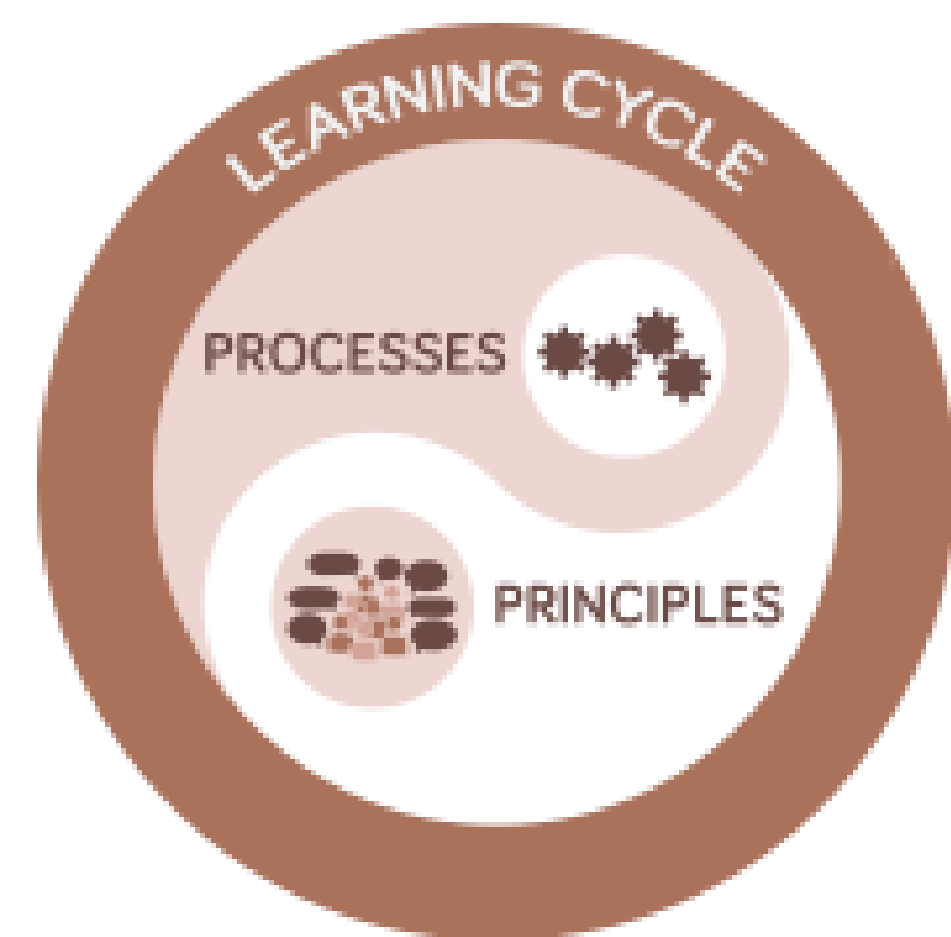


ARGÜDEN GOVERNANCE ACADEMY

Good Governance for
Quality of Life



MUNICIPALITY GOVERNANCE SCORECARD

October 2018

Governance Scorecard of Municipalities Model[©]



Establish good governance culture
Identify development opportunities
Motivate learning through best practice examples
in Istanbul District Municipalities

A unique model developed by the Academy

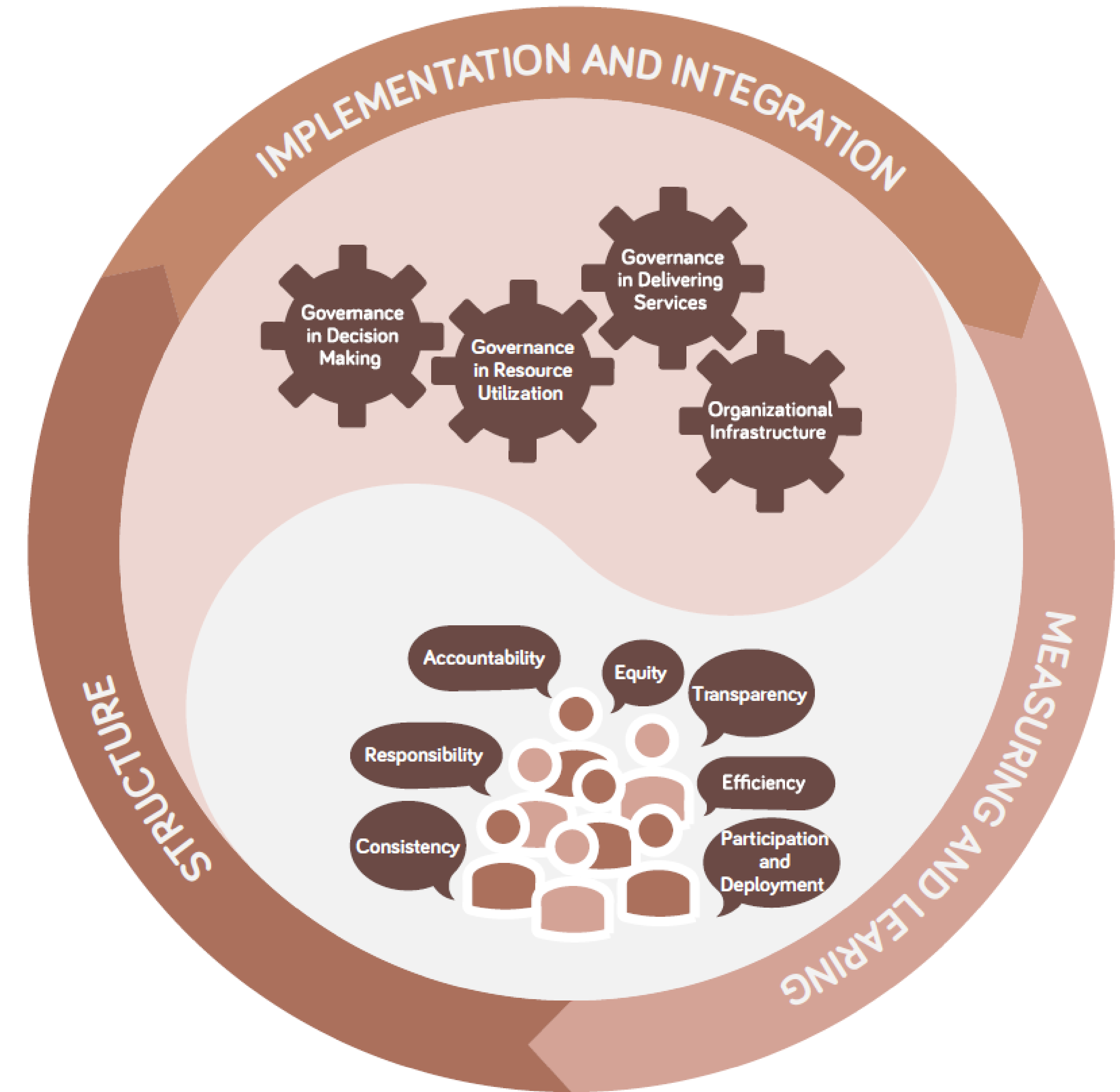
Compatible with international norms and Turkish legislation

Not a perception survey

A 'Citizen Centric' analysis, based on publicly available information

Evaluation of municipalities'
decision making, resource utilization, delivery of services
and consultation and supervision processes
from a good governance point of view

An exemplary model which is not only applicable in Türkiye,
but also in the World



Governance Scorecard of Municipalities...

Provides a guideline to
local government officials and municipalities

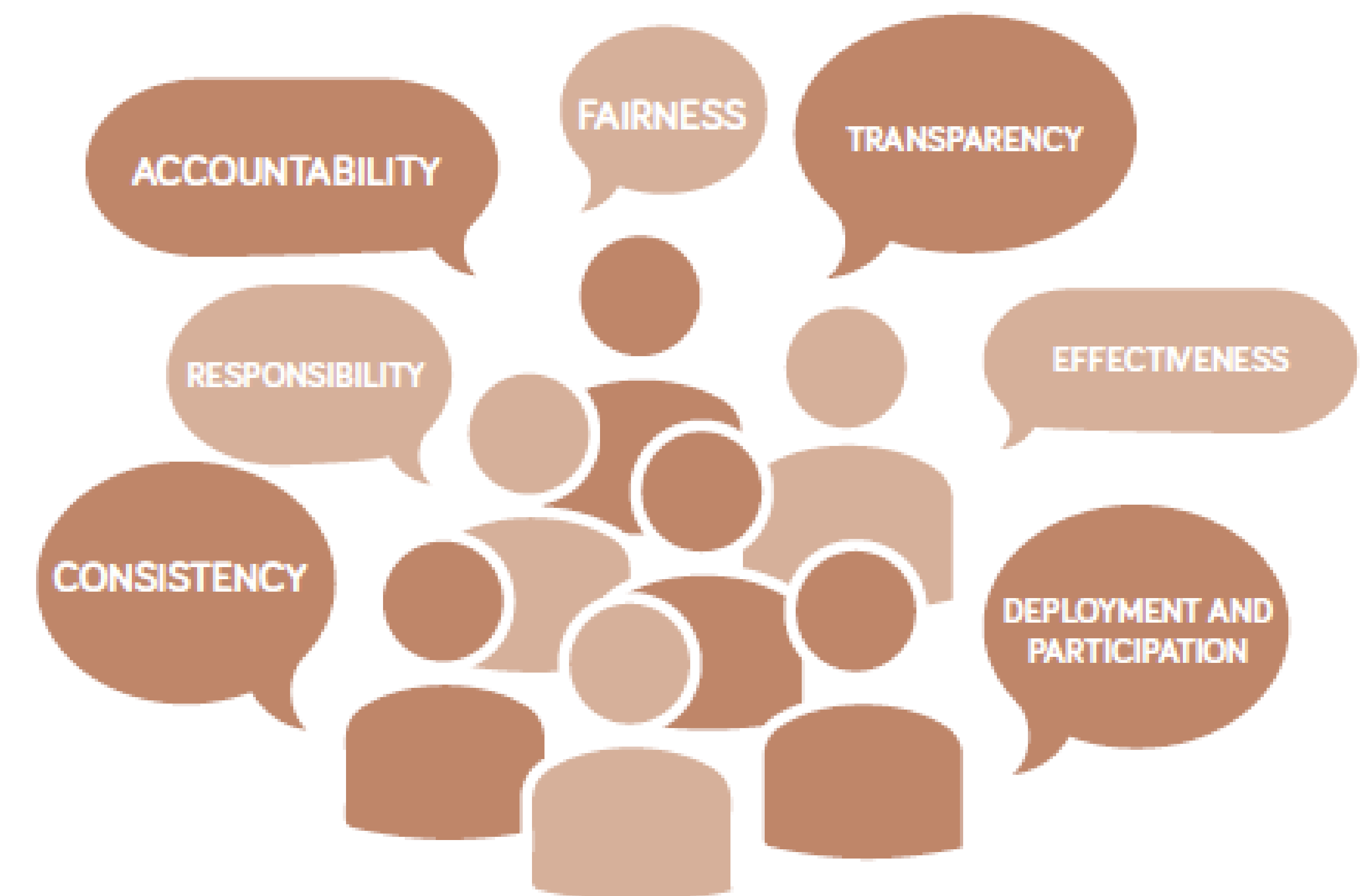
Serves as a mapping & measurement methodology
assessing the governance performance of
municipalities

Offers citizens and stakeholders
a perspective for local decision-making processes

Facilitates localizing good governance through self-
assessment & collective learning

Promotes open local government & stakeholder
engagement

Good Governance Principles

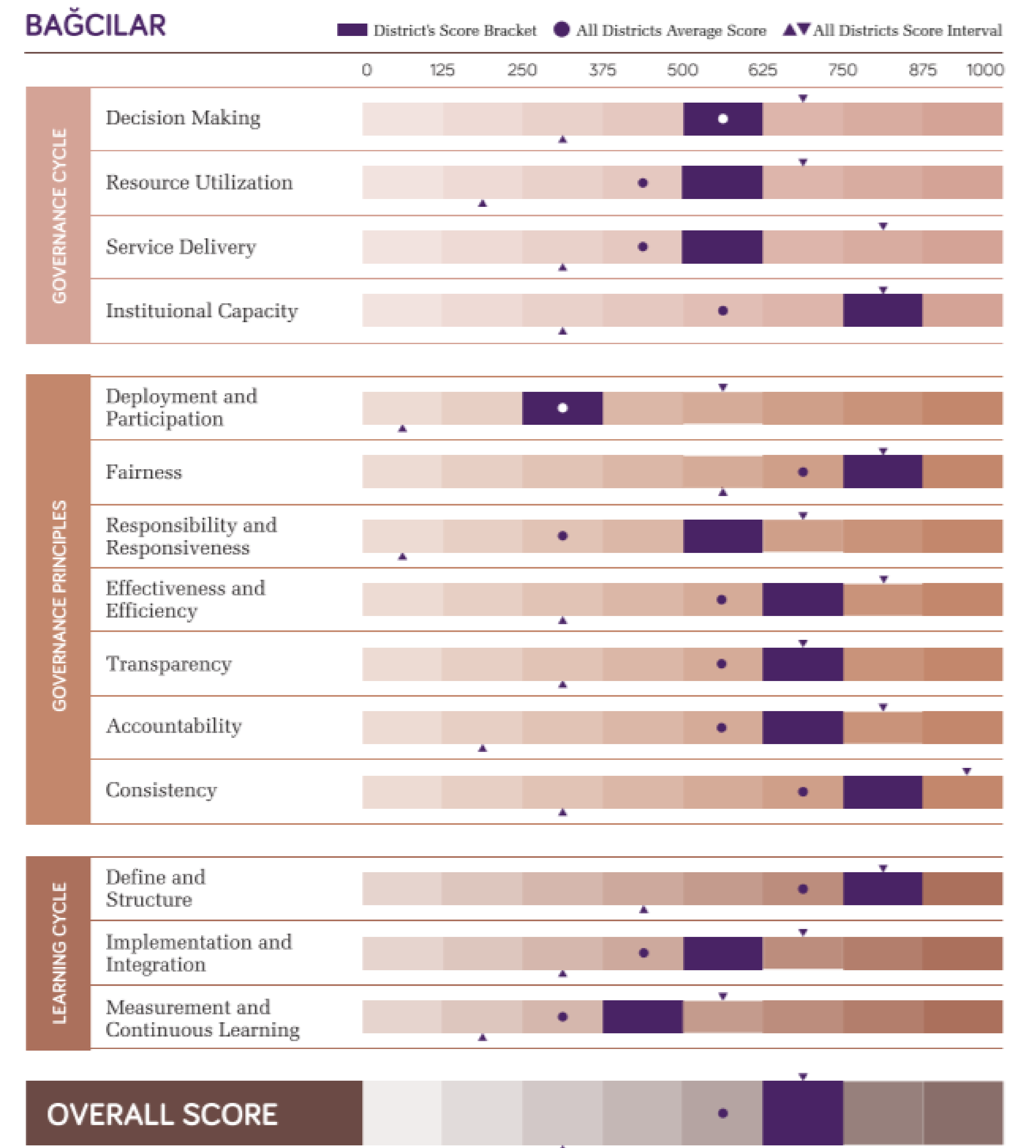


An Example Scorecard

Processes, Governance Principles, and Learning Cycle
Based on 227 objective and concrete criteria

Scores each municipality on a scale of 0–1,000 points

Analyzed Istanbul’s 37 district municipalities
that are legally required to prepare a strategic plan



Score Range of Districts

Total Score of Municipalities varies between 300 – 650

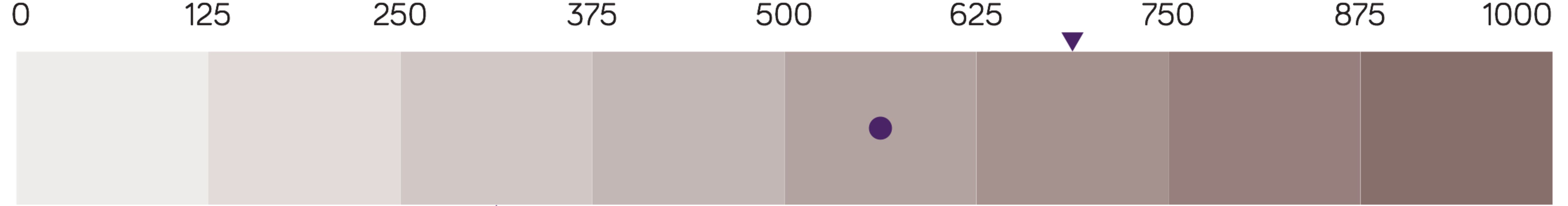
There is significant room for improvement for each municipality,
including even the ones with the highest scores

Good practices from each municipality has been identified & promoted

There is substantial improvement potential for

- *Data–driven decision making,*
- *Participatory democracy,*
- *Integrated thinking and*
- *Continuous learning philosophy*

MUNICIPALITY GOVERNANCE SCORECARD OVERALL SCORES



Büyükçekmece	Arnavutköy	Ataşehir	Avcılar
Çatalca	Bahçelievler	Bakırköy	Bağcılar
Esenyurt	Başakşehir	Beşiktaş	Kadıköy
	Bayrampaşa	Beyoğlu	
	Beykoz	Çekmeköy	
	Beylikdüzü	Esenler	
	Eyüpsultan	Fatih	
	Gaziosmanpaşa	Güngören	
	Kartal	Kağıthane	
	Pendik	Küçükçekmece	
	Sarıyer	Maltepe	
	Silivri	Sancaktepe	
	Sultanbeyli	Sultangazi	
	Ümraniye	Şişli	
	Zeytinburnu	Tuzla	
		Üsküdar	

Main Findings

All municipalities need to improve in terms of transparent sharing of information and compliance with the principles of accountability

There is a presence of a structure aligned with good governance but good governance culture is not adopted neither in implementation, nor in measurement and learning

Each municipality, even with highest scores has areas for improvement

There is substantial improvement potential

Data is the Key for Development

Evaluation and consumption of data
is the key for performance measurement & continuous development
through learning

It is understood that the municipality structures are
generally in line with good governance

Data-driven decision making, implementation,
measurement & continuous development through learning
are the main development areas



Meaningful Participation for Quality Decisions

Almost all municipalities
carry out various participatory activities

Meaningful participation leads to
participation with measurable impact

Sharing information about participation
is relatively low in Istanbul District Municipalities



What Gets Measured, Gets Improved

Sharing partial information
about the indicators for various processes

Decisions made, activities implemented,
and the measurement of results are not reflected
in their reports

There is need for improvement in the areas of
development through comparison, consultation,
and continuous learning



Continuous Learning with Measurable Indicators

Setting and Measuring Key Performance Indicators

The objectives should be translated into measurable and monitorable targets and success indicators

Sharing and Learning from Key Performance Indicators

Targets and measurements established for the indicators should be shared regularly with the public and in a data-based manner

The measurement results should be assessed to complete the learning cycle

Effective Communication Among Different Levels and Processes

An output–focused and holistic management approach should be adopted in municipalities by ensuring regular communication and interaction among different managerial levels and processes

Links should be established between internal and external processes for efficient coordination

Areas of convergences and contradictions should be identified beforehand and managed efficiently

Consistency Among Plans and Reports in Different Processes

Public services should be delivered through integrating top–level policies, national plans and programs by aligning with the local governments’ vision & plans

Policy Recommendations for Stakeholders

Municipalities

Meaningful, effective and sustainable participation

Governing based on consultation and cooperation, data and analysis

Defined, measurable performance indicators

Integration among different processes, departments, reports and documents



Citizens and NGOs

Active, participatory, responsible citizenship

Stakeholders adopting active supervision and contribution

Adequate knowledge about legal requirements, rights and responsibilities

Advocating about the enactment of these

Evaluation of demands, complaints and opinions
on the basis of concrete evidence and data



Policy Recommendations for Stakeholders



Central Government

Legislation to strengthen
data-driven, participatory, integrated and continuous learning cycle

Budget for capacity building, conditional financing
and good practice transfers

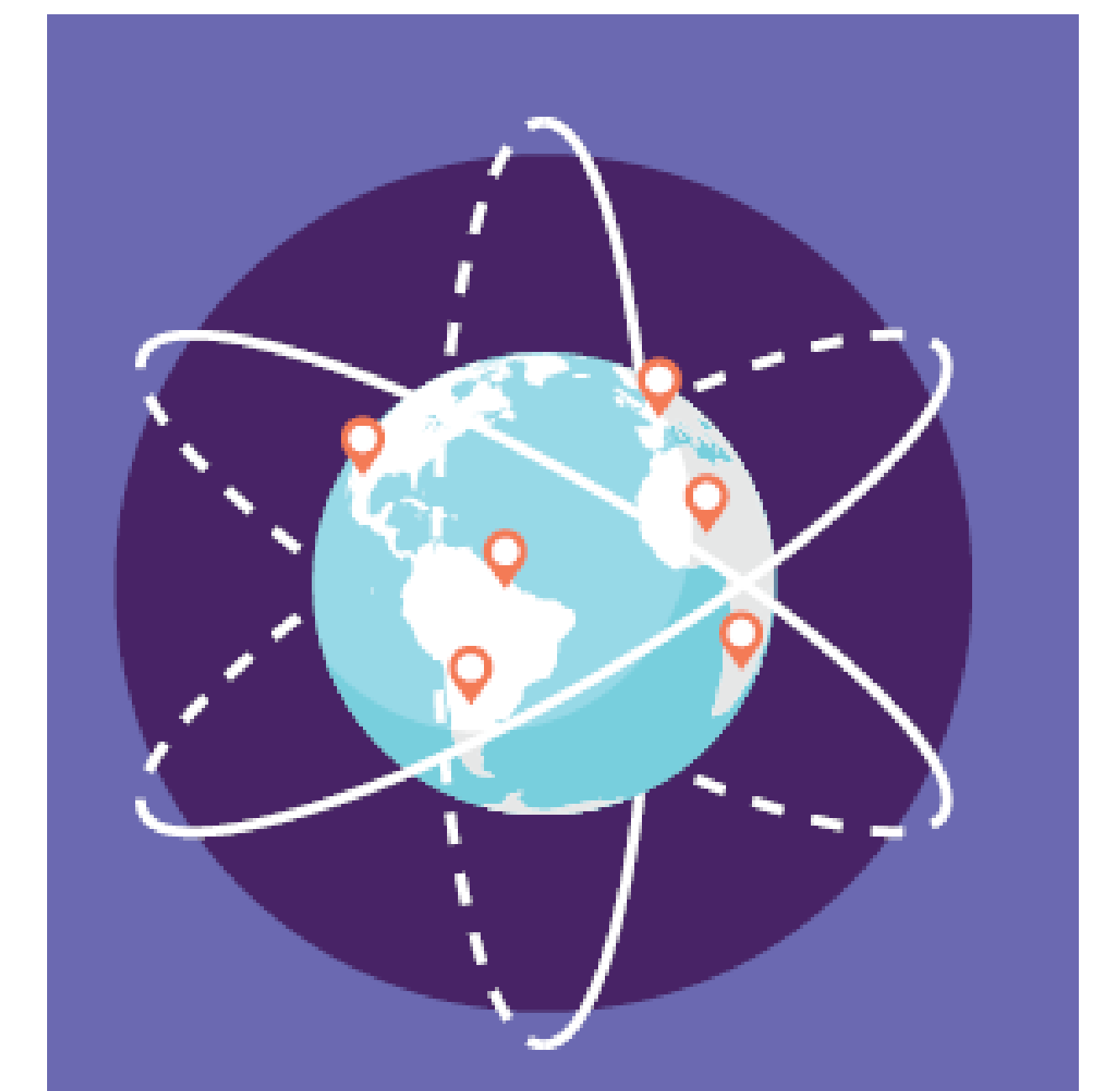
Mechanisms and processes to ensure a participatory internal audit

Share information assets for public use

Media

Publishing news to disseminate local good governance culture
and serving as an oversight mechanism

Conveying expectations and concerns of stakeholders to the public realm
in an impartial and evidence-based manner



The Model for Localizing Good Governance



Citizen-centric good governance maps and measures the climate of local governance

Triggers openness at local governance

Increases trust among the stakeholders for participation and partnership

Promotes inclusive & accountable decision-making

Links sustainability, social inclusion & ethical conduct with good governance through indicators

Supports vertical and horizontal integrated thinking

Data, evidence and measurement culture brought forward for continuous development

Democratic Innovation for Good Governance

International Level– Promoting the Model as a best practice
for local good governance mapping & measurement tool

National Level – Well received the Model & its findings
Empirically supported legislative and policy improvement propositions provided

Citizens & NGOs – Empowerment with practical and legally supported guidance
for civic action

Municipalities & the Union of Municipalities – Leveraging continuous learning and improvement
through research lessons and guidance

Media – Drawing attention to the significance of local good governance

Impact generation at multi levels and across different sectors.

The Model is Recognized Internationally



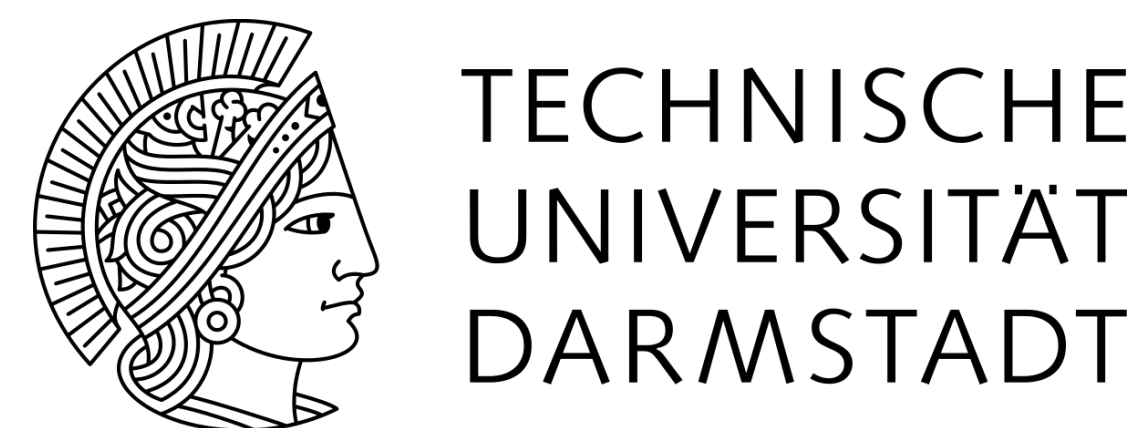
"Municipality Governance Scorecard is the first research that transformed governance principles into the implementation at this scale."

Jutta Gützkow
The Council of Europe
Head of Good Governance Division



"We will certainly promote the Municipality Governance Scorecard as a best practice among the OECD countries."

Soo-Jin Kim
OECD Metropolitan Reviews
Coordinator of Cities, Urban Policies and Sustainable Development Division



"Evaluations of good practices adopted in this research will accelerate reciprocatory learning."

Prof. Hubert Heinelt
Technische Universität Darmstadt
Institute of Political Science



The UN, OECD and The Council of Europe representatives accepted the Model as a best practice and will promote for furthering good governance and sustainable development at local level.