1. Basic Information

1.1. CRIS Number:
1.2. Title: Supporting Civil Society Development and Dialogue in Turkey
1.3. Sector: Civil Society
1.4. Location: Turkey
1.5. Duration: 2 years (June 2007 – June 2009)

2. Objectives

2.1. Overall Objective

The overall objective is enhancing participatory democracy in Turkey through strengthened NGOs.

2.2. Project purpose

The purpose is to provide capacity building services for local NGOs to increase their involvement in decision making processes and to encourage communication and cooperation among themselves as well as with their counterparts in the EU.

2.3. Accession Partnership (AP) and NPAA priority

Enhancement of freedom of association and development of civil society has been an important element in the Accession Partnership with Turkey (2003) and the National Programme for the Adoption of the Acquis.

Accession Partnership with Turkey, 2003

The proposed project is in conformity with the following objectives specified in Accession Partnership Turkey 2003, Priorities Chapter 4 and under the title of ‘Enhanced Political Dialogue and Political Criteria Priorities (2003/2004)’.

“Pursue and implement reforms concerning freedom of association and peaceful assembly. Lift legal restrictions in line with the European Convention on Human Rights, in particular on both foreign and national associations, including trade unions (Articles 11, 17 and 18). Encourage the development of civil society.”

The European Council adopted a decision “On the Principles, Priorities, and Conditions contained in the Accession Partnership with Turkey” in January 2006 that lists priorities.

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1 Throughout this fiche NGO stands for Non-governmental organization and includes non-profit making, non-governmental organizations, such as those established by law as Associations and Foundations, in particular cases including non-registered movements and initiatives as well as those organizations whose legislative framework allows for profit-making but their operations are strictly non-profit.
which Turkey has to meet in short-term (1-2 years) and medium-term (3-4 years) within the scope of EU negotiation process. This European Council decision includes a paragraph titled ‘Freedom of expression, association and peaceful assembly’ for the further development of civil society in Turkey:

“- Implement all reforms concerning freedom of association and peaceful assembly in accordance with the European Convention on Human Rights and its related case law. Implement measures to prevent the excessive use of force by security forces. 
(…)
– Facilitate the domestic development of civil society and its involvement in the shaping of public policies.
– Facilitate and encourage open communication and cooperation between all sectors of Turkish civil society and European partners.”

In addition to this, the EU Presidency Council took the following decisions on 16-17 December 2004 regarding the involvement of civil society to accession negotiations:

“Parallel to accession negotiations, the Union will engage with every Candidate State in an intensive political and cultural dialogue. With the aim of enhancing mutual understanding by bringing people together, this inclusive dialogue also will involve civil society.”

All these decisions and documents clearly indicate that the priorities of this project are in line with the priorities of EU Communities.

The priority areas defined in this project have also been emphasized in NPAA.

National Programme for the Adoption of the Acquis which has been adopted in July 2003 states that the enhancement of freedom of association and development of civil society as a priority area under chapter II, Political Criteria Section II titled as ‘Freedom of association, Right to Peaceful Assembly and Civil Society’:

“The Government will continue to support the development of civil society and its participation in democratic life. In this vein, the relevant legislation will continue to be reviewed in the light of the European Convention on Human Rights and Fundamental Freedoms, especially with regard to compliance with the letter and spirit of Articles 11, 17 and 18.

In this respect:
- Legislation concerning associations as well as meetings and demonstrations will be reviewed. Provisions in various legislations will be collected into as few laws as possible to provide consistency.
- The legislative and administrative reforms concerning associations, foundations, meetings, and demonstration marches will be implemented effectively.”

This project will serve the fulfilment of the priority field: encouraging the development of civil society. The government of Turkey has taken significant steps in improving the legal and regulatory environment for freedom of association in Turkey. With the adoption of a new Law on Associations (July 2004) and the publication of a new draft law on foundations, Turkey is undergoing significant changes in the area of civil society legislation. Nevertheless,

2 Brussels European Council, 16/17 December 2004. 16238/04
the full dissemination and disbursement of these improvements to the beneficiaries can be possible only with a functioning, healthy and active civil society sector with an ability to participate in channels of decision-making, communication and with a closer touch and relationship to its target group, coupled with an increased awareness among the public on the significance of the NGO sector. This is primarily what this project aims to contribute in the development of civil society.

2.4. Contribution to National Development Plan (and/or Structural Funds Development Plan/SDP)

Not Applicable

2.5. Cross Border Impact

Not Applicable

3. Description

3.1. Background and justification:

At the Helsinki European Council of 10 and 11 December 1999, the EU confirmed Turkey as a candidate State destined to join the Union on the basis of the same criteria as applied to other candidate States. In this context, particular attention is paid to the strengthening of cooperation between civil society and the public sector and NGO’s democratic participation level with regard to the fulfilment of the Copenhagen criteria. The first criterion states in particular that ‘membership requires that the candidate state has achieved stability of institutions guaranteeing democracy, the rule of law, human rights, respect for and protection of minorities’.

A well-developed and functioning civil society is an essential element of a democratic system and efficient NGOs have a key role to play in expressing the demands of citizens by encouraging their active participation as well as raising their awareness. Furthermore, many elements of the acquis communautaire are based on the existence of operational NGOs operating within the related policy area.

The governmental strategy of Turkey on civil society has been formulated in National Development Plans and Government Programme. The 8th Five Year Development Plan (2001-2005) addresses the importance of cooperation of NGOs with public and private sector. Especially, the section Basic Targets and Strategy for Long-Term Development (2001-2023) under Chapter II states: “Paragraph 179. It will be essential for the markets and the state to complement each other in attaining social targets. Within this framework, regulating, monitoring and supervising functions of the state shall be improved, local administrations shall be strengthened and non-governmental organizations shall be supported in line with national priorities.”

Strengthening of civil society and its involvement in decision making processes is considered by the 8th Special Expert Commission on Good Governance in Public Sector under the 9th Five Year Development Plan (2007-2013) that is currently at the preparation phase.
The strengthening of civil society was also one of the priorities of the Government Programme that was adopted in 2002 by the 59th Government of Turkey. The Programme recognizes the civil organizations as one of the most important elements of a democratic society. In this sense, the 59th Government undertakes the commitment of establishing new mechanisms in which NGOs and public institutions will collaborate with each other.

In view of economic and social cohesion, the NDP has emphasized participation in the decision-making of grassroots local and regional non-governmental and civil society organizations as part of the stakeholder groups within the framework of a more decentralized administration.

Considering the amendments in the Associations Law and in the Civil Code, which were reframed within the context of the harmonization process with EU, freedom of association has been promoted significantly; some draconian measures, which were imposed by the previous laws, have been removed and the Department of Associations was established as a civil body which is replaced with the Desk of Associations operating as branch of Security Directorate.

In spite of these positive developments, the new law of associations has also introduced some shortcomings as well. For example, drastic sanctions for minor mistakes and wrongdoings, in the form of fines which are significantly high for ordinary Turkish citizens and can be very intimidating for the directors of associations (see Annex 7.1- Improvements, Shortcomings and Failures of the Law on Associations).

This project shall contribute to overcome these shortcomings by improving local institutions and management of NGOs to an increased capacity to take part in decision-making, respond to the call for project proposals in this area and enhance collaboration and dialogue between local authorities, the public and among NGOs themselves and their counterparts in the EU.

In line with the strategies of both EC and Turkey mentioned above, the European Commission and the Turkish Government launched the Civil Society Development Programme (CSDP) in 2001 with a view to support the development of civil society in Turkey. Within this programme a service tender was launched and an NGO Support Team was established to operate components of the Local Civic Initiatives and Turkish-Greek Civic Dialogue elements of the programme in November 2002. This project has been completed as of May 2005.

The CSDP NGO Support Team has conducted training and seminars for over 700 NGOs in 13 provinces, bringing together NGOs from at least 64 provinces, provided one-on-one assistance in networking, fundraising, project development and awareness-raising to grassroots NGOs in order to contribute to civil society development throughout the country.

Throughout 2002-2005, the demand and needs by NGOs have shown that it is essential to ensure continuity of such services provided to NGOs in Turkey, more so because civil society organizations shall play an increasingly important role in the accession process of Turkey to the EU and in shaping EU policy in the future. This role has also been recognized in the Communication entitled “Civil Society Dialogue between the EU and Candidate Countries” published by the European Commission in June 2005. The Communication sets out a general framework on how to create links between civil society in the EU and candidate countries. For local NGOs, which suffer from lack of capacity to engage in a dialogue with their
European counterparts, services provided by the STGM as well as by local support centres gain much more importance.

The Association for the Civil Society Development Centre (STGM) which is the only civil body in Turkey working nation wide on the capacity building of civil society was established on May 2004 with support from civil society organizations in diverse regions in Turkey. The founding members of the STGM have conducted several meetings with more than 150 NGOs bringing together NGOs from different provinces to discuss the principles and methods of operation. STGM has also benefited from these feasibility studies prepared by the CSDP NGO Support Team in determining its strategy to provide support for NGOs in Turkey.

In order to formulate its strategy, STGM conducted a workshop with the participation of several NGO activists in February 2004. In this meeting, the vision and mission statement, priorities, principles, values and working methods have been formulated (see Annex 7.2 - Results of STGM Workshop).

STGM proposed a project to the EUSG and EC for strengthening NGOs in Turkey in order to ensure their active participation in the decision making process. The “Strengthening Freedom of Association for further Development of Civil Society (SFACS)” Project was launched on June 2005. STGM established a fully equipped and staffed support Centre in Ankara as of 1st of August 2005 and started to provide support by means of training & seminars, networking conferences and face to face contacts to its target group NGOs working in the field of gender, children, human rights, youth, environment, the disabled and culture and arts. The STGM Support Centre targets to provide services for more than 2,000 local grassroots NGOs.

During the 2005-2007 period organization of more than 120 training sessions and conferences are targeted in order to improve the communication/networking and project development capacity of local NGOs. Grants which shall be managed in the scope of the SFACS is planned to be in the service of urgent and practical needs of local NGOs. In order to establish a dialogue/collaboration platform among NGO networks such as gender, environment and human rights a series of meetings aiming at bringing them together to improve understanding each other will be organized.

A mapping study (Annex 7.3) has been conducted in October 2005 by using research techniques including in-depth interviews, focus groups and questionnaire with members and volunteers of 32 target group NGOs in 8 different provinces in order to assess and analyse the needs, expectations and capacities of NGOs.

According to the mapping study the most common and vital needs of NGOs can be categorized as follows;

- Financial support
- Qualified human resources; training and participation
- Organizational culture along with democratic culture
- Communication, public relations and governance
- Progress in institutionalization level; archiving, documentation and reporting
- Technological progress; computer, internet accession and foreign language
- Indirect mechanisms to support the civil sphere of Turkey; institutions to support the development of NGOs
NGOs expressed their expectations from STGM as follows:

- Trainings; to increase the number and variety of training activities
- Branches; to open local branches
- Extending activities to local organizations
- Forming and coordinating communication networks between NGOs
- Experience transfer; successful CSO experiences and activities to local NGOs
- Increasing the amount and variety of publications
- Supporting NGOs in terms of technical and financial development

Besides taking into account the results of the mapping study, consultations with the 30 founding members of the Association of Civil Society Development Centre in order to develop the current project fiche, who are leading civil activists in the fields of gender, youth, human rights, environment, child, disabled, culture and art, rural development, communication and PR.

The “Supporting Civil Society Development and Dialogue in Turkey Project” which is a continuation of “Strengthening Freedom of Association for Further Development of Civil Society Project” is being developed in the light of the results of the mapping study and various other studies conducted during CSDP and SFACS. The target groups of STGM include local organizations active in the following fields: human rights, gender, youth, children, environment, people with disabilities, culture&arts/cultural rights. The proposed project is mainly aiming to enhance the capacity building process of local NGOs that are active in the abovementioned seven areas and raise awareness of civil society on freedom of association through strengthening and decentralizing STGM’s services.

The sustainability of the “Supporting Civil Society Development and Dialogue in Turkey Project” has to be considered in two dimensions:

1. The sustainability that the project activities will bring to the civil society in Turkey
2. The sustainability of STGM office to ensure the continuation of the services that it has been providing for the civil society in Turkey

Considering the high number of NGOs in the country, the lacking capacity of them to actively take part in the decision-making processes for a functioning participatory democracy, the weaknesses in their institutional and financial structure and several other issues, the existence of a technical and financial support centre is of utmost importance.

The activities of the project are designed in such a way that, grassroots NGOs will enjoy significant amount of capacity building activities and support. This is expected to reflect to the built capacity in the local level, which will definitely create a momentum of active involvement of these NGOs at various levels. Regarding the continuation of the support to these processes and securing the communication of these NGOs with the central government and EU, the field offices of STGM (four in the beginning) will play an important role. The

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fundraising activities of STGM (short term experts and STGM Management Board will be responsible for fundraising activities) will have an important component to ensure the availability of these offices, and increase their numbers to cover a wider geography, which will be a key tool for the sustainability of the NGO activity in the grassroots and local level.

Furthermore, fundraising will be an important element of “Supporting Civil Society Project” for the sustainability of STGM main office in order to ensure the continuation of the services that it has been providing for the civil society in Turkey. It is planned to investigate different donors, next to the European Commission, to have diversity of funding sources. The targeted donors is agreed to be Government Aid Agencies as well as international foundations, which have civil society development among their priorities.

The proposed project has 5 components:
1) Support services for NGOs (HQ),
2) Establishment of local NGO centres,
3) Capacity building for NGOs,
4) Communication activities,
5) Micro-grant schemes, grant support for exchanges and administrative costs of NGOs.

**Component I: Support services for NGOs (Headquarter)**

During the first 10 months of the SFACS, STGM HQ has provided technical assistance to 72 NGOs in project evaluation; responded to 119 questions of 37 NGOs on legal issues via “NGO legal advisory line”; coordinated all other activities such as trainings & NGO networking, seminars. NGOs have also used STGM facilities and computers for their meetings and conferences. 10 times in first 10 months. STGM web site has been visited by 42,165 different visitors in the first 8 months of its construction.

Responses received from local NGOs clearly pointed out that STGM is owned and increasingly supported by target group NGOs. One of the donor agencies (UNDP) mentioned that the quality of the NGOs project proposals which they received improved considerably. When they were asked the reason by one of the project owners, they were informed that they had been trained by STGM on project development and implementation.

In this regard, STGM HQs should continue its activities with an increased capacity in terms of quality and quantity of its staff (see “6.3. Non-Standard Aspects)

**Component II: Establishment of Local NGO Support Centres**

The main goal of STGM is to produce local solutions to local problems. It has therefore chosen local organizations while defining its target audience and has attached importance to local civil society capacity building. Therefore, it aims to establish local NGO support centres to decentralise the services of STGM.

The existence of a local NGO support centre that will provide regular support to local civil organizations, enhance cooperation among them, and provide facilitation is very much needed by local organizations. Regarding the Mapping Study many NGOs proposed STGM to open regional branches and extract their activities to NGOs through these sub-branches which would help them in general problems they face and on particular issues such as finance, law, management and project design. Such kind of a centre or institution has also been demanded in order to provide a ground for collaboration and partnership among different civil
organizations in the region. The local NGO Support Centres will enable NGOs in the region to access local and international civil networks, and be increasingly aware of the activities of other organizations. This will undoubtedly enhance the capacity of local civil organizations and deepen their vision.

Local NGO support centres that will be jointly used and managed by local civil organizations will enforce the feeling of ownership of the centre by the organizations. The capacity / wish to benefit from the activities of the centre will be much greater than of a programme prepared in the headquarters by STGM. An increase in the capacity of local civil organizations will be accompanied by strengthening of participatory democracy. The centres will contribute to the establishment of dialogue between the public and civil society organizations.

STGM has been conducting a Feasibility Study within the frame of SFACS project since October 2005. based on the findings of this study, which will be finalized in September 2006, the following four provinces have been tentatively selected for project implementation:
- Eskişehir
- Amasya
- Muğla
- Adana
There are also other candidate provinces which seem less feasible such as Çanakkale, Denizli, İzmir, Diyarbakır, Mardin, Samsun and Erzurum. The final decision will be made after the Feasibility Study is completed.

Component III: Capacity building for NGOs

As indicated in the above mentioned mapping study, local NGOs in Turkey are in need of capacity building actions in terms of various aspects. Almost all reported “the most common and crucial problems” including infrastructural bottlenecks, voluntary networks, relations with public institutions, intra-organization issues, communications and collaboration deficiencies among NGOs, target groups, and the media which can be elaborated as a subject of a training program. Although some of the listed problems have deeply political, social, and economic root, and their ultimate resolutions need comprehensive social transformations, training programs that are developed specially for NGOs can be of service for this kind of comprehensive improvement. For this reason, the training program is one of the fundamental aspects formulated for capacity building for NGOs.

Similarly, almost all of the urgent needs stated by NGOs can be met by specially formulated training programs. These include “qualified human resources; training and participation, organizational culture along with democracy culture; communication, public relations and governance; progress in institutionalization level; archiving, documentation and reporting; indirect mechanisms to support civil sphere of Turkey; institutions to support development of NGOs”

In this sense, the approach to support the capacity building process for NGOs through training is also consistent with the results of the mapping study on previous trainings conducted by STGM. The mapping study states the following findings on STGM’s previous trainings:

- “Project Cycle Management Trainings are the most popular activity; participants are satisfied with the activity however they have not transferred the outcomes to their own
organization yet; on the other hand they expect STGM to organize more Project Cycle Management Trainings.

- STGM is perceived as a school and network coordinator by NGOs and responsible for training the members and volunteers of NGOs; consequently expectations focus on widespread trainings in terms of content and regions”

In order to cover different and varied needs of different local NGOs, a number of training modules will be developed. In addition to widely demanded PCM trainings, the capacity building trainings (includes sessions like NGO management, legislation, communications, member relations, volunteer management, conflict resolution, civil action in the Turkey and the world, civil society and democracy relations, local governance, Turkey-EU relations) in different levels will be formulated.

**Component IV: Communication Activities**

The major communication activities of the project are organizing a campaign for the promotion of freedom of association, an NGO festival, and preparing documentary film on civil society. These activities were based on the following needs which came-out of the mapping study, the Report on NGO opinion for implementation of new freedom of association law (Annex 7.7) and the Report for CSDP – Problems and Recommendations for Turkish NGOs (Annex 7.6).

1. “…The most vital need of NGOs is to establish much stronger and more organic relations with their target groups, other NGOs and the rest of the society.”
2. “…NGOs consider civil society as their “natural member.” Most important of all, when unsuccessful, NGOs cannot realize that this is a weakness or shortcoming. Consequently, they avoid questioning themselves and expect that things will be all right in the course of the historical process. NGOs have to clarify their missions fully and develop ideas about how to reach their target groups and establish dialogue with public opinion”.
3. “…they are not aware that cooperation will increase their chances of success. They seem to be lacking the necessary tools and creative ideas in this area. Hence they must develop new tactics, identify what blocks the way to cooperation and find solutions to overcome these bottlenecks”.
4. “NGOs must first believe that cooperation and communication are essential to developing functional, sound and sustainable networks. Then there must be professional approaches and advanced institutional capacity…”
5. NGOs and state officials are not fully aware of new legislative arrangements concerning freedom of association.
6. The State tries to maintain its existence in the civilian sphere in a “civil” disguise.

Besides this, there is a negative attitude towards the concept of ‘collective movements’ due to lack of democratic culture and legal restrictions on freedom of associations in Turkey. Therefore it is important to struggle against this prejudice in the public and to raise awareness of the general public on their rights to act collectively. Therefore, a campaign for the promotion of freedom of association will be organized.
Component V: Micro-grant schemes, grant support for exchanges and administrative costs of NGOs

Most of the local NGOs are established with considerable motivation and enthusiasm; however, due to many technical and financial problems, they may lose motivation in a short period. As mentioned in the outcomes of the Mapping Study summarized above, financial insufficiency and inability in creating resources are a priority of the many common problems of local NGOs. There is a strong need to sustain and encourage their energy and motivation. In this respect, small grants may function as start-up funds for small-local level organizations by providing an opportunity for them to realize their small scale projects on local level. This sort of support is also reflected by the expectations of local NGOs from STGM as mentioned in the Mapping Study. These small grants will mainly function as a tool to facilitate and stimulate the NGO networking capacity, project development capacity, their lobbying, campaigns, communication and PR activities all of which constitute main problematic areas of NGO activities on local level.

3.2. Sectoral rationale

Not applicable

3.2.1 Identification of projects

Not applicable

3.2.2 Sequencing

This project will be viewed in the context of multi-annual programming. The programme will have similar objectives and complementary features to SFACS, which is financially supported by the EC under the 2004 programme.

3.3. Results

3.3.1 Project 1

3.3.1.1 Purpose

The purpose is to provide capacity building services for local NGOs to increase their involvement in decision making processes and to encourage communication and cooperation among themselves as well as with their counterparts in the EU.

3.3.1.2 Results:

Component 1: Support services for NGOs (Headquarter)

The services provided by STGM HQs are further improved in quantity and quality and continued regularly.

Component 2: Establishment of Local NGO Centres
Four fully equipped and operational local NGO support centres established to provide regular support to local civil organizations, enhance cooperation among them, and provide facilitation by means of decentralization of STGM services.

**Component 3: Capacity building for NGOs**

Institutional and operational capacity of grassroots NGOs within the target group of the project for democratic participation to decision making process, dialogue and networking have been strengthened.

**Component 4: Communication Activities**

Improved coherence and communication between Turkish grassroots NGOs ensured and the visibility of the NGO community and their activities to the Turkish society improved.

**Component 5: Micro-grant schemes, grant support for exchanges and administrative costs of NGOs**

Grassroots NGOs are capable of carrying out their specific core tasks and thereby increasing their civil societal role for Turkish society.

3.4. Activities (including Means)

The STGM shall be responsible for the implementation of all components of the project as listed below.

**Component 1: Support services for NGOs (Headquarters)**

1.1. Developing an Implementation Plan (including a strategy and work plan). (1st half year)
1.2. Updating and improving the existing database on NGOs, the website of STGM, and a library/documentation centre. S/t expert will be used for the updating of the web-site. (for 2 years)
1.3. Providing support to NGOs requesting any kind of facilitation service and/or assistance (in accordance with the target groups and predetermined NGO criteria). Providing facilitation services and assistance to NGOs upon request will include providing comments to their project proposals, arranging experts/facilitators for their conferences, seminars, workshops or networking meetings, etc. HQ and local office staff will be responsible for providing facilitation services. In addition s/t expert will be used when necessary. (for 2 years)
1.4. Continuation of support on legal matters through the web site that has already been established. S/T experts will be hired for delivering this service. (for 2 years)
1.5. Monitoring and evaluation of the SCS Project (sub contracting to another expert NGO or private company). (for 2 years)
1.6. Organizing consultation meetings with the Advisory Committee (AC) and Monitoring & Follow-up Committee (MFC). Four meetings will be organized for the AC during the project with the participation of maximum 150 NGO representatives and opinion leaders for each (1st, 2nd, 3rd and 4th half years). In addition, two meetings will be
organized for the MFC to allow the committee to observe the progress of the project (2nd and 4th half years).

1.7. Management and coordination of four Local NGO Centres. The local support centres coordinator at HQ will be responsible for this duty. (for 2 years)

1.8. Organizing regular management meetings (every 4 months) with the staff of local NGO support centres in the HQ office. (for 2 years)

1.9. Establishment of a “partnership” link in the website in order to assist NGOs in finding partners for their projects/activities in Europe and Turkey. S/T experts will be hired for delivering this service, and communication officer at HQ will coordinate and supervise. (2nd, 3rd and 4th half years)

1.10. Organizing orientation meetings with STGM volunteers throughout the country. Four meetings will be organized with the participation of 25 volunteers. (1st, 2nd, 3rd and 4th half years)

1.11. Conducting regular on-the-job training for STGM staff in order to improve their ability to meet the changing needs of local NGOs. (for 2 years)

1.12. Conducting study visits and exchanges with and to similar organisations in the EU Member States and other Candidate Countries for the STGM to benefit from lessons learned and to exchange best practices. (2nd and 3rd half years)

1.13. Supporting advocacy and lobbying activities of NGOs. (for 2 years)

1.14.1 Providing consultancy support and covering the organizational costs of the meetings of at least 3 different working groups composed of NGO representatives in their lobbying activities to influence the EU Negotiation process between EU and decision bodies in Turkey. For instance, providing support to the women’s movement for their lobbying activities in the area of women’s rights in order to have impact on the decisions of European Women’s Lobby, European Parliament and Turkish National Assembly. (for 2 years)

1.14.2 Providing technical support to NGOs facing problems in legal procedures by communicating their issues to relevant bodies. (for 2 years)

Component 2: Establishment of Local NGO Support Centres

2.1. Establishment of Local Steering Committees (LSC). (1st half year)

Local Steering Committees will be established with the participation of at least 25 local NGOs. The Local Steering Committee will be a self-organized administrative and coordinating body representing NGOs and other major stakeholders identified in ToR. The role of the Local Steering Committee will be to determine strategies for future, identify the content of the trainings, and prepare the centre for the use of NGOs together with STGM. Members of the Local Steering Committee will serve as focal points to ensure the continuation of the centre with the participation of the local NGOs in the region. All the NGOs in the region are entitled to be a member of the general assembly as long as they comply with STGM’s criteria to be NGO.

An executive committee will be formed within LSC, which will be elected by the local steering committee for a period of one year. The committee will be composed of 7 members. Two of the members (one representative from STGM and the institution to allocate the building4) will be the permanent members, and they will not be elected. The other 5 members, who are not

4 It is a prerequisite for applications to provide space/a building for the establishment of local NGO support center. For instance local municipalities or trade unions may offer properties for the center.
permanent members, will be selected among voluntary organizations that participate in the
LSC. The decisions will be taken by majority of vote in the executive committee.

2.2. Signing the joint agreement between STGM and with LSCs, representatives of local
NGOs who provide for the building and undertake the responsibility for managing the
centre. (1st half year)

2.3. Establishment of 4 fully equipped local NGO support centres: Furnishing the offices
small renovation when necessary; hiring two local staff for each office\(^5\), etc. (1st half year)

2.4. Establishment of web site and a library/documentation centre within the Local NGO
Support Centres for civil society organizations, which will contain documentation about
the sector and legal matters affecting NGOs as well as related material. (1st and 2nd half
years)

2.5. Training the staff of the local centres at STGM. (1st half year)

2.6. Development of a strategy plan by STGM with the active participation of local actors. The
strategy plan includes management plan and the detailed work plan of local centres for the
next two years. (1st half year)

2.7. Holding regular consultative meetings with LSCs to monitor the functioning of local
offices. (for 2 years)

2.8. Developing a clear, detailed and realistic fundraising and sustainability strategy for the
Local NGO Centres in the second year of the project. (3rd and 4th half years)

2.9. Networking and training activities will begin to be implemented in accordance with the
strategy plan starting from the second year\(^6\). (3rd and 4th half years)

All activities of Component 2 will be managed and coordinated by local support centres
coordinator under the supervision of project coordinator. Short term experts under the
supervision of local support centres coordinator and STGM Management Board will be
responsible for sustainability and development of fund raising strategy of local offices.

Component 3: Capacity Building for NGOs

3.1. Identification of trainings needs and priorities of NGOs and development of an updated
training strategy in the light of experiences of the SFACS. (1st half year)

3.2. Formulation of a variety of training modules in line with the changing needs and
capacities of target group NGOs, (1st half year)

3.3. Development of a curriculum, written and audio-visual training materials and training of
trainers programs, (1st and 2nd half years)

3.4. Organization of 30 training activities (4 days each) for grassroots NGOs who are active on
the field of human rights, gender, environment, youth, children, culture&arts/cultural
rights, and people with disabilities. The content of the trainings will cover the following
topics: communication, project development, conflict resolution, EU and civil society.
However, a detailed program will be developed in the light of the experience of the
SFACS. (for 2 years)

3.5. Fifteen seminar/networking meetings (two days each) in the service of target groups of the
project aiming at enforcing capacity building and networking activities and dialogue
between networks from different fields. STGM will act as a facilitator in these meetings
and cover organizational/logistical costs. When needed, STGM will also provide
facilitator/experts to the meetings. (for 2 years)

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\(^5\) Communication Officer and Local Office Coordinator.

\(^6\) Training programs organized by Local NGO Centers will be supported and coordinated by HQ.
The overall responsibility of the activities for Component 3 will be undertaken by capacity building staff in cooperation with the public relations officer. S/T expert will be hired particularly for trainings and seminars. Additionally S/T experts will be hired as graphic designer, editor, translator and researcher.

The publishing of printed materials will be outsourced in accordance with the general conditions of EC grant contracts.

**Component 4: Communication activities**

4.1. Organization of an NGO Festival (for 3 days including weekend) with the participation of target group NGOs throughout Turkey and NGOs from EU member states. In addition NGO support centers in EU similar to STGM will also be invited to the NGO Festival not only to improve collaboration and communication between Turkish grassroots NGOs also to improve the dialogue and cooperation between the Turkish and EU NGO communities. *(1st, 2nd and 3rd half years)*

The festival will take place in İstanbul. STGM will cover the travel and accommodation expenses of some grassroots NGOs that will open stands in terms of predetermined criteria including:

- minimum 500 km distance to İstanbul,
- at least five years experience in the field,
- having enough materials to present at the stand,
- small and medium scale NGOs,
- NGOs should have project or campaigns that can be presented as best cases and/or lessons learned.

The festival will include following events:

- Up to 200 NGOs will open stands, (open invitation four months ago through web site announcement, letters to e-groups, etc.)
- Conferences and presentations,
- Media meetings and press conferences,
- Documentary films and slide shows,
- Performing arts.

The public relations officer and project secretary will have overall responsibility. Logistical arrangements will be outsourced in accordance with the general conditions of EC grant contracts.

4.2. Preparation of a documentary film on civil society and how this concept is perceived by the public. *(1st, 2nd and 3rd half years)*

During the first phase of the project, STGM has recorded some interviews which will be the basis for this documentary later on. As a methodology, an expert will interview the public on the street in different regions of Turkey and also interview with the opinion leaders of civil society (academicians, NGO leaders, etc.). All of these records will be edited in a plan for 30-40 minute documentary and widely distributed during all STGM activities and mailed to NGOs upon request, and media. Mainly opinion of the general public on NGO activities in Turkey will be questioned.

S/T experts under the supervision of the public relations and communication officers will be responsible for this task. A digital video camera will be used.
4.3. Organization of a campaign for the promotion of freedom of association. (1st, 2nd, 3rd and 4th half years)

A six month campaign shall be organized in order to raise awareness of general public on their rights to act collectively and tackle the negative attitude towards “collective movements” in the society. The campaign shall be composed of production of social advertisements, billboard posters, and informative booklets. The campaign shall be based on the results of research to be conducted in the context of the on-going project. The campaign shall also target and encourage youth to participate in the organization of civil society.

The public relations officer in cooperation with the communication officer will have this overall responsibility. ToR and an implementation schedule will be prepared by STGM and campaign will be implemented by a private PR company which will be tendered in accordance with the general conditions of EC grant contracts.

4.4. Publishing awareness raising materials (books, leaflets and posters). (for two years)

Publications and other outputs: Training materials, manuals and expert reports will be prepared and disseminated in line with the needs of local NGOs. The total number of printed books is estimated to be 15,000 (6 books). Content of the books will be determined according to the needs of NGOs. Training materials will be produced by photocopying (in house) before the trainings. STGM will also publish leaflets, brochures and CDs (total number will be about 20,000) on various topics relevant to civil society in Turkey.

Component 5: Micro-grant schemes, grant support to exchanges and administrative costs of NGOs

This component will provide financial assistance to NGOs through small-scale projects and exchanges and may cover administrative costs of small, grassroots NGOs all over Turkey in accordance with the project proposals and needs of NGOs.

5.1. Supporting CFCU in formulating the grant management strategy. (1st half year)

The strategy will be formulated in accordance with the project “SFACS” (and its grant scheme’s) results and outputs. Also, the features and conditions of other grants implemented in Turkey will be taken into consideration.

5.2. Supporting CFCU in setting up guidelines and criteria. (1st and 2nd half year)

Grants will be given mainly to grassroots NGOs working in the thematic areas of the project for their projects on networking, exchange and study visits, awareness raising, development of local participation etc. which contribute to the improvement of their technical and administrative capacity. In addition, individual grants will be provided to NGO activists intended to participate in the conferences, trainings, seminars and study visits in an EU country. On the other hand, the thematic areas and eligibility criteria for the applicants and projects may change after the consideration the “SFACS” project results and the priorities and criteria of the other grant schemes implemented in Turkey.

5.3. Assisting / supporting NGOs on project proposal development. (2nd half year)

Apart from the general support activities provided by STGM to NGOs, NGOs will be assisted on project proposal development and submission especially within the context of the grant scheme.
5.4. Supporting CFCU in the establishment of the evaluation committee. (2nd half year)
Criteria for the members of evaluation committee will be defined with CFCU and assistance will be given to CFCU in selecting the experts for the evaluation committee.

5.5. Supporting CFCU in evaluating applications and selecting projects to be awarded. (2nd half year)
Together with CFCU, a guideline for evaluation procedures will be prepared and the proper implementation of the procedures during the evaluation will be ensured.

5.6. Organization of post-grant trainings and support. (3rd and 4th half years)
Depending on the number of the awarded projects, at least two post grant trainings will be given to project owners on project implementation, reporting and financial management.

5.7. Monitoring & evaluation of the projects. (3rd and 4th half years)
A monitoring strategy will be developed and awarded projects will be monitored where possible through site visits, email, telephone and other means that can be developed through internet use (intranet system, email groups etc.).

All the activities of Component 5 will be carried out in the responsibility of Grant Manager. During the implementation of grant scheme, grant manager will work in close cooperation with CFCU. Additionally, for the assessment of submitted projects, a team of assessors will be established.

3.5. Linked Activities:

There are several donor agencies providing support to NGO projects according to their specific programmes. During the last five years, private companies also initiated NGO support programmes and campaigns (under the corporate sponsorship) in different fields of activities.

The “Decentralized Facility Targeted to Civil Society in Turkey” project is funded by Denmark. It supports the direct participation of NGOs and professional associations in the promotion of the role of civil society in meeting the political Copenhagen criteria.

Matra Fund (Bilateral Dutch Assistance): The “MATRA programme” in Turkey has been funded by the Government of Netherlands since the Helsinki European Council of 1999 which confirmed Turkey as an official EU member state candidate. This programme concentrates on support to the transition towards the reinforcement of good governance, democratic citizenship and civic society. To implement the Matra programme, several instruments have been developed. “Matra Small- Scale Embassy Projects Programme” (KAP) supports the establishment of small NGOs dealing with activities in the areas of legislation, good governance, environment, information, education and media. The Matra Projects Programme as “twinning” supports cooperation between Turkish NGOs and Dutch NGOs.

UNDP-GEF/SGP: The “Global Environment Facility” (GEF) has a small grant programme which provides financial and technical support (including capacity building training courses) to NGOs in environmental areas specifically on biodiversity conservation and international water bodies.

EC Activities

The "European Initiative for Democracy and Human Rights" (EIDHR) was created in 1994. Approximately 100 million Euros are available annually to support human rights, democracy and conflict prevention activities worldwide, to be carried out primarily in partnership with
NGOs and international organizations. The EIDHR focuses on four themes: democratization, good governance and the rule of law; abolition of the death penalty; fight against torture and impunity and for international tribunals and criminal courts; combat against racism and xenophobia and discrimination against minorities and indigenous people. In addition there is a greater concentration on certain focus countries. Turkey became a focus country in 2002, which means that the Commission sets itself the target of supporting Human Rights projects in Turkey for an average of €2 million per year, allocated both to macro-projects, presently managed by EuropeAid in Brussels, and micro-projects. These are administered locally by the Representation of the European Commission to Turkey. The yearly envelope for EIDHR micro-projects in Turkey is €600,000. The aim is to contribute to democracy by providing small-scale financial support for initiatives from grassroots non-governmental and non-profit organizations.

Technical Assistance for Improving Co-operation between the NGOs and the Public Sector and Strengthening the NGO’s Democratic Participation Level (SKIP) Project was launched in October 2005. The British Council commenced work on this project providing Technical Assistance to the EUSG. The project is designed to improve cooperation between NGOs and the Public Sector both through Grants for concrete partnership projects and also through developing formal channels and procedures that will improve and increase NGO participation in planning and policy development. One of the significant expected outputs of the project is the draft Code of Conduct for NGO-Public Sector cooperation. The project is funded by the EU as part of its wider Programme of work for strengthening Civil Society in Turkey, and will run to December 2006. The aim is to create an environment in which public sector institutions and NGOs can develop cooperation more effectively in order to strengthen the democratic participation level of civil society and the ties between the public sector and civil society.

Macro-projects:

EuropeAid supports macro level EIDHR projects through call for proposals. Eight projects targeting Turkey were selected since 2001, in the fields of human rights promotion (3), torture prevention and rehabilitation of victims of torture (3), freedom of expression (1), and improved access to justice (1).

Regional Environmental Centre

In May 2004, the Regional Environmental Centre was officially launched to provide services to the environmental NGOs as well as municipalities primarily on EU accession issues.

3.6 Lessons learned

The Civil Society Development Program that was initiated by the EC has been carried out between 2002 and 2005. A TAT was formed to implement the project under the supervision of the EC Delegation to Turkey. Lessons learned and experiences gained during this project are presented at the conclusion and suggestions sections of the final report of the project prepared by Technical Assistance Team of CSDP. These parts are enclosed as annex (see Annex 7.3, 7.7, 7.4).

The lessons learned since the initiation of “Strengthening Freedom of Association for further Development of Civil Society” Project in 15 June 2005 can be summarized as follows:
• Territorial conflicts among the organizations in terms of civil networks are playing an important role as a “limiting factor”. **Mitigation measures (MM):** Allocating at least one day at the beginning of networking activity to conflict management and within group communication will play a key role in the healthy start of the networks.

• A standard training programme could not fulfil the varied requirements of local NGOs since training needs of NGOs varies with respect to development level of NGOs and geographical region of the country. **MM:** The training programmes will be more dynamic and flexible according to the regions and the needs.

• It is obvious that active NGOs working on major fields such as gender discrimination, environment and human rights do not know and understand each other. **MM:** It is required to provide more opportunity for them to know each other (meetings, seminars, publications, encouraging collaborative projects, etc.)

• Lobbying capacity of Turkish NGO’s is not enough to manage and continue effective lobbying activities during EU accession process. **MM:** Publications such as manuals on lobbying will be prepared and this issue will be integrated with the training programs and NGO networks will be trained on lobbying techniques.

• It has been recognized that NGOs give no importance to volunteer management and public relations issues. **MM:** These subjects will be integrated to the training programmes and some publications will be prepared and shared with the NGOs.

• There is a “substantial” resistance to the organizations and to the idea of association. The right to organize is still perceived as an illegal/wrong act against the government. The civil society as a whole should be informed about the importance of freedom of organization and collective movement and the role they play in participatory democracy. It is necessary to raise public awareness in general. **MM:** A nation wide campaign will be organized in order to encourage people to be organized.

Moreover, the institutional experience in implementing the project for strengthening civil society in Turkey has provided valuable lessons that have been reflected into the design of the current project document.

It has been recognized that local needs and solutions cannot not be identified from the centre (HQ) and that it is important to provide local solutions to local problems. According to the mapping study NGOs that are interviewed commonly perceive STGM as an academy settled in the capital city and that delivers courses, encourages the participation of NGOs, and establishes networks among them. In relation with this issue, many NGOs proposed STGM to establish regional branches and the local NGOs can get the opportunity to participate in the activities as well as having the opportunity to be in close relationship with the STGM.

Taking into account all these arguments, the most relevant and realistic approach is to establish local NGO Support Centres and to deliver support services for local NGOs by means of these centres. Therefore, 4 local NGO support centres will be established.

On the other hand, SFACS pointed out that a separate permanent staff is needed for IT and web page management for such a big scale project. It’s very difficult to handle out IT and web site duties by means of short term experts.

4. **Institutional Framework**
The main Beneficiary of this project is the Association of Civil Society Development Centre. A project implementation team will be established. This team will be responsible to carry out the tasks described in this project fiche.

**Local NGO Support Centres**

4 local NGO support centres will be established to decentralize the services of STGM. These local NGO support centres will be administered and coordinated through the Local Steering Committees and Executive Committees. Regular consultative meetings with LSCs will be held to monitor the functioning of local offices.

The contact details of the Association are:
Sunay Demircan (Chairman)
Rüzgarlı Sokak Katar İşhanı
2. kat no:114
Ulus Ankara
E-mail: sunay@stgm.org.tr

The following bodies will be responsible for the guiding, monitoring and follow-up of the project (See Annex 8 for the organigram of the project).

**Project Evaluation Committee**

Committee will meet bi-monthly with the participation of CFCU, EUSG and EC Delegation, in order to discuss and evaluate the progress of the project.

**Monitoring & Follow-up Committee**

This body will be the forum for coordinating information and exchanging views on civil society development and freedom of association. For that purpose, the Beneficiary will report annually to the Monitoring & Follow-up Committee so as to allow it to observe the progress of the project. The Beneficiary will propose advice on the policy regarding the civil society sector. The Committee will issue opinions on the overall strategy for project implementation as well recommendations about future projects for civil society.

Following institutions will be invited for Monitoring and Follow-up Committee:

European Union Secretariat General
Prime Ministry Human Rights Presidency
Prime Ministry State Planning Organization
Central Finance and Contracts Unit (CFCU)
Ministry of Interior- Department of Associations (DoA)
Ministry of Foreign Affairs
Ministry of Finance (Department of EU and External Relations)
Ministry of Education
Ministry of Environment & Forestry (GEF II Project Coordination)
Ministry of Culture and Tourism (Department of External Relations and EU Coordination)
South-eastern Anatolia Project Regional Development Administration
Prime Ministry General Directorate for Youth and Sports
Prime Ministry Directorate General for Women’s Affairs
Unions of Municipalities

Advisory Committee

As a formal body of the STGM, the Advisory Committee will be composed of representatives of the NGO community and individuals actively working in civil society. Committee meetings will be held regularly in accordance with the by-laws of the STGM and board decision. The main aim of the advisory committee is to assess the activities of STGM and give recommendations and suggestion for project activities. Approximately 100 NGO representatives will be invited to each AC meetings.

Grant Evaluation Committee

An Evaluation Committee will be formed including one representative from European Union Secretariat General (voting), and two members of STGM Advisory Committee (NGO representatives) selected by the STGM Management Board (two voting), and two representatives from the CFCU (chair, secretary - non-voting), EC Delegation (non-voting) and STGM (non-voting).

A Team of Assessors that will be appointed by the Contracting Authority will be charged with the technical assessment of the submitted applications. It will use clear and pre-defined evaluation grids, prepared by the Beneficiary. Applications that do not meet the pre-specified eligibility criteria will be rejected at this stage.

The Evaluation Committee will evaluate the proposals and recommend the projects that should be awarded a grant on the basis of the assessments of the Team of Assessors and the evaluation committee's deliberations and conclusions.

5. Detailed Budget

<table>
<thead>
<tr>
<th>Year 2006</th>
<th>Institution Building support</th>
<th>Phare/Pre-Accession Instrument support</th>
<th>Co-financing</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>National Public Funds (*)</td>
<td>Other Sources (**)</td>
<td>Co-financing of Project</td>
</tr>
<tr>
<td>€M</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.1 M€</td>
<td>0.9 M€</td>
<td>3.1 M€</td>
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<tr>
<td>Direct Grant</td>
<td></td>
<td></td>
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<tr>
<td>Grant Scheme</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>IB support</td>
<td>4.0 M€</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total project 2006</td>
<td></td>
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<td></td>
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</tbody>
</table>

| | | 0.9 M€ |
| | | |
| | 4.0 M€ | | |

| | | | |
| | | Co-financing of Project | |
| | | 3.1 M€ | |
| | | 0.9 M€ | |
| | | 4.0 M€ | |
| indicative Year 2006 |
|-------------------|-------------------|
| Investment support | 4.0 M€             |
| indicative Year 2006| 4.0 M€             |
| IB support         | 4.0 M€             |
| Total (indicative) projec 2006 | 4.0 M€             |

(*) contributions from National, Regional, Local, Municipal authorities, FIs loans to public entities, funds from public enterprises

(**) private funds, FIs loans to private entities

6. Implementation Arrangements

6.1 Implementing Agency

The Implementing Agency for the Direct Agreement will be the Central Finance and Contracts Unit (CFCU) who will be responsible for all procedural aspects of the contract, contractual matters and financial management, including payments of the project activities.

The Implementing Agency for the Micro-Grant Schemes of this project will be the Central Finance and Contracts Unit who will be responsible for selecting, contracting and payment for the grant beneficiaries. The Association of the Civil Society Development Centre will be responsible for monitoring/evaluation process for the NGO projects.

The contact details of the CFCU and STGM are:

The Central Financing and Contracts Unit
Att.: PAO, Mr. Muhsin Altun
Ehlibeýt Mahallesi 6
Sok. No. 18/8
Ekşioğlu İş Merkezi
06520 Balgat/Ankara
Turkey
Phone: +90 312 285 2002
Fax: +90 312 285 96 24
E-mail: muhsin.altun@cfcu.gov.tr

The Association of Civil Society Development Centre
Sunay Demircan (Chairman)
Rüzgarl Sokak Katar İşhanı
2. kat no:114
Ulus Ankara
E-mail: sunay@stgm.org.tr

6.2 Twinning

Not applicable
6.3 Non-standard aspects
The Association of Civil Society Development Centre has been established by representatives of different NGOs with an aim to provide nationwide capacity building services for grassroots NGOs. As the Association is currently the only civil body operating throughout the country, a direct grant agreement will be signed for the implementation of the project.

Costs to be covered by the grant are as follows:

Human Resources (salaries, per diems, fees):
- Permanent Office Staff,
  - Project Coordinator
  - Project Coordinator Assistant
  - Local Support Centres Coordinator
  - Grants Manager
  - Communication Officer
  - Public Relations Officer
  - Capacity Building Coordinator
  - Capacity Building Coordinator Assistant
  - Financial and Administrative Coordinator
  - Project Secretary
  - Office Clerk
  - Housekeeper

- Permanent Staff of Local NGO Support Centres (Communication Officer and Local Office Coordinator for each of the centres),
- Short term Staff (trainers, researchers, local experts),
- Seminar participants.

Travels (International, domestic): For permanent staff of HQ and local offices; for NGOs; for STGM board members; for consultants, and for participants of meetings.

Equipment; Office Rental Cost (headquarter); Publications; Auditing; Conferences and seminars; Administrative cost, bank guarantee costs, vehicle cost (minibus).

Two types of Grants will be given to target group local NGOs in Turkey:

Grant Scheme I:

1. The grants between 10,000-30,000 EUR (500,000 EUR in total) to small-scale projects (max. 10 months duration) on:
   * development of local / regional networks
   * local participatory projects
   * civil solutions to local problems
   * integrated projects of NGOs from different thematic areas
   * events (trainings, campaigns etc.) for NGO members, local people, stakeholders to improve membership profile.
   * exchanges with other local, national NGOs as well as NGOs based in EU and candidate countries & study visits to best practices
   * etc.
Grant Scheme II:

2. The grants max. 10,000 EUR (400,000 EUR in total) will be given to support their institutional building (supporting technical and human resources capacity) while implementing the following type of activities (max. 6 months duration):
   * Constituency Works – surveys/current situation analysis in the local area, (especially in terms of preparation of a bigger project), meetings/trainings with stakeholders, activation of participatory mechanisms etc.
   * Local Initiatives – Training to local people, information activities, small campaigns, festivals, meetings, conferences etc.

6.4 Contracts

There is one single direct grant agreement to be signed with the Association of Civil Society Development Centre for a budget of EUR 3,100,000. The rest of the project budget (900,000 EUR) will be contracted with a number of NGO projects in the context of the grant scheme.

7. Implementation Schedule

7.1. Start of call for proposals

Grant Scheme I: January 2008
Grant Scheme II: April 2008

7.2. Start of project activities

The implementation, following the signature of the direct agreement with the Association shall start at the latest in June 2007.

7.3 Project completion date

Direct agreement: June 2009
Grant Scheme I: May 2009
Grant Scheme II: April 2009

8. Equal Opportunity

The project shall seek to provide equal opportunities, gender equality and participation by more marginalized groups/organizations/individuals to the target groups in principle in terms of services provided such as training, seminars, grant schemes etc.

The STGM as NGO Support Centre shall also seek gender equality to the extent possible in the selection of permanent and temporary staff. In addition, measures such as having women facilitators in workshops, having an approach sensitive to gender equality while preparing posters, brochures and the web site for the project will continue to be implemented at every stage of the project.
9. Environment

Not applicable

10. Rates of return

Not applicable

11. Investment criteria (applicable to all investments)

Not applicable

12. Conditionality and sequencing

N/A

**ANNEXES TO PROJECT FICHE**

Annex 1. Logframe
Annex 2. Implementation Chart
Annex 3. Contracting and Disbursement Schedule
Annex 4. Reference List of Feasibility Studies
Annex 5. Reference List of Laws and Regulations
Annex 6. Reference List of Strategic Plans and Studies
Annex 7.1. Improvements, Shortcomings and Failures of the Law on Associations
Annex 7.2. Results of STGM Workshop
Annex 7.3. Mapping Study Report (STGM)
Annex 7.4. Needs Assessment Report for NGOs in Turkey -CSDP
Annex 7.5. Report for CSDP - Civil Society in Europe and Turkey
Annex 7.6. Report for CSDP - Problems and Recommendations for Turkish NGOs
Annex 7.7. Report on NGO opinion for implementation of new freedom of association law
Annex 8. Organigram of the Project
## ANNEX 1 – LOGFRAME

<table>
<thead>
<tr>
<th>Overall objective</th>
<th>Objectively verifiable indicators</th>
<th>Source of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| Enhance participatory democracy through strengthened NGOs | Increased number of quality NGOs with better participation with the public and increased dialogue with counterparts, institutions and the public | • EC regular reports  
• Media coverage | • Active participation of local NGOs  
• Ownership and support by local NGOs  
• Supporting Government role towards NGO development  
• Absence of legal barriers.. |

### Project purposes:

Local civil society organizations as a whole strengthened to carry out their functions and tasks, and made sustainable by supporting minimum 2000 local NGOs in two years.

Randomly selected 40 NGOs within STGM target group will be regularly monitored, and comprehensively evaluated in terms of following indicators:

- By the end of the project,
  - More than half of the selected NGOs membership portfolio will be increased up to 10 percent.
  - At least five percent of the selected NGOs will organize well-prepared awareness raising campaigns (well-structured, communication strategy integrated, participatory and collaborative, target-oriented)
  - At least five of the selected NGOs will prepare and submit projects which fulfil the international standards. These projects should be sustainable and prepared in collaboration with stakeholders.
  - Four local NGO Support Centres will be appropriated by local NGOs and functionality and sustainability of these local centres will be secured by local management bodies which will be formed by local NGOs.
  - At least ten percent of the selected NGOs will join to active national, regional and/or thematic networks.
  - At least two NGO groups (such as environment, gender and youth) will develop policy/position papers to influence the EU negotiation process.
  - At least 4 local administrations

- "Progress Reports" prepared by STGM Interim Evaluation Team Report  
- "Monitoring and Evaluation Reports" prepared by independent consultancy institution  
- Media coverage of NGO activities which received any kind of support from STGM  
- Progress Reports of local NGO Support Centres  
- Position papers and strategy papers of NGO networks  
- Participant list and audio-visual materials of STGM activities.
<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively verifiable indicators</th>
<th>Source of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Component 1: Support services for NGOs (Headquarter)</strong></td>
<td></td>
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<tr>
<td>The capacity of STGM headquarters to carry out its core tasks (coordination, assistance, and facilitation role, and training to the NGO community) is further strengthened.</td>
<td>1.1. Every 6 months at least 10 NGOs will receive legal support from STGM. 1.2. Web site will receive 100,000 hits every month. 1.3. Among the selected NGOs at least 5 NGO partnerships will be initiated. 1.4. At least ten percent of the selected NGOs will join to active national, regional and/or thematic networks. 1.5. Every 8 months Advisory Committee meetings will be organized with the participation of maximum 150 NGO representatives. 1.6. At least 20 European and Turkish NGOs will apply to “partnership service” of STGM in two years.</td>
<td>• Letters and e-mails from NGOs concerning legal issues and STGM’s corresponding answers and experts’ reports  • Web site statistics reports  • Partnership agreements and project proposals of domestic and international NGOs that received support from STGM  • Monitoring and evaluation report  • Meeting minutes</td>
<td>• Availability of local office facilities  • Ownership and support by local NGOs.</td>
</tr>
<tr>
<td><strong>Component 2: Establishment of Local NGO Support Centres</strong></td>
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<tr>
<td>Four fully equipped and operational local NGO support centres established to provide regular support to local civil organizations, enhance cooperation among them, and provide facilitation by means of decentralization of STGM services.</td>
<td>2.1. At least 100 NGOs from the region will utilize the services provided by local NGO Support Centres. 2.2. Each of the local NGO Support Centres will organize at least 4 capacity building trainings in two years. 2.3. Each of the local NGO Support Centres will prepare at least one project proposal for their sustainability. 2.4. Local NGO representatives will establish Local steering committee within the first month with the opening of the office. And strategy &amp; management plan will be prepared with the participation of local NGOs. 2.5. In two years NGOs and local</td>
<td>• Project progress reports  • Evaluation reports  • Project proposals  • ToR of Local Steering Committees  • Strategy and Management plan of local NGO support centres  • Contracts for local staff  • Participant lists of courses and seminars</td>
<td>• Availability of skilful and encouraged local persons to be hire as local staff.  • Active participation of local NGOs.  • Ownership and support by local NGOs.</td>
</tr>
</tbody>
</table>
**Component 3: Capacity Building for NGOs**

Institutional and operational capacity of grassroots NGOs within the target group of the project for democratic participation to decision making process, dialogue and networking has been strengthened.

3.1. Within the first three months of the project a detailed training strategy and programme will be developed, and training modules will be evaluated and if necessary revised every six months.

3.2. (Randomly selected 40 NGOs within STGM target group will be regularly monitored, and comprehensively evaluated in terms of following indicators:)

- More than half of the selected NGOs membership portfolio will be increased up to 10 percent by the end of the project.
- At least one of the selected NGOs will organize well-prepared awareness raising campaigns (well-structured, communication strategy integrated, participatory and collaborative, target-oriented) every year.
- At least five percent of the selected NGOs will prepare and submit projects which fulfil the international standards every year.

**Component 4: Communication activities**

Improved coherence and communication between Turkish grassroots NGOs ensured and visibility of NGO community and their activities to the Turkish society improved.

4.1. At least 2000 visitors will visit the NGO festival where maximum 200 NGOs will open stand.

4.2. At least 2000 NGO activists will watch the documentary on civil society by the end of the project.

4.3. At least two NGO groups (such as

- Training strategy and programme
- List of NGOs which will be monitored
- List of participants
- Monitoring and Evaluation report

- Randomly selected NGOs are working on the basis of membership
- Randomly selected NGOs are not against project development and professionalizing

- Press clips
- List of NGOs opening stands
- Documentary film on civil society
- Documentary film distribution list
- Policy/position papers

- Enough number of NGOs applying for opening of the stands
Component 5: Micro-grant schemes, grant support for exchanges and administrative costs of NGOs

Grassroots NGOs are capable to carry out their specific core tasks and thereby increasing their civil society role for the Turkish society.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
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<tbody>
<tr>
<td>5.1. By the end of the project, at least 20 local NGOs have financially supported.</td>
<td>• Project contracts</td>
</tr>
<tr>
<td>5.2. At least 80% of the total amount of the grant has been awarded.</td>
<td>• Final reports of the projects</td>
</tr>
<tr>
<td>5.3. According to STGM’s monitoring and evaluation reports and final reports of the projects, at least 80% of the awarded projects have been successfully completed.</td>
<td>• STGM’s monitoring reports of the awarded projects.</td>
</tr>
<tr>
<td>5.4. At least 10 local or regional partnerships established and/or enhanced.</td>
<td>• Active participation of local NGOs</td>
</tr>
<tr>
<td>• Project contracts</td>
<td></td>
</tr>
<tr>
<td>• Final reports of the projects</td>
<td></td>
</tr>
<tr>
<td>• STGM’s monitoring reports of the awarded projects.</td>
<td></td>
</tr>
<tr>
<td>• Active participation of local NGOs</td>
<td></td>
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<tr>
<td>• Ownership and support by local NGOs</td>
<td></td>
</tr>
<tr>
<td>• Arranging encouraged and skilful experts for project evaluation.</td>
<td></td>
</tr>
</tbody>
</table>

Component 1: Support services for NGOs (Headquarter)

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.14. Developing an Implementation Plan (including strategy and work plan).</td>
<td>• S/t experts on training, networking, EU and civil society, communication, project development, institutional building, legislation</td>
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<tr>
<td>1.15. Updating and improving the database on NGOs, website and library/documentation centre.</td>
<td>• Minibus for domestic transportation</td>
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<td>1.16. Providing support to NGOs requesting any kind of facilitation service and/or assistance.</td>
<td>• Fully equipped four local offices</td>
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<td>1.17. Continuation of providing support on legal matters through the web site that has already been established.</td>
<td>• Permanent staff for STGM HQ</td>
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<tr>
<td>1.18. Monitoring and evaluation of the SCS Project (sub contracting to another expert NGO or private company).</td>
<td>• Two well trained staff for each local NGO support centre</td>
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<tr>
<td>1.19. Organizing consultation meetings with Advisory Committee (AC) and</td>
<td>• Training centre in STGM HQ</td>
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<tr>
<td>Monitoring &amp; Follow-up Committee (MFC).</td>
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<td>1.20. Management and coordination of four Local NGO Centres.</td>
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<td>1.21. Organizing regular management meetings (every 4 months) with the staff of local NGO support centres in the HQ office.</td>
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<tr>
<td>1.22. Establishment of a “partnership” link in the website in order to assist NGOs in finding partners for their projects/activities in Europe and Turkey.</td>
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<td>1.23. Organizing orientation meetings with STGM volunteers throughout the country.</td>
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<td>1.24. Conducting regular on-the-job training for STGM staff in order to improve their ability to meet the changing needs of local NGOs.</td>
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<td>1.25. Conducting <strong>study visits</strong> and exchanges with and to similar organizations in the EU Member States and other Candidate Countries.</td>
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<td>1.26. Supporting advocacy and lobbying activities of NGOs.</td>
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<tr>
<td>1.14.1 Providing consultancy support and covering the organizational costs of the meetings of at least 3 different working groups.</td>
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<td>1.14.2 Providing technical support to NGOs facing problems in legal procedures.</td>
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**Component 2: Establishment of Local NGO Support Centres**

2.10. Establishment of Local Steering Committees (LSC).

2.11. Signing a joint agreement between STGM, LSCs and representatives of local NGOs.

<table>
<thead>
<tr>
<th>Training materials</th>
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<tr>
<td>Evaluation report</td>
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<tr>
<td>Revised training strategy</td>
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<tr>
<td>Trained NGO representatives by training courses</td>
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[7] Communication Officer and Local Office Coordinator.
2.12. Establishment of 4 fully equipped local NGO support centres: Furnishing the offices small renovation when necessary; hiring two local staff for each office, etc.

2.13. Establishment of web site and a library/documentation centre within the Local NGO Support Centres.

2.14. Training the staff of local centres at STGM.

2.15. Development of a strategy plan by STGM and LSCs.

2.16. Holding regular consultative meetings with LSCs to monitor the functioning of local offices.

2.17. Developing a clear, detailed and realistic fundraising and sustainability strategy for the Local NGO Centres at the second year of the project.

2.18. Networking and training activities will begin to be implemented in accordance with the strategy plan starting from the second year.

### Component 3: Capacity Building for NGOs

3.6. Identification of training needs and priorities of NGOs and development of an updated training,

3.7. Formulation of a variety of training modules,

3.8. Development of curriculum, written and audio-visual training materials and trainers of training programs,

3.9. Organization of 30 training activities (4 days each) for grassroots NGOs who are active on the field of human rights, gender, environment, youth, children, culture and cultural rights, disables.

3.10. Fifteen seminar/networking meetings (two days each) in the service of target groups of the project.
<table>
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<th>Component 4: Communication activities</th>
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<td>4.5. Organization of an NGO Festival.</td>
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<td>4.6. Preparation of a documentary film.</td>
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<td>4.7. Organization of a campaign for the promotion of freedom of association.</td>
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<th>Component 5: Micro-grant schemes, grant support to exchanges and administrative costs of NGOs</th>
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<tr>
<td>5.8. Supporting CFCU in formulating the grant management strategy.</td>
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<td>5.9. Supporting CFCU in setting up guidelines and criteria.</td>
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<td>5.10. Assisting / supporting NGOs on project proposal development.</td>
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<td>5.11. Supporting CFCU in the establishment of the evaluation committee.</td>
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<td>5.12. Supporting CFCU in evaluating applications and selecting awarded projects.</td>
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<td>5.13. Organization of post-grant trainings and support.</td>
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Annex – 2 : Implementation Chart  in standard format

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<tr>
<th>IMPLEMENTATION CHART</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
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<td>Grant Scheme 2</td>
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(*) The exact timing for the launch of call for proposals and contracting with the awarded applicants will depend on preparatory studies to be made

| Tendering and contracting | C |
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Annex – 3 : Contracting and Disbursement Schedule (quarterly - in Euro)

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Annex 4 - Reference List of Feasibility Studies

- Needs Assessment Report for NGOs in Turkey – CSDP
- Report for CSDP - Problems and Recommendations for Turkish NGOs (Korhan Gümüş)
- A report for a model study on the sustainability of the Local Civic Initiatives Programme – CSDP NGO Support Team
- STGP Final Report
- Feasibility study on the establishment of Local NGO Support Centres (to be available by September 2006).
Annex 5 - Reference list of relevant laws and regulations

Accession Partnership with Turkey 2003, (Articles 11, 17 and 18),

Communication from the commission to the Council and the European Parliament - Recommendation of the European Commission on Turkey’s progress towards accession, 2004, article 7,
http://europa.eu.int/eur-lex/lex/en/dossier/dossier_07.htm

EU Presidency Council Decision 17 December, 2004,

National Programme for the Adoption of the Acquis, 2003,

On the Principles, Priorities, and Conditions contained in the Accession Partnership with Turkey (ANNEX: Turkey 2005 Accession Partnership), Freedom of expression, association and peaceful assembly,


Law on Associations (July 2004), http://www.tbmm.gov.tr

Regulation on Associations, www.dernekler.gov.tr

Annex 6 - Reference List of Strategic Plans and Studies

- Needs Assessment Report for NGOs in Turkey –CSDP
- NGO Networking Gap Analysis Report –CSDP (Alper Akyüz)
- Report for CSDP - Civil Society in Europe and Turkey (Prof. Dr. E. Fuat Keyman)
- Report for CSDP - Problems and Recommendations for Turkish NGOs (Korhan Gümüş)
- A report for a model study on the sustainability of the Local Civic Initiatives Programme – CSDP NGO Support Team
- STGP Final Report
- Mapping Study Report – STGM
- Report on NGO opinion for implementation of new freedom of association law – STGM

All these documents are available both in English and Turkish in STGM web site www.stgm.org.tr
Annex 7.1

Improvements, Shortcomings and Failures of the Law on Associations

As a result of the amendments in the Associations Law and in the Civil Code, which were reframed within the context of the harmonization process with EU, freedom of association has been promoted significantly; some draconian measures, which were imposed by the previous laws, have been removed and the Department of Associations was established as a civil body which is replaced with the Desk of Associations operating as branch of Security Directorate.

Improvements in the area of the freedom of association can be summarized as follows:

- Associations are no longer required prior authorization to get foreign funding, instead they only need to inform the Department of Association for the arrival of foreign money into their bank account.

- The meetings held by the associations (conferences, panels etc) are no longer regulated by the law of Gathering and Demonstrations (Law No. 2911) which required the associations to obtain prior authorization. Consequently, the associations are no longer obliged to obtain prior permission, nor are they required to inform the authorities about the meeting they will have.

- Law enforcement officers’ powers over the associations have been limited. They are not allowed to get into the buildings of associations without getting authorization of a court. Officers conducting inspections must provide 24-hour advance notice to get into the buildings and premises of associations.

- Restrictions and bans on student associations have been removed and children over 15 years old are allowed to form associations

- Associations will be able to form temporary platforms/initiatives to pursue common objectives.

- Associations will be allowed to buy and sell necessary immovable assets without prior authorization.

In spite of these positive developments, the new law of associations has also introduced some drastic sanctions for minor mistakes and wrongdoings, such as in the form of fines which are significantly high for ordinary Turkish citizens and can be very intimidating for the directors of associations. The other shortcomings can be summarized as follows:

- According to article 2 of the Law, an association can be established by 7 real persons or 7 legal entities. In our opinion this threshold is unnecessarily high and should be reduced to 2 or maximum 3 persons.

- Article 4 stipulates that each association shall have a statute and under the subparagraph b of this article, this statute must contain “the object of the association and subject, type and field of activity to be carried out by the association to achieve this”. Likewise, under article 30 paragraph a, the associations can not carry out activities other than those indicated in the statutes as the objective of the association. These provisions are widely criticized by civil society actors in Turkey due to the fact
that they create a fertile ground for the bureaucratic mind to interfere with the actions and decisions of the associations on the ground that they are contrary to the objects of the associations or outside the type and field of the activities which are stipulated in its statute. In our opinion a general statement on the object of the association must be enough and the other parts of these articles, including paragraph q of article 30, should be abolished.

- Under article 24 “Associations may open representations in places deemed necessary to carry out the activities of the association. The representations are not represented in the general assemblies of the branches or the association. Branches can not open representations. The address of the representation is notified to the local administrative authority in writing by the person(s) appointed as representative pursuant to the decision of the board of directors.” In our opinion branches should also be able to open representative offices.

- Under article 25 “Subject to the decision of their boards, associations may form platforms among themselves or with other foundations, unions and similar other civil society organizations to serve a common purpose, provided that they the not restricted by the laws.” This article introduces a new concept which has been existed in practice for a long time. It is, however, not useful since it does not provide any practical devise to be used by the associations which set up a platform for their mutual interest and common work. Because the law does not give any power to these platforms which can be used separately and independently from the associations those form this platform. Therefore, to carry out some legal actions, associations still need to form either a federation or confederation. However, if this article be amended to the effect that it provides some legal power to the platforms it can be useful and it can form a practical devise to be used to encourage associations to work together.

- Under article 32 paragraph b; “A heavy fine, at the amount of five hundred million lira, is imposed to the executives of the association, who hold the meetings of the general assembly contrary to the laws and the Statute, or convene the meetings at a place other than the head office or any other place not indicated in the Statute”. We believe this article is a serious interference with the freedom of association and the right to peaceful assembly of the associations. This article is especially creates obstacles for those associations which organize in more than one city in Turkey and who have flexible flow of membership. An association, who has more than one branch, should be able to gather her general assembly wherever she wishes to gather. Gathering a general assembly, let say in a city in which the members of the branches have carried out a hard work, might be a quite nice gesture for any member based association.

- According to article 32 paragraph c, “An administrative fine corresponding to five percent of the amount transferred from abroad is imposed to the executives of the association if the foreign fund in the form of aid is not received through the intermediary of the banks”. This article has a potential to be exploited. As far as financial aspects of the governance of any given association are concerned the important thing is the principal of transparency and due diligence which should be given to the registration of the incomes and expenditures of the organization. However, the requirement imposed by this article might be burdensome and blocking
for an association which collects small donations in abroad. This article is not necessary and therefore it should be abolished.

- Under article 32 d, “An administrative fine, at the amount of five hundred million lira, is imposed to the executives of the association if the statutory books or records of the association are not kept properly”. This article is not proportionate to the aim it pursues and to the interests it is allegedly protect since it does not make any distinction between the actions that can be a basic negligence or an act which can amount to a crime carried out on purpose. It is, with its current form, is open to exploitation by the authorities. If a negligence in respect of keeping books or records of an association is not reach to a point in which a possible crime or offence may raise, than this act should only be subjected to an condemnation of the members of the association, which is of course outside the margin of discretion of the authorities who inspect the associations. Neither is it necessary due to the fact that potential abuses on the records of that association will already raise criminal liability of the potential authors of these offences.

- Under article 32 “A fine up to five hundred million lira is imposed to those who open representations or branches of foreign associations in Turkey without the permission of the concerned authorities; those who establish cooperation with these associations or admit members to these associations. The representations and branches which are opened illegally are closed by the competent authorities”. This article, especially, its provisions on cooperation and membership, clearly violate article 10 and 11 of the European Convention of Human Rights to which Turkey and which are related to freedom of expression and freedom to organize respectively. According to article 10 of the European Convention on Human Rights, “everyone has the right to freedom of expression. This right shall include freedom to hold opinions and to receive and impart information and ideas without interference by public authority and regardless of frontiers. Likewise, under article 11 of the Convention “Everyone has the right to freedom of peaceful assembly and to freedom of association with others, including the right to form and to join trade unions for the protection of his interests. No restrictions shall be placed on the exercise of these rights other than such as are prescribed by law and are necessary in a democratic society in the interests of national security or public safety, for the prevention of disorder or crime, for the protection of health or morals or for the protection of the rights and freedoms of others.”

General comment for the sanctions in the law on association: We believe most of the sanctions in the association law have the potential to be exploited and if one considers the very nature of these sanctions, namely they are strongly associated with criminal liability, than the power to impose these kind of sanctions should only belong to the courts from which a fair trail and it’s sine qua non requirements can be expected to be observed.

Orhan Kemal Cengiz
Lawyer-Legal Advisor of STGM

6 March 2006
Annex 7.2

Results of STGM Workshop / 18-20 February 2005 – İzmir

The workshop that brought together the members of General Assembly of STGM which is at its founding stage pursued a method that is in line with the fact that delegation included the members who had not been acquainted with each other yet. Consequently, working style enabled participants to both express their personal ideas and tendencies and discuss these thoroughly in subgroups of 6 people and to reach a conclusion within consensus processes including all participants. Moreover, thanks to shifts between subgroups at different working modules, it was possible for each participant to discuss on average 10 different participants around the same table and they were able to know each other in this way.

The method used was based on the logic of ‘learning from each other and special care was taken to forming ideas step by step and in an internalized way. The fact that a matter in question was divided among subgroups by job sharing and proposals of work made by these groups turned into decision rapidly and with consensus of opinion towards the end of the work was an indication of the fact that the group as a whole had the emotion of togetherness and share.

However the fact that no conviction was obtained on ‘priority areas’ was in connection with the fact that some participants found this issue vital from the ‘identity’ point of view and the group showed a differentiation of idea of 50 percent. Therefore, it can be said that it would be very useful for the General Assembly of STGM to take the matter in question in hand and resolve in a short time. On the other hand, sincerity and truth shown by the parties during the discussion was a favorable point for the following works of delegation.

Eventually, the fact that the participants were able to criticize at formal level twice in the middle and end of the work was an important part of the method used. These critics were related to both results obtained and process of experience; and were put forward and discussed on a line which ranged from individual to group entirety. The point coming out in criticism discussions was the fact that when such a work would be performed in the future, some advance information could be transmitted to the participants so as to build up a common language more rapidly and it could be possible to ensure them to attend by implementing a preliminary work. On the other hand, the work itself was defined as dynamic, collective, democratic and efficient by all participants.

Finally, it is possible to say that the work was considerably successful in the light of former experience. Thanks to richness of experience and desire to produce solutions of participants, it was possible to get good results. Participants never left the group discipline and it was a real discussion although they sometimes experienced lack of concentration and motivation within the process.
Results

1) Vision

Taking into account the fact that participants came together initially the first discussion handled was vision case and was based on the theme of the identity by which we wanted STGM to be perceived in the future.

The discussion comprised following matters/questions: In principle, how wide or narrow is the definition we want? Should it involve democratization stress? Should the concept of ‘togetherness of differences’ take place in the vision? Should the variety ranging from ‘search’ to ‘formation’ be covered wholly while categorizing civil society activities? How important is it to be at equal distance from NGOs and to be impartial while making choices?

In the light of this discussion the vision sentence of STGM was determined as:

The vision of STGM is to be the first address from which civil initiatives from local to global at all levels are able to receive support.

2) Principals/Values

It was stated that these principals might be moralistic, philosophical or ideological in the session in which the principal framework based on the vision was discussed and it was handled values which would be defended and based on ‘at all events’.

An important criteria coming up was that STGM avoid of listing in order cliché principals and find the sentences which would differentiate itself. Another important case being discussed was whether a person who is in board of directors of any NGO would be able to take part in board of directors of STGM. This question was not handled on a principal basis because of practical needs and it was emphasized that the problems grown out of such coincidences could be overcome through transparency of work culture.

Within the framework of the discussion the principals and values of STGM were determined as follows:

STGM...
1. never positions itself and acts as an upper association.
2. never interferes in home affairs of NGOs.
3. is impartial and independent from all third parties.
4. takes transparency and accountability as the basis in all its activities and at all levels.
5. respects all rights and freedoms recognized in international conventions.
6. is against all kinds of discrimination and perceives and evaluates differences as richness.
7. is sensitive to the integrity of life and ecosystems values as far as production and consumption patterns are concerned.
8. adopts participatory and pluralistic democracy understanding as a way of life.
9. is an organization located in real life producing applicable and quick solutions.
3) Norms / Standards

In this session, in which what specific characters of intra-organizational work culture should be was discussed, what was particularly handled was the types of set of rules that would constitute the framework in which initiatives will be taken and decisions made.

One of two crucial matters was the level of power of the centre or the level of concentration of administrative power owned by the centre. Which body should be competent in determining strategy and action plans and thus how the authority and function would be delegated among administrative board and general assembly was the second point.

As a result of discussion working norms that STGM would put in practice for itself were determined as follows:

STGM:
1. aims at making decisions with a team that is as much as horizontal but well equipped.
2. creates a mechanism that is self-accountable and that Works continuously.
3. is able to make performance evaluation.
4. keeps the projects evaluated by an independent board open to public with rational decision justifications.
5. takes benefiting from expertise and experience of the members as the basis; and apart from the general assembly meetings it holds consultation meetings at least ones in six months.
6. operates a just and reliable conflict settlement mechanism concerning the problems that may arise within it.
7. executes periodically prepared strategy and action plans under the supervision of the general assembly and through the administrative board.

4) Mission

Mission discussion handling the action line that STGM would follow during the process both served to establish expectations from STGM and caused to emphasize what kind of effect was wished to be created at the same time.

The first of the points that made agreement difficult in this discussion was the scope of the action field. Participants put forward the question of the way by which the effect area should be identified ranging from family to civilian and to public area. The second point was how the limits of capacity development could be established and where STGM’s support function should start and end.
The common decision taken in this context included the following:

**STGM’s Mission is to**

1. help NGOs increase their productivities through the works that would supply the deficiencies of information, economic power and courage.
2. constitute the map and database of civil society, establish communication network; support the efforts of forming local NGO platforms; give the opportunity which encourage positive/negative information and experience share among NGOs.
3. announce the activities of NGOs through the media and lobby; and thus strengthen civil initiatives through encouraging social entrepreneurship and increasing social awareness.
4. develop organizational, administrative, financial, legal infrastructure and communication and human resource capacities of NGOs in order to encourage them to participate in decision making processes, to make their dialogues with public better, to provide them with keep organizational development and sustainability; also to help them gain experience by forming international cooperation and to transform these experience, to make them establish networks and carry on with them, and to strengthen their organizational infrastructures.
5. cooperate with international organizations aiming similar objectives and affiliate with networks that would improve its own function.
6. innovate methods for the usage of support received by NGOs justly and in accordance with the principles.

5) Priorities

Preferences were handled from field-related, functional, identity-related and technical points of view in the session handling framework of priorities in which the mission of STGM should be handled under four subtitles.

In spite of the fact that an agreement was reached quickly and easily on other criteria, the discussion on whether there should exist a ‘field-related’ priority made the difference of opinion that divided the group apparent. Consequently considering within the framework of this criterion two alternatives which should be discussed in future were generated.

The consensus reached after discussions was determined as follows:

In the field of field-related priorities STGM,

(Alternative 1) does not discriminate between activity areas in principle.
(Alternative 2) does not discriminate between activity areas in principle but gives priority to protect disadvantaged groups and to prevent discrimination.
In the field of functional priorities STGM gives priority to,
   1. strengthen its organizational structure,
   2. support networks, strengthen intra-organizational democracy, develop communication and cooperation between NGOs and domestic and foreign counterparts and other areas such as state/local administration within the context of capacity development of target NGOs,
   3. support the initiatives which have capacity to be a successful example and/or have potential to make a successful example sustainable.

In the field of identity-related priorities STGM,
   does not consider any discrimination about ethnicity, age, sex, sexual orientation, economic situation, political view, philosophical tendency and religious belief.

In the field of technical priorities STGM,
   gives priority to the projects which have sustainability and multiplier effect; have a character which enables to achieve target result, to be researched by capacity analysis and to have development requirements that may be covered and have local component.

6) Methods

The question of the method by which the mission within the framework of given principals and priorities would be realized and of whether there would be any criterion for preference among these methods was the matter of final discussion.

Real conflict of ideas in this field was what general attitude about method and distinguishing characters of STGM should be.

In conclusion, the preferences of STGM relating to methodical criteria were determined as follows:

STGM
   1. uses all methods which are in accordance with the law and its vision, mission and principals.
   2. as a permanent methodological preference, takes as the basis to form strategy and tactics and to make action plans in order to realize its vision.
   3. uses measurable indications for movement, result and effect evaluations about projects
   4. follows plan processes based on participatory and collective decision-making while determining needs and implementation methods.

By this work STGM seems to have come to the point at which it is capable of determining its target audience, and deciding on the type of relation it wishes to establish with other counterparts. After producing solutions to these issues by consensus it will be possible to set objectives that are of smaller scope and more concrete and to create a strategy that will make projects meaningful.

Etyen Mahçupyan
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CHAPTER II: STATE of CSOs IN TURKEY

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CHAPTER I.

AIM AND METHODOLOGY

This report is based on the data collected through meetings with focus groups and in depth interviews with the directors, representatives, members and volunteers of civil society organizations.

The research team determined the content, method, research techniques and sample selection issues together with STGM. The data bases of civil society organizations were analyzed and it is decided that CSOs could be analyzed in respect to their locality, field of activity and level of representation ability. First the provinces that would be visited for data collection were identified as follows:

1. Istanbul
2. Ankara
3. Antalya, Diyarbakir and Adana
4. Samsun, Muğla and Kayseri

The criterion followed for the selection of provinces is decided as the capacity of those for geographical representation. Accordingly, Istanbul is the representative the metropolitan, Ankara of the centre, Antalya, Diyarbakir and Adana represent of the regional centres, and Samsun, Muğla and Kayseri are the representatives of the periphery. Ankara and Istanbul are selected without any randomization due to their unique features whereas third and fourth groups are selected by using structured sampling techniques. According to this technique, the sample is selected randomly within the cities of which populations are appropriate for the
criteria. Consequently, in respect to the mentioned method of selection we aim to have the opportunity to make a comparison between centre, regional centre and periphery.

Second, as a result of our analysis of the field of activities of CSOs in the light of the project aim of STGM, we decided to visit the CSOs representing the fields of women, child, environment, culture, youth, human rights and handicapped related organizations.

Finally, the “active” local organizations which have the capacity to represent the fields in which they function and their conformity with the criteria mentioned below are investigated:

a. **having an amateur spirit**

b. **being visible in the media and known by a large portion of the public**

c. **not having prejudices against activities of STGM.**

These organizations are determined by using CSO databases, searching the internet and media and conducting phone calls and visits. After gathering all the probable organizations, the sample is randomly selected. Besides the above mentioned geographic representation, representation criteria in this research are the capacity of organizations to represent their thematic area. In conclusion, it was decided that 32 NGOs in 8 provinces would be necessary for the representation.

During the focus groups and in depth interviews –which were determined as the research method- semi-structured questionnaire forms were applied. The strategy of the survey can be described as to draw up the actual technical and qualitative capacities, necessities, expectations of CSOs along with their relations with the state, their members, the CSOs functioning at the same field and the other CSOs, and finally their awareness of and expectations from STGM. Questions can be analyzed in two main groups:

a. **quantitative and technical questions:** the number of members/volunteers and active participants; profile of the members and board in terms of age, gender, income and educational level. Besides this information technical capacity of the organizations such as size of their offices, whether they have a meeting room, meeting table, training hall, telephone, fax, internet accession etc. were also questioned.

b. **qualitative questions:** their ability to represent their target groups; their capacity for policy production, level of activity organization, participation of members, volunteers and target groups, ability in terms of project designing, planning and implementation, their needs and expectations in general and particularly from STGM.

**CHAPTER II.**

**STATE of CSOs in TURKEY**
According to a report written by Atilla Yayla, Vahit Büçak and Bilal Uçar and published in the web site of Association for Liberal Thinking, there are 150,000 non-governmental organizations in Turkey of which 70,000 are actively functioning according to official documents. Nevertheless, according to our CSO data bases analysis, if the number of organizations related to the state, occupational organizations and unions are reduced from 70,000, only 7,000 organizations remain. Even if such a quantitative datum can still be interpreted as a proof of the high level of organization in Turkey, in fact it is a proof of the fact that civil society and its organizations cannot be conceived simply in light of the quantitative data. One of the most important conclusions which can be drawn from the analysis of this data is while in Turkey founding an association is quite easy both legally and socially, becoming a CSO which is influential in its decision making process and has a defined target and target group is very difficult. Accordingly, it is clear that there are too many legal, political, social and international factors in Turkey which enhance the proliferation of CSOs on the one hand, and prevent the activities of civil society on the other.

The most important repercussion that is drawn from this study on CSOs is the necessity of forming a ‘clustering’ that can be used while analyzing the CSOs. Most of the classification studies that have been conducted up to now classified the CSOs in respect to their size (number of their members), activity fields/target groups (women, youth, human rights, etc.) and status (foundation, association) and, as a consequence, created functional and quantitative categories. Even if these categories are quite functional for many purposes, none of them are either qualitatively or discursively competent on their own. In this respect, in our opinion, another level of abstraction is necessary in order to comprehend the needs and expectations of these organizations together with the relation within themselves and between them and the public institutions. Such a level of abstraction is operationalized in here in the form of twelve clusters. In general, this criterion can be defined as the dominant purpose of the organization. Accordingly, while we try to conceive the purpose of the organization, we did not simply take into consideration the official purposes written in the official documents or the motivations and rationale of the founders. Rather, while keeping those in mind, we also concentrated on the current projects and activities of the organizations together with the discourses of the bearers of the values of these organizations. This clustering should be conceived as a strategic tool while thinking on, analyzing and drawing conclusions on the sphere of civil society. The content of this text will also arise over this strategic clustering. Below, we will present our analysis in two sections: the first one focuses on the CSOs in Turkey as a whole that we also took within the content of desk study and the second one focuses on the ones that are founded around the themes that are under the target sphere of STGM and to which our field study is concentrated.

When all the CSOs in Turkey are taken into consideration, one can talk about a broad spectrum that ranges from charity to human rights organizations, from development and beautification associations to various kinds of women’s organizations, from the associations that are founded in order to construct mosques to those founded in order to protect the environment. As it is mentioned in the first chapter, the purpose of this study is to frame the organizations that actively function in these fields. However, before that, it is crucial to present a clustering of the CSOs in Turkey made in respect to the ‘purposes’ of CSOs. Such a clustering also takes into consideration the founders and bearers of these CSOs. What is meant by clustering in respect to the ‘purpose’ here is not simply the purposes that are narrated in the official documents. It is the mentality that is materialized in these organizations’ actions, activities, and discourses and in their relationship with society. Consequently, it is crucial to mention that the main criteria of our clustering are both the way
the organizational activities are presented and the cognitive map and discourses of the founders and bearers.

As a result of our analysis conducted in the light of ‘purpose’ criterion, the CSOs are placed under one of the twelve clusters. These clusters are self-organized, charity-motivated, field-specialized, advocacy-oriented, instrumentally-used, socialization-oriented, communitarian, environmentally protective, leisure-time activity centred, vulnerables’ protection motivated, policy-oriented CSOs and health warriors.

<table>
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<tr>
<th>Cluster of the Organization</th>
<th>Definition</th>
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<tr>
<td><strong>1</strong> Self-organized</td>
<td>By self-organization we mean those organizations that are founded and/or attained directly by the target group of the organization. To put it differently, the overlap between the member profile and the target group of such kind of organizations is crucial in order to clarify the difference of this cluster from the others -especially from the advocacy-oriented organizations. The dominant purpose of these kinds of organizations can be defined as the socialization of a group who suffers from the same problems and/or aims to improve their quality of life. The organizations of minorities, the handicapped, and some of the remove of the women’s groups are clustered as self-organized organizations.</td>
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<td><strong>2</strong> Charity-motivated</td>
<td>This kind of organization is founded and/or attained by philanthropists and generally operate in the fields of education, the handicapped and health. Most of these organizations are founded and/or attained by philanthropists who do not suffer from the problems that their targeted group suffers. The main purpose of these organizations is to provide timely aid to people who suffer from a particular problem. In this respect, the charity-motivated organizations can be distinguished into two kinds: goods providers and service providers. The good providers distribute goods and/or monetary aid to their target group whereas the service providers deliver a particular service, such as education, to their target group.</td>
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<tr>
<td><strong>3</strong> Field-specialized</td>
<td>This kind of organization is founded and/or attained by either specialists or professionals who are interested in a related issue with his/her own field/profession such as biologists, doctors, social scientists and environmental engineers. The field-specialized organizations aim to provide an arena in which the specialists/professionals share their knowledge and experience and participate in projects related with their field/profession.</td>
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| **4** Advocacy-oriented    | The advocacy-oriented organizations can be conceptualized as those who define their mission as advocating for the rights of the target groups. In this respect, while most of the self-organized organizations can be perceived as belonging to this cluster, what distinguishes the two is the difference in member profile. As we mentioned above, the overlap between the member profile and the target group of the self-organized organizations is the defining element of it, whereas in the case of advocacy-oriented organizations such an overlap is not the
The advocacy-oriented organizations mainly operate for the betterment of the conditions and defending the rights of a target group for the sake of that group rather than for the sake of themselves. The human rights organizations and some of the women’s organizations are clustered as advocacy-oriented organizations.

**5 Instrumentally-used**

This kind of organization is founded by public or private institutions in order to perform some of the functions of that institution through using civil society as an instrument. The organizations that belong to this cluster are founded in order to construct and/or run universities, hospitals, mosques or to perform some of the services such as education or health care.

**6 Socialization-oriented**

The organizations classified under this cluster are founded and maintained by the people who share a common background such as education, occupation or social environment. The main purpose of such organizations is to provide an environment for the socialization of a similar kind of people. The organizations are founded or attained with such a rationale by the graduates of the same university, retired people or professionals of the same occupation and the wives of the men who work in the same occupation, are classified as socialization-oriented organizations.

**7 Communitarian**

This kind of organization is founded and attained by the people who share the same ethnic and/or geographical background. In terms of their purpose, what distinguishes those from socialization-oriented and self-organized organizations is that they do not simply aim at the socialization but rather concern themselves with the enhancement of the solidarity between the people who share the same cultural background. In this respect, they are generally exclusive and communitarian organizations. Moreover, unlike self-organized organizations they are not organized around a common problem. They, rather concern themselves with the continuity of their daily life rituals. The organizations classified under this cluster are founded by immigrants who migrate not only from one country to another but also from one province to another such as village and Diaspora organizations.

**8 Built environment protective**

The main purpose of these organizations can be defined as the protection and/or betterment of the conditions of a particular kind of built environment or local neighbourhood. In this respect, at the centre of the activities of these organizations lie particular spaces created by people. The organizations classified under this cluster aim to enhance the betterment of a province and the protection of historical monuments or museums.

**9 Leisure-time activity centred**

This kind of organization are founded and/or attained by the people who like to perform the same kind of activity in their leisure time. In this respect, the purpose of these organizations can be defined as the
socializations of the amateurs of a certain kind of activity such as art or sport.

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<td>10</td>
<td><strong>Vulnerables’ protection motivated</strong></td>
<td>The dominant purpose of these kinds of organizations is to protect their target group against further damage. The target group of such kind of organizations consists of vulnerables such as those suffering from a particular disease or the disadvantage of age. In this respect, even if they do not suffer from the same problem that their target group suffers, they are generally founded and/or attained by those whose relatives suffer from the same problem. The distinguishing feature of this cluster from the cluster is that it does not aim to structurally change the conditions of disadvantaged or vulnerable groups but simply aims to improve the quality of life for these individuals.</td>
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<td>11</td>
<td><strong>Policy-oriented</strong></td>
<td>This kind of organization mainly aims to develop policies on a particular issue. In this respect, they do not have a specific target group but rather an issue arena on which they develop policies in order to supplement or spread a particular ideology. The political research and political action organizations are the best examples of this cluster.</td>
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<tr>
<td>12</td>
<td><strong>Health Warriors</strong></td>
<td>These organizations are founded in order to struggle with a disease that is becoming frequent in society to the extent it starts to threaten the health of the public. The organizations founded for combating against cancer, tuberculoses and AIDS are such kind of organizations. Those kinds of organizations are generally founded by a special law and work in collaboration with the state.</td>
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After clustering the CSOs in Turkey, it is necessary to see in which categories the CSOs that are the target of this study are to be placed.

<table>
<thead>
<tr>
<th>Cluster</th>
<th>Founder Profile</th>
<th>Purpose</th>
<th>Functions</th>
<th>Examples</th>
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</table>
| Self-organized | Target Group | The socialization of a group who suffers from the same problems and/or their struggle for the betterment of their life quality. | • Socialization  
• Organization of activities  
• Lobbying | • Some of the women’s groups  
• Some of the ethnic groups  
• Handicapped  
• Minority organizations |
| Charity organizations | Philanthropists | To provide timely aid to people who suffer from a particular problem. | • Donation  
• Material aid  
• Charity activities | • Some of the educational groups  
• Some of the woman  
• Struggle against poverty  
• Social service  
• Some of the health |
Within the limits of this study, the most important question is to which of the clusters are most inclined to conceptualize the civil society as the subject of decision making processes. The distinguishing criterion in order to answer this question can be found in the relation that the CSOs establish with their target group. The self-organized, field specialized, and charity organizations do not so much aim to develop and transform their target group through making them the subject of decision making processes as it is the case in advocacy-oriented organizations. At the same time, such a transformational purpose that advocacy-oriented organizations establish with their target group enhances the ‘civil’ character of this cluster over all the others. As a consequence, the conclusion of this study indicates the strategic importance of these particular type of organizations. Besides, it is also obvious that the advocacy oriented organizations are also superior from other organizations in terms of creating a democratic life within the organization; providing participation opportunities for members, volunteers and target group; an ability to represent the target group; lobbying to effect the policy makers; forming networks with the CSOs from the same activity field and from the other fields. On the other hand, although the culture and handicapped related organizations are not unsuccessful at becoming an organization, demanding their rights, and creating a public opinion with regards to their demands; it is also one of the conclusions of this study that they have strict hierarchies and are not extremely successful in creating participation channels for their members and target groups.

Beside the analytical framework that, the clustering we attempted to develop above, our research also includes concrete findings in order to conceive the state of CSOs in Turkey.

In respect to its conclusions, our research points to the fact that the CSOs in Turkey have numerous problems stemming not only from the dynamics external to them, but also from their mentality, their civil society perceptions, their internal relations with their members and volunteers and their relations with society in general.
Even if the problems, which are expressed by the representatives of CSOs we interviewed with have a wide range, we attempted methodologically to categorize only the most emphasized ones as follows:

A. INFRASTRUCTURE;
   - Financial insufficiency and inability in generating resources
   - Administrative deficiency and insufficiency
   - Lack of a sufficient number of competent and quality human resources
   - Low level of institutionalization and lack of organizational culture
   - Lack of written culture, archiving, documentation and reporting

B. VOLUNTARY NETWORKS/CADRES/MEMBERS;
   - “Irresponsibility” of members and volunteers
   - Lack of competent cadres and members
   - Lack of effective communication and social networks within and between CSOs
   - Less insufficient and/or over professionalisation of CSOs

C. RELATIONS WITH THE STATE
   - Partisanship and clientelist relations
   - Prejudices and discouragement of the state
   - Differences between local and central governmental bodies

D. INTRAORGANIZATIONAL RELATIONS WITHIN CSOs
   - Personal conflicts
   - Communication breakdowns
   - Political struggles or disagreements
   - Deficiencies in knowledge and information transfer
   - Continuity problem
   - Weakness of social and personal relations between the members
   - Disorientation of the volunteers
   - Disorganization of the institutional and administrative process

E. INTERRELATIONS BETWEEN CSOs
   - Lack of effective partnerships and networks with other CSOs
• Lack of democratic culture
• Egocentricism and careerism
• Negative effects of competition between CSOs

F. RELATIONS WITH TARGET GROUPS AND SOCIETY
• Inadequacy of presentation and public relations activities
• Lack of communication channels and mechanisms
• Hierarchical organizational structure of CSOs
• Disinterest and prejudices of target groups
• Disability in developing communication tools
• Giving priority to daily, narrow and short term policies instead of focusing on the long term purpose and result oriented strategic planning
• Lack of capability in using external tools such as local and nationwide media
• Lack of interactive mechanisms to get the information on whether target groups and society in general support or oppose the main strategies and decisions of CSOs

G. RELATIONS WITH MEDIA
• Dependent structure of media
• Popularization and simplification of events by media through emphasizing amazing and entertaining sides of them
• Satisfaction of CSOs from the fact that their organizations –not the problems they represent- take place in media

H. CONCEPTUALIZATION OF “CIVIL SOCIETY” BY CSOs
• Identification of civil society with civil society organizations
• Organization itself and its problems and interests take precedence over the problems and interests of civil society
• Negative perception on lobbying activities, perceiving lobbying as an attempt to justify unfair demands

A. INFRASTRUCTURE
During the in-depth interviews and focus group meetings, many problems related to infrastructure were mentioned and emphasized by the participants. A rank of the infrastructural problems can be presented as follows:

- **Financial insufficiency and inability in creating resources**
- **Technical inadequacy**
- **Lack of competent and qualitative human resources**
- **Low level of institutionalization and absence of organizational culture**
- **Lack of written culture, archiving, documentation and reporting**

As a well-known reality, any study on the CSOs in Turkey would mention the financial problems as a crucial infrastructural problem of CSOs. This situation was reemphasized in our research also. The members of the CSOs suffer from this problem and most of them argue that their CSO could not afford even the office rents.

Related to financial insufficiency, the second important infrastructural problem appears to be the technical inadequacy. Most of the CSOs are deprived of office equipment such as a fax machine, computer and printer, internet Access, meeting table, meeting hall, audio-visual and sound systems, and the other required office equipment to execute the routine tasks of the organization.

The third important problem mentioned by participants related to infrastructure is the lack of competent human resources. Most of the representatives complain about the absence or inadequacy of ‘qualified’ human resources which it is argued prevents them from getting well organized, operating properly in the administrative jobs, but more importantly, developing new activities and projects. This is not to say that the administrators or members are unqualified but rather they need to be equipped intellectually and technically with regards to the necessities of being an effective organization. The problem appears to be not in accessing to the information but in the ways and methods with which the information is used effectively for the sake of the organization. This issue will also be discussed in the next chapter.

The fourth important infrastructural problem appears to be the lack of organizational culture. As mentioned above, at this point the problem goes beyond the practical necessities. The CSOs need more than the above mentioned physical conditions. This is highly related with the institutionalization level, the administration, the management of the tasks, job descriptions, the direction and orientation of the public relations and intra-personal relations within the CSOs which are directly related with level of organizational culture. ‘Institutionalization’ as a necessity was repeated many times by CSOs during our interviews.

The fifth important infrastructural problem can be identified as ‘lack of written culture’. Indeed, this is a very striking issue, since (just to indicate how striking this issue is) only few organizations had a file of activity reports. It has also been discovered that most of the CSOs are far away even from documenting and archiving the compulsory legal documents. It is observed that most of the CSOs do not have even the documents including provisions of laws and by-laws according to which they have been administrated. Besides this, they are also unaware of their rights and the official ways and procedures through which they can use these rights; such as writing a petition for legal objections to the related governmental
bodies/organs. In conclusion, it can be argued that the communication and organizational culture in CSOs is based on oral culture instead of written culture.

The reasons that create such a picture of infrastructural inadequacies and problems which are similar in all the clusters of CSOs, can be discovered in their story of foundation. At their initial stage, most of the CSOs are founded as an outcome of a process in which the charter members come together with the founding idea or concept, and by virtue of this motivation they exhibit their personal facilities and energy. If they are lucky, they manage to find a cheap office with the help of the social network relations of the members. However, when the motivation level of the initial period wanes, the members give up financially supporting the organization. As a result of the retreat of members from the organization, the organization stays on the shoulders of a few people. Such a situation leads to the personalization of the organization which, in turn, causes to a kind of perception in which the organization is perceived as the “personal property” of the remaining people. In short, these infrastructural deficiencies are the most important obstacles to an organization’s survival.

B. VOLUNTARY NETWORKS/CADRES AND MEMBERS

The second group of the vital problems of the CSOs that is mentioned in interviews and focus group meetings is related to their voluntary networks, cadres and members. According to the interviewees, the problematic areas regarding participation of members and volunteers as well as cadres of CSOs are as follows;

• “Irresponsibility” of members and volunteers
• Inadequacy of competent cadres and members
• Lack of effective communication and social networks within and between CSOs
• Less and/or over professionalisation of CSOs

The problem most commonly emphasized by participants under this heading is the ‘responsibility’ issue within the organization. Most of the active members that we interviewed complained about the fact that the voluntary activity is perceived either as a leisure time activity or a fantasy by the people. The interviewees claim that due to the fact that many members and volunteers perceive voluntarism as a free and totally non-responsible activity, they do not follow the requirements of the tasks and even do not regularly visit the organization.

The second problem mentioned by interviewees is the incompetence of cadres and the members of the organizations. It is often claimed that the civil society organizations are not able to attract the qualified people who are capable of administering the organizations, making effective plans and projects and contributing to the civil sphere of Turkey. The participants argue that in general the qualified people are working in their private and professional jobs and do not participate in voluntary activities. Therefore, the CSOs are generally dominated by the retired and incompetent people who have much time to spend. According to the representatives of the CSOs, this is a very critical point since this situation reinforces the weak structure of the civil society organizations. Moreover, it is also stated that after a certain period of time the existing competent and motivated members leave the CSOs due to the internal conflicts and personal problems and in this way the organizations are totally left to these incompetent members.
The third problem is about the communication networks. In this issue, an awareness or consciousness is not raised on the importance of the social network relations because the organizations and their members fail to constitute such relations both in the working field of their organization and in other fields. Indeed, apart from other CSOs functioning in the same field, most of the CSOs are not even aware of the legal procedures and official institutions with which they are bound. As a consequence, due to the inability to supply the required information and experience flow, every organization works without being informed by the activities of the others. On the other hand, it should also be mentioned that the network relations -wherever they exist- are restricted to either traditional or personal relations of the directors who are generally the founders at the same time. Therefore, these are not permanent and institutional relations and do not serve to establishment of the network relations.

The fourth problematic issue under this heading is over and/or less professionalisation of CSOs. This was an interesting finding of the research, that is, while some of the participants argued that employing professional staff and transferring the organization of activities and administration of the CSOs to these professionals would strengthen the CSOs, others criticized that as the professionalisation of the amateur spirit of the civil world. Some activists argue that this process would imply for the CSOs, some of which are democratically organized, functioning as if they were private corporations, losing from their amateur spirit and democratic character.

C. RELATIONS WITH THE STATE

Many scholars and activists claim that relations with the state have constituted the most critical dimension of civil society throughout its history. Accordingly, an important part of the literature on civil society underlines the fact that a democratic civil society necessitates an independent civil sphere which can preserve its autonomy in respect to the state. However, when the social structure of Turkey is taken into consideration, it can be argued that this process has not been completed yet. In this context, the state’s role and place in, and weight over the civil society have always been a permanent topic in the discussions on the state-society relations in Turkey. Many people we interviewed with believed that the new regulation enlarged the space for the manoeuvre of the organizations. However, despite these changes, many CSO representatives still maintain their sceptical position in their relations with the state.

Participants of our research emphasized many dimensions of the relations with the state. The most important ones can be summarized as follows;

- Partisanship and clientelist relations
- Prejudices and discouragement by the state
- Differences between local and central governmental bodies

The most common problem is described as the partisanship and clientalist relations with the Turkish state apparatuses. Many participants complained about the fact that the state officials are not treating/regarding CSOs equally. It is frequently noted that the demands of the dissident CSOs, of which ideas do not conform to the state ideology, are overlooked, postponed or prevented. It is frequently complained that double standard is applied by the state organs. A participant narrated the following example: “Our friends in Kayseri went to the Directorate of Associations in the Security Department and applied for the establishment
of Pir Sultan Abdal Association. The officials said: ‘you cannot establish here an organization in the name of Pir Sultan Abdal’. So they prevented our friends and this was an illegal act. At that time, there were at least 20 associations in Turkey in the name of Pir Sultan. They know this, but they are creating difficulties by their own will. Perhaps, our friends can actualize it if they apply the court, but this would last at least 2 years. At the end, they said: ‘If you change the name of the Association into Yunus Emre Association we can give permission to you’. That association was set up there in the name of Yunus Emre. Do you understand now what I mean with the legal preventions!”

Another example was narrated by the members of another organization: ‘We applied to the European Commission and we have been awarded with a grant for our project. But according to the new law we have to inform the Directorate of Department of Associations which is under the Ministry of Interior Affairs. What we require to do is just to inform not to take permission. However, the officials treat us as if we have to take their permission and they are delaying our petition. The same situation occurs in the tax department. Why are they doing this? Because we are an oppositional CSO.”

Another related statement expressed is that state and governmental organs related with CSOs do not have a perception which approaches to all the CSOs from the same distance. The CSOs of power groups and CSOs which have close relationships with the state and especially organizations closer to the current government are treated with positive discrimination, whereas the others are treated with a prejudice. Therefore, a significant part of the CSOs describe the relationship between state and CSOs as very complicated and tensioned and they claim that the state does not have a precisely defined CSO conception, but rather has a perception of good and close CSOs vs. bad and potential criminal ones. As a consequence, most of the CSOs do not find the state reliable and accordingly, they claim that communication cannot be established with the state. Despite this fact, most of the CSO representatives declare that they prefer a healthier relationship with the state where it respects and recognizes the CSOs’ autonomy. According to these participants thanks to the European Union Accession process, there has been a progress in this direction.

On the other hand, another important result of the research is about the content of the tensioned relation between the state and CSOs. When the relationship between state and CSOs are asked the collective answer of CSO representatives is: 'good with local government, however no communication with the central public organs'. Actually, it should also be noted here that in some cities some governmental bodies recognized the importance of the CSOs and they attempt to develop relationship with them. This can be taken as an indicator of the fact that it is difficult to perceive the state as a homogenized whole. Moreover, it also highlights the fact that state has been confused about the CSOs in recent years.

D. INTRA-ORGANIZATIONAL RELATIONS WITHIN CSOS.

Apart from the external factors stemming from legal framework, political atmosphere or historical structure; there also exist internal problems of CSOs. There is no doubt that these problems are also related with the abovementioned factors. However, in order to be more peculiar and analytical it is better to examine those under a different heading. Among these problems, we can rank the most critical ones that were figured out in the research as such:

- Personal conflicts; desires, emotions, ambitions, expectations ...
- Communication breakdowns
• Political struggles or disagreements
• Deficiencies in knowledge and information transfer
• Continuity problem
• Weakness of social and personal relations between the members
• Disorientation of the volunteers
• Disorganization of the institutional and administrative process

First of all, many members that were interviewed identified the personal problems as the most critical internal problem of their organizations. Participants argue that the personal desires, intentions, emotions, ambitions and expectations of the members conflict with the interests of organizations which damages the organizational development of the CSOs in Turkey. Among these problems, “the fetishism of directorship/being the director/chairperson of something” is one of the most critical indicators of this situation. It was noted that there has always been a serious conflict and mobilization for the administration within the organizations. Indeed, it is emphasized that almost all the energy of the organization is exhausted in the election process and the very existence of the CSO is reduced to an election process. Moreover, it is also frequently noted that most of the time the directorship means nothing than a personal satisfaction in many organizations.

According to representatives of CSOs, there are many dimensions of this situation. One of them is political. For instance, sometimes these personal conflicts are presented in the form of political conflicts or disagreements and the people seem to be separated according to their political choices. The interviews conducted show that there is not a deliberative democratic culture within the CSOs in Turkey. This democracy problem comes to the surface not only in election periods but more importantly in the participation of members and volunteers to the decision making processes. One of the most important questions addressed to the participants was whether their organization was taking decisions after taking into consideration the tendencies of members and volunteers and whether they were measuring the satisfaction level of them after the decision was taken and implemented. The directors answer this question as ‘yes’, whereas the members and volunteers answer as ‘no’. When the tools of research and measurement are asked together with this question, almost none of the representatives could provide a satisfactory reply. According to some directors, the tool in order to measure the level of satisfaction of the members and volunteers is to chat with those visiting the organization, whereas for the others it is the rumours mentioned by directors in the meetings of directory board.

The other dimension of this problem concerns the concrete and pragmatic reasons. The participants argue that being a director of an organization has many immediate benefits in addition to its indirect effects such as prestige and status. It is argued that this position (that of a director or a chairperson) provides its holder a fertile ground for the proliferation of certain economic, cultural and political benefits. It is claimed that, by virtue of their positions, the chairpersons could access key political figures, media, bureaucrats and the crucial sections of society. Having appropriated such means through their positions, they could utilize them for their immediate interests besides deriving personal and psychological satisfaction.

Secondly, as a part and parcel of the above problem, the active members that we interviewed continuously suffer from the problems pertaining to communication within their
organizations. For instance, they complain that the members do not attend the activities of their organizations regularly enough nor follow the announcements, that they are not aware of relevant changes in laws, the social and cultural agenda of the society and the news about other CSOs. In addition to these, it is reported that since the members do not even participate in the administration process, the tasks cannot be delegated and the organizational endeavours continuously fail. As a result, these organizations cannot secure an effective network of communication between the members and related departments of the organization.

Related with the situation described above, a third considerable problem emerges as the discontinuity in the civil organizations which inevitably causes, in turn, some members to become overactive in certain periods of time. This is a vicious circle, since after a while these members have to leave the organization due to the overwork which, in turn, nourishes the discontinuity. In short, since the tasks cannot be delegated to the members in a more balanced manner/weight, the CSOs exploit some of the members and active volunteers who cannot bear on this heavy load for a long time. Newcomers, on the other hand, have to explore/discover everything from the beginning when the former ones leave the organization. Under these circumstances, only some of the old activities can be carried on by the newcomers who do not know the frame, context and goal of activities. The other reason of this situation is that the civil organizations are not able to establish a mechanism for the transfer of the knowledge, information and experience to its members. Therefore, many participants cite transfer/transmission problems among the most crucial problems. A director says: “When I joined to the board of the directors, I did not know what this organization did at that moment and what it had done in the past. There is no proper list of members and paid dues. There is not a full activity report. For instance, a man had written a book about our association but I learned it from the bibliography of another book and I still could not find that book. No one knew anything about the association. Then, in time we have recognized that there are too much technical details and legal responsibilities to the state organs and we had to spend a lot of time to learn these procedures.”

The fourth crucial problem or deficiency exists in the social relations of the CSOs. This deficiency can be seen in two forms from different points of view: less socialization and over socialization. The directors of the CSOs that we interviewed with notice that their members complain about the fact that they do not organize social activities such as small trips to natural sites, special night organizations, tea parties etc. For instance, the director of an organization told: “Everyday, especially the young members of our association come to me and demand a social activity in order to meet with their possible future spouses. You see! No one has got any project or idea about the aims and future of our union. But when it comes to a party or an entertainment everyone is ready”.

On the other hand, some CSOs are much interested in organizing activities that are out of their principle aims and targets. In this case energy is spent for these entertaining activities. We can state that there is some sort of “activity fetishism” in these CSOs and the activities per se turn out to be the main aim of the organization. In this situation, the basic character of the civil organizations, that is to say, the participation in and intervention into the public sphere with their own demands and perspectives is lost and CSOs attain a structure similar to an organization firm.

Another important example can be given from the CSOs in which the polarizations and political divisions are sharp. In those CSOs in which struggles take place between the antagonistic camps, it is quite difficult for the new administration to learn and adjust to the
organization. The members we interviewed argue that most of the time, the old activities, projects and tasks could not be transferred to the new administration. Since the entire struggle is reduced to the elections and all the energy is spent; at least the first 6 months pass as an adaptation period and the last 6 months is again allocated for the preparation of the new elections. As a result, there remains just one year to do something for the CSOs within the new activity period. However, if there is not an extraordinary condition or agenda which mobilize the CSOs or in general the political or civil sphere for that year, the new activity period becomes a lost year again for that CSOs.

As we mentioned above, because of such a disorganized structure, the administration cannot efficiently lead and orient the members and volunteers to the related tasks of the organization. The people who voluntarily come to do something in the CSO cannot find a channel, project, or activity to realize his or her ambitions and at the end leave the organization. Indeed, some members argue that there are some extreme examples where the volunteers could manage to be very active, creative and make their own way in the light of their ambitions. In such situations, the CSOs start to create their own channels and projects in order to attract the members and volunteers of the organization. However, the members that we interviewed emphasize that in these cases the contributions of these kinds of volunteers are not welcomed. Instead of appreciating these efforts, the administrations of the CSOs try to abolish these activities and to get rid of/eliminate these volunteers in order not to lose their power within the organization and not to be eliminated by the organizational processes.

E. ORGANIZATIONAL RELATIONS BETWEEN CSOs

It is obvious that as the level of network and solidarity based relationships between CSOs increase, their ability to affect the decision making processes is reinforced. However, except some advocacy-oriented platform organizations functioning in particular fields such as women, human rights and the environment, relationships between CSOs are very weak and do not depend on institutional structures. Rather, the existing relationships are based on personal relations between the leaders of CSOs. According to the interviewees, the reasons of this weakness are;

- Lack of effective partnerships and networks with other CSOs
- Lack of democratic culture
- Egocentricism and careerism
- Negative effects of competition between CSOs

As it is the case in the issue of target groups, the CSOs seem to be unaware of the importance of the network relations with other CSOs. In most of the interviews we conducted, the participants confessed that they did not exactly know other CSOs operating in the same field. Therefore, it is argued that most of the CSOs are working within their own restricted world for themselves without interesting in the activities, problems, developments and organizations that take place within the civil sphere as a whole.

Nevertheless, some of the participants exemplified some unsuccessful experiences, in which the CSOs tried to gather around some peculiar issues. In this respect, a frequent complaint was that even the CSOs working in the same field could not succeed in collaborating for the
common problems they faced with. This problem is generally interpreted as lack of democratic culture which is claimed to be one of the basic reasons of the weakness of the civil society in Turkey. The participants argue that the CSOs do not know how to come together and collaborate on thematic or social issues. In every opportunity, each and every organization tries to dominate the others and be the leading one. Egocentrism is the case both within and outside the civil organizations. Instead of coming together and making alliances in the reconciled issues; the CSOs compete with each other and lose their power. Therefore, the general tendency of CSOs is conflictual rather than collaborative.

On the other hand, after the late 90s some remarkable alliances and collaborations were constructed in the civil sphere of Turkey. Many representatives of CSOs mention the alliance for the meeting against the Iraq War as the most noteworthy alliance of them all, which was conducted in order to influence the Parliament in Ankara in 28 March 2003. This meeting realized its ends and the Turkish parliament rejected the active participation of Turkey in the Iraq War. It was one of the peak days of Turkish Civil Society. However, these kinds of experiences have never managed to turn into a strong and permanent civil initiative within the Turkish society. Therefore, today the civil sphere of Turkey seems to be dispersed and disorganized apart from some exceptional women’s, environmental and human rights organizations and some conjunctural events.

F. RELATIONS WITH TARGET GROUPS AND REST OF THE SOCIETY

In most of the interviews, the participants define their target groups respectively as follows: the members, close relations and networks, other CSOs and the whole society. However, the basic problem arises at the point of meeting with the target groups and society in general. In fact, this is not a problem for some of the CSOs since they do not care for reaching individuals, target groups or the rest of the society remaining outside their limited members. In these cases, the organizations are generally composed of limited communities. Nonetheless, most of the CSOs do have the goal of reaching all the sections of society. In this respect, for such kind of CSOs, the problem is multidimensional. Looking at the relations of CSOs with the rest of the society does not provide us a clearer picture than their relations with the other categories. If our general observations are taken into consideration, it can be argued that the civil organizations are not able to be influential in their external relations. Even if there has been burgeoning organizational growth since the second half of the 90s, civil society in general or at least civil organizations in particular failed to become a serious locus where the socio-political issues of Turkey have been publicly debated. In this context, the CSOs which conduct charity activities in the form of education campaigns, rescuing activities, health inspections, childcare or fertility studies or environmental protection projects can successfully get the consent and support of the authorities, media and the people. The campaigns of “Dad, let me go to school!” and “Kardelen” are well known examples of this fact. However, the tolerance of the authorities is highly selective in accordance with the boundaries drawn by the official ideology.

According to the participants, the primary obstacles before the development of a well organized relationship between CSOs and their target groups and society at large are as follows;

- Inadequacy of presentation and public relations activities
- Lack of communication channels and mechanisms
• Hierarchical organizational structure of CSOs
• Disinterest and prejudices of target groups
• Disability in developing communication tools
• Giving priority to daily, narrow and short term policies instead of focusing on the long term purpose and result oriented strategic planning
• Lack of capability in using external tools such as local and nation wide media
• Lack of interactive mechanisms to get the information whether target groups and society in general support or oppose the main strategies and decisions of CSOs

The presentation and participation problem appear as the most important obstacle before reaching the people. Many participants that we interviewed argue that the civil organizations are not good at presenting themselves, their aims and activities. Indeed, some go even further to claim that since the CSOs do not understand the need of conducting studies on public relations, communication and presentation activities, they are not able to mobilize potential volunteers.

The second and third important issues, that is, hierarchical organizational structure and non-existence of communicative channels and mechanisms, are interrelated. It is argued that the logic of power relations still prevails within the CSOs and the organizations are directed by the command system from the top to the bottom. The result of this governmentality is the emergence of a distance between CSOs and their members, volunteers and target groups. The demands and suggestions of the people, members, volunteers or sympathizers are not taken into consideration in this logic. As a result, the people do not participate in these organizations of which they do not feel to be a part.

The fourth problem indicates that the disinterest and prejudices of target groups in respect to the activities of CSOs also play an important role in this process. As mentioned in previous sections, the dominant sense among people about CSOs is still “scepticism”. Many participants of the research emphasize that they suffer from spending too much energy to convince people that their CSO exists for the common good. It seems that target groups of CSOs, other than the highly politicized ones, are not convinced that CSOs are organizations independent from the state and exist for advocating and improving their own rights.

When the fifth result of our research is considered, it can be argued that, to a large extent, it is the CSOs which are responsible for the above mentioned problem. Depending on the answers of the members, we can conclude that many CSOs have not developed the required tools for attaining the desired way of communication with their target groups. As we mentioned above, many organizations do not possess the infrastructural elements such as the computer systems, fax, internet, web site etc. to maintain the communication. Besides, it is obvious that they do not have the necessary written materials and publications, such as the activity reports, bulletins, journals or books, which would provide the atmosphere/ground in which they can reach the target groups and the public in general. The most common tool of communication in this respect seems to be the telephone and notice boards. The participants mention that they are hanging announcements on the walls of organization or calling up their members when there is an activity. However, the existing disinterest of members proves the inefficiency of that method. On the other hand, just a small portion of CSOs seem to be successful in
reaching out to the public. These are the semi-professional voluntary organizations whose members are composed of highly educated and qualified people capable of intensively using technological facilities such as the internet.

The sixth problem is expressed by the participants as a critical absence of strategic planning. The participants argue that the CSOs are administrated through daily, narrow and short term policies and decisions. Moreover, some members claim that most of the time, the civil organizations do not have predefined and concrete targets which would prove their working system and success. The participants argue that unless the people see concrete results or at least a goal and result oriented perspective, they distance themselves from any kind of organizations. Most of the civil organizations start to work without taking these difficulties into consideration. Therefore, people do not want to follow a track whose end is uncertain. To put it differently, this problem is very much related with the concept of transparency. As a frequently highlighted point, the participants express that the intentions of the administration or chairperson can sometimes conflict with the visible visions and aims of the organization. When this situation is recognized by the members, the members feel cheated which leads to the crisis of trust and even representation. As a result, the organizational structure is highly damaged. As a direct consequence of this condition, this trust crisis raises doubts as to the future of the organization for its probable participants.

A final important dimension is the external relations of civil organizations with the society, which primarily includes their relations with their target groups, with other CSOs, the rest of society and the media. In this respect, the participants did not mention any kinds of concrete research, method or measure for learning and testing regularly the needs and expectations of the target groups and the public opinion. As mentioned above, the only way of gathering information is the regular (statutory) meetings that have to be conducted due to the legal responsibilities of the organization. Therefore, it can not be argued that the organizations benefit from the views, contributions and participations of their members and target groups in establishing their policies and making their decisions.

In conclusion, the general result of the research can be summarized such that the civil organizations fail to reach their target groups and the rest of the society. However, this is more than just a technical problem because other problems arise for those organizations which manage to reach their target groups. For instance, although they reached their members and volunteers, the CSOs could not transform and orient their target groups in the way they desired. In these cases, the messages of the organization are perceived but not accepted by the members and the target groups. Consequently, an underlying silent opposition is conducted in the organization by its members or followers. As an exceptional case, among the civil organizations in Turkey, the advocacy oriented organizations seem to make considerable changes -or better progress- in the minds of their members and the public.

G. RELATIONS WITH THE MEDIA

Despite its many negative impacts, it is universally acknowledged that media is the most important apparatus for the organizations which depend on the support of the masses. Therefore, relationship of CSOs with the media was one of the crucial components of our research. As a result it was revealed that CSOs were also convinced of the importance of using the media effectively. However, as it is the case in previous examples and related with the reasons mentioned under previous headings, this area is also problematic. Hence, we tried
to figure out the basic obstacles before developing effective relationships with media. These are;

- Dependent structure of media
- Popularization and simplification of events by media through emphasizing amazing and entertaining sides of them
- Satisfaction of CSOs from the fact that their organizations –not the problems they represent- take place in media

The participants, first of all, complain about the dominance of ownership structure in the media. According to them, the media in general -TVs, radios, papers- reflect the political ideas of their owners and act in accordance with their owners’ relationship with the governments. The mainstream and national press is directed, manipulated and oriented by these groups. The events have to be interesting, amazing, surprising, and entertaining in order to take place in the media. Consequently, this logic of mainstream media leads to the degeneration and popularization of the civil organizations and their activities. One of the blind participants excellently exemplified this situation with the following words: “Normally, in the daily life no one deals with a blind man and his/her problems. No one knows -wants to know- the problems we have. We have to catch up birds with our mouths (a Turkish idiom used to tell the impossibility of something) in order to take place in the newspapers or TVs. However, when it is the case, they broadcast the show of a blind man not the problems of us. In order to do that you have to have an extra desirable talent such as playing an instrument, remembering thousands of telephone numbers, walking in the city without using the sticks, making PhD. degree etc. Namely, you have to be a buffoon for non blinds.”

Secondly, interviews and focus group meetings we conducted indicated another considerable result; when the relationship between CSOs and media is questioned it is recognizable that many CSOs are likely to tell their visibility experiences in the media. They narrate how they participated in a program in TV or radio channel instead of mentioning their attempts to make media emphasize the social issues that they represent.

Finally, another important dimension regarding the relations with the media is the relations with the local media. In many parts of Turkey one local TV channel exists and almost in all cities at least one local newspaper is published. It is observed that while most of the local TVs are blind to the activities of CSOs of their region, the relatively democratic and participatory newspapers and local radios open their pages and channels to CSOs. Yet, the point in here is whether CSOs adequately use this opportunity or not. According to our observations, national and local media is not effectively used by CSOs not only because of the negative approach of media but also due to the inability of CSOs. This is also very much related with the problem of lack of organizational culture and qualified boards.

H. CONCEPTUALIZATION OF CIVIL SOCIETY AND LOBBY ACTIVITY BY CSOs

For both of these concepts, there are no common and totally accepted definitions developed by CSOs. However, in itself this is a quite remarkable result since it indicates that the CSOs have not been willing to analyze and conceptualize their realm and main function yet. Basic dimensions of the issue are as follows;
• Identification of civil society with civil society organizations
• Organization itself and its problems and interests take precedence over the problems and interests of civil society
• Negative perception on lobbying activities, perceiving lobbying activity as an attempt to justify unjust demands

First of all, almost all of the CSOs identify the civil society with civil society organizations except some of the advocacy oriented women’s, human rights and environmental ones. According to CSO’s, civil society directly signifies and describes the ‘organizations’. On the other hand, for most of the time, advocacy-oriented CSOs define civil society as the realm remaining outside the state and they define CSOs as the independent and autonomous organizations which are founded by the members of civil society in order to protect and improve the rights in the related field. However, in most of the cases, the “organization” is prior to “civil society” according to the understanding. As a result of this problematic approach, organization becomes much more important than representing the interests of target groups which, in turn, leads to the fact that the interests of the organization take precedence over the interests of target groups. Moreover, in respect to their definition of civil society; the question “what are the basic problems of civil society” is immediately perceived by CSOs as the basic problems of their organizations.

Conceptualization of lobbying activities also provided a similar result. In general, the concept is perceived as including negative connotations. The first question about this concept was “what is the first thing that comes to your mind when you hear the term lobbying” and most CSO’s replied “Armenian Lobby”. According to many CSOs, lobbying activity signifies the attempts to justify the unjust policies. However, it should be underlined that the advocacy oriented women’s -and in some cases environmental- organizations which define civil society as something independent from the CSOs also defined lobbying activity as the attempts of an organized group to affect the policy makers, parliament and state in general. Therefore, according to them lobbying activities have to be one of the most important activities and tasks of the CSOs.

CHAPTER III.

NEEDS AND EXPECTATIONS of CSOs

a. Needs of CSOs

Based on the information collected in the interviews and the observations made in the CSOs that have been visited, it can be argued that apart from the needs common to any kind of organizations, the CSOs have many different needs which change according to the type, size and activities of the CSOs. For instance, while some organizations suffer from the need of professional personnel, the others demand religious centres (cem evleri) and some others, such as the associations of the blind do need special trainers. Therefore, in this chapter, we try to evaluate the general features of the needs of CSOs under certain titles. It is beyond the borders of this research to make an analysis that covers all the needs of CSOs.

The most common and vital needs of CSOs can be cited as follows;
In respect to our observations, the first and most critical need of CSOs seems to be the need for financial support. As we mentioned in the previous chapter, most of the CSOs have difficulties in paying the rents of their offices. In addition to that, they also suffer from inability to find a suitable office in a proper part of the city - even though they are financially able to pay the rent - due to the historical negative image of the associations. Moreover, the office problem is a complicated one and also includes the problem of office equipments such as a meeting room, computer and internet network, etc.

Second and more importantly than the financial insufficiency, the interviewees mention that the CSOs are very much in need of qualified people. These people can be permanent personnel, volunteers or professionals. However, in order to execute the tasks of the organization, they have to attract some talented people into their organizations. At this point, the needs of the associations go beyond the practical needs. This is because, the participation of the qualified people into the civil organization is very much related with many factors such as the perception of the civil society, legal provisions and arrangements, democracy culture, civil perspective and the state-society relations in a country. Therefore, the civil organizations need much more than the physical conditions that we outlined above.

The third vital requirement is related with the need for organizational culture. This is highly related with the internal democracy and institutionalization level which include components such as a governmental mentality, as strong horizontal relations as possible, management of the tasks, job descriptions, the direction and orientation of the public relations and intra-personal relations within CSOs. One of the clear indications of our research is that the training and professional courses in related topics are very vital needs for civil organizations. For instance, the crucial topics that the civil organizations are urgently in need of being informed about are the public law and the law of associations since it is observed that most of the CSOs do not even have the documents including provisions of laws and by-laws according to which they have been administrated. Besides, they are also not aware of their rights and the official ways and procedures through which they can use these rights, such as writing a petition for legal objections to the related state organs. Therefore, it seems that the civil organizations should be trained on the basic concepts of law and particularly on the law of associations.

The fourth important need of CSOs is development in organizational culture, which is very much related with communication, public relations and governance. The CSOs in Turkey are dominantly administrated in the light of the hierarchical paradigm which depends on authoritative relations. There should be a shift from that paradigm to democratic mechanisms.
institutionalized in horizontal relations and based on sharing responsibilities within an organization. Therefore, increasing awareness on these contemporary approaches can serve the fulfilment of the critical needs of CSOs in the field of administration. Accordingly, a strategic approach on communication and public relations has to be the indispensable part of this training.

The fifth considerable need of CSOs is the necessity of structured methods of archiving, documentation and reporting. Proliferation of communication tools on the one hand, and traditional methods of communication on the other, prevents CSOs from documenting, archiving and reporting meetings, activities, projects, and communications with other institutional bodies. Verbal culture precisely dominates these organizations, which, in turn, is very much related with lack of organizational/institutional culture. When the e-mail accounts are considered, it is noticeable that most of the CSOs and its directors do not have an e-mail address which can be used as the official address. Beyond these indicators, “reporting” has never been considered as an organizational activity among CSOs. Reporting the activities is either not perceived as an organizational behaviour or the reports are not taken into consideration.

The sixth need of CSOs is related with the technological dimensions of communication. As we emphasized before, in many civil organizations there are no computers. Moreover, the ones which have the computers do not use them efficiently. For instance, they can not use the internet and other services. Therefore, the training should also include the information and know–how on computer literacy. Another critical issue, in this respect, is foreign language. Indeed, today one of the most prevalent/proliferating discourses is the existence of global civil society which goes beyond the borders of the nation states. In this context, foreign languages especially English, becomes a very critical tool in reaching the sources of knowledge and in constructing networks of communication. In this sense, one of the most urgent needs of the civil organizations is to add people who know foreign language(s) to their organization.

As frequently underlined in the meetings and conventions; the concept of sustainability has become one of the most strategic needs of the civil organizations today. With sustainability, the scholars, activists or members of civil organizations insure the continuation of the models of action which would generate sustainable resources, mobilize the internal dynamics of the organizations and continuously guarantee the reproduction of the future activities of the CSOs. In this respect, there emerges a necessity to talk about the sustainable activities, organizations and sustainable budget plans. In this context, the best way to teach the logic of sustainability to the civil organizations is to train them in project management through which the principles of sustainability can gradually be transmitted to the civil organizations by virtue of projects that have limited and feasible targets.

Besides the abstract discussions on the needs of the CSOs, the respondents also proposed some concrete suggestions on the needs of civil organizations. During interviews, as a partial solution to the problems that we discussed above, the members of the organizations often declared they were in need of an active support centre or an institution which would help them in the problems they faced with and on particular issues of finance, law, administration techniques and project design. Such kind of centre or institution has also been demanded in order to provide a ground for collaboration and partnership among different civil organizations. Therefore, the idea of the establishment of such a supporting institution seems to be the general will and need of the civil organizations. Moreover, as an extension of this idea, some members suggested that the state could provide direct economic support or indirect
support -such as paying the salaries of the professionals who would work in projects specified by the state- to some of the CSOs. They stated that: “For instance, I have an idea. Let’s say, I want to detect the dangers and protect the wet areas in Middle Anatolia. However, in order to do that, I need a team composed of biologist, engineers, sociologist etc. This is a project for the common good of the whole society. But my organization does not have enough money to finance the project. Especially we need support for the salary payments of the specialist who would work within this project. In this situation, the state could provide us an indirect support and pay the salaries of that people or it could provide us these specialists from its institutions. The idea could be developed and detailed but I think you understand the logic of what I say”.

Therefore, apart from the direct support mechanisms, many indirect mechanisms could be established to support the civil sphere in Turkey. Generating these indirect mechanisms, which guarantee the active participation of the organizations themselves, would bring better results then the method of direct support that has the possibility to give way to bribery.

Expectations of the CSOs

The interviews and observations we conducted led us to make a distinction between the needs and expectations of the CSOs in order to see the picture more clearly. Considering the practical and feasible needs and the differentiating demands of the CSOs provide us a more global picture on the condition and the spirit of civil sphere in Turkey.

The demands, needs and expectations of each of the civil organization are different from each other. For instance, the CSOs under the cluster of self-organized concentrate on the rights of the group they belong. Accordingly, they expect political support from the society at large and they expect solidarity from their own group. The charity organizations complain about the small amount of the volunteers and they expect the sensitivity and support of the potential volunteers. The field-specialized organizations are interested in the problems related with their own field and expect to have a professional influence in the field in which they function. Advocacy-oriented organizations expect to join decision making process more intensely and become more influential in national problems. In conclusion, from the organizations which are interested in caretta caritas to ideological groups, different groups have different expectations and interests. That is why there is no limit in the expectations of CSOs. However, we can discuss these expectations with an operational mentality through taking into consideration their general contributions to the public sphere:

- Founding a common umbrella organization (such as a confederation) of CSOs to deal with legal, structural, organizational problems of CSOs
- Founding flexible models of collaboration; platforms, networks, partnerships etc.
- Expectations from state
  - Financial and technical support
  - to provide better and free atmosphere for CSOs
  - to act equally toward all CSOs
  - not to intervene and interrupt
  - recognize the autonomy of CSOs
  - to be in communication with CSOs
• Expectations from EU;
  ✓ Financial and technical support
  ✓ empowerment of the CSOs,
  ✓ inclusion of the CSOs into the decision making processes
  ✓ making civil society the fourth power
  ✓ development of intra-organizational relations within the civil sphere
  ✓ constitution of independent civil institutions as the new focus of power in their field of work
  ✓ independency of the civil organizations
  ✓ inclusion of the CSOs into the process of legislation and execution
  ✓ reforms on the basic laws such as the penal or civil code and the destruction of prejudices of the state against the civil organizations

One of the most frequently mentioned expectations of the members of the civil organization is the establishment of an upper or umbrella type of organization such as a federation of civil organizations. The way these expectations declared by many people can be interpreted as a naive intention in the sense that no one talks about the program and principles which would unite all these different groups under the same body.

As an alternative to this idea, other people mentioned flexible models of collaboration. These people argue that such a model can provide a fertile ground in which the civil organizations can share their knowledge and the civil dialogue can develop among them. In line with this idea, it is suggested that the local Networks can be developed, which serve to the establishment of temporary or limited units to accomplish a specific goal. My Ankara Platform in Ankara, the resistance movement of Bergama’s peasants, and the Anti-nuclear Platform in Akkuyu are some of the examples given during the interviews. In this context, many participants argue that the civil organizations have the potential to conduct efficient works if they properly draw the lines and borders of the jobs that they will undertake. In this way, the experiences of the organizations can be shared by others, the different perspectives, ideas and approaches put on the discussions can be published as written materials in the form of soft and hard copies and the facilities of internet can be used effectively.

Beyond an abstract intention, the CSOs have a positive attitude to make collaborations among themselves, the state organs and private sector in order to realize their predefined, limited or public goals. In this sense, most of the organizations expect a positive attitude from the state (as the government) and its institutions. Indeed, what they expect is to be recognized as a legitimate agent in their own field without being intervened and interrupted by the state. This is a critical point, since the level of trust to the state is very low among the CSOs in Turkey. Therefore, the civil organizations do not expect much from the state apart from an appropriate atmosphere to work in. The activists of the civil organizations argue that only under these circumstances a lively and dynamic civil society can flourish.
This point brings us to another important source of expectations: the EU Accession Process. It seems that the recent developments and reforms, in order to access to the European Union, led to the bourgeoning of an optimistic atmosphere among the CSOs. Although there are some people within the members of civil organizations who are either suspicious about Turkey’s membership or politically oppose to the accession of Turkey into the EU, the general picture of civil sphere seems to be optimistic about the processes. Indeed, in many interviews the participants either explicitly or implicitly expressed their expectations about the fact that EU Process will tame the Turkish state for democracy, civil liberties and human rights. In this context, series of progressive developments for the civil society are expected. Some of those are as follows: the empowerment of the CSOs, the inclusion of the CSOs into the decision making processes both in the local and national level, making civil society the fourth power, the development of intra-organizational relations within the civil sphere, the constitution of independent civil institutions as the new focus of power in their field of work, the independency of the civil organizations from the control of the state, the inclusion of the CSOs into the process of legislation and execution, the reforms on the basic laws such as the penal or civil code and the destruction/eliminating of prejudices of the state against the civil organizations.

As a matter of fact, today the EU Accession Process seems to be the most dynamic element in the development of civil sphere in Turkey. It does not just stem from the political atmosphere created by the Accession Process but also derives from the direct financial grants of the EU. Therefore, another source of expectation from the EU Accession Process is the increase in financial supports which will be distributed to the CSOs. Almost all of the civil organizations seem to be aware of this information.

CHAPTER IV.

AWARENESS OF AND EXPECTATIONS FROM STGM

It is better to begin this part with some quantitative results obtained during our research which can immediately make sense: 26 CSOs out of 32 are aware of STGM, but only 15 of 26 had participated in some of the activities of CSDP. Therefore, about 81% of the population is aware of STGM whereas only 50% participated in the activities. Concerning the participation issue, it should be noted that the representatives of CSOs refer to STGP activities when they define STGM activities as irreplaceable events. Therefore, the distinction between STGP and STGM has not emerged in the minds of the representatives yet. Another finding is that almost 70% of the group who are aware of STGM had been informed directly. The other 30% reached the information of STGM either from internet or their personal relations. Besides many other indicators, these results are important to indicate the weakness of the civil society network once more. Some of the important dimensions concerning the awareness and expectations of CSOs can be underlined as follows;

- **High rate of awareness-low level of participation**

- **As the information level about STGM and participation level to STGM activities increase, positive approaches and optimism about the future activities of STGM increases and vice versa**

- **Project Cycle Management Training appear to be the most popular activity. Participants are satisfied with the activity however they have not transferred the**
outcomes to their own organization yet. On the other hand they expect STGM to organize more Project Cycle Management Training.

- STGM is perceived as a school and network coordinator and it is seen as responsible for training the members and volunteers of CSOs. Consequently expectations focus on widespread trainings in terms of content and regions

Expectations from STGM are as follows;

- To increase the number and variety of training activities
- To open local branches
- Activities to inform local organizations
- Forming and coordinating communication networks between CSOs
- Transferring successful CSO experiences and activities to local CSOs
- Increasing the amount and variety of publications
- Supporting CSOs in terms of technical and financial development

CSOs’ approach to STGM varies; the ones which have already participated in the activities have a very positive attitude towards it but this optimism decreases as the information level decreases. However, optimism is not immediately replaced with pessimism but rather it is replaced with suspicion. The ones who are not aware of the existence and activities of STGM are suspicious about the functionality, intentions and tasks of the Centre. All the time, often their sentences about the Centre starts with “if”. It is remarkable that none of them feel themselves responsible for not being aware of the Centre. However, when they are asked for their expectations are all of them have many expectations to cite.

Before discussing the expectations of CSOs from STGM, it will be highly effective to examine the organizations which are already aware of and participated in the activities of STGM. First of all, the ones who are aware but did not participate in the activities expressed that they could not participate either because of not being invited, not having adequate membership or not being able to attend because of timing. These are quite interesting results since they indicate the passivism of the organizations in the sense that they do not use the opportunity to improve themselves when they are given that chance.

The situation of the CSOs who had participated in the activities of STGM is also considerable. Representatives of these CSOs were very fond of participating the activities, they all repeated how useful the activities were, how much they learned from the training, and they stated that the activities were very useful in terms of meeting with different people from various CSOs etc. The most popular activity among them was the Project Cycle Management Training. Many of the participants mentioned that it was very good and beneficial for them in terms of producing a project, designing and writing it, having the formats of projects, etc. However the problem of this group starts just after these statements. None of the participants we have interviewed who had participated in the activities of STGM had ever attempted to transmit the information to their organizations, to design new projects or to form a project pool within their organizations. Ironically, after this information they complained about forgetting the things they had learned during the courses and they asked STGM to repeat these activities periodically.
The expectations of CSOs from STGM vary according to the features of CSOs. However, in this discussion we again would like to prefer to mention the common ones. First of all, the most common expectation is the increase in the number of activities together with providing larger participation to the activities. As mentioned above, the most popular activity is the Project Cycle Management Training and CSOs are very keen on participating in the same activity several times. In relation with this issue, many CSOs proposed STGM open regional branches and extract their activities to CSOs through these sub-branches so that the local CSOs can get the opportunity to participate in the activities as well as having the opportunity to be in close relationship with the STGM. In this context, a centre-periphery comparison is required. CSOs in the centre and regional centres are aware of and have the opportunity to reach to STGM, however the ones in the periphery complain about not being able to participate in the activities of STGM. Besides, all the CSOs expect STGM to provide them technical support in terms of designing, applying and implementing the projects.

Another important proposal of CSOs to STGM is the task of creating a general network among CSOs and creating sub networks among the CSOs functioning in the same realm and coordinating them.

Although very few, it may be helpful to mention that some representatives of CSOs think that STGM discriminates among the CSOs and it is closer to some of them. These representatives claim that STGM should not behave like that since this is a threat to one of the basic principles/features of it. It should be repeated here that the idea owners refer to STGM as identical with STGP.

In conclusion, CSOs that are interviewed commonly perceive STGM as an academy settled in a metropolis and that opens courses, motivates the participation of CSOs, and forms networks among them. Hence, the expectations of CSOs from STGM are highly related with how they perceive STGM. It is considerable that the CSOs conceptualize their relation with STGM not as a mutual relationship in which parties improve each other through an interactive relationship. Rather, they perceive STGM as an “authority” which has the task of improving CSOs.

CHAPTER V.

CONCLUSION AND RECOMMENDATIONS

In the light of the in-depth interviews conducted with the administrators and official representatives of 32 CSOs in 8 provinces and the accompanying focus group meetings which consulted members and volunteers, the technical and human resource capacities, problems, needs and expectations of these organizations the role and mission of the STGM can be identified from various perspectives. It is in fact possible to write a conclusion from the perspectives of the most effective and efficacious CSOs since some of them do manifest very strong and articulate discourses. These organizations are more than adequate to the task of
proposing interesting and pertinent suggestions to the STGM in addition to their aptitude in terms of asserting their own existence, mission, problems and expectations and their views as to the social and political circumstances of the country and the position of the CSOs. Nevertheless, we preferred to provide a comparative framework so that we would not ignore any CSOs. Hence, we sought to develop a qualitative clustering according to the dominant aims of the CSOs that we inferred from their discourses. As a result of such an approach, we will try to develop a general framework by utilizing this clustering which will be substantiated by interregional and intercity comparisons. This final chapter attempts to draw a picture of the current state of affairs for the CSOs which will include certain indicators of different types of CSOs, their weaknesses and needs.

The difficulties that CSOs are experiencing can be associated with six main problems:

- **Financial inadequacy for realizing their aims**
- **Lack of organizational culture and internal democracy**
- **Lack of competent cadres**
- **Low level of participation of volunteers and members**
- **Administrative inadequacy**
- **Inadequacy in policy making and implementation**

According to almost all of the CSOs, the fundamental problem is the financial inadequacy and their primary and vital need is the solution of this problem. The problems regarding sustainability continuity, technical and physical capabilities, relations with the media, politicians and society at large are also among the problems that they mention. Here, we believe it is appropriate to propose certain methods regarding the measures for aiding the CSOs in maintaining their existence, in addition to putting forward their most vital and common problems and producing certain suggestions as to their solutions. The basic questions and recommendations:

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<th>Problems</th>
<th>Recommendations</th>
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<tr>
<td>Govern“mentality” problems;</td>
<td>Developing democratic, open and transparent mechanisms</td>
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<td>-----------------------------</td>
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<tr>
<td>• Lack of democratic organizational culture</td>
<td>• Training programs for actual and potential leaders and opinion builders/policy makers (on subjects such as organization, democracy, horizontal relations, decision making processes and administration) can prove useful.</td>
</tr>
<tr>
<td>• Limited institutional capacity</td>
<td>• Categorization of CSOs due to capacities and activities can be planned accordingly</td>
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<tr>
<td>• Inadequacy in policy making and implementation</td>
<td>• Conducting workshops on project and activity designation</td>
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<tr>
<td>• Inadequacy of Public Relations</td>
<td>• Developing support mechanisms for implementing and managing the projects</td>
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<tr>
<td>• Sustainability</td>
<td>• Post-training activities; securing the upshots/outcomes of trainings for the organization</td>
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<tr>
<th>Financial Insufficiency</th>
<th>Paradigmatic transformation is the most important necessity</th>
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<tr>
<td></td>
<td>• Trainings on creating new resources</td>
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<td></td>
<td>• Trainings for searching resources for activities, projects and policy implementation</td>
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<tr>
<td></td>
<td>• Trainings in budgeting (making) and management</td>
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<tr>
<th>Inadequacy of competent cadres</th>
<th>Developing channels and methods of democratic participation for members, volunteers, specialists, professionals and target groups</th>
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<td>• Motivating CSOs for measuring the interest, support and opposition of target groups</td>
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<td>• Trainings for developing appropriate mechanisms of public relations</td>
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<td>• Improving mutual responsibility between CSO administration and members</td>
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<th>Low level of participation of volunteers and members</th>
<th>, Archiving and documentation</th>
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<td>, Encouraging the registering of every organizational activity.</td>
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| Administrative inadequacy | |
|---------------------------|
Most of the CSOs complain about the financial insufficiency as an obstacle behind the realization of their aims. Despite the fact that it is not that interesting to hear this as the most important problem, an approach which goes beyond this discourse would provide us more information than it seems at first glance. If the method was a questionnaire implementation, it could be easily expressed that 50% of the applicants marked the economic problems. After presenting that as the most remarkable result of the research, we could continue to discuss other issues. However, our strategy of using focus groups and in depth interviews as methods of this survey is justified with this result. “Financial insufficiency” discourse of CSO representatives was deepened/examined through other related questions addressed to the representatives. As a result, it appeared in the end that the most important problem of the CSOs was “not” economic insufficiency as it was put by the representatives, but it was the problem of survival. Thus, surviving becomes the most important aim of CSOs which suppresses the rest of the aims as a result of which the basic reasons of being founded become secondary. It is quite interesting that almost none of the CSO representatives who complain about the financial problems have firm strategies, plans and projects on spending the budget when they manage to increase the income of their organizations. The only motivation for having more financial power is to be capable of dealing with the rent of their offices, administrative costs, etc. which signifies the lack of culture in using a budget. The most common financial resources of CSOs are dues received from members and donations received from volunteers, followers and supporters. These two sources are not only common to all but also the legal methods defined in laws and by-laws. However, CSO representatives also complain about not being able to collect even committed amounts from the members. According to CSOs, if only the dues were collected properly they would not suffer from financial problems and would be able to concentrate on primary issues such as developing and implementing new projects. This situation forces leaders of CSOs to find out new financial resources in order to survive. After making many observations, we can argue that many CSOs experience a dilemma between “searching financial resources for activities” and “searching activities for creating financial resources.” This question is likely to be used as a guide to understand and differentiate CSOs according to their approach.

As an example, self-organized organizations fund their costs through the activities they organize such as dinners, concerts, bazaars (kermes), courses etc. The measure of success for the CSOs is the amount of money collected in these activities. On the contrary, most of the advocacy-oriented CSOs differ from this group of organizations since they have a ‘project and activity based economy’ mentality. Moreover, some of the CSOs cooperate with municipalities and other local governmental bodies through making them finance to their main costs such as office rents, some administrative costs and even they get funds from local governments for their certain activities. These kinds of CSOs differ in terms of project mentality as well. For them, a project is one of the methods of realizing their aims, contributing to their target groups and increasing the visibility in media and public. However, most of the other CSOs perceive the concept “project” as a method of making money.

The financial problem of CSOs is the only common problem among the ones in the metropolises, centres and periphery. That is also another reason that makes the problem the major one. The problem does not change due to its existence but differs in terms of the amounts required, since for instance an office rent in peripheral provinces is lower than the central cities.

It is obvious that when motivation of a CSO concentrates on finding new resources in order to survive, its motivation for forming new methods and ways for awareness rises; developing
mechanisms to increase the participation level of volunteers and target groups; producing new strategies to influence the policy makers; implementing new projects for their members, volunteers and target groups disappears. Therefore, the survival problem in most cases not only emerges as a particular problem but becomes a vital problem which prevents CSOs to function in accordance with their reason of existence. However, it is also obvious that without a change in mentality the problem cannot be once and for all solved. As in other problematic cases, the solution definitely lays in the concept of “sustainability”. First of all, CSO administrations should be convinced to leave their current mentality which focuses on temporary solutions to their existing problems. Because, under these circumstances the solutions are temporary but the problems are permanent.

The next major problem of CSOs is the “lack of democratic organizational culture”. This problem basically refers to lack of organizational culture, i.e. absence or low level of continuity in administrations, documentation, archiving, reporting, being based on an oral culture, perception of responsibility as contrary to voluntarism etc. As in the first case we will try to indicate the mentality problem here also.

Before discussing the general view on organizational culture, some comparisons can be presented. Institutionalization, as mentioned above, is mostly the case in metropolises and urban centres. That is to say, as an organization gets geographically closer to centres, the level of institutionalization increases. The highest level of institutionalization in peripheral cities is observed in the branches of central organizations such as the branches of Human Rights Association. However, it should be noted here that those do not intentionally and strategically institutionalize but rather they are forced to do so by their headquarters. Their headquarters determine the forms of written materials, file systems, documentations, archiving etc. and they train the branch administrations. Consequently, they provide a common standard among all the branches. Also it can be observed as a paradoxical situation that, especially in the self-organized organizations where hierarchies are stricter, the institutionalization level is higher since an authority -who is generally the president- is able to force the board members and the staff to have a regular file system, documentation and archiving. Therefore, as a general observation, we can state that CSOs closer to centres, authority based hierarchical organizations and local branches of central organizations are relatively better at meeting physical necessities of institutionalization such as documentation, archiving, file systems, reporting.

Due to the facts mentioned above, we can argue that a central or a personal authority is required to increase the level of institutionalization. This is a very paradoxical situation since there is a parallel relationship between authoritarianism and institutionalization levels. However, a parallel relationship should also be expected between democracy and organizational culture. Therefore this situation requires careful consideration and a shift in mentality.

Another problematic relationship is between responsibility and voluntarism. Founders, members, volunteers and target groups of CSOs do not feel the sense of responsibility since voluntarism is generally perceived as a situation of being free from responsibilities to the organization.

Related with the organizational culture, a noteworthy problem which is experienced within the organizations is the internal democracy. It is obvious that all of the civil society organizations advocate the necessity of democracy and exemplify the way they function for
democracy. However, in many cases, it is observable that CSOs do not have any kinds of democratic mechanisms or channels that allow and encourage members, volunteers and in general the target group to participate in the administration and decision making processes. The attempts of various groups to take place in these processes are prevented either through the strict bureaucratic or political methods of administrations. Otherwise, if an alternative can be built against the current administrative structure of CSO, former administrators generally prefer to retreat or not to participate in the activities of the new one. Therefore, the general perception about the activities of a CSO is the activities of the current board. The problem here is not only related with the changes in administrations but also related with the participation level of members and target groups to the activities. This will be discussed under the third major heading.

According to the abovementioned observations and determinants, a study and application should be developed to find out the methods of building up organizational culture, institutionalization and responsibility, in short, of rising awareness (consciousness) on being an organization and member of an organization. Otherwise, only the professionalized organizations will have the chance to survive and the amateur spirit of CSOs will be harmed. (Professionalisation in the previous sentence is not used as getting professional support when necessary but as the main spirit of organizations.)

The third and final major problem of CSOs is related with the absence of competent cadres, low level of participation of volunteers and members and insufficiency in policy production and implementation as a result of administrative insufficiency.

In this problem also, a differentiation between the clusters and locations can be made. When we look at the clusters of organizations, advocacy-oriented human rights, environmental and women’s organizations and some education related charity organizations differ from the other organizations in terms of increasing the abilities of their members and target groups and getting the professional/specialist support from outside. Moreover, the CSOs located in metropolis and centres are much more advantageous in this sense. The peripheral organizations, on the other hand, try to compensate that with the qualified people who have migrated to their cities are interested in their fields.

The most important problem related with this issue is the image of the CSOs in front of the society and state in general. This is adequately discussed in the previous chapters so that we will just refer here to the negative image of the CSOs. Although this situation has been gradually changing, state and its organs are traditionally inclined to perceive the CSOs as the organizations potentially functioning against the state. This perception was also the common idea of the society in general in the past. Both state and society have been improving in this sense of this perception.

Besides the external factors mentioned above, it should also be stated that many CSOs do not attempt to present themselves to their target groups and to ask their participation through using the well developed channels and mechanisms. Most of the CSOs do not have even a catalogue, brochure, periodical, website or such tools in which the organization itself and the activities realized for the target groups are presented. In many cases, this is because of the fact that CSOs do not have adequate human resources to prepare these materials and tools and distribution channels.
We have to mention two important reasons preventing the participation of such qualified cadres to CSOs. The first and most important one is the abovementioned problem of developing democratic mechanisms and channels of participation. Especially in the organizations where relatively authoritative structures are dominant, such cadres are perceived as a challenge to the existing administrative board. This is paradoxical since as the mentality prevails, the impossibility of participation will continue. The second problem is again related with the organizational culture but particularly with the existing methods of participation. Despite the fact that there are no adequate participation channels, there is still a way which is already used by the actual participants. This is the way of participating in the administration or activities as full time activity. However, this method excludes the possibility of part time participation. Therefore, full time participation on the one hand creates CSO elites and on the other hand prevents the participation of qualitative cadres who support the ideas and activities of CSOs since they do not have opportunity of full time participation.

As a result of our observations, it can be argued that the CSOs should be supported in terms of developing democratic, open and transparent mechanisms, channels and methods of participation for members, volunteers, specialists, professionals and target groups on the basis of an organizational culture defined by mutual responsibility.

Before concluding the chapter we need to elaborate some points on the issue of training activities and propose some recommendations therewith. To begin with, one of the most important training activities/facilities is conducted for capacity building. Yet, in order to conduct such activities a certain, though limited, extent of capacity is required, which we failed to observe in many cases. For instance, a number of CSOs demand training courses for accessing the internet even though they are not acquainted with the computer. Hence, it is required that the CSOs which are to be supported with training activities be categorized and the relevant training programs be planned accordingly. Besides participatory case studies that can be organized, the organizations which intend to develop a new project can come together or participate in the projects which have been already implemented. It is obvious that most of the CSOs are keen to be awarded with EU grants. However, they are in need of qualified teams and being informed on the ways of applying for a project. For this kind of CSOs a “project support centre” within STGM can be established and this team can take over the mission of supporting the CSOs for developing, writing, applying and implementing projects.

When the abovementioned problems of CSOs are taken into consideration, the most important concept turns out to be “sustainability”. CSOs should be supported so that they realize that sustainability is not a concept referring only to the financial survival of an organization but also to finding out the methods, ways, mechanisms, tools, and resources for developing itself and its actions and activities as permanent continuous structures. When a policy, project or activity is being designed the first task should be to guarantee its sustainability. All of the issues mentioned above are strictly related with this concept.
Annex 7.4

NEEDS ASSESSMENT REPORT FOR NGO'S IN TURKEY

Final Report of Meeting Series organised by the NGO Support Team of the Civil Society Development Program

Funded by the European Commission

EUROPEAID/113207/C/SV/TR

April -2003 – Ankara
Submitted by ADA-Euromed Group

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2. **Annex I**  List of Participants
2. **Annex II**  Handout of Constraints and Assets for NGO Support Team
2. **Annex III**  List of Problems
2. **Annex IV**  Table of Expectations-Actions-Institutions Involved
I- Introduction

The Civil Society Development Programme is initiated by the European Commission. The European Commission has contracted with Ada-Euromed Group to carry out technical assistance (through NGO Support Team) to two components of the programme for a period of two years; namely local civic initiatives and Greek-Turkish dialogue. The office of the NGO Support Team has started to operate in November 2002.

The overall objective of the programme is to promote citizens’ initiatives all over the country, to improve the capacity of NGOs in Turkey and to encourage cooperation and partnerships between Turkish and European NGOs (particularly with Greek NGOs under a specific component of the programme) as well as among NGOs in Turkey. To achieve this aim, the NGO Support Team will hold a series of local trainings, run an extensive web site, establish a database on NGOs, produce a number of publications as well as provide technical assistance to the NGOs.

Following the inception report period, NGO support team has entered into needs assessment phase. Speaking broadly, needs assessment can be viewed as a process of identifying tools, mechanisms and capacity needed to develop strategies for exposing problems or solving previously exposed problems.

Under the Terms of Reference (Task-1), it has been suggested that a needs assessment should be carried out in the context of CSDP Technical Assistance Program. It has been further suggested, in line with the program schedule, to start the needs assessment process after the completion of the Inception Report. The Inception Report has given all drafts in detailed form together with activities as well as their indicators and outputs. Each of these, later on emerged as constraining factors in the needs assessment process.

The NGO Support Team thinks that there is a problem in the sequence of the process which is proposed in the ToR. What seems more logical is to realize the needs assessment meetings first to learn about beneficiaries, their needs and capacities and then move forward to prepare the work plan within the Inception Report. Thus, preparation of the Inception Report has been a step taken too early as proven by the fact that most of the actions planned in the Inception Report needed to be changed after the needs assessment meetings. It can be assumed that this sequence caused a delay of about a month.

II. NEEDS ASSESSMENT PROCESS
Needs Assessment Process have been realized for two reasons; to test the strategy of NGO Support Team and to clarify the expectations and needs of the main beneficiaries of the project.

NGO Support Team evaluated the needs assessment process under 7 headings:

1. **Expectations and capacities of NGOs being the beneficiaries of the program**
   (Final report of the “Needs Assessment Workshops”)
2. **Relations between donors and NGOs,**
3. **Media-NGO relations,**
4. **Relations of NGOs with the public,**
5. **NGO Support Team’s first impressions about Turkish-Greek Civic Dialogue**
6. **An Overview of the NGO Support Team**
7. **Recommendations - Conclusion**

### 1. Demands and capacities of NGOs:

NGOs as the main beneficiaries of the program have been selected according to specific criteria and have been invited to a series of workshops. These workshops have been organized in three cities to assess their existing capacities and solicit their expectations from Local Civic Initiative Component of the Civil Society Programme. Prior to needs assessment meetings, the NGO Support Team has also conducted interviews with many NGOs and prepared the present report capitalizing also on its earlier experience.

A detailed report on these workshops has been prepared by Dijan Albayrak and Alper Akyüz who have worked as facilitators in workshops organized in Istanbul, Ankara and Gaziantep.

### 1.1. Needs Assessment Workshops Report:

#### 1.1.1. Introduction

This report is the final report of a series of six needs assessment workshops held in Istanbul (5-6 February 2003), Ankara (20-21 February 2003) and Gaziantep (3-4 March 2003) with the participation of approximately 30 Non-Governmental Organization (NGO) representatives at each meeting (for attendance list see Annex I).

The aim of the needs assessment workshops was to identify the general problems and needs of NGOs’ in Turkey. In order to obtain a wider perspective within this context, the workshops were held with NGO representatives from different regions of Turkey, having different backgrounds and holding activities in a variety of fields, such as environment, human rights, women, children, disabled people, and culture. The participant NGOs were also varied in size
and characteristics (those working purely on a voluntary basis and those with professional staff; associations and foundations; acting locally, nationally and/or internationally). The outcomes and suggestions obtained from these meetings will serve as guidance for the activities of the NGO Support Team throughout the operation period.

Participant NGOs have been selected according to the classification table which is demonstrated in the Inception Report page 8 and also by considering equal distribution of thematic groups and regional representation. On the needs assessment phase of the project “Large” NGO’s have also been invited in order to share experience with grassroots NGOs. Participation of NGOs of various sizes and capacities has helped to diversify the content and dynamics of the workshops.

3. **1.1.2. Overview and Methodology**

4.

The workshop design as well as the methods used, aimed at ensuring maximum participation from the participants and their equal contribution. Participants were encouraged to establish contacts with each other as well as with the team during the sessions, coffee breaks and lunch. The sessions started with an introduction round of participants to state their name, institution they represent and their main expectations from the meeting; also providing a first opportunity for them to get to know each other. These self-introductions were used by the team to establish groups on the spot according to fair distribution and those that would result in fruitful group dynamics.

The opening session was followed by the presentation of the Civil Society Development Programme, activities of NGO Support Team and funding opportunities in the form of micro-grants for local civic initiatives, Turkish-Greek Dialogue as well as beyond the CSDP, the European Initiative for Democracy and Human Rights. After these presentations the aim and methodology of the needs analysis meeting was introduced to the participants.

Group work was divided into three thematic groups namely, ‘Projects’, ‘Communication’ and ‘Cooperation’, as these three aspects that have a potential to bring out problematic areas for NGO work, provide a basis to discuss problems and come up with suggestions for actions to overcome them. The participants were divided into these three groups and each group worked on their own subjects, though naturally there were points of intersection between the groups.

The first phase of the group work was to list the main problems that NGOs face and has been conducted as a brainstorming session. In the first session in Istanbul, it was held in plenary instead of groups about problems regarding ‘Projects’, ‘Communication’ and ‘Cooperation’ in turn; it was immediately changed to group work at the end of first session due to time constraints. The technique involved a tour of single-sentence expressions of problems for each theme.
Second phase was the clustering and elimination of list of problems according to constraints and assets of the NGO Support Team, distributed to participants beforehand (Annex V). This was done by group discussions overseen by facilitators. Results were then presented to the plenary by a reporter selected by the group.

In the afternoon sessions, the task was first to convert the eliminated problems to one-by-one to statements of expectations, followed by suggestions of actions to address this expectation, in terms of a need, together with all the actors (institutions) related to it. Participants were expected to present the results to the plenary in a systematic way, and in the form of a table advancing from the title Expectations (What do we want?) to Actions (What can be done and how can it be done?) and related institutional bodies (With whom can it be done?), as presented below in Table I. 

The meeting was concluded with the presentations of group work in plenary and a closing session.

In this report, outcomes will be listed and analyzed as problems and expectations, and reflected into actions that the NGO Support Team can address within the framework of the Team’s constraints for the period of operation.

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<tr>
<th>Problems</th>
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5. Outcomes Table Format

6. 1.1.3 Common Problems

A complete list of the problems expressed by the participants can be found in Annex III. They are mostly formulated in the form of “lack of …” or ‘lacking …’

Apart from the thematical (‘projects’, ‘communication’ and ‘cooperation’) categorization used during the sessions, the overall problems enlisted can be grouped according to their characteristics as follows:

a) Understanding about the place and role of NGOs’ in the democratic and pluralistic society and ethical functioning: According to participants, a thorough
understanding and a consensus about the role of NGOs’ both in the society and also within the NGOs’ are non-existent. Within this perspective the following problematic issues were identified by NGOs:

- Legislation and regulations added to restrictive attitudes of authorities on the implementation of laws, leads to pessimism and distrust regarding the practical implementation of laws relating to NGOs by the authorities on the ground, despite the democratic improvements in laws due to adaptation of EU standards and criteria. This feeling was more evident in Gaziantep session, as could be expected due to long-lasting period of tension and state of emergency in the South East region.

- Distrust to NGOs from the society at large due to insufficient understanding of their role and new channels of expression of participatory democracy. This fact results in lack of human resources in NGOs, both in the form of membership and voluntarism, as well as failure in involving target groups and public at large in the projects and policy processes. This also is a result and effect of the lack of professionalisation in NGO work.

- A strict individual and institutional territorialism both within and among NGOs; this leads to domination and superiority complex of big NGOs’, hindering the development of local small-scale organizations.

- Insufficient transparency and public accountability of NGOs as well as difficulty in securing continuity of all schemes of projects, communication and cooperation.

- ‘Personalization’ hindering internal democratic functioning and cooperation among NGOs, particularly when a certain degree of political segregation exists.

- Lack of linkages with and inability to use local knowledge base (and production of it) or the results of research in the subject matter.

- Lack of consideration and involvement of all stakeholders in society when developing strategic plans, therefore causing an inconsistency between the mission of the NGOs, needs of the society and projects and activities implemented.
- Lack of attention from the media, together with the lack of communication skills on the part of NGOs, resulting in insufficient capacity of reaching to public at large.

A very common problematic area was identified in consensus as the problem diagnosis and communication with the target groups during the preparation and implementation of the projects.

b) **Institutionalization and Capacity:** NGOs are usually not able to raise material and human resources and develop skills to sustain their activities in a proper way; and contrary to general belief, even large NGOs with professional staff are not immune to this problem. Obstacles arising from lack of specific knowledge (professionalisation) and skills (project management, fund raising, language) and material capacity (office and technical equipment) hinder them to reach target groups, fund raise and develop projects with a significant impact. Specifically problems can be listed as follows:

- Financing activities and communication seems to be a big problem, not only because of lack of funds, but also because of inappropriate dissemination of information and lack of research capacity of organizations. On the other hand, some of the legal statuses of the NGOs (between the ordinary NGOs and charity NGOs working on public interest, or between the societies, foundations and cooperatives) create some advantages and disadvantages for NGOs to reach the funding sources, tax exemption, etc.

- Qualification of human resources: Language barriers (both for the use of foreign language and an absence of common language among NGOs) and illiteracy of information and communication technologies are obstacles in front of information flow, access to information, reaching public at large and a healthy communication at all levels. Especially, in the context of fund raising, having to submit project proposals in a foreign language was iterated as a highly problematic area for all organizations, particularly local grassroots organizations. (Note: When the Local Civic Initiatives programme was presented, participants asked whether applications would be in Turkish and expressed their wish in this direction)

- Requirements and skills necessary in project development and management and team work are not sufficient. This is valid for all the phases of a project; as could be seen in the detailed list, project preparation, documentation, implementation, evaluation/monitoring/ reporting and
continuity/sustainability are problematic and suffer from lack of knowledge.

- Internal communication problems among members, managers/board and staff affect the proper functioning of the NGOs.

- Lack of communication with other NGOs and institutions

c) **Lack of Common platforms and services for NGOs:** Despite the diversification and liveliness of NGOs in the last decade, still no common platform or a communication structure to share common problems, exchange best practices, get informed about and acquainted with counterparts exists. Institutionalization of expertise, experience and assistance in the form of guidance, trainings, publications, databases and a common point of information gathering is still lacking and NGOs have pointed out the necessity for such a structure. Existing initiations are insufficient and too sporadic and therefore not complementary and sustainable. Activities such as trainings, publications, websites etc. are done by various organizations; however a global/comprehensive/strategic approach and continuity has not been the case in the past. Especially local small-scale organizations expressed their wish for the NGO Support Team to become a central supporting/coordinating office in Ankara, equipped to address their problems and deficiencies.

### 1.1.4 Expectations and Recommendations of Participants

As a conclusion of the workshops held in three cities on three identified major problematic areas, the following actions were proposed by the NGO representatives to the NGO Support Team:

**A. Trainings:**

Participants focused on the need for trainings both on technical information about project management, communication, cooperation and on the concepts of civil society, voluntarism and social responsibility.

Additionally; interactive, case based methods are preferred as the methodology to be employed in trainings and the trainers providing this service to NGOs should consist of NGO
activists/members (from the civil society), who would understand the main needs and concerns of the trainees. Participants expect trainings for different target groups such as NGO workers, leaders and potential trainers on local and regional level to be integrated and developed in a way to ensure continuity in the transfer of knowledge and cooperation between the different levels within the NGO.

Training modules delivered by foreign experts should be adapted to the Turkish context and should include the following topics:

i. Institutional capacity and management
   - Organizational management, leadership, strategic planning (vision, mission and target group), volunteer management
   - Technical capacity building
   - Governance

ii. Project management
   - Project preparation and project implementation
   - Evaluation and monitoring

iii. Communication & Public Relations
   - Communication & PR methods and strategies- Communication & PR methods among NGOs, between NGOs and the state, between NGOs and donors, between NGOs and their target group (hence, interpersonal, inter-organizational, intercultural communication) and communication with the media and private sector (how to write press releases, how to organize a press conference, how to ensure interest and involvement of the private sector)

iv. Fund raising

Other institutions than CSDP, which could provide input to the trainings in the phases of preparation, organization or implementation are experienced NGOs, independent experts, interest groups, public education centres, universities, Embassies, bilateral cooperation agencies like World Bank, UNDP and IPRA (for tracing and presenting best/worst practices).

7. B. Publications

Publications were highly valued due to low internet access in certain areas. NGOs identified their need for the following types of publications:
   - Training kits on project management techniques (for details see the training section), use of media and other networks, communication methods
   - Good/bad practices for projects, partnerships and communication experiences
   - Lexicon of project terminology
- Handbook of national and international NGOs to be distributed to international/national organizations and Turkish embassies abroad
- Periodical news bulletins
- Posters and fliers promoting the activities within the CSDP

8. C. Web Page and Database

The web page of the programme should be both in English and Turkish and include:
- Funding opportunities
- Information about legal regulations regarding NGOs; practical guidance on how to establish an NGO, legal procedures and updated legislations concerning civil society movements
- Technical information on EU procedures
- Training kits on project management and communication methods
- Examples of good projects, logical frameworks
- Online consultancy
- Discussion forum
- International partnership opportunities and exchange programmes
- Links to related national/international institutions
- Subscription to e-mail group of NGOs
- NGO vacancies
- Presentation of NGO activities
- Announcements of trainings of CSDP or other institutions
- Online pool of experts and trainers that NGOs could make use of
- Database of national and international NGOs - categorized according to their fields of operation
- Links of opportunities for national and international funding

The web page should also include EU NGOs’ links and some sections related to TR-GR dialogue which will be in Greek as well as in Turkish and English.

D. Guidance and Support- backstopping

NGO representatives have great expectations regarding to guidance and support services from NGO Support Team. Guidance is especially needed for project management, partnership building and networking. Many NGOs need a centralized info point to get information on legal developments affecting their work as well as financial consultancy for their activities.

NGO Support Team could support the NGOs in their networking and communication needs by creating databases on human resources, experts and experienced interpreters to be used in
their activities and linking NGOs to chambers and other sectors for transfer of knowledge and expertise.

NGO Support Team could cooperate with NGOs, British Council, universities, Local Agenda 21s, city councils, politicians and trade unions to achieve these objectives.

9. E. Coordination

One of the major conclusions of all meetings is the need for the NGO Support Team to undertake a role as a coordinator among NGOs in Turkey, in order to bring them together, voice their common concerns, as well as encourage and ensure proper information exchange. In this respect the following specific activities were proposed (to be within or without the competence of the NGO Support Team):

- Communicating common problems of NGOs to the government, media and private sector
- Coordination of activities for gathering NGOs on various occasions, such as NGO fairs, needs assessment workshops and meeting for experience exchange
- Facilitate establishment of information and resource centres on the local level
- Facilitate the creation of sustainable networks nationally and locally
- Encourage NGOs to contribute to the maturing of democratic practice in Turkey

NGO Support Team could collaborate with Local Agenda 21, NGOs, media and universities to achieve these objectives.

Throughout the sessions, NGO representatives came up with various creative ideas to address the problems identified, which were sometimes beyond the capacity of the CSDP.

1.1.5 Facilitator’s Comments

Facilitators think that these ideas should still be noted and attention should be paid for future reference (or such suggestions could be adapted to fit within the competences of the NGO Support Team).

NGOs encounter difficulties in reaching the media, therefore not establishment of press offices but rather posting of the events for the services of NGOs would strongly improve the visibility of civil initiatives and transmit information about their organizations, activities and other interests, to the media and to the public.

Participants strongly suggested the need to have regular meetings, especially within organizations working in the same field, on needs assessment, problem identification/solving, project presentations or social discussions, to improve communication and cooperation among
NGOs and to enable to create greater consciousness on civil engagement as well as stronger pressure groups. Another method proposed to improve the communication and cooperation among NGOs is to start exchange programmes among NGO personnel on both national and international level.

Regarding the cooperation with other institutions, participants proposed collaboration with student clubs, in order to gain access to universities for partnerships and knowledge transfer.

Participants expressed their concerns about the negative perception of public officials towards NGOs and suggested another programme for the training of these officials; since the communication cannot be improved one-sided but a common understanding has to be worked out on both sides.

As it was mentioned various times above, NGOs suffer a lot from legal obstacles against themselves; therefore participants suggested research on these obstacles as well as a concrete joint project to produce measures and methods to overcome these obstacles in the most suitable way for all parties involved.

Many NGOs face difficulties of attracting the attention of their target group and potential members. One of the reasons for this problem according to the participants is that, NGOs do not use the right methods to gain the attention of their target group. More creative methods such as theatre and dance workshops, sports festivals etc have to be used.

2- Relations between Donors and NGOs

During the process, interviews with some donors which represent different groups (Ericsson, Turkcell, BP, Garanti Bank, British Embassy, Japan Embassy, Open Society Institute, UNDP, World Bank GAP Administration and the Ministry of Environment) have taken place. Basic questions forwarded during these interviews were as follows:

Have you had problems with NGOs, what defects have you noticed in NGOs, how did this cooperation start etc. At this stage, we preferred to classify donors as the “private sector”, “Government”, “international organizations” and “transnational organizations.”

2.1 The Private sector

The following were the main themes coming to the fore during interviews with private sector organizations:

- Outputs are not adopted and advocated after the completion of a given project. Since associations and foundations have no implementation authority, outputs remain on paper as mere reports.
• NGOs are not successful in project promotion. Even when they try to do it, they are reluctant to give the name of the sponsor. Yet we engage in such cooperation mainly to build and strengthen our image.
• Expectations do not overlap in many occasions.
• They lack sense of professionalisms, behave too clumsy.
• They don’t have good relationship with the Government and this reflects in projects they develop jointly with us.

2.2 The Government
It is known that some governmental organizations (Ministry of Environment, Ministry of Forestry, Prime Ministry GAP Administration, State Foundations, special status organizations, etc.) carry out projects jointly with NGOs or support projects carried out by NGOs. Remarks made by the representatives of governmental organizations include the following:

• They are mostly more practical and faster than governmental organizations
• They are week in establishing communication with people (people have little information about these organizations and they do not pay much heed to their discourses)
• Problems and disputes among NGOs themselves also find reflection in projects
• Recently they are getting more professional and working at increasingly higher fees/prices
• Many companies have started to establish associations to enjoy project support from the State without entering into any public tendering.

2.3 International donors
Their remarks include the following:

• NGOs are too weak and inexperienced in advocacy
• They mostly get drowned in details rather than thinking in strategic terms
• On the other hand, their commitment, voluntary participation and innovativeness are better compared to NGOs in other countries
• They lack experience in project development and reporting.

2.4 Transnational organizations:

• They are in rather hot rivalry, directing severe criticisms to each other and avoiding cooperation in many cases
• They do not attach sufficient importance to human resources; they think that only thing they need is money and thus overlook the issue of institutional capacity building
• For reasons stated above, they are not successful in creating and maintaining networks
• They have problems in deciding how they should proceed in establishing contacts with the government and people
• Eager, motivated and industrious; but do not know how to properly use their energy.

Donors state that they are generally content in working with NGOs with the reservation that they have to enhance their capacity. The private sector organizations that have been used to support NGOs also added that they had to suspend some support because of the recent economic crisis and restart it along with economic recovery.

3. The Media and NGOs

Interviews with various national media organizations (i.e. Hürriyet, Radikal, Zaman, Atlas Magazine and NTV) highlighted the following:

• NGOs do not use sufficient visual materials while preparing their press releases and other media outputs
• They can not maintain sufficient ties with the media during their campaigns
• They face troubles in presenting their work in a format that attract the attention of people
• It is difficult for the media based in Istanbul to send correspondents for NGO activities in Anatolia
• Press releases reach their destination too late or to too limited people at the media
• Media has its own and different priorities.

4. Relations of NGOs with the Public

Most important problems of NGOs in their public relation efforts, depending on the Support Team’s own experiences as well as their interviews with NGOs and PR companies working with NGOs (Capitol, RPM Radar, MPR, Etika) are as follows:

• NGOs are rather uninformed about the ways of effectively conveying their messages to the public. They mostly use a “different language”.
• Almost all NGOs need training in communication skills. None has a well-established communication strategy
• They do not feel the need of employing professionals and mobilizing support
They have no mastery in the production of visual materials to use in public relations. There is not enough consideration of what people expects
Although they tempt to develop projects for the benefit of people, time to time they are against people preferences. In other words, participation is mostly missing.
Urban-based NGOs go to small towns and finish their projects without any strategy for withdrawal and they do not cooperate with local NGOs during this process.

5. NGO Support Team’s First Impressions about Turkish Greek Civic Dialogue:

During the inception period and needs assessment process NGO Support team has held several meetings in order to identify clearly the scope of the Turkish-Greek Civic Dialogue component.

5.1 General Overview of Greek Turkish Relations

It’s evident that the two countries have started effective dialogue following the “rapprochement” between the two foreign ministers on the political level and more significantly on the social level following the 99 earthquake in Turkey. The latter saw the exemplary cooperation between the two civil societies and quickly led to the publicisation and acceptance of cooperation on other levels such as between municipalities and in the area of arts and performance. Hence, those organizations that previously shed away from overt cooperation now did it under the favorable atmosphere. It is also significant that the Greek foreign ministry has been openly encouraging the activeness of civil society in Greece and her cooperation with their counterparts in Turkey.

If we generalize for the sake of clarity, cooperation among Greek and Turkish civil societies has remained sporadic and almost ad hoc, spurred more from personal relations and efforts rather than cooperation based on mutual interest.

Although there are still unresolved political problems between two countries. It should be noted that the civic relations can be improved between two countries as the breaking point has already been passed over in 1999. NGO Support team believes that a moderate optimism is still continuing. We believe that this project has a chance to create very important effects on evening political relations. NGO Support team can act as an intermediary body. As it has been mentioned above, an intermediary mechanism will also help to create institutional relations rather than personal relations.

5.2 Analysis
The needs assessment meetings and research conducted both in Greece and in Turkey revealed several areas of impediment for effective cooperation.

5.2.1 Political situation

Psychological effect of the earthquake has definitely created a softening tendency in political arena especially between 1999-2001. The relations in the soft areas such as trade, sports (Turkey-Greece Europe Football Championship-2008), arts and culture have been increased and political jargons have been selected prudently by both parties in recent years.

In the new future, it has been expected that the intention of dialogue in a very prudent way will continue for hot issues mainly for Cyprus. As Greek side has become more advantageous after EU’s Athens Conference on 16 April 2003, It has been underlined by all interested parties (UN, EU, media etc) that Turkey needs a revision of strategy. This result leads us clearly to follow up Turkey’s position in the forthcoming months in order to analyze Turkish Greek Political relations.

5.2.2 Politically and socially sensitive areas:
Certain areas- like Pontus, Cyprus etc will continue to be very sensitive in both societies. Hence, cooperation should be based on issues of common interest rather than common past.

5.2.3 Networking and communication
The cooperation among civil society organizations to date have been largely dominated by those who have had previous experience of cooperation and more significantly an open willingness and involvement in Greek-Turkish "friendship" dealing with issues like history, music, culture and to a lesser degree tourism. However, there has been little cooperation in other areas of common interest such as environment, cultural heritage, EU accession process etc.

There is then a need to diversify areas of cooperation and organizations and individuals who have not been inclined and/or exposed to such cooperation should involve, if grassroots involvement is the target.

An area lacking in such cooperation is the networks and communication between both sides. There are very few formal channels of communication and networks remain very limited. This especially becomes problematic when those institutions and organizations working on the local level are targeted.
The organizations in Turkey and Greece have expressed enthusiasm for cooperating with their counterparts however, excluding those who have experience in the area, very few of them know how to find an effective counterpart (1- an organization working in the same are with a common vision and 2- an organization willing to get into partnership) in their respective neighbouring country.

This points out to the lack of knowledge about NGOs and organizations working on similar issues and the lack of networks, especially on the local level. Furthermore, since personal relations have an important role to play in partnerships that are created among organizations on both sides, there is a need for a trustworthy source of information on Greek and Turkish NGOs, especially on the local level.

6. Overall assessment by the NGO Support Team:

NGO Support Team has defined an analysis and evaluation report in the light of the earlier experiences as well as data gathered during the needs assessment workshops. The NGOs in Turkey can be gathered in the following groups:

6.1 General Overview of Turkish NGO’s

1. With respect to their status: Foundations, associations, cooperatives, unions and chambers. Each status is legally defined and corresponding legislation governs the institutional and working principles and procedures of organizations in specific statuses.

2. With respect to their fields of activity: There are NGOs engaged in many different fields and areas. Although these NGOS may have different statuses, they identify their respective fields by their by-laws.

3. With respect to founders: Some NGOs are established by such governmental or semi-governmental organizations as ministries and universities. The basic motive behind this is to get rid of some constraints or clumsy procedures inherent in official bureaucracy. For example, the Ministry of Environment has established “Environment Foundations” in all administrative provinces. Through these foundations, it is possible to raise funds even exceeding the budget of the Ministry (i.e. by performing some services like assessing the exhaust gas emissions of motor vehicles) and the Foundation concerned may dispose of 70% of these funds for its own purposes under the supervision of the Governorate. The Ministry of Health too has a similar network of foundations. Furthermore, there is a social solidarity and assistance fund at each province and district centre founded by the Governor of the province or district.

- There are some foundations established by business circles and companies. There are public benefit foundations mostly focusing on informing the public about the
social concerns of the company concerned. The management of such foundations is in the hands of company managers.

- All universities in Turkey have their foundations. Universities implement projects through these foundations and create some working capital for them. They also make some of their spending through these foundations and this practice entitles universities to some level of autonomy.

- There are NGOs emerging as a result of local initiatives. They are mostly founded as cooperatives or associations. Although foundations may also be established by local initiatives, it is somewhat difficult for them since it is legally required that a foundation should start with a fixed capital (the minimum amount required was 150 billion TL in 2002).

- Differing from associations, cooperatives are established to provide material returns to their members. Compared to other possible statuses, establishment of associations is much easier and also less costly.

4. *With respect to capacity:* It is possible to classify NGOs in Turkey also with respect to their institutional capacities while maintaining other classifications mentioned above. A series of criteria in this respect have already been given in the inception report of the CSDP-NGO Support Team. It is possible to say that one of the most important factors determining the institutional capacity of respective NGOs is their geographical location-distribution. This fact was manifested clearly during needs assessment meetings.

5. *National-regional-local:* Given all classifications made above, NGOs identify their scope of activities as local, national and regional scale. Although this is basically related to strategies and principles adopted by respective NGOs, institutional capacity too has its role to play. For example, many NGOs originally established at local level seek to expand their projects and activities to regional-national scale once they have enhanced their capacity.

After all, this overall classification needs to be interpreted with specific reference to the program of the NGO Support Team. As stated in the inception report, local civic initiatives constitute the primary target group of the support team. In other words, what the support team’s target is the grassroots movements of groups or people at large that gather around local problems and needs and displays a commitment to joint and disciplined action. Although representatives from different groups were also invited to needs assessment meetings, the real focus was on the needs and capacities of grassroots movements.

Other NGOs however, will be undoubtedly considered within the program in the context of their cooperation, experience sharing and networking with grassroots initiatives. A broad overview of the present status of grassroots initiatives points out that they rather remain alone, face difficulties in deciding what to do and how to do, mainly because of their lack of sufficient experience and maintain themselves, thanks to special efforts and energy of a
handful of leaders. This situation however, makes it difficult for them to mobilize mass support and leads to frustration after some time. It is therefore essential to break the vicious circle surrounding grassroots initiatives. As a matter of fact, mechanisms developed and suggested for the program by the Support Team are essential for breaking this vicious circle.

6.2 Analysis and Evaluation

6.2.1. Common Problems
- As far as problem analysis is concerned, there were three issues common to and expressed in all three regions (and in six workshops, see Annex III.): Lack of qualified staff, lack of support from stakeholders and lack of attention from the media.
- Inadequate communication capacity was expressed as a common problem in all meetings.

6.2.2 Regional Differences
- Specific needs and characteristics of NGOs in Eastern and South-eastern Anatolia were exposed clearly when matters related to cooperation were being discussed.
- Relevant problems include discriminatory practices in the execution of existing legislation, regional problems, male dominant/feudal structures, negative attitude of political parties, temptations to establish some kind of alliance between NGOs and political parties etc. Such problems and remarks were not expressed in other regions.
- NGOs in Central Anatolia seem to have no specific problems of their own; they face the same problems with NGOs in other regions.
- NGOs from the Marmara Region expressed problems on rather specific areas, which required a level of expertise (i.e. setting unrealistic goals in project design, lack of evaluation criteria in project management and lack of strategic planning and proactive attitudes).

All these reveal that as well as regional differences, needs and structures of NGOs may also differ from each other.

6.2.3 Differences Between NGOs
- While it was mostly NGOs from Istanbul that emphasized insufficiencies in problem analysis and goal setting, grassroots NGOs seemed to overlook such problems at least for the time being.
- Similarly, since grassroots organizations have little experience in project development and implementation, problems related to these headings were expressed mostly by large NGOs.
During group works, each group typically reassigned the most active group member as the speaker for the group and these speakers were mostly those who were professionally employed by large NGOs. It was also observed that group members from big cities and NGOs usually led the group while others from grassroots organizations mostly avoided active discussion mainly for their worries “to say something wrong.” As stated in the report under the heading “Common Problems”, this points out to the existence of problems stemming from personal and territorial positions.

6.2.4 Constraints and Assets / Expectations

- As can be seen in Tables given in Annex IV, there were rather serious problems in expressing expectations in clear and to-the-point sentences, when it came to deriving expectation from existing problems. One reason for this situation was of course some constraints put by the CSDP. Nevertheless, somewhat imperfect problem analysis led to bottlenecks in the process of transition from problem identification to the expression of expectations.
- At the beginning of meetings some NGO representatives (mostly from grassroots organizations) stated that they had been in many training courses and meetings but nothing changed. These statements point out that NGOs are frustrated after attending many meetings and trainings, which have not yielded much and that there are bottlenecks in obtaining concrete results/outcomes from such gatherings.
- The expectations of NGOs from the CSDP-NGO Support Team also differ. For example it was interesting to hear the representative of a large NGO from Ankara stating, “We have no expectation from you, I am here only to get some information about the large funds of the EU.”
- Small NGOs, on the other hand, have rather high expectations from the CSDP-NGO Support Team. For example, they expect the CSDP- NGO Support Team to be their “eyes and ears” in Ankara.
- One specific problem faced by almost all local NGOs is the lack of staff fluent in relevant foreign languages. After stating that it is mainly for this reason that they fail to establish international cooperation and reach funds, these representatives of local NGOs also criticized the European Commission for its insistence on project proposals written in foreign languages, giving the impression that only large NGOs are desired to have access to such funds.

To make an overall evaluation of the state of play emerging after needs assessment, we can state that two important differences came to the fore: Differences between large NGOs and small-grassroots organizations and differences between the needs and expectations of NGOs with respect to regions. These conclusions undoubtedly provide significant clues for the future activities and strategies of the CSDP-NGO Support Team.
• The fact that many NGOs have no clear idea about communication and cooperation with stakeholders clearly points out to the critical importance and priority of providing training on communication and cooperation strategy as stressed in the Inception Report prepared by the CSDP Support Team.

• It is also clear that while NGO training courses given by various organizations could be fairly conceived and translated into practice by larger NGOs, grassroots organizations could not get much information from or use the outcomes of these training activities. This fact points out that activities and strategies adopted by the CSDP need to be based on practical basic information rather than on theoretical framework.

7- Recommendations

7.1 Sustainability of the CSDP NGO Support Team

• Although NGOs in general and grassroots organizations in particular have many expectations from the CSDP Support Team, one specific heading seriously discussed during the meetings was related to mechanisms to sustain all these activities when the project is completed. It was of course pleasant to observe that the support of the CSDP- NGO Support Team was highly appreciated and expected despite the limitations of the project.

• There is a need to get strong support of NGOs in order to ensure sustainability of the Team. This consciousness and support can only be reflected by a strong communication strategy. In the absence of a strong communication strategy, there is a risk to perceive this project as a funding centre. It is thus clear that, towards the middle of the project duration, there is a need to clarify post-program missions and sustenance mechanisms again with the participation and under the light of the expectations of NGOs.

• Furthermore, instead of appearing merely as a recommendation in the final report of the CSDP- NGO Support Team, this issue should be addressed in an independent report and delivered to the Commission at the end of the first year as a separate package of suggestions. In case NGOs are content with the support extended by the CSDP NGO Support Team, there should be plans for the sustainability of the office, developed with the participation of NGOs, before the termination of the program.

7.2 Training of Local Trainers
One important expectation throughout needs assessment workshops was related to reaching local trainers to be used in training courses. There were about 170 NGO representatives participating to meetings. Unfortunately only 6 of these participants were found to be capable of performing as local trainers. Hence, although originally targeted as 40 people, the number of local trainers may be brought down to 20-30 if search in April 2003 come out to be futile.

7.3. Meeting, Networking and Publication Strategies

- Relatively passive attitude of local NGOs, grassroots in particular, in participation as well as their limited mobility (many representatives cannot travel and stay elsewhere for some time because of their status as civil servants or other types of employment) suggest that organizing some meetings (like pre-grant conference meetings) at local levels may encourage the participation of representatives from grassroots organizations.
- It may be more effective and functional to organize group-specific meetings with smaller groups at specific centres.
- This also satisfies the expectations and needs of grassroots NGOs to have local structures of coordination and networking. Participated NGOs particularly from South-eastern Anatolia have strongly expressed the regional networking needs. The idea is establishment of regional NGO Forum or NGO Platform aiming to ensure the communication and cooperation between regional and national, even international NGOs and also improve the dialogue with governmental bodies.
- These local meetings will also stimulate and encourage the establishment of regional NGO networks. NGO Support Team may play a crucial role in the process by formulating the structure and functions of the regional network and establishment of a model network structure for other regions of Turkey.
- Similarly, there is a need to design the publications of the CSDP- NGO Support Team as guidebooks responding to the basic needs of NGOs and suggesting solutions to their common problems. The NGO Support Team will re-consider and revise the content of such publications under the light of basic problems and expectations identified during needs assessment meetings.

7.4 Turkish –Greek Civic Dialogue

Although the Greek-Turkish civic dialogue component of the CSDP is considerably small, its political importance and potential for successful demonstration projects requires that it should be treated with importance. Within the perspective of the above, the NGO Support Team should facilitate the creation of networks and cooperation among the organizations and institutions on both sides, through its database that will include active organizations on several thematic areas that will be drawn together with the EC, willing to work in cooperation.
2- focal points in Greece and Turkey which will help the NGO Support Team to reach local organizations, networks etc. for information dissemination and diversifying its database. 3- three networking conferences to be organized in Greece and Turkey that will promote the programme and establish the basis for the first run of partnerships.

7.5 Final Recommendation
The team’s approach to the program is as stated in the Inception Report. Nevertheless, developments taking place after the Inception Report (i.e. findings about the present state of NGOs, very limited capacity and lessened motivation on the part of grassroots organizations, different expectations, etc.) aroused serious concerns and pointed out the need to revise the program. Suggestions for change are given under the heading “Proposals”. The most important criticism of NGO Support Team to the project is that the program is devoid of a well-defined target and an implementation strategy consistent with the target. The existing strategy gives rise to worries that the program may well turn into a mere series of actions consisting of training courses, publications and a web page. Considering that there are nothing else but tools, the main goal (capacity building in NGOs) which these tools are supposed to achieve it, is not clearly defined and it does not seem to be attainable within the project duration. In other words, what in fact should be the project activities (i.e. training of 500 NGO representatives in 13 provinces) have already became the goal of the team. This clearly indicates that the program has diverged from integrated approach.

The NGO Support Team thus suggests, together with the EC Representation, to hold a small search conference before the closure of the first year of the program to discuss issues relating to the sustainability of the program and integration of its goals.

Output of this work will shape the strategy for attaining the long-term objectives of the program as well as giving insights to its sustainability.
It is possible to say that the concept “civil society” recently enjoys a revival in both academic and public discourse and it has indeed made a place for itself as one of the major actors of social change. In this process of revival, civil society has been accepted as an important actor in social progress, democratisation and economic development. The importance of civil society increased in both qualitative and quantitative terms. Today we witness the spread of civil society organizations within the society assuming different structures. Civil society organizations (CSOs) represent a wide spectrum including voluntary organizations active in various fields, think tank organizations, social movements and citizens’ initiatives, non-governmental organizations, trade unions and professional chambers. Further, the sphere of civil society today extends beyond local and national boundaries to embrace regional and even international scales. It is thus possible to talk about a global civil society in our times.

As a result of these developments, it became apparent that the state-centred tendency of modern times which ruled over the political arena and confined politics only to the actions of political parties was neither effective and efficient nor sufficient for managing a democratic society devoid of any problem of legitimacy. Civil society is now a part and parcel of not only discussions revolving around democracy and legitimacy, but also of good governance. In this sense, the process that civil society underwent also laid bare its qualitative importance for managing the society.

This process of revival, however, brought along some serious problems as well. For example “what civil society actually means” became more and more vague in this process. As civil society as a term entered into the jargon of different political, economic and cultural discourses and actors, some ambiguity emerged as to its principal functions as well as basic ethic and political values. While creating serious problems in relations among civil society organizations themselves, this ambiguity also gave way to mode of use leading to the abuse of the very concept. Quite apart from its definition in the context of solving social problems and good governance, we observed in this process of revival that political, economic and cultural actors easily used the same concept to legitimise their power and narrow interest driven discourses. Consequently, studies on civil society started to give more and more space to the “use and abuse of the concept”. In this context, as we speak about civil society today, we refer both to the escalation of CSOs from local to global platforms and to that extremely wide use bringing the concept to the brink of abuse.

As a matter of fact, Michael Edwards, who is the author of significant and influential works on civil society starts his new book with the following question: “Will civil society be one of the most important and key concepts of the 21st century or become more and more trivial and
finally disappear in the course of the same century? 11 This question is as valid and important for Turkey as it is for western democracies passing or have already passed to post-industrial information society. Although the concept is rejected neither in western democracies nor Turkey, we must accede that civil society has arrived a critical juncture today. Any preference made at this point will determine both the future of civil society and answer given to the question posed by Edwards. If this preference is for emphasizing civil society throughout the 21st century, then we must channel civil society into a self-critical, questioning but at the same time constructive process of discussion. Such a discussion will be useful and productive if carried out on a two-dimensional platform. In other words, the challenge is to discuss civil society with its inherent problems and by disclosing them while developing a new and sustained model or understanding of civil society where these problems can be solved. This paper intends to discuss the problems of civil society and try to develop a new model in the context of both Europe and Turkey.

Definitional Ambiguity

Taking a look at recently booming civil society activities, academic and public discussions over the concept and ways in which different political, economic and cultural actors as well as the state elite use the concept in their own discourses and strategies, we can observe that the concept has, in the course of time, “gained a plastic ethic and political identity and value.”12 This plastic ethical and political nature of the concept, in other words its possibility of articulation with different or even contrasting discourses and strategies derives from “definitional ambiguity.” In broadest terms, civil society may be defined as the “sphere of voluntary organizations out of the pressure and supervision of the state power.” This definition, however, is a narrow one excluding or minimizing such political and ethic values as the contribution of civil society to the process of democratisation and democratic governance. Hence, a second attempt to define the concept may have references to specific ethical and political values: “a society organizing itself and its actions fully through voluntary organizations out of the pressure and supervision of the state power.” This definition implies that social life in any given country can organize itself independently of any state interference, coordinate its activities through voluntary organizations and transfer its demands to the political sphere again via these organizations. In the framework of state-society differentiation as long as civil society symbolizes that the society is ethically and politically more powerful and influential that the state, it undertakes the function of standing as the basic reference point for democratisation and democratic governance. On this basis, political science classifies political regimes where civil society is strong and influential as “democratic”, others where civil society is banned or done away with as “totalitarian” and those which entitle some degree of freedom to civil society while envisaging a strong state supervision as “authoritarian.”

However, conceptualising civil society only with reference to political and ethical values it possesses on the basis of democracy brings along the problem of imbuing the concept with a rather strong value judgement. To put in a different way, if confining the concept only as the sphere of voluntary organizations beyond state supervision is too technical and bears the risk of minimizing ethical and political values of the concept, defining it only on the basis of

11 M. Edwards, Civil Society, p.1. Also see Global Citizen Action, with Boulder, Lynne Rienner (J. Gaventa,
democratic society will create the problem of imputing excessive values to the concept. Considering these problematic issues, a third and alternative is coming to the fore especially in recent years. Here, civil society is defined as “common sphere out of state supervision shared by different voluntary organizations who actively take part in the process of finding effective and sustained solutions to social problems and wage efforts to channel political actors to develop policies for the realization of these solutions.” This alternative approach places importance to the ethical and political value of civil society in democracy, but does not see single and essential part that makes up civil society. The existence of voluntary organizations displaying active efforts in their respective fields, developing solutions to problems faced in these fields and doing all these beyond state supervision is one of the essential qualities of civil society. Hence, while defining civil society, instead of holding a maximalist or minimalist position towards ethical and political values, it seems more plausible to think civil society in terms of its influence on and contribution to the processes by which problems are solved. As a matter of fact, this approach is gaining more and more weight in recent discussions about civil society.

Since 1990s, during the revival of the concept of civil society we observe the use of all three definitions I mentioned above. In the US and Canada and more recently in Europe, for example, the use of the concept in academic and political discourse refers to voluntary organizations active out of political and economic spheres and also to such codes and concepts as the “third sector”, “social capital” or “new –Tocquevilizm.” In this minimalist use, the concept also embodies a political plasticity. Again in this use, we may observe different or even contrasting and antagonistic political formations. Almost all, including political parties on the left and right, identity-based parties, social movements, conservatives, liberals, multi-culturalists, followers of then “third way”, the state elite, etc. have political discourses exalting civil society. In short, the minimalist approach to ethical and political values in civil society makes this concept plastic enough to be articulated to different political discourses.

On the other hand, looking at the concept in its use in Eastern Europe and Latin America in the process of democratisation we see a different picture. In this context, civil society is the key concept of passage from totalitarian/authoritarian regimes to democracy; basic funding element in democratic government and the primary actor in expanding the sphere of individual rights and freedoms. In this context civil society is a sphere where legitimacy, efficient governance, principle of democratic responsibility and transparent state organization all come to the fore in arranging state-society relations. Civil society is an area of opposition to authoritarian/totalitarian state; it is an area where society organizes itself against these type of states and hence, using the terminology of antic Greek political philosophy (i.e. Aristotle), it is a “second police” against the state. In this maximalist approach we can say that civil society was the key word for discussions revolving around “passage to democracy.” We can further add that in Eastern Europe and Latin America and also in Turkey as we shall see later, the maximalist approach to civil society is one of the dominant tendencies in different academic and political discourses.

Keeping all these in mind we can still say that a civil society debate criticizing both maximalist and minimalist approaches has been going on recently. This debate takes place both in academic circles and in civil society itself. We observe that an alternative understanding of civil society, which avoids reference solely to voluntary organizations while

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taking the issue out of a narrow confrontation between the state and society is thriving. This newer approach (1) regards civil society as an effective tool in solving social problems; (2) emphasizes that civil society may cooperate with the state and political actors in the solution of these problems; (3) stands against the use of civil society by the state and political actors as a factor to legitimise their position and holds that civil society should be a leading actor in efforts to give effectiveness, efficiency and transparency to the state; (4) suggests that civil society plays an important role in ensuring that society is organized on the basis of “active citizenship” from micro-local to macro-national level; (5) adds that civil society is also important in basing relations between different identities, social actors and sections of society on democratic grounds; and (6) concludes that in our present world civil society is a key in ensuring the democratic and fair sharing of rights and responsibilities by the state, society and individuals as well as by different identities/actors and sections. This alternative to both maximalist and minimalist approaches defines civil society as a “common sphere out of state supervision shared by different voluntary organizations who actively take part in the process of finding effective and sustained solutions to social problems and wage efforts to channel political actors to develop policies for the realization of these solutions.”

In both western democracies and in Turkey, the minimalist and maximalist conceptions of civil society live side by side with the alternative mentioned above in present day debate on civil society. Thus the conceptual debate on the issue moves on a multi-dimensional, complex and ambiguous plane. To grasp this multi-dimensional but ambiguous plane and then to address the issue specifically for Turkey, there is need to take a brief look to the historical development of civil society in Europe.

Civil Society in Europe: Historical Perspective

On the metal sheet placed on the wall of Ascension Church in Blackheat neighbourhood, London, there are the words of John Ball, the leader of the peasant uprising of the late 1370s, dated 1381: “Fraternity and friendship is life, where they don’t exist is death. There, in hell there is no friendship but human beings as single souls.” Leaving the actual context of these words, it may be argued that this is one of the first definitions of civil society as a thinking based on voluntary cooperation and solidarity. It is beyond doubt that the concept of civil society has undergone many changes and transformations since then; while given extreme importance for some time, it was later rarely used for a long time. Recently, we witness a revival, popularity and even “cliché.” Academic and political circles now commonly refer to civil society as a need for our present day societies. What is desired is an active civil society which seeks solution to social problems, engages in democratic debate about possible solutions and thus upholds a vision of a more democratic society.

Looking at the historical development of the concept of civil society in Europe since 1381 we may, albeit risking for overgeneralization, describe the evolution of the concept broadly by referring to three major waves. This may help us get “two birds with single stone.” That is, by this “three waves” approach we may both see the evolution and change of the concept and historical background of some different attributions of our day.

14 This is borrowed from the first pages of Civil Society.
(i) civil society as modern bourgeois society: though the history of civil society goes as far back as the Antic Greek, the main objective when the concept was first used was to explain passage from traditional to modern society and define modern society. As such, civil society was a yardstick pointing out to the uniqueness of modern society and its difference from the traditional one. Indeed, the term civil society was used synonymously with modern society, which was defined on the basis of individual and free market. Of course there were different philosophical approaches to the proximity of the terms civil and modern society, but all had a common point, which was the relationship between civil society and individual/free market. For example, Locke as the leading theorist of liberal philosophy and Montesquieu as the most prominent representative of republican philosophy undoubtedly gave weight to different historical processes and phenomena, yet they shared the same view about the “definition of subjective rights on legal basis” as a phenomenon emerging towards the end of the feudal era. ¹⁵

Talking about the first wave, the concept of civil society which was quite functional in defining modern society expressed individual rights and freedoms, focused on the legal basis of these rights and freedoms and upheld the idea of a legally safeguarded society out of the supervision of the state. During this first wave, the civil society inserted the notion “right” to the language of politics. Since in the wake of modern society this individual is a member of the urban bourgeois class having his subjective rights in the free market, the equation “civil society = individual + free market + notion of right” as the dominant concept of civil society during the first wave. The equation also implies the following: As civil society is perceived, in the context of confrontation between the state and society, with reference to individual and modern society, it was not associated with democracy. In other words, civil society’s contribution to democracy was not on the forefront during the first wave. This gives us the historical background of the liberal version of the concept of civil society.

(ii) civil society in the context of democracy: in academic and political circles, the second wave of civil society debate rose, as pointed out earlier, during the 1980s when totalitarian and despotic states of Eastern Europe and Latin America made a transition to democratic regime. This period knows as “process of transition to democracy” also witnessed the revival of the concept of civil society. ¹⁶ Flourishing amidst push for democratisation in Central and Eastern Europe, the concept of civil society implies that society can have a life independent of despotic state. In this sense, civil society defines a sphere of life independent of and even opposed to the state. Hence it is the key to individual rights and freedoms and consequently to the passage from totalitarian to democratic regimes. The leading figures in civil society debate in this context include Vaclav Havel and Gyorgy Konrad who define civil society as the life sphere of individuals who have freedom of thinking and association. According to Havel, civil society is the sphere of rights and freedoms where civic initiatives of free individuals and their civic virtues can translate into practice. ¹⁷ Konrad, on the other hand, maintains that civil

¹⁵ P.Chatterjee, *The Nation and Its Fragments*, Princeton, Princeton University Press, 1993. Other significant historical lineages and events contributing to the emergence of civil society include: (a) the medieval thought stressing that society is not identical with political authority; (b) Christian thought stressing that the church itself is a separate society; (c) emergence and development of relatively independent cities in medieval Europe; and (d) development of secularism. Locke and Montesquieu agree on the importance of legally defined subjective rights in the emergence of civil society, but assign differing importance to the factors listed above.


society is a “sphere of anti-politics” positioned against totalitarian politics. This sphere, therefore, does not seek for political power, have no predetermination to back up or curse political power. It is a sphere striving to materialize individual rights and freedoms; a sphere where the call for independent thinking, debate and democratic governance is made.”\(^\text{18}\)

This second wave of civil society debate distinguishes itself from the first one by associating civil society with democracy. It is similar to the first wave in considering civil society together with individual rights and freedoms, but different from it in the sense that it assigns democratisation a central place. The most significant contribution that this second wave debate made to the overall debate on civil society is that civil society was seen as a precondition not only for a modern society but also for a democratic one. However, we must also be aware of the confines of this contribution as well as some of its problematic aspects. At the root of these problems there is that extremely rigid demarcation between the state and civil society. Since civil society debate in the context of Eastern Europe and Latin America made its way through a struggle waged against despotic states and totalitarian political regimes, this rigid distinction between the state and society and attribution of “anti-politics” to the civil society may be understandable to a certain extent. But this is an approach which has to renew itself as the democratisation of the society makes progress. Negative connotations of the state vs. exaltation of civil society brings us to a problematic relationship between civil society and democratisation both for its presupposition that the state is unchangeable and for its neglect of problems that civil society itself may engender.

The two outstanding problems that the civil society-state confrontation of the second wave gives rise to are: (a) omission of the relationship between civil society and liberal market economies; and (b) insufficient clarity as to how civil society can contribute to democratic governance of the society. The second wave civil society debate does not tell much about where civil society should stand in the face of power and hegemony relations that free market produces. Furthermore, the rigid positioning of civil society against the state as well as extreme ethical and political values attributed to it may overshadow the financial and organizational capacity problems of civil society as well as its specific channels of contributing to democracy. For all these reasons, the second wave of debate rising in the late 80s proved insufficient in the process of democratic consolidation. It is mainly for this insufficiency that the need for rethinking about civil society and its relationship with democracy and democratisation emerged. One response to this need is to think about civil society in its relationship with participatory democracy. This response leads us to the third wave debate, which we can find in works on the development of civil society in Western Europe and North America.

(iii) civil society as participatory democracy: the basis of the third wave debate on civil society lies in the idea of considering civil society apart from both political society consisting of the state and political actors and from economic society based on free market. In this context, civil society is given the function of influencing political society in the search for democratic and long-term solutions to social problems. In this debate, civil society is seen as a key actor not only in the safeguarding and realization of individual rights and freedoms or in the democratisation of political systems, but also in basing state-society/individual relations upon “participatory democracy.” In other words, here civil society is, beyond being an organizational sphere of life comprising CSOs or an actor in democratisation, also the key

concept in re-establishing democratic society as a participatory democracy. Thinking civil society in the context of participatory democracy requires a double theoretical manoeuvre: (a) to define “society” in sociological terms as a whole composed of economic, political and civil society and thus developing an understanding of a three-dimensional society behind state-society/individual confrontation; and (b) to understand the identity of citizenship not only on the basis of individual rights and freedoms but also as a social identity actively involved in the solution of social problems and thus well located to supervise political society from below. Thus, civil society is defined as a concept allowing for the materialization of the concept of active citizenship while placing democracy on a participatory model. In sum, the third wave debate defines civil society as a “common sphere out of state supervision shared by different voluntary organizations who actively take part in the process of finding effective and sustained solutions to social problems and wage efforts to channel political actors to develop policies for the realization of these solutions.”

This debate took place mainly on the basis of the development of civil society in Western Europe and North America since 1980s. The reason why the third wave of debate rose in the context of these societies may be explained as follows: Firstly, the present crisis of western modernity and the emergence of post modernization as a social phenomenon are among the important factors leading to the development of the concept of civil society in the context of participatory democracy. While we talk about the crisis of modernity we refer to the following: in politics, weakening social ties of centre left and centre right parties; consequent weakening of what is called representative democracy; in economic sphere transition from industrial society to information-based post industrial society; and in cultural sphere, failing of such identity codes as social class and individual to the identity search of different sections in society. This crisis leads to a concomitant process of post modernization where social movements and citizen initiatives seeking solutions to social problems emerge, a new middle class rise in the sectors of information and services and where identity politics based on cultural differences finds support from various sections of society. These new developments serve as the basic reference points for the third wave civil society debate. Indeed, civil society is now being discussed with reference to social movements, citizens’ activities and identity politics. These movements try to influence political actors for the solution of social problems and want to participate in processes where solutions are discussed and decisions are taken. Civil society formed by these movements tries to give a participatory character to existing democracies and maintains that participatory democracy is a form of governance which is efficient, effective and devoid of any legitimacy problem.

The second process contributing to the rise of new civil society debate is globalization, a term used to point out to the recent change and transformation that the world is undergoing. Globalization may be defined as a process in which the relations of mutual interdependence between states, societies and cultures widen, get deeper and accelerate. Changes brought along by this process include both positive and negative, even destructive ones. Adverse and destructive effects spread over a wide spectrum from environmental problems to poverty, from unequal development to warfare and conflicts and create a serious social injustice. This

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point is important for civil society in that it is too difficult for individual nation-states to respond to the adverse consequences of globalization. The development of civil society may be, in this context, taken as a response to the process of globalization.\(^{23}\)

The crisis of the welfare state is the **third** factor to be considered. In 1980s, while Eastern European countries experienced a transition to democracy, Eastern Europe and North America witnessed the crisis of welfare state that had been ruling since the end of the Second World War and rise of what is coined “neoliberalism” as an ideology based on free market, shrinking state and individualism. Since rising neoliberalism tends to reduce social problems to individual ones, eliminate the “social” aspect of the state and define social life on the basis of risk taking and competition-driven individuals, society, now without “welfare state” responded to this trend by organizing itself to solve its problems.

Fourthly, we may suggest that in the 90s, the restructuring of social democracy in Western Europe and North America along the lines of the “third way” also contributed to the strengthening of civil society.\(^{24}\) The importance attached to civil society, support extended to CSOs and commitment to participatory democracy, at least in political discourse, by social democracy while it is in power significantly contributed to the adoption of civil society as an important actor in democratic and participatory government. Since the “third way” positions itself in a space differing from both welfare state and neoliberalism, gives emphasis to social justice rather than limiting itself to market mechanisms and insists on active and participatory citizenship, it regards civil society as a key actor in solving social problems. In fact, it is civil society appearing as the carrying actor of the discourse “no rights without responsibilities” that social democracy widely uses in its election campaigns.\(^{25}\)

All these processes and developments (crisis of modernity and post modernization, globalism, crisis of the welfare state and neoliberalism and the third way) contributed to the development of civil society in Europe. This civil society defends participatory democracy, strives to materialize active citizenship and delineates its location as somewhere outside of both political and economic society. It was in this milieu that the third wave of civil society debate rose. Furthermore, the civil society of the third wave became globalised rather than being confined to national or at most regional scales, as it was the case in the 90s. Today, as we talk about the third wave civil society, we are actually talking about a civil society whose domain is globalizing.\(^{26}\) International non-governmental organizations (INGOs), non-governmental organizations (NGOs), CSOs, global networks, etc. all give the third wave civil society its present global character.

This short account on the historical development of civil society may lead us to the following conclusion: starting from the 80s, civil society is perceived in Europe as an important and essential condition for democratisation and participatory democracy. Along with this perception, the development of civil society too transcended national and regional boundaries and gained a global character. This development of civil society, however, has not been immune from some serious problems. The leading problems include the following: Different perceptions and resulting definitional ambiguity; abuse of the concept of civil society by various political actors; and CSO’s focus on issues related to organizational and financial capacity rather than their role in the process of democratisation. These problems brings along

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\(^{26}\) For an important work in this context see J. Keane, *Global Civil Society*, 2003.
the risk that while civil society develops and gets globalised, it also gets more and professional and is assimilated by the structure that it is supposed to democratise. Thus, civil society is discussed in Europe today not only with its internal merits and potential contribution to participatory democracy, but also with risks and problems mentioned above.

**Civil Society in Turkey**

A brief historical account on the development of civil society in Europe may give us valuable clues in discussing the present make up, importance and problems of civil society in Turkey. Taking a broad look at civil society in Turkey with its present make up as an organizational and ethical/political value, we may find here all three waves of civil society discussion historically evolving in Europe together with different definitions and approaches inherent in each. In this sense it may be said that civil society in Turkey consists of organizations focusing on the realization of individual rights and freedoms, full transition to democracy and participatory democracy. This points out to a rather complex, multi-dimensional and problematic situation as it is in Europe. The complex and multi-dimensional structure of civil society in Turkey manifests itself in the coexistence of different formations in the civil society. These different formations are (a) those taken as identical with CSOs and defined as “organizational life”; (b) those taken as identical with democratisation and defined as “prerequisite of transition to democracy”, and (c) others regarded as “essential actors in participatory democracy”. Hence talking about civil society in Turkey means talking about pluralism and multi-dimensional structure on the one hand, and the problem of “definitional ambiguity” on the other.

The most important manifestation of the problem of definitional ambiguity is, again similar to the case in Europe, related to the relationship between democracy and civil society. In other words, we confront this problem if we consider civil society only in terms of CSOs. As CSOs assume more professional character, seek financial resources, focus on capacity problems and attach more importance to organizational growth, they may somewhat assign secondary place to their functions in the process of democratisation and enlarging the public sphere in which social problems/demands are discussed. These problems manifest themselves both as a risk that CSOs may turn into components of the system that they criticize and as lessening solidarity and cooperation among themselves. But the most important problem today is related to the fact that as CSO-based activities of civil society quantitatively increase, the relationship between civil society and democratisation, which is to give a qualitative character to these activities is yet immature.

Meanwhile, there are also serious problems in civil society-state relations when we consider civil society only in the context of its contribution to democracy and attribute it rather heavy ethical and political values. Here, the out-of-state sphere of civil society becomes vague in that while some CSOs confront the problem of state supervision, others identify their mission with that of the state or political party in power. For example, some intellectual organizations are engaged in producing knowledge to contribute to the reproduction of state ideology rather than being independent in this area. Another area where we see problems in state-civil society relations is that of financial and legislative sphere. Here, the distance to the

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state plays an important role in the process through which CSOs try to enhance their financial capacity. The role of the State in practicing both financial and legal supervision over CSOs has the potential for disrupting relations among CSOs themselves. At present this role is such that it may transform these relations from the concept of solidarity to competition and clashes. All these tend to disrupt the relationship between civil society and democracy. Thus, as stated above, a clear line of demarcation between the state and civil society is absolutely necessary to enhance the contribution of civil society to democracy.

Starting in 1980s we observe the development of civil society in Turkey parallel to global developments. It is true that in this process CSOs became more common in society, the importance attached to civil society increased and related discourses were adopted by political parties and even by state actors. It is estimated that there are some 150,000 CSOs in Turkey. This figure also includes fellow townsmen’s associations, foundations, professional chambers and intellectual organizations.29 This quantitative change also finds reflection on discourse. Today, diverse actors use the concept civil society as a precondition for democratisation in Turkey. While asserting that they take sides with democracy, all political parties make references to the importance of civil society. State actors are always on the side of civil society if we look at their discourse and economic pressure groups such as TÜSİAD, MÜSİAD and SIAD present themselves as “civil society.” At the level of discourse, again, civil society is pointed out as a powerful actor for the democratisation of the state, sound economic programmes and Turkey’s accession to the EU.

Yet, as it is the case all over the world, civil society and CSOs in Turkey have serious problems as we have mentioned. Quantitative mushrooming in society and the importance attributed to civil society has to gain a qualitative character. Of course obstacles to this qualitative development derive from state-centred politics, shortcomings of democracy and some blocking legislative arrangements. Despite their support at discourse level, state actors and political parties make no contribution to translate this support into a qualitative structure. Indeed, the practical approach of these actors is more inhibiting than encouraging. Nevertheless, explaining and discussing the problems of civil society merely with references to non-civil society actors would be a confining and reductionist approach. What needs to be done is to discuss civil society from within with its present problems and try to find solutions.

Conclusion: A three-dimensional civil society model

In the light of analyses made so far in the context of Europe and Turkey, we suggest that the sphere and functions of civil society must be addressed in a three-dimensional way to ensure a qualitative development in civil society. Using the conceptual terminology of Michael Edwards these dimensions may be listed as: (a) civil society as organizational life, (b) civil society as a democratic society and (c) civil society as public sphere.30 Organizational life is the basic dimension of civil society and it embraces CSOs active in different fields. For the development of civil society as organizational life, this sphere must be independent of political and economic spheres and CSOs as voluntary organizations must remain out of the supervision of the State. It is for this reason that this sphere is recently referred to as the “third sector” (outside political parties and economic actors).31 Though the development of this sphere is a prerequisite for the development of democracy, CSOs here still need to attach

30 M. Edwards, Civil Society.
31 M. Edwards, Civil Society, p.18.
importance to their contribution to the process of democratisation and orient their activities towards this objective. From “civil society as democratic society” we understand the contribution of CSOs to democracy. It the sphere where ethical and political values are attributed to civil society and as such it symbolizes the normative function of civil society in creating a good and fair society. Yet, loading ethical and political values with excessive meanings is tantamount to a maximalist approach to civil society and this approach generates serious problems in the function of civil society as an independent information producer and in state-civil society relations. Thus, while contributing to the process of democratisation, CSOs should never forget that they act as the third sector and, remaining out of state supervision, represent an organizational life for the solution of social problems.

Meanwhile, civil society as public sphere is the domain for democratic discussion between civil society and political society. It is the contribution of CSOs to the discussion of problems/demands at democratic platforms and to their transfer to the political society that defines the action of civil society as public sphere. While this sphere is developed and considered as a founding stone of participatory democracy in Europe, there are serious problems in Turkey. These problems typically stem from a state-indexed discussion of public sphere and from identifying public sphere with state power.32 This further narrows the platform for the democratic discussion of social problems existing between civil society and the political sphere and stands as an obstacle to CSOs in their efforts to influence political actors in the solution of social problems. In such an environment, political actors who make frequent references to the importance of civil society in their political discourses should make efforts to introduce public sphere in Turkey as an area for the “democratic discussion and negotiation of social problems.” Even if CSOs undertake the functions of public sphere in their contribution to the process of democratisation, the development of civil society as public sphere will be inhibited unless the state and political actors alter their outlook to public sphere.

Still we must never forget that these dimensions (organizational life, democratic governance and public sphere) are interrelated and define different functions of civil society. Civil society will be an important actor in the democratisation of Turkey only when these dimensions are addressed together in their interrelatedness and corresponding functions are realized as a whole. Yet, we observe today that CSOs focus on organizational life, giving their full attention to organizational and financial capacity related problems and consequently lag behind their functions in contributing to the process of democratisation and expanding the sphere for public discussion. As this emphasis on organizational life becomes more and more pronounced, relations among CSOs go worse, the relationship between the state and CSOs becomes more problematic and such functions of CSOs as social mobilization for the solution of problems and spreading the notion of active and responsible citizenship gets weaker and weaker. To challenge these problems, we must first open civil society to discussion from within. Such a discussion will significantly contribute to the qualitative development of civil society in Turkey.

Basic problems that civil society organizations in Turkey face in the context of promoting the civic movement and active citizenship mentioned above can be listed as below together with some suggestions for solution:

1. Although CSOs must work in a way to account for different opinions, consider or even embrace them, they are mostly seen as sticking to their own opinions in a rather rigid manner or remaining in the confines of representing their own opinion only. This situation ends up in excluding other views as well as limiting the common sharing of what they have as public idea. To eliminate the root causes of this situation, CSOs need firstly to abandon their power-oriented approaches and question themselves. In such a process, they also need to develop an understanding that allows for negotiation, dialogue and embracement of the whole civil society. Otherwise, prospects for developing effective and creative solutions as well as cooperation will remain quite weak.

2. Since CSOs consider themselves as identical with civil society, they don’t place any emphasis on efforts to include or mobilize that society. Devoid of people’s support, they can neither gather strength nor influence decision-making. They lack experience and skills to use proper tools to make people own what their respective areas of expertise are. They negotiate with the government sector on behalf of people, but that people are not fully informed that some organizations are doing certain things on their name. This is mainly because CSOs consider civil society as their “natural member.” Most important of all, when unsuccessful, CSOs cannot realize that this is a weakness or shortcoming. Consequently, they avoid questioning themselves and expect that things will be all right in the course of historical process. CSOs have to clarify their missions fully and develop ideas about how to reach their target groups and establish dialogue with the public opinion.

3. CSOs suffer the absence of institutional development and sustenance in service production as a result. The basic reasons underlying this situation include the absence of mission, weak commitment to missions identified, failure in incorporating a professional outlook to an amateur spirit or getting too professional at the expense of being “civil” and lack of experience. CSOs have to accept the fact that a professional and systematic inner working is needed. They must have missions that may be updated depending on the change that their core problem or issue is undergoing. But after all, CSOs must work in line with the mission they identified at the outset.

4. CSOs do not question their relationship with other actors and public authority. To the contrary, they may seek special advantage or favour in their relations with the government. In doing so, they think that they will be accorded opportunities to realize what they have in their minds. Yet, to develop innovative and creative ideas, to influence decisions taken by authorities, they need to establish well-defined and rule-governed relations both with other CSOs and the government. The present out-of-rule nature of relations undermines the prestige of CSOs and, furthermore, drives these
organizations to a state of affairs where patronage, loss of the spirit of voluntarism and motivation come in. They have to create opportunities to strengthen their institutional capacity and make full use of opportunities presently available. CSOs should furthermore develop long-ranging institutional development strategies, project the long-term change that their main issue will undergo and design flexible and feasible strategies to confront possible situations. The basic threat here is the possibility that CSOs suddenly overgrow with programmes and projects indeed to heavy for them and consequently miss the chance of renewing and sustaining themselves. Hence CSOs should design their strategic planning in the context of such basic criteria as identified missions, institutional capacity, the potential of the main issue to change and socially accepted priorities.

5. Competition among CSOs is not oriented towards the delivery of sounder, quality and satisfactory services. It is rather forgetting a greater share of available resources. At present, there is no well-defined, rule-driven and supportive environment of competition that embraces CSOs. Unfortunately, those organizations abandoning their mission as CSO and choosing to do “business” just like any company may grow faster. This denies the survival of those organizations especially at local level that may otherwise undertake to transform their communities. A response may be given by providing training especially to local CSOs with limited capacity (in order to improve their competitive position). Also, larger CSOs must cooperate and share their experience with smaller ones. There should be more support extended to smaller CSOs.

6. CSOs may fail to develop creative ideas in many cases. CSO representatives are mistaken by thinking that they can plan and produce whatever needed. In fact they think they are “entitled” to this. Yet, managers need to know how efficiently they can use information at hand and trigger creative/transforming energy around themselves.

7. CSOs have no exchange of information in-between. Shortage of cooperation and communication is especially pronounced at national and international platforms. They are not aware that cooperation will increase their chances of success. They seem to be lacking necessary tools and creative ideas in this area. Hence they must develop new tactics, identify what blocks the way to cooperation and find solutions to overcome these bottlenecks. CSOs must first believe that cooperation is essential to developing functional, sound and sustainable networks. Then there must be professional approaches and advanced institutional capacity. Above all, CSOs must abandon the idea of staying in territorial defence lines in personal/institutional terms, share their domains with others and accept the fact that strength will follow the creation of a space for negotiation. Unless these preconditions are met, cooperation will remain as a word on paper and never become actual practice.

8. Instead of regarding money as a tool for services, CSOs may see it as an end in itself and develop projects to find money. This tendency further drives CSOs from their original mission. To remain faithful to their amateur/civic spirit while developing a professional outlook, CSOs must be able to resist the charm of money and stick to their identities and missions in the face of lucrative funds.

9. While it is necessary to stand apart from the State (this does not mean rejecting any cooperation with the state but avoiding any organic tie and acting as the speaker of the State) CSOs may time to time think and act like government organizations. It is beyond doubt that CSOs should cooperate with the public sector. But rules in this must be set in advance to avoid any risk of being assimilated. It is of course unacceptable to have foundations and associations established by universities, governmental organizations and local governments whose management mechanisms...
are not fully democratic and who undertake no civil mission act as “civil society organizations” in the public sphere. This means, at the same time, pushing public functions out of the scope of political supervision and thus contrasts with the principle of accountability. Nevertheless, organizations of this type (hospital foundations for instance) may be functional in getting rid of clumsiness inherent in bureaucracy and red tape. However, when they start acting as “civic” organizations representing the governmental sector, there emerges confusion between public functions and civil society. Furthermore, the contribution of CSOs to public functions becomes weaker rather than getting stronger. Although the new legislation envisages the “civilization” of public foundations, it is still disputable to what extent this approach itself may become “civil.” Another important aspect of this problem is related to the fact that some even some organizations established after purely civic initiatives may start working as governmental organizations after some time. As stated earlier, there is nothing wrong in CSOs cooperating with governmental organizations when there is need for, but this cooperation should be well balanced to maintain critical outlook towards the Government and uphold the principles of change and transformation, which are the missions of CSOs.

Korhan Gümüş
Annex 7.7

NGO opinion for implementation of new freedom of association law

“It won’t be fair if we say nothing has changed!”

While the process of EU accession continues, the STGM has made an assessment of the present position of targeted organisations in the context of reforms in the sphere of civil society. Interviews were made with organisations which are active in such fields as human rights, environment, women’s rights and cultural rights. There were about 40 such organisations communicated either face-to-face or by phone and outcome of these contacts was evaluated in the STGM.

In selecting organisations, their geographical distribution was considered.

The following questions were forwarded:

1. Have new legislative arrangements in regard to civil society brought along any change within the last two years (in the process of EU accession)?
2. What kind of obstacles still remain in exercising the right to organise and engage in organised action?

The most common point observed in responses is “there are many positive developments recently; it won’t be fair to deny this.”

It is stressed that the presence of security (police) is less felt especially in meetings and security recording of speeches made in meetings ended.

Some remarkable complaints are as follows:

- “During a meeting organised by one of our branches in the Black Sea region, the police parked in front of the building and used a camera to spot participants.”
- “The police are no more present in our meetings and if they do we kindly ask them to go out. But the court fined us 1 billion TL for having the name of our association written in English.”
- “Yes the police are no more present in indoor meetings, but they record all outdoor activities such as meetings, demonstrations, rallies, etc.”
- “It looks like it is more civil, but you still have the same officers sitting behind their desks. It is somewhat discouraging to work with those officials with whom you earlier had many tensions. They are not well informed about new procedures and we think they are somewhat disturbed about it. There are still some cases where they interfere, but very few. In other words, there is a tangible improvement.”
- “They mostly threaten with possible penalties. They don’t supervise our meetings now, but list what may happen to us if we make any mistake. This attitude bothers us.”
- “General assembly meetings can be held without much bureaucratic formalities. But still there are many forms to be filled. It is not easy for an ordinary citizen to do it.”
- “Associations are exempt from corporate tax, but they turn to be tax incumbents when they organise dinners, lotteries, kermes and courses to make some money. Associations should be made exempt from all taxes. Or it should be explicitly stated
that associations have to pay taxes on revenues from such activities. There are many associations paying fines for being unaware of this.”

- “Important changes have taken place within the last year. Newly posted officials are quite kind (in Ankara). But others are not aware of new procedures.”

- “When we apply for a new association, they give us a standard by-law and ask us to do accordingly. This practice limits the freedom of associations to be established.”

- “There are positive changes. They ask for the photocopies of identity cards of panellists. There are some arbitrary interventions, but still the situation is much better than it used to be.”

- “At the end of 2005 we organised a symposium. A commissioner and two security personnel came in, sit in front and took notes. The audience was disturbed. We feared to tell the security to go out.”

- “Electricity bills of mosques are paid by the Department of Religious Affairs, but this is not made for churches and synagogues. The TEDAŞ and BEDAŞ are now cutting the electricity of churches. Since people don’t pay any fee in entering these places how churches can and synagogues pay these bills? We have the patriarch at the head of our church foundations. But the office of the patriarch has no legal status and so he cannot supervise foundations. When we enrol our children to minority schools we have to prove that the child is not in Islam religion. If we have Turkish names, we have to submit documents from our original registries. We can hardly pay for salaries of teachers in minority schools. Now I have a question: Where do our taxes go? In textbooks there are some debasing expressions about minorities and it bothers our children. At present, persons from other religions can not serve as government employees and cannot apply for military schools.

- “The police used to be present in our meetings and take video. But they do this no more. But they still ask for the identities of participants. This practice does not exist in other meeting we have out of the region.”

Although there are many positive changes in the process of reform, there are still some problems as quoted above.

Nevertheless these are mostly distinct cases and observed in specific geographical regions. Certain activities may be problematic in the regions of Eastern and South-eastern Anatolia while they can be smoothly undertaken in the west. In the regions of Eastern and South-eastern Anatolia too, practices may differ from one province to another. There may even be different practices depending on the official in charge.

When I was attending a meeting in Bitlis there were five policemen waiting outside the building. When I asked them why they were waiting out under sun in such a hot weather their response was interesting: “Go and tell it to the Governor, do you think we enjoy standing here under sun?”

To conclude the following may be listed as most common problems:

1. The State has a discriminating approach towards civil organisations.
2. The State also has a discriminating approach towards geographical regions.
3. Differing attitudes may be adopted depending on persons (i.e. official authorities)
4. They (both officials and organisations) are not fully aware of new legislative arrangements.
5. There are some who want to maintain their former approaches.
6. The State tries to maintain its existence in civilian sphere in a “civil” disguise.
7. Forms are still varying and too detailed; organisations feel themselves being closely watched.

Sunay Demircan