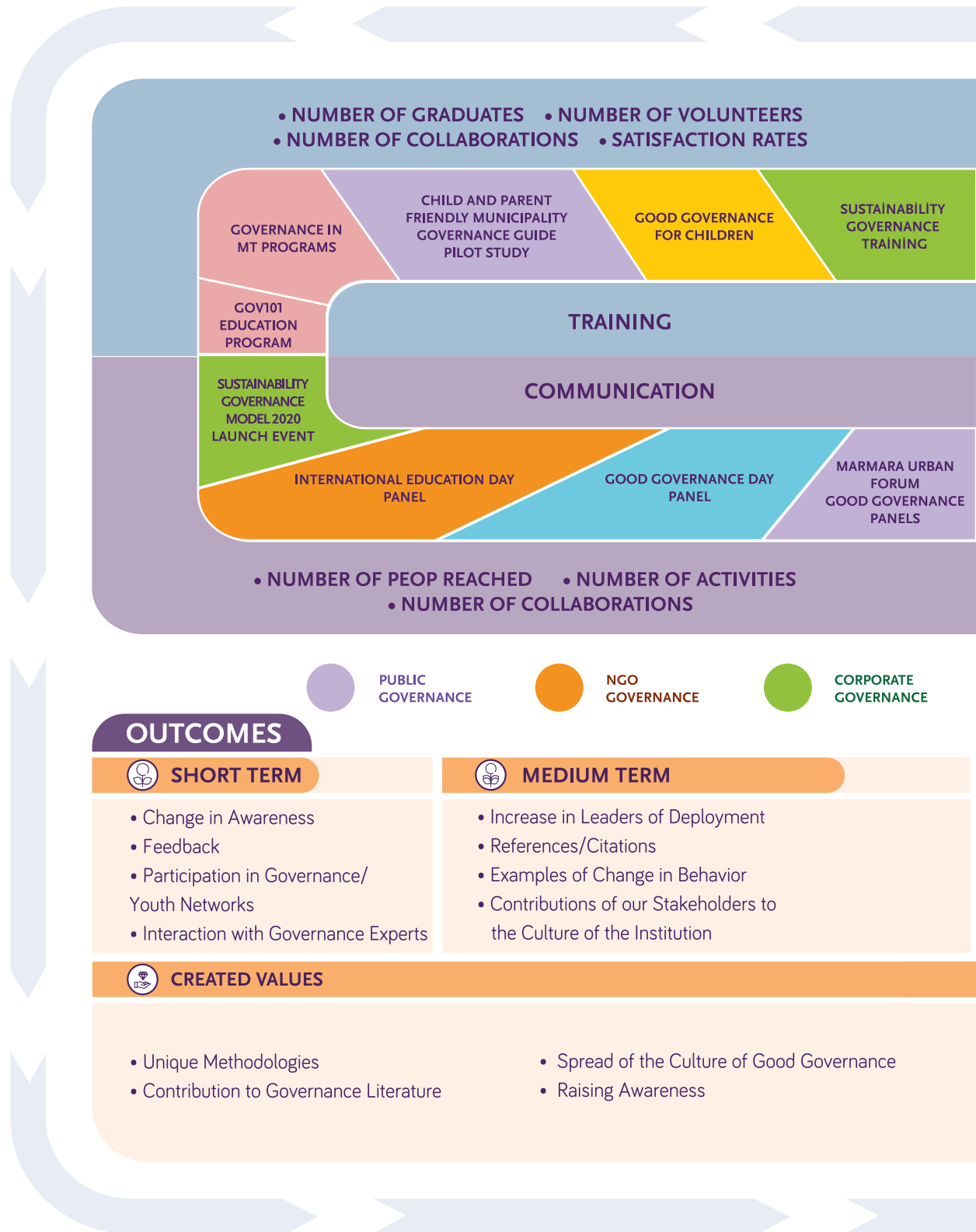


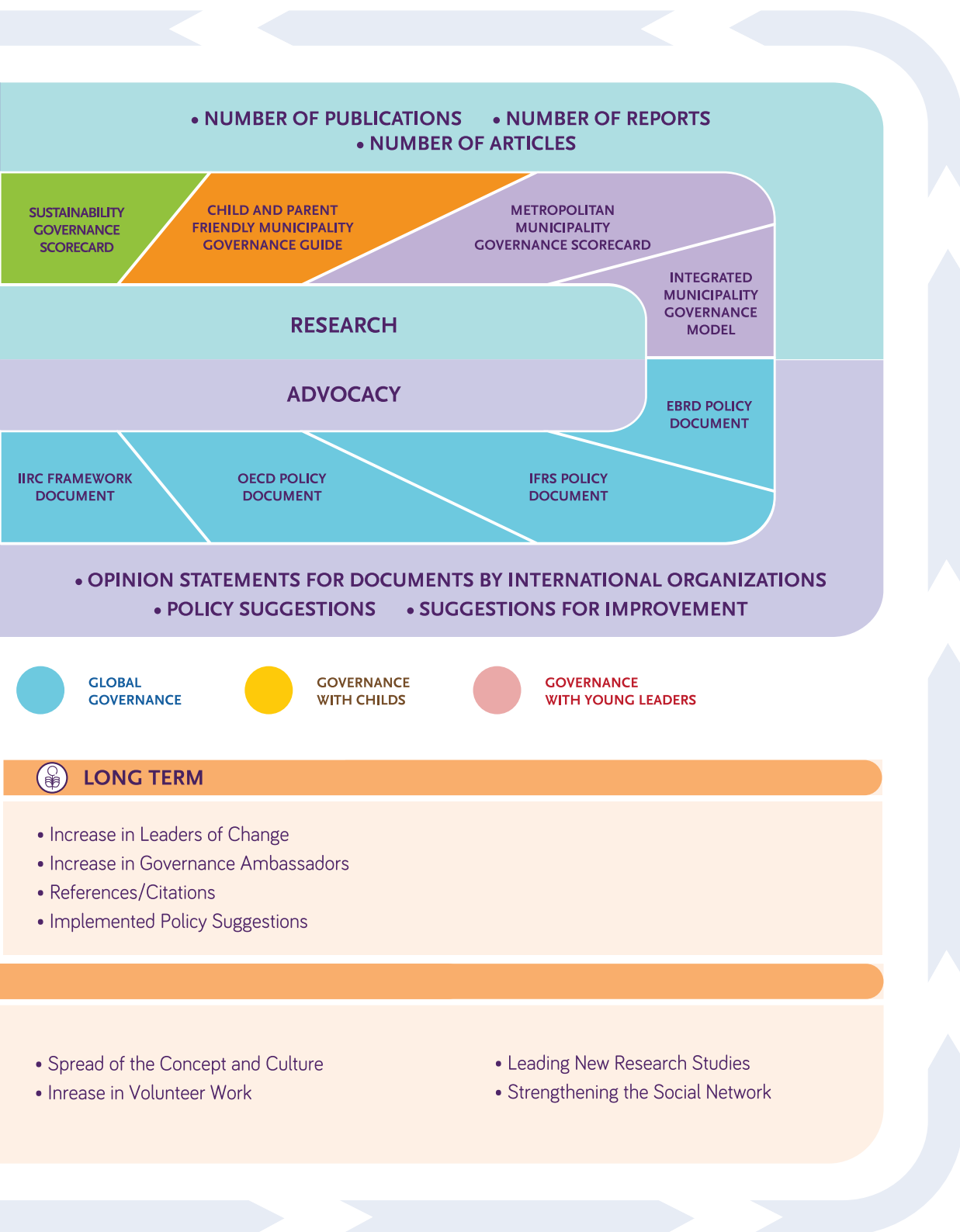
We build partnerships to expand our impact while aiming to increase our institutional reputation, visibility, and **intellectual contributions** in order to improve and spread a good governance culture locally and globally. We also create impact in a multiplicative manner by formulating knowledge, impact, and resource-based partnerships in all of our activities. Thus, we increase **our social capital**.

We aim to make use of volunteer and in-kind contributions in all possible areas in order to utilize our resources with maximum effectiveness and efficiency. This way, we designate increasing the “leverage effect” of **our financial resources** as one of our primary goals.

We build the core team of our Academy with full-time, proficient members while also consulting the knowledge and experience of various experts in a project-based manner during our activities. The presence of the input of our Advisory and Academic Boards based on their knowledge and experience is of utmost importance to us in all of our activities. We greatly value **our human capital** and support and promote their intellectual development both inside and outside of our institution.

In order to raise awareness on the importance of governance, to help develop future leaders and to highlight and reward “good practices”, we carry out efforts in training, research, and communication. We adopt an “integrated” approach to ensure the efficiency of governance efforts, and believe that governance consists of “a culture and a climate of trust”. We promote good governance practices (CRAFTED - Consistency, Responsibility, Accountability, Fairness, Transparency, Efficiency, Deployment) and contribute to the improvement of quality of life for all citizens by inspiring new good practices. We measure our short, medium, and long-term outcomes, aim to fulfill our duty to create value for our stakeholders in all activities, and pay great attention to ensure the sustainability of ourselves and our stakeholders.





OUR CAPITALS

While creating individual, institutional, and social value with our activities in the public, civil society and private sectors as well as in global platforms, we make use of four different types of capital:

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



Our Intellectual Capital

- Our unique research models
- Our training programs aimed at various age groups and sectors
- Our advocacy activities for promoting diversity
- Our inclusive collaboration culture
- Our knowledge base and experience
- Our publications in national and international platforms



Our Financial Capital

- Institutional and individual donations
- Resources secured by grant projects
- Funds created by our leverage effect
- Revenue from our financial enterprise



Our Human Capital

- Our Advisory Board
- Our Board of Trustees
- Our Executive Board
- Our Academic Board
- Our Team
- Our Volunteers
- Our Educators



Our Social Capital

- Collaborations with our stakeholders
- Our knowledge-based partnerships
- The synergy in our relations

WE SUPPORT THE SUSTAINABLE DEVELOPMENT GOALS

As the Academy, we are aware that the contributions of the Sustainable Development Goals (SDGs) to a sustainable future, as well as the responsibilities related to them, cannot be left only to governments. With this awareness, we have been carrying out efforts to promote and support the SDGs ever since the day we were founded. Thus, the “**A Calendar Day for Each SDG**” approach that was developed to focus better on the goals and to increase the impact of related efforts by sharing good practices toward each goal is of great importance to us.

In addition to many SDGs to which we contribute indirectly as an academy, we conduct focused studies on **SDG 4: Quality Education, SDG 11: Sustainable Cities and Communities, SDG 16: Peace, Justice and Strong Institutions, and SDG 17: Partnerships for the Goals**. To briefly summarize our work that contributes to achieving these goals:



We believe that the early widespread adoption of the culture and climate of good governance for a sustainable future can contribute to the growth of children and youth into responsible leaders of the future. In order to support quality education, we develop and offer; our “**Good Governance for Kids**” program for children, our “**GOV101 Training Program**” for the youth, and good governance certificate programs for professionals of all sectors.



According to 2020 data, 94% of Türkiye's population lives in cities and 83% lives in metropolitan areas. The prevalence of efforts to make cities and communities more sustainable is of great importance to us in order to attain a sustainable future and a better quality of life. In order to facilitate achieving SDG 11, we accelerated sustainable development by designing models that serve as guides for more participatory, inclusive, and sustainable local governments. Our “**Municipality Governance Scorecard ©**”, “**Holistic Social Service Governance for Resilient Cities**” and “**Local Development Guide for Business**” models attract attention in Türkiye and around the world.



SDG 16 has been one of the goals that has constituted the basis of all of the efforts we have been conducting since the day we were founded. This goal involves supporting peaceful and inclusive communities, ensuring access to justice for everyone, and building effective, accountable, and inclusive institutions for sustainable development. With our training, research, communication, and advocacy efforts for people of all ages and sectors, we work to raise widespread awareness of good governance and create more consistent, responsible, accountable, fair, transparent, effective, and participatory institutions.



We believe in the power of working together and carry out our efforts to improve the quality of life for people of all ages with local and international partnerships. Thinking that the social benefit conferred by the collaboration of different sectors is greater than that of one institution working by itself, we establish long-term collaborations and partnerships to achieve our goals. We regard mutual benefit with great importance, and work to guide our stakeholders to establish more partnerships during their operations.

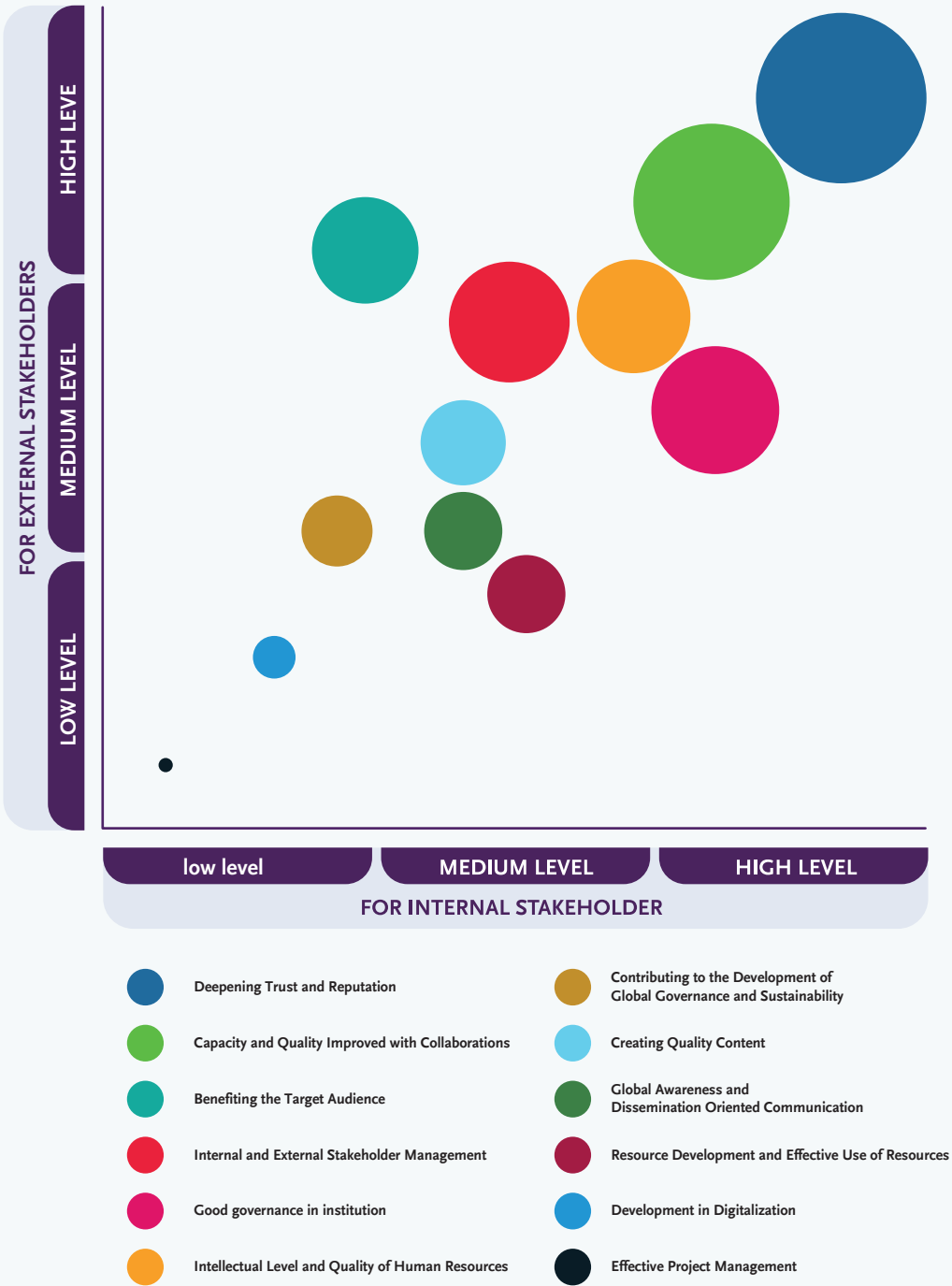
OUR MATERIALITY MATRIX

In this period when the priorities of both individuals and institutions have changed, we have done a comprehensive study for the needs of today and the future while evaluating the issues that we consider important. We evaluated the results of this study as internal and external stakeholders and created our “Materiality Matrix”. We have also linked the issues in our materiality matrix to our capital types and associated risks.












































Some topics in our materiality matrix in 2021 were similar to last year’s topics. However, there were also newly added topics, topics that we separated or combined. According to our materiality matrix, which we have prepared in the light of the evaluations of internal and external stakeholders:

- We underline that gaining “reputation” is not enough on its own, and that the issue of “Deepening Trust and Reputation” is gained.
- In addition to doing our work diligently in line with our understanding of quality, we also emphasize improving our capacity and the quality of our work through the collaborations we have established.
- With the belief that it is not possible to give to someone else what you do not have, we attach importance to continuously improving our internal good governance mechanisms this year, as always.
- We pay attention to our relations with our internal and external stakeholders, as how we conduct our stakeholder relations inside and outside the Academy will also affect the trust placed in the Academy.
- We are aware that the motivation of our internal stakeholders and those who add value is important, and that the competencies and developments of human resources carry our institution forward.
- We find it valuable that our work benefits both the Academy and the target audience.
- In addition to aiming to improve our capacity and quality with the collaborations we have developed, we also consider producing quality content as a separate issue and attach particular importance to the quality of our content.
- We attach great importance to effective and planned external communication, but as of this year, we care about conducting our external communication by focusing more on global awareness and dissemination.
- As a non-governmental organization, it was always important for us to use our resources effectively. This year, we added developing new resources to our matrix.
- As an institution that works both in our country and in the global arena and contributes to the world from Türkiye, we emphasize that we attach importance to “Contributing to the development in the field of governance and sustainability on a global scale”.
- We aim to make progress in the direction of digitalization, which has become a critical issue with the effect of the pandemic and one of the topics that entered our matrix last year.

We use all kinds of resources in the best way in many projects we carry out simultaneously. That’s why we’re including the topic of effective project management in our matrix this year.



The size of the circles vary depending on the materiality level evaluation of the corresponding issue

CODE	MATERIAL ISSUE	DEFINITION	RELATED RISKS	RELATED CAPITAL
M1	Deeping Trust and Reputation	In addition to caring that the institution as a whole has gained the trust of all its stakeholders; We also find it valuable that it deepens the trust and reputation it has gained.	 	 
M2	Capacity and Quality Improved with Collaborations	We develop our capacity and quality by making good collaborations to ensure corporate sustainability.	 	 
M3	Good Governance In-house	Good governance is a culture and it will be effective if a suitable climate is created within the organization for the spread of this culture. We care about the adoption of good governance principles as a corporate culture in the internal functioning of the Academy.	 	
M4	Internal and External Stakeholder Management	We adopt a good governance culture in the communication and work we carry out with our internal and external stakeholders in order to maintain the trust and reputation in the Academy.	 	 
M5	Intellectual Level and Quality of Human Resources	We care about creating value for both the institution and our human resource capital with our works. We find the development of our human resources, which consists of intellectual and qualified people, important for the sustainability of the Academy.	 	
M6	Benefiting the Target Audience	We carry out all of our work with the aim of increasing the quality of life in every segment of society by contributing to cultural development. In addition, we prioritize the benefits we provide to our stakeholders and target audience in our work.	 	 
M7	Creating Quality Content	We care about the quality of the works we carry out and the content we produce for everyone from 7 to 77 in 4 main sectors as an indispensable element of reputation.	 	
M8	Global Awareness and Dissemination Oriented Communication	We continue our communication efforts with the aim of increasing our awareness and dissemination in the global arena with our efforts to develop a good governance culture locally and internationally.	 	 
M9	Resource Development and Effective Use of Resources	We believe that it is necessary for our Academy to create resources, use resources effectively and efficiently, and be accountable in this regard, in order for our academy to reach its goals and realize its mission and ideal.	 	
M10	Contributing to the Development of Global Governance and Sustainability	As an institution that develops models from Türkiye to the world, and whose models are followed with interest, we attach importance to the value we create globally and to the development of governance and sustainability issues.	 	
M11	Development in Digitalization	We identify the digitization of Academy contents as a core area of responsibility, and develop the use of digital tools that will shorten the distance between us and our stakeholders and reach more stakeholders.	 	 
M12	Effective Project Management	We adopt good governance principles in all processes of every project we carry out, and we attach importance to effective project management in terms of corporate sustainability.	 	 

Our Capitals



Intellectual Capital



Financial Capital



Human Resources Capital



Social Capital



Operational Risk



Political Risk



Reputational Risk



Financial Risk



Compliance Risk



Strategic Risk

Our Risks

OUR RISKS AND OPPORTUNITIES

As the Academy, we pay special attention to identify the risks that could affect our studies on the short, medium, and long term, and to set precautions to manage these risks.


















At the end of 2021, factors that could adversely affect our Academy were assessed by our Executive Board. Possible risks that could arise in 2022 were identified and evaluated. Beside our possible risks, we have also been focusing on and making use of the opportunities ahead of us to create sustainable value, including:

- New and potential donors
- Access to international funds
- New demands for “good governance” that could expand our area of impact
- Incentive and grant programs announced by donors, the government, NGOs etc.
- Utilizing our intellectual capital effectively and building relations with new volunteers
- New local and global partnership opportunities

We continue following the opportunities and reviewing them regularly to create sustainable value. In 2020, we evaluated how to improve the process with which we review opportunities, and completed our improvement efforts. We define taking advantage of collaboration opportunities, especially regarding the spread of knowledge, as part of our fundamental processes.

Some of the opportunities we follow as the Academy:

- Strengthening the relationships with new, existing, and potential donors, thereby creating new possible (national and international) opportunities
- Following grants, funds, support programs, and rewards that are present internationally and in Türkiye
- Identifying and following project opportunities we can develop on “good governance” that will expand our area of impact
- Increasing the number and diversity of volunteers and in-kind contributions
- New local and global partnerships
- Building relations and collaborations with peer organizations locally and globally
- Evaluating new possible ways to actively use technology and digital platforms more actively

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

OUR KEY PERFORMANCE INDICATORS

Unmeasured performance cannot be improved. We keep planning, determining performance indicators, measuring and evaluating the results of our work we carry out in every age group and sector at the center of our basic business processes.

As in 2020, we created our key performance indicators in 2021 within the scope of 5 different strategic objectives.

Strategic Goal 1: Improving the Impact and Quality of Our Research

- In 2019, we developed the **Sustainability Governance Scorecard®** as a unique methodology in which we examine the “sustainability of sustainability policies” of **183 companies** operating in **7 countries** and **10 different sectors**, with the lens of governance. We published our 3rd Report by examining our research in **212 companies** in **7 countries** and **10 different sectors** in 2020, and **197 companies** in 2021.
- **Sustainability Governance Scorecard®** shown as a good example in **B2o Tokyo**, we attended the Global Conference organized by the **Value Reporting Foundation (International Integrated Reporting Network in 2020)** in 2020 and 2021 as **Knowledge Partner**.
- In 2020, we prepared 15 publications, reports and articles as part of our research activities. In 2021, we conducted 4 different research programs simultaneously. Since we plan to publish the results of three of these studies in 2022, we have presented 13 publications, reports and articles to our stakeholders this year.



Sustainability
Governance Scorecard®
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Strategic Purpose 2: Contributing to the Development of Ideas in the World

- We presented opinions on governance and integrated thinking for OECD’s Governance and Regulatory Policy Committee, Swiss-based think tank Horasis, International Integrated Reporting Council and IFRS (International Financial Reporting Standards).
- We shared our views on good governance with more than 34,000 people, thanks to the easy accessibility of online events, in a total of 38 events that we held for the dissemination of good governance culture and where we were invited as speakers.

Strategic Purpose 3: Increasing the Impact and Quality in Our Trainings

- In order to increase the quality of our trainings in 2021, we added a separate course in the same week after each training day of our **GOV101 Education Program**, in which the relevant course is evaluated. In this way, we were able to measure whether our messages reached our stakeholders correctly, and increased the contribution of our participants in our trainings.
- In 2020, due to the pandemic, we had to take a break from the **Good Governance for Children** practices, and we ran the program only at Darüşşafaka Educational Institutions and online. In addition, we have updated our content and added new topics that are important for children. With our new content, we continued our practices in cooperation with Turkish Education Volunteers Foundation, Darüşşafaka Educational Institutions and public schools in 2021.



GOV101
Education Program
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Good Governance
For Kids
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Strategic Goal 4: Raising Ambassadors, Changemakers, and Dissemination Pioneers

- In the **Youth Network**, **108 young people** developed projects for the dissemination and development of governance and **contributed 7005 hours** voluntarily.
- **6 researchers in our Research Network** contributed to the dissemination of the concept by making voluntary contributions to our various studies or by including governance in their studies. In addition, **our volunteers organized 182 hours of research activities** and contributed to the studies.
- **10 experts** contributed to our work by participating in our projects and events. This year, we frequently used digital platforms to spread the concept of governance. Therefore, the rate of our digital communication activities has increased considerably. Our voluntary contributions in the field of communication reached **379 hours**.
- By collaborating with Mother Child Education Foundation (AÇEV), Istanbul Metropolitan Municipality (İBB), Marmara Municipalities Union, Organisation for Economic Co-operation and Development (OECD), Private Sector Volunteers Association (ÖSGD), Sultanbeyli Municipality, Şişli Municipality, Education Volunteers Foundation of Türkiye (TEGV), the Turkish Enterprise and Business Confederation (TÜRKONFED) and the Turkish Investors Relations Society (TÜYİD) we reached wider audiences with impactful works



Our Impact Report
pg. 45



Our Financials
sf. 86

Strategic Goal 5: Providing Continuous Financial Resources

- In 2020, we covered our expenses of 1,621,408 TL with in-kind or voluntary support (leverage). This amount reached **2,661,430 TL** in 2021. We would like to thank all our stakeholders who believed in our work and contributed to us in kind and voluntarily.

OUR HUMAN CAPITAL



With their contributions, our “human capital” is the most important component of our intellectual capital. We greatly benefit from the knowledge and expertise of our Executive, Advisory, and Academic Boards in all stages of our activities.

In 2021, we received support from our Advisory Board, Academic Board and Board Members, especially in Sustainability Governance Scorecard®, Good Governance for Children, Youth Network activities. In addition, we increased our dynamism by expanding our team. In addition, thanks to the voluntary contributions of our Youth Network, which was established in 2020, we were able to carry out our work in more than 40 universities. As the Academy, we attach great importance to our human resources, and the development of the competencies of this capital. We are pleased to support the development of individuals’ competencies within the team and in the Youth Network.



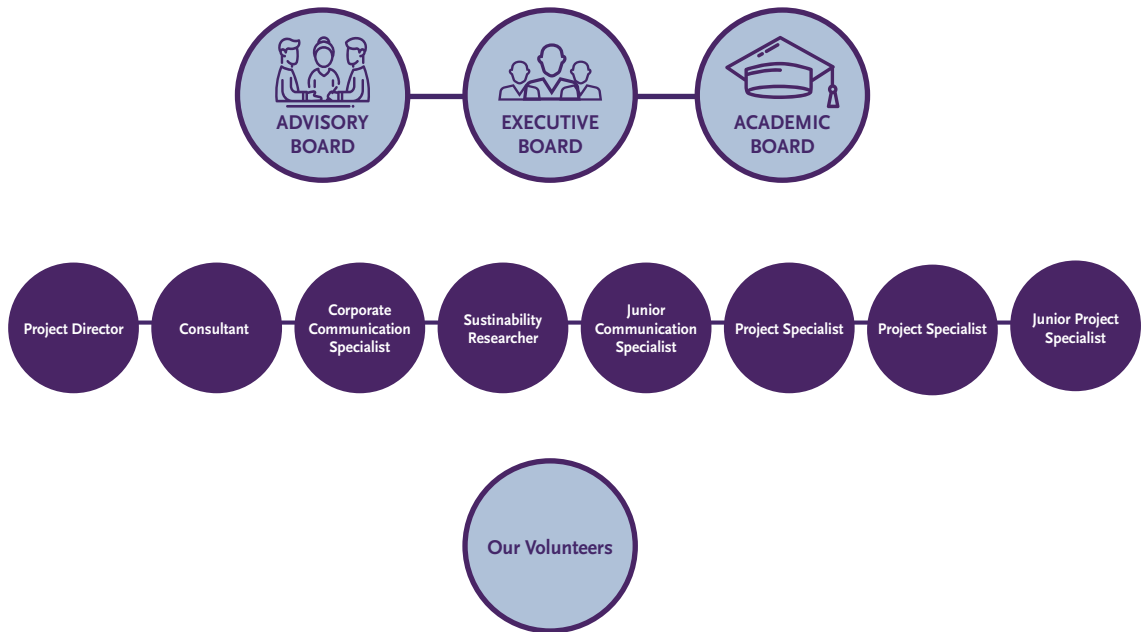
Sustainability
Governance Scorecard® pg. 72



Good Governance
For Kids pg. 52



Youth Network Activities
pg. 56

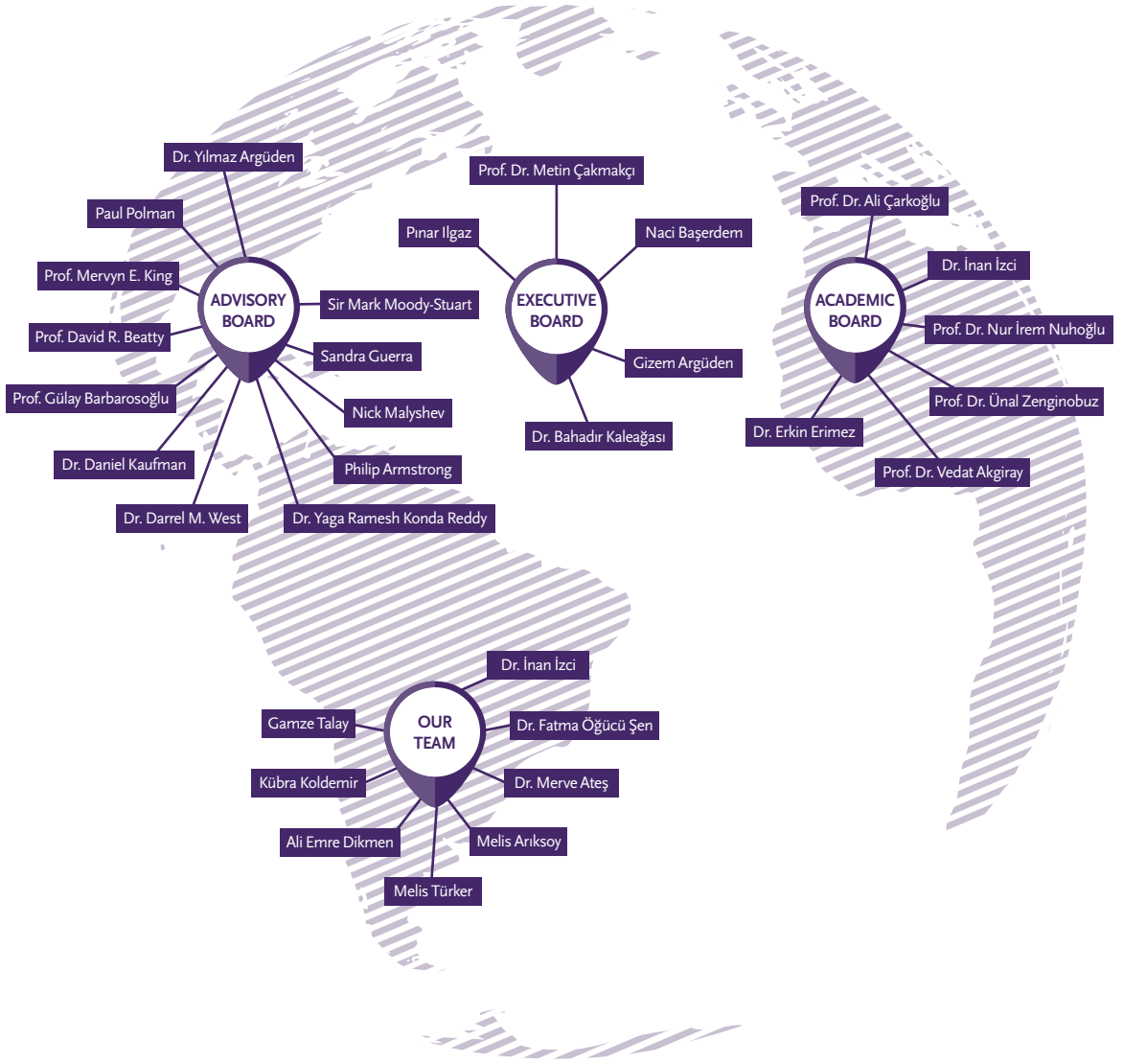


- Provides expert guidance on governance topics.
Consists of internationally renowned members with varied backgrounds.
- Responsible for the organization’s assets and activities

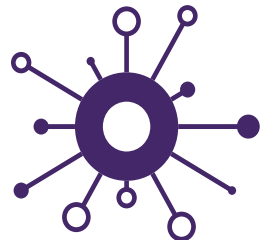


- Provides expert guidance on education and research programs.
- Consists of local academic experts.





“We thrive on our differences and diversity.”





OUR ADVISORY BOARD

We believe that following current global trends helps us improve and communicate our experiences more effectively. As an exemplary NGO operating in the four main areas of governance, we aim to promote and share, especially in Türkiye and the surrounding regions, our Advisory Board's studies, publications, and contributions about governance. We greatly benefited from the knowledge and experience of our Advisory Board members in the dissemination and promotion of the first edition of our Sustainability Governance Scorecard© Project in 2019 and in the completion of the most recent research report of the project in 2021. The Chair of our Board of Trustees, Dr. Yılmaz Argüden, has made great contributions to our communication efforts to disseminate the findings of the 2020 Sustainability Governance Scorecard© and promote the concept of good governance for a sustainable future.

Throughout our activities, we regularly shared information with all of our Advisory Board members and improved our work with their opinion and suggestions.



Sustainability Governance
Scorecard©
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Dr. Yılmaz ARGÜDEN
ARGE Consulting,
Chairman



Sir Mark MOODY-STUART
Global Compact Foundation,
Chairman



Prof. Mervyn E. KING
International Integrated
Reporting Council, Chairman



Paul POLMAN
International Chamber of
Commerce, Chairman



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



Dr. Daniel KAUFMANN
Natural Resource Governance
Institute, Chairman



Prof. Gülay Barbarosoğlu
Boğaziçi University,
Former Rector



Nick MALYSHEV
OECD Regulatory Policy,
Chairman



Philip ARMSTRONG
Global Corporate Governance
Forum, Chairman



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



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



Sandra GUERRA
Better Governance - Brazil,
Founding Partner



OUR ACADEMIC BOARD

As the Academy; While we work to disseminate the good governance culture in our country and in the world through various activities, researches and training programs we organize, we attach great importance to reflecting the ideas and experiences of our Academic Board members in our work. We benefited from the valuable contributions of Dr. Erkin Erimez in our comments on international policy documents. With the contributions of Dr. İnan İzci, we increased the awareness of the Academy at the international level, provided funds to realize our projects, and started to develop integrated models for local governments in Türkiye and around the world. We would like to thank our Academic Board Members for their contribution to our work.



Prof. Ali ÇARKOĞLU
Koç University



Prof. Murat TARIMCILAR
George Washington University



Prof. Nur İrem NUHOĞLU
Boğaziçi University



Prof. Ünal ZENGİNOBUZ
Boğaziçi University



Prof. Vedat AKGIRAY
Boğaziçi University



Dr. Erkin ERİMEZ
ARGE Consulting



Dr. İnan İZCI
ARGE Consulting



OUR EXECUTIVE BOARD

Incorporating diversity in order to popularize good governance practices, our Executive Board consists of an independent president, founding donor representatives and independent members. The fact that each of our members have experience in at least 2 sectors provides us with a broad vision in developing strategy and cooperation. Our Executive Board prioritizes diversity in its structure while undertaking the task of forming a strategy, which has shaped the roadmap our Academy will follow and the methods it will utilize in the future while being informed by the opinion of the whole team.



Prof. Dr. Metin ÇAKMAKÇI Chairman

Our Chair is the Founding Chair of the Ethics and Reputation Society (TEİD) and a Member of the Board of Trustees of Acıbadem University. Because of his roles as the Founding Co-Chair of the Quality in Healthcare Association and Founding Member and former Chair of the European Society of Surgical Infections, he has a great awareness of the “spirit of the civil society” embodied within NGOs. As a Board Member at Anadolu Medical Center, he is also experienced in the private sector at the executive level.



Pınar ILGAZ Vice Chair

As the Managing Partner at ARGE Consulting, Pınar Ilgaz represents our founding donor ARGE Consulting. She is an expert in areas including building HR systems, forming organizational structures, institutionalization, and Total Quality Management. She is also an Independent Member of the Board at ŞOK Marketler, Ülker Bisküvi and PENTA Teknoloji. Pınar Ilgaz, who also works on non-governmental organizations and volunteering, is the Chair of the Board of the Corporate Volunteers Association (ÖSGD) and has been a member of the Board of Directors at the Management Consultants Association. She has successfully completed the “Women on Boards” program, and she still participates in the committee sessions of the Women on Boards Association (YKKD). She is among the authors of “ARGE Corporate Governance Model©” and “Management of Volunteer Organizations”.



Gizem ARGÜDEN

Executive Board Member

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



Naci BAŞERDEM

Executive Board Member

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








Dr. Bahadır KALEAĞASI

Executive Board Member

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

BOARD SKILLS MATRIX

BOARD MEMBER	PARTICULAR			
	OTHER ADMINISTRATIVE POSITIONS	YEAR JOINED	AGE	GENDER
 <p>Prof. Dr. Metin Çakmakçı</p>	<ul style="list-style-type: none"> Hacettepe University Faculty of Medicine, Faculty Committee and Faculty Executive Committee Member (1994-1996) Hacettepe University Adult Hospital, Chief Physician (1996-2000) Hacettepe University Hospital Directorate of Circulating Capital, Director (1997-2000) European Society of Surgical Infections, Board Member (1998- 2008) Acibadem Healthcare Group, Medical Director and Board Member (2000-2007) Acibadem Sigorta, Board Member (2003-2005) Anadolu Medical Center, Director of Medical Services (2007- 2012) Anadolu Medical Center, Board Member (2007-Present) European Society of Surgical Infections, Chairman (2008-2009) Ethics and Reputation Society (TEİD), Chairman (2010-2012) Ethics and Reputation Society (TEİD), Board Member (2010-2014) Republic of Türkiye Undersecretariat of Treasury, Licensed Angel Investor (2012-Present) 	2014	65	MALE
 <p>Pınar Ilgaz</p>	<ul style="list-style-type: none"> ARGE Consulting, Managing Partner (1995-Present) Corporate Volunteers Association, Board Member (2004-2016) Management Consultants Association, Board Member (2012-2015) Management Consultants Association, Vice Chair (2015-2016) Corporate Volunteers Association, Vice Chairwoman (2018-Present) ŞOK Supermarket Chain Co. (2019-Present) Ülker Biscuits Inc. (2020-Present) Penta Teknoloji (2021-Present) 	2014	56	FEMALE
 <p>Gizem Argüden</p>	<ul style="list-style-type: none"> ARGE Consulting Managing Partner (2019- Present) McKinsey & Company Management Consultant (2010-2019) 	2014	34	FEMALE
 <p>Naci Başırdem</p>	<ul style="list-style-type: none"> Nasaş Group, CFO (1991-1992) Benetton Group, CFOO (1992-1995) Boyner - Altinyıldız Group, Outfitting Department General Director (1995-1997) NTV, CFO, Executive Committee Member (1997-2002) Tansas, CFO, Executive Committee Member (2002-2005) Doğuş Construction and Trade Co.CFO, İcra Kurulu Üyesi (2005-2006) TUVTURK A.Ş., General Manager (2007-2011) Doğuş Holding, Board Member (2014-2019) Doğuş Tourism & Retail Group, CEO and Board Chair (2011-2018) 	2019	66	MALE
 <p>Dr. Bahadır Kaleağası</p>	<ul style="list-style-type: none"> Argüden Governance Academy (2020-Present) The Confederation of European Business-BusinessEurope (2016-2020) Berlin Boshorus Initiative (2016-Present) Brussels Energy Club (2012-2016) BusinessTürk-Brussels (2002-2015) Forum İstanbul (2010-Present) Galatasaray Sportive AŞ (2013-2014) Kalangos Foundation (2014-Present) Paris Bosphorus Institute (2012-Present) TÜSEV – Third Sector Foundation of Türkiye (2016-2020) TÜSIAD (2016-2020) Yanındayız/HeforShe (2021 -Present) Women on Board Association (2021-Present) 	2020	55	MALE

SKILLS								
GOVERNANCE	SUSTAINABILITY	QUALITY	ETHICS	FINANCE	PUBLIC SECTOR EXPERIENCE	NGO EXPERIENCE	PRIVATE SECTOR EXPERIENCE	INTERNATIONAL EXPERIENCE
								
								
								
								
								



OUR TEAM

Each of our team members are experts in their respective fields, and they are experienced in all sectors in which we are active. With our experienced, qualified, driven, young, and professional team, we carry out our activities in the most effective and proactive way possible. We believe that governance is a culture, and therefore pay special attention to practicing it in our own workspace first and foremost. We plan all of our operations together and maintain a continuous flow of information about the outcomes. We support our colleagues to improve their skills with respect to their areas of responsibility, encourage them to take more initiative, and create value for them by motivating them to join training programs.



Dr. Fatma ÖĞÜCÜ ŞEN Research Director

Dr. Fatma Öğücü Şen is responsible for our research programs, publications, curriculums, and content quality. She had an active role in the development of

the Municipality Governance Scorecard© and Sustainability Governance Scorecard© research models and the development of the “Good Governance for Children” training program. Her position is supported by her proficiency and experience gained at several national and international research projects that are frequently referenced in the field of governance.

Having worked as an executive editor in international journals, she receives invitations to present her work in the field of corporate governance. She has conducted research at the University of Greenwich, as well as in projects supported by the Scientific and Technological Research Council of Türkiye (TÜBİTAK).

She has provided consulting services in Mazars Denge in the areas of corporate governance, process improvement, and internal audits. As one of the co-authors of the first Integrated Report in Türkiye, she gives training in stakeholder engagement and integrated thinking for people of different sectors and age groups. After graduating from Sabancı University, Department of Production Systems Engineering with a merit-based scholarship, she received her master’s degree in Economics & Finance from Boğaziçi University and her

PhD in Business Administration with a thesis on the relationship between corporate governance and financial reporting. Fatma is also a tennis player and an amateur painter.



Gamze TALAY

Corporate Communication Specialist

Gamze Talay started her professional life as an Event and Project Assistant at Argüden Governance Academy and currently works as a Corporate Communications

Specialist. Carrying out the corporate and digital communication processes of our Academy, Gamze also responsible from in the editorial and printing processes of the publications and in the Good Governance for Children program, which we conduct as part of our governance activities with children. She completed her undergraduated education in Hacettepe University and currently studying her master at Boğaziçi University. In addition to “Good Governance in Civil Society” and “Good Governance in Public Sector” Specialization Certificates from Boğaziçi University Lifelong Learning Center. She also has an Integrated Reporting Certificate from the International Integrated Reporting Council (The IIRC). Gamze started to support our Academy as a volunteer in her university years and joined us as a team member after she completed her education. She likes painting and horse riding, and she is an enthusiastic participant of many of our social responsibility projects due to her interest in the social development of children.



Dr. İnan İZCİ

Consultant

Dr. İnan İzci works as a Public and Local Governance Consultant in our organization. He has actively

undertaken various roles in the academy in the field of public sector and local good governance, especially the Municipality Governance Scorecard© Model. In addition to his contributions as a researcher at the Academy, he continues to create value as a consultant in project development areas. Dr. İzci started his career in the field of citizen rights and advocacy in England and after working for 4 years, he took positions in various public institutions and organizations in Türkiye. He has carried out studies and prepared publications on participatory local governance, sustainable development and good governance in the public sector. In the private sector, he has experience in sustainability and corporate social responsibility. He is invited to the events of international organizations such as the United Nations, the World Bank and the OECD to share his experiences. Having completed his doctoral research in the field of Political Science at the Free University of Brussels, Dr. İzci completed his master's degree in European Public Policy at the University of London and his undergraduate education in Economic and Social Policy at the same university.



Kübra KOLDEMİR

Sustainability Researcher

Kübra Koldemir is a sustainability researcher at our Academy. She plays an active role in the analysis of the Sustainability Governance Scorecard®, as well as its deployment and widespread promotion. Throughout her career, she has worked in New York City as an investment analyst, went on to specialize in investment funds, and worked at a \$1bn AUM hedge fund. Focusing on international investments, Kübra evaluates the strategies and outcomes of multinational companies across several industries. As a result of this evaluation, she has reported on macroeconomic developments in the markets, and interpreted the macroeconomic data related to the countrywide allocation to global portfolios. Kübra regularly has her articles published at the Turkish Investor Relations Society (TÜYİD) magazine, and she also contributes to several international publications. Kübra received her Executive MBA degree from Austin University of Texas, and her bachelor's degree in International Relations from Mount Holyoke College. She also received education in art at Mount Holyoke.



Melis ARIKSOY

Junior Procejt Specialist

Melis Arıksöy works as a junior project specialist at Argüden Governance Academy. She has worked as a research intern at institutions such as Istanbul Policy Center (IPM), Urban Problems and Local Government Research and Implementation Centre (KEYEM) of Marmara University, and CIFAL Istanbul.

She completed her undergraduate education at Bahçeşehir University with a double major in Political Science-International Relations and Sociology. During her undergraduate education, she also went to Philipps Universität Marburg in Germany via the Erasmus student Exchange program. She continues her graduate education in Social Justice and Community Action at the University of Edinburgh.

While she is closely involved with the issues of democracy, values, cultures, and good governance, she is also conducting research and writing her thesis about these issues. She is interested in the Spanish language and culture, and she carries out various volunteering efforts to raise environmental awareness.



Ali Emre DİKMEN

Junior Communication Specialist

He works as an Junior Communication Specialist at Argüden Governance Academy. Ali Emre, who is responsible for our digital communication activities

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



Melis TÜRKER

Project Specialist

She graduated from Istanbul University, Faculty of Political Sciences, Department of Political Science and

Public Administration in 2015. He completed his master's degree in Local Administrations, Urban and Environmental Studies at the same university. As the Project Specialist of our Integrated Municipality Governance Model project, she is involved in creating and implementing the good governance model in municipalities. Having started his career at the East Marmara Development Agency, Türker continued at the United Cities and Local Governments Middle East and West Asia Regional Organization (UCLG-MEWA) and worked at the Istanbul International Private Sector Development Center (UNDP-IICPSD). As a short-time expert, he worked with international organizations in the field of training guide preparation. He carries out his studies in the fields of smart city, sustainable urbanization, local governance, city diplomacy, urban mobility, clustering, networking, education design, performance evaluation.



Dr. Merve ATEŞ
Project Specialist

Merve Ateş works as a project specialist in our Metropolitan Municipality Governance Scorecard© project. She is involved in the development of an approach and method to make good governance measurable in Metropolitan Municipalities. She completed her undergraduate education at Boğaziçi University, Department of Political Science and International Relations. After graduating from Sabancı University, Department of Political Science, she received her doctorate degree from the same program. She wrote her master's thesis on institutionalization in municipal councils and her doctoral thesis on the democratization of local governments. She examined the municipalities in Türkiye within the scope of her doctoral thesis research and created an original dataset on accountability and rule of law based on the municipal audit reports of the Court of Accounts. She continues to work on patterns of democratization at the local level, accountability and corruption, and teaches political science. Merve, who is closely related to children and plants, loves to read about child development and to grow plants in her home. She is also interested in quality in higher education and benefits from programs related to active learning.

OUR VOLUNTEERS

The individual or corporate contributions of our volunteers from various professions and fields of expertise are of utmost importance and value for us. Our group of volunteers consists of senior experts in their respective fields, as well as undergraduate and graduate students gaining expertise in governance. As a diverse group, they support the promotion and widespread adoption of the principles of consistency, responsibility, accountability, fairness, transparency, effectiveness, and mutual engagement.

Our aim is to empower civil society and promote the practice of volunteering. To do so, we focus on emphasizing the importance of volunteer work and accurately calculating the monetary equivalent and added value of volunteer efforts. In our reports, publications, events and conferences alike, we always acknowledge and praise the value created by our esteemed volunteers with their precious contributions. We also regularly keep track of the time and value of the in-kind contributions made by our volunteers. Then, we ensure that these records are audited and verified by independent auditors and document their validity.

By raising our volunteers' awareness about good governance practices, we enable them to join a distinguished network. We aim to create value for them by presenting them with venues and opportunities where they can contribute to the enrichment of public knowledge and realize their social responsibility goals and projects.

Like last year, this year has been the year we have received the most support from our volunteers since the day we were founded. We would like to thank our volunteers who have contributed to the issues such as participating in various events on national and international platforms, participating in conferences and symposiums as a speaker, and sharing their efforts and experience in our work on behalf of our academy. We received a total of 8,618 hours of voluntary contribution in our work we carried out in 2021. We also thank the institutions and organizations that voluntarily contributed in kind. We present a few examples to our volunteers and institutions that contribute in kind, in the tables on the next page.

We extend our sincere gratitude to all of our "governance volunteers" who have made contributions.

VOLUNTEER CONTRIBUTIONS



VOLUNTEER	AREA OF EXPERTISE	VOLUNTEER WORK
Erben Samet ARİFOĞLU	Student	Youth Network Activities
Yunus Emre GÜLTEKİN	Student	Youth Network Activities
Alara ERDOĞAN	Student	Youth Network Activities
Yaren ALAGÖZ	Student	Youth Network Activities
Arda ARGÜDEN	Student	Youth Network Activities
Ali Emre DİKMEN	Student	Youth Network Activities
Esin KOÇANCI	Student	Youth Network Activities
Dr. Yılmaz ARGÜDEN	Management Consultant	Academy Representation
Aylin TUNCER	Planning and Accounting	Accounting
Pınar ILGAZ	Management Consultant	Leadership in Management Processes, Academy Representation
⋮	⋮	⋮

We aim to firmly establish the practice of volunteering and draw attention to the importance of a strong and well-developed civil society in our country.



AYNÎ KATKI SAĞLAYAN KURUMLAR	HİZMET ALANI	AYNÎ KATKI HİZMETLERİ
ARGE Consulting	Management and strategy consultancy	Academy office rent and fixed expenses, Advisory Board accommodation and transportation expenses, Research programs consultancy
Global Compact Türkiye	Global Network	Communication activity digital infrastructure support
Marmara Municipalities Union	Municipalities/ local governments	Communication activity digital infrastructure support
Mother – Child Education Foundation (AÇEV)	NGO	Communication activity digital infrastructure support
⋮	⋮	⋮

OUR STAKEHOLDER RELATIONS

Governance concerns not only policy makers but also all stakeholders. For this reason, we believe that we will increase our impact by establishing longterm collaborations and partnerships and acting together to achieve our goals.

In line with our business model, we focus on 3 core collaborations (partnerships):

**Knowledge
Partnership**



**Impact
Partnership**



**Resource
Partnership**



Knowledge Partnership: We both provide information on good governance and benefit from the knowledge bases of our cooperation partners. In accordance with our Knowledge Partnership protocols, we carry out work with OECD Korea, Türkiye Economic and Social Studies Foundation (TESEV), Türkiye Ethics and Reputation Society (TEİD), Türkiye Corporate Governance Association (TKYD), and Türkiye Investor Relations Association (TUYİD). Additionally, we have globally promoted the concept of good governance to an even greater extent by receiving an invitation from the Global Conference of the International Integrated Reporting Council as an Official Knowledge Partner.

Impact Partnership: By deploying good governance practices together, we create added value for both ourselves and our cooperation partners. We announce all activities of our collaboration partners on governance through our own network, and at the same time, we contribute to increasing their impact by providing content and speaker support. On the other hand, we draw attention to the collective benefit provided by the spread of the culture of collaboration.

Resource Partnership: We create additional material or in-kind resources for our activities by providing resources or by making use of the resources of our collaboration partners.

We establish many of our collaborative relations by taking advantage of all three types of partnership. Thus, we transform an economical and efficient use of knowledge, impact, and resources into a method that we can utilize with institutions in a reciprocal manner. When mobilizing resources, we adopt the principle of using the resource that is the least costly for each stakeholder or the most compatible with the budget allocation strategy.



Thanks to the support/services (leverage effect), we mobilize without allocating any material resources, we have the opportunity to create more value with less real budget. Thus, we always prefer to collaborate with our national or international partners from different sectors rather than carrying out our work by ourselves. In order to ensure the reputation and sustainability of our programs, we always collaborate with the most suitable partner(s):



While establishing collaborative partnerships, we adopt a model that prioritizes bringing all stakeholders (public/civil society/private sectors) together and create exemplary cases with our approach:



Our academic collaborative partners provide us with knowledge that enables us to Exchange information on the latest developments. They also act as intermediaries for the spread of good governance practices in public, civil society, and private sectors:



In order to achieve our goals, we establish long-term collaborative partnerships and promote the culture of collective action.



We are always eager to develop collaborations with international organizations and non-governmental organizations on the importance and effectiveness of good governance understanding and dissemination of its practices in every segment of society. For this purpose, we carry out workshops, survey studies, research projects, and events to raise awareness, and applied projects.

We organize our activities through donations from foundations, independent organizations and individuals who believe in our goals and aim to contribute to the development and dissemination of good governance practices in every segment of the society. We appreciate the generous donations. First and foremost, we are grateful for the generous donations of TIRSAN, followed by Garanti BBVA, Akk k Holding, Borusan,  alık Holding, Altınbaş University, and ARGE Consulting. We are also grateful for our sponsor for the Holistic Social Service Governance for Resilient Cities Project, Kopaş Kozmetik, and for all of our individual supporters.

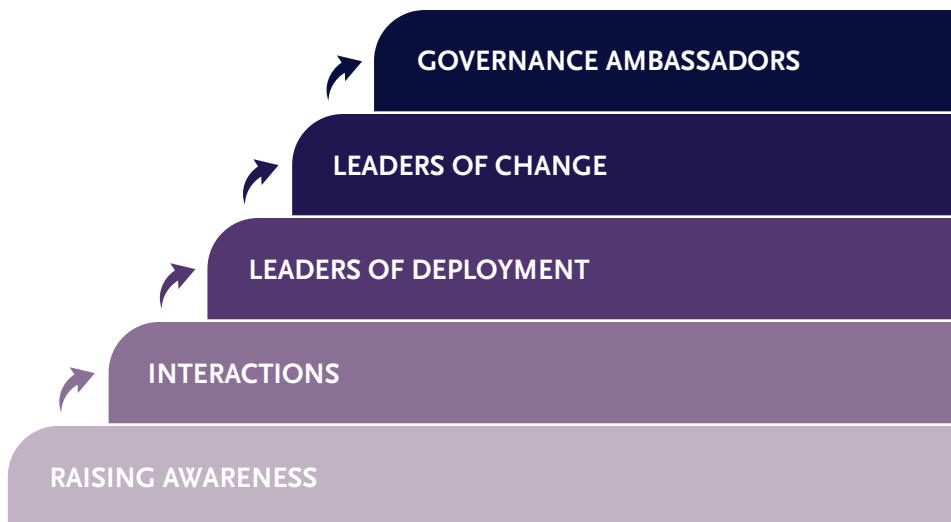


We value all of our stakeholders and strive to create methods to keep in touch with each other and to keep them informed. We believe that the quality of our work will increase by taking the opinions of our stakeholders and including them in our processes. With the stakeholder model we have developed by reviewing all of our stakeholder groups, we improved our communication even further in 2020.

Our 5 different stakeholder groups are as follows;

- Governance ambassadors who ensure the adoption of good governance as a culture
- Leaders of change in terms of institutions and the society
- Leaders of deployment who take on leading roles for the promotion and spread of good governance
- Interactions we have made through our various activities
- Stakeholders in whom we have been able to raise awareness of good governance

We have integrated our interactions with stakeholders, as well as the impact we create, with our value creation model and measured them with our KPIs. In 2021, we aim to increase the visibility of our stakeholder model and increase the number of our stakeholders in the “Governance Ambassadors” and “Leaders of Change” groups.



OUR IMPACT REPORT

We had shared our Impact Report with our donors and stakeholders at the end of 2020 as we did in previous years. The Report covers our activities performed in 2020, including the funds we used from our own budget, the resources we mobilized, our volunteers' contributions and in-kind donations.

In line with our Academy's principle of accountability, we continue to periodically share with our donors how we utilized their donations and what kind of impact we created. Our Impact Report is independently audited every year. Our 2020 Impact Report is audited by the audit firm Eriş Independent Audit and YMM A.Ş. and deemed reliable.

Prepared and shared both in Turkish and English, our Impact Report helps us achieve the following:

- Demonstrate in concrete terms the achieved progress in the culture of governance,
- Increase our accountability,
- Improve and measure our output,
- Maintain sustainable and continuous improvement and progress,
- Motivate our donors and stakeholders to support the deployment of the culture of good governance
- Encourage future donors to support the activities of the Academy.

According to our 2021 Impact Report, we **mobilized 1.8 times the voluntary and in-kind contribution of our financial resources**. The fact that this rate, which was 2.19 in 2020, is 1.8 this year, is due to the fact that we conduct all of our work online due to the pandemic. Many of our expenses, such as event venue, transfer services, food and beverage, accommodation, which we made use of as in-kind contributions in previous years, did not occur in 2021.

A society's progress will be hindered if there is no trust in its institutions. Deficiency in governance acts like a friction coefficient. When friction is high, much more energy is needed to accomplish the same amount of work which in turn damages competitiveness.



Independent
Audit Report;
pg. 90



IMPACT REPORT 2021

Dear Stakeholders,

We have performed various activities to raise awareness and dissemination of “Good Governance”, with your supports since the foundation of the Academy. We are glad to present our Impact Report including our activities performed in 2020.



COOPERATIONS



8618

VOLUNTARY HOURS



37

NATIONAL AND INTERNATIONAL COOPERATIONS



DONORS

TIRSAN

Garanti BBVA








BORUSAN

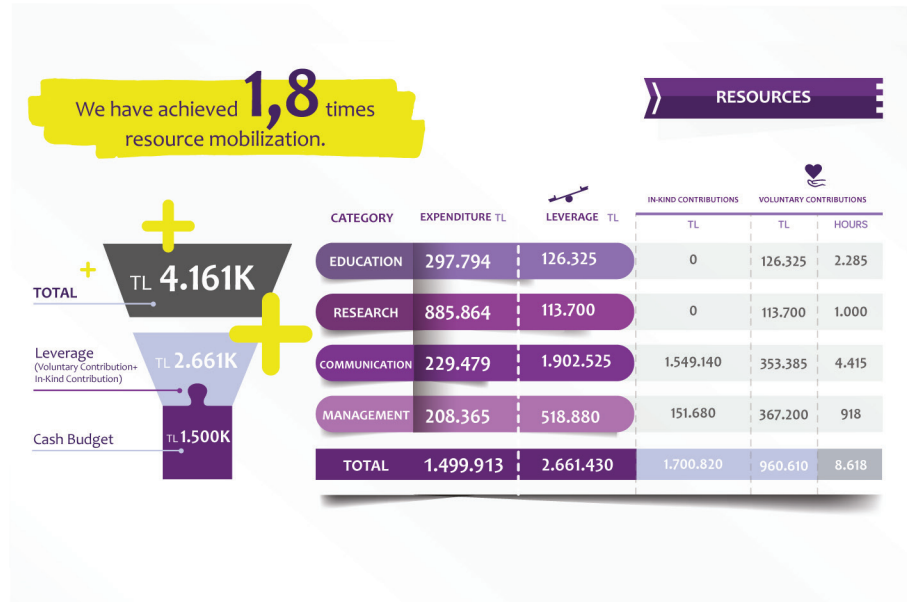


CALIK HOLDING

ALTINBAS UNIVERSITES

ARGE

	E01	Child and Parent Friendly Metropolitan Governance Guide Pilot Study	C03	Good Governance Panel for Sustainable Cities
	R01	Child and Parent Friendly Metropolitan Governance Guide	C04	Local Development Webinars: Advocacy
	R02	Integrated Municipality Governance Model	C05	Lessons Learned: Post-COVID-19 Urban Governance
	R03	Metropolitan Municipality Governance Scorecard	C06	Civil Society and Participation
	C01	Integrated Good Governance Approach in Local Governments	C07	Civic Participation and Solidarity for Resilient Metropolis
	C02	New Approach in Civil Participation for Resilient and Solidarist Cities	C08	Localization of Sustainable Development Goals
	C01	Focusing on SDG: 4 for a Better Future Panel	C04	Good Governance Seminar Rotaract
	C02	Visiting Scholar at Marmara University: Participation Class	C05	SDG11: World Cities Day
	C03	Good Governance for Sustainable Cities		
	E01-E04	Sustainability Governance Education Program	C05	Sustainability Governance Scorecard 2020
	R01	Sustainability Governance Scorecard 2021	C06	SG Scorecard 2020 - Yeşil İş Zirvesi
	C01	Sustainability Responsibilities of Boards: Good Governance for a Sustainable Future	C07	SG Scorecard 2020 - Business for Goals
	C02	MODAVICA - New Dynamics of Business and Accounting-Issues in Practice	C08	Value Reporting Foundation Annual Symposium
	C03	The Business Case for ESG - Lessons Learned from the Events of 2020	C09	"Cesur Adımlar" TV Program EKOTÜRK TV
	C04	Sustainability Governance Scorecard for Boards of Directors	C10	Global Festival for Hope
	C01	SDG 16: Good Governance Day	C04	Horasis Asia Meeting
	C02	Horasis Extraordinary Meeting	C05	AI Summit World 21/22
	C03	Improving Good Governance Culture and Practices	C06	How Can ESG External Assurance Build Trust
	E01-E14	Good Governance for Children Darüşşafaka Collaboration	E51-E54	Good Governance for Children TEGV Collaboration
	E15-E16	Good Governance for MT Programs Yapı Kredi 1st Education Program	E55-E57	YGDA Educations
	E17-E18	Good Governance for MT Programs Yapı Kredi 2nd Education Program	R01	Good Governance Handbook
	E19-E28	GOV101 Education 4th Term	R02	Governance Research Report in Youth Councils
	E29-E37	GOV101 Education Balıkesir City Council Collaboration	R03	Trust in Agriculture
	E38-E50	GOV101 Education 5th Term	C01-C11	Youth Network News
Integrated Report 2020 (in Turkish)			Impact Report 2020 (in Turkish)	
Integrated Report 2020 (in English)			Impact Report 2020 (in English)	



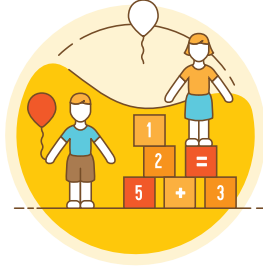
We gain more
knowledge, resources,
and impact by
“collaborating” rather
than “acting alone”.



OUR ACTIVITIES IN 2021



GOOD GOVERNANCE FOR CHILDREN



The foundation of good governance culture is laid in childhood. As Argüden Governance Academy, we care about the leaders of today and the future to be responsible individuals who adopt the principles of governance in their lives.

Because individuals from all age groups shape the future as a part of the society we live in. In order to shape the future, it is important to act together with children, who are the leaders of today and the future. Because while we adults and institutions develop mechanisms that will build the future, we make meaningful contributions to the improvement of the quality of life when we act together with children, who are the real owners of the future.

Responsible individuals, leaders of today and the future, participate in decisions and take responsibility in solving problems related to themselves and the society. The steps he takes while fulfilling his responsibilities are consistent and fair, and he is transparently accountable for his decisions. The result of his decisions creates value for himself and the society, and is effective. In this way, relationships in which “mutual trust” is felt, both individually and socially, develop.

In this section of the report, you will find the studies carried out for the development of good governance culture in children.

Good Governance for Children

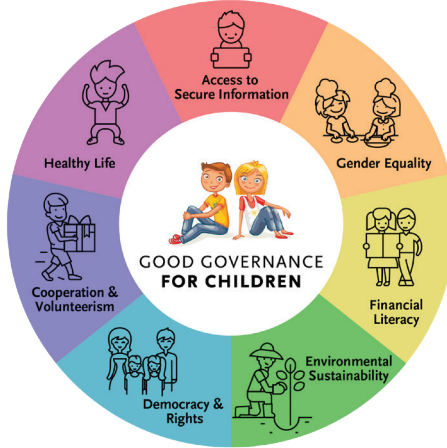


For more information about the program, you can scan the QR code or visit our website.

With the Good Governance for Children Program, we contribute to children's shaping the future as responsible individuals who have adopted a good governance culture. Throughout the program, democracy and our rights, gender equality, solidarity and volunteering, financial literacy, access to secure information, environmental awareness, and healthy living are discussed. While addressing all these issues, we contribute to the development of children by adopting good governance principles.



GOOD GOVERNANCE FOR CHILDREN



Good Governance for Children - Darüşşafaka

We continued the implementation of our Good Governance for Children Program in Darüşşafaka. Our Volunteer Team in the Youth Network met online with 6 children who continue their education remotely due to the pandemic. In the club activities held on Saturdays, human rights, children's rights, participation and democracy, living together, gender equality, protecting rights to eliminate inequalities, solidarity and volunteering, financial literacy, media literacy, environmental awareness, ecology, social responsibility and project idea development are discussed. took place. Volunteers , improved themselves in working with children, learning through games, developing online communication skills, minimizing the disadvantages of distance education, and organizing.

Darüşşafaka
1863 **SOCIETY**

Equality of Opportunity
in Education

Education Volunteers Foundation of Türkiye (TEGV) - Summer School

Youth Network Volunteer Team cooperated with TEGV İpek Kırış Learning Unit in Beykoz, Istanbul and met with TEGV children at summer school. Our financial literacy, media literacy and healthy life modules, where we come together with TEGV children, created value for the volunteer team in developing cooperation, working with children, and teamwork. Thanks to the collaboration they developed in summer school applications, face-to-face applications were started at İpek Kırış Learning Unit in the fall semester, and online applications are also continuing.



EDUCATIONAL VOLUNTEERS FOUNDATION OF TURKEY

Good Governance for Kids with Current Content

After each application, we always try to keep our content up-to-date by bringing together the comments of our practitioners and observers, developments in the field of children's studies, and new requirements emerging in the changing world. In 2021, we added a new module to the Good Governance for Children; Healthy Living. The state of mental well-being, which we feel lacking, especially during the quarantine period, is a necessity for both adults and children. The Healthy Living module includes activities that will increase children's awareness of both their physical and mental well-being. In addition, we have updated our content with the aim of achieving the best achievements by adapting all our modules to the 5 senses at the highest level.





GOVERNANCE
FOR YOUNG LEADERS

GOOD GOVERNANCE FOR YOUTH



Good governance is a culture, a climate, and a set of behaviors. The earlier this culture is adopted, the sooner the quality of life of both the individual and the society begins to increase. As the Academy, we think it is very important that this understanding spreads from childhood and includes youth.

For this reason, we have developed the GOV101 Education Program, which includes young people who take an active role in university clubs. In this training, in addition to a theoretical learning that includes good governance principles, young people have the opportunity to experience what they have learned in their clubs and build a good governance culture. In order to continue the governance journey of young people that started with this program, a Youth Network was established to be attended by the graduates of GOV101 Education. Young people who take responsibility for their future in the Youth Network carry out activities that will spread the governance culture, learn from each other, and lead for a better quality of life.

In this section of the report you will find the work of the Youth Network.

Youth Network at a Glance



You can scan the QR code or visit our website to learn more about the activities of the Youth Network.

The Youth Network, whose foundations were laid with the GOV101 Training held in November 2019, was established by holding its first general assembly in May 2020. Continuing its activities with 4 boards, 3 projects and 4 program teams, the Youth Network continues to grow with the GOV101 Training it organizes at least twice a year.



GOV101 Training Program



For more information about the program, you can scan the QR code or visit our website.

Within the Youth Network, there is a team that organizes the GOV101 Training. This team takes part in the organization of the volunteer trainers for the training, training announcements, training interviews, auditions, operation of the training, guiding and supporting the participants. Therefore, young people in the GOV101 Team can improve their organizational and operational skills, while improving their multi-dimensional thinking, anticipating risks and taking precautions, crisis management, presentation skills, working together, team experience and communication skills. The GOV101 Team carried out a total of 3 training programs, one of which was in Balıkesir in cooperation with Balıkesir City Council.

We would like to thank our trainers, Dr. Yılmaz Argüden, Pınar Ilgaz, Canberk Ünsal, Didem Bilgin, Burak Erşahin, Mehmet Bahadır Teke, and Dr. Fatma Öğücü Şen.



Governance Program in MT Programs

Organized by the Youth Network's Governance Program in MT Programs team, this Program aims to bring a good governance perspective to employees who have just started their business life and long-term interns at the beginning of their business life. Young people in the team gain experience in contacting companies, influencing company culture and developing a network of relationships. Within the scope of the Governance Program in MT Programs, we conducted training for Yapı Kredi Bank at 2 different times.

Good Governance in Youth Assemblies

Increasing the quality of governance in local governments creates direct and indirect benefits for every member of the society. Because local governments are the most accessible management unit for all segments of the society, we aim to increase the quality of local governance by increasing the place and influence of young people in the local government with the Governance Project in Youth Assemblies. With this Project, youth participation is supported and feedback is given to municipalities on research results, thus we contribute to the development of local governments from a youth perspective. We aim to share the first results of this project, which we hope to be repeated and updated, in the first quarter of 2022. In this process, the Governance in Youth Assemblies Team gained experience in how detailed research was conducted, research methods, and communication with municipalities.



Trust in Agriculture

With the Trust in Agriculture Project, we are investigating the place of good governance in agricultural practices. Our report, which will be published after the project, includes various data on agriculture in Türkiye, the points where they overlap with good governance, interviews with companies, the place of good governance culture within the companies that were interviewed, and how they establish trust with the farmer.

The Trust in Agriculture Project Team explores the place of good governance culture in agriculture, showing that the pursuit of good governance is necessary in every field. As individuals with different perspectives, team members have improved themselves in theory and field research, interpersonal and institutional communication, analysis and reporting.

Good Governance in Sales

The Governance in Sales project, which we started to work on in 2019, was the first project that was shelved in the Youth Network due to the different operating styles of the institutions in the field of sales and the unsuitability of the institutions for the research to be carried out with the determined criteria. With the project closing workshop held at the end of the year, the volunteers said goodbye to the project by sharing their experiences within the scope of this project.

Youth Network Newspaper

Youth Network Newspaper started as a project and later became a communication tool under the communication board. Keeping up to date with the content with the participation of different members from time to time throughout the year, the newspaper team gains experience in editing, researching and creating content, conducting interviews and establishing collaborations. In addition, the newspaper team, which organizes trips in order to create content, gains experience at the point of organization.



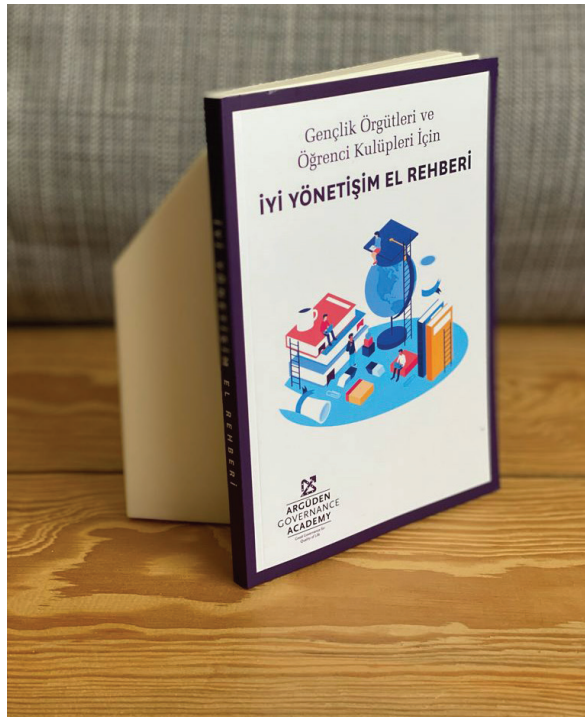
Governance+ Program

The Governance+ Program, the newest study of the Youth Network, which started in 2021, was prepared for the volunteers who were entitled to participate in the Argüden Governance Academy Youth Network by successfully completing the GOV101 and GOV102 trainings and took part in the current activities; It is a set of training and practice sessions aiming to increase the sustainability and competence of the youth network by providing more competence to the Youth Network volunteers.

This program, which initially planned to develop our friends who were team leaders and Academy Representatives in the Youth Network, to become Governance Ambassadors in various fields, aims to create value for both its participants, its team and our Academy in the short term, and to benefit our country and society in the long run. Participants in the Governance + Program gain competence and networking in terms of social skills, professional governance awareness. Educators, Program mentors and partners who come together with the participants throughout the program improve themselves in terms of networking, exchange of ideas and cooperation environment. With Governance +, we, as the Academy, are happy to contribute to the development of individuals who are competent in governance.

Good Governance Handbook in Youth Organizations and Student Clubs

If young people develop, both the future and the present will develop, the world will develop.



The Good Governance Handbook in Youth Organizations and Student Clubs includes information on how good governance can be applied in youth organizations and student clubs, starting with what good governance is. Various studies are included in this Guide, and these studies, which are recommended to be done with teams, show how easy it is to put theoretical knowledge into practice and apply it. This Handbook, which was prepared to promote good governance practices in youth organizations, contributes not only to youth organizations or student clubs, but also to start-ups trying to create their corporate identity, and to teams that want to bring good governance to their institution. Youth Network leaders in this team have improved themselves in preparing broadcast content, developing content for learning by experience, collaborations, editing, and marketing techniques.



You can scan the QR code or visit the Udem website to get the tutorial.

Good Governance - GOV101 | Udem Education

With the Digital GOV101 Training Program prepared by the Youth Network, everyone who is interested in good governance culture comes together with this culture on Udem. In this period when online training has become very common, we come together with our stakeholders from all walks of life at GOV101 Training. Youth Network members in this team gained experience in content preparation for online learning, professional shootings, video editing, and marketing tactics.

Kişisel Gelişim > Liderlik > Güven

İyi Yönetişim - YÖN101

Güven kazanmak için iyi yönetime ihtiyacımız var! Sorumlu liderler için iyi yönetişimin eğitim programını sunuyoruz.

4.1 ★★★★★ (49 puan) 162 öğrenci

Okuyuran Arşiden Yönetişim Akademisi

● Son güncelleme tarihi: 12/2020 ● Türkçe

Bu kursu önizle

₺27,99 ~~₺499,99~~ % 86 indirim

🔒 Bu fiyat için son 1 gün!

Sepete ekle

Hemen kaydolun

30 Gün İçinde Para İade Garantisi

Bu kursun içeriği:

📺 3.5 saat uzunluğunda hazır video içeriği

Öğrenecekleriniz

- ✓ İyi yönetişim
- ✓ Misyon, Vizyon ve Değer kavramları
- ✓ Organizasyon yapısı
- ✓ Entegre düşünce ve değer yaratma döngüsü
- ✓ İyi yönetişim ilkeleri
- ✓ Strateji yönetimi
- ✓ Süreç yönetimi
- ✓ Gönüllü iştiraki ve iletişimi

Local Youth Associations Network

Youth Network became the founding member of Local Youth Associations Network (YGDA), and also contributes to the work carried out. Arda Argüden and Erben Samet Arifoğlu, Members of the Youth Network Executive Board, attended various training sessions where different youth associations shared their knowledge and experiences. We came together with participants from different associations in these trainings organized on human rights and rights-based work, combating discrimination, and youth rights.





PUBLIC GOVERNANCE



Good governance at the level of public administration, regarding the services of public institutions in the country where each individual lives, begins with the transparency of government bodies and public service organizations, passes through their accountability and results in efficiency. For a better future, we underline at every opportunity how important it is to adopt and implement the principles of good governance, not only in words but also in substance, for trusted institutions and societies. Developing public-business-civil society cooperation for a sustainable future creates a multiplier effect.

We attach great importance to the cooperation of different sectors in the works we carry out and to increase the value created in this way. We try to share at every opportunity how important the contribution of non-governmental organizations will be, especially within this cooperation network, and we encourage cooperation with non-governmental organizations. Cooperation of the public and business world with each other and with non-governmental organizations specialized in their fields will both help us overcome our national problems and increase the trust in institutions by developing participatory democracy.

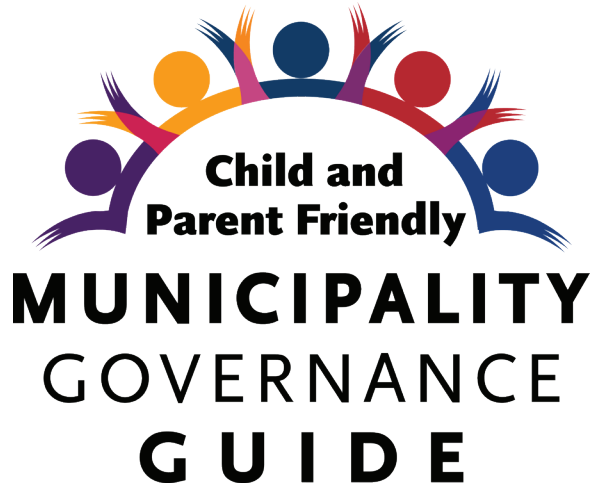
In this section of the report, you will find our work in the public sector.



You can scan the QR code or visit our website to get more information about the research.

Child and Parent Friendly Municipality Governance Guide©

The research process of the Child and Parent Friendly Municipality Governance Guide, which we developed as an original model, inspired by the Municipality Governance Scorecard Model© that we created in 2018, continued throughout 2021. We have almost completed preparing the results of the project by reporting its impact in 2021, and we will announce our results in 2022. We would like to thank the Mother Child Education Foundation (AÇEV), Education Volunteers Foundation of Türkiye (TEGV), Private Sector Volunteers Association (ÖSGD) for their cooperation in the project and Istanbul Metropolitan Municipality (İBB) for their contribution in the dissemination process.



Child and Parent Friendly Municipality Governance Guide Research Report

We started our work with a survey that we developed and applied for all Istanbul district municipalities. With this survey, we asked municipalities to evaluate themselves, their approaches to children and parents, from decision making, resource management, service delivery, to the establishment of this understanding in their institutional operations, in order to be child and parent friendly.

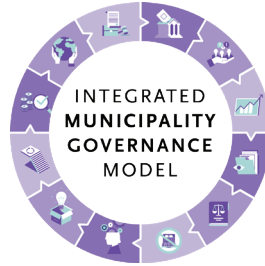
We published our Research Report in 2021. We are preparing to complete our Guide in 2022 and will share with our stakeholders.



Integrated Municipality Governance Model©

Under the coordination of Argüden Governance Academy, we initiated the “Integrated Municipality Governance Model©” project, which we carried out with the contribution of the Dutch Consulate, in partnership with the Council of Europe, Union of Marmara Municipalities, Sultanbeyli and Şişli Municipalities. With the project, which will last for one year, we aim to implement the 12 Good Governance principles of the Council of Europe in an integrated and effective manner in municipalities.

With the model developed and the activities carried out, we foresee that Sultanbeyli and Şişli Municipalities will receive the European Governance Excellence Brand of the Council of Europe for the first time in our country. We aim to complete the preparation processes of the project, which we started in the last quarter of this year, by the beginning of next year.



Metropolitan Municipality Governance Scorecard©

We started the Metropolitan Municipality Governance Scorecard© project to examine the structure and functioning of 30 metropolitan municipalities in Türkiye and to develop criteria for the performance of these municipalities in line with good governance principles. The scorecard basically reflects the indicators that make the seven principles of good governance measurable and their scoring: consistency, responsibility/responsiveness, accountability, fairness, transparency, effectiveness/efficiency, participation/dissemination. In addition to the duties and responsibilities defined by the legislation, the principles of good governance, which will be examined with international approaches to which Türkiye is a party, thus address many policy areas related to the city, from climate change to waste management, from integration of immigrants into urban life and transportation. At the same time, we evaluate how good governance is reflected not only in the policies that municipalities produce, but also in their entire decision-making processes, and we examine many other elements such as the work of municipal councils and internal audit systems. We aim to complete the review and report card writing processes in 2022 and present them to the attention of our stakeholders.



MARUF21 Good Governance Panels

We see good governance as a necessity for sustainable cities. For this reason, we cooperated in organizing the good governance panels of Marmara Urban Forum - MARUF, which was held for the second time this year.



Good Governance for Sustainable Cities

In the panel organized with speakers from Marmara Municipalities Union, TÜRKONFED, Istanbul Policy Center, UNDP, TUSIAD, it was argued that good governance-based studies should be carried out in order to strengthen sustainable development in cities. It was also underlined that for this, it is necessary to carry out strategies and studies based on public and private sector harmony, cooperation and coordination.

Integrated Good Governance Approach in Local Governments

The implementation of the Council of Europe's 12 principles of good governance requires the development and implementation of an integrated approach. The development of integrated good governance at the local level is based on practices in different fields. In the panel organized within the scope of MARUF 2021, we discussed various practices that will set an example for an integrated approach with speakers from Marmara Municipalities Union, Kadıköy Municipality, Şişli Municipality, Sultanbeyli Municipality, Nilüfer City Council and the Council of Europe.

Lessons from COVID-19 and City Governance

It is observed that COVID-19 negatively affects the cities with the highest population density and the governance structures of these cities. In this panel, which was held with speakers from Marmara Municipalities Union, UCLG (United Cities and Local Governments), LSE Cities, we presented the results of comparative research on negative effects after the COVID-19 epidemic and various suggestions for future development. We shared lessons and suggestions.

Next Generation Civic Engagement

We develop awareness studies and action suggestions in order to ensure effective participation of stakeholders in decisions, which is one of the principles of good governance. We are working with various institutions in order to increase the new generation civic participation in local government mechanisms. Some of these studies contributed by our Academic Board Member Dr. Inan Izci are as follows:

- A New Generation Civic Participation session for Resilient and Solidarity Cities, to which we participated with the invitation of Nilüfer City Council and Nilüfer Municipality.
- Civil Society Workshop, which we attended upon the invitation of Sultanbeyli Municipality.



Localization of Sustainable Development Goals

For a better quality of life and a sustainable future, municipalities need a decentralization based on good governance in understanding SDGs and aligning them with their own activities. Cities have a great responsibility in reducing global climate change and ensuring a sustainable future. Therefore, the creation and implementation of local climate policies gain priority in the construction of sustainable cities. For this purpose, upon the invitation of Büyükçekmece Municipality, training was given to the top management and civil servants of the municipality.



SDG 11: World Cities Day

Municipalities also have important responsibilities at the local level in the fight against climate change. Climate Action Plans play an important role for a sustainable future. At the Panel held on SDG11: World Cities Day, we aimed to share information and experience about local climate policies and action plans to reduce climate change. In this way, climate change can be combated by increasing awareness and local efforts against climate change.



Civic Participation and Solidarity for Resilient Metropolitans

City councils, non-governmental organizations, metropolitan and district municipalities, academic institutions and organizations participated in the panel held on 7 October World Metropolitans Day with the participation of speakers from Metropolis, Marmara Union of Municipalities, Manisa City Council, IMM Istanbul Planning Agency, Balance and Supervision Network, and Sabancı University. We aimed to raise awareness about strengthening civic solidarity in metropolitan cities through civic participation in the media.

Good Governance for Sustainable Cities

In order to strengthen sustainable development in cities, we believe that good governance culture should be strengthened in different sectors and it should be implemented effectively. For this purpose, our Academic Board Members Dr. Erkin Erimez and Dr. İnan İzci provided training on local sustainable development in the Working Groups and Stakeholder Training organized by the İzmir Sustainable Urban Development Network, which was established for the localization of sustainable development throughout İzmir.

International Accountability Mechanisms

The event, in which the necessity of international development finance institutions to consider other good governance principles including accountability holistically, and the importance of consulting and supporting local NGOs and conducting ex ante risk assessments accordingly, was discussed World Bank, EBRD, Asian Infrastructure Investment Bank, IFC, TESEV was held as a workshop in cooperation with Transparency Association.



CORPORATE GOVERNANCE



At the heart of our work in the field of good corporate governance is to increase the trust of stakeholders in corporate companies. Private sector organizations need to create value for themselves and their stakeholders by adopting good governance principles.

As the trust in institutions that adopt good governance as a culture increases, their corporate sustainability also increases. Thus, while creating more value for their stakeholders, they also benefit themselves. By adopting good governance, trusted institutions make sustainability their basic approach, thus increasing their sphere of influence and quality of life in these areas.

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

Sustainability Governance Scorecard©



For more information about the 2021 Survey, you can scan the QR code or visit our website.

With the Sustainability Governance Scorecard©, which we designed as a unique model, we contribute to a better world by accelerating global learning. With this research series, we invite the business world to action for a sustainable future and offer companies the opportunity to compare by highlighting good examples.



While disseminating the results of the 2020 Report of our research, which was shown as a “good example” in B2O Tokyo, throughout the year, we also published our 2021 Report. We present an important message to our stakeholders in the 2021 Report.

Governance ensures a climate of trust among stakeholders by providing appropriate direction and oversight for the sustainability of the organization. Therefore, good governance establishes a climate of value creation and trust. Good governance enables organizations to create trust and value with the right people, processes and information. Happiness and success come from the harmony of our thoughts, speech and actions. Therefore, we should update the ESG nomenclature to G(EES). Thus, we better express that Good governance is the compass for management’s assessment of Economic, Environmental and Social issues. Good governance is key to the sustainability of sustainability work.

Value Reporting Foundation Global Conference



You can scan the QR code to watch the video published at the Value Reporting Foundation Global Conference.

We shared the results of the Sustainability Governance Scorecard©, in which we examined the sustainability policies of Global Sustainability Leaders from the perspective of good governance, at the 2021 Global Conference of the Value Reporting Foundation, of which we are Official Information Partner, as it has been since its inception.



Sustainability Governance Scorecard© 2020 Broadcasting Studies

In the late 2020, we conducted the spread of our report in 2021. In this context, we presented the results of the sustainability governance report cards to the interest of our stakeholders in different levels and angles. We realized the first of these in cooperation with the Turkish Investor Relations Association.



For more information about the 2020 Survey, you can scan the QR code or visit our website.



Sustainability Management Training Program

CIFAL, UNITAR, BAU-COOP and Bahçeşehir University in cooperation with the role of the board of directors of the board of directors from Türkiye and the world; The contribution of global sustainability leaders to their approaches to Sustainable Development Objectives; We have dealt with many issues from the measurement of sustainability studies from the supervision of the company, value chain and ecosystem. 26 participants graduated from our training.

Eğitmenler:

- Dr. Fatma Öğücü Şen
- Dr. Yılmaz Argüden
- Gizem Argüden
- Dr. Ahmet Aydemir
- Beste Gün Aslan



Sustainability Responsibilities of Board of Directors: Good Governance for Sustainable Future

We presented the results of the 2020 results of the Sustainability Governance Carnet to the interest of our stakeholders in cooperation with the Women on Board. For a sustainable future, the event, which we discuss the roles of the board of directors in the sustainability activities of the institutions, was followed with interest by female leaders who are currently involved in the board of directors and preparing to become a member of the Board of Directors in the near future.



Sustainability Governance Scorecard© for Board of Directors

We have carried out the results of our sustainability governance report card research in cooperation with the Corporate Governance Association of Türkiye. In the event, our Academic Board Member Dr. Erkin Erimez and our Board Member Gizem Argüden shared the importance of the research results for the board of directors and good examples.



Sustainability Governance Scorecard© for Sustainable Development Goals

The results of the Sustainable Development Scorecard© research shared in a panel that held with the cooperation of Business for Goals from the perspective of Sustainable Development Goals. Şükrü Ünlütürk, Chairman of the Business for Goals, Dr. Yılmaz Argüden - Chairman of ARGE Consulting, Gizem Argüden - Board Member at Argüden Governance Academy, and Dr. Fatma Öğücü Şen - Research Director at Argüden Governance Academy joined the panel as speakers.

Sürdürülebilir Kalkınma Amaçları için Sürdürülebilirlik Yönetişim Karnesi



**ARGÜDEN
GOVERNANCE
ACADEMY**
Good Governance for
Quality of Life



**HEDEFLER
İÇİN İŞ DÜNYASI**

konuşmacılar



Şükrü ÜNLÜTÜRK
Heedefler İçin İş Dünyası Platformu



Dr. Yılmaz ARGÜDEN
ARGE Danışmanlık



Gizem ARGÜDEN
Argüden Yönetişim Akademisi



Dr. Fatma ÖĞÜCÜ ŞEN
Argüden Yönetişim Akademisi



NGO GOVERNANCE



Non-governmental organizations established to take action on issues that need to be regulated in society need to adopt a good governance culture for their sustainability. In this way, it is more possible to provide social good and create value for stakeholders. Non-governmental organizations, whose main capital is the “trust of their stakeholders”, also need to cooperate to expand their sphere of influence and to ensure a quality life.

As a non-governmental organization that has contributed to the development of civil society in Türkiye with a governance culture since its establishment, we have been organizing certificate programs and trainings, conducting research, contributing to the development of NGOs with events, and developing collaborations.

In addition to seeing non-governmental organizations as our important stakeholders and developing cooperation in every work we do, we also organize some of our activities entirely for the benefit of non-governmental organizations.

In this section of the report, you will find our work in the civil society.

SDG 4: International Education Day

In order to draw attention to qualified education, which is 4th of Sustainable Development Objectives and to share the good examples in this field, we organized ‘focusing on SDG 4 for a better future’ panel. Our Research Director Dr. Fatma Öğücü Şen was the moderator of our panel, where we talked about ‘qualified education’, which is the 4th of the Sustainable Development Objectives. Sait Tosyalı, General Manager of Education Volunteers Foundation of Türkiye Foundation, Burcu Gündüz Maşalacı, General Manager of Mother Child Education Foundation, Oğuzhan Yılmaz, our Coordinator of Education and Youth Studies and UNESCO Turkish National Commission in charge of the Education Sector Esra Hatipoğlu Aksoyoğlu took part as a speaker.

SKA 4
Günü

Uluslararası Eğitim Günü
“Daha İyi Bir Gelecek için SKA 4’e Odaklanmak” Paneli

4 İNTELİKLİ
 EĞİTİM



Sait Tosyalı

Moderatör



Dr. Fatma Öğücü Şen



Burcu Gündüz Maşalacı



Oğuzhan Yılmaz



Esra Hatipoğlu Aksoyoğlu

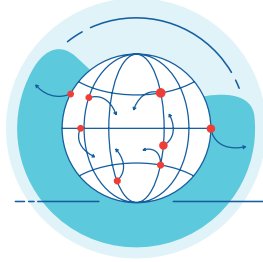
Marmara University: Participation Lesson

In order to spread the culture of good governance, the issue of participation of stakeholders in decisions is important. As a guest of our research director Dr. Fatma Öğücü Şen, we talked with the “Stakeholder Engagement” in the “Participation” lesson where Marmara University students met with the students of Marmara University and shared them digitally.





GLOBAL GOVERNANCE



Good governance is a culture and a climate in which this culture becomes widespread. The spread of this culture and climate in both our country and in the world is necessary for increasing the quality of life.

We assume the advocacy of good governance culture in Türkiye and in the world. The models we have developed by integrating different global standards with good governance culture attract attention in the global field.

Thanks to the effective and efficient collaborations we have developed with the world's leading institutions, we are working to improve the common good for global problems.

In this section of the report, you will find the works we carry out in the global arena.

SDG16: Good Governance Day Celebrated



You can scan the QR code to watch the Good Governance Day celebration.

SDG16, which is one of the aims of all the studies we have carried out since the day we were established, includes the support of peaceful and inclusive societies for sustainable development, access to justice for everyone, and the construction of effective, accountable and inclusive institutions. In cooperation with Global Compact Türkiye, we organized it with the participation of Global Compact and the United Nations.



A Calendar Day for Each SDG Project

A Calendar Day for each SDG project aims to focus on each of the Sustainable Development Goals for a better quality life and sustainable future and to increase the global learning rate by highlighting the good examples of these purposes. With the study, it is aimed to contribute to the registration of significant progress in this way to share the opinions and good practice examples of the institutions working on the relevant SDG on the days determined for each sustainable development purpose.

Horasis Extraordinary Meeting

Dr. Yılmaz Argüden, Chair of the Board of Trustees, attended the meeting where more than 1000 global leaders came together with the theme of rebuilding trust. Horasis Extraordinary Meeting has been the largest online meeting with 200 sessions. During the meeting, discussions were carried out on various issues, and the participants tried to produce new solutions for the difficulties that we all face, especially in relation to the effects of COVID-19 intensively.

Horasis Asia Meeting

The Horasis Asia meeting, which was held every year by Horasis, brought together 400 leading business worlds and political leaders from all over the world. Dr. Yılmaz Argüden contributed to the meeting with his speech about the importance of good governance.

Sustainability Articles Series

For a better future and financial sustainability, good governance culture needs to be adopted in all institutions. The development of societies that do not trust their institutions is also interrupted. Paul Smith, CFA and Investment Specialist Anand Ramachandran, CFA Institute Founder President, contribute to the world from Türkiye and attracts attention to the world from Türkiye. Our articles are described as guiding for safe and lucrative investments by the world's leading stock exchanges.

The Thai Stock Exchange (SET), South African Stock Exchange (JSE), Indian Stock Exchange (NSE) and Turkish Investor Relations Society(TÜYİD) shared with our articles in 2020 and continued to meet their readers this year.



CORPORATE

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

We developed another scholarship mechanism for 2021. In addition to the “H. Orhan Argüden Governance Scholarship” that we have been offering since the day we were founded for graduate and doctoral students at Boğaziçi University writing their theses on governance, we further support the success of students with the new “Argüden Governance Academy Good Governance Scholarship” in 2021.



We decided to extend the scholarship of Rana Elif Aydın, our scholarship of the 2020-2021 period of H. Orhan Argüden Administrative Scholarship. We congratulate Rana Elif Aydın who contributed to the spread of good governance culture and wish them continued success.



We would like to congratulate Tuğçe Tıngır, a graduate student of Yıldırım Beyazıt University, who is the scholarship of the Argüden Governance Academy Foundation, this year's scholarships, and Can Türe, a PhD student of Middle East Technical University, for the value they created on the way to the spread of good governance culture.

OUR FINANCIALS

OUR FINANCIALS

As Argüden Governance Academy, we carried out our activities with resources acquired from our individual and institutional donors that have faith in our goals, sponsors and supporters of our various projects, and project-based funds and grants. We are sincerely grateful to our donors and our stakeholders who contributed to our efforts with their in-kind and volunteer resources for believing in our mission and assisting in the development and spread good governance practices to society in its entirety.

We would like to thank TIRSAN, Garanti BBVA, Akkök Holding, Borusan, Çalık Holding, Altınbaş University and ARGE Consulting for supporting us by believing in our mission.

We are conducting regular research on providing new donations or grants and making efforts for the establishment of new relations. With this approach, we make our plans to achieve a self-sufficient financial sustainability model target by increasing the income we will generate through our economic enterprise.

ARGÜDEN GOVERNANCE ACADEMY YEARLY COMPARISON OF FINANCIAL HIGHLIGHTS (TL)			
	2020	2021	Change (%)
INCOME	3.254.334	1.984.875	-64
EXPENSE	1.364.377	1.499.913	9
Education	238.979	297.794	24
Research	571.953	885.864	54
Communication	345.080	229.479	-50
General Administration	208.365	86.776	-58

In comparison with the previous year, when we look at the total real source we have separated from our budget:

- **Our expenses and volunteer support have increased in our trainings.**

In 2020, due to the pandemic, we did not carry out all of our training programs and had to pause some of them. In 2021, we continued those of our training programs that could be implemented online, and restarted those that we could conduct face-to-face in line with the pandemic conditions. In 2021, we graduated 422 with 10 education programs. We completed these trainings in 851 hours. In 2020, we conducted almost all of our trainings only on online platforms, and our expenses were incurred in this direction. Our expenses increased as we had face-to-face trainings in 2021. However, with the active volunteer support of the Youth Network throughout the year, the amount of volunteer contribution we received in our trainings increased.



GOV101
Education Program
pg. 56

- **Our research expenses and volunteer support have increased.**

We started and completed the Sustainability Governance Scorecard®, which we realized for the third time this year, in 2021. We continued our Child and Parent Friendly Municipality Governance Guide research, which we started in 2020, throughout 2021 and published the interim report. In addition to these two studies, we also started our research on the Integrated Municipality Governance Model and the Metropolitan Municipality Governance Scorecard®.

Our Youth Network has completed the Good Governance Handbook for Youth Organizations and Student Clubs and presented it to our stakeholders. The Guide, which was offered for sale with the aim of creating financial resources for the activities of the Youth Network, is also the first publication of the Academy to be sold with money. In addition, Good Governance in Youth Assemblies and Trust in Agriculture projects are very close to completion by the end of 2021. With these two publications, which they aim to present to the attention of their stakeholders at the beginning of 2022, the total number of publications of the Youth Network will have reached 3.

While our expenses increased due to the excess of research and publications carried out in 2021, the voluntary contribution of both young people and professionals to research increased.



Sustainability
Governance
Scorecard®
pg. 72

- **The expenses of our communication activities decreased compared to the previous year.**

Since it has become difficult for everyone to communicate face-to-face since 2020, most of our meetings are held through digital platforms. The number of our participants increased as the access to the events, especially the global ones, was easy. In 2021, we reached a total of 12,015 people on digital platforms. This number has tripled in 2021. With the communication activities we organized and participated in in 2021, we had one-on-one contact with more than 34,000 people. We came together with more than 4,153,000 people through the press and other communication channels. We received in-kind contributions from our stakeholders in almost all of these activities. In this way, our communication expenses, which have already decreased with the effect of digitalization in 2020, have decreased even more.

We benefited from the volunteer contribution in our corporate work.

We take care to use our donations and other incomes in the most effective and efficient way to carry out our education, research and communication activities. In 2020, we benefited more from the contribution of volunteers in our corporate

work and reduced our general administrative expenses by 10% compared to the previous year. In order to use our resources more effectively and efficiently, we further reduced our corporate expenses this year and created 58% less corporate expenses. Thus, we contribute to our education, research and communication activities.

We allocated a lot of resources. In line with our sourcing strategy, we adopt creating in-kind and voluntary contributions (leverage effect) as our main responsibility. In order to measure the leverage effect, we record the billable contributions made by our volunteers on an “hour” basis and calculate them on the basis of “wages” determined by our board of directors. We regularly record “contributions in kind” on the basis of their minimum equivalent. While carrying out our activities, we take care to calculate our total economic cost, which consists of the sum of these two resources, as there are voluntary and in-kind contributions that we make use of without allocating resources, as well as the real budget we use. This method and our attitude serve as a guide for many other non-governmental organizations to measure the impact of their activities and contributions, and to calculate the leverage effect.

LEVERAGE EFFECT (VOLUNTEER AND IN-KIND CONTRIBUTION)			
ACTIVITIES	2020 (TL)	2021 (TL)	Değişim (%)
EDUCATION	215.037	126.325	-41
RESEARCH	231.472	113.700	-51
COMMUNICATION	661.438	1.902.525	188
GENERAL ADMINISTRATION	235.866	518.880	120
TOTAL	1.343.813	2.661.430	98

In order to increase the quality of life in 2021, as every year, we have made use of the environment and opportunities where we can benefit from the experience, knowledge and knowledge of our volunteers. In 2021, we benefited from the volunteer support at the highest level ever, especially with the growth of the Youth Network. In order to support the dissemination of good governance culture and climate, our volunteers spent 8,618 hours and with their support, they contributed the equivalent of 960,610 TL.

As with voluntary contributions, we also recorded in-kind contributions. As an Academy, we use our budget for intellectual services; We attach importance to benefiting from the support of our cooperation partners regarding expenses such as technical and digital infrastructure, logistics, advertising and dissemination. In this way, we use our revenues to spread the “good governance culture and climate”. In 2021, we benefited from the in-kind contributions of our stakeholders in matters such as office

expenses, press expenses and the use of digital event platforms. This year, we benefited from the in-kind contributions of our stakeholders, especially for the dissemination and advertising expenses in the field of communication. In this way, our in-kind contribution amount increased from 378,465 TL to 1,700,820 TL in 2020.

In the light of all this information, we realized a total of 4,161,343 TL activities in 2021 by mobilizing resources worth 1.8 times this amount with a real budget of 1,499,913 TL. In other words, we have made positive progress towards achieving higher impact by using less resources compared to the previous year.

ARGÜDEN GOVERNANCE ACADEMY 2020 TOTAL ECONOMIC COST (TURKISH LIRAS)					
	2020 TOTAL	2021			YEARLY Change (%)
		REAL RESOURCES	LEVERAGE EFFECT	TOTAL	
EDUCATION	670.626	297.794	126.325	424.119	-37
RESEARCH	968.748	885.864	113.700	999.564	3
COMMUNICATION	872.592	229.479	1.902.525	2.132.004	143
GENERAL ADMINISTRATION	473.818	86.776	518.880	605.656	28
TOTAL	2.985.784	1.499.913	2.661.430	4.161.343	39

The total of all voluntary contributions and in-kind contributions increased by 39% in 2021 compared to the previous year and amounted to 2,661,430 TL. We would like to thank all our stakeholders who contributed voluntarily or in kind.

In order to set an example for the society and show its value for us, we take care to announce the valuable contributions made by giving thanks in our publications or events. Since we use the resources provided by our donors, we have adopted the principle of being very efficient and sensitive in our expenditures, providing every possible service as a contribution in kind and benefiting from the leverage effect. As an indication of our understanding of this responsibility, we regularly give account to our donors regarding our activities and budget, without our donors' request. With this principle, in 2021, we share and inform all our donors about the financial situation of the resource they entrusted to us and the impact we have created.

2021 INDEPENDENT AUDIT REPORT

In line with our principle of accountability we have our Impact Report content and our financial data audited by an independent auditing agency and shared the outcome with our donors even regardless of whether they expected of us or not.



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

Report of independent auditors on Applying agreed-upon procedures

To the Management of Argüden Governance Academy,

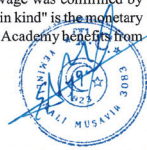
We have performed the procedures based on the agreement date on January 6, 2022 and enumerated below with the respect to the operations of Argüden Governance Academy ("the Academy") in 2021, set forth in the accompanying Schedules. Our engagement was undertaken in accordance with the Turkish Standards on Related Services 4400 "Engagements to Perform Agreed-Upon Procedures Regarding Financial Information" issued by the Public Oversight Accounting and Auditing Standards Authority of Turkey applicable to the agreed-upon procedures engagements.

The procedures were performed solely to assist you in evaluating the validity of the data and the "Total Economic Cost of the Year 2021" table disclosed and published in the Annual Impact Report 2021 of the Academy and are summarized as below;

1. The bank balances of the Academy were confirmed with the records of the Academy.
2. Monetary transactions such as incoming donations and expenditures were compared with bank statements.
3. Income / expense accounts of the Academy; were compared with the supporting documents like receipt, invoice, payroll, etc.
4. The figures under the "Total Economic Cost of the Year 2021" table in the report consist of two groups as "Expense" which is expressed as real resources and "Leverage Effect" which is calculated as an estimate. Expenditures are stated in the "expense" group were tested with expense documents and compared with accounting records.
5. The "Voluntary Contribution" in "Voluntary Contribution & In-Kind Contribution" which is expressed as a leverage effect, is calculated with;
 - hours data, which are declared by the volunteers and kept in the Academy,
 - and the hourly wages for 2021 determined in the Board of Directors Decision dated 24.12.2021.

Regarding the "Voluntary Contribution" hours, the highest 15 persons, according to the amount, were agreed with their statements, and the minimum hourly wage was confirmed by the decision of the Board of Directors. On the other hand, "Contribution in kind" is the monetary equivalent of the infrastructure, space and other in-kind benefits that the Academy benefits from

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



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

Because the above procedures do not constitute either an audit or review made in accordance with Turkish Standards on Auditing or Turkish Standards on Review Engagements (or relevant national standards or practices), we do not express any assurance on the "Resources" table as of December 31, 2021.

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

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

Eriş Bağımsız Denetim ve YMM A.Ş.
Emrah Aygül, Sworn-in CPA
Responsible Auditor
10.01.2022



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OUR FUTURE EXPECTATIONS

As Argüden Governance Academy, we have been working to improve the quality of people of all ages in line with our mission and vision ever since the day we were founded. In 2021, we will continue our endeavors with children, the youth, and professionals in the public, corporate, and civil society as well as at a global level to ensure a better quality of life and a sustainable future.

We aim to complete the Integrated Municipality Governance Model© and Metropolitan Municipality Governance Scorecard© research, which we started within the scope of our public governance efforts in 2021, to prepare their publications and then to launch them. In addition, we aim to complete our Child and Parent Friendly Municipality Governance Guide project, which we started in 2020 in line with our governance works in the public sector and published the interim report in 2021, and announce the results in 2022. We aim to complete the fourth of our Sustainability Governance Scorecard© research, which is well-exercised and impactful at B2o Tokyo, in 2022.

We believe that continuing to establish impact and diffusion partnerships with strategic collaborations will contribute to the dissemination of this work and good governance culture. In 2022, we aim to share the results of the study with more diverse platforms and cooperation partners in the local and international arena and present them to the benefit of our stakeholders. As we leave behind a year in which we benefited from the power of digital communication at the highest level, we wish to come together with more of our stakeholders through digital communication channels in 2022.

In order to spread the good governance culture to more people and institutions, we aim to carry out studies that will increase the number of our volunteers and stakeholders with whom we cooperate at different levels and the impact they create. We are grateful to all our volunteers who have devoted a total of 21,000 hours to good governance from the day we were founded until the end of 2021.

In 2022, we aim to spend a year working in every sense for everyone from 7 to 77. In the works we carried out until the end of 2020, we came together with children, young people and professionals from all sectors, but we did not have the opportunity to meet with the elderly directly. In 2021, we started to support academic studies aimed at improving the quality of life of the elderly. In 2022, we aim to carry out physical studies on the quality of life of the elderly.

The foundation of good governance culture is laid in childhood, it develops in youth, it matures and can be put into practice in adults. For this reason, we aim to further expand the Good Governance for Children Program,

In 2021, we aim to increase the quality of governance and carry out activities in the public sector, private sector, civil society and international arena for children, youth and professionals for a better quality of life and a sustainable future.

which is our good governance practice with children, in 2022. In addition, we will increase our governance efforts with young leaders. We will support the work of the Governance Youth Network, which consists of young people who graduated from GOV101 Training, in the best way possible this year. We will gain new experiences by creating collaboration environments so that GOV101 Training can be implemented in cooperation with different digital education platforms.

We have translated many international publications into Turkish since the day we were founded in order to promote the development of governance in the international arena. In 2022, we plan to present one of these publications, Decision Quality in the Public Service, published periodically by the OECD, to the attention of our stakeholders.

Since the day we were founded, we have been supporting the activities of our stakeholders to reach the SDGs and we have adopted the SDGs as one of our guides in our work. We think that it is necessary to better focus on each purpose for a more sustainable future and quality life, and we support and attach great importance to the “A Calendar Day for each SDG” approach developed for this purpose. With A Calendar Day for each SDG, it is aimed to improve the speed of learning, to increase the effectiveness of the studies, and to reach the goals faster by sharing good examples. As a follower and advocate of this issue for a full year in 2021, we organized events on the topics of SDG 4: Quality Education, SDG 11: Sustainable Cities and Communities, SDG 16: Peace, Justice and Strong Institutions. Since it will be difficult to reach many of our stakeholders due to religious holidays and summer holidays, we could not organize an event on the day set for SKA 17: Partnerships for the Goals, which is one of the matches we focused on in our work in 2021.

While we would like to express our gratitude to our donors who support us by believing in the impact created by the work we carry out, we apply for funds and grants in order to better carry out the works that will increase our impact, together with our financial resources. As in 2021, we plan to continue to seek different sources by following grants and funds in 2022.

For the spread of good governance culture and climate, it is necessary to plant the seeds of this culture in different age groups and different sectors. Since the day we were founded, we have been planting seeds of good governance, watering the seedlings and harvesting the fruits with our work. With the seeds we plant and the seedlings we grow, our expectation and hope for the future increase every year.

With our wishes for a better quality of life for everyone...

Since our establishment, we have been planting good governance seeds, watering the seedlings and collecting the fruits with our work. With these seeds and seedlings, our expectations and hopes for the future increase every year.