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
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

Impact generation at multiple levels and across different sectors
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 Gütkow
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.