

GOOD GOVERNANCE FOR QUALITY OF LIFE



INTEGRATED REPORT

2023



ARGÜDEN
GOVERNANCE
ACADEMY

Good Governance for
Quality of Life
— 10 YEARS —

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OUR INTEGRATED REPORT

We have prepared this report, which includes the activities carried out by Argüden Governance Academy in 2023, in line with the fundamental concepts and principles set out in the International Integrated Reporting Framework, developed by the Value Reporting Foundation and the International Integrated Reporting Council and adopted by the International Financial Reporting Standards (IFRS).

Through this report, we convey how the Academy mobilized and utilized its resources in 2023 to raise awareness of governance and promote good governance practices, using the logic and perspective of integrated reporting. Additionally, the information contained in our Leverage Report, along with financial documents and data, has been audited and verified by an independent audit firm.

With integrated reporting, we aim to enable our internal and external stakeholders to accurately assess the institution's purpose, mission, vision, and strategies, while also fostering a culture of governance within the institution. This reporting approach ensures more transparent communication with our stakeholders, demonstrates the continuity of our activities, and provides concrete indicators of how effectively we utilize our resources in a fair, responsible, and consistent manner. Consequently, we enhance stakeholder engagement in our processes and increase the accountability of our institution.

As the first institution in Türkiye to publish an integrated report, we lead the dissemination of integrated thinking and integrated reporting. Since our establishment, we have been pioneering globally in this area by publishing our activities as integrated reports. We continue to be among the global advocates for the adoption of integrated thinking by public, civil society, and private sector institutions, setting an example and providing support to many organizations. In this report, where we share our 2023 activities, we present comparative data from the previous year and provide information about our planning and indicators for the coming year.

ARGÜDEN GOVERNANCE ACADEMY

Argüden Governance Academy is a foundation dedicated to improving the quality of governance in public, civil society, private sector, and international institutions. As the Academy, we are committed to enhancing the quality of governance to increase trust in institutions on our journey to improve the quality of life and create a sustainable future. With the mission to be the “excellence and first point of reference” in the development and dissemination of a good governance culture, we engage with individuals of all ages, from 7 to 77, as well as leaders from private sector, civil society organizations, public institutions, and international organizations.

We have completed ten impactful years since we started in 2014 to promote and develop a culture of good governance. With a holistic and integrated approach to governance, we develop content, prepare training programs, and encourage good practices to enhance trust in institutions. Over the past 10 years, our efforts include:

- Conducting more than 100 training programs and graduating approximately 6,000 participants
- Researching the governance quality of 1,500 institutions in 25 completed projects.
- Producing over 100 publications, reports, and articles contributing intellectually to governance.
- Reaching over 100,000 people through face-to-face interactions in more than 350 events, contributing to the internalization of a good governance culture among individuals and institutions.
- Increasing the value we create by collaborating with over 350 institutions across all sectors.
- Leveraging each 1 TL of monetary donations with 1.5 TL of in-kind contributions on average over 10 years, allowing us to carry out activities with an economic cost of 2.5 TL.
- Receiving support from hundreds of volunteers who believe in the importance of good governance for a sustainable future, contributing more than 40.000 volunteer hours to our efforts.
- Supporting academic success, with four of our scholarship recipients and employees achieving their Doctorate qualifications.

We are recognized globally for our impact studies, such as the Sustainability Governance Scorecard© and the Municipality Governance Scorecard©, as well as our publications like the Local Development Guide and the Guide for Preparing an Integrated and Inclusive Strategic Plan. Additionally, we develop and implement educational programs tailored for leaders in the public, civil society, and private sectors.

We also design and conduct good governance education programs for all segments of society, from children to university students. These include the Good Governance for Children program for children, the YÖN101 Education Program for university students, the Sustainability101 Education, and the Aristo Social Entrepreneurship Program. The responsible leaders who participate in these programs are part of our Youth Network, which operates in over 20 cities across Türkiye, involving students from more than 40 universities.

As a non-profit foundation, we have been accredited by the Council of Europe to design and grant the European Label of Governance Excellence (ELoGE) in Türkiye to enhance the quality of governance in local administrations. We also pioneered the implementation of the Council of Europe's School of Participatory Democracy in Türkiye and conduct scholarship programs that support academic research on good governance.

As the first organization in Türkiye to publish an Integrated Report, we are pioneers in Integrated Reporting. Since our establishment, we have been publishing our activities as an Integrated Report, positioning ourselves as a leading civil society organization globally. We actively promote the adoption of integrated thinking by public, civil society, and private sector institutions.



FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



Dear Stakeholder,

This year, once again, we have come to realize the critical importance of good governance. The earthquake disaster that struck at the beginning of the year deeply shook us all; we are deeply saddened by our losses. We hope that the rebuilding processes in the affected cities will be completed as soon as possible, in the most accurate, fair, and effective manner. In a time when the majority of our country's population lives in urban areas, we are aware that proper

structuring, transparent and accountable, fair and consistent policies, and the reflection of these principles in institutional practices are the main preventive factors before crises. Therefore, we have been working for the past few years on building and sustaining resilient cities and developing models that promote public-private-civil society collaboration. In 2023, we developed the **Civil Engagement from Disaster to Development** project as a civil monitoring and participation tool for post-disaster reconstruction processes. We will present this project and tool to the attention of citizens and civil society organizations in the first quarter of 2024.

The year 2023 held great significance for our country as well. This year, we celebrated the 100th anniversary of the Republic of Türkiye with great enthusiasm. We paid our respects to Gazi Mustafa Kemal Atatürk, his comrades-in-arms, and all those who have fought to preserve the unity and solidarity of our country, who entrusted this country, our democracy, and the Republic of Türkiye to us. As we enter the second century of the Republic of Türkiye, we, together with our Youth Network, published the **Pledge to the Republic of Türkiye: The Youth Manifesto**. This Manifesto, which includes the promises of young people for a more sustainable future and a better quality of life, serves as a pledge that everyone committed to the principles and values of the Republic can support and sign.

This year, we carried out various initiatives to promote the adoption of concepts such as “civil participation” and “meaningful participation” as a culture within institutional decision-making processes. For the first time in Türkiye, we implemented the **School on Participatory Democracy**, developed by the Council of Europe for public and civil society stakeholders. Over 50 experts graduated from the training sessions held in collaboration with the Istanbul City Council in Istanbul and the Civil Society Development Center in Ankara.

As the institution authorized to award the **European Label of Governance Excellence** in Türkiye, which plays a significant role in the dissemination of democratic governance processes, we led the application and independent evaluation processes in 2023. For the first time in Türkiye, we awarded the Label at the metropolitan level. The municipalities of Bağcılar, Gebze, Sultanbeyli, and Şişli earned the right to use the Label for one year, alongside Ankara and Eskişehir Metropolitan Municipalities. We are also pleased that Sultanbeyli and Şişli Municipalities, which were the first municipalities in Türkiye to earn the right to use the Label last year, reapplied this year and extended their right of use for another year. We hope that more municipalities will adopt good governance and commit to excellence by applying for the Label.

Recognizing that local governments are the institutions that make the most rapid and effective contributions to improving the quality of life for citizens, we will continue to enhance governance quality at the local level. This year, we shared the 2023 results of our **Municipality Governance Scorecard** research, in which we examined the governance quality of Istanbul districts. By repeating this study, which we first conducted in 2018, after five years, we had the opportunity to present a comparative view of the

progress made by municipalities. In this way, we have enhanced the learning processes of municipalities from their development and good examples. The Municipality Governance Scorecard, recognized as an innovative example by the OECD and the United Nations, focuses on the operations and practices of municipalities rather than their performance.

In 2023, we continued our **Sustainability Governance Scorecard** research, an impact study aimed at accelerating the learning processes among institutions to improve the state of the world. We shared the results of our research and our model internationally at the International Financial Reporting Standards Sustainability Symposium and domestically at the Turkish Investor Relations Society's conference.

In addition to fostering the development of governance culture within institutions, we also support individuals in adopting and developing this culture. We continue our work with children and young people, adapting our efforts to align with the dynamism and developments of the times. Our **Youth Network**, composed of more than 150 young people from over 40 universities in more than 20 cities, continued its activities at full speed in 2023. Nearly all members of the Youth Network actively take on responsibilities, working with great enthusiasm and dedication in every task, from internal management to member relations, from training sessions to projects. On average, 150 young people undergo approximately eight weeks of training each year and graduate from the program.

We also continued our **Good Governance for Children** in 2023, which we developed to instill the principles of good governance in children from a young age through play. Since 2019, we have been implementing this program with 5th-grade students at Darüşşafaka Educational Institutions. In 2023, we sought ways to reach children in the earthquake-affected region through this program to improve education quality. Shortly after addressing the immediate needs, we conducted field visits to the earthquake zone in the fall of 2023 and began planning. We started preparations to implement the program in Hatay in 2024 in two versions: modular and long-term.

Our **A Calendar Day for Each SDG** proposal, which we submitted to the United Nations General Assembly in 2020 to accelerate progress towards the Sustainable Development Goals (SDGs) and contribute to the sustainability of our future, has been adopted and implemented by both Global Compact and Global Compact Türkiye. As we mark a decade since we embarked on this journey in 2014 with the aim of "improving the quality of life and creating a sustainable future," we look forward to 2024, where we will see and further amplify the impact we have created. We will continue this journey alongside dozens of institutions and hundreds of volunteers who believe in our work and the value we create.

I would like to thank our volunteers, who devoted 10,422.5 hours to contribute to our work in 2023, as time is one of our most valuable resources. I would also like to express my gratitude to our donors—TIRSAN, Garanti BBVA, Akkök Holding, BORUSAN, Çalık Holding, Altınbaş University, and ARGE Consulting—who have believed in the importance of governance for our country and the world and have supported us since our founding. A special thanks to Gülman Group, which joined our circle of donors at the end of 2023 to help further develop the culture of good governance. I would like to express my profound gratitude to our Advisory Board and Academic Board Members, whose shared knowledge and expertise have guided us toward continuous improvement. I am also deeply thankful to our Board of Directors, whose careful attention and insightful leadership have significantly elevated the quality of our work. To our dedicated team, who execute every task with precision and commitment, I extend my sincere appreciation. Lastly, I offer my heartfelt thanks to our volunteers and young members, whose unwavering dedication and vibrant energy not only fuel our progress but also inspire us to envision a future filled with hope.

Prof. Dr. Metin ÇAKMAKÇI

Chairman of the Board

ACADEMY AT A GLANCE

2023



EDUCATION

12 TRAINING PROGRAM
269 HOURS TRAINING
335 GRADUATE

RESEARCH

12 PUBLICATION, REPORT, ARTICLE
4 RESEARCH
256 LEADER INSTITUTIONS



COMMUNICATION



29 EVENTS
4.705 IN-PERSON COMMUNICATION
4.337.032 DIGITAL COMMUNICATIONS

OUR PURPOSE, VISION, AND MISSION

Argüden Governance Academy is a foundation dedicated to improving the quality of governance in public institutions, civil society, the private sector, and international organizations. As an Academy, we carry out its mission with the aspiration of being a center of excellence and a primary reference point for the development and dissemination of a culture of good governance.

Our mission is to enhance the quality of governance to build trust in institutions, as we believe that a sustainable future can only be achieved through a “society that trusts its institutions.” With this conviction, we engage in initiatives targeting all age groups -from 7 to 77- and provide support to leaders in the private sector, civil society organizations, public institutions, and international organizations. We foster approaches that help institutions gain the trust of their stakeholders. By combining our world-class expertise with an “integrated governance approach,” we collaborate with other organizations to improve the quality of life for both current and future generations. In line with this approach:

- We organize educational programs to ensure that the next generation of leaders internalizes a culture of good governance, enabling children, youth, and representatives from the public, civil society, and private sectors to learn governance through experience.
- We develop original methodologies, conduct research, and accelerate learning through “best practices” to raise awareness of good governance.
- Through our publications that emphasize the “key role of good governance in the sustainability of the world and the enhancement of quality of life,” we contribute intellectually on a global scale.
- We foster collaborations with international organizations, universities, public institutions, private sector entities, and civil society organizations to spread the culture of good governance and increase the impact of our collective efforts.
- We keep all stakeholders informed of global developments in governance through our events, creating platforms for sharing knowledge and experiences.
- We encourage academic work in the field of good governance by providing awards and scholarships.
- We support, advocate for, and contribute to the development and dissemination of international standards and methodologies that enrich the culture of good governance.

OUR BUSINESS MODEL

To achieve our goal of improving quality of life and creating a sustainable future, we generate knowledge and provide educational programs designed to benefit our target audiences. We conduct impact researches, publish reports, organize conferences, and accelerate the dissemination of knowledge through various communication activities. Additionally, we advocate for good governance on both global and local platforms.

We work across the public sector, private sector, civil society, and global platforms to enhance the quality of life for everyone. The unique models, educational programs, and research we have developed to improve local governance quality have garnered international attention. Through the global invitations we receive to promote and expand these initiatives, we contribute from Türkiye to the world for a better future.

**For a sustainable and inclusive future,
we bring “good governance” to everyone, from 7 to 77.**



CHILDREN

When the culture of good governance is instilled from childhood, it provides the keys to becoming a responsible individual in life. A responsible individual builds trust through their words and actions. Such a person:

- Participates in decision-making and takes responsibility for solving personal and societal issues,
- Acts with consistency and fairness while fulfilling their responsibilities,
- Is transparent and accountable for their decisions, ensuring these decisions have a positive impact.

We design our programs for children with the philosophy of developing ‘responsible individuals’ who contribute to the future. These programs focus on experiential learning, allowing children to learn through experience. In addition, we work with institutions to create initiatives that guide children and parents in taking responsibility.



YOUTH

University is often a crucial period for young people to experience and spread the principles of good governance as emerging leaders. In student clubs established at universities, they gain leadership experience and important management skills before entering the professional world. A responsible leader who embraces good governance principles during this time serves as a role model in spreading this culture within their ecosystem. A responsible leader:

- Possesses a vision capable of inspiring others towards set goals, demonstrating fairness and consistency in their actions while moving towards this vision,
- Understands the need for a participatory and inclusive approach in defining the roadmap and making decisions,
- Is well-informed and adopts a questioning approach to trigger effective decision-making,
- Utilizes resources efficiently and maintains transparency and accountability in their decisions and resource usage,
- Is aware of their responsibilities not only to themselves and their immediate circle but also to the broader community.

Our programs for young people are designed with the philosophy of working alongside responsible leaders who take initiative for the future. We implement experiential learning programs that engage the next generation in leadership and governance.



GOOD GOVERNANCE IN DIFFERENT SECTORS



PUBLIC GOVERNANCE

- We enhance the competencies of public leaders to develop scientifically grounded public policies by fostering a culture of good governance in their work.
- We work to improve transparency and accountability by ensuring inclusive and effective stakeholder participation in public decision-making processes.



NGO GOVERNANCE

- We work to enhance the internal governance capacities of NGOs, helping them become more transparent, accountable, fair, participatory, responsible, consistent, effective, and ultimately more trustworthy organizations.
- We develop their skills to become more effective partners in the government's decision-making processes.
- By adopting good governance practices, we help NGOs increase their capacity to mobilize resources and build trust in their institutions.
- We contribute to creating effective and efficient new collaboration opportunities by advancing good governance within NGOs.



CORPORATE GOVERNANCE

- We conduct initiatives to enhance the reliability of companies, thereby contributing to their sustainability.
- We ensure the establishment of a trustful environment among stakeholders through the guidance and oversight of boards that embrace good governance.
- By adopting good governance practices, we help companies make sustainability a core aspect of their approach, thereby facilitating the improvement of the quality of life within their impact areas.



GLOBAL GOVERNANCE

- By collaborating effectively and efficiently with leading global institutions, we contribute intellectually to finding joint solutions to global challenges from a perspective of good governance.

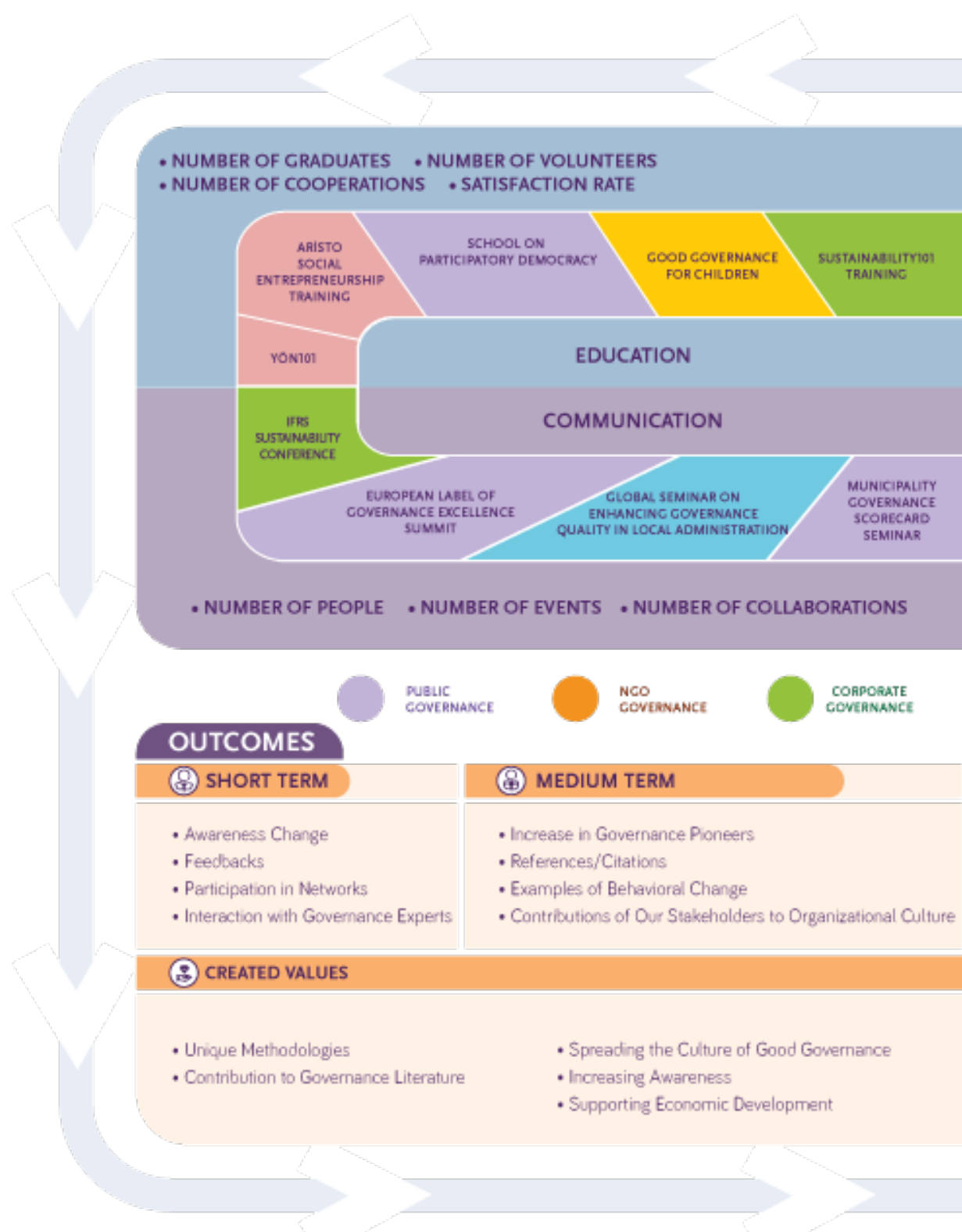


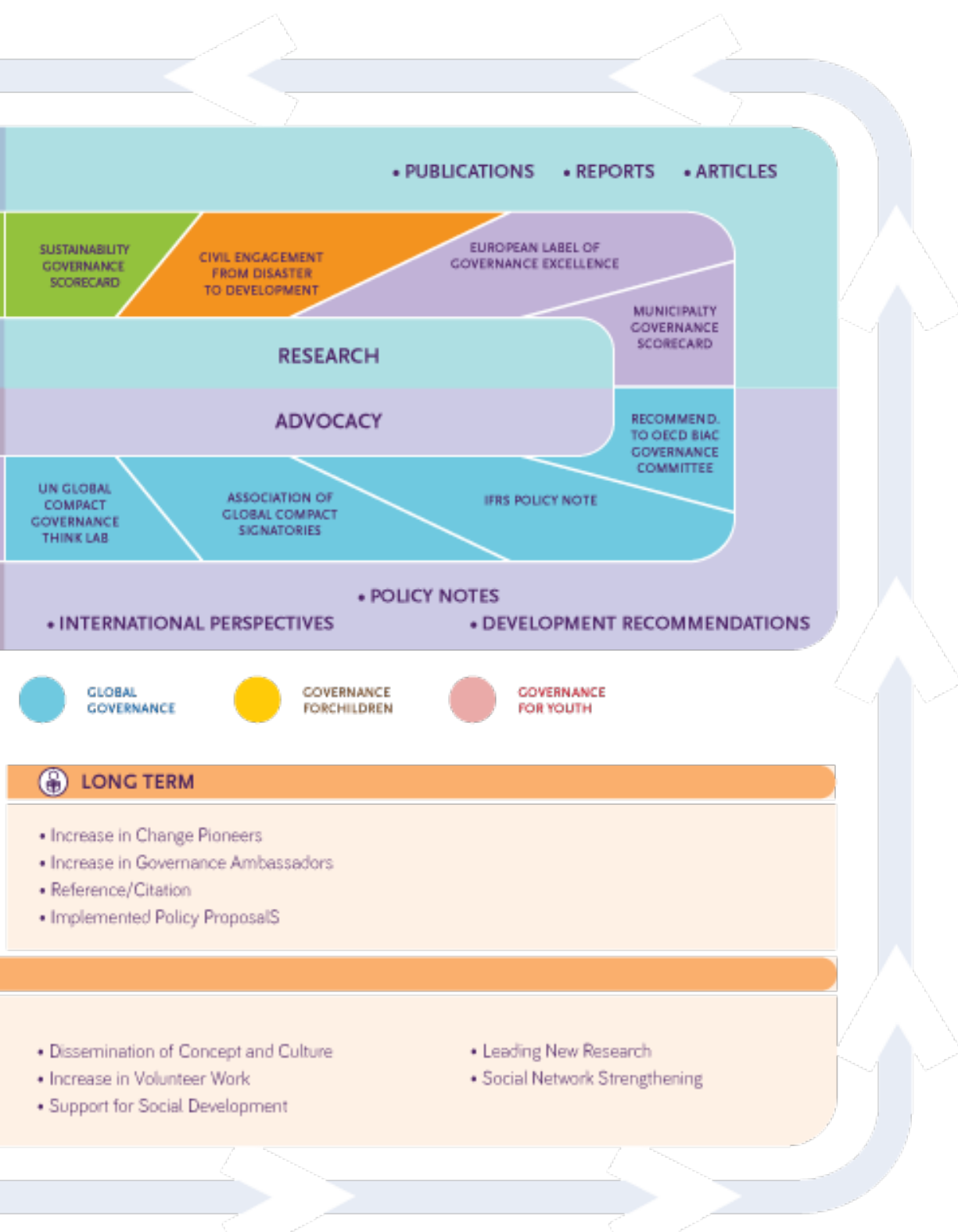
To develop and promote a culture of governance both locally and globally, we establish partnerships aimed at enhancing our institutional reputation, visibility, and intellectual contribution. By creating collaborative efforts that leverage knowledge, impact, and resources, we generate multiplier effects and increase our social capital.

We strive to provide voluntary and in-kind contributions wherever possible to use our resources effectively and efficiently. Increasing the “leverage effect” of our financial resources is one of our fundamental goals.

Our core team consists of full-time and skilled professionals, and we benefit from the expertise of various specialists on a project basis. We highly value the contributions of our Advisory Board and Academic Council members and support and highlight the intellectual development of our human resources both within and outside the institution.

To raise awareness about the importance of governance, nurture future leaders, and spread and reward “best practices,” we engage in education, research, and communication activities. We adopt an “integrated” approach to ensure the efficiency of governance practices at both individual and institutional levels, believing that governance is a “culture and trust climate.” By promoting good governance practices (active participation in decision-making, consistency, transparency, fairness, responsibility, accountability, and effectiveness), we contribute to improving the quality of life for citizens and inspire new practices. We measure our short, medium, and long-term results, strive to create value for our stakeholders in all our activities, and prioritize both our sustainability and that of our stakeholders.





OUR CAPITALS

Through our activities in the public sector, civil society, private sector, and on a global scale, we leverage four distinct forms of capital to create individual, institutional, and societal value:



Our Intellectual Capital

- Unique research models
- Educational programs tailored for different age groups and sectors
- Incentive mechanisms for promoting the spread of good governance
- Advocacy efforts to promote diversity
- Inclusive collaboration culture
- Knowledge base and experience
- Publications on national and international scales



Our Financial Capital

- Corporate and individual donations
- Resources obtained through grant projects
- Capital generated through leverage effects
- Revenue from our economic enterprise



Our Human Capital

- Advisory Board
- Board of Trustees
- Executive Board
- Academic Council
- Team
- Volunteers
- Trainers



Social Capital

- Collaborations with stakeholders
- Knowledge partnerships
- Synergistic relationships

GOOD GOVERNANCE FOR SUSTAINABILITY DEVELOPMENT GOALS

As the Academy, we recognize that the contributions of the Sustainable Development Goals (SDGs) towards a sustainable future and the responsibilities involved cannot be left solely to governments. Since our establishment, we have supported the activities of our stakeholders to achieve the SDGs and have embraced the SDGs as one of our guiding principles in our work. We place great importance on the “One Day for Each SDG” approach, which focuses on sharing good examples for each goal to better concentrate on the SDGs, enhance the impact of our work, and achieve the goals more rapidly.

In addition to our indirect contributions to many SDGs, we conduct focused work on the following goals: SDG 4: Quality Education, SDG 11: Sustainable Cities and Communities, SDG 16: Peace, Justice, and Strong Institutions, SDG 17: Partnerships for the Goals

To summarize our efforts contributing to these goals:



We believe that contributing to the development of our children and youth as responsible individuals will support both current and future leaders in creating a sustainable future. Examples of our work in this area include the “Good Governance for Children,” which supports the development of children, and the “YÖN101 Training Program,” “Sustainability 101 Education,” and “Aristo Social Entrepreneurship Program,” which foster the development of young people taking on responsibilities in university clubs.



We place great importance on work related to the sustainability of communities and cities, striving for a higher quality of life and a sustainable future. We have developed guiding models for more participatory, inclusive, and sustainable local governance. Our models, including the European Label on Governance Excellence accreditation, School on Participatory Democracy, “Sustainability Governance Scorecard,” “Municipality Governance Scorecard,” “Holistic Social Service Governance for Resilient Cities,” and “Local Development Guide for Business,” have garnered interest both in Türkiye and globally.



One of the core objectives of our work since our establishment is SDG 16, which encompasses supporting peaceful and inclusive societies for sustainable development, ensuring access to justice for all, and building effective, accountable, and inclusive institutions at all levels. Through our education, research, communication, and advocacy activities across all age groups and sectors, we aim to foster awareness of good governance locally and globally, working towards more consistent, responsible, accountable, fair, transparent, effective, and participatory institutions.



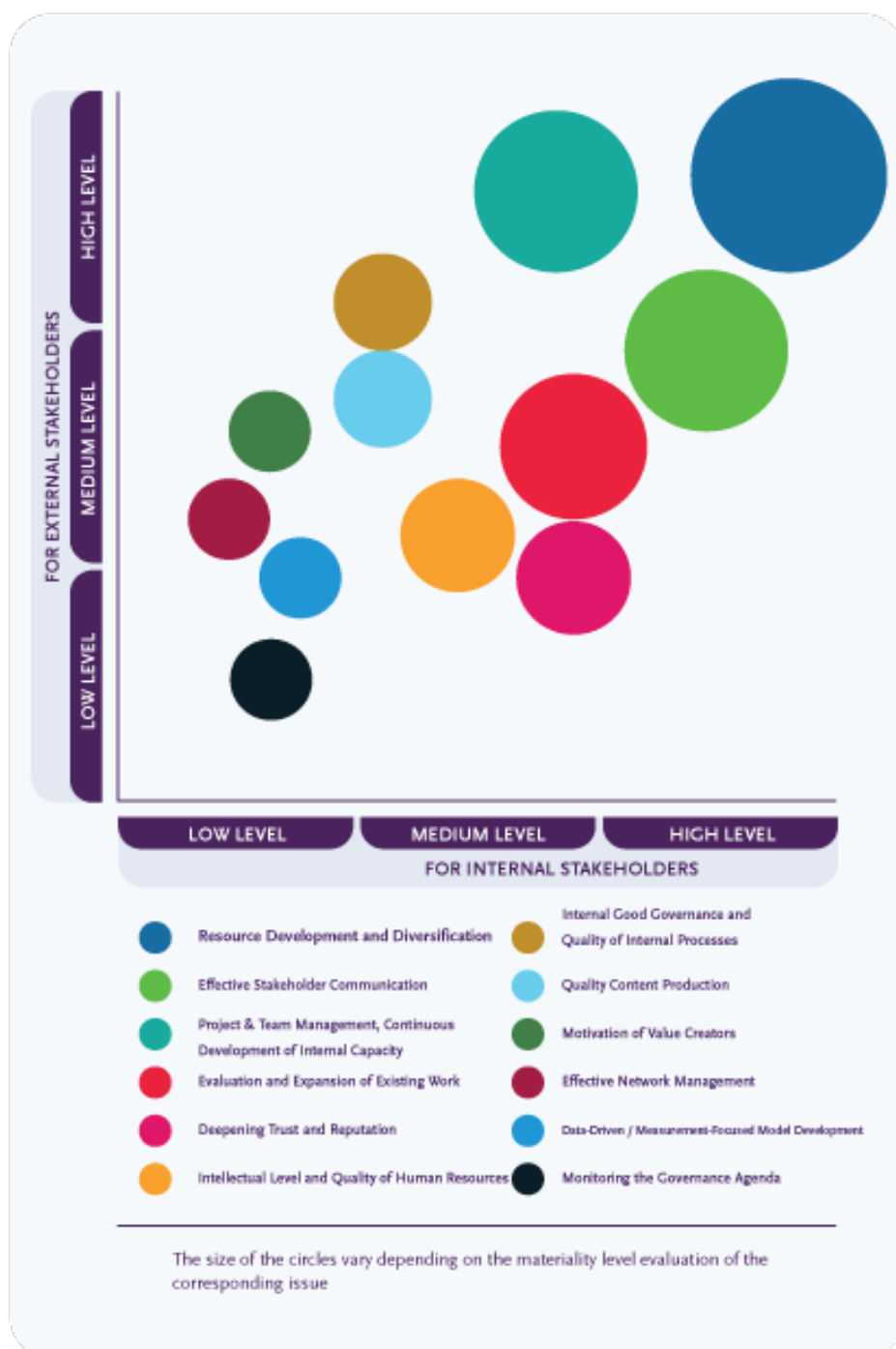
We continue to advance our efforts to improve the quality of life for everyone, from all walks of life, through local and international collaborations, believing in the power of collective action. We are committed to achieving our goals through long-term partnerships, based on the belief that the societal benefits derived from various sectors coming together exceed those achieved by any single organization. In our collaboration models, we place great importance on mutual benefit and actively guide our stakeholders to develop further collaborative efforts.

OUR MATERIALITY MATRIX

To identify the “critical” issues for our Academy, we convened with our Board of Directors to conduct a comprehensive review of previous years, 2023, and future prospects. We also gathered insights from our stakeholders, asking them to assess the issues they and our Academy consider “important.” We categorized these topics into low, medium, and high levels of importance, creating our “Materiality Matrix.” In this matrix, we related the issues to our types of capital and associated risks, evaluating the areas requiring development from a holistic perspective.

We illustrated the variability of the issues in our Materiality Matrix according to the views of our internal and external stakeholders using horizontal and vertical axes. Comparing the 2023 Materiality Matrix with the previous year:

- The previously top-ranked issue of “trust and reputation” has seen a slight decline in 2023. This does not imply a lack of importance but reflects our confidence in the trust environment we have established.
- In 2023, both our internal and external stakeholders highlighted “resource development and diversification” as the most crucial issue. Accessing more resources to develop additional projects and facilitate goal achievement is highly valued by both groups.
- Effective communication processes, increased internal capacity quality, and communication that is appropriate and useful to our target audience are also highly prioritized by both stakeholder groups.
- Evaluating and further disseminating the many unique models, research results, and training programs we have produced are other important topics.
- High-quality content production, the intellectual level of human resources, and effective network management are crucial for our institution’s sustainability.
- The growing volunteer network and team motivation have been newly added to the 2023 Materiality Matrix.
- Additionally, “tracking governance agendas,” which supports our goal of being a reference and primary source in good governance, has also become a significant topic for both internal and external stakeholders in the 2023 Materiality Matrix.



CODE	MATERIAL ISSUE	DEFINITION	RELATED RISKS	RELATED CAPITAL
M1	Resource Development and Diversification	We believe that for our Academy to achieve its goals and fulfill its mission and vision, it is essential to generate resources, use them effectively and efficiently, and be accountable in this regard.	 	 
M2	Effective Stakeholder Communication	To maintain the trust and reputation we have earned for the Academy, we embrace a culture of good governance in our communications and collaborations with both internal and external stakeholders.	 	 
M3	Project & Team Management, Continuous Development of Internal Capacity	We embrace good governance principles throughout all processes of every project we undertake and consider effective project management crucial for organizational sustainability. Similarly, we prioritize the continuous improvement of internal capacity as essential for the sustainability of the institution.	 	
M4	Evaluation and Expansion of Existing Work	We believe it is important to further disseminate our original research models, innovative training programs, reports, publications, and articles.	 	 
M5	Intellectual Level and Quality of Human Resources	We prioritize creating value for both the organization and our human capital through our work. We consider the development of our intellectual and high-quality human resources crucial for the sustainability of the Academy.	 	
M6	Deepening Trust and Reputation	In addition to valuing the organization's overall trust from all stakeholders, we also consider it important for the organization to deepen and enhance this trust and reputation.	 	 
M7	Quality Content Production	We consider the quality of the work and content we produce, across four main sectors and for everyone from ages 7 to 77, as an indispensable element of our reputation.	 	
M8	Internal Good Governance and Quality of Internal Processes	We consider the implementation of good governance principles in our internal processes as important and a top priority.	 	 
M9	Motivation of Value Creators	We place great importance on maintaining high motivation and belief among all our stakeholders and volunteers, as this enhances the impact of our work and the value we create.	 	
M10	Data-Driven / Measurement-Focused Model Development	As an organization that prioritizes the development of governance and sustainability issues, we are creating models from Türkiye for the world, and these models are being followed with interest.	 	
M11	Monitoring the Governance Agenda	We aim to be a reference and first point of contact by monitoring developments in good governance both in Türkiye and globally.	 	 
M12	Effective Network Management	We prioritize actively communicating with our network, which includes our impact partners, resource providers, dissemination and knowledge partners, volunteers, researchers, alumni, and internal stakeholders.	 	 

Our Capital



Intellectual
Capital



Financial
Capital



Human
Capital



Social
Capital



Operational
Risk



Political
Risk



Reputation
Risk



Financial
Risk



Compliance
Risk



Strategic
Risk

Our Risks

OUR RISKS AND OPPORTUNITIES

We consider it one of our primary responsibilities to accurately identify the risks that could impact our institution in the short, medium, and long term and to take measures to manage these risks effectively.

At the end of 2023, we assessed elements that could harm our Academy and anticipated factors that might disrupt our activities. Alongside our risks, we also evaluated potential opportunities for creating sustainable value:

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

We actively monitor and regularly assess these opportunities for creating sustainable value. In 2023, we evaluated how to leverage these opportunities, how to enhance our processes accordingly, and completed our improvement efforts. We particularly define collaboration opportunities for disseminating knowledge as a core part of our processes.

Some of the opportunities we are following as the Academy include:

- Strengthening relationships with current and potential donors and creating new opportunities (domestic and international)
- Monitoring international and domestic funding, support, and awards
- Identifying and tracking project opportunities related to “good governance” that can expand our impact area
- Diversifying and increasing contributions from our volunteers and in-kind contributions
- Forming new local and global partnerships
- Developing relationships and collaborations with other organizations working in the same field
- Evaluating opportunities for more active use of digital technologies

RISKS	DEFINITION	TERM	RISK MANAGEMENT
 Reputation Risk	The reduction of trust in our institution or the damage to our reputation		Working with the utmost care to uphold the principles of transparency, effectiveness, accountability, and consultative decision-making; developing diverse areas and stakeholders; ensuring the quality of produced projects; and raising our team's awareness of the importance of reputation.
 Strategic Risk	Withdrawal of Supporters, Abandonment of Support for Good Governance		Searching for diverse supporters and implementing various innovative methods to highlight the importance of governance and its impact on quality of life.
 Political Risk	Stakeholders (organizations and individuals) withdrawing from collaboration due to the political climate		Seeking alternative partnership opportunities and expanding the list of potential collaborative activities, convincing political actors, and strengthening communication.
 Financial Risk	Fluctuations in exchange rates, withdrawal of donation commitments, excessive inflation affecting the estimated budget, and imbalance between income and expenses	 	Avoiding transactions in different currencies, seeking new donors, preparing alternative budgets, and reviewing activities to update the work plan.
 Compliance Risk	As a non-profit organization, being subject to various legal regulations, non-compliance with these regulations may result in legal losses	 	Paying special attention to compliance with legal regulations and legislation, enhancing our team's knowledge of these regulations, and closely monitoring legal updates.
 Operational Risk	The departure of trainers, potential disruptions in transportation (such as canceled flights), delays in printing processes, and the risk of projects not being completed on schedule		Maintaining a list of backup trainers, scheduling make-up classes for postponed sessions, engaging with different/alternative designers and printing companies, expediting the publication preparation process, frequently reviewing and updating project plans to adapt to new circumstances.
Terms		 Short Term	 Medium Term  Long Term

OUR KEY PERFORMANCE INDICATORS

We are aware that continuous development will occur when we measure, assess, and identify areas for improvement in our performance.

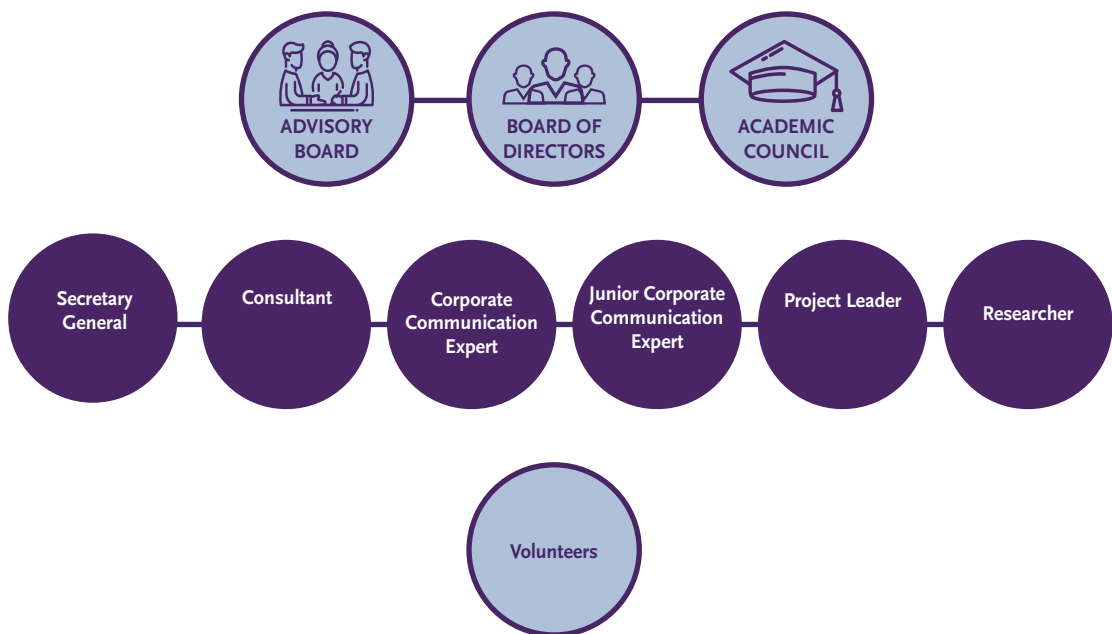
In 2023, we continuously reviewed our performance indicators within the team and periodically at the Board level, actively tracking our areas for improvement. Key highlights of our achievements include:

- **Certification:** Two metropolitan municipalities (Ankara and Eskişehir) and four district municipalities earned the right to use the European Governance Excellence Mark for one year.
- **Research Update:** We renewed our Municipality Governance Scorecard research, which we first conducted in 2018.
- **Methodology:** We conducted our Sustainability Governance Scorecard© research, using a unique methodology to assess the sustainability of the sustainability policies of 219 companies across seven countries and ten different sectors.
- **Global Recognition:** Our Sustainability Governance Scorecard serves as a model for global sustainability leaders. We shared our research approach and 2022 results as a Knowledge Partner at the International Financial Reporting Standards Sustainability Conference, following its recognition as a best practice at the B20 Tokyo Summit in 2019.
- **Publications:** In 2023, we prepared 12 publications, reports, and articles as part of our research activities.
- **Project Leadership:** The “A Calendar Day for Each SDG” project we proposed at the UN Global Compact Leaders Summit in 2020 was adopted and implemented by UN Global Compact starting in 2021. In 2023, we led the establishment of a ThinkLab within UN Global Compact to further expand this project globally and shared our ideas.
- **Events and Outreach:** We shared our views on good governance in 29 events as speakers, engaging with 4,705 participants face-to-face and reaching over 4 million people through digital channels.
- **Training Programs:** A total of 326 individuals graduated from our 12 training programs, each involving at least 10 hours of active learning. We provided a total of 253 hours of training in 2023.
- **Volunteer and In-Kind Contributions:** We utilized volunteer and in-kind contributions in our efforts to enhance the quality of life for everyone, from children to seniors, and across various sectors. We express our sincere thanks to all supporters who believe in the necessity of good governance.
- **Academic Support:** We continued our support for academic work in the field of good governance by contributing to two scholars, one at the master’s level and one at the doctoral level.
- **Volunteer Contribution:** Our 107 volunteers contributed 10,422.5 hours to our projects and events.
- **Collaborations:** We established partnerships with the Council of Europe, UN Global Compact, OECD, IFRS, Istanbul City Council, STGM, Koç University, Darüşşafaka Society, European Local Democracy Association, Altınbaş University, Istanbul Policy Center, and the Post-Disaster Life Platform to reach broader audiences with impactful work.

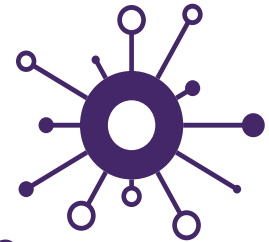
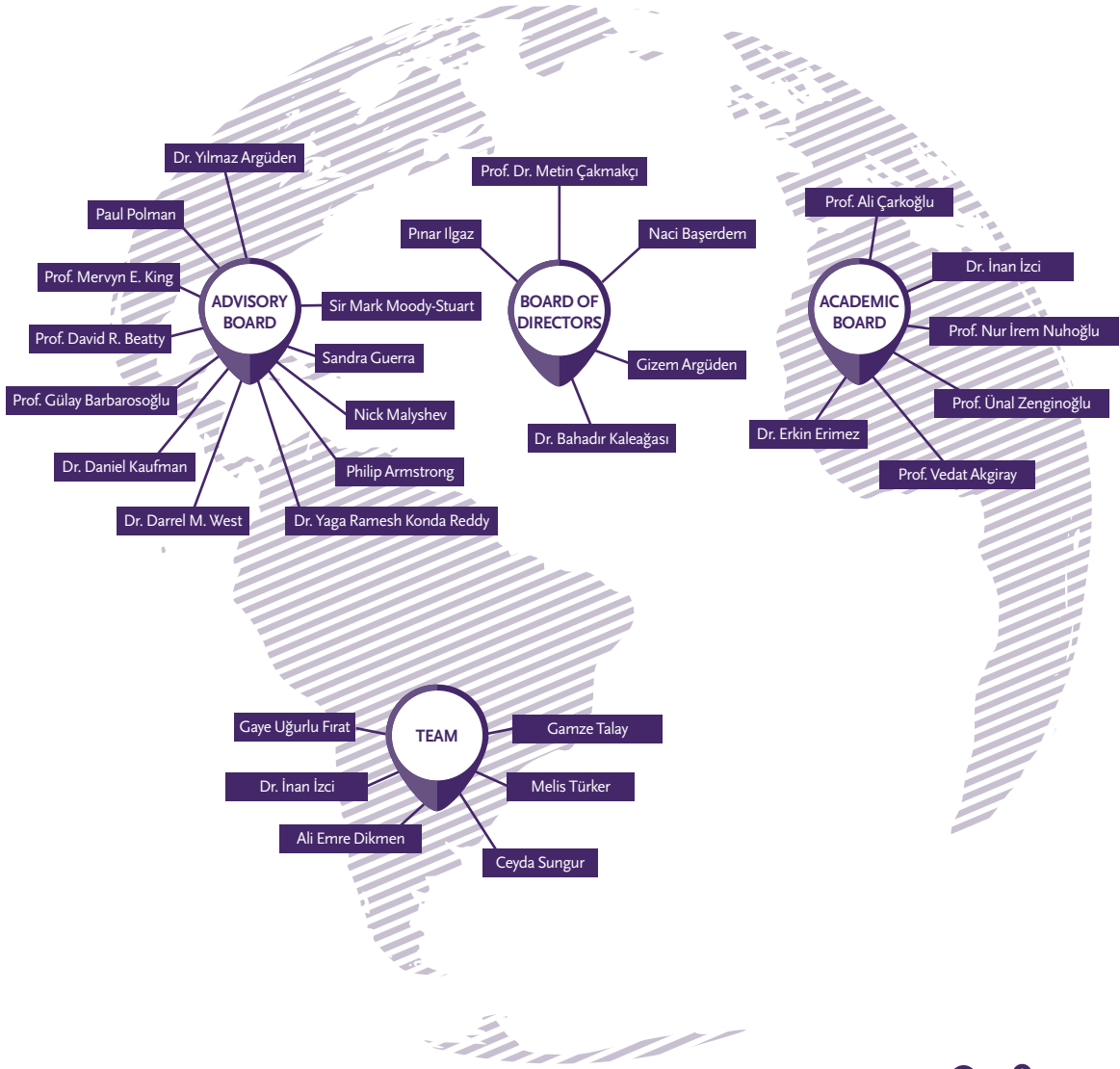
OUR HUMAN CAPITAL

The most significant component contributing to our intellectual capital is our “human resources.” As in previous years, in 2023, we benefitted from the knowledge and experience of our Board of Directors, Advisory Board, and Academic Board throughout every phase of our work. This year, we received support from members of these boards in our efforts to enhance governance and participation quality in local administrations, as well as in our youth initiatives and projects aimed at improving corporate governance.

We conduct our projects with full-time, skilled professionals and leverage the expertise of various specialists to promote good governance in both individuals and organizations. At the Academy, we value our human resources, support their intellectual development both within and outside the organization, and make their contributions visible.



- They provide expert guidance on governance topics.
- They consist of leading international members with expertise in various fields.
- They are responsible for the Academy's resources and activities
- They offer expert guidance in training programs and research
- They are composed of local academics.



“We enrich ourselves with our differences and diversity.”



OUR ADVISORY BOARD

We believe that staying informed about current global developments will help us grow and be highly effective in disseminating our experiences. As an exemplary non-governmental organization that extends governance to diverse audiences and operates across four sectors, we place great importance on promoting and sharing the work, publications, and contributions of our Advisory Board members, particularly in Türkiye and its surrounding region. In 2023, we translated Paul Polman's publication "Net Positive," which underscores the necessity of a net positive approach for a sustainable future, into Turkish. We also organized an international conference with the contributions of Prof. Mervyn E. King, where we introduced tools to measure the quality of governance in local administrations. Dr. Yılmaz Argüden has played a key role in expanding our work in Türkiye and globally, leading our research efforts with high quality and providing volunteer training support in our educational programs. As in previous years, we regularly shared information about our activities with all Advisory Board members and enriched our efforts based on their feedback and suggestions.



Dr. Yılmaz ARGÜDEN
ARGE Consulting,
Chairman



Sir Mark MOODY-STUART
Global Compact Foundation,
Former-Chairman



Prof. Mervyn E. KING
International Integrated Reporting
Council- Chair Emeritus



Paul POLMAN
International Chamber of
Commerce, Honorary Chair



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



Dr. Daniel KAUFMANN
Natural Resource Governance
Institute, President Emeritus



Prof. Gülay Barbarosoğlu
Boğaziçi University,
Former Rector



Nick MALYSHEV
OECD Regulatory Policy
Division, Former Chair



Philip ARMSTRONG
GAVI, Former Director of
Governance



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



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



Sandra GUERRA
Better Governance - Brazil,
Founding Partner



OUR ACADEMIC BOARD

We place great importance on incorporating the ideas and experiences of our Academic Board members into our efforts to promote a culture of good governance both in our country and globally through various activities, research, and educational programs. In the opinions we provided for international policy documents, we benefited greatly from the valuable contributions of Dr. Erkin Erimez. For the research and communication efforts we conducted to improve the quality of governance in local administrations, we relied on the guidance and consultancy of Dr. İnan İzci and Dr. Erkin Erimez. With the contributions of Prof. Nur İrem Nuhoğlu and Prof. Ünal Zenginobuz, we were able to more effectively announce our scholarships and reach suitable candidates. We extend our sincere thanks to our Academic Board members for their contributions to our work.



Prof. Ali ÇARKOĞLU
Koç 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 BOARD OF DIRECTORS

In our efforts to promote good governance practices, our Board of Directors, which embodies “diversity,” consists of an independent chairperson, representatives of founding donors, and independent members. The fact that each member has experience in at least two sectors provides us with a broad perspective in strategy and collaboration development. Our Board of Directors, which is responsible for strategic planning and is structured with a focus on “diversity,” shaped the future direction and methods of our Academy in 2023 by considering input from the entire team during the Board meetings it held..



Prof. Dr. Metin ÇAKMAKÇI Chairman of Board of Directors

Our Chairman of the Board, an independent member, is the Founding Chairman of the Board of the Ethics and Reputation Society of Türkiye (TEİD). He is also a member of the Board of Trustees at Acıbadem University. As the Founding Vice President of the Health Quality Improvement Society (SKİD), the Founding President of the Surgical Infection Society, and a former President of the European Surgical Infection Society, he is deeply familiar with the “spirit of civil society.” Between 2007 and 2023, he served as a Member of the Board of Directors, Medical Services Director, and General Surgery Specialist at Anadolu Medical Center. Currently, he works as a General Surgery Specialist at Acıbadem Healthcare Group Ataşehir Hospital.



Pınar ILGAZ Vice Chair of the Board of Directors

Representing our founding donor ARGE Consulting, Pınar Ilgaz is the Managing Partner at ARGE Consulting. She has led over 100 management consulting projects in various sectors and companies of different sizes, specializing in strategic assessment and performance improvement, institutionalization, corporate governance structures and sustainability strategies, integrated thinking and reporting, and human resources. Pınar Ilgaz also serves as an Independent Board Member at ŞOK Marketler, Ülker Bisküvi, and PENTA Technology. Pınar Ilgaz is also actively engaged in civil society and volunteerism, serving as the President of the Private Sector Volunteers Association (ÖSGD). She is a member of the Sustainability Committee of the Women on Board Association and has also served as a Board Member of the Management Consultants Association. She is one of the authors of the publications “Corporate Governance Model©,” “Management of Volunteer Organizations,” and “Sustainable Success Model©.” Within our organization, she plays an active role, particularly in managing volunteer networks.



Gizem ARGÜDEN

Board Member

Representing the founding donor family, Gizem Argüden worked as a management consultant at McKinsey & Company from 2010 to 2019 and has continued her consulting career at ARGE Consulting since 2019. She is an expert in sustainability, governance of family businesses, transformational change management, and leadership development. Argüden has provided consultancy services to private sector companies, holding firms, public institutions, and non-governmental organizations in Türkiye and Europe. During the establishment of our Academy, she made voluntary contributions to building the institutional structure, developing educational and research programs, and forming collaborations and partnerships. She not only contributes to the promotion of governance culture in organizations but also leads efforts to accelerate global learning on sustainability governance. After graduating from Robert College with the Arts & Science Award and magna cum laude honors, she earned her Bachelor of Science in Economics (with concentrations in Management and Real Estate, and minors in Philosophy and Architecture) from the Wharton School of the University of Pennsylvania, where she was recognized as a Joseph Wharton and Benjamin Franklin Scholar. As a Joseph Wharton Scholar, she wrote her undergraduate thesis on “Family Business Groups and Corporate Governance Control Pyramids in Cross-Country Corporate Governance Differences.”



Naci BAŞERDEM

Board Member

Our independent Board Member, Naci Başerdem, has held various managerial positions in banking and private sector organizations. In 1998, he joined the Doğu Group, where he played a key role in the restructuring and growth processes of the Doğu Media, Retail, and Construction Groups. He served as the General Manager during the establishment and organization phase of TÜVTÜRK Vehicle Inspection Stations Inc. In October 2014, Başerdem was appointed as a Member of the Board of Directors of Doğu Holding, where he also served as President of the Doğu Tourism Group and Chairman of Doğu Retail. Currently, he is the CEO of The Marmara Hotels. Başerdem graduated from the Department of Business Administration at Boğaziçi University's Faculty of Administrative Sciences.

He is one of the founding members of the Turkish Ethics Values Center and has served on its Board of Directors. Başerdem is also the Chairman of the Board of the Boğaziçi University Alumni Association and a Member of the Board of Trustees at the Boğaziçi University Foundation (BÜVAK), where he previously served as a Board Member and Chairman of the Audit Committee. Passionate about the education and development of children and young people, Başerdem is also a member of the Darüşşafaka Society.



Dr. Bahadır KALEAĞASI

Board Member

Dr. Bahadır Kaleağası, has held leadership positions in various international, civil society, and private sector organizations. He established the European Representative Office of the Turkish Industry and

Business Association (TÜSİAD) and, from 2007 onwards, served as TÜSİAD's International Coordinator, founding and managing its international offices in Brussels, Berlin, London, Paris, Washington DC, Beijing, as well as business networks in Silicon Valley/San Francisco, Shanghai/China, and Dubai/Gulf. Dr. Kaleağası was a member of the TÜSİAD Board of Directors and served as Secretary-General from 2016 to 2020.

He is currently the President of the Paris Bosphorus Institute, Honorary President of the Brec-Brussels Energy Club, and a member of the Advisory Boards of the European Council on Foreign Relations (ECFR) and the Atlantic Council. He also serves on the boards of the Berlin Bosphorus Initiative, Yanındayız, the Women on Board Association, and Forum Istanbul. Dr. Kaleağası has published numerous international articles and books. An alumnus of universities in the United States, Brussels, and Istanbul, he shares his knowledge and experience with students by teaching courses on “Globalization and Sustainable Development Goals” and “International Relations and Europe” at Galatasaray University.

BOARD SKILLS MATRIX

MEMBER	FEATURES			
	OTHER ADMINISTRATIVE POSITIONS	YEAR JOINED	AGE	GENDER
 Prof. Dr. Metin Çakmakçı	Member of the Faculty Board and Executive Board, Hacettepe University Faculty of Medicine (1994-1996) Chief Physician, Hacettepe University Adult Hospital (1996-2000) Director, Hacettepe University Health Services Revolving Fund Business (1997-2000) Board Member, European Society of Surgical Infections (1998-2008) Medical Director and Board Member, Acibadem Health Group (2000-2007) Board Member, Acibadem Insurance (2003-2005) Director of Medical Services, Anadolu Health Center (2007-2012) Board Member, Anadolu Health Center (2007-Present) President, European Society of Surgical Infections (2008-2009) Chairman of the Board, Turkish Ethical and Reputation Association (TEİD) (2010-2012) Board Member, Turkish Ethical and Reputation Association (TEİD) (2010-2014) Licensed Angel Investor, Ministry of Treasury and Finance, Republic of Türkiye (2012-Present)	2014	66	MALE
 Pınar Ilgaz	Managing Partner, ARGE Consulting (1995-Present) Board Member, Association of Private Sector Volunteers (2004-2016) Board Member, Association of Management Consultants (2012-2015) Vice Chairman, Association of Management Consultants (2015-2016) Vice Chairman, Association of Private Sector Volunteers (2018-2021) Chairman, Association of Private Sector Volunteers (2021-Present) Board Member, ŞOK Marketler A.Ş. (2019-Present) Board Member, Ülker Biscuit Inc. (2020-Present) Board Member, PENTA Technology (2021-Present)	2014	58	FEMALE
 Gizem Argüden	Management Consultant, McKinsey & Company (2010-2019) Managing Partner, ARGE Consulting (2019-Present)	2014	36	FEMALE
 Naci Başerdem	CFO, Nasaş Group (1991-1992) CFO, Benetton Group (1992-1995) General Manager of the Apparel Division, Boyner - Altınyıldız Group (1995-1997) CFO and Executive Board Member, NTV (1997-2002) CFO and Executive Board Member, Tansas (2002-2005) CFO and Executive Board Member, Doğuş Construction and Trade Inc. (2005-2006) General Manager, TUVTURK Inc. (2007-2011) Board Member, Doğuş Holding (2014-2019) CEO and Chairman of the Board, Doğuş Tourism & Retail Group (2011-2018)	2019	67	MALE
 Dr. Bahadır Kaleağası	Argüden Governance Academy (2020-Present) BusinessEurope - European Confederation of Private Sector (2016-2020) Berlin Bosphorus Initiative (2016-Present) Brussels Energy Club (2012-2016) BusinessTürk-Brussels (2002-2015) Forum İstanbul (2010-Present) Galatasaray Sportif Inc. (2013-2014) Kalangos Foundation (2014-Present) Paris Bosphorus Institute (2012-Present) TÜSEV - Third Sector Foundation of Turkey (2016-2020) TÜSIAD (2016-2020) Yanındayız Association (2021-Present) Association of Women on Boards (2021-Present)	2020	56	MALE

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



OUR TEAM

With our team of experts who are skilled, experienced, enthusiastic, young, and professional in every field we operate, we find the opportunity to carry out our work most effectively. We believe that governance is a culture and are committed to implementing governance principles primarily in our own work environment. We plan all our activities collaboratively, ensuring a continuous flow of information about outcomes. By supporting our colleagues in enhancing their competencies according to their areas of responsibility, we encourage them to take on more authority and initiative, and we create value for our team by facilitating their participation in training programs.



Gaye UĞURLU FIRAT Secretary General

Gaye Uğurlu Firat is responsible for the Academy's activities, including general administrative management, project coordination, resource development, fieldwork, grant management, operations, and communication and visibility activities. Gaye has over 15 years of professional experience in these areas. Her

expertise particularly includes working with EuropeAid, ECHO, UN Agencies, and Civil Society Initiative Projects, encompassing senior management roles in Technical Assistance and Grant Projects. Additionally, she has specialized knowledge in Refugee Programs related to Early Childhood Education, Youth Programs, Trauma, Protective and Preventive Health Methods, Child Protection, and Humanitarian Aid.

In addition to her professional experience, she holds a bachelor's degree in Philosophy and a master's degree in European Studies from Middle East Technical University (ODTÜ). She has also completed the Trauma Studies Program at Istanbul Bilgi University.



Dr. İnan İZCİ Consultant

Dr. İnan İzci serves as a Public and Local Governance Advisor within our organization. He has taken on various active roles in the public sector and local governance, notably with the Municipality Governance Scorecard© Model at the

Academy. In addition to his contributions as a researcher, he continues to add value as a consultant in project development areas. Dr. İzci coordinates the Integrated Municipality Governance Model project developed and implemented by the Academy. As part of this project, Sultanbeyli and Şişli Municipalities became the first in Türkiye to be awarded the European Label of Governance Excellence from the Council of Europe. Additionally, Argüden Governance Academy was granted the authority to award this label in Türkiye. In the same year, Dr. İzci also coordinated the Municipality Governance Scorecard project, the world's first tool for measuring citizen-focused metropolitan governance quality. He began his professional career in the UK in the field of citizens' rights and advocacy, and after working there for four years, he has held various positions in public institutions and organizations in Türkiye. He has conducted studies and published works 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 speak at international organizations such as the United Nations, World Bank, and OECD to share his expertise. Dr. İzci completed his doctoral research in Political Science at the Free University of Brussels, his master's degree in European Public Policy at the University of London, and his undergraduate degree in Economic and Social Policy at the same university.



Gamze TALAY

Corporate Communication Specialist

Gamze Talay began her professional career at Academy as an Event and Project Assistant and is currently serving as a Corporate Communication Specialist. She manages the Academy's corporate and digital communication processes and is responsible for the execution of the "Good Governance for Children" program,

which is part of our governance work with children. Gamze takes on active responsibilities in our projects and oversees the editorial and publishing processes. She started supporting the Academy as a volunteer during her undergraduate studies and joined our team upon completing her education.

Gamze completed her undergraduate degree in Political Science and Public Administration at Hacettepe University and her master's degree in Political Science and International Relations, focusing on Türkiye, Europe, and Middle Eastern Relations, at Boğaziçi University. In addition to earning Specialist Certificates in "Good Governance in Civil Society" and "Good Governance in the Public Sector" from the Boğaziçi University Lifelong Learning Center, she holds an Integrated Reporting Certificate from the International Integrated Reporting Council (IIRC) and a Good Governance in the Private Sector Certificate from the International Finance Corporation (IFC).



Ali Emre DİKMEN

Assistant Corporate Communication Specialist

Ali Emre serves as an Assistant Corporate Communication Specialist at Argüden Governance Academy. He is responsible for our digital communication activities and also plays an active role in our governance work with youth. He completed his undergraduate degree in Business Administration at Marmara University,

where he served as a board member of the Marmara Business Club for two years. Ali Emre's governance journey began in May 2020, when he started providing operational support to the Academy's representation in the Governance Youth Network. After graduating from the YÖN101 Training Program, he became an active member of the Governance Youth Network, and after a six-month active membership period, he served as Communication Board Leader from November 2020 to May 2021. He continued as the Academy Representative for the Governance Youth Network from 2021 to 2023. Ali Emre has completed a 5-week Digital Marketing and Social Media training conducted by Social Media Campus and earned a certificate. He is interested in digital drawing, visual artificial intelligence, computer games, and the development and marketing processes of games.



Melis TÜRKER

SGScorecard Project Leader

Melis TÜRKER graduated from the Department of Political Science and Public Administration at Istanbul University Faculty of Political Sciences. She also completed her master's degree in Local Government, Urban, and Environmental Studies at the same university. At the Academy, she played a role in developing and implementing the Integrated Municipality Governance Model project for municipalities and currently leads our Sustainability Governance Scorecard research. Additionally, Melis is a certified trainer authorized to promote the Council of Europe's Participatory Democracy Tools in Türkiye and provides training in various cities across the country.

Melis began her professional career at the Eastern Marmara Development Agency and continued at the United Cities and Local Governments Middle East and West Asia Regional Organization (UCLG-MEWA), and the Istanbul International Centre for Private Sector in Development (UNDP-IICPSD). She has worked with international organizations on preparing educational guides as a short-term expert. Her work focuses on smart cities, sustainable urbanization, local governance, city diplomacy, urban mobility, clustering, networking, educational design, and performance evaluation.



Ceyda SUNGUR

Researcher

Ceyda Sungur serves as a researcher in our Civil Engagement From Disaster to Development. She is a doctoral candidate in the Department of Geography at Paris 1 Panthéon-Sorbonne University and works as a researcher at the Géographie-Cités research laboratory. Her doctoral research focuses on the labor geography of Istanbul

through the experiences of female cleaning workers. She completed her undergraduate degree in Urban Planning at Middle East Technical University. While working as a research and teaching assistant at Istanbul Technical University, she completed her master's thesis on "Daily Life Practices of Female Cleaning Workers and Their Impacts on Urban Design" at the same university. Before joining Argüden Governance Academy, she was one of the co-directors of the Urban Observatory Istanbul at Institut Français d'Études Anatoliennes in Istanbul.

OUR VOLUNTEERS

We highly value the contributions of our volunteers from various professional groups and fields of expertise, both individually and institutionally. Our volunteers, who strive to develop and promote the concepts of consistency, responsibility, accountability, fairness, transparency, effectiveness, and participation, include senior experts in their fields, master’s students specializing in governance, and undergraduate students. Through the meaningful collaboration we have developed with our volunteers, we aim to strengthen the concept of “volunteering” in our country and highlight the importance of the “existence of civil society.”

To this end, we emphasize the significance of “volunteer work” and strive to accurately calculate the financial equivalent and added value of their contributions. We make an effort to announce and elevate the value they create and their dedicated support at every opportunity (in our events, conferences, reports, publications, etc.). We regularly record the in-kind contributions provided by our volunteers in terms of time and value, ensuring these data are audited during independent audits and document their accuracy.

By contributing to the increase in awareness levels regarding “good governance” practices, we provide our volunteers with the opportunity to be included in an exclusive communication network. We strive to create value for our volunteers by offering environments where they can contribute to improving society’s knowledge and awareness levels and by creating opportunities for them to achieve their social responsibility goals and projects.

This year has been the most supportive year for us since our establishment, thanks to our volunteers. We express our gratitude to the volunteers who participated in various national and international events representing our academy, spoke at conferences and symposiums, and shared their efforts and experiences in our ongoing work. In 2023, we received a total of 10,422.5 hours of volunteer contributions. Additionally, we thank the institutions and organizations that provided in-kind contributions as volunteers. We present a few examples of our volunteers and institutions that provided in-kind contributions in the tables below. We are grateful to all our “governance volunteers” who contributed to our work.



VOLUNTARY CONTRIBUTION



VOLUNTEER	PROFESSION	WORKING AREA
Pınar ILGAZ	Management Consultant	Leadership in Youth Network Activities, Academy Representation
Aylin TUNCER	Planning and Accounting	Support to Operational Processes, Accounting
Dr. Yılmaz ARGÜDEN	Management Consultant	Support to Research Processes, Academy Representation
Dr. İnan İZCI	Management Consultant	Yerel Yönetim Çalışmalarına Destek, Academy Representation
Alara ERDOĞAN	Student	Youth Network Activities
Gizem ARGÜDEN	Management Consultant	Support to Research Processes, Academy Representation
Ceren Murat	Student	Youth Network Activities
İrem Polat	Student	Youth Network Activities
Göksu Satıcı	Education and Development	Youth Network Activities
Erben Samet ARİFOĞLU	Junior Expert	Youth Network Activities
⋮	⋮	⋮

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



INSTITUTIONS PROVIDING IN-KIND CONTRIBUTION	CONTRIBUTION SUBJECT	TYPE OF IN-KIND CONTRIBUTION
ARGE Consulting	Management and strategy consulting	office rent and fixed expenses, Advisory Board accommodation and travel expenses, research programs consultancy
Koç University	Education	Venue support for educational activities
İstanbul Kent Konseyi	Local government	Venue support for educational activities
Yönetim Kurulunda Kadın Derneği	Non-governmental organisation	Venue support for educational activities
⋮	⋮	⋮

STAKEHOLDER RELATIONS

Governance concerns not only policymakers but all stakeholders. Therefore, we believe that by establishing long-term collaborations and partnerships and acting “together,” we can enhance the impact we create. In line with our business model, we focus on three main types of collaboration (partnership):

Knowledge Partnership



Impact Partnership



Dissemination Partnership



Knowledge Partnership: We both provide information on good governance and benefit from the knowledge resources of our collaboration partners. We conduct our work in accordance with the “Knowledge Partnership” protocols with OECD Korea, the Turkish Economic and Social Studies Foundation (TESEV), the Ethics and Reputation Society of Türkiye (TEID), the Corporate Governance Association of Türkiye (TKYD), and the Investor Relations Association of Türkiye (TUYID)



Impact Partnership: To create greater impact with our work, we prefer to collaborate with national or international partners from various sectors rather than working alone. To ensure the reputation and sustainability of our programs, we always collaborate with the most suitable partner or partners. Through the support/services we mobilize without allocating financial amounts (leverage effect), we find opportunities to create more value with a smaller real budget.



Dissemination Partnership: By spreading good governance practices across different segments of society together, we create added value for both ourselves and our collaboration partners. We announce all activities related to “governance” carried out by our partners through our own network, and we contribute to enhancing their impact by providing content and speaker support. At the same time, we highlight the collective benefits brought about by the widespread adoption of a “collaboration” culture.



We establish many of our collaborations by leveraging all three types of partnerships. In doing so, we make “collaboration” a method that allows for the more economical use of knowledge, impact, and resources, benefiting institutions mutually. While mobilizing resources, we adopt the principle of prioritizing the most cost-effective resource or the one most compatible with each stakeholder’s budget strategy.

To achieve our goals, we establish long-term collaborations and partnerships, promoting a culture of “working together”.



By mobilizing support/services without allocating financial amounts (leveraging effect), we find opportunities to create more value with a smaller real budget. Therefore, we always prefer to work with our national or international partners from various sectors rather than doing a job alone.

To ensure the reputation and sustainability of our programs, we always collaborate with the most suitable partner or partners: While developing collaborations, we adopt a model that brings together all stakeholders (public/civil society/private sector) and create exemplary models with this approach.

Our academic collaboration partners provide us with knowledge that includes opportunities for information exchange on the latest developments and facilitate the dissemination of good governance practices in public, civil society, and private sector organizations.

We are always eager to develop collaborations with international organizations and civil society organizations on the importance and effectiveness of spreading the culture and practices of good governance across all segments of society. To this end, we conduct workshops, surveys, research projects, awareness-raising activities, and practical projects.

We organize our activities through donations from institutions and individuals who believe in our goals and aim to develop and spread good governance practices across all segments of society. We are grateful to TIRSAN, Garanti BBVA, Akk k Holding, Borusan,  alık Holding, Altınbař University, and ARGE Consulting, as well as all our individual supporters.



We value all our stakeholders and strive to create methods to stay in closer contact with each one and keep them continuously informed. We believe that incorporating stakeholders’ views and involving them in our processes will enhance the quality of our work.

Our five different stakeholder groups are as follows:

Governance ambassadors who promote the adoption of governance as a culture

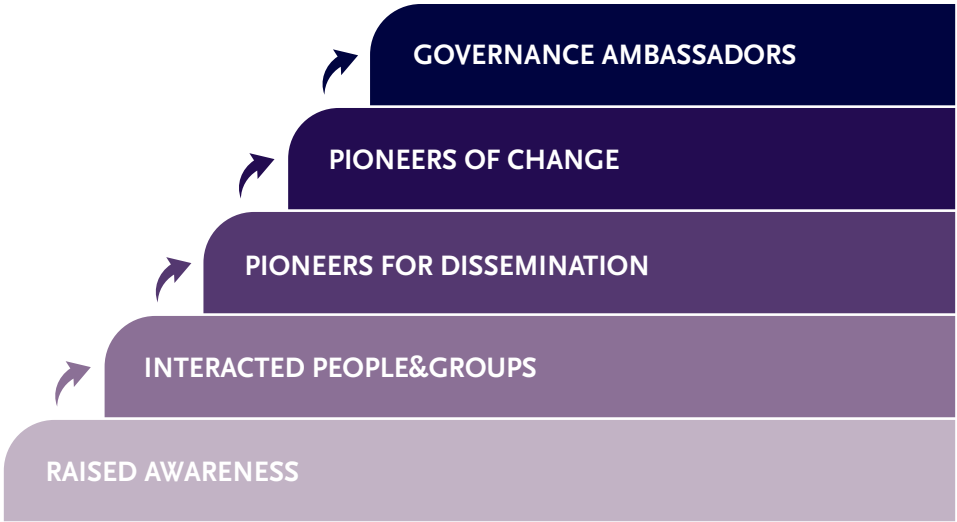
Leaders of societal/institutional change

Pioneers of governance dissemination

Those we interact with through our activities

Individuals we have raised awareness about governance

We have integrated our interactions with stakeholders and the impact we create into our value creation model and measured them with our KPIs. In 2024, we aim to make our stakeholder model more visible, especially by increasing the number of individuals in our “Governance Ambassador” and “Change Leader” stakeholder groups and contributing to their intellectual development.



OUR LEVERAGE REPORT

As we have done in previous years, we presented our Resource Leverage Report, which includes our activities, financial resources used, and other activated resources, as well as voluntary and in-kind contributions, to our donors and stakeholders at the end of the year 2023.

In line with our principle of “accountability,” we regularly share with our donors how we utilize our resources and the impact we create. Our Resource Leverage Report is audited independently each year. The 2023 Resource Leverage Report has been audited by Eriş Independent Audit and Financial Consultancy Inc. and deemed reliable.

Our Report, prepared in both Turkish and English, serves to:

- Demonstrate the materialization of how governance culture is developed,
- Increase our accountability,
- Measure and improve the outcomes we achieve,
- Continuously improve and advance ourselves,
- Support our donors’ and stakeholders’ ongoing commitment to promoting the “good governance” culture,
- Encourage new/potential donors to support our activities.

According to our 2023 Resource Leverage Report, we mobilized voluntary and in-kind contributions equivalent to **2.41 times** our financial resources..

LEVERAGE REPORT 2023

Dear Stakeholder,

Thanks to your contributions, we carried out numerous training, research and communication activities in 2023 to develop and promote “good governance” culture. In these efforts, we ensured the most efficient use of the resources entrusted to us.

We are pleased to share our Resource Leverage Report with you, depicting how we utilized our resources in 2023.

We sincerely thank our corporate donors, the numerous organizations that provided in-kind support to our efforts, and our volunteers who contributed to good governance by dedicating their most valuable asset, their time.







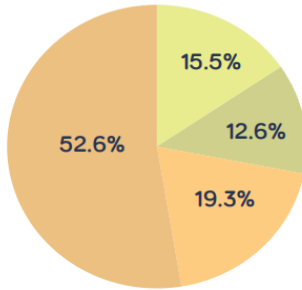


TOTAL RESOURCES

	EXPENDITURE (TL) Donations and Project Funding	LEVERAGE Voluntary and In-kind Contributions	TOTAL Total Mobilized Resources
EDUCATION	767,905 TL	1,968,612 TL	2,736,517 TL
RESEARCH	1,991,182 TL	1,877,969 TL	3,869,152 TL
COMMUNICATION	1,798,830 TL	3,052,792 TL	4,851,622 TL
EXECUTIVE	699,956 TL	506,471 TL	1,206,427 TL
TOTAL	5,257,873 TL	7,405,844 TL	12,663,717 TL
		TL Equivalent	

We utilized resources amounting to **2.41** times our budget.

EDUCATION



Donations 424,243 TL

Project Funds 343,662 TL

In-kind Contributions 528,750 TL

Voluntary Contributions 1,439,862 TL

TOTAL RESOURCES 2,736,517 TL

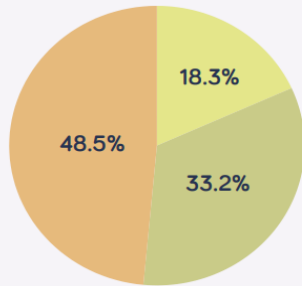
253
Hours
Education

12
Education
Programs

326
Graduates



RESEARCH



Donations 706,392 TL

Project Funds 1,284,790 TL

Voluntary Contributions 1,877,969 TL

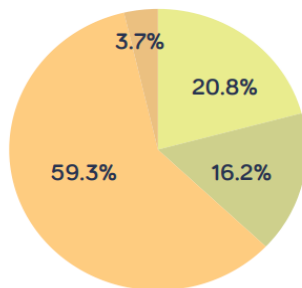
TOTAL RESOURCES 3,869,152 TL

4
Projects and
Programs

12
Publications,
Reports, and
Articles



COMMUNICATION



Donations 1,011,069 TL

Project Funds 787,761 TL

In-kind Contributions 177,944 TL

Voluntary Contributions 2,874,848 TL

TOTAL RESOURCES 4,851,622 TL

29
Events

4,705
Peer to Peer
Communication

4.3M
Interaction



The development of societies with low trust in their institutions is hindered. Weaknesses in governance are akin to a high coefficient of friction. They lead to the execution of every activity with excessive force, which in turn causes these societies to fall behind in global competition.

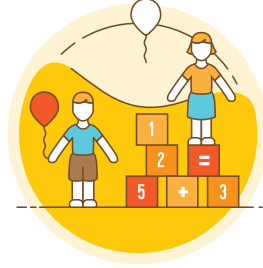
By acting “together” rather than “alone,” we generate more knowledge, resources, and impact.



2023 ACTIVITIES



GOVERNANCE FOR CHILDREN



Good governance is a culture and climate that is embraced from childhood.

In 2023, we conducted impact-focused work with various stakeholders to ensure that today's and tomorrow's leaders, the children, have a higher quality of life and a sustainable future.

We extend our thanks to Darüşşafaka Society, TEV Türkan Sedefoğlu Primary School, and the Post-Disaster Living Platform for enhancing the value created through our collaborations.

Good Governance for Children Practices

In our “Good Governance for Children” training program, which aims to teach and instill a culture of good governance from childhood, we focused on planning for the 2024 expansion and improving education in earthquake-affected areas after successfully completing the spring semester of the 2022-2023 academic year.

In the first half of 2023, we completed our implementations at Darüşşafaka Educational Institutions and Üsküdar Turkish Educational Foundation Türkan Sedefoğlu Primary School. We organized a special festival for April 23rd with the students of TEV Türkan Sedefoğlu Primary School, fully experiencing the joy of our national holiday. In May, 175 students graduated from the program we completed.



In the Darüşşafaka segment of the program, our Youth Network volunteers continued to meet with Darüşşafaka children in the Curious Explorers workshop. We extend our thanks to Darüşşafaka Society for their trust and for agreeing to continue our collaboration into 2024.

Our thanks go to Ayşe Filippidis, Erben Samet Arifoğlu, Jale Kobaş Afşar, Melis Türker, Dr. Merve Ateş Eren, Pelin Beşe Çebi, Osman Sarı, and Yunus Emre Gültekin, who, under the leadership of Gamze Talay, met with children at TEV Türkan Sedefoğlu Primary School.

We also extend our gratitude to Azra Öztürk, Eylem Sezgin, İrem Polat, Vahap Özdemir, and Yaren Akabey, who, under the leadership of Zeynep Çelik, met with Darüşşafaka children.

Good Governance for Children in Hatay

As a civil society organization conducting training, research, and communication activities, we rolled up our sleeves in the second half of the year to enhance the quality of education in the earthquake-affected region. We have completed our preparations to implement the “Good Governance for Children” program in Hatay in 2024 through our Life After Disaster initiative and collaborations with public schools.



Good Governance for Children Impact Report

Since 2017, when we developed the “Good Governance for Children” project to instill a culture of good governance from childhood, we have continuously improved it based on current needs and feedback received. We place great importance on measurement and evaluation processes in our practices, constantly refining our data collection methods and tools. In 2023, we began work on a general impact assessment to understand the cumulative effects of the program. By the end of 2023, we prepared the first version of our Impact Report through a comprehensive evaluation of the program’s progress, measurement reports, and feedback by an independent measurement and evaluation expert. We plan to complete the typesetting processes and present the report to the public in the first half of 2024.



GOVERNANCE FOR YOUTH



Our efforts aimed at young people who play active roles in university clubs and are responsible leaders are increasingly valuable due to the impact of our Youth Network. Our activities in the youth sector are gaining momentum through our work related to the 100th anniversary of our Republic, including training programs and communication efforts.

Our thanks to the members, alumni, and trainers of the Youth Network for their inspiring energy and contributions...

Pledge to the Republic of Türkiye Summit

To advance the Republic entrusted to us by Atatürk into its second century, we have drafted the Youth Manifesto. Together with our Youth Network, composed of young people who transform societal complaints into long-term solutions, we discussed solutions proposed by the youth for the challenges of the second century. We created the Youth Manifesto, to which we collectively committed our support for the Republic. We held the Pledge to the Republic of Türkiye Youth Summit, where the Manifesto was published, in Istanbul, with the interest of young people, professionals from various sectors, academics, and the media.



The Manifesto, which encompasses commitments to a sustainable future and a quality life, is composed of five main headings and 23 items. The main headings of the Manifesto are:

“We Will Focus on Developing a Culture and Climate of Trust!”

“We Will Embrace Our Responsibilities Towards Society and Future Generations!”

“We Will Ensure Continuous Learning and Development!”

“We Will Strengthen Our Love and Respect for Nature!”

“We Will Adopt Love and Respect for People as Our Fundamental Principles of Living!”

YÖN101 Training Program

Since 2019, our YÖN101 Training Program, which brings together young individuals who have taken on responsibilities at universities and play active roles in university clubs, has successfully completed its 7th and 8th sessions. Since 2020, the entire process of YÖN101 Training—including application, interviews, training operations, and graduation organization—has been managed by the Youth Network.

This program, which combines theoretical and practical learning over 8 weeks and facilitates peer learning, graduated 112 young individuals in 2023. Following theoretical knowledge sharing on topics such as Good Governance Culture and Principles, Volunteering and Governance Projects, Project



Our heartfelt thanks to the volunteer trainers of the YÖN101 Training Program: Dr. Yılmaz Argüden, Pınar Ilgaz, Mehmet Bahadır Teke, Gamze Talay, Oğuzhan Yılmaz, Sanem Yıldız, Canberk Ünsal, Assoc. Prof. Dr. Mehmet Nuri İnel, Burak Erşahin, and Dr. Fatma Öğücü Şen...

Management, Social Impact-Oriented Leadership, Philosophy and Setting Directions, Goal Setting, Determining How to Work, and Value Creation Cycle, the participants developed projects where they could apply what they learned. In 2023, experts such as Dr. Yılmaz Argüden, Pınar Ilgaz, Mehmet Bahadır Teke, Gamze Talay, Oğuzhan Yılmaz, Sanem Yıldız, Canberk Ünsal, Assoc. Prof. Dr. Bahadır Teke, Burak Erşahin, and Dr. Fatma Öğücü Şen volunteered as trainers.

Sustainability101 Training Program

The Sustainability 101 Training, which brings together leading companies in the sector with university students for a sustainable future, was conducted in two sessions in 2023. In collaboration with the Women on Board Association, the trainings held in March and October resulted in the graduation of a total of 40 students.

The Sustainability 101 Training allows students to acquire both theoretical and practical knowledge. The training covers topics such as the concept of good governance, companies' sustainability approaches, design thinking, project management, and presentation techniques. The sessions are complemented by workshops where participants can reinforce the topics learned through practical experience. Volunteers from the Argüden Governance Academy Youth Network serve as mentors in these workshops.



We extend our thanks to the voluntary trainers of the Sustainability 101 Training: Pınar Ilgaz, Ceylan Güzekin, Azra Betül Erdoğan, Ayşe Odman Boztosun, Sanem Yıldız, Fezal Okur Eskil, Özlem Ünlüer, and Bülent Caner; and to the Women on Board Association and Koç University for their in-kind contributions to the training.

Aristo Social Entrepreneurship Program

One of the projects developed following the YÖN101 Training is the Aristo Social Entrepreneurship Program, which is carried out by the Youth Network using entrepreneurial and innovation tools with an innovative approach. The theoretical learning part of the program covers topics such as the importance of good governance, principles of good governance, societal transparency, open access to accurate information, impact-focused civil society, corporate social responsibility, and social justice. In 2023, 25 responsible young leaders graduated from the 3rd cohort of the program. In the second half of 2023, the Aristo Social Entrepreneurship Program team is working on updating and improving the program in light of recent developments, aiming to further enhance the tools and methods used, and to continue the program until 2024.



Our thanks go to the volunteer trainers of the Aristo Social Entrepreneurship Program: Pınar Ilgaz, Aybike Oğuz, Nur Hilal Gerçek, Sanem Yıldız, and Esra Sancaklı.



PUBLIC GOVERNANCE



In 2023, we continued our efforts to enhance governance quality in local administrations. Additionally, we maintained our work to internalize the concepts of “civil participation” and “democratic governance” among individuals, local governments, and representatives of NGOs working with the public.

In 2023, we took pride in being authorized by the Council of Europe to grant the European Label of Governance Excellence in Türkiye.

We extend our thanks to the Council of Europe, the Association of European Local Democracy Agencies, the Istanbul City Council, and Altınbaş University for their trust and collaboration in our efforts to advance good governance in the public sector.

European Label of Governance Excellence (ELoGE)

The European Label of Governance Excellence aims to strengthen the culture of good governance in municipalities and ensure the adoption of 12 principles of good governance throughout all operational processes and levels within municipalities. In 2023, nine municipalities, including three metropolitan municipalities, applied for the Label. The National Platform, authorized by the Council of Europe to grant the Label in Türkiye, was established under the coordination of Argüden Governance Academy, in collaboration with Altınbaş University and the European Association for Local Democracy (ALDA).

During the 2022-2023 period, the municipalities granted the right to use the Label were Ankara and Eskişehir Metropolitan Municipalities, as well as Bağcılar, Gebze, Sultanbeyli, and Şişli Municipalities. Municipalities that have been granted the right to use the Label based on their achievements and commitments, and who receive approval from the independent jury, may continue to use the Label in subsequent periods. Sultanbeyli and Şişli Municipalities, which were the first to obtain the right to use ELoGE in Türkiye in 2022, have extended their use of the Label until the end of 2024. The ceremony was attended by Ankara Metropolitan Mayor Mansur Yavaş, Sultanbeyli Mayor Hüseyin Keskin, Şişli Mayor Muammer Keskin, and many other local government representatives. The ceremony took place at Altınbaş University, a member of the National Platform.

Applications for the 2023-2024 period were evaluated by an independent jury established by Argüden Governance Academy, the European Association for Local Democracy (ALDA), and Altınbaş University. The jury consisted of experts and specialists in good governance and local governance, including retired governors and bureaucrats, political science professors, and good governance specialists.



Municipality Governance Scorecard 2023

In 2023, we updated our Municipality Governance Scorecard research, which examines the good governance practices of Istanbul's district municipalities through publicly available data and evaluates them from a citizen's perspective. The first edition of this research was completed in 2018 and was recognized by global organizations such as the United Nations and OECD for its innovative approach. The Municipality Governance Scorecard aligns with international standards and can be used by any municipality in Türkiye and around the world. Our Model focuses not on the performance of municipalities or mayors, but on their methods of operation. Therefore, municipalities are not ranked against each other but are grouped based on how they implement good governance and examples of best practices.



We shared the results of our 2023 research through a conference held at Altınbaş University. The conference, which included Istanbul Metropolitan Municipality's Strategy Development Department Head Ali Galip Yükseltmek among the participants, was attended by 37 district municipalities from Istanbul.

In the 2023 research, we heard from the Strategy Directors of the municipalities in the 1st group -Avcılar, Bağcılar, Fatih, Kadıköy, Sultanbeyli, and Şişli- about their governance journeys.



School on Participatory Democracy

In collaboration with the Istanbul City Council, we organized the Council of Europe's Participatory Democracy School in Türkiye for the first time.

In the initial phase of the Participatory Democracy School, which focuses on basic training, 23 participants graduated from the sessions conducted by expert trainers. The trainers shared the Council of Europe's standards and tools related to participatory democracy with the participants. The training, delivered in an interactive learning environment, included examples of best practices and experience sharing.

The institutions where the graduates of the training are involved include: Adana City Council, Argüden Governance Academy, Empower with Nature, Gebze Municipality, Hayat Sende Gençlik Akademisi Derneği, Istanbul City Council, Istanbul Planning Agency, Kadıköy Municipality, Kırmızı Biber Derneği, Küçükçekmece Municipality, Oy ve Ötesi Derneği, Roof Coliving, Sultanbeyli Municipality, Türkiye Family Planning Foundation, Türkiye-Europe Foundation, and Citizens' Association.





CORPORATE GOVERNANCE



Our Sustainability Governance Scorecard research, which we introduced as a contribution from Türkiye to the world in 2019, was one of our main activities carried out in 2023. We shared the results of the 2022 report of the Sustainability Governance Scorecard at the Sustainability Conference of the International Financial Reporting Standards, where we participated as a Knowledge Partner.

Our thanks to the International Financial Reporting Standards and the Türkiye Investor Relations Association for their valuable collaborations...

Sustainability Governance Scorecard

In 2023, we continued the dissemination and research processes of our impactful study, the Sustainability Governance Scorecard, which examines the business practices of global sustainability-leading companies from a good governance perspective, for a sustainable future. The dissemination of our 2022 study was conducted at the International Financial Reporting Standards Sustainability Conference in Canada and in collaboration with the Türkiye Investor Relations Association in Türkiye.

Before starting the 2023 research, we reviewed our research processes and ensured we utilized them most effectively. By the end of 2023, we completed our research and prepared our publication, planning to conduct the launch events in 2024.



IFRS Sustainability Conference

As an Information Partner of the IFRS Sustainability Conference, we shared the results of our 2022 study with global leaders at the Sustainability Conference. Additionally, we presented two papers titled “Not ESG but G(EES)” and “The Importance of Public Financial Governance and Financial Transparency in Local Governments.”



Sustainability Governance Scorecard TÜYİD Conference

The Sustainability Governance Scorecard highlights the importance and contribution of quality of life beyond mere results, providing recommendations for a better future and accelerating development through good practices.

In our online event conducted in collaboration with TÜYİD, speakers included Chairman of Trustees Dr. Yılmaz Argüden, Board Member Gizem Argüden Oskay, who is responsible for the project, and Project Leader Melis Türker. The event covered how Global Sustainability Leaders in Türkiye address the following topics:

- Board Competency Matrix
- Executive Compensation and Bonuses
- Sustainability Targets and Outcomes
- Board Oversight and Independent Auditing
- Sustainability in the Supply Chain
- SDGs and Ecosystems
- Learning and Development Cycle

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SÜRDÜRÜLEBİLİRLİK YÖNETİŞİM KARNESİ

Daha iyi bir dünya için, iyi örnekler ile öğrenme hızı artan bir iş dünyası

G20 Tokyo tarafından iyi örnek olarak gösterildi

ARGÜDEN YÖNETİŞİM AKADEMİSİ

- Argüden Yönetişim kalitesini geliştirmeye adanmış bir Vakıftır
- Argüden Yönetişim Akademisi, uluslararası sürdürülebilirlik platformlarını desteklemekte ve Sürdürülebilirlik Yönetişim Karnesi projesini uluslararası platformlarda paylaşmaktadır
 - 2019-2020 The IRRG Global Conference Project Launch
 - 2021 The Value Reporting Foundation Bilgi Ortağı
 - 2022 The Sustainability Standards Board Düşünsel Katkı



NGO GOVERNANCE



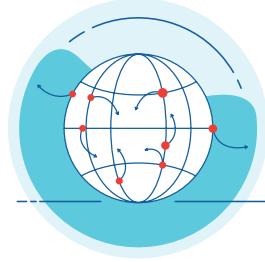
We emphasize the importance of spreading a culture and climate of good governance for a higher quality of life. We continue to advocate for the proliferation of good governance culture in civil society organizations, which is crucial for societal development. Our efforts focus on the enhancement of participation and civic oversight tools, as well as the adoption of integrated thinking and integrated reporting.

Civil Engagement from Disaster to Development

On February 6, 2023, the earthquake that affected eleven of our provinces and the subsequent devastating disaster deeply shook us all. To contribute to the recovery and rebuilding efforts that began after the earthquake, we launched a project in November called “Civil Engagement from Disaster to Development.” The project aims to support the alignment and coordination of public, private, and civil society actors working together according to the principles of good governance, turning the disaster into an opportunity for development. The goal of the project is to assist in aligning the recovery and rebuilding efforts with the objectives of the 12th Development Plan, which emphasizes “disaster-resilient living spaces and civilization-based smart, sustainable cities,” by promoting civil participation and support. Through the “Civil Engagement from Disaster to Development” project, we are also providing civil society organizations and citizens with a tool for monitoring the rebuilding processes from a good governance perspective. This tool can also be used by local governments and decision-makers as a control and self-assessment instrument. Our team, consisting of experts in their respective fields, plans to announce this project to the public in early 2024.



GLOBAL GOVERNANCE



We continue to contribute to the world from Türkiye
for a sustainable and better future.

In addition to our efforts to enhance local and global learning speeds, we have engaged in global advocacy activities on integrated thinking, financial sustainability, and the Sustainable Development Goals. We remain a reference center in the international arena for good governance.

Seminar on Enhancing Governance Quality in Local Government

Given their role as the closest public institutions to daily life, the actions of local governments in dealing with various crises have become increasingly critical. Local government mechanisms are tasked not only with combating local, national, and global crises but also with enhancing the development and welfare of their citizens. Therefore, we consider improving the quality of governance in local governments to be crucial for enhancing citizens' quality of life.

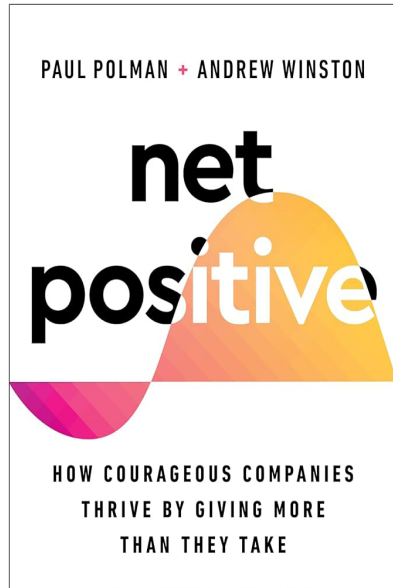
In this online seminar, organized at the invitation of the Good Governance Academy, we shared information on how to utilize data to map, measure, and improve local governance culture and practices from a citizen-focused perspective. The seminar also included a presentation of the methodology and results of our “Metropolitan Municipality Governance Scorecard” research, which assesses local governance from a citizen-centered approach. Our Academic Board Members, Dr. İnan İzci and Dr. Erkin Erimez, participated as speakers.

The image shows a screenshot of the "Metropolitan Governance Scorecard" website. The website has a dark blue header with the title "Metropolitan Governance Scorecard©". Below the header, there is a navigation bar with links: Home, About, Executive Summary, MMCS at a Glance, Our Model, Scorecards, Findings & Recommendations, Contact Us, and TR EN. The main content area features a map of Turkey with various regions highlighted in shades of purple. The ARGÜDEN GOVERNANCE ACADEMY logo is visible in the bottom left corner of the map area. In the bottom right corner of the map area, the number "13" is displayed. To the right of the website screenshot, there is a small video call window showing Dr. İnan İzci, a man with glasses and a beard, wearing a dark shirt. The video call window has a small logo in the top left corner that reads "Good Governance for Quality of Life".

Net Positive

We have adopted the promotion of good governance culture both in our country and globally as our fundamental objective. To support our efforts, we conduct research, provide training, and collaborate with our stakeholders to enhance the understanding and implementation of the concept of good governance in society.

Our Advisory Board Member, Paul Polman's book, Net Positive, describes the approach of creating value for all stakeholders, including the companies that work to make the world a better place by applying the principles of good governance. Given that the fundamental approach suggested by the book aligns perfectly with the Academy's objectives, we have translated Net Positive into Turkish.



OUR FINANCIALS

OUR FINANCIALS

As Argüden Governance Academy, we conduct our work using resources obtained from our corporate and individual donors who believe in our mission, our sponsors who support various projects and programs, and project-based funds and grants. We extend our sincere gratitude to our donors who contribute to the development and widespread adoption of good governance practices across all segments of society, as well as to our stakeholders who support our efforts with in-kind and volunteer resources.

In 2023, out of our total revenue of 10,424,598 TRY, 25% came from contributions provided by corporate and individual donors, 19% from project funds and grants, and 57% from value preservation income, SGK incentives, and other sources. We are especially grateful to TIRSAN, as well as Garanti BBVA, Akkök Holding, Borusan, Çalık Holding, Altınbaş University, and ARGE Consulting, for believing in our mission and supporting us.

We regularly research new donations and grants and strive to establish new relationships. With this approach, we are planning to further increase the revenue we generate through our economic enterprise to achieve a self-sustaining financial sustainability model for the organization. We are continuing our efforts to spread the financial sustainability momentum we gained in research projects across all our activities.

We continue to apply for funds and grants for our projects. In 2023, we received positive responses for 2 out of 5 applications. We are working to further increase our success rate, which stands at 40%, in 2024.

ARGÜDEN GOVERNANCE ACADEMY COMPARATIVE INCOME AND EXPENSE TABLE BY YEAR (TL)			
	2022	2023	Change (%)
INCOME	6.724.115	10.424.598	%35
EXPENSES	3.443.983	5.257.273	%52
Education	202.499	767.905	%279
Research	2.230.365	1.991.182	-%10
Communication	832.176	1.798.830	%116
General	178.943	699.956	%291
INCREASE IN REVENUE	3.280.132	5.167.325	%36,5

Comparing to the previous year, when looking at the total real resources allocated from our budget:

Training Expenses Increased: While we conducted 17 training programs totaling 391 hours in 2022, in 2023, we held 12 training programs totaling 269 hours, with 335 participants graduating. Despite the decrease in the number of training programs, expenses significantly increased due to high inflation. Costs for travel, book printing, and logistics for training programs also rose. Numerous professionals and Youth Network members volunteered their expertise in our training sessions for children, youth, public, and civil society professionals. As a result, both training expenses and volunteer contributions increased compared to 2022.

Increased Leverage and Volunteer Support for Research: We published 18 reports/research papers/articles in 2022 and 12 in 2023. In 2023, we examined 256 institutions through 4 research projects. While research expenses decreased, leverage increased. We maximized resource mobilization through studies such as the Sustainability Governance Index, Municipal Governance Index, Civil Interaction for Post-Disaster Recovery, and European Label of Governance Excellence. With fewer researchers and project-based staff in 2023 compared to the previous year, research project expenses also decreased.

Increased Communication Expenses: Although we engaged in 29 communication activities in 2023 compared to 58 in 2022, expenses rose. In 2022, our focus was on participating in stakeholders' events, many of which were online due to the pandemic. In 2023, our human resources were mainly focused on research activities, reducing participation in communication activities. However, the events we organized had higher costs due to inflation. We communicated face-to-face with 4,705 people in 2023, advocating concepts such as "good governance," "sustainability," and "integrated thinking" for a sustainable future.

Maximized Use of Volunteer Contributions for Administrative Activities: In 2023, we utilized more volunteer contributions in our corporate activities. We supported our real resource of 699,955.73 TL with a leverage of 2,406,900 TL, covering 77% of our administrative expenses through leverage. Administrative expenses include accounting and finance management, rent, bills, and office supplies.

We are committed to utilizing donations and other income effectively for our training, research, and communication activities. In line with our resource strategy, we prioritize creating in-kind and voluntary contributions (leverage effect). To measure the leverage effect, we record the voluntary contributions provided in "hours" and calculate them based on the "rate" determined by our board of directors. We also regularly record "in-kind contributions" based on minimum equivalents. In addition to our real budget, we consider in-kind and voluntary contributions in calculating our total economic cost. This approach serves as a guide for other NGOs in measuring the impact of their activities and calculating the leverage effect.

LEVERAGE EFFECT (VOLUNTARY CONTRIBUTIONS & IN-KIND CONTRIBUTION)			
ACTIVITY	2022 (TL)	2023 (TL)	Change (%)
EDUCATION	654.562	1.968.612	%67
RESEARCH	564.950	1.887.969	%70
COMMUNICATION	1.722.987	3.052.792	%44
GENERAL	1.532.995	506.471	-%203
TOTAL	4.475.494	7.405.844	%40

To enhance quality of life, we have consistently utilized the experiences, knowledge, and expertise of our volunteers. In 2023, we greatly benefited from volunteer support, particularly in administrative processes, communication activities, and research. Our volunteers dedicated 10,422.5 hours, providing contributions equivalent to 6,669,150 TL. We improved our systems for reporting and categorizing volunteer contributions, ensuring precise measurement of contributions in administration, education, research, and communication activities. This allowed us to accurately measure the volunteer support in the “general management” area for 2023. We have meticulously allocated the resources entrusted to us by our donors and supporters to maximize their impact. We extend our sincere thanks to the volunteers who diligently categorized their administrative activities throughout the year.

Similar to volunteer contributions, we continued to record in-kind contributions. As an Academy, we prioritize using our budget for intellectual services while benefiting from the support of our partners for logistics and catering expenses. This approach helps us utilize the resources entrusted to us by our donors for expanding governance effectively. Consequently, the leverage contribution, which was 4,475,494.5 TL last year, increased by 40% to 7,405,844 TL.

In 2022, with a real budget of 3,443,983 TL, we mobilized resources worth 2.29 times this amount, conducting activities totaling 7,919,477.5 TL. In 2023, with a real budget of 5,257,873.68 TL, we mobilized resources worth 2.41 times this amount, conducting activities totaling 12,663,717.87 TL. This indicates a positive development in achieving higher impact with fewer resources.

We continue to use every 1 TL entrusted by our donors to create value exceeding 2 TL.

ARGÜDEN GOVERNANCE ACADEMY TOTAL ECONOMIC COST FOR 2023 (TL)					
	2022 TOTAL	2023			ANNUAL CHANGE (%)
		REAL RESOURCE *	LEVERAGE EFFECT	TOTAL	
EDUCATION	857.061,5	767.905	1.968.612	2.736.517	%69
RESEARCH	2.795.315	1.991.182	1.877.969	3.869.151	%28
COMMUNICATION	2.555.163	1.798.830	3.052.792	4.851.622	%47
GENERAL	1.711.938	699.956	506.471	1.206.427	-%42
TOTAL	7.919.477,5	5.167.325	7.405.844	12.663.717	%37

To exemplify and demonstrate the value of the contributions received, we take care to acknowledge them in our publications or events. Since we utilize the resources provided by our donors, we adhere to principles of efficiency and precision in our expenditures, aiming to provide as many services as possible through in-kind contributions and benefit from the leverage effect. As a testament to this responsibility, we regularly provide our donors with reports on our activities and budget without them having to request it.

In 2023, we followed this principle by sharing detailed financial information and the impact created with all our donors regarding the resources entrusted to us.

2023 INDEPENDENT AUDIT REPORT



Our Leverage Report pg. 48

In accordance with our principle of accountability, we have our Leverage Report and financial documents audited by an independent auditor. We share these documents with our donors proactively, even without their request.



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

Report of independent auditors on Applying agreed-upon procedures

To the Management of Argüden Governance Academy,

We have performed the procedures based on the agreement date on February 19, 2024 and enumerated below with the respect to the operations of Argüden Governance Academy ("the Academy") in 2023, 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 2023" table disclosed and published in the Annual Impact Report 2023 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 2023" table in the report consist of two groups as "Expense" which is expressed as real resources and "Leverage Effect" which is calculated as an estimate. Expenditures are stated in the "expense" group were tested with expense documents and compared with accounting records.
5. The "Voluntary Contribution" in "Voluntary Contribution & In-Kind Contribution" which is expressed as a leverage effect, is calculated with;

-hours data, which are declared by the volunteers and kept in the Academy,
-and the arm's length hourly wages for 2023 were stated in the Board of Directors Decision dated 30.12.2023 and confirmed wages are arm's length by us.

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

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info@erisyymm.com www.erisyymm.com

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



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

Because the above procedures do not constitute either an audit or review made in accordance with Turkish Standards on Auditing or Turkish Standards on Review Engagements (or relevant national standards or practices), we do not express any assurance on the "Resources" table as of December 31, 2023.

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

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

Eriş Bağımsız Denetim ve YMM A.Ş.
Dr. Emrah Aygöl, Sworn-in CPA
Responsible Auditor
08.03.2024



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OUR FUTURE EXPECTATIONS

Argüden Governance Academy has been dedicated to building a society that trusts its institutions. We recognize that the environmental, social, and economic challenges we face highlight the critical need to build a more sustainable and equitable future. Therefore, our ongoing and future initiatives aim to strengthen civic engagement, promote integrated thinking, disseminate sustainability principles across all sectors, integrate them into corporate policies, and ensure the acceptance and implementation of good governance practices by all sectors.

We view the active participation of civil society in policy-making processes and the mobilization of decision-making mechanisms as fundamental to democracy and sustainable development. The quality of participation ensures that policies are more transparent, accountable, and better reflect public needs. Moving forward, we will continue to develop models that allow for greater involvement of civil society organizations, individuals, and communities in decision-making processes, ensuring that various perspectives and voices are heard in shaping policies. In 2023, we will publish a guide for our Civil Engagement From Disaster to Development to facilitate civil monitoring in post-disaster processes.

By enhancing the research processes of our Sustainability Governance Scorecard, we plan to expedite this extensive and in-depth study, ensuring it is conducted accurately and effectively. Our goal with this impactful research is to promote the widespread adoption of sustainability principles across all sectors and their integration into corporate policies. We believe that high-quality business processes, environmental protection, social justice, and economic development will advance more effectively, contributing to the achievement of the Sustainable Development Goals (SDGs).

We will continue our efforts to improve governance quality in public and local governments. Since 2022, we have granted the European Label of Governance Excellence to a total of 6 municipalities in Türkiye, including 2 metropolitan municipalities. This Label aims to promote the adoption of good governance principles as a business culture in local governments and to fulfill commitments to achieve excellence in good governance for a sustainable future. We aim to expand this work and receive more applications from municipalities across Türkiye.

The foundation of good governance culture is laid in childhood, developed in youth, and matured and implemented in adulthood. Therefore, in 2023, we collaborated to expand our Good Governance for Children Program in the earthquake-affected regions. In 2024, we plan to increase collaborations and support to expand the program both in the earthquake zone and other regions of Türkiye.

Additionally, we will enhance our governance efforts with young leaders. As always, we will support the activities of the Governance Youth Network this year, and we will further promote projects developed by young people through collaborations with various institutions and sectors. We will also provide effective training such as YÖN101, Sustainability 101, and Aristotle Social Entrepreneurship Training to ensure that young people experience good governance in diverse areas.

We know that integrated thinking and reporting, which encourage bringing together interdisciplinary knowledge and perspectives, enhance the quality of business processes. Integrated thinking will play a crucial role in achieving sustainable development goals.

In 2024, as we have for the past 10 years, we will work towards a more inclusive, equitable, and sustainable future and a better quality of life. Our efforts, aimed at everyone from ages 7 to 77, are part of our responsibility to act together and leave a livable world for future generations.

Sincerely,

Argüden Governance Academy

Notes