

# TÜRKİYE CIVIL SOCIETY DEVELOPMENT INDEX



# TEAM

## TÜRKİYE CIVIL SOCIETY DEVELOPMENT INDEX RESEARCH STUDY

October 2023

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# Foreword

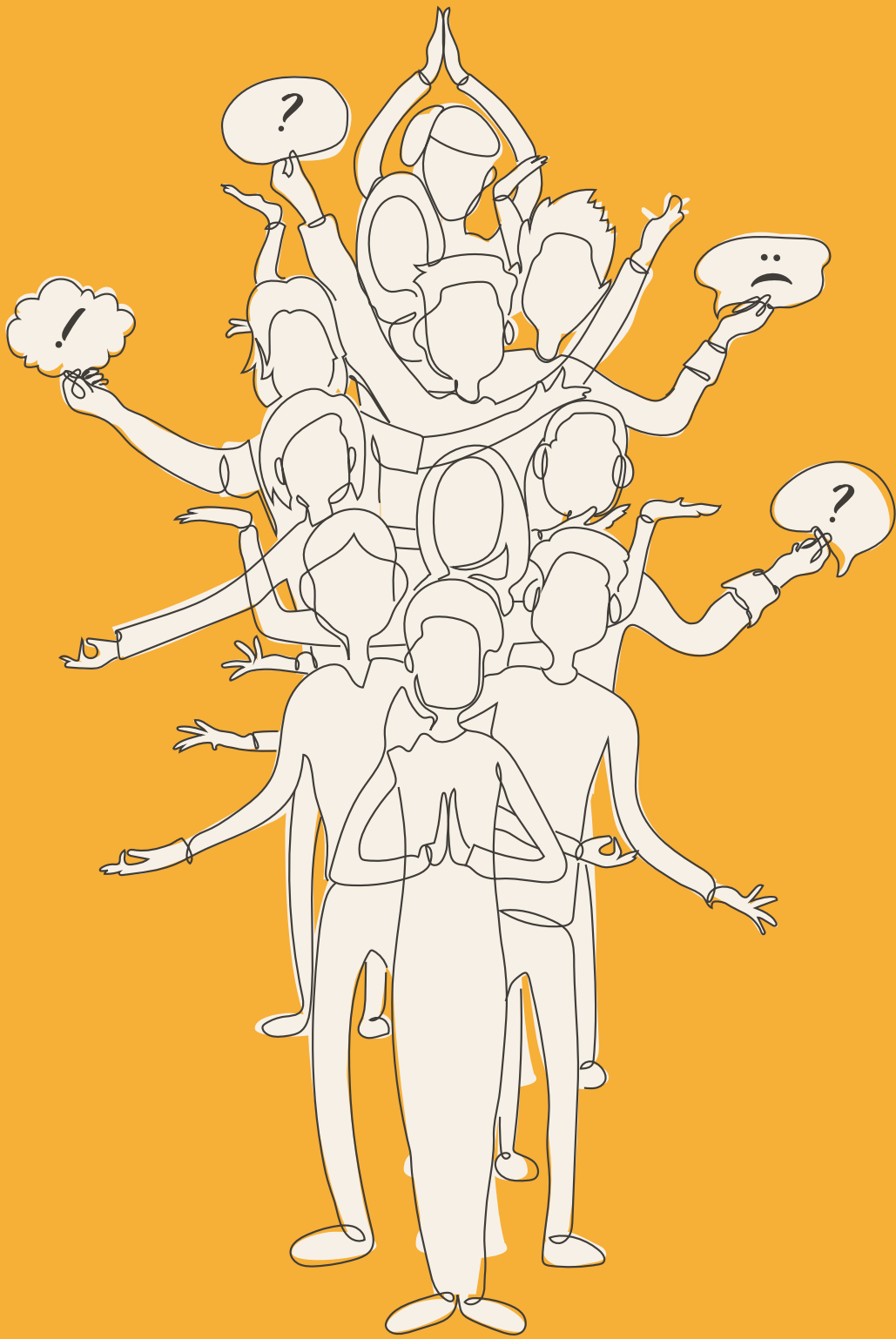
Since the second half of the 1990s, civil society organizations (CSOs) in Türkiye have been actively on the agenda. However, developments, breakthroughs, and crossroads in Türkiye's democracy journey, as well as social changes and transformations, lead to a reevaluation of civil society in Türkiye in different contexts. The lack of a scale that regularly monitors the development and capacity of civil society in various fields in Türkiye makes it difficult to define the field of civil society in Türkiye, which is changing both demographically and socially. As YADA Foundation, aiming to produce quantitative and qualitative information on civil society in Türkiye for 20 years, we have launched the "Türkiye Civil Society Development Index" study in order to alleviate this deficiency to some extent. Our goal in this study is to assess the capacities of civil society in Türkiye on different axes and to provide a model for future studies, as well as a tool for decision-makers and researchers conducting academic or non-academic studies in this field. In line with these goals, this report uses indices based on the human, economic, collaboration, communication, participation, dialogue, impact, and other capacities of civil society in Türkiye. Additionally, this publication was carried out during and after changes in governance after 2018, changing foreign policy priorities, the Covid-19 pandemic affecting the social structure, migrations, the ongoing war in Ukraine, and economic crises observed in Türkiye after 2020 that had significant effects on exchange rates.

## To summarize, this publication includes:

- + Data and evaluations regarding the current status of CSOs in Türkiye,
- + Expert interviews aimed at understanding the current status of CSOs in Türkiye,
- + Public perception studies aimed at understanding the current status of CSOs in Türkiye,
- + Models to develop a measurable civil society scale in Türkiye,
- + Comprehensive, comparative, and supported by quantitative and qualitative findings regarding the perceptions and expectations of CSO representatives on the world of civil society.

We hope this study contributes to the ability of civil society organizations wishing to be effective and create change in their areas of activity, to self-reflect, monitor changes in the context of civil society in Türkiye, participate in dialogue and decision-making mechanisms, and spread a culture of collaboration "on a basis free of prejudices". We hope the study will be a resource for civil society in Türkiye to self-question, learn from its experience, and seek opportunities for internal development during the democracy test in Türkiye. We imagine this research turning into a model and believe that the development indices and indicators we create through this research can become a tool that can be used in various dimensions by different stakeholders.

YADA Foundation



# Executive Summary

As the YADA Foundation, our previous works such as Civil society organizations: Needs and Limitations (2005), Civil Society Culture in Volunteer Organizations in Türkiye (2009), Civil Society Topography of Volunteer Organizations in Türkiye (2012), Perceptions and Approaches towards Civil Society Organizations (2014 and 2015), Civil Society Organizations with Data (2016) have served as a resource for both us and hopefully for all institutions and individuals working on civil society. Recently, we conducted our Türkiye Civil Society Development Index research study with the intention of adding to this data and capturing a current snapshot of the development of civil society in Türkiye. We anticipated that this index would differ from the data currently produced for Türkiye and civil society in a few methodological and approach-based ways. Accordingly, we conducted research to understand the development of civil society in Türkiye, based on the experiences of civil society organizations, with a representative sample of Türkiye. Implementing a comprehensive survey study with both civil society organizations and citizens, we collected direct representative data from Türkiye. Before starting the fieldwork, we held search workshops where we came together with experts to discuss our research design. As a result of all these studies, we have created 10 sub-indices that make up the Civil Society Development Index. These, in order, are: Human Resource Capacity, Employee Welfare and Policies, Skills and Competence, Financial Resource Diversity, Transparency, Use of Communication Tools, Impact, Sustainability, Project, and Collaboration. Accordingly, CSOs in Türkiye scored the highest on the “skills and competence” index with 65.5, while the lowest scores were seen in the “collaboration index” with 11.9 and the “project index” with 10.8. It can be said that CSOs are generally stronger in terms of skills and competence, and they have more opportunities for development in projects and collaboration. Taking the average of all indices, we can say that the level of development of CSOs in the general picture is 39.4. The reasons and dynamics for these scores are detailed in the report. The findings and observations emerging from our research study can be summarized as follows.

➤ **Society has a positive memory of civil society.**

When asked, “What are the first three concepts that come to mind when you hear ‘civil society (association, foundation)?” the top three concepts that come to mind are: solidarity, public benefit, and community. As can be seen here, concepts related to civil society are generally positive concepts, and generally, assistance stands out. However, we also know that there are negative concepts that come to mind, especially after recent changes and transformations. Therefore, in response to the question, “What are the negative concepts that come to mind when you hear ‘civil society?’” society answers with “being self-interested,” “being untrustworthy,” and “failing to deliver aid.”

➤ **CSOs continue to exist with a limited number of human resources and volunteers.**

Although the limited human resources may indicate structures where volunteer activities are prominent, we see that the number of volunteers is also low in CSOs. More than half of the CSOs in Türkiye have 30 or fewer volunteers. In other words, while CSOs maintain their existence with limited human resources and low volunteer numbers, it is possible to say that this situation can bring various constraints in terms of CSOs’ sustainability and impact.

➤ **The representation of women and youth in CSOs is low.**

Women are less represented in CSOs. While 63.5% of CSOs have a male-dominated membership, 29.9%



of these are entirely composed of men. The proportion of CSOs where the men-to-women ratio is approximately equal is 24.5%.

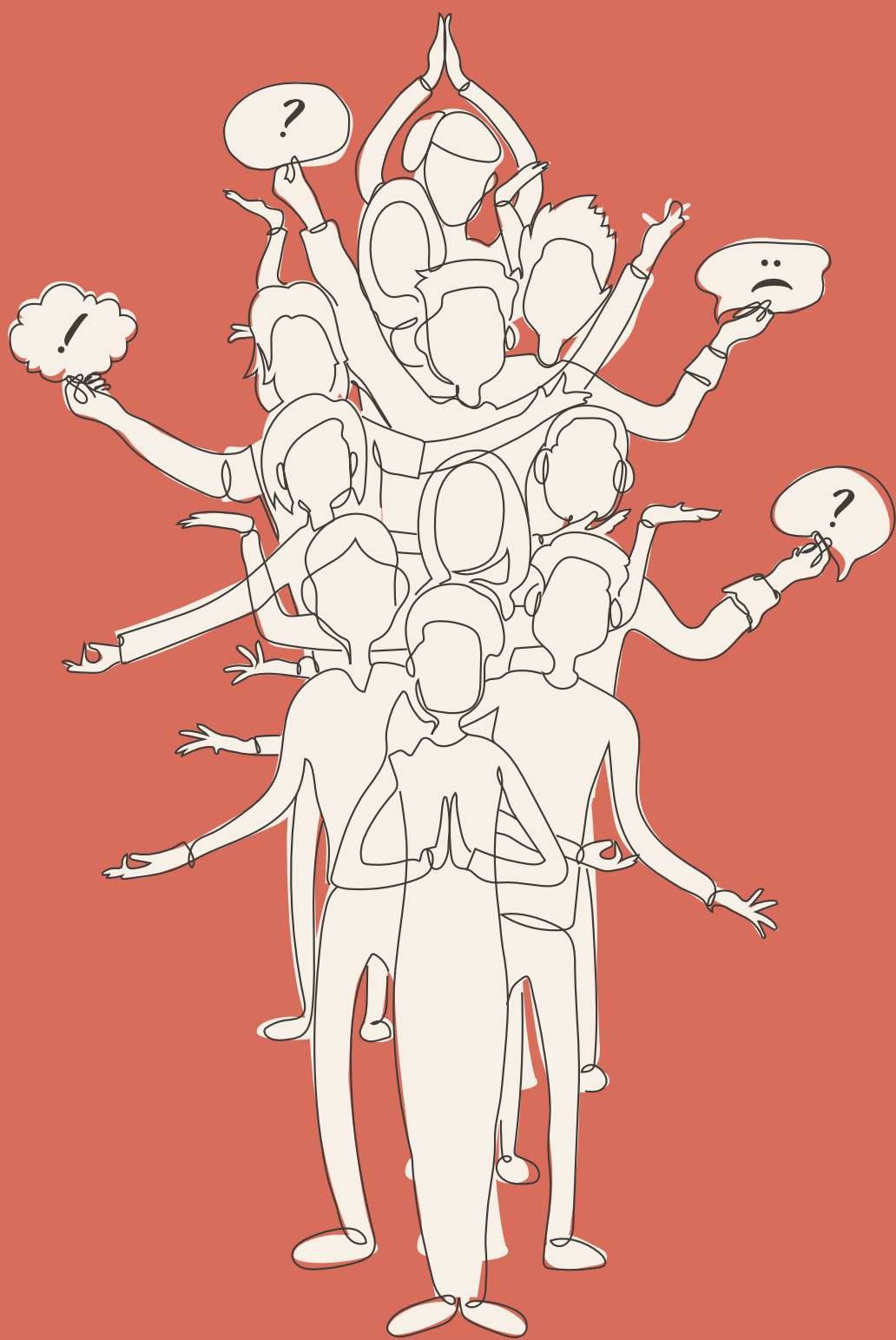
- **The vast majority of CSO workers do not receive overtime pay.**  
Only 11.2% of CSOs remunerate for overtime work. Moreover, 65.8% of CSO workers perform tasks outside of their job descriptions. The limited human resources may lead to workers being obliged to perform duties beyond their job descriptions. However, satisfaction with the work environment is high. The majority of CSOs consider their work environment to be suitable and adequate for the work they do.
- **70% of CSOs need to develop technical knowledge and skills.**  
A significant portion of civil society organizations consider their technical knowledge and skills to be at an intermediate level. This shows that there is room for development in terms of knowledge and skills within civil society. Only 31% of CSOs consider themselves sufficient in this regard. In summary, 70% of CSOs still need to develop technical knowledge and skills.
- **The financial resource diversity of civil society is almost non-existent.**  
In Türkiye, individual donations and membership fees are the most significant sources of income for CSOs. 54.1% of CSOs report receiving individual donations, while 53.1% generate income through membership fees. It is possible to say that this situation poses a risk of irregular and unpredictable income for CSOs. Additionally, CSOs have an average of 1.3 different financial sources. In other words, it cannot be said that their financial resources are diverse. This condition is a significant indicator of a financially fragile civil society structure.
- **CSOs cannot unite under a common umbrella.**  
Networks and platforms create structures that allow organizations to interact within the civic sphere. However, the current situation shows that CSOs cannot come together under a common roof. While 16% of CSOs are members of networks and/or platforms at different scales (local, national, international), only about 30% find these structures effective.
- **The diversity of communication channels for CSOs is quite limited.**  
Digital media is prominently featured in CSO communication strategies. CSOs reach their target audience mostly through social media. This is followed by 23.3% visual media, TV programs, and 21.8% print media (newspapers, magazines). It can be said that the diversity of communication channels is quite limited. While 5.8% of CSOs do not have any communication channels, 55.2% use only one. Those using 2-5 channels make up 32%, while only 7% use six or more communication channels.
- **The power of CSOs to create policy change is limited.**  
In alignment with their goals, CSOs consider their level of influence on policies prepared by local governments, public institutions, or other local and national authorities as “not effective” at a rate of 32%. In other words, the power of CSOs to create policy change is also limited. The limited power to create policy change should not be assessed solely as CSO success or failure. External factors such as the political climate, social conditions, government policies also limit the influence of CSOs in this regard.

➤ **33% of CSOs have a self-audit mechanism.**

When we examine Türkiye's CSOs in terms of self-audit mechanisms, we see that 33% have such mechanisms, and among them, 76% state that these mechanisms are effectively implemented.

➤ **CSOs care about the transparency of organizations referred to as their stakeholders.**

In CSOs, 75% consider how donations are spent, 74% care about the transparency of their collaborating organizations, 69% consider whether project contents are available on the website, and 68% look at whether the annual report is shared with the public. It is possible to say that CSOs value the transparency of organizations they refer to as stakeholders.







# Defining the Field in Numbers

## Türkiye's Civil Society Panorama

There are over 110,000 structures (associations, foundations, cooperatives, federations, confederations, unions, etc.) operating formally in Türkiye. These structures operate most densely in the form of associations. According to the July 2023 Associations Information System (DERBIS) data, there are 101,351 active associations in Türkiye. On the other hand, according to the data from the General Directorate of Foundations, there are 167 Religious Foundations, 248 Mülhak Foundations<sup>1</sup>, 12 Foreign Foundations, and 5,857 New Foundations<sup>2</sup>, and over 50,000 cooperatives of 30 different types, with 7,422,994 partners (ILO, 2022)<sup>3</sup>.

This study covered only formally established associations and foundations. Informal structures (platforms, networks, groups, etc.), which we consider a significant actor of civil society, were excluded due to the difficulty of defining the research universe. Additionally, the capacity assessment of informal structures on the same level as formal ones is quite challenging. Financial and administrative formations, as well as the human capital relationships established by these structures, differ from those of formal structures. This eliminates the possibility of making comparisons based on a single model.

Official statistics are an important tool for understanding and picturing Türkiye's current civil society structure, even though the information they provide in terms of quality is very limited. For example, looking at associations, the data that can be accessed through official statistics are as follows:

- + Total number of associations
- + Number of active and liquidated associations
- + Total income of associations over the years
- + Number of DERBIS users
- + Distribution of associations "by geographic region"
- + Distribution according to defined activity fields of associations

<sup>1</sup> "Mülhak foundation" is the name given to foundations established during the Ottoman Empire and subject to a special regulation regarding the management of foundation properties. These foundations were generally established for the purpose of protecting the assets of a family or an individual and transferring them to future generations. Mülhak foundations could also be established for religious or social purposes, such as providing social services. According to the Turkish Civil Code dated 1926, the management and control of foundations were left to the state. With this change, the management right of the people who are the heirs of the annexed foundations has ended.

<sup>2</sup> The term "new foundation" is used to refer to foundations established in the period after the establishment of the Republic of Türkiye, that is, after 1926. New foundations are established within the framework of the Turkish Civil Code and the Foundations Law, and their management and supervision are carried out by the relevant authorities of the Republic of Türkiye.

<sup>3</sup> Depending on their fields of activity, these cooperatives fall under the jurisdiction of one of the Ministry of Customs and Trade, the Ministry of Food, Agriculture and Livestock, or the Ministry of Environment and Urbanization.

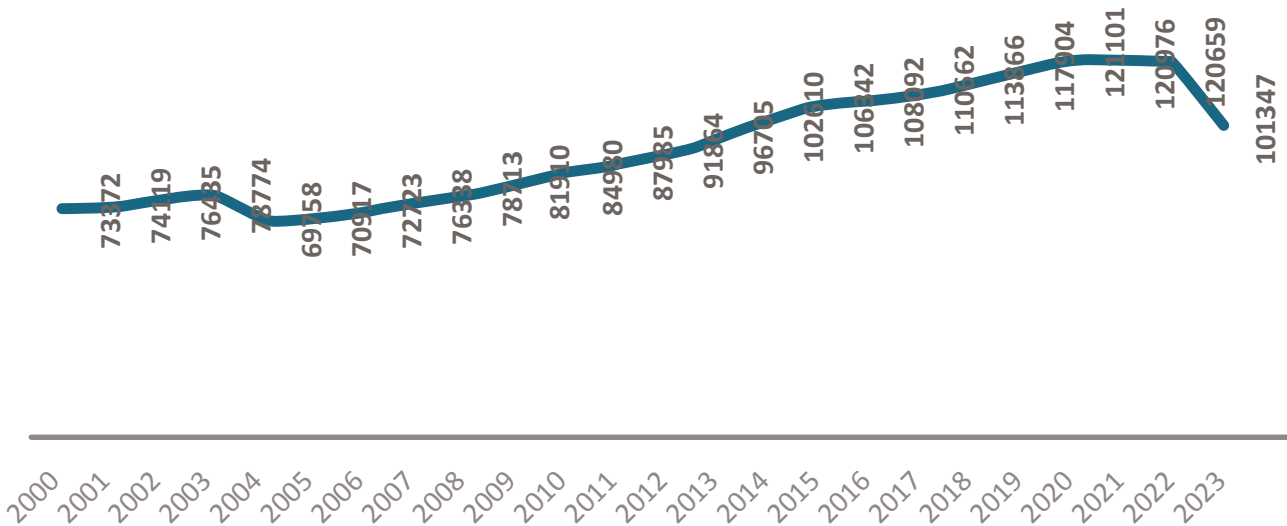


- + Distribution based on establishment information (Federation, Confederation, Association, Branch of Association)
- + Distribution of homelands associations “by geographic region”
  - Number of people working in associations by province
  - Number of associations by province
  - Information on associations with the status of working for public benefit (distribution by province)
  - Number of organizations collecting donations without permission
  - Distribution of association premises by regions

As can be seen from the headings, it is difficult to understand the course of civil society in Türkiye by looking at official statistics. Therefore, secondary sources and data are useful for understanding this trend and drawing future projections. However, before reaching this point, let’s summarize what official statistics reveal about the civil society context in Türkiye.

While the number of associations was continuously increasing between 2005-2019, a slowdown in the rate of increase was observed between 2020-2022, and a dramatic decrease was seen in 2023. The number of associations, which was 120,659 in 2022, has decreased to 101,347 in 2023. A significant reason for this decrease was the enactment of the “Sports Clubs and Sports Federations” Law, published in the Official Gazette on April 26, 2022, which moved previously established Sports Clubs from the association status to the Sports Club Legal Entity form under the Ministry of Youth and Sports, previously established under Law No. 5253<sup>4</sup>.

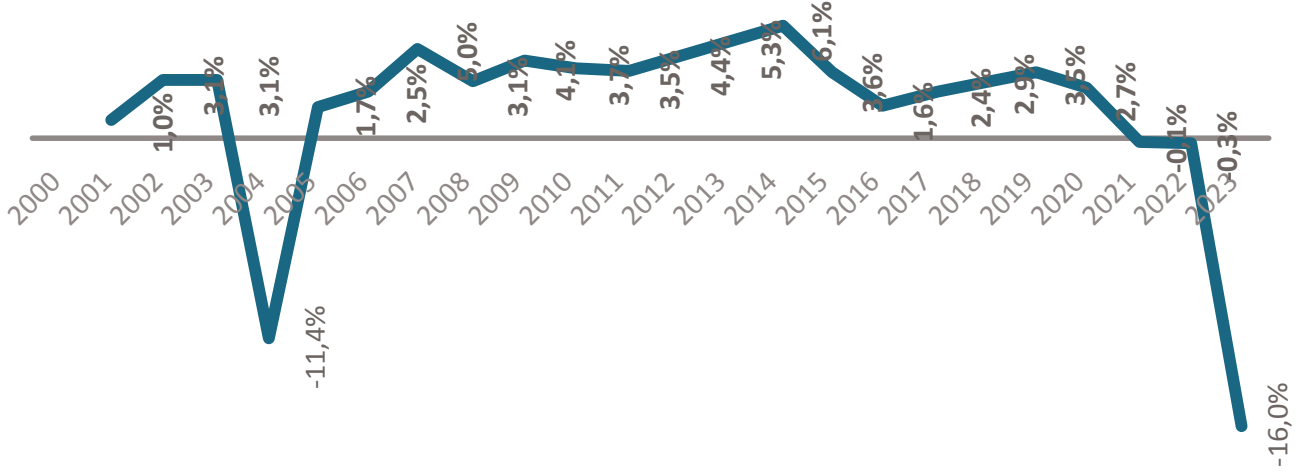
**GRAPH 1. NUMBER OF ASSOCIATIONS BY YEAR**



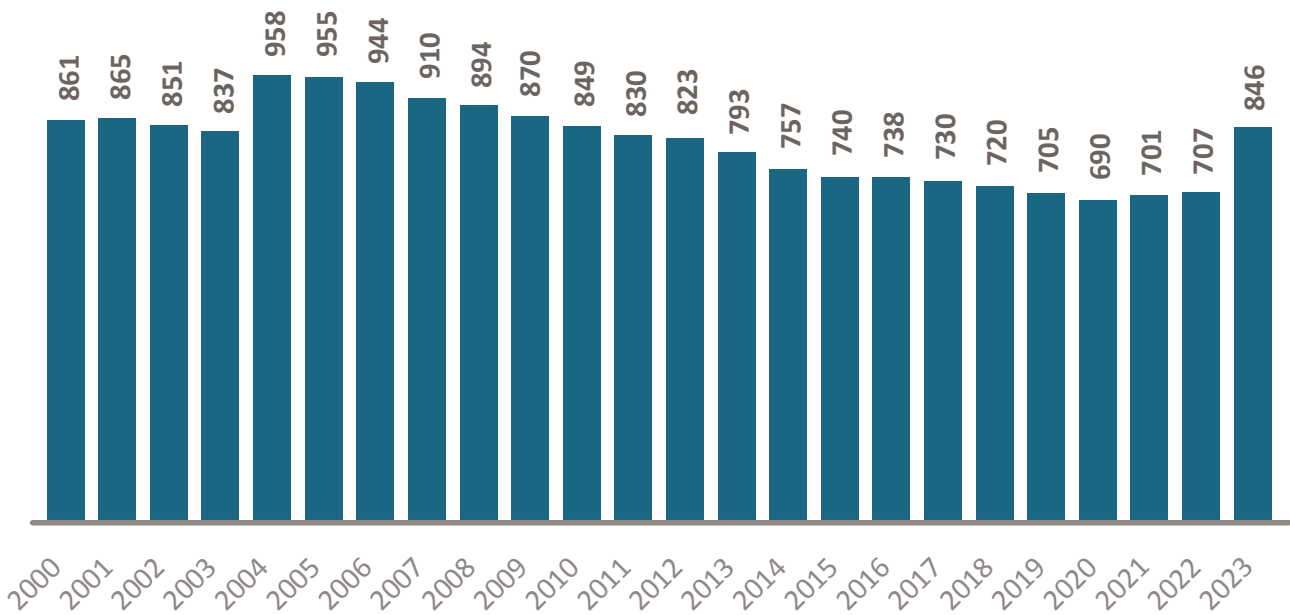
Looking at the annual changes proportionally, we see a large negative shift for the first time since 2003-2004 between the years 2022-2023. Considering that this sharp decline could have various political, economic, and social reasons, it can be said that monitoring current and future trends will be guiding for work to strengthen civil society.

<sup>4</sup> According to the December 2022 data of the Ministry of Youth and Sports, the number of clubs operating in Türkiye is 20762. <https://shgm.gsb.gov.tr/Sayfalar/175/105/Istatistikler>

GRAPH 2. COMPARED TO THE PREVIOUS YEAR, THE CHANGE IN CSO NUMBERS



We can say that the increasing population of Türkiye over the years has led to a decrease in the number of people per association. However, in recent years, with the slowing rate of increase in the number of associations and the trend towards a decrease, we have begun to see an increase in the number of people per association. In 2004, there were 958 people per association, but this number has been steadily decreasing, reaching 690 by 2020. As of 2021, the number of people per association has started to increase again, reaching 846 by 2023. The slowing rate of population growth is undoubtedly a significant factor affecting the number of people per association. Nevertheless, it is evident that the recent slowdown in the growth rate of the number of associations and the trend towards a decrease have led to an increase in the number of people per association.

GRAPH 3. NUMBER OF PEOPLE PER ASSOCIATION  
(TÜRKİYE POPULATION / NUMBER OF ASSOCIATIONS)

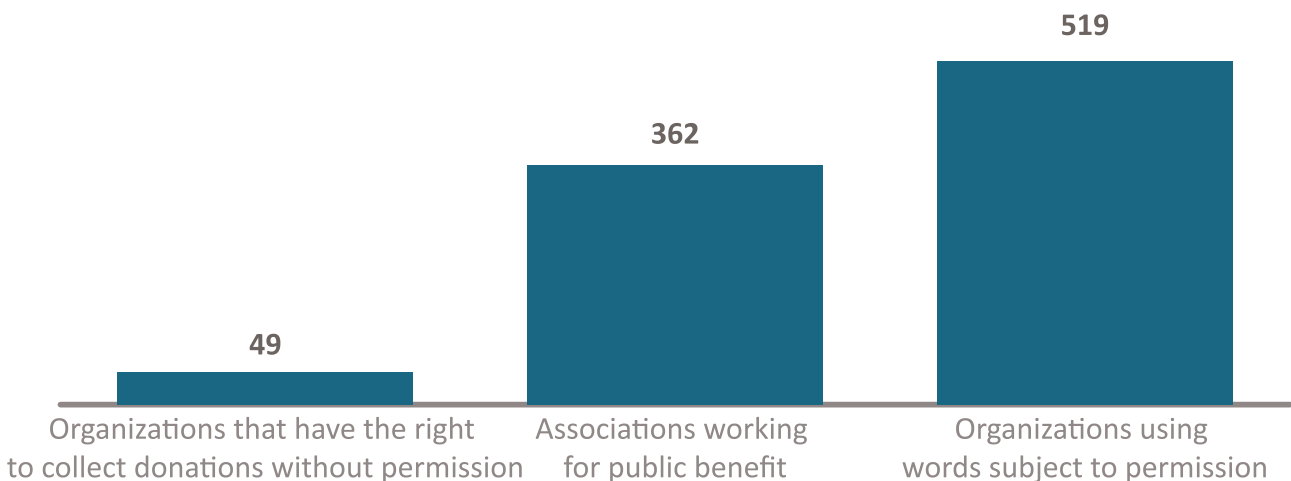
\* The population for 2023 is calculated based on the change from 2021 – 2022.



When compared with European countries, there are critical differences in the number of people per association. The Public–CSO Cooperation Project Field Visit Report<sup>5</sup> contains remarkable data about CSOs in European countries visited. In 2019, Finland, with a population of 5.522 million, had 109,695 CSOs, including religious communities, indicating about 50 people per association. Germany, with a population of over 84 million, has more than 660,000 registered CSOs, suggesting approximately 130 people per association. In France, there are 1,367,180 civic organizations against a population of over 66 million 600, which equates to roughly 48 people per civic organization. Although the figures are approximate, the gap is visible between Türkiye and European countries in terms of the number of people per association.

When examining the legal statuses of associations in Türkiye, it is seen that 519 CSOs include words in their association names that are subject to permission by the Ministry of Interior, such as Turkish, Türkiye, National, Republic, Atatürk, Mustafa Kemal, Martyr, and War Veteran, and 362 CSOs operate under the Public Benefit Status by a Presidential decision, and 49 organizations are exempt from Article 6, which regulates associations' fundraising activities, by Presidential Decree.

**GRAPH 4. NUMBER OF ASSOCIATIONS BY STATUS**



The Directorate-General of Relations with Civil Society of the Ministry of Interior uses 22 categories for civic organization categorization. The most active category of CSOs is professional and solidarity associations. Professional and solidarity associations make up 37.7% of approximately 101,000 associations. Hometown fellowships are also considered within the solidarity category by the Directorate-General, thus these are evaluated within the same top category as professional associations. Hometown fellowships comprise 13.8% of this category.

The second largest category consists of associations established and operating for religious services. This category includes neighborhood-scale associations engaging in mosque construction, maintenance, and beautification activities.

<sup>5</sup> Civil Society in EU Countries, Public-CSO Cooperation Project Study Visit Report. <https://www.yereldeab.org.tr/DesktopModules/EasyDNNNews/DocumentDownload.ashx?portalid=0&moduleid=427&articleid=5071&documentid=692>

TABLE 1. ASSOCIATION CATEGORIES ACCORDING TO DERBİS RECORDS

	NUMBER	RATIO
PROFESSIONAL AND SOLIDARITY ASSOCIATIONS	38345	37,7%
ASSOCIATIONS THAT OPERATE TO PROVIDE RELIGIOUS SERVICES	17963	17,6%
SPORTS AND SPORTS RELATED ASSOCIATIONS	7409	7,3%
EDUCATION RESEARCH ASSOCIATIONS	6230	6,1%
CULTURE, ART and TOURISM ASSOCIATIONS	5934	5,8%
HUMANITARIAN AID ASSOCIATIONS	5915	5,8%
ASSOCIATIONS THAT SURVIVE SOCIAL VALUES	2744	2,7%
ENVIRONMENT NATURAL LIFE ANIMAL PROTECTION ASSOCIATIONS	2710	2,7%
ASSOCIATIONS OPERATING IN THE FIELD OF HEALTH	2684	2,6%
INDIVIDUAL DOCTRINE AND SOCIAL DEVELOPMENT ASSOCIATIONS	2520	2,5%
ZONING, URBANIZATION AND DEVELOPMENT ASSOCIATIONS	1581	1,6%
RIGHTS AND ADVOCACY ASSOCIATIONS	1527	1,5%
DISABLED ASSOCIATIONS	1303	1,3%
THOUGHT-BASED ASSOCIATIONS	1035	1,0%
ASSOCIATIONS THAT SUPPORT PUBLIC INSTITUTIONS AND STAFF	922	0,9%
ASSOCIATIONS OPERATING IN THE FIELD OF FOOD, AGRICULTURE AND LIVESTOCK	843	0,8%
SOLIDARITY ASSOCIATIONS WITH FOREIGN TURKS	746	0,7%
INTERNATIONAL ORGANIZATIONS AND COOPERATION ASSOCIATIONS	562	0,6%
MARTYR'S RELATIVES AND VETERANS ASSOCIATIONS	497	0,5%
ASSOCIATIONS FOR THE ELDERLY AND CHILDREN	304	0,3%
CHILDREN'S ASSOCIATIONS	14	0,0%
UNKNOWN	2	0,0%

In addition, the Directorate-General of Civil Society Relations also has subcategory information for associations in its database. Data not reported on the General Directorate's website is quite detailed and valuable for understanding the civil society profile in Türkiye. By looking at the distribution of these subcategories, a clear picture of the fields of activity that form the quantitative civil society structure of Türkiye emerges.



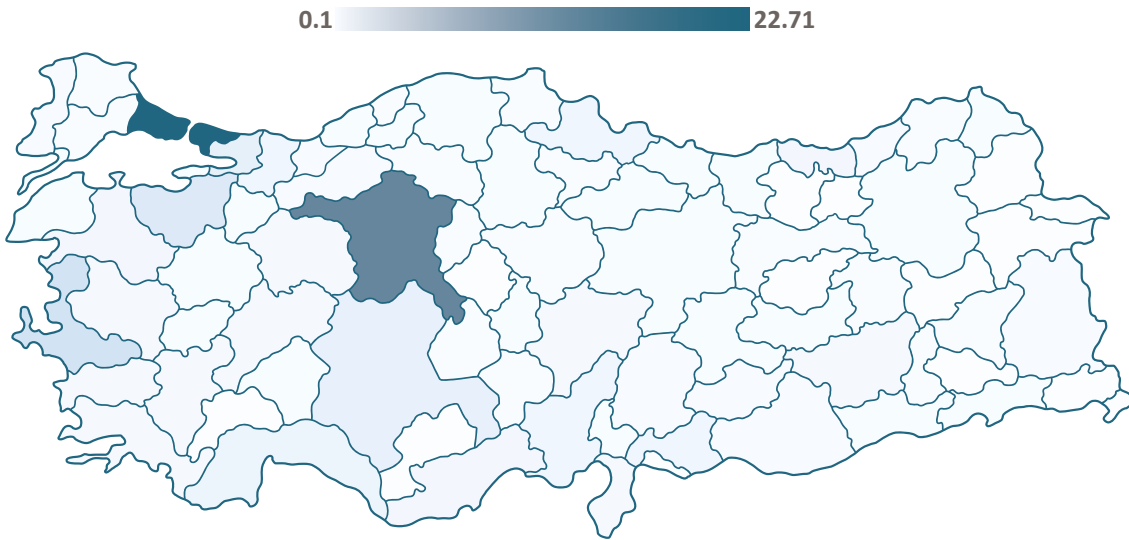
FIGURE 1 ASSOCIATION SUBCATEGORIES ACCORDING TO DERBİS RECORDS



Main categories that make up civil society in Türkiye appear to be hometown fellowships, associations for the construction of places of worship and religious facilities. It can also be said that associations devoted to education and perpetuating communal culture/values occupy a significant area in Türkiye’s civil society activities (For a detailed list, see Annex 1. Subcategories of Civil Society Organizations).

When we look at the distribution of civil society organizations across provinces, we see that Istanbul has the most significant number of civil society organizations. According to DERBİS records, 22.7% of associations are located in Istanbul, while 10.5% are in Ankara, 5.6% are in Izmir, 4.3% are in Bursa, and 3.1% are in Kocaeli.

FIGURE 2. DISTRIBUTION OF ASSOCIATIONS BY PROVINCE ACCORDING TO DERBİS RECORDS



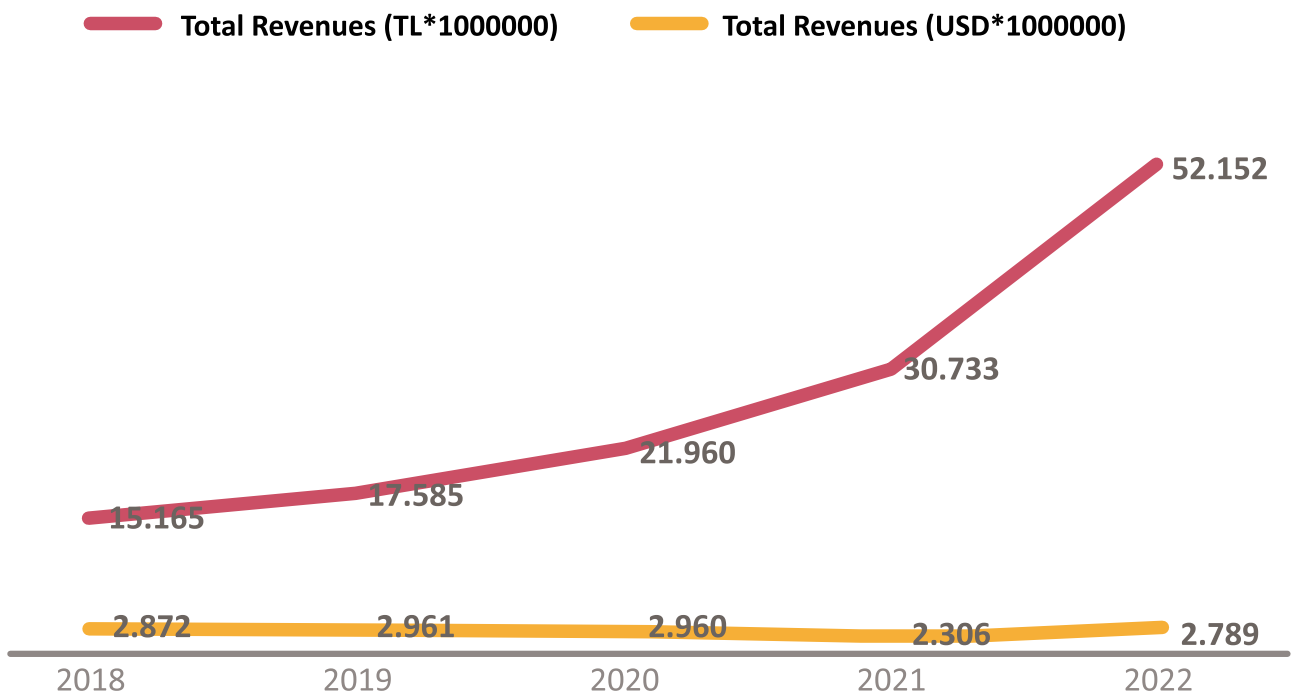
.When looking at the total income of associations according to DERBİS records, we see a dramatic increase from 2018 to 2022 in terms of Turkish Lira. The total income of associations, which was 15 billion TL in 2018, increased to 52 billion TL in 2022. This increase is approximately 3.43 times in Turkish Lira. To better understand this data, we recalculated the income of associations in US dollars based on the exchange rates of the Central Bank of the Republic of Türkiye (CBRT). One US dollar, which was 5.28 TL on December 31, 2018, reached 18.70 TL on December 31, 2022. This increase corresponds to approximately 3.54 times.

**TABLE 2 TOTAL INCOME OF ASSOCIATIONS ACCORDING TO DERBİS**

	Total Revenues (TL * 1000)	CBRT Buying Exchange Rate (31 December- USD/TRY)	Total Revenues (USD * 1000)
2018	15,164,795	5.28	2,871.576
2019	17,585,495	5.94	2,960.521
2020	21,959,779	7.42	2,959.778
2021	30,733,237	13.33	2,305.742
2022	52,151,565	18.70	2,789.107

By evaluating these two pieces of data together, it is possible to say that the total income of associations has decreased from 2 billion 872 million dollars in 2018 to 2 billion 789 million dollars by 2022.

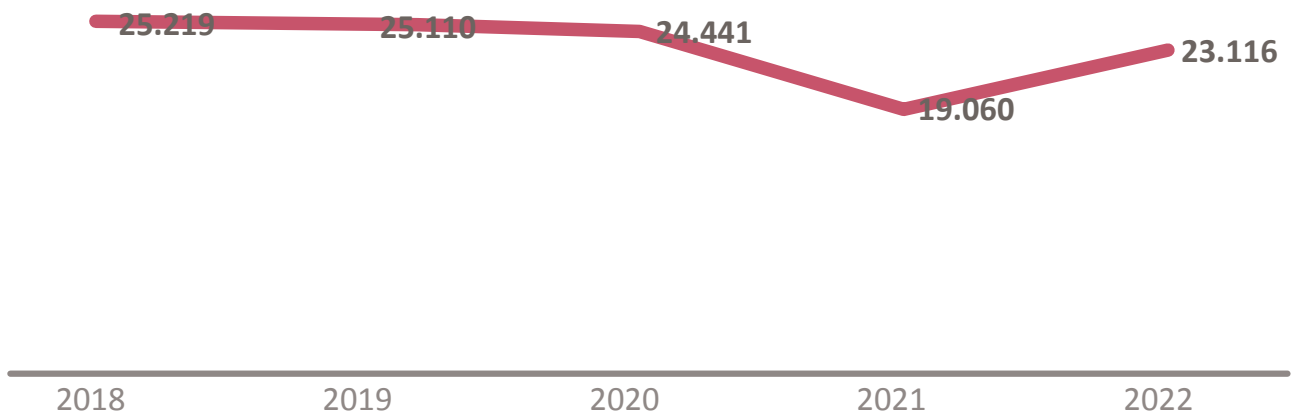
**GRAPH 5. TOTAL INCOME OF ASSOCIATIONS (TRY - USD)**





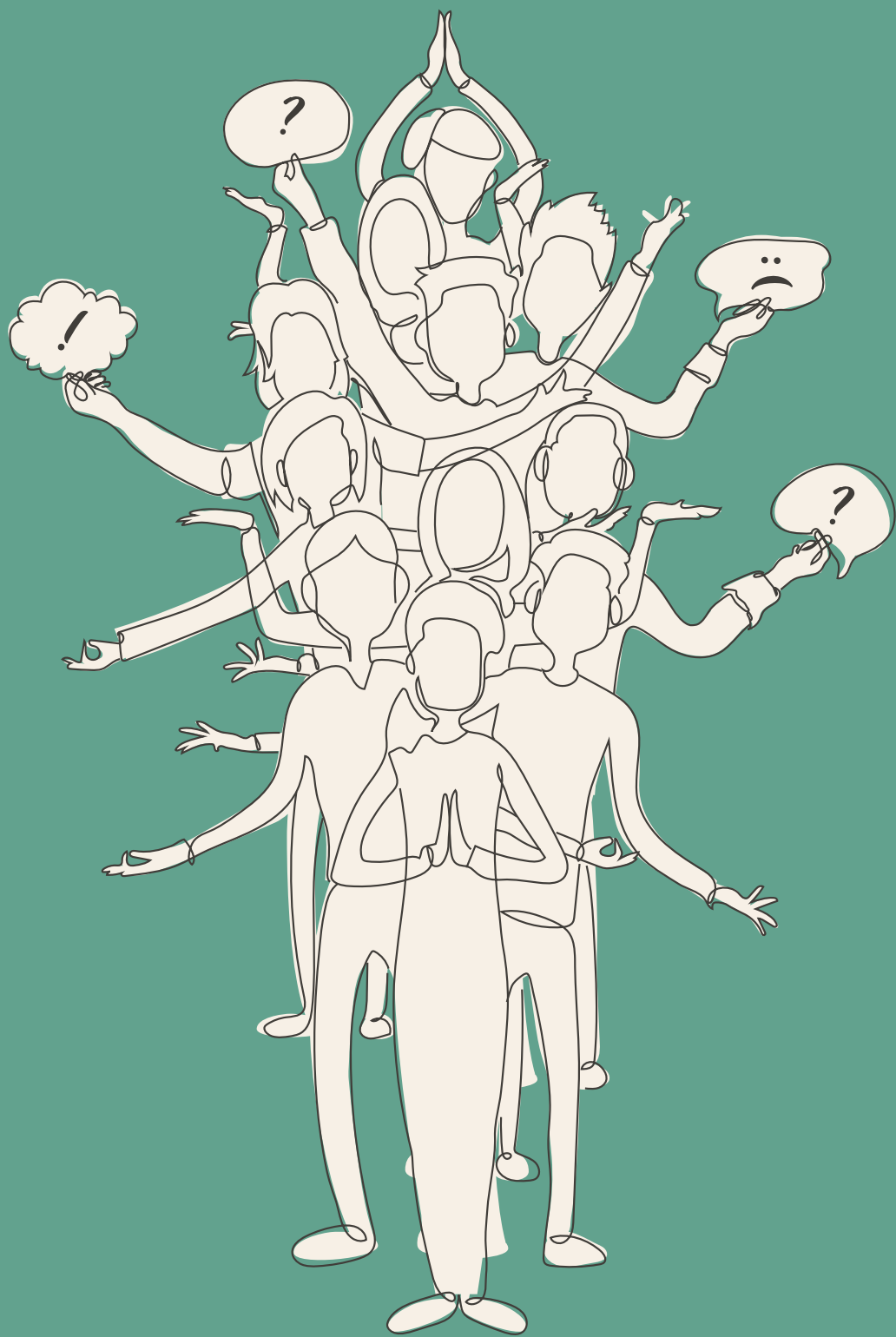
Lastly, reading this data together with the trend in the number of associations in Türkiye makes more sense. While the average annual income of an association was about 25,200 dollars in 2018, this income fell below 20,000 dollars by 2021. In 2022, although there was an increase compared to 2021, it was the second lowest level in the last five years: 23,100 dollars. To summarize further, we can say the annual income in Turkish Lira is about 432,000 TL, or about 36,000 TL per month.

**GRAPH 6 AVERAGE INCOME PER ASSOCIATION IN DOLLARS OVER THE YEARS**











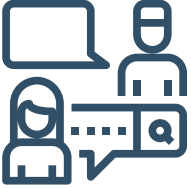
## Research Method

The study was carried out with a design consisting of three modules:

1. CSO Research – Quantitative Research
2. Community Research – Quantitative Research
3. Expert Interviews – Qualitative Research

The analysis of the research was done with a method where the first module of the research, CSO Research, was central, and other research results supported understanding and deepening the data of this research. In the research methodology section of the report, the methodological approach of all three modules of the research can be seen in detail.

### MODULE 1: CSO RESEARCH



Given that the purpose of the study is to understand the capacity, effectiveness, and overall structure of civil society in Türkiye in detail and to develop a capacity scale to be used in the future, it can be said that the study has a descriptive character. Accordingly, both the sample selection method and the access strategy to the units constituting the research universe, as well as the scale studies to understand the universe, were designed to allow for representative understanding of the main mass at a representative level.

We can define the methodological stages of the research as follows:

#### A. Data Pool Creation Activities:

To understand the research universe most accurately within the scope of the research, the databases detailed below, containing official data, were combined into a single data pool.

Accessed Databases:

- Ministry of Interior Directorate-General of Relations with Civil Society Database
- DERBİS
- General Directorate of Foundations List of Foundations



## B. Sample Selection:

The research utilized the simple random sampling method. Discussing the advantages and disadvantages that the sampling method brings to the study:

**Impartiality:** Simple random selection allows the sample to represent the population in an unbiased manner. This increases the capability to generalize the results of the examinations and analyses conducted on the sample to the general population.

**Understandability:** The simple random selection method is more understandable and easier to implement compared to other sampling methods. Therefore, the characteristics of the universe that cannot be determined are distributed in the same proportion in the sample.

**Less Bias:** The inability of researchers to interfere with CSO selections with any of their judgments ensures the representation of the population's characteristics with the least bias.

**Equal Chance of Selection:** Another advantage is that simple random selection is a method where every element in the population has an equal chance of being included in the sample.

This means that the generalizability of the sample used in the study is strong. The most significant disadvantage of simple random sampling that we can mention is that even if we provide equal access to each unit, CSOs that refuse to participate may be concentrated in certain categories. This creates a discrepancy between the sample and the universe. For example, some local/small-scale associations do not have a physical office or do not have staff working during office hours. These associations are at a disadvantage in terms of participation in phone surveys compared to corporate structures. To balance this probability, when the determined sample size for the study was reached, the research sample was weighted based on the province and activity category with official data. Details of the weighting criteria can be seen in the next section of the report.

It is possible to express the universe of the study as 107,208 organizations, consisting of 101,351 associations and 5,857 foundations. According to this universe, it has been calculated that a randomly selected sample of 1002 CSOs will represent the research universe with a margin of error of  $\pm 3.1\%$  at a 95% confidence interval. To achieve this sample size, 10,000 CSOs were randomly selected from the universe pool and randomly ordered.

## C. Telephone Survey Implementation:

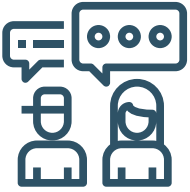
The 10,000 CSOs selected randomly were contacted via phone. Appointments were made for CSOs that were unreachable or unavailable at the time, and the telephone survey was conducted later. Each survey took an average of 20 minutes, and a representative who could represent each CSO was reached (board chair/member, members of other bodies, secretariat, experts, etc.).

The structured questionnaire set (survey) can be classified under the following main headings:

- CSO Information
- Technical Capacity and Skills
- Human Resources / Volunteer Capacity and Welfare
- Social Context

- Financial Capacity
- Project Capacity
- Collaborations / Support / Network
- Transparency / Accountability
- Communication / Visibility
- Rights Impact
- Economy / Development
- Sustainability / Resilience

## MODULE 2: PUBLIC PERCEPTIONS RESEARCH



In this part of the study, it was aimed to conduct a representative “Public Perception of Civil Society” research in Türkiye. Using the Turkish Statistical Regional Units Classification (İBBS) – I as a reference, field research was conducted by prioritizing neighborhoods with different socio-demographic characteristics in the central districts of selected provinces. The survey conducted with a total of 1504 people across Türkiye’s provincial distribution is as follows:

**TABLE 3 SAMPLE PROVINCIAL DISTRIBUTION OF PUBLIC PERCEPTIONS RESEARCH**

PROVINCE	FREQUENCY
ADANA	121
ANKARA	140
BURSA	111
ÇANAKKALE	86
DİYARBAKIR	156
ERZURUM	96
İSTANBUL	266
İZMİR	150
KAYSERİ	86
SAMSUN	83
TRABZON	95
VAN	114
<b>Total</b>	<b>1504</b>

During the data collection phase, a quota study was carried out for the variables of “age”, “gender”, and “political party voted for in general elections”, and the data obtained after this quota study were given their final form by being weighted according to the current statistics of Turkish Statistical Institute (TÜİK).



## MODULE 3: INTERVIEWS WITH EXPERTS



Within the scope of qualitative research, a total of 40 experts were interviewed face-to-face and online. The goal of the research, which was conducted during particularly the field of civil society and afterwards, was to create a list of well-known people with relevant expertise in communication and finance, which are among the defined topics for the index, and to conduct interviews. In line with this, the list of experts interviewed was distributed across sectors/expertise as follows:

**TABLE 4. NUMBER OF PEOPLE INTERVIEWED BY SECTOR/EXPERTISE**

SECTOR/EXPERTISE	NUMBER OF PEOPLE
Civil society	23
Academia	5
Private sector	3
Social entrepreneurship	3
Economy and finance	2
Communication	2
Public administration	2
Local government	1

The outputs of the in-depth interviews conducted online were analyzed using content analysis method on the Taguette platform and integrated into the research report.

## MODULE 1- Sample Characteristics and Weighting

### A) Sample Characteristics

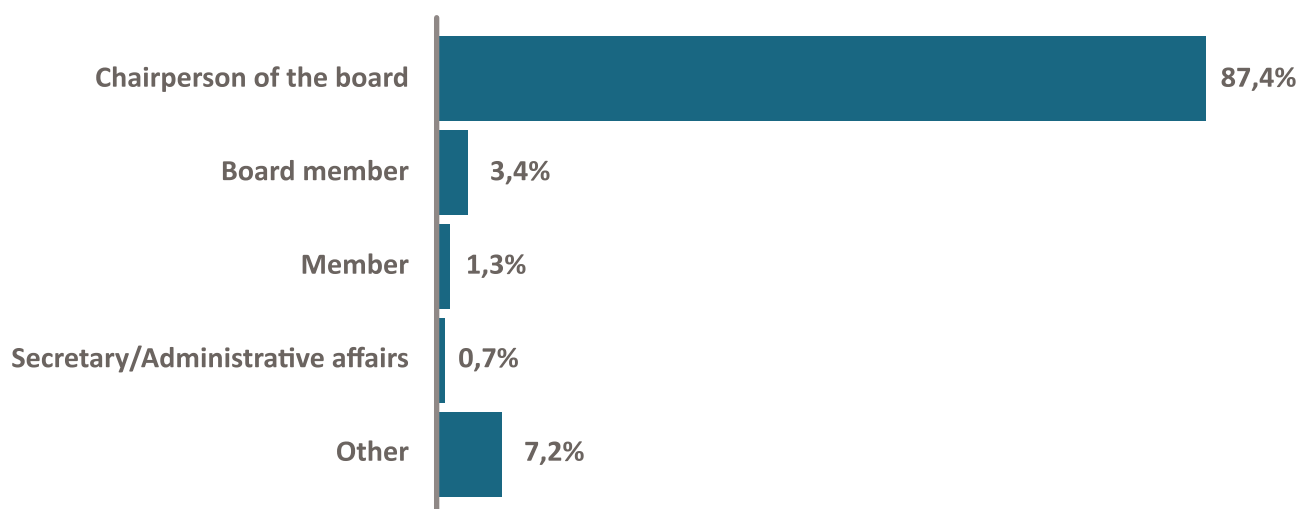
In the survey conducted as part of the research, a total of 1002 CSOs were interviewed. The majority of the participating organizations are associations. Compared to associations, foundations, cooperatives, and other categories are represented at lower rates. Approximately 93% of the participant organizations are associations, 4% are foundations, and 1% are cooperatives.

TABLE 5. STATUS OF THE ORGANIZATIONS

	Frequency	Ratio
Association	935	93,3%
Foundation	39	3,9%
Cooperative	9	0,9%
Other	19	1,9%
Total	1002	100,0%

The highest-level representatives were interviewed with the CSOs. Of the CSOs interviewed, 87% of their positions are chairpersons in boards, 3% are board members, 1% are members, and 1% are secretaries/administrative affairs.

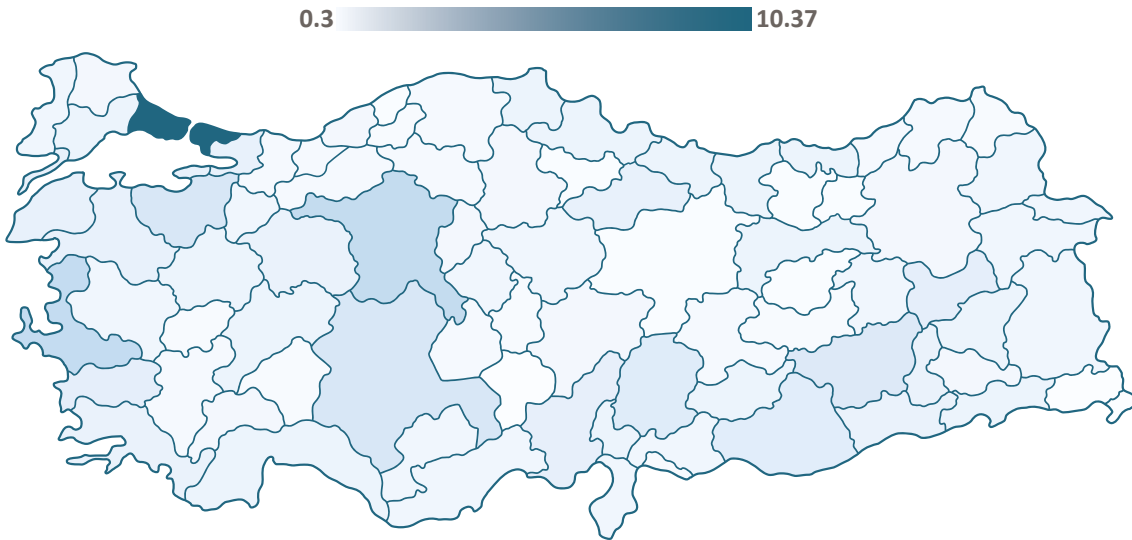
GRAPH 7. POSITION OF THE CSO REPRESENTATIVE INTERVIEWED



When examining the distribution of the sample across the provinces in Türkiye, a large portion of the CSOs is seen to be located in Istanbul, where Türkiye's population and economy are also concentrated. Izmir represents the sample of other major cities with 3.3%, and Ankara with 3.4%. Provinces like Bursa, Diyarbakır, Konya, and Kahramanmaraş have varying rates between 2.1% and 2.5%, while many provinces have rates of 1% or lower.

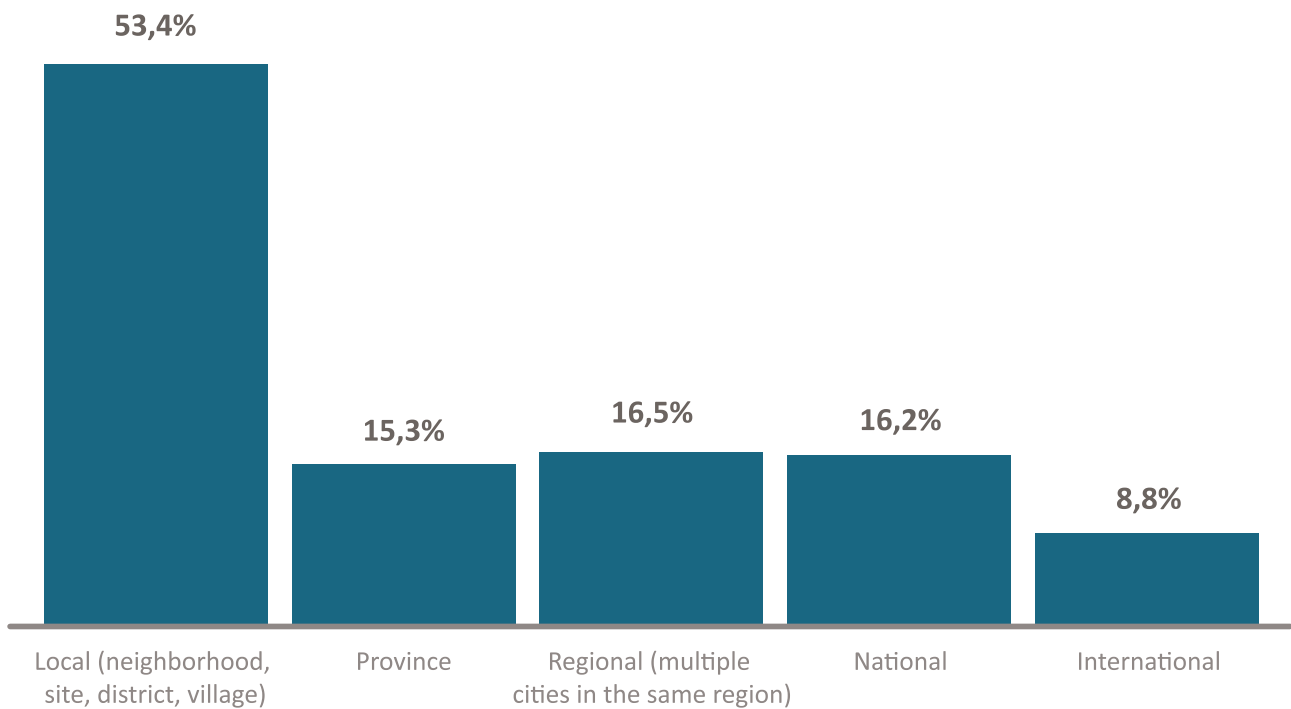


**FIGURE 3. PROVINCIAL DISTRIBUTION OF THE SAMPLE**



The majority of the CSOs' activities take place at the local level. 53.4% of CSOs have local-scale activities, followed by regional at 16.5% national at 16.2%, and city at 15.3%. The rate of CSOs operating at an international scale is 8.8%.

**GRAPH 8. CSO ACTIVITY SCALES**





80.6% of CSOs do not have any branches/representations. While 7.5% have one or more branches/representations linked to their head offices, 11.9% consist of branches/representations operating linked to a center.

GRAPH 9. BRANCH - REPRESENTATION RATIO IN CSOS

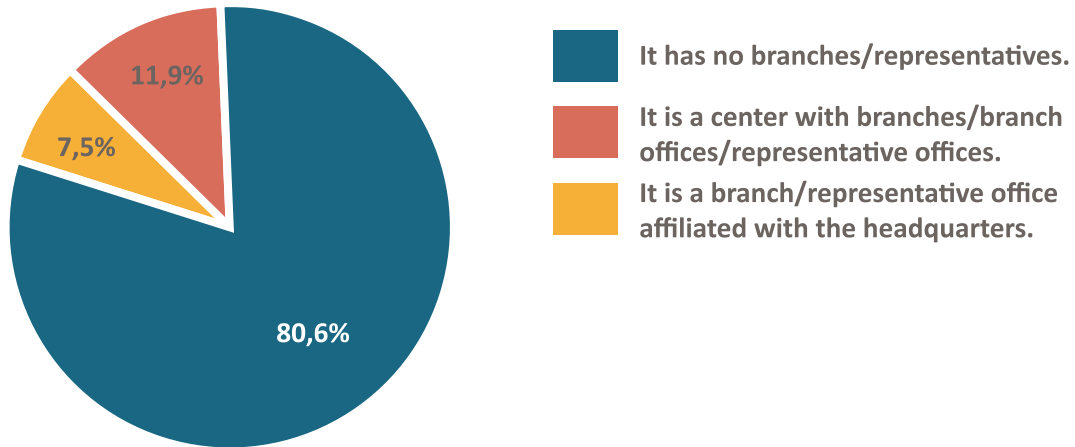


TABLE 6. DISTRIBUTION OF ASSOCIATIONS IN THE SAMPLE BY DERBİS CATEGORIES

	Number	Ratio
PROFESSIONAL AND SOLIDARITY ASSOCIATIONS	168	17,5%
ENVIRONMENT NATURAL LIFE ANIMAL PROTECTION ASSOCIATIONS	159	16,6%
ASSOCIATIONS THAT OPERATE TO PROVIDE RELIGIOUS SERVICES	138	14,4%
DISABLED ASSOCIATIONS	107	11,1%
EDUCATION RESEARCH ASSOCIATIONS	68	7,1%
CULTURE, ART, and TOURISM ASSOCIATIONS	59	6,1%
ASSOCIATIONS THAT SURVIVE SOCIAL VALUES	40	4,2%
SOLIDARITY ASSOCIATIONS WITH FOREIGN TURKS	39	4,1%
HUMANITARIAN AID ASSOCIATIONS	38	4,0%
SPORTS AND SPORTS RELATED ASSOCIATIONS	36	3,8%
RIGHTS AND ADVOCACY ASSOCIATIONS	34	3,5%
THOUGHT-BASED ASSOCIATIONS	22	2,3%
INDIVIDUAL DOCTRINE AND SOCIAL DEVELOPMENT ASSOCIATIONS	18	1,9%
ASSOCIATIONS OPERATING IN THE FIELD OF HEALTH	14	1,5%
ZONING, URBANIZATION AND DEVELOPMENT ASSOCIATIONS	8	0,8%
MARTYR'S RELATIVES AND VETERANS ASSOCIATIONS	7	0,7%
ASSOCIATIONS OPERATING IN THE FIELD OF FOOD, AGRICULTURE AND LIVESTOCK	3	0,3%
INTERNATIONAL ORGANIZATIONS AND COOPERATION ASSOCIATIONS	2	0,2%



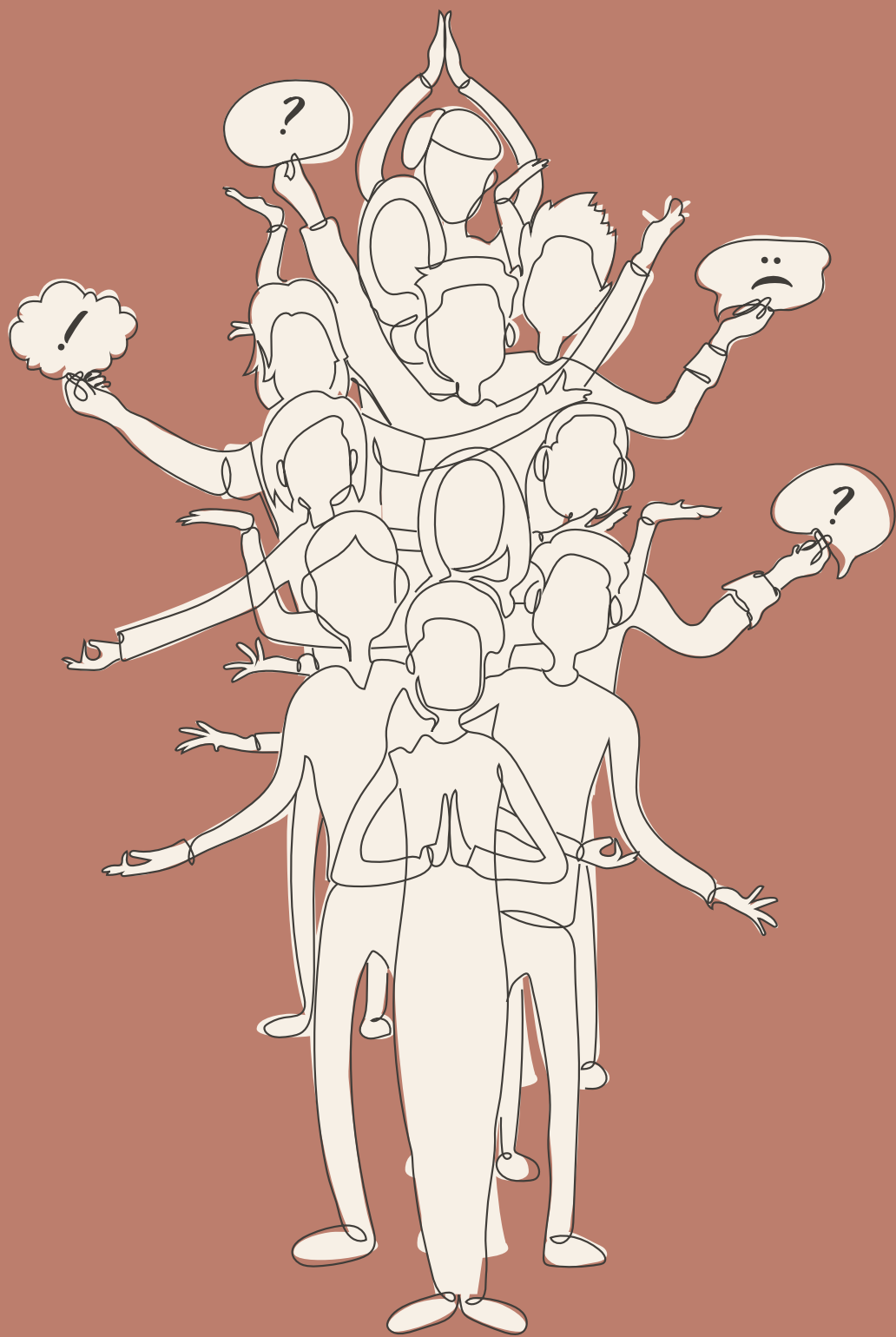
## B) Sample Weighting

The method section of the report detailed the sample selection. While discussing the advantages and disadvantages of our sample selection criteria, we emphasized that despite giving each unit an equal chance of access, the sample might face representativeness issues due to access disadvantages. In an effort to minimize this situation, when the calculated sample size was reached ( $n=1002$ ), the distributions of the research universe across provinces and categories were examined. To prevent potential sampling errors, the sample was weighted according to the ratios in official data. As mentioned, the sample was weighted based on three criteria:

1. CSO Status (Association, Foundation, Cooperative, and Other)
2. Province (all 81 provinces of Türkiye)
3. CSO Category (Official Classification of the General Directorate of Relations with Civil Society)

As the first step of the weighting study, the distributions of the sample across these three axes were examined. Then, these distributions were compared with official data. Finally, the sample distributions across these three criteria were iterated to represent the universe, and the weight degrees of each CSO were created. During this phase, SPSS's Raked Weight module was used, and 2000 iterations were performed whilst creating the weights.







## Research Findings

In our study, which will display the quantitative information of the civil society in Türkiye, we aim to reveal and assess the capacities of various focus points of civil society. In this section where we will present the research data, we will scrutinize civil society under 12 headings. Ultimately, we believe we will offer a profound understanding of civil society.

### CIVIL SOCIETY ACTIVITIES

Civil society organizations touch upon very diverse societal areas with their activities. They make an impact on society's change and transformation through contact with areas such as science/technology, environment/climate, children, youth, democracy, politics, education, animal rights, entrepreneurship, faith/religious identity, human rights, culture, and arts, LGBTI+, refugees/migration, health, etc.

FIGURE 4. CSO ACTIVITIES

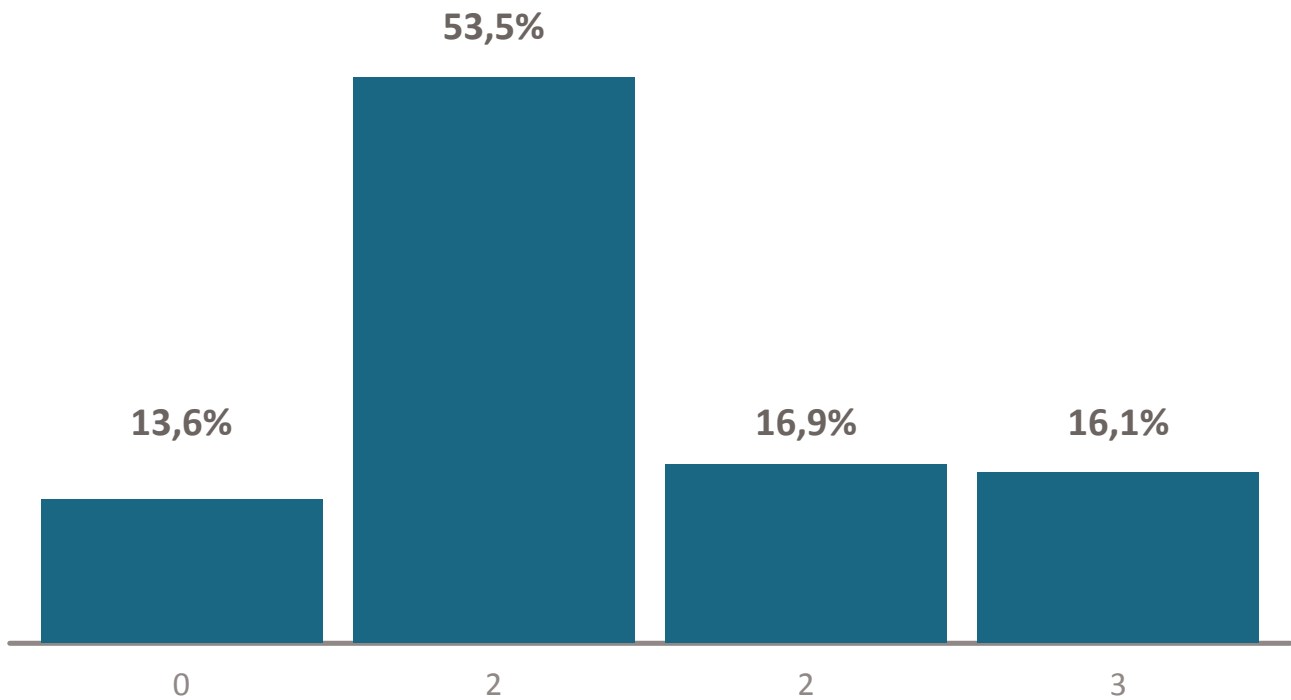




In the first section where we will present the research findings, we will examine the areas where civil society operates in Türkiye. Education stands out in the activity fields of civil society organizations. Here, an important point to consider is that the field of “education” includes not only formal education but also informal education. While the areas where CSOs are most active are education, humanitarian aid/assistance, and faith/religious identity, the areas with less than 1% presence and least activity are democracy, neighborhood/community, LGBTI+, urban, cooperative, and media (For detailed information, see ANNEX 2. Activity Percentages).

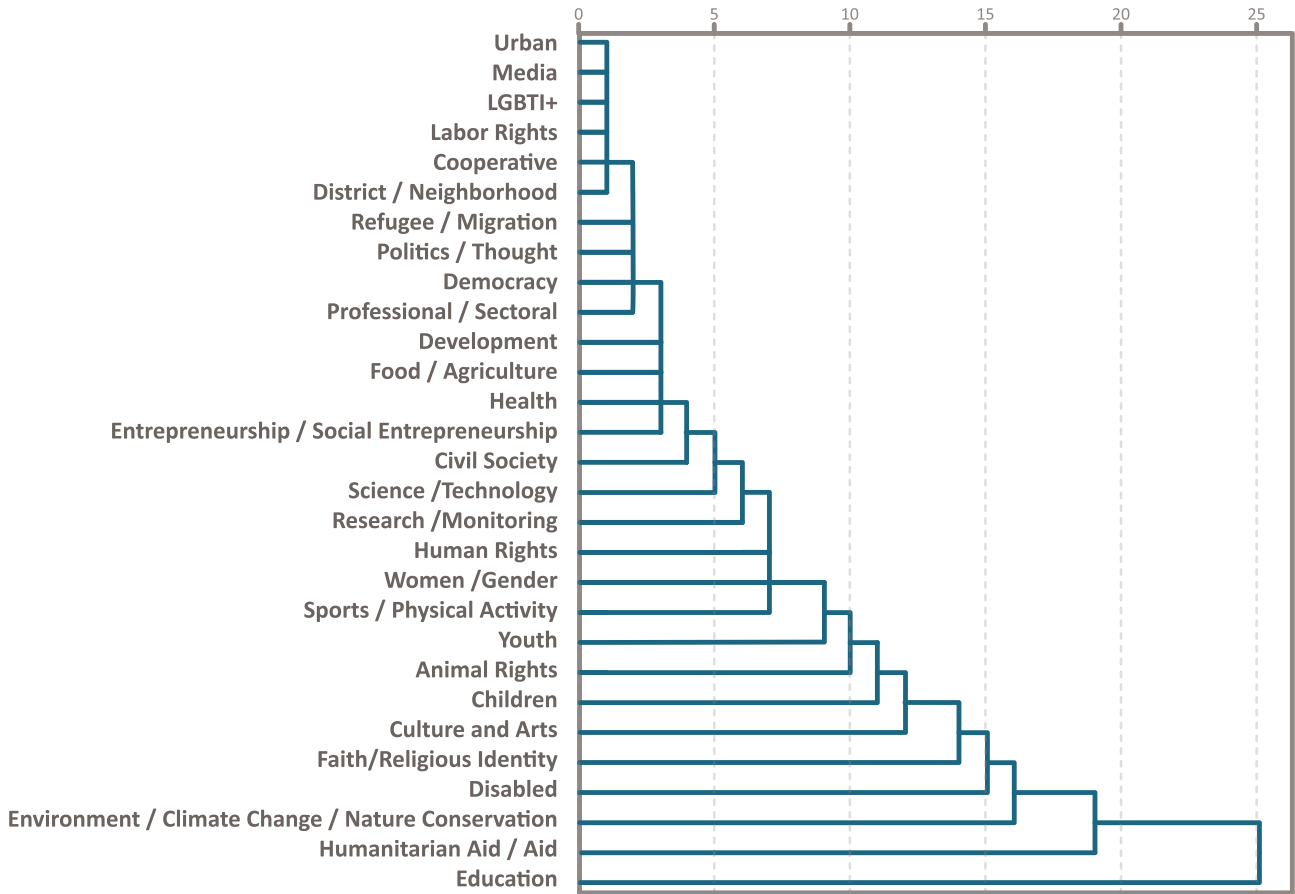
While 53% of CSOs are active in a single area, the rate of those operating in 2 or more areas is 33%. CSOs that operate in areas outside the activity fields presented in the survey set constitute 14%. Another data regarding the number of activities is the average number of activities: the average number of activities per CSO is 1.35.

**GRAPH 10. ASSOCIATIONS' ACTIVITY NUMBERS**



When we look at the clustering networks of CSO activities, it is possible to say that there is a relationship between education and others. While the affiliation of the education sector with other sectors is high, its similarity is low. The areas where clustering is most observed are urban, media, LGBTI+, labor rights, cooperative, and neighborhood/community activities, which we can say are primarily based on rights and social justice.

**GRAPH 11. CSO ACTIVITIES - CLUSTERING ANALYSIS (DENDROGRAM)**





## Social Perceptions of Civil Society Activities

Society: “What are the first three concepts that come to your mind when civil society (association, foundation) is mentioned?” When we ask the question, the three concepts that come to mind most are: cooperation, social benefit, and community. When we visualize all of these concepts according to the number of times they are mentioned, we see the table in Figure 5:

FIGURE 5. CONCEPTS THAT COME TO MIND WHEN CIVIL SOCIETY IS MENTIONED IN SOCIETY



As can be seen from here, the concepts that come to mind about civil society are generally positive concepts and cooperation in general is at the forefront. However, we also know that there are negative concepts that come to mind, especially after the change and transformation in recent years. Therefore, “What are the negative concepts that come to your mind when you think of civil society?” society in response to the question; The answers are “they are self-interested”, “they are not reliable”, “they do not provide help”. Again, among these concepts related to aid, reliability emerges as an especially important area. In the next section, it is possible to see the importance of the steps taken towards the capacities of institutions in relation to this concept.

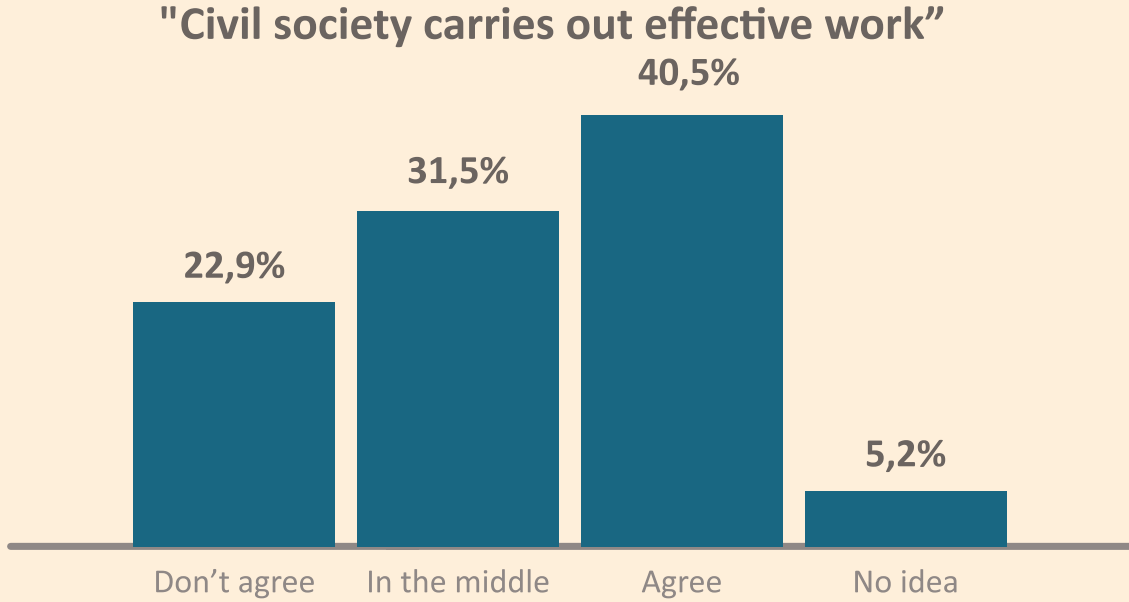
FIGURE 6. NEGATIVE CONCEPTS THAT COME TO MIND WHEN CIVIL SOCIETY IS MENTIONED IN SOCIETY



Research participants think that civil society carries out effective work (71.9%).

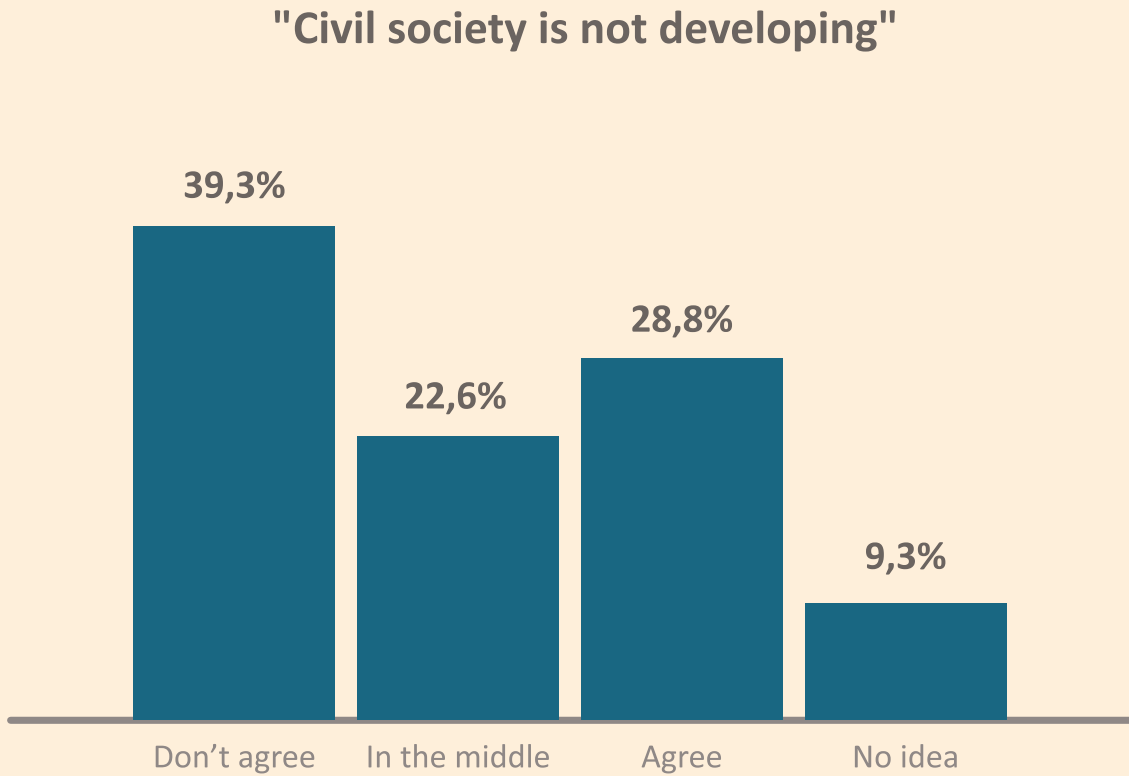


GRAPH 12. SOCIETY'S EVALUATION OF CSO WORKS



In parallel, the rate of those who say "CSOs continue their work, they do not develop" is only 28.8%.

GRAPH 13. SOCIETY'S EVALUATION OF THE DEVELOPMENT OF CSOS

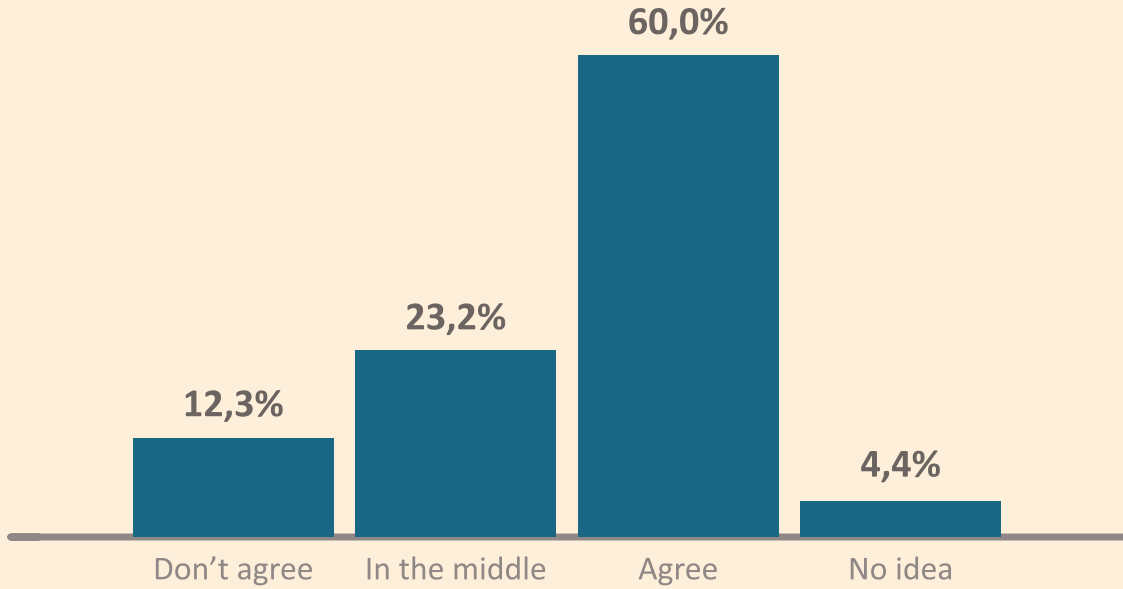


Participants think that volunteering is much more prominent in civil society. The rate of those who "disagree" with the statement is only 12.3%.



GRAPH 14. SOCIETY'S EVALUATION OF VOLUNTEERING IN CSOS

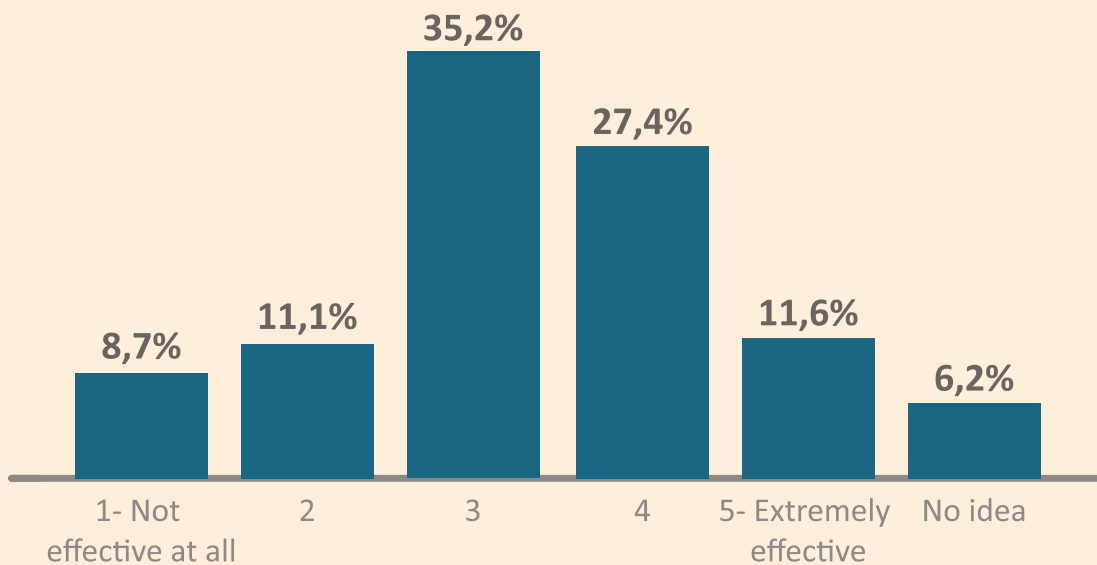
### "Volunteering is at the forefront in civil society"



The rate of those who say that civil society is effective in determining Türkiye's future is 38.9%. In this sense, it is possible to say that the view on the activities of civil society is relatively positive.

GRAPH 15. EVALUATION OF THE IMPACT OF CSOS IN DETERMINING THE FUTURE OF SOCIETY

### "Civil society is effective in determining Türkiye's future"



## THE HUMAN CAPACITY OF CIVIL SOCIETY: HUMAN RESOURCES, VOLUNTEERING, AND WELFARE

One of the fundamental components of an organization is undoubtedly human resources. Civil society organizations also continue their activities with human resources comprising professional staff, members, and volunteers. The qualitative and quantitative capacity of professional staff and volunteers is crucial for the strength and sustainability of the organization. So, what do the data indicate about the human capacity of civil society? In this part of the study, our focus will be on the human resources of civil society and the welfare of human resources.

Some CSOs we interviewed have marginal values, which pull up the average, but apart from these CSOs, it is striking that the general picture shows that CSOs operate with limited human resources, and more than half have no full-time, part-time, or short-term employees.

### CSOs continue to exist with limited human resources and a low number of volunteers

Even if the limited human resources indicate structures where volunteer activities stand out, we see that the number of volunteers is also low in CSOs. More than half of the CSOs in Türkiye have 30 or fewer volunteers. It is possible to say that while CSOs continue to exist with limited human resources and low volunteer numbers, this situation may bring various limitations in terms of the sustainability and effectiveness of CSOs.

Society may perceive “volunteering” as taking center stage in civil society, but we encounter a different picture when looking at the number of volunteers in CSOs. One of the experts interviewed in the scope of the study states that the culture of volunteering is not highly developed in Türkiye when evaluating the institutional capacities of CSOs.

“*I also look at volunteering because it is one of the most important dimensions and founding and defining elements of civil society. However, the culture of volunteering doesn’t develop much in Türkiye. Therefore, when we look at studies on volunteering, we see that they are not very effective and widespread.*”

*Academician*

**TABLE 7. CSO MEMBER-VOLUNTEER-EMPLOYEE AVERAGES**

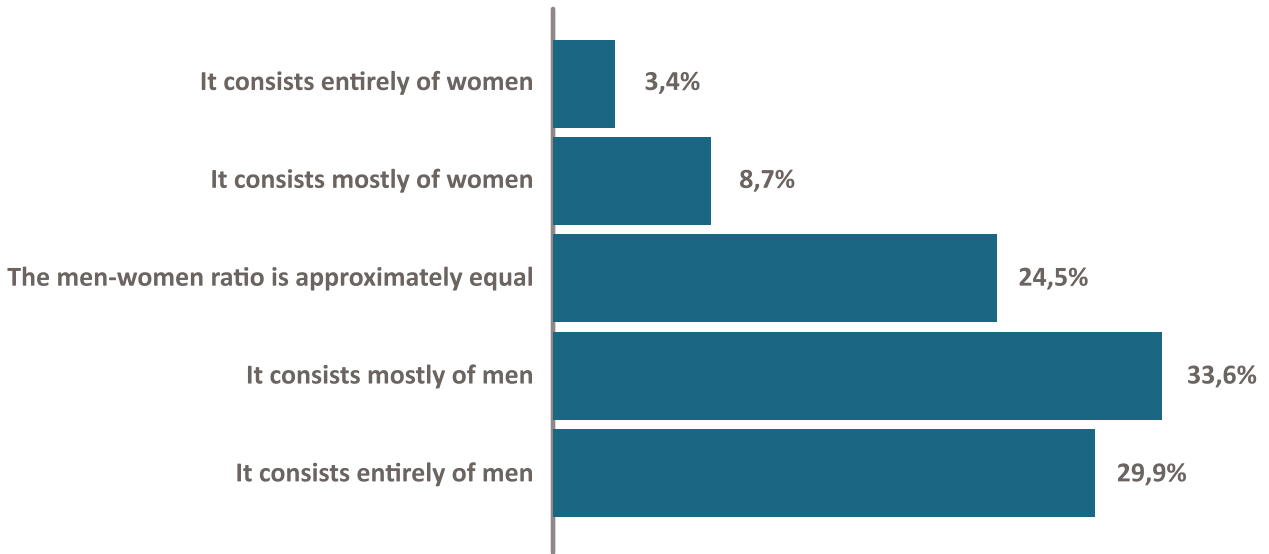
	Average	Median	Maximum	Standard deviation
<b>Number of members</b>	1590.6	41	55000	8,550.3
<b>Active- Permanent number of members</b>	844.7	30	35000	4,437.0
Number of volunteers	993.6	30	100000	5,104.3
<b>Number of full-time employees</b>	829.3	0	35000	5,274.3
Number of part-time employees	5.6	0	1138	44.1
Number of short-term employees	234.0	0	10000	1,502.9
<b>How many people do the work mainly depend on in your organization?</b>	11.3	5	500	40.0



## The representation of women and the young is low in CSOs

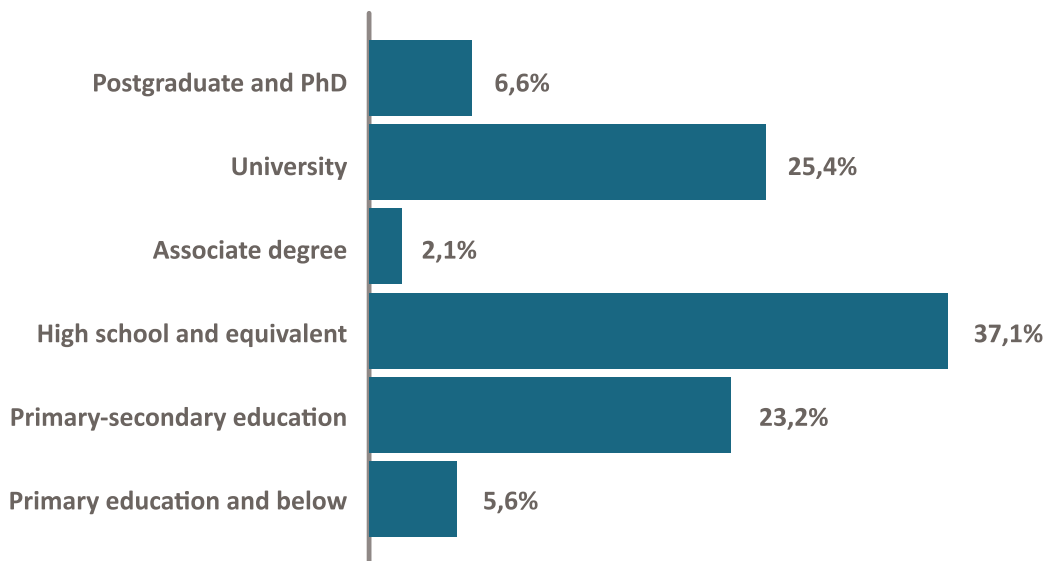
63.5% of CSOs have a male-dominated membership, with 29.9% composed entirely of men. The proportion of CSOs with approximately equal gender distribution is 24.5%.

GRAPH 16. GENDER DISTRIBUTION IN CSOS



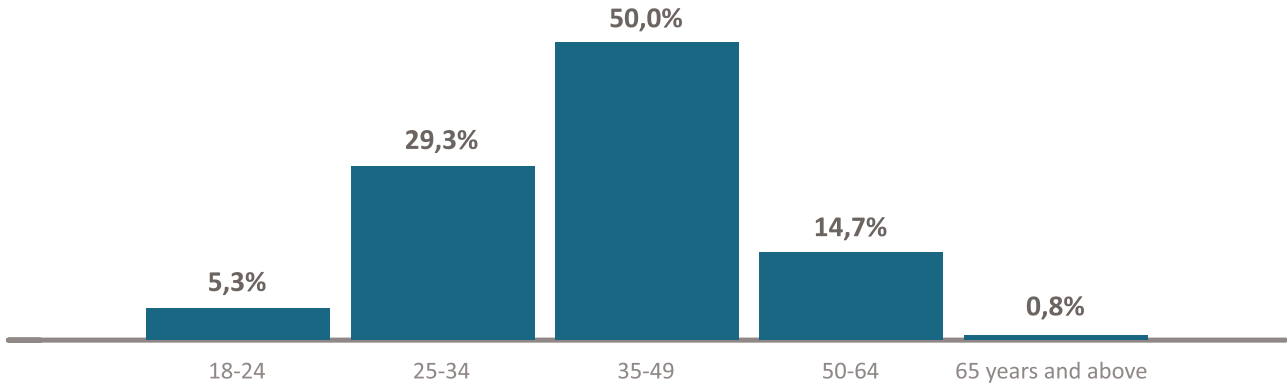
65.9% of members have high school or lower educational levels. While 2.12% are at the associate degree level, 25.4% have bachelor's degrees, and 6.6% have graduate or doctoral education levels.

GRAPH 17. EDUCATIONAL STATUS OF CSO MEMBERS



About 70% of CSO members are 35 years and older. The rate is 29.3% for members between 25-34 years, and it drops to 5.3% for the 24-28 age range. So, it can be said that there is a very low rate of youth participation in civil society in terms of membership in CSOs in Türkiye.

GRAPH 18. AGE DISTRIBUTION OF CSO MEMBERS



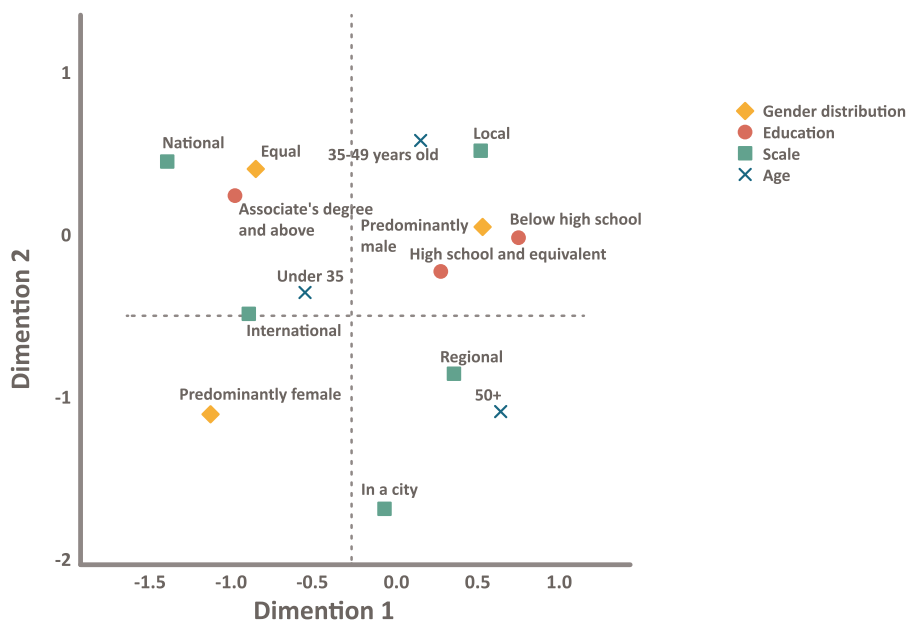
Besides the number of members, another expert interviewed criticizes the lack of adequate representation for young people on CSOs' management boards.

**“ Management boards should be liberal, open to young people, and consist more of youth. That’s why when the management board is open and provides space for workers, it takes the CSO to another place. But there are probably CSOs in Türkiye whose management boards haven’t changed for years.”**

*Civil Society Expert*

When looking at the relationships between gender, scale, age, and education variables in CSOs, it is clear that there is a significant interaction between scale and educational level. Members of CSOs operating at the local scale are predominantly high school and below educational level, whereas as the scale of activity widens (national, international), the members’ education level is predominantly at associate degree and above.

GRAPH 19. MULTIPLE CORRESPONDENCE ANALYSIS (4 VARIABLES: GENDER, SCALE, AGE, EDUCATION)

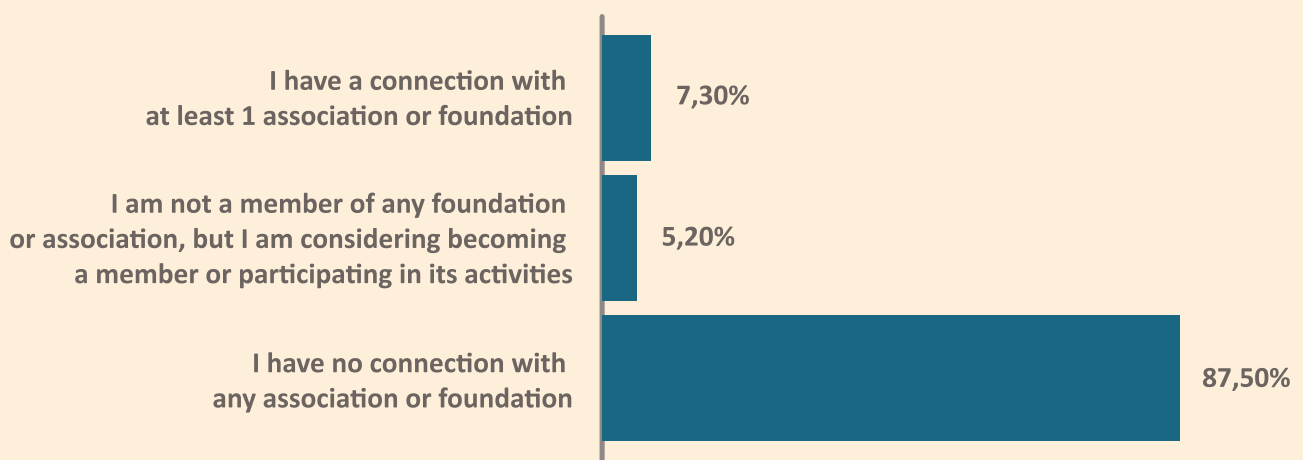




## Social Perceptions About Taking Part in and Engaging with Civil Society

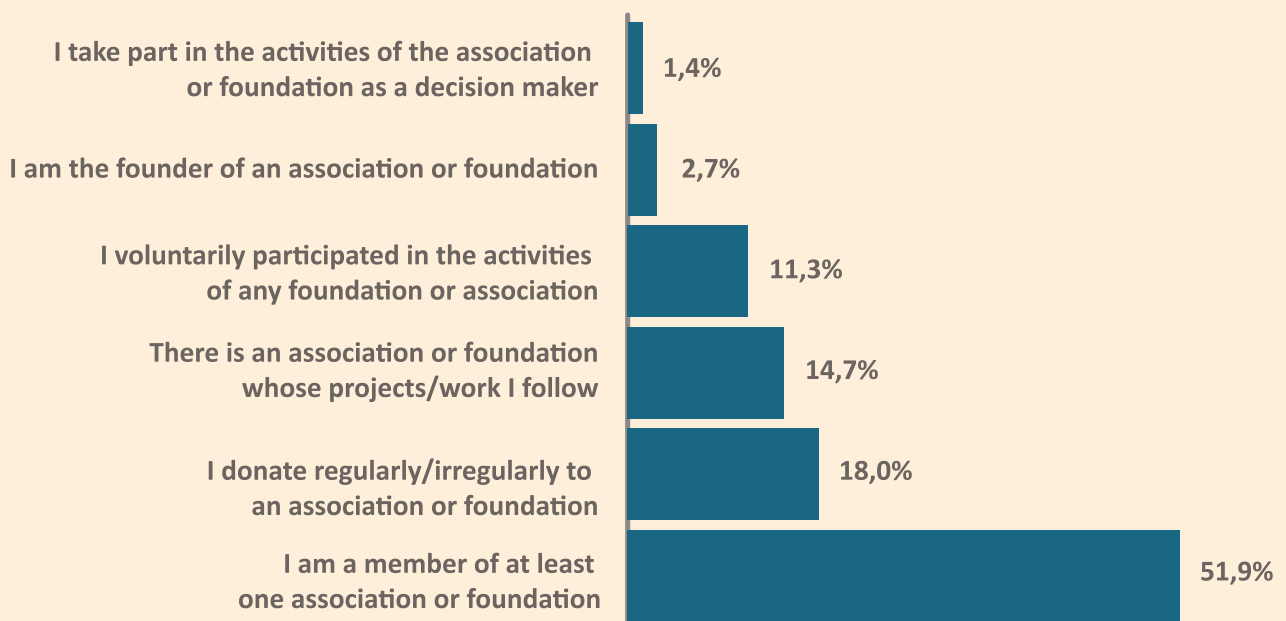
After this study on CSO members, it is necessary to underline how low the society's engagement rate with civil society is. As seen in Graph 20, the total rate of those in society who are affiliated with or considering becoming affiliated with an CSO is only 12.5%.

**GRAPH 20. SOCIETY'S CONNECTION WITH CSOS**



Those who establish relations with civil society mainly establish relations through membership or volunteering. Among the statements about participation, only 18% of the participants state that they establish relations with civil society by donating to civil society regularly or irregularly.

**GRAPH 21. SOCIETY'S RELATIONSHIP FORMS WITH CSOS**



When we asked people who stated that they are in contact with civil society what the CSOs they are affiliated with were active in, the first five themes that came to the fore were “Humanitarian Aid” (17.5%), “Education” (15.8%), “Children” (8.3%), “Health” (7.8%), “Human Rights” (6.9%), “Youth” (6.3%). To those who are not currently involved in civil society but want to do so, we ask: “Which issue would you like to participate in the work of an association/foundation?” When asked the question, the first five answers of the participants were “Education” (14.6%), “Child” (11.3%), “Disabled” (7.1%), “Humanitarian aid/Aid” (6.3%) and “Environment, Climate change, Nature Conservation” (5.6%). Participants also think that civil society is also working on “Education, Humanitarian Aid, Children, Disabled, Health” issues.

Finally, when the participants were asked which areas civil society should focus on and if they focused on these areas, they would support them, similar answers were given, only the theme of children was replaced by the theme of women: “Education” (15.8%), “Health” (15.9%), “Charity work” (10.3%), “Woman” (8.3%), “Disabled” (6.9%).

In short, the thematic areas that civil society should work on in the eyes of society:

- Education
- Health
- Humanitarian aid
- Children/Youth/Women/Environment/Disabled

In social perception questions regarding this issue, questions were asked to cover all forms of relationship, taking into account the difficulties and restrictions regarding membership. When the motivations of people currently involved with civil society are listed, the three most important motivations are expressed as “Social Responsibility” (21.8%), “Creating benefits” (12.1%) and “Moral responsibility” (9%).

When those who are not involved are asked why, the first answers are “I don’t have time” (28.2%) and “They don’t carry out studies that would interest me” (10.9%).

Finally, in the answers to the question asked to the participants to find out the most important factor in establishing or not engaging with civil society, the most common answers were “What the institution has achieved before” (13.4%) and “To what extent the institution operates” (12.5%).



## HUMAN RESOURCE CAPACITY SCALE

While constructing the human resource capacity scale, 7 numerical variables were included in the analysis. These variables are:

- Number of Members
- Number of Active Members
- Number of Volunteers
- Number of Full-Time Employees
- Number of Part-Time Employees
- Number of Short-Term Employees
- The number of people primarily involved in the work of the institutions.

These variables were converted into categorical variables by dividing the number of members, the number of active members, and the number of volunteers into 33% categories. The employee variables (full-time, part-time, short-term) were re-coded by aggregating them as the number of professional employees. The distributions of these recoded variables can be seen in Table 8.

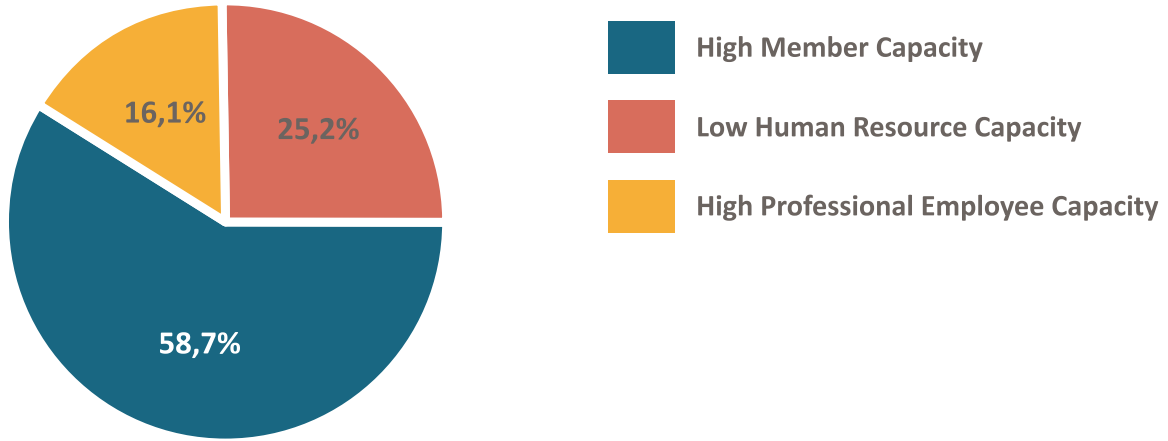
**TABLE 8. HUMAN RESOURCES STRUCTURE OF CSOS**

		Ratio
<b>Member</b>	0 - 29	32.8%
	30 - 79	33.9%
	80+	33.4%
<b>Active Member</b>	0 - 19	28.1%
	20 - 49	35.7%
	50+	36.2%
<b>Volunteer</b>	0 - 14	32.1%
	15 - 89	35.0%
	90+	32.9%
<b>Number of Professional Employees</b>	0-4	19.4%
	5-14	49.1%
	15+	31.5%

Using the four recoded categorical variables and the numerical variable of the question “How many people are primarily involved in the work of your institution?” a two-stage clustering analysis was conducted, and 3 human resource clusters were formed. Almost 60% of CSOs have low human resource capacity.

The data on CSO structures in the 3 created human resource capacity clusters are detailed in Table 9. CSOs with





high professional employee capacity are seen to focus on professional employees who will carry out activities as work and profession, while CSOs with high member capacity and low human resource capacity focus on members, active members, and volunteers. CSOs in the low human resource capacity bracket have significantly limited numbers of members, active members, volunteers, and professional employees compared to the other 2 categories. While all CSOs with high member capacity have more than 80 members and more than 50 active members, these rates drop to 10% and 23% in CSOs with high professional employee capacity.

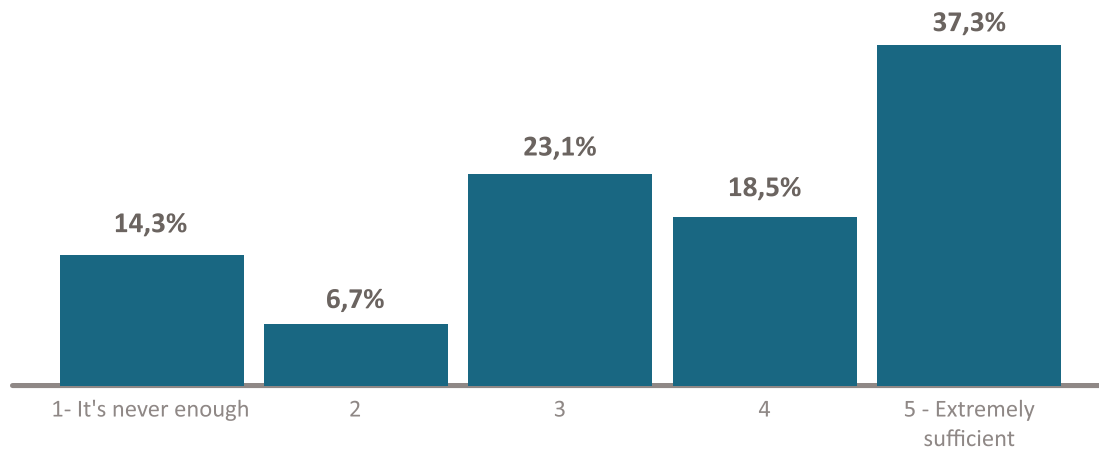
**TABLE 9. NUMBER OF MEMBERS, ACTIVE MEMBERS, VOLUNTEERS, PROFESSIONAL EMPLOYEES**

		High Member Capacity	Low Human Resource Capacity	High Professional Employee Capacity
Member	0 - 29	0.0%	43.8%	43.8%
	30 - 79	0.0%	44.9%	46.7%
	80+	100.0%	11.3%	9.5%
Active Member	0 - 19	0.0%	39.9%	28.9%
	20 - 49	0.0%	47.5%	48.4%
	50+	100.0%	12.6%	22.7%
Volunteer	0 - 14	13.4%	40.4%	31.4%
	15 - 89	23.6%	37.8%	42.6%
	90+	63.0%	21.8%	26.0%
Number of Professional Employees	0-4	0.0%	33.1%	0.0%
	5-14	38.7%	66.9%	0.0%
	15+	61.3%	0.0%	100.0%



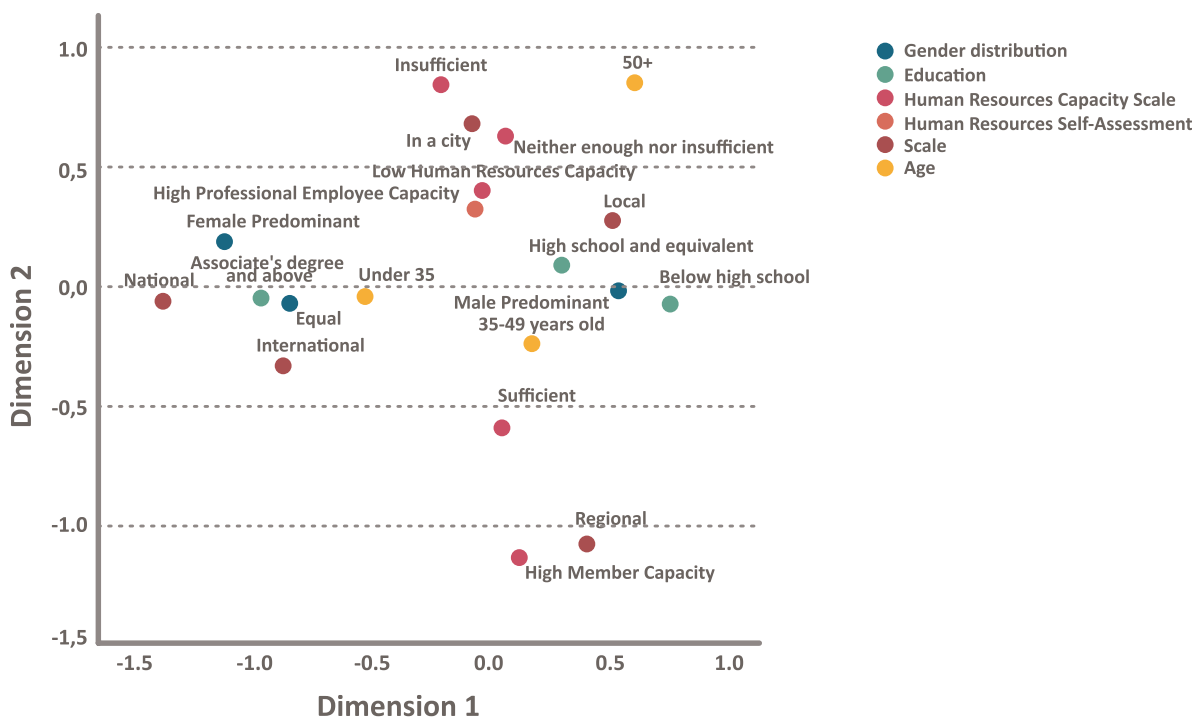
According to Human Resource Capacity Clusters CSOs tend to evaluate their human resource capacity as sufficient. 55.8% of CSOs say that their human resource capacity is sufficient, while 21% say it is not.

**GRAPH 23. HUMAN RESOURCE CAPACITY - SELF-ASSESSMENT**



When examining the relationships between gender distribution, education, human resource capacity, human resource self-assessment, scale, and age variables in CSOs, a scattered placement is seen in the multiple correspondence analysis. Organizations with a high professional staff capacity exhibit a profile where the gender distribution is predominantly women/equal, individuals are under the age of 35, have at least an associate degree education level, and operate on a national/international scale.

**GRAPH 24. MULTIPLE CORRESPONDENCE ANALYSIS - 6 VARIABLES (GENDER, EDUCATION, HUMAN RESOURCE CAPACITY SCALE, SELF-ASSESSMENT, CSO SCALE, AGE)**

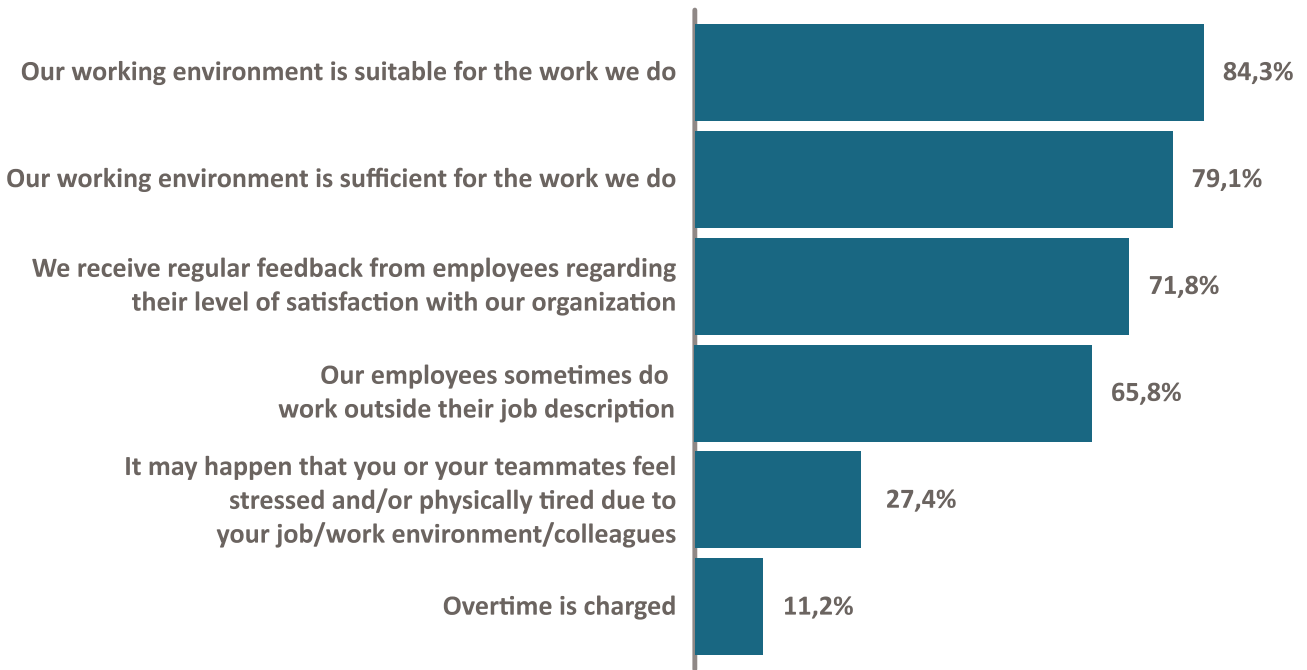


## EMPLOYEE WELFARE AND INDEX

### A large majority of CSO employees do not receive overtime pay

CSOs were asked about their overtime payment practices and working environment, and responses were received. These responses indicate that only 11.2% of CSOs pay for overtime. Moreover, in 65.8% of CSOs, employees perform tasks beyond their job descriptions. The limited nature of the human resources might be forcing employees to take on tasks outside their job descriptions. Satisfaction with the working environment is high, though. The majority of CSOs consider their working environment to be suitable and sufficient for their work.

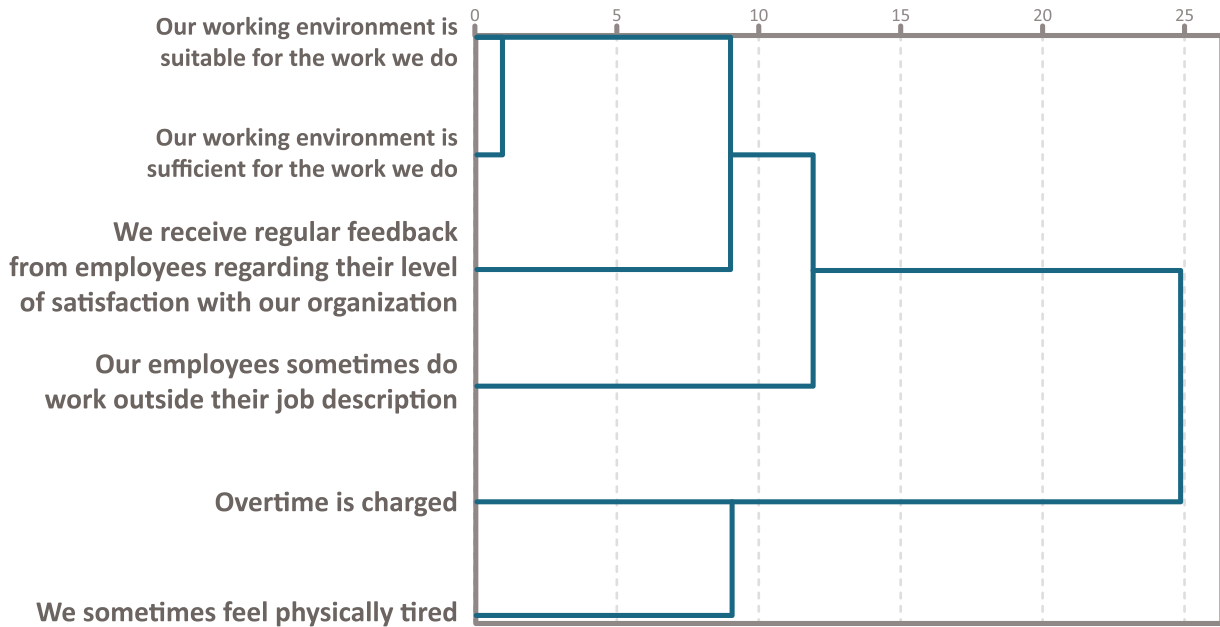
GRAPH 25. EMPLOYEE WELFARE SCALE



It is possible to state that two clusters have emerged in evaluations of employee welfare. While evaluations of the working environment and work are similar, there is also a significant closeness between overtime and feeling tired. In other words, even if overtime is paid, feelings of stress and/or fatigue continue. Many experts consulted also support this view.

“I mean, I see a lot of burnouts in a lot of people, for example, in people who work professionally in civil society organizations. This sometimes tells us that there is nearly an exploitation of labor, almost close to that in companies. So, there is a serious problem there.”

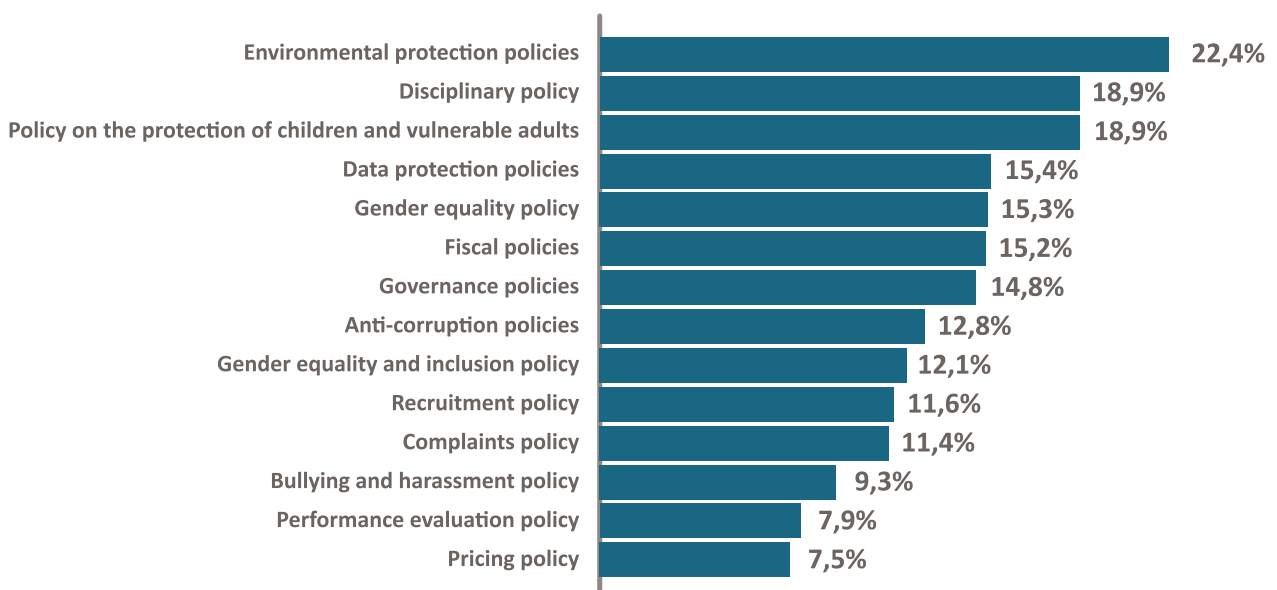
*Civil Society, Expert*



## Margins in CSO corporate policies are tight.

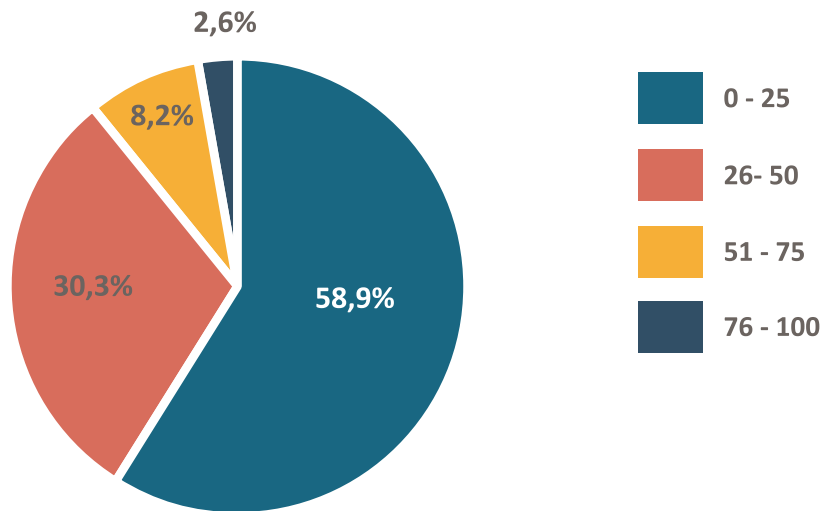
Corporate policies are policy documents reflecting an organization’s principles, missions, and values. When extant corporate policies of CSOs are reviewed, tight margins become apparent. While 22% have environmental protection policies, this rate is followed by 19% with disciplinary policies as well as policies for protecting children and vulnerable adults. Performance evaluation and compensation policies are at the bottom. These tight margins in corporate policies may be interpreted as a detachment from professional work in CSOs.

**GRAPH 27. ORGANIZATIONAL POLICIES SCALE**



By including these variables in the analysis, each organization's proximity to an ideal policy and employee welfare level was calculated. First, the negative items from the employee welfare scale (employees feeling stressed at work, working outside job description) were inverted. Then, the texts of policies held by the organization were combined with the employee welfare scale. While an ideal organization is expected to have all policy texts and all items on the welfare scale positive, scores for each CSO were calculated and standardized between 0 and 100. The results indicate that a critical portion of CSOs has a long way to go to approach ideal employee welfare.

**GRAPH 28. EMPLOYEE WELFARE AND INDEX SCORES (PERCENTAGE)**



As the average and median values of the employee welfare and policies index scores show, it's possible to claim that CSOs are lacking in terms of employee welfare.

**TABLE 10. EMPLOYEE WELFARE AND POLICIES INDEX SCORES**

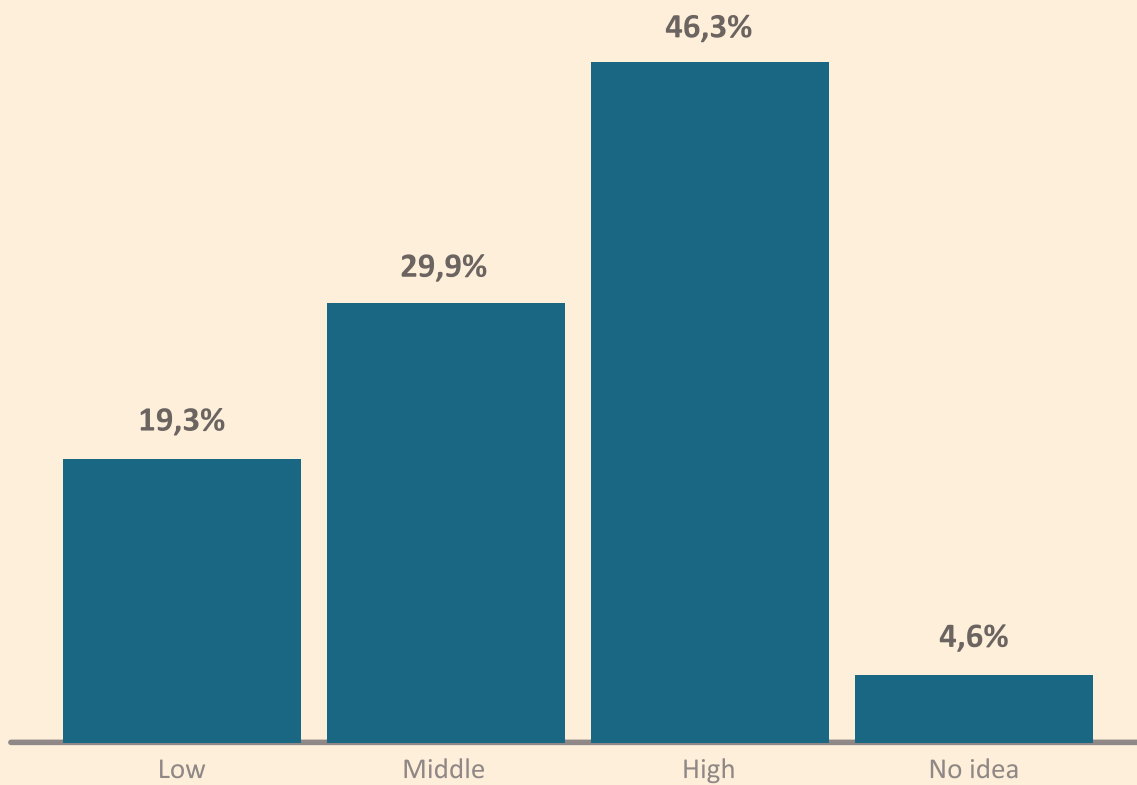
	Employee Welfare and Policies Index
Average	27.6
Median	21.1
Maximum	94.7
Minimum	0.0
Distance	94.7
Standard deviation	16.7



## Social Perceptions About Working in Civil Society

Although the questions asked to civil society employees show that civil society employees are quite satisfied with their jobs, society's satisfaction expectations vary. In the research conducted on social perceptions, 46.3% of the participants predict that they would be very satisfied if they worked in civil society.

**GRAPH 29. SOCIETY'S SATISFACTION EXPECTATIONS REGARDING WORKING IN CSOS**

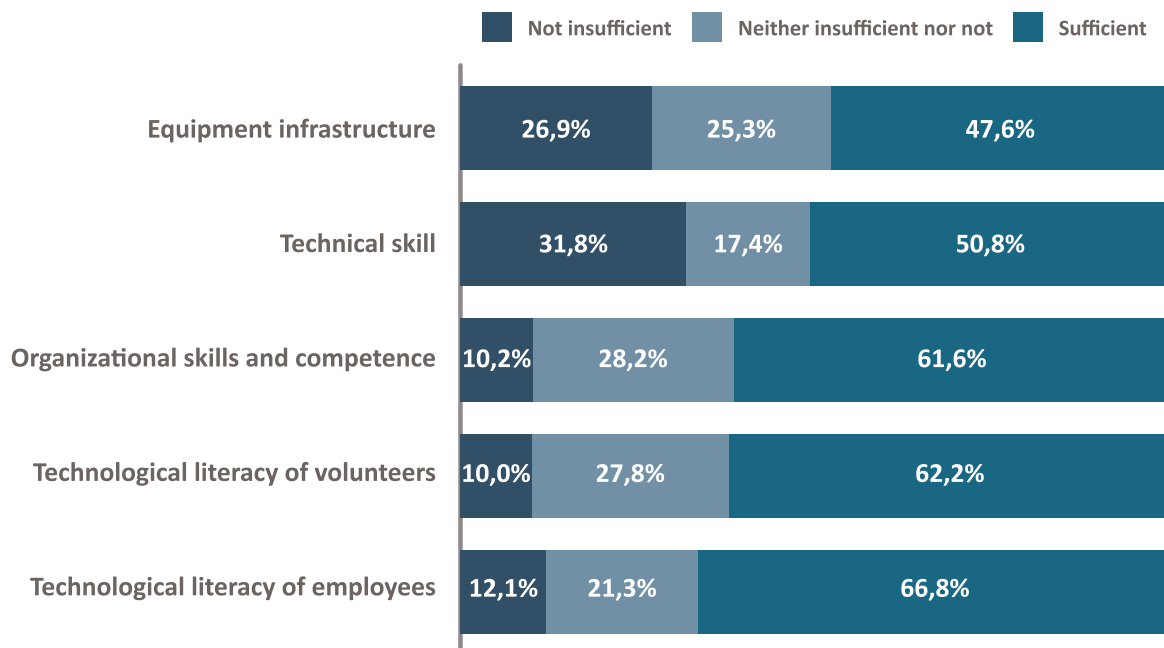


## COMPETENCE IN THE CIVIL SOCIETY WITH REGARDS TO KNOWLEDGE, SKILLS, AND EXPERTISE

It wouldn't be wrong to claim that expertise and competencies are the key elements of civil society's scope of influence. These two attributes are not just limited to access to sufficient financial resources or extensive social support, but also relate to their own human resources and experience. In other words, civil society's scope of influence rests in its knowledge, skills, and expertise. This plays a critical role not just in the implementation of short-term projects but also in preserving the vision and mission of organizations in the long term. Technical skills, strategic planning, and competencies applied in decision-making processes allow organizations to create a deeper impact in the social sphere. This section of the report investigates how well civil society organizations in Türkiye possess these critical knowledge and skill levels through a detailed index.

### 70% of CSOs in Türkiye need development in terms of technical knowledge and skills

GRAPH 30. ORGANIZATION'S TECHNICAL SKILL AND COMPETENCY CRITERIA



Using the technical skill and competency items asked to organizations, a "Knowledge and Skills Index" was created. First, these items were evaluated with a reliability analysis. The reliability analysis resulted in a Cronbach's Alpha value of 0.703 (See ANNEX 3. Technical Skill and Competency Reliability Test), which means that the items used in this scale are observed to be valid and reliable, with a decision made not to remove any items from the scale. The scores of the 5 variables that make up the scale were recalculated in a range of 0 – 100 from 1 – 5.



Civil society organizations in Türkiye grade themselves with an average of 65.5 on a scale of 0 – 100 in terms of technical skills and competencies. Looking at the median score, this number appears to be 70.

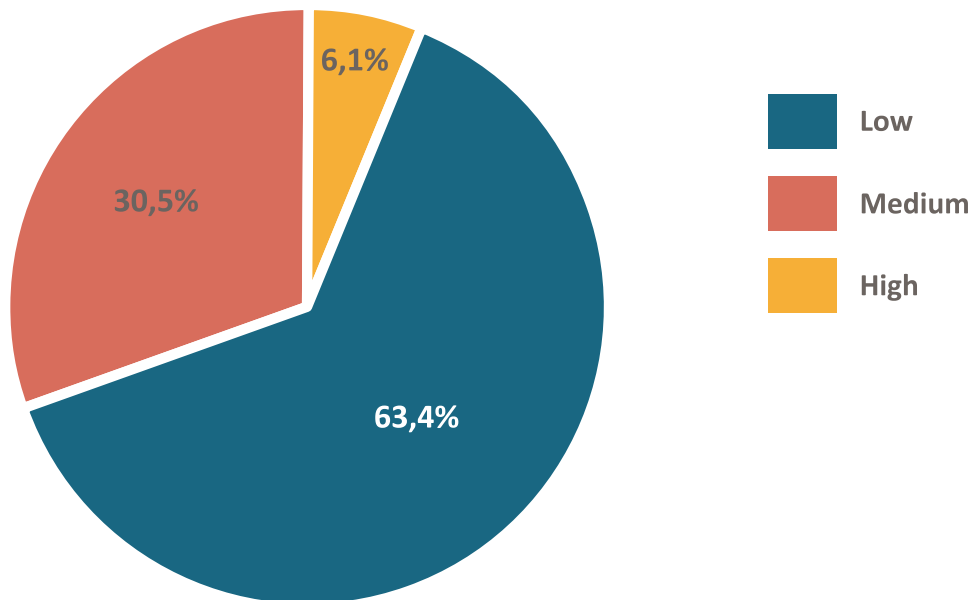
**TABLE 11 TECHNICAL COMPETENCY AND SKILLS ASSESSMENT - AVERAGE**

Technical Skills and Competency Assessment - Average	
Average	65.5
Median	70
Std. Deviation	21.88
Minimum	0
Maximum	100

Considering the distribution of these scores, CSOs' technical knowledge and skills are grouped into 3 categories.

Those with scores between 0 – 25 are labeled low, those with scores between 26 – 75 as medium, and those with scores of 76 and above as high. A significant part of civil society organizations sees their own technical knowledge and skills as medium-level. This indicates that knowledge and skills are an area that civil society can develop. Though not very extensive, a considerable segment (6 out of every 100 CSOs) rates themselves very low in terms of knowledge and skills. Only 31% of CSOs see themselves as sufficient in this regard. In summary, there is still a need for improvement in terms of technical knowledge and skills for 70% of CSOs.

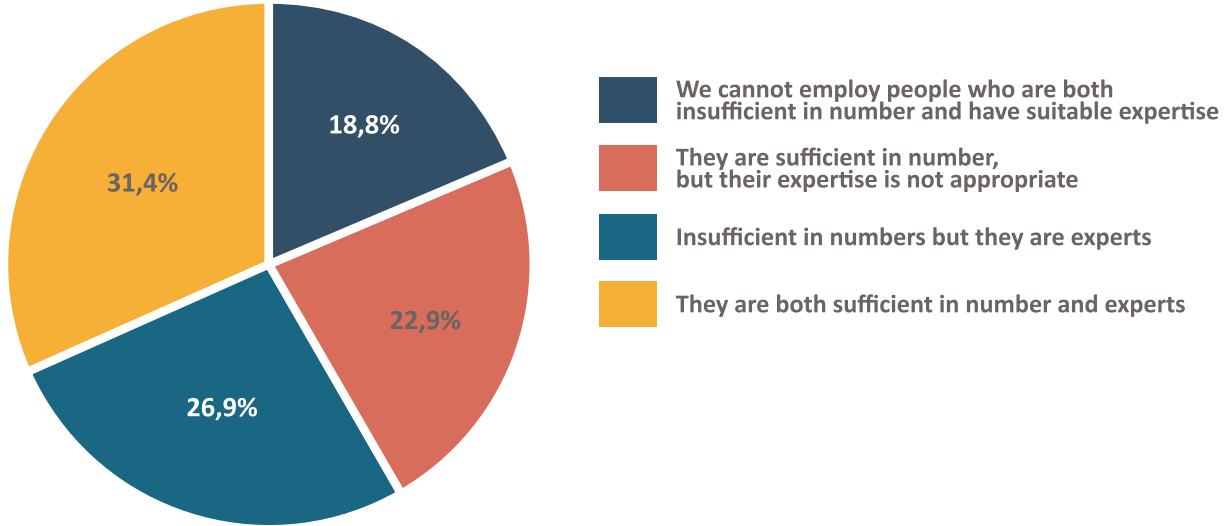
**GRAPH 31. TECHNICAL COMPETENCY AND SKILLS EVALUATION**



A similar picture is seen in the human resources evaluation as well. About 70% of CSOs are at an impasse in terms of human resources to varying degrees. The proportion of CSOs that see their human resource quality and quantity as sufficient remains limited to 31%.



GRAPHIC 32. CSOS' HUMAN RESOURCES EVALUATION



Experts spoken to in the qualitative phase of the research also believe that there is a gap in human resources and capabilities in civil society.

**“** *I think civil society organizations in Türkiye are not institutional; I mean, I'm not using the term institutional in a bad way. Of course, I'm not saying they should be like companies or anything, but we're progressing too much based on individuals. When one individual leaves, the system, the institutional memory leaves. When one individual leaves, the system, that CSO's project writing capacity drops. Resource development capacity drops, communication drops. So, we have a serious gap in human resources and capabilities in the civil sphere, and until today, certain CSOs in certain periods have certain powers, and actually, because this is not managed correctly, because that capability gap isn't properly transferred from hand to hand, we go into pause periods at times.*”

*Civil Society, Expert*



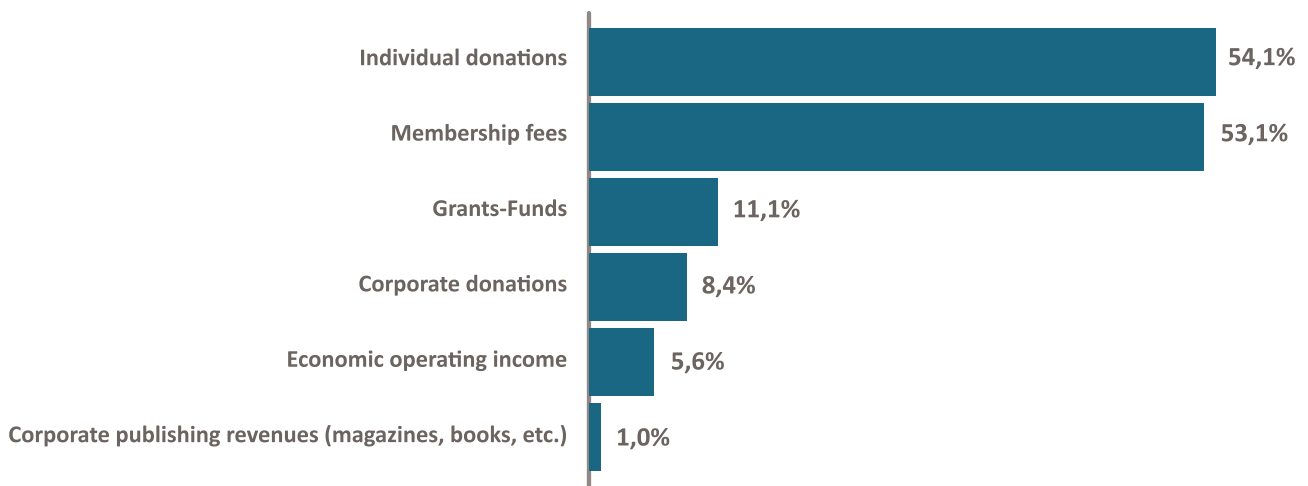
## THE FINANCIAL OUTLOOK OF CIVIL SOCIETY ORGANIZATIONS (CSOS)

Sustainability and the ability of CSOs to diversify their income sources is undoubtedly one of the most important factors in continuing their activities. Having diverse income sources means having a structure that is more resilient to financial risks. Therefore, the financial structure of CSOs constitutes one of the significant questions of this research.

### CSOs in Türkiye largely depend on voluntary contributions like individual donations and membership fees.

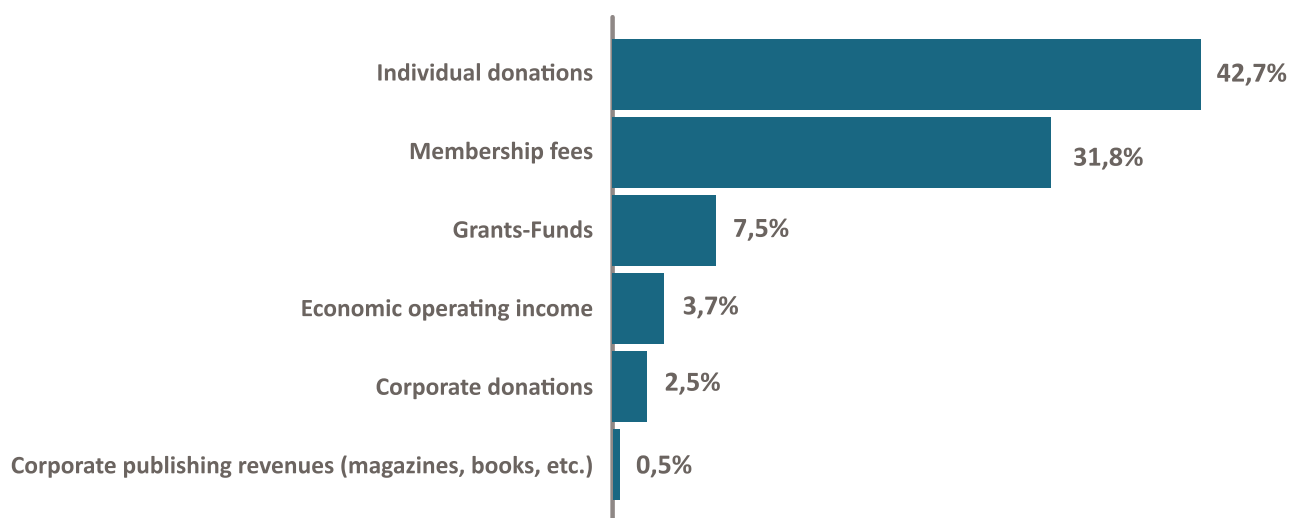
Individual donations and membership fees make up the most significant income sources for CSOs in Türkiye. 54.1% of CSOs state that they receive individual donations, and 53.1% report generating income through membership fees. It is possible to say that this situation carries the risk of irregular and unpredictable income for CSOs. Additionally, if we consider that the members of civil society organizations are also their internal resources, it can be said that a substantial portion of CSOs give weight to their internal sources for their financial sustainability. External sources such as grant-funding, corporate donations, and economic inputs like business enterprise/publishing revenues do not constitute a significant input in the financial structures of CSOs.

GRAPH 33. INCOME SOURCES OF CSOS



When we asked CSOs about their primary income sources, we encountered a similar picture. CSOs remain dependent on voluntary sources such as individual donations and membership fees. The percentage of CSOs that stated grants – funds are their primary income source is 7.5%.

GRAPH 34. PRIMARY INCOME SOURCES OF CSOS



## There is barely any diversity in the financial resources of civil society in Türkiye.

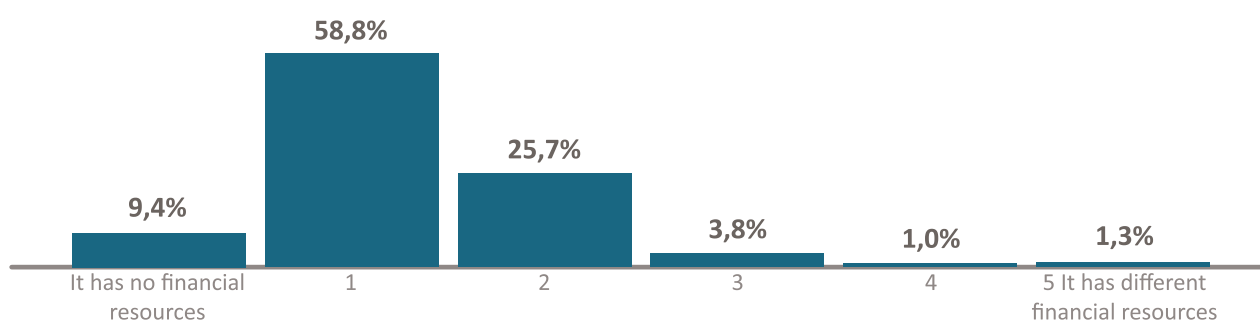
On average, CSOs have 1.3 different financial sources. In other words, it cannot be said that their financial resources are diverse. This is an important indicator of a financially fragile civil society structure.

TABLE 12. DIVERSITY OF FINANCIAL RESOURCES FOR CSOS – AVERAGE

	Financial Resource Diversity of CSOs – Average
Average	1.32
Median	1
Std. Deviation	0.84
Minimum	0
Maximum	5

On average, 6 out of every 10 organizations rely solely on 1 financial source. The percentage of CSOs that can diversify their financial resources is around 30%. Only 6% of all CSOs have 3 or more sources.

GRAPH 35. DIVERSITY OF FINANCIAL RESOURCES FOR CSOS





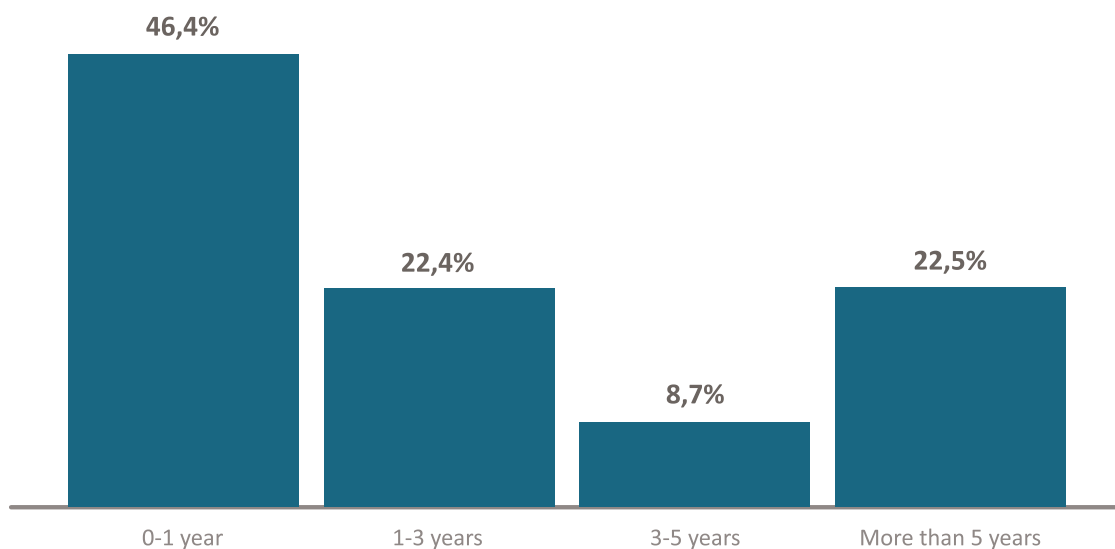
The civil society of Türkiye largely survives on membership fees and donations. Organizations can carry out their activities, draw attention to social issues, and/or engage in various advocacy activities thanks to support from different sections of the community and membership fees. However, relying on such financing sources often carries the risk of creating challenges for the sustainability of civil society organizations. Situations like the reduction of external support and grants or a decrease in membership fees make it inevitable for these organizations to look for additional financing methods to sustain their activities. Therefore, having diversified and continuous income sources is critical for the independence and sustainability of civil society organizations.

**TABLE 13. PRESENCE OF INCOME-GENERATING ACTIVITIES IN CSOS**

Does your organization have a commercial enterprise?		Does your organization have any revenue-generating activities through products or services?		Does your organization allow me to raise funds?	
Yes	No	Yes	No	Yes	No
13,2%	86,8%	10,3%	89,7%	56,5%	43,5%

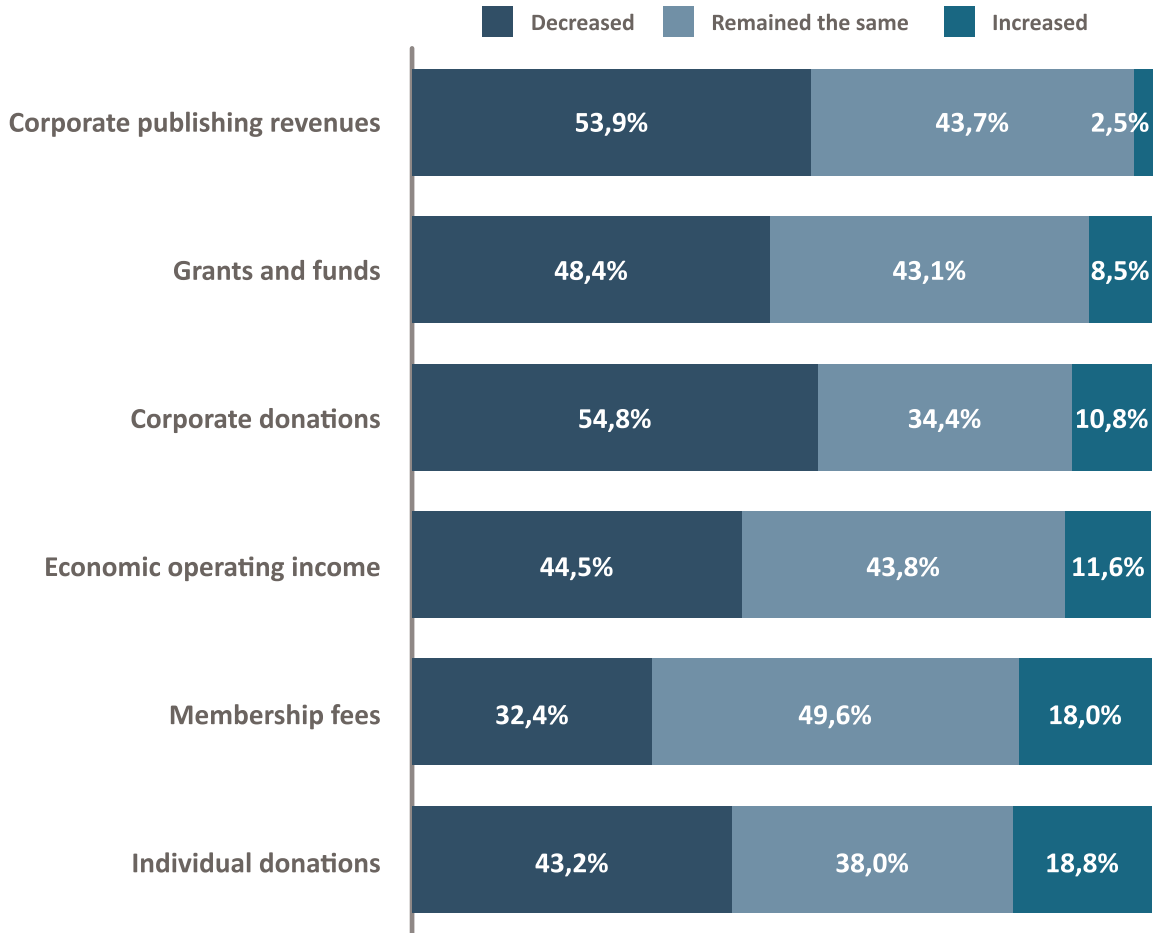
Financial strength is one of the critical factors for an organization’s sustainability. Although funds and supports are sources of financing for CSOs, the discontinuity of these finances leads to financial fragility. 31% of CSOs see themselves financially sustainable for more than 3 years with their internal resources, while the financial sustainability projections of 46% do not exceed 1 year.

**GRAPH 36. FINANCIAL SUSTAINABILITY PROJECTIONS FOR CSOS**



The 3-year changes in the financial income sources of CSOs can be seen from Graph 36. While interpreting this picture, it is necessary to consider the economic impacts of the Covid-19 pandemic that has affected Türkiye and the whole world. It was again found in our research that the primary income sources of CSOs were individual donations and membership fees. Half of the CSOs say that membership fees remained the same over the past 3 years; 43% report a decrease in individual donations. Corporate donations make up the income source with the highest decrease rate, at 55%.

GRAPH 37. 3-YEAR FINANCIAL STATUS ASSESSMENTS OF CSOS



In interviews conducted with experts, financial resource insufficiency and the financial sustainability of CSOs are mentioned among the biggest challenges faced by civil society.

“ *The biggest disadvantage I evaluate as financing. Because, unfortunately, there is no culture of philanthropy in Türkiye. When we look at some equivalent organizations in America and Europe, we see that there are some idealistic people who have created some large funds, independent of the political climate at the time. In our country, businesspeople giving money to civil society only happens if they have an interest. Or for their advertising purposes. So, I can say that financing is the biggest disadvantage.*”

*Academician*



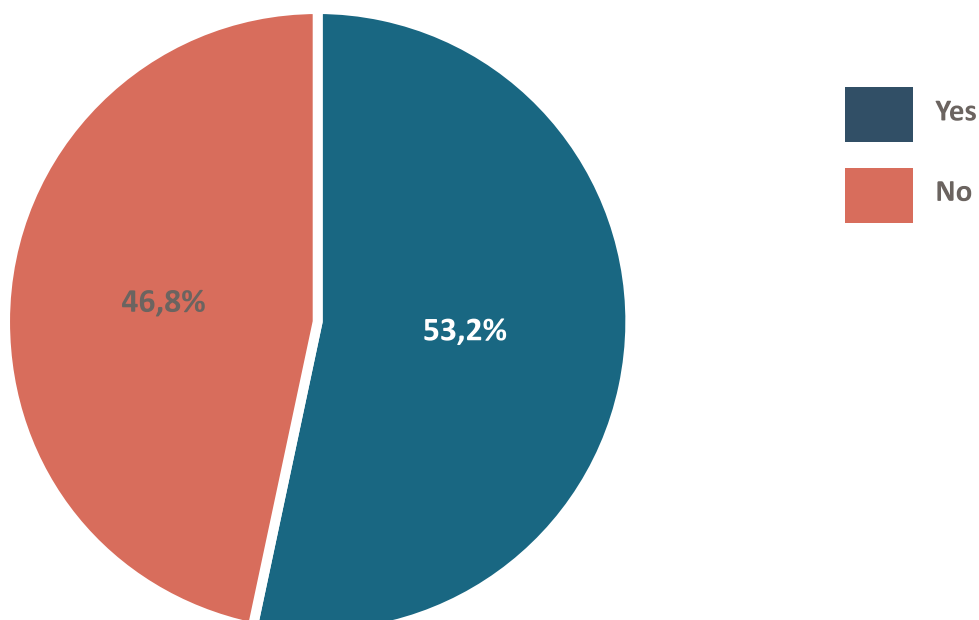
## BUILDING SOLUTIONS: A PROJECT LENS ON CIVIL SPACE

We know that the effective solutions to problems and needs that organizations working in the civil society field aim to contribute to are often provided through projects. Funded projects also become an important source of income for CSOs. However, both the implementation of projects and securing funding depend on a series of factors, which give us clues about the project capacities of CSOs.

### **The rate of CSOs applying for grants is low, as is the grant approval rate.**

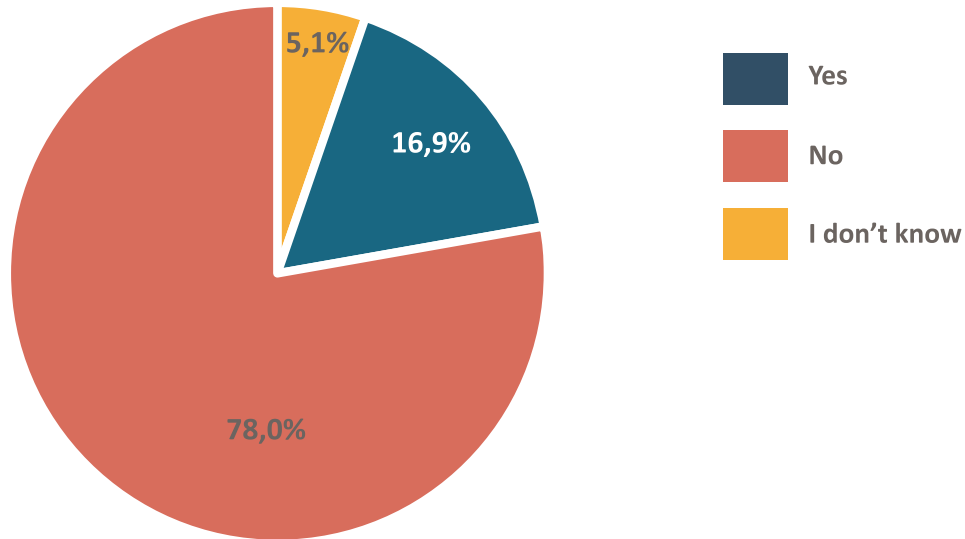
The contribution of skilled and qualified individuals in managing projects and activities is a critical factor for achieving successful and effective results. To this end, in the prepared set of questions, CSOs were first asked, “Do skilled/qualified individuals participate in the planning and implementation of your organization’s projects/activities?” The responses indicate that CSOs have some shortcomings in this regard. 53.2% of CSOs responded yes, while 46.8% said no. In other words, about half of CSOs do not work with qualified/expert individuals in activity planning and implementation.

**GRAPH 38. RATE OF SKILLED/QUALIFIED INDIVIDUALS WORKING IN THE PLANNING AND IMPLEMENTATION OF PROJECTS/ACTIVITIES IN CSOS**



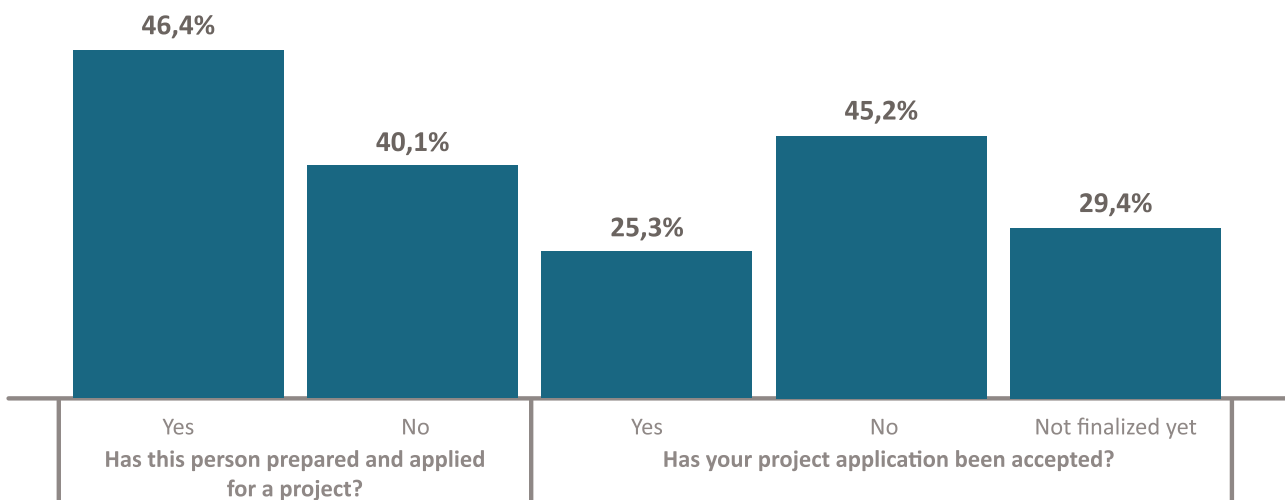
Enhancing the project preparation capabilities of existing staff could be one of the organizational strategies that CSOs can follow to effectively prepare and manage projects. However, only 16.9% of CSOs report that at least one employee received project training in the last year. In 78%, no employee has undergone project training in the past year.

**GRAPH 39. INCIDENCE OF CSOS HAVING EMPLOYEES WHO RECEIVED PROJECT TRAINING IN THE LAST YEAR**



Approximately 60% of CSOs with employees who received project training indicate that they have developed a project and submitted an application. However, the acceptance rate of these projects is low. While the rate of accepted projects is stated as 25.3%, the rate of rejected projects is 45.2%, and the rate of applications yet to be decided is 29.4%.

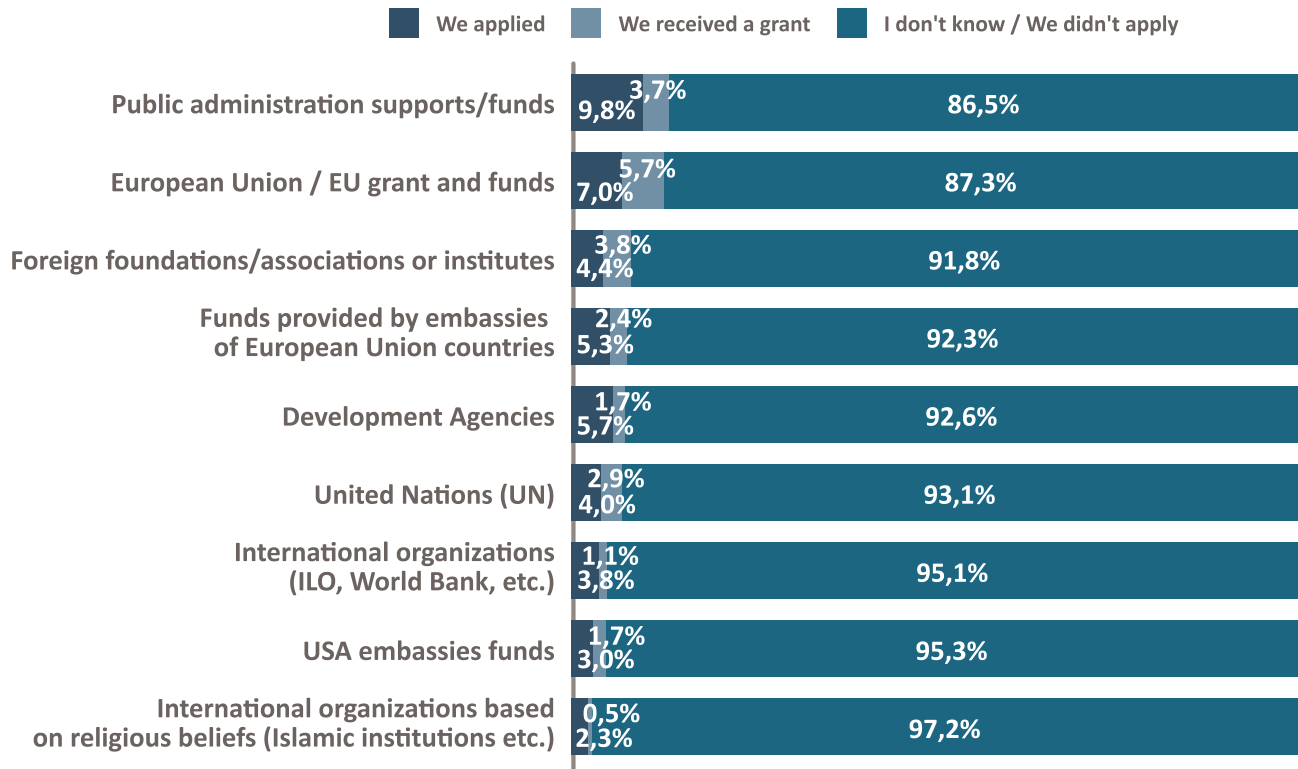
**GRAPH 40. GRANT APPLICATION AND ACCEPTANCE RATES FOR CSOS**



The low rate of both applications and grant approvals for local and international grant and fund sources by CSOs is noteworthy. Most CSOs state that they have not applied for such grants and funds. It is important to note that in the reply of "Did not apply/Do not know," there are also cases where the respondent lacks information. Nonetheless, looking at the highest application and grant approval rates among all sources, we see that public support/funds and European Union grants and funds are at the top. Improving CSOs' access to these funding sources seems necessary among future strategies.

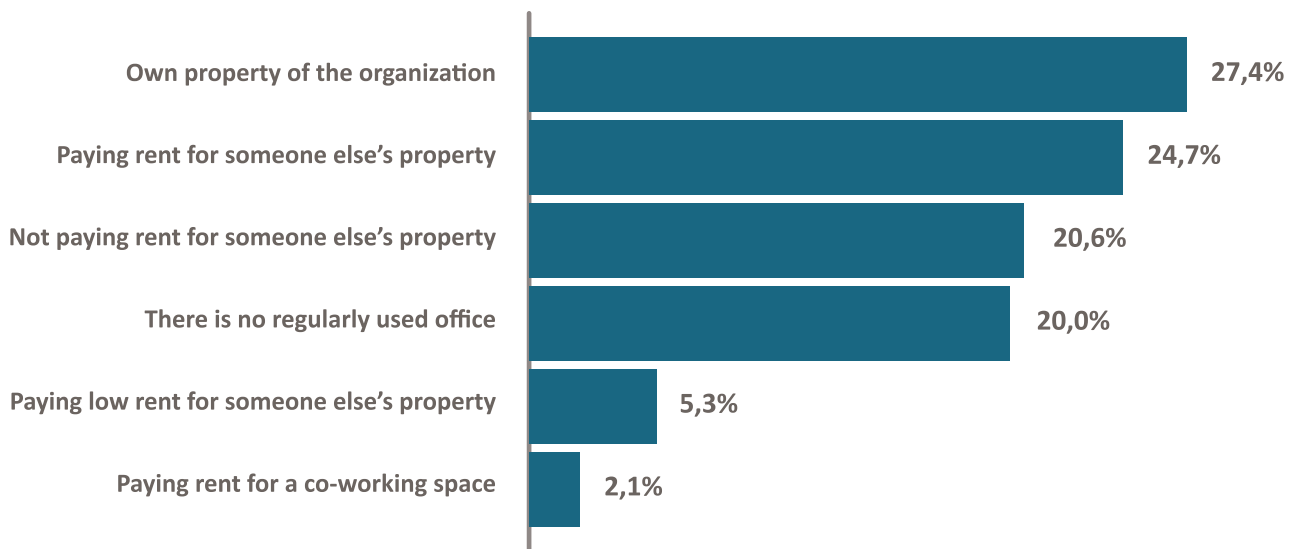


**GRAPH 41. APPLICATION AND GRANT APPROVAL RATES FOR CSOS**



Like in other organizations, office ownership is a factor that provides continuity, image, credibility, operational control, and independence for CSOs. However, 73% of CSOs do not own their offices; this group includes CSOs without a regularly used office (20%).

**GRAPH 42. OFFICE OWNERSHIP STATUS OF CSOS**

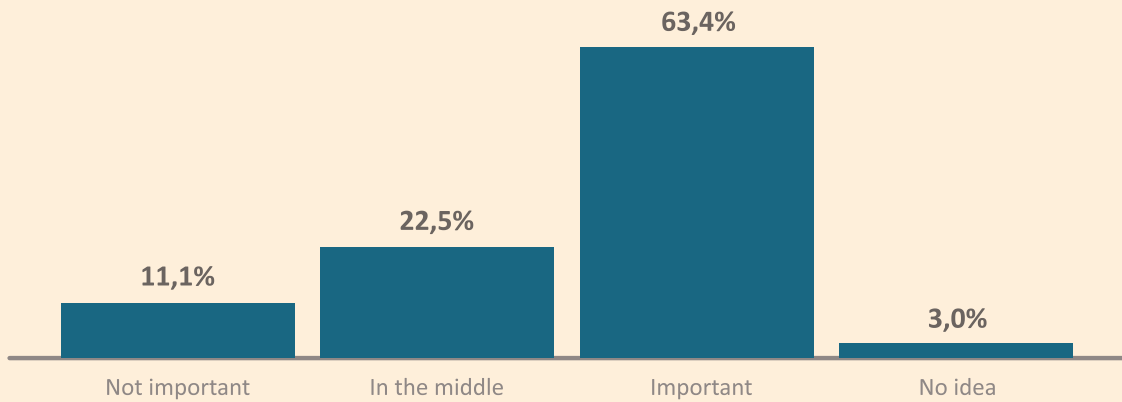




## Social Perceptions About Civil Society's Income Sources

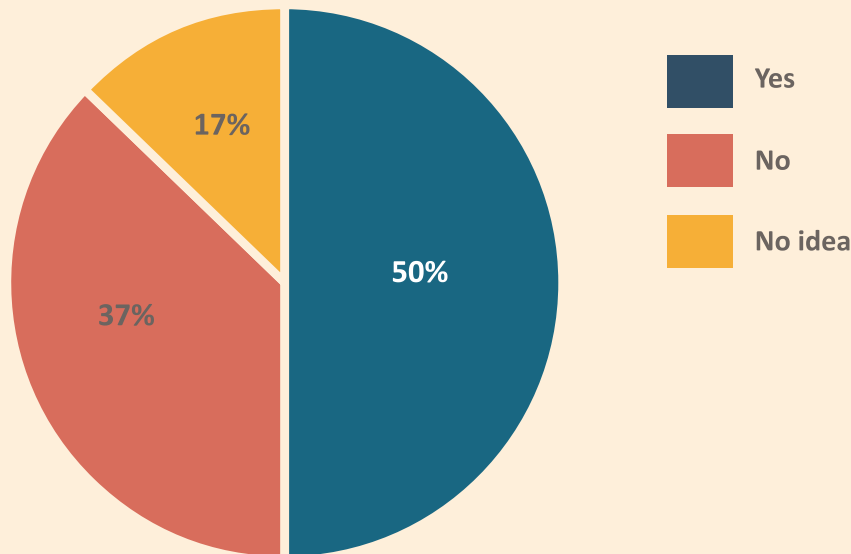
In the research conducted to compile social perceptions, it is noteworthy that this agenda is also an important agenda for society. Among the participants, the rate of those who say "It does not matter where civil society gets its income" is only 11.1%.

GRAPH 43. IMPORTANCE ASSESSMENT OF SOCIETY'S SOURCE OF INCOME IN CSOS



However, only 50% of people who currently donate say they will continue donating to CSOs.

GRAPH 44. CONTINUING TO DONATE TO CSOS IN SOCIETY





## CIVIL SOCIETY NETWORKS AND CONTACTS

CSOs often collaborate with various stakeholders to achieve their goals and establish contacts at different levels. This section sheds light not only on the level of contact with which stakeholder groups but also presents the results of these contacts and their potential to create an impact.

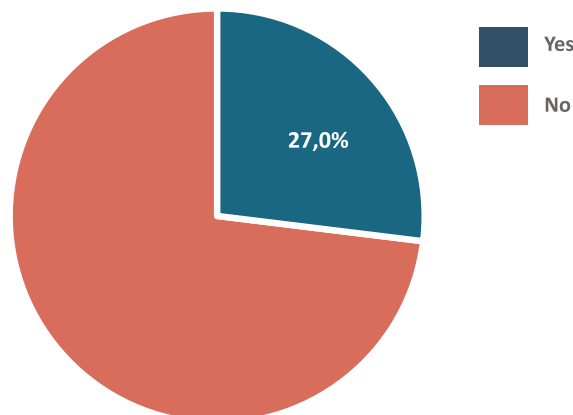
Table 14 shows the levels of CSOs' contacts with various stakeholders. As can be seen, the rates of CSOs establishing contacts with international funding organizations, international/foreign CSOs, Presidential units, and networks/platforms are low. When the data on stakeholders included in the questionnaire set is examined, it becomes clear that the stakeholders with whom CSOs have relatively more extensive contact are local/national CSOs and municipalities. When we look at the type of interaction of those who establish contacts, we can say that it is generally in the form of 'visits' and 'meetings.'

**TABLE 14. LEVEL OF CSOS' CONTACT WITH VARIOUS STAKEHOLDERS**

	Local / National CSO	International / Foreign CSO	Networks/ Platforms	Ministries	Presidential Units	Local Central Public Institutions	Municipalities	University	International Funding Organizations	Private Sector
No, we had no contact	61,3%	88,0%	84,3%	77,6%	91,2%	68,1%	56,4%	77,5%	90,6%	78,9%
Yes, visit	25,7%	6,4%	9,7%	15,1%	7,6%	23,8%	31,8%	16,4%	4,4%	15,1%
Yes, meeting	23,7%	6,3%	10,0%	11,3%	4,9%	15,9%	20,7%	11,4%	5,2%	8,5%
Yes, collaboration	10,9%	6,2%	6,1%	5,7%	,9%	6,6%	8,5%	6,5%	5,4%	6,8%
Yes, providing service	3,8%	,9%	1,3%	2,2%	,2%	1,9%	7,2%	,8%	1,3%	2,0%

The conversion rate of limited collaborations into a project/work is low. Only 27% of CSOs state that they have projects/works resulting from collaborations.

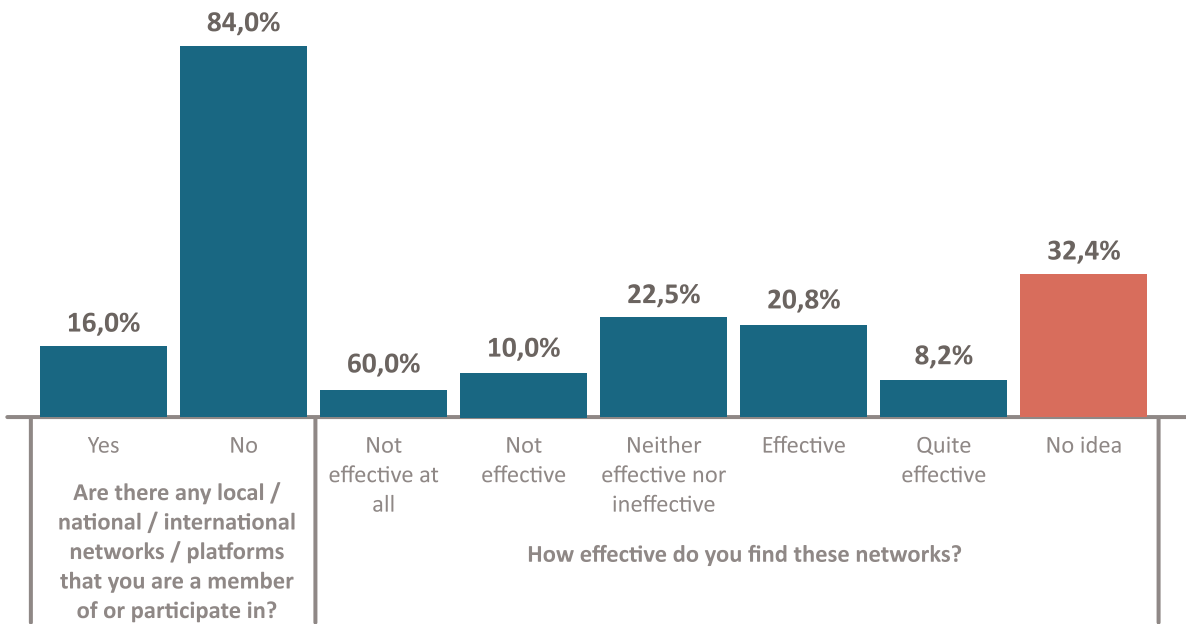
**GRAPH 45. LEVEL OF JOINT PROJECT/WORK DEVELOPMENT RESULTING FROM COLLABORATIONS**



## CSOs cannot meet under a common roof

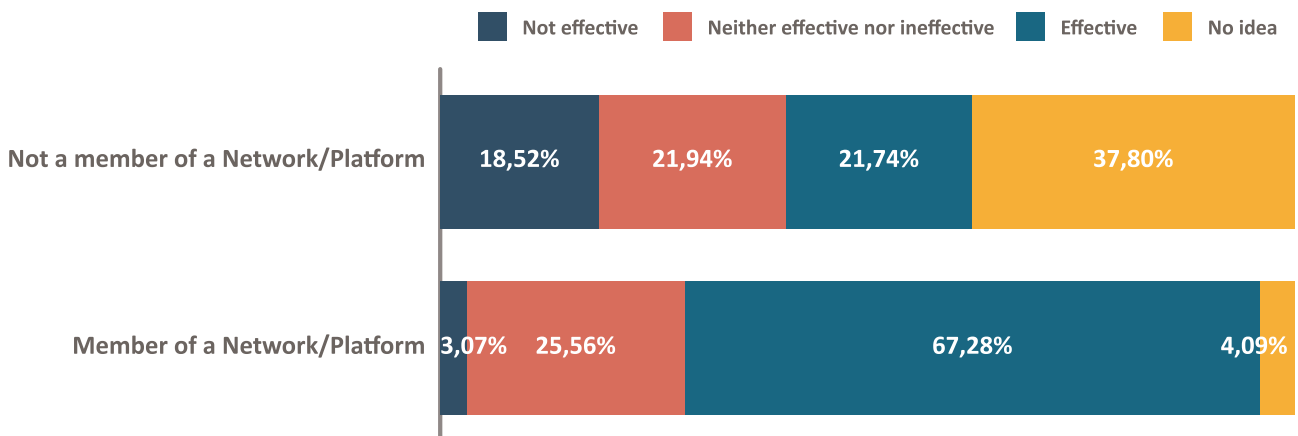
Networks and platforms create frameworks within the civil sphere that organizations can interact with. However, the current situation seems to indicate that CSOs cannot meet under a common roof. While 16% of CSOs are members of networks and/or platforms of different scales (local, national, international), the rate of finding these structures effective remains around 30%.

**GRAPH 46. CSOS' MEMBERSHIP STATUS IN NETWORKS AND THEIR ASSESSMENTS OF THE EFFECTIVENESS OF NETWORKS**



CSO members of a network/platform find these structures nearly three times more effective than non-members. It would not be accurate to conclude that CSOs not members of a network/platform find them 'effective' or 'ineffective' since the data are close to each other.

**GRAPH 47. ASSESSMENT OF THE EFFECTIVENESS OF NETWORK/PLATFORM MEMBERSHIP BY CSOS**





Although there have been no critical changes in CSOs' contacts with other stakeholders over the past three years, there is a considerable proportion of CSOs that have responded 'decreased.' CSOs maintain the number of other CSOs, public institutions, private sector entities, and networks/platforms they are in contact with at the same level. Thus, the need for areas with increased interaction for CSOs emerges.

**TABLE 15. CSOS' ASSESSMENT OF THEIR CONTACTS WITH OTHER STAKEHOLDERS OVER THE LAST 3 YEARS**

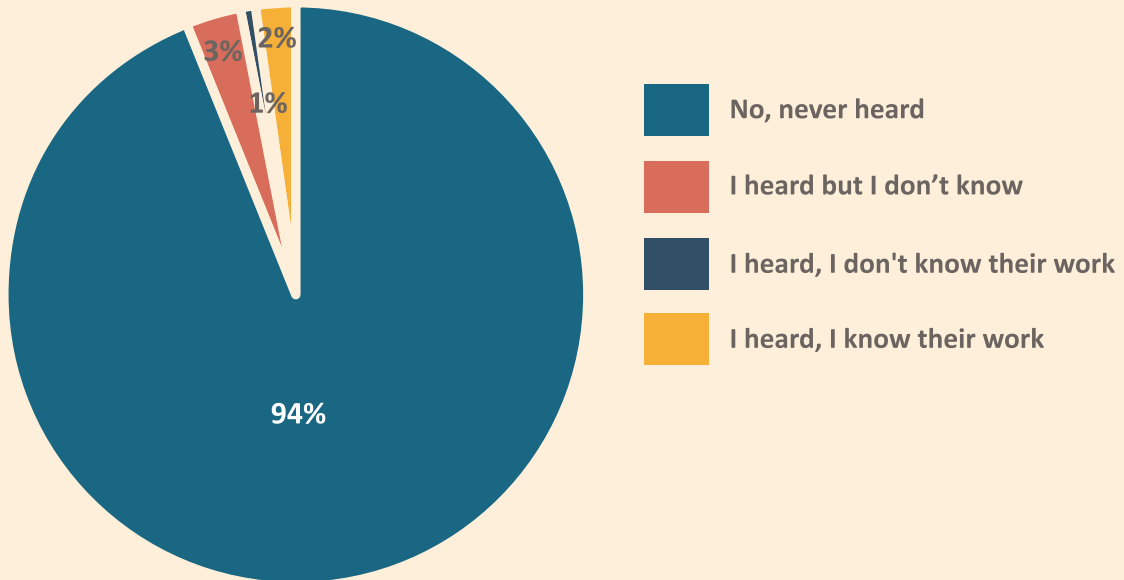
	Decreased	Remained the Same	Increased	Fikrim yok
Meet with other CSOs	21.8%	29.9%	28.0%	20.3%
Number of CSOs in dialogue	23.1%	38.8%	22.6%	15.5%
Meet with public institutions	24.1%	30.9%	20.9%	24.1%
Meet with private sector	21.6%	32.5%	18.4%	27.5%
Number of networks or platforms it is involved	20.5%	35.2%	17.3%	27.0%

## Social Perceptions About Networks and Platforms

### Civil society platforms and networks are not on society's agenda

Although networks and platforms are on the agenda of civil society, 94% of the participants in the research measuring public perception say that they have never heard of a network or platform before. Among those who say they have heard of it, there are those who give examples of platforms such as “Exxen, Blu TV”. In other words, the platforms and networks established or operated by civil society are not on the agenda of society.

GRAPH 48 . LEVEL OF SOCIETY'S HEARING OF PLATFORMS OR NETWORKS

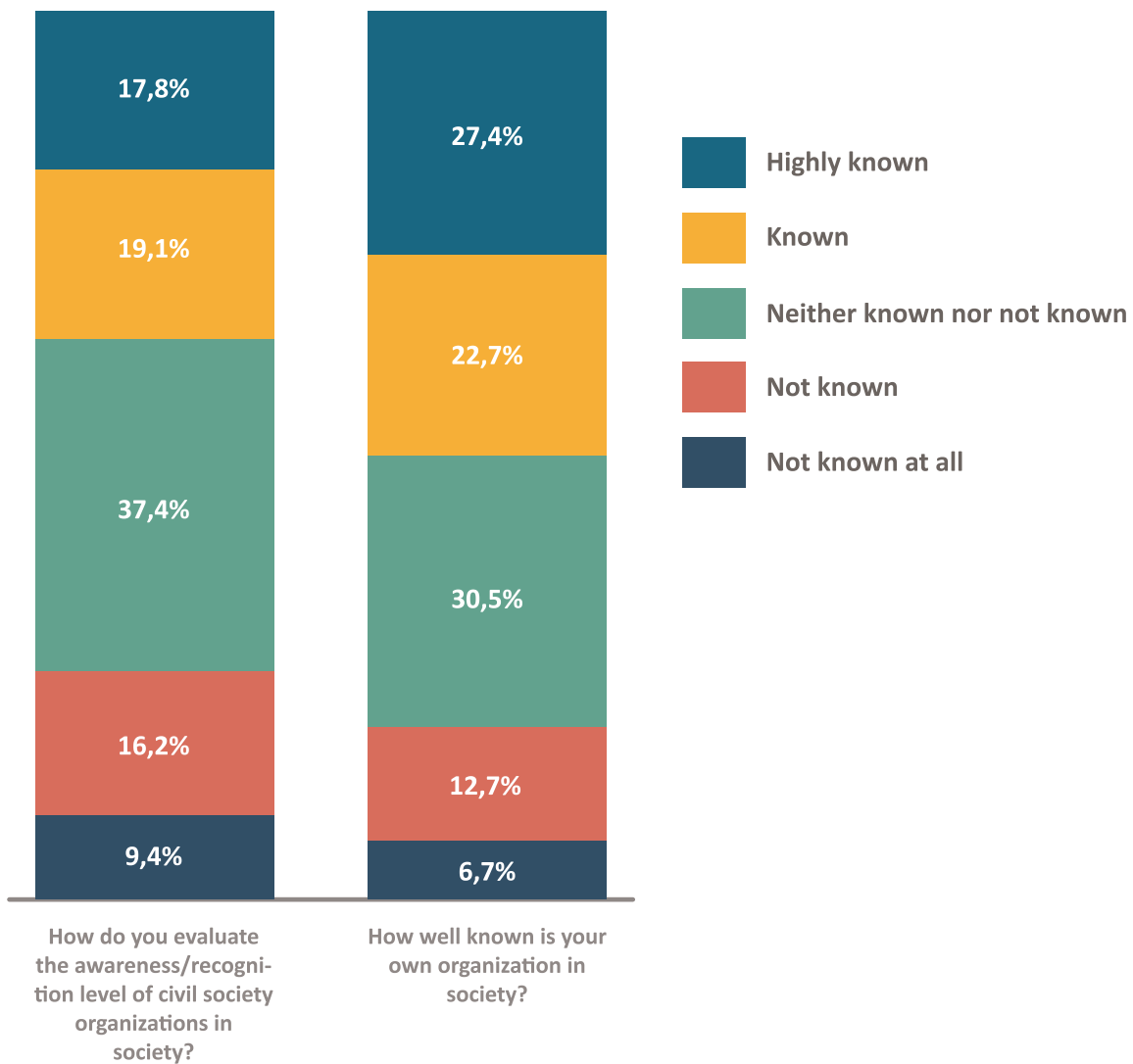




## COMMUNICATION STRATEGIES AND MANAGEMENT

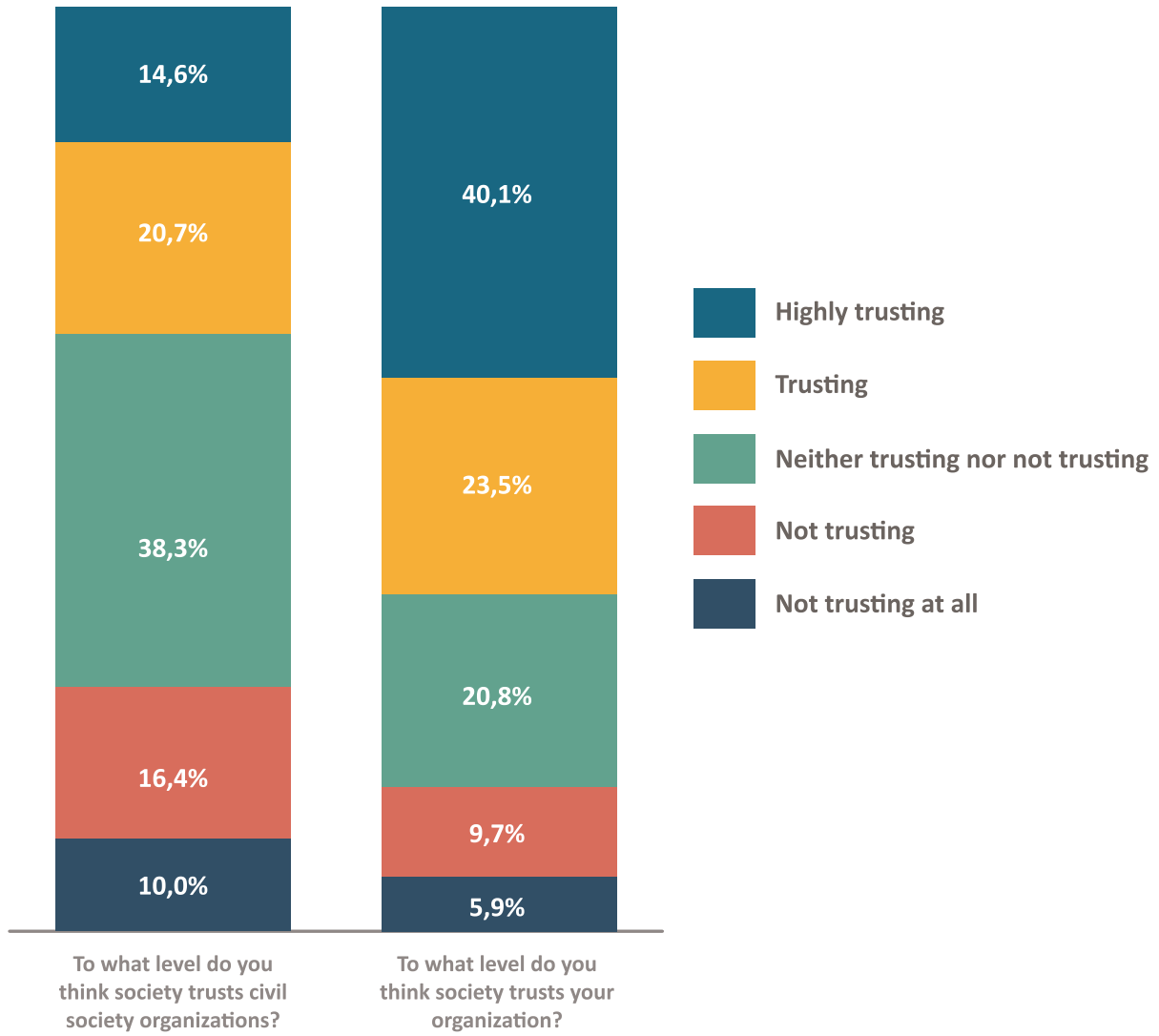
Graph 48 includes both participants' general opinions about CSOs and how they assess their organization's visibility and recognition in the society. Participants believe that their organizations are slightly more recognized/known in the society. 50.1% of participants consider their organizations to be recognized (rated 4 and 5 points) in the community. The same rate is 36.9% for CSOs in general.

**GRAPH 49. CSOS' ASSESSMENTS OF THE RECOGNITION/VISIBILITY LEVELS OF CIVIL SOCIETY AND THEIR OWN ORGANIZATIONS IN THE SOCIETY**



Evaluations made on CSOs' trustworthiness and their perception in society reveal an interesting finding. There is a discrepancy between the trust score participants give to their own organizations and their assessments of the general trustworthiness of CSOs. Accordingly, while 63.6% of CSOs think that society trusts their own organizations, only 35.3% express that society trusts civil society organizations.

**GRAPH 50. CSOS' ASSESSMENTS OF SOCIETY'S TRUST IN CIVIL SOCIETY AND THEIR OWN ORGANIZATIONS**

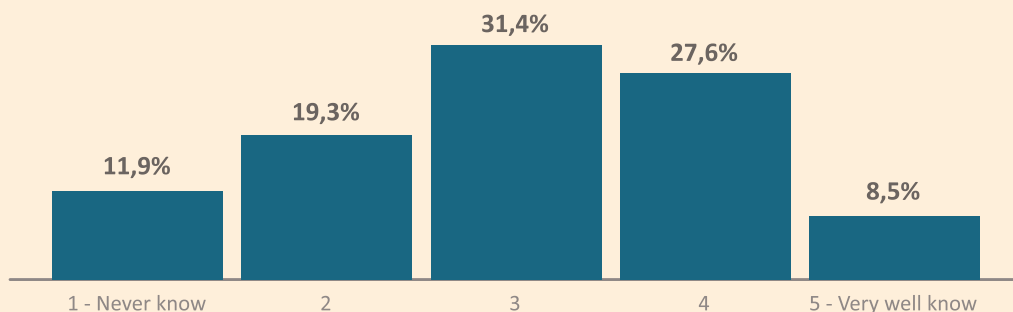




## Social Perceptions About Civil Society's Relationship with Society

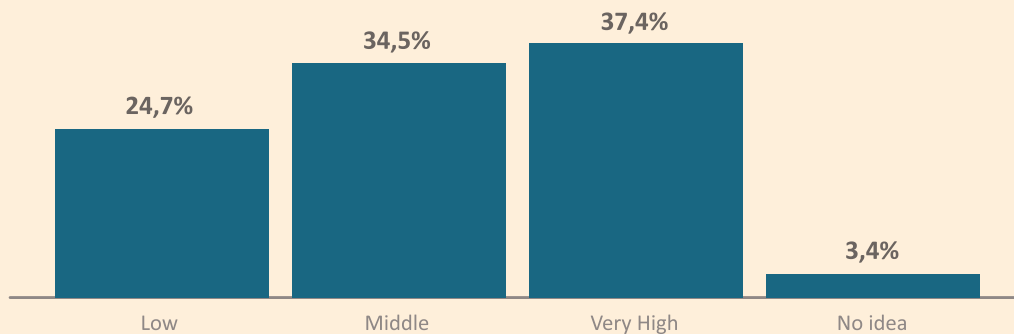
The answers obtained from the questions posed to the public on this issue are in line with the expectations of civil society. "How much do you know about the work of civil society?" In the scoring of the question, with 5 being the highest, 31.4% of the society gives 3 points and 27.6% gives 4 points. Based on this, although it is not possible to say that civil society is extremely well-known, it seems that there is a familiarity.

**GRAPH 51. SOCIETY'S LEVEL OF KNOWLEDGE OF CSO WORKS**



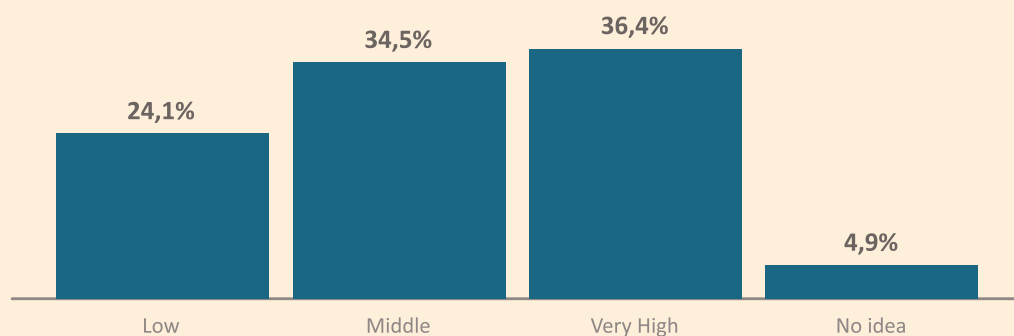
When it comes to trust in civil society, it is possible to say that there is trust (71.9%).

**GRAPH 52. SOCIETY'S LEVEL OF TRUST IN CSOS**



Participants do not think that there is a separation between their own trust and public trust. "How much do you think society trusts civil society?" When we ask, the confidence rate stands out as 70.9% in total.

**GRAPH 53. PEOPLE'S EVALUATION OF SOCIETY'S TRUST IN CSOS**

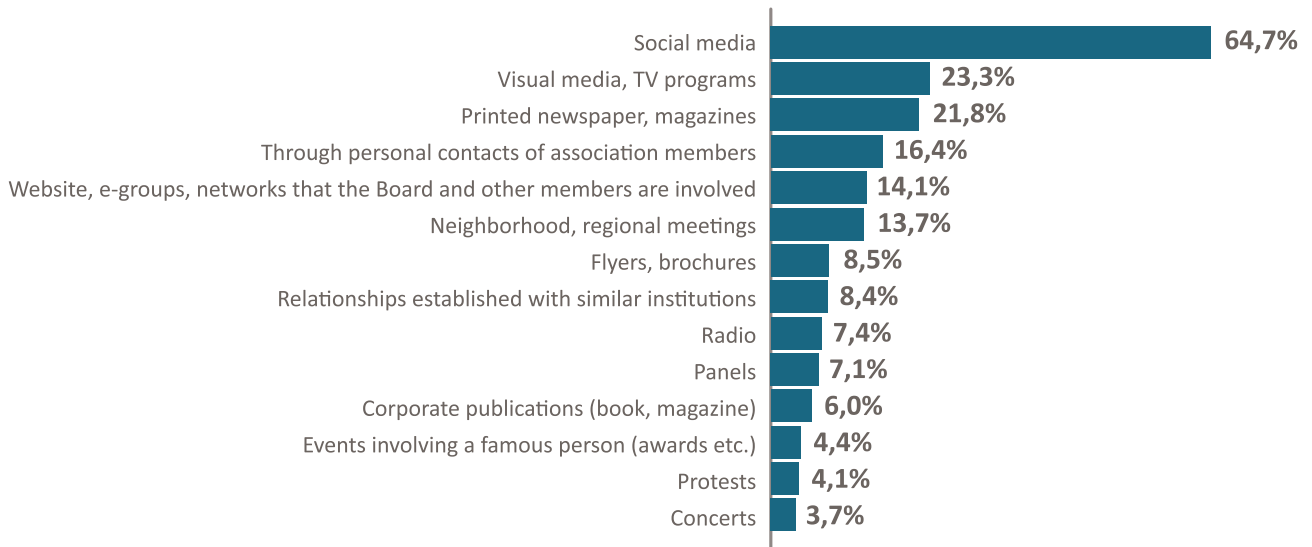




## CSOs reach their target audience mostly through social media

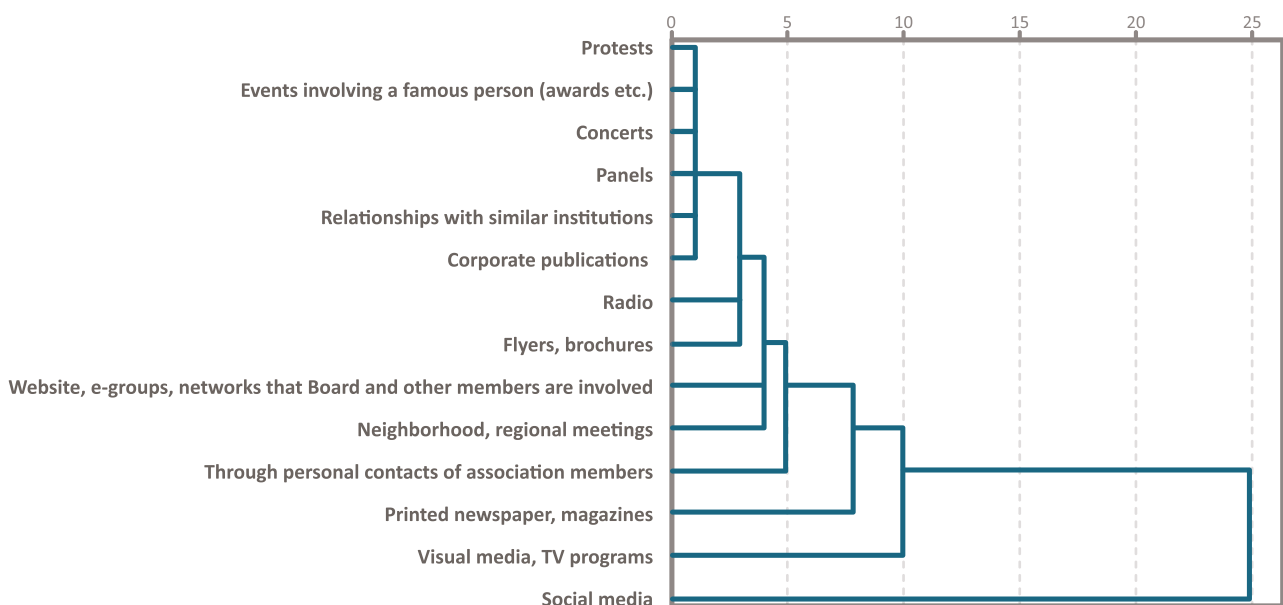
Digital media holds an important position in CSOs' communication strategies. CSOs mostly reach their target audience through social media. This is followed by visual media, TV programs with 23.3%, and print media (newspapers, magazines) with 21.8%. In summary, while new media tools are significant, traditional media tools still maintain their importance.

**GRAPH 54. COMMUNICATION CHANNELS USED BY CSOS**



An important question regarding communication channels is how effectively these channels are being used. In this context, integrating both traditional and digital media tools in an appropriate and effective manner will undoubtedly increase the communication success of CSOs. However, when it comes to cluster analysis, it is observed that social media differs from other communication channels.

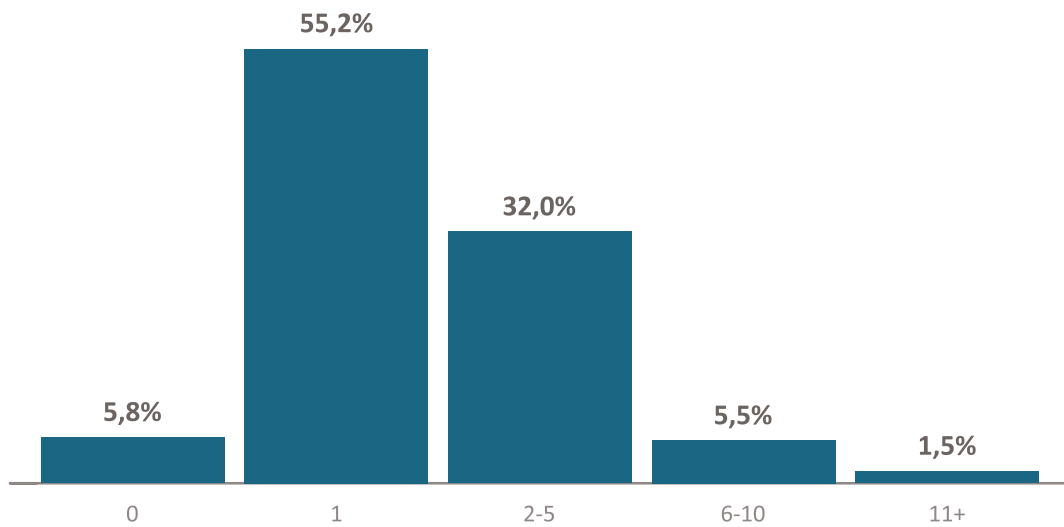
**GRAPH 55. CLUSTER ANALYSIS OF COMMUNICATION CHANNELS USED BY CSOS**





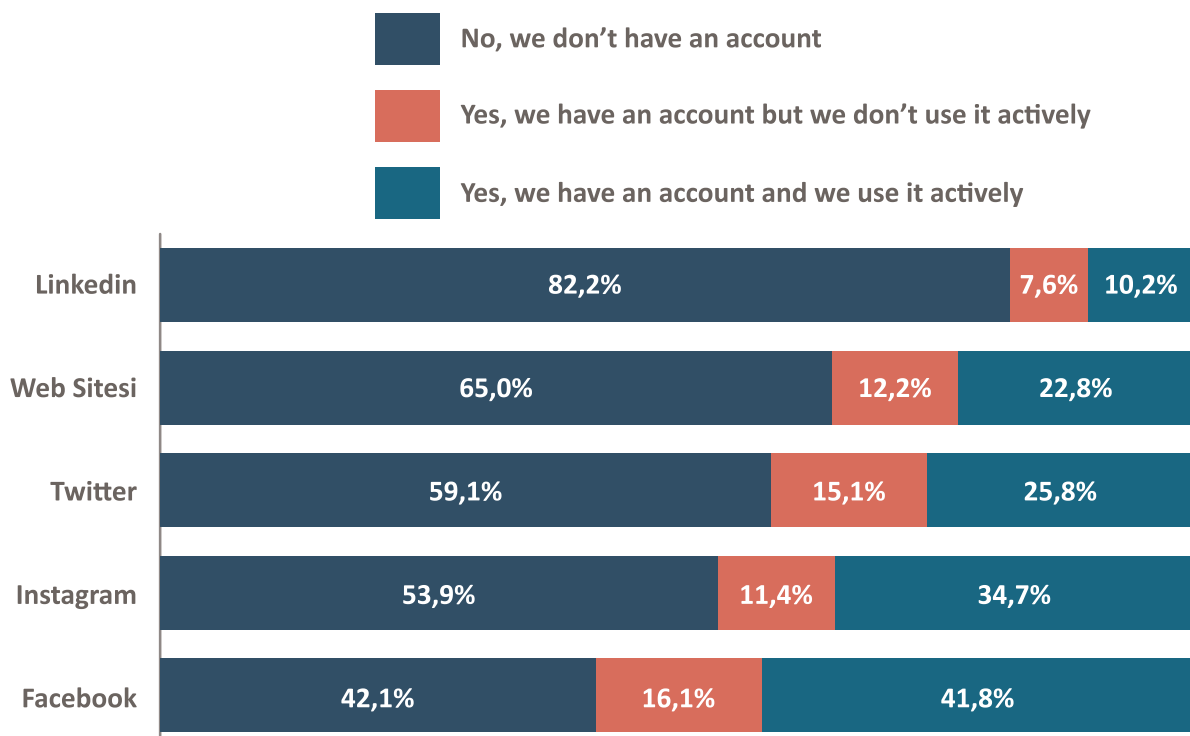
The diversity of communication channels used by CSOs is quite limited. While 5.8% of CSOs do not have any communication channels, 55.2% only use one communication channel. The proportion of those using 2-5 channels is 32%, and those using six or more communication channels is 7%.

**GRAPH 56. LEVEL OF DIVERSITY IN COMMUNICATION CHANNELS USED BY CSOS**



As we mentioned, social media is an important communication channel for CSOs. Looking at the usage status of various social media platforms, Facebook (41.8%) and Instagram (34.7%) are among the most actively used. The least used platform is LinkedIn: 82.2% of CSOs do not have a LinkedIn account.

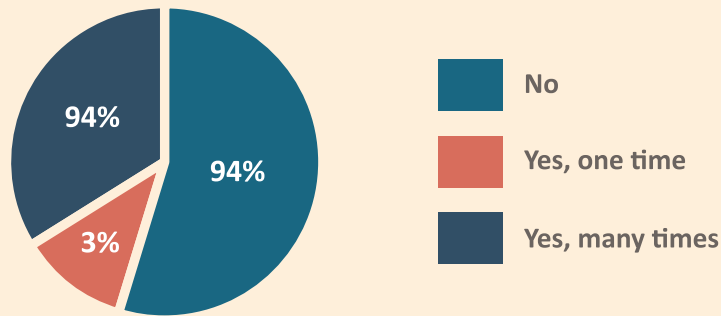
**GRAPH 57. ACTIVE SOCIAL MEDIA ACCOUNTS OF CSOS**



## Social Perceptions About Civil Society Communication

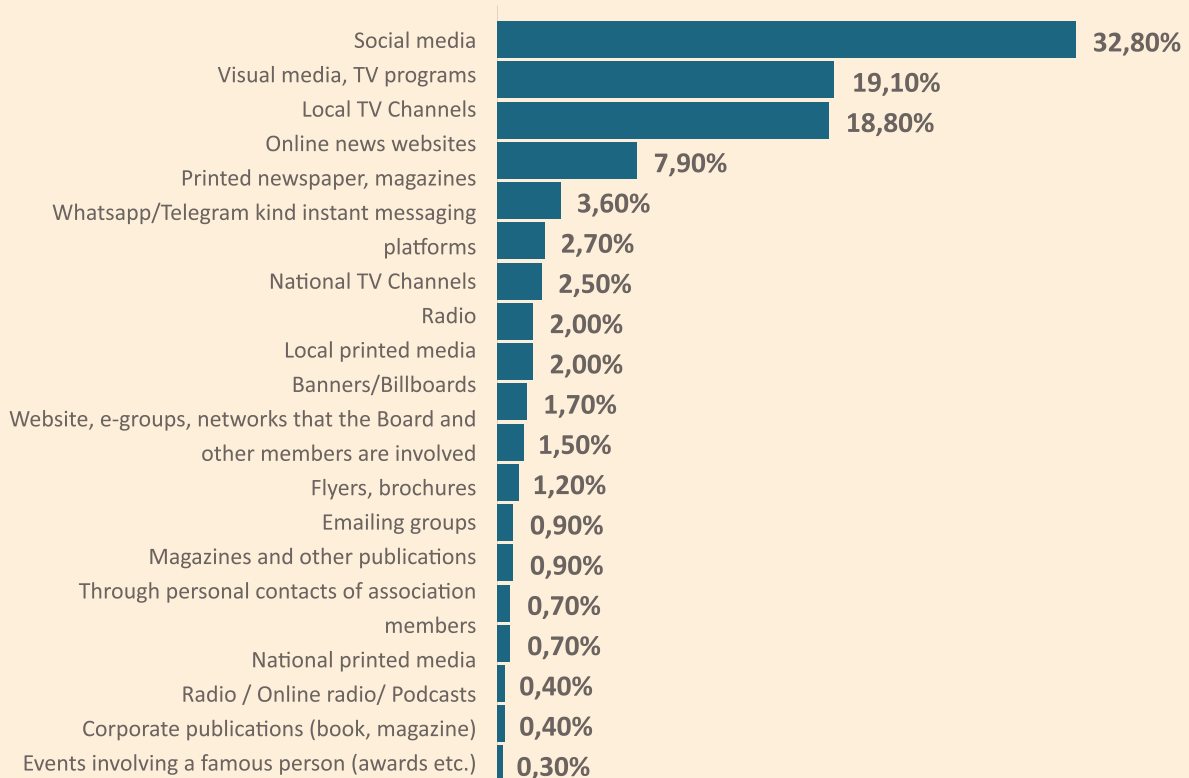
In the community survey, participants were asked: “Have you come across news about associations or foundations on news channels or news sites in the last year?” When asked the question, more than half of the participants (54.8%) answer “No”. The rate of those who say that they have come across the news many times is 33.7%.

**GRAPH 58. LEVEL OF SOCIETY'S ENCOUNTER WITH NEWS ABOUT CSOS ON NEWS CHANNELS OR WEBSITES IN THE LAST YEAR**



Those who stated that they came across the news stated that they mostly accessed this news through social media. This platform is followed by visual media and TV programs.

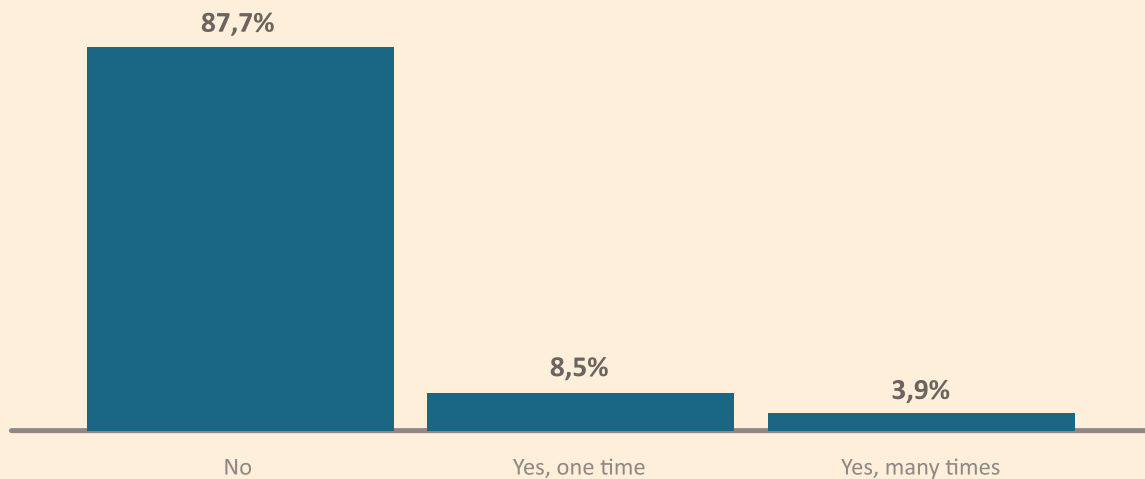
**GRAPH 59. COMMUNICATION CHANNELS WHERE THOSE WHO COME ACROSS CSO NEWS SEE THE NEWS**





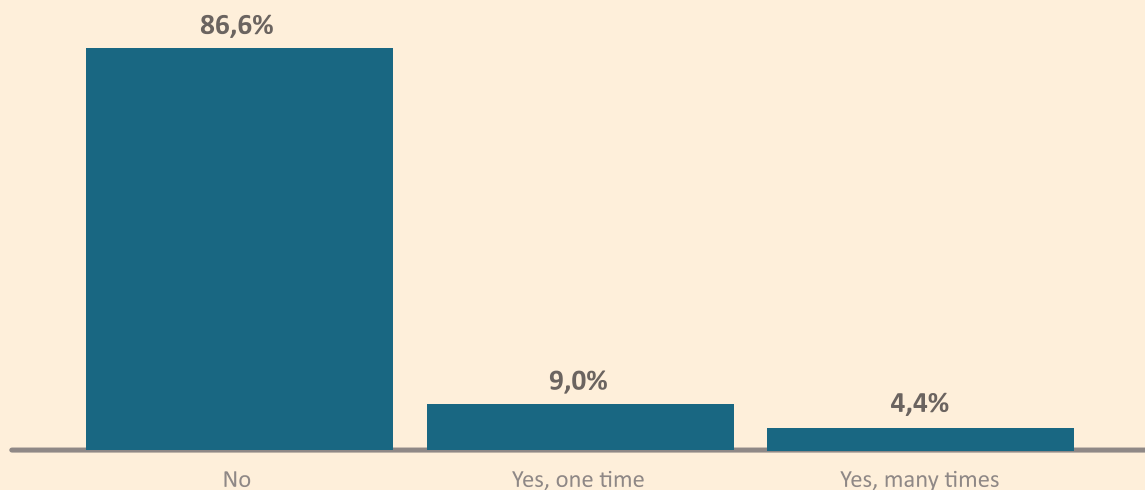
It is noteworthy that almost all of these communication methods are indirect communication methods. “Has any association or foundation contacted you in the last year?” 87.7% of the participants answer the question “No”.

**GRAPH 60. LEVEL OF COMMUNICATION WITH THE SOCIETY BY CSOS**



Since people themselves do not see institutions as accessible, they are not the ones initiating this communication. “Have you contacted any association or foundation in the last year?” The rate of those who answered “No” to the question constitutes 86.6% of the participants.

**GRAPH 61. LEVELS OF COMMUNICATION WITH CSOS IN SOCIETY**

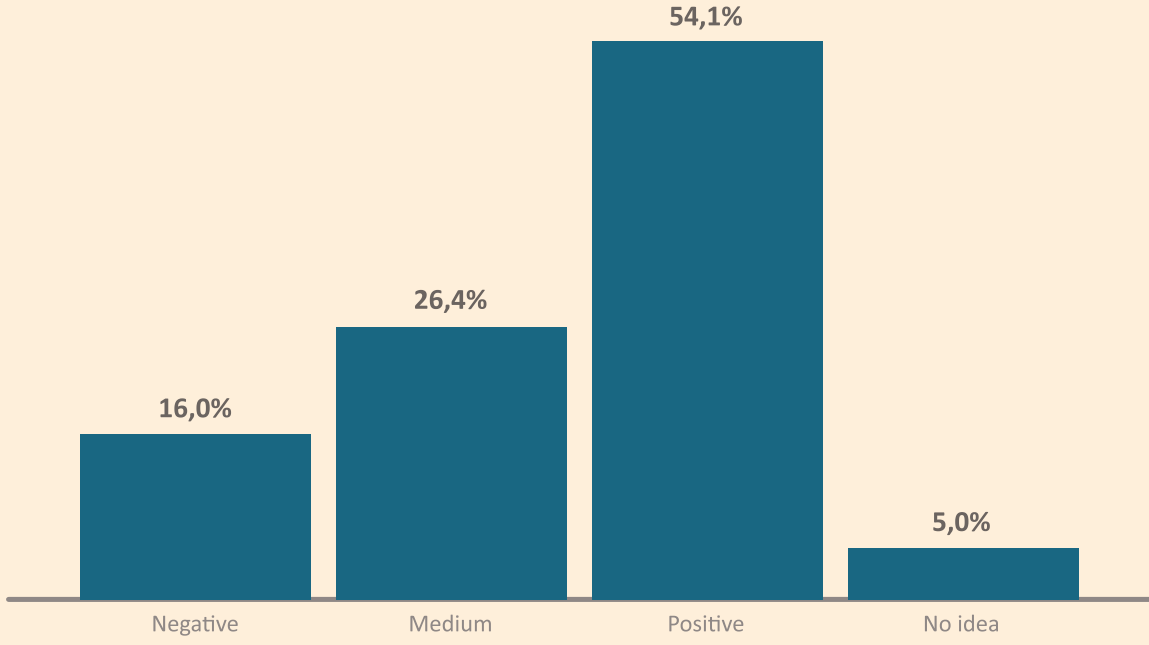


In parallel with these data, 90.5% of the participants state that they are not members of any association or foundation’s e-mail list, and 85.9% state that they do not follow any association or foundation on social media.

When asked about research reports, this rate drops to 82.8%, but it is possible to say that the research is “related”. Those who say “There are many institutions whose research reports I have read in the last year” constitute 10.3% of the participants. It seems that research reports and data are relatively more eye-catching content.

Finally, participants state that they will not be negatively affected by a celebrity they follow collaborating with civil society, and 52.6% of them even state that they will be positively affected.

GRAPH 62. APPROACH TO CELEBRITIES FOLLOWED COLLABORATING WITH CSOS





## COMMUNICATION INDEX

A “Communication Index” was created using 10 media tools provided to CSOs and their degrees of active use, and these items were subjected to a reliability test. The result of the reliability test yielded a Cronbach’s Alpha value of 0.901 (See Annex 5. Communication Reliability Test). A test result within the range of  $0.80 < \alpha < 1.00$  indicates that the items used in the scale have high validity and reliability. The values of the 10 items that make up the scale, scored from 1 to 5, were reassessed within the range of 0 to 100, and their statistical values were calculated.

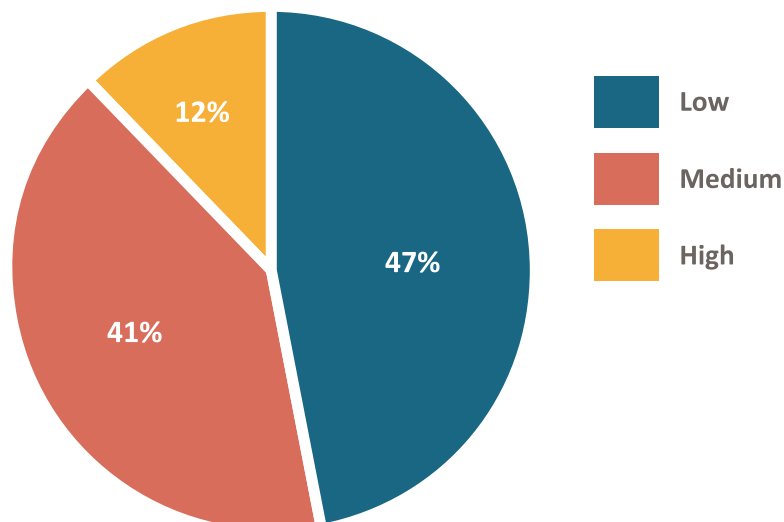
The average score for media tool usage by CSOs is 40.6 (out of 100). However, the median score appears to be 36.0, indicating a limitation in the capacity of CSOs in Türkiye to use communication and media tools.

**TABLE 16. COMMUNICATION INDEX SCORES**

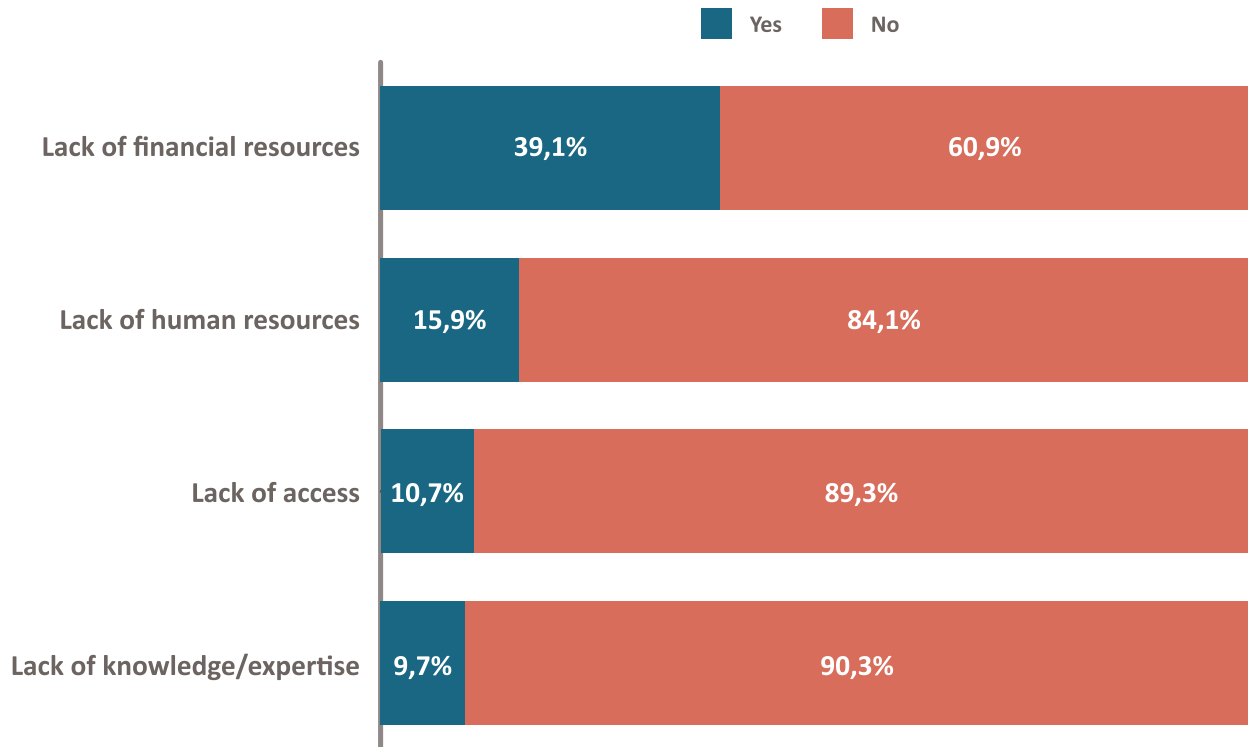
	Communication Index Scores
Average	40.6
Median	36.0
Std. Deviation	20.2
Minimum	20.0
Maximum	100.0

According to the index scores, CSOs are categorized into three groups: low, medium, and high. Accordingly, nearly half of the CSOs possess low communication capacity. Only 12% of CSOs are in the high communication capacity bracket.

**GRAPH 63. COMMUNICATION INDEX CATEGORIES**



CSOs were asked why they do not use media tools they do not use. A lack of financial resources seems to create limitations in access to media tools. The proportion of CSOs that state they cannot use media tools due to a lack of financial resources is 40%. The rate of not being able to use media tools due to a lack of human resources is 16%; due to access limitations, 11%; due to lack of knowledge/expertise, 10%.

**GRAPH 64. REASONS FOR NOT USING COMMUNICATION CHANNELS**

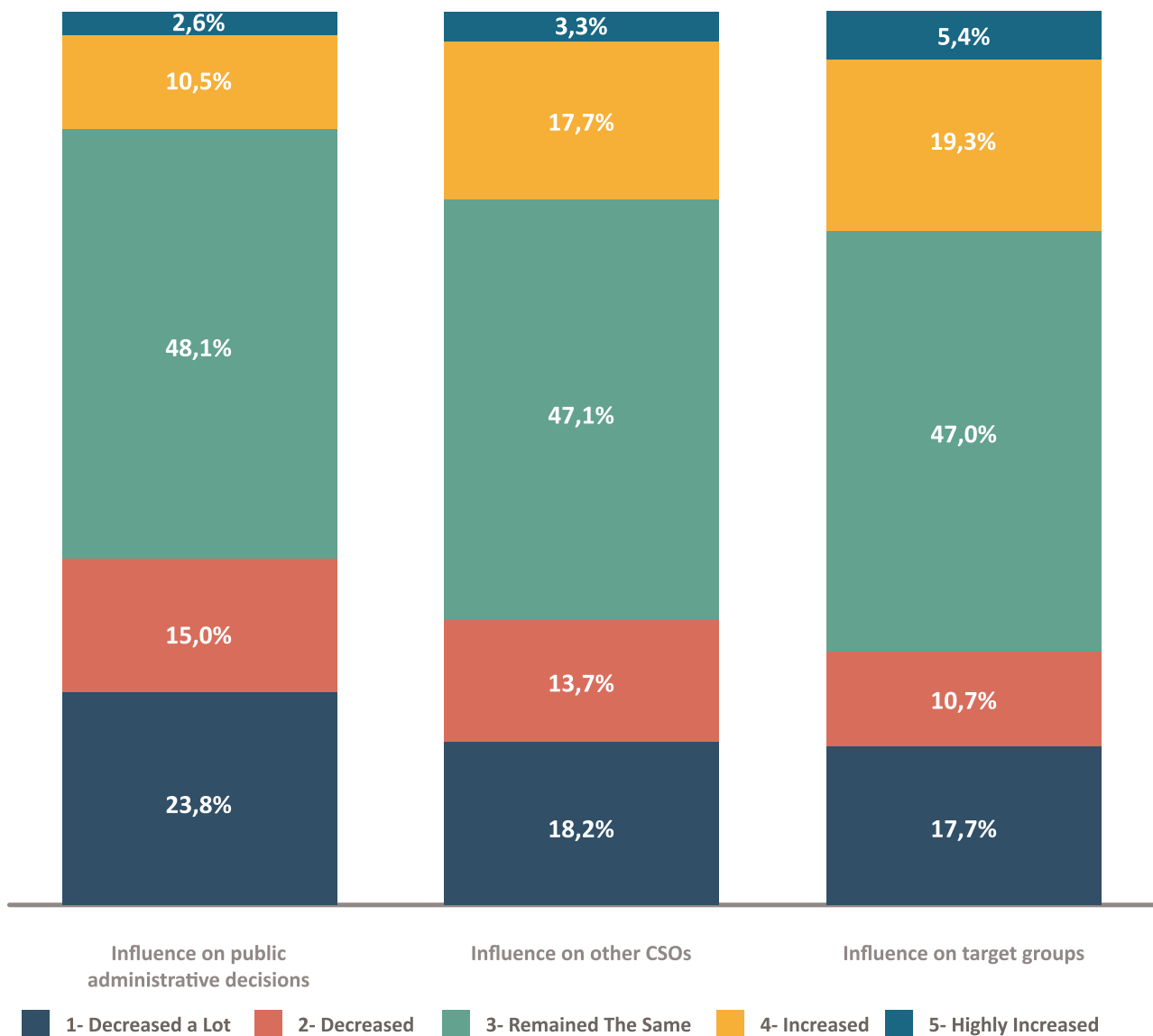


## IMPACT LEVEL OF CIVIL SOCIETY

To assess the societal impact of CSOs, the impact on public administrative decisions, the impact on other CSOs, and the impact on their target groups provide important clues.

Based on the evaluations made over the past three years, CSOs state that their impact has largely remained the same, implying that they have not yet achieved the desired level of impact. Only 13.1% say their influence on public administrative decisions has increased, 21% claim their influence on other CSOs has increased, and 24.7% state that their influence on their target groups has increased.

GRAPH 65. ASSESSMENT OF CSOS' IMPACT LEVELS OVER THE LAST 3 YEARS

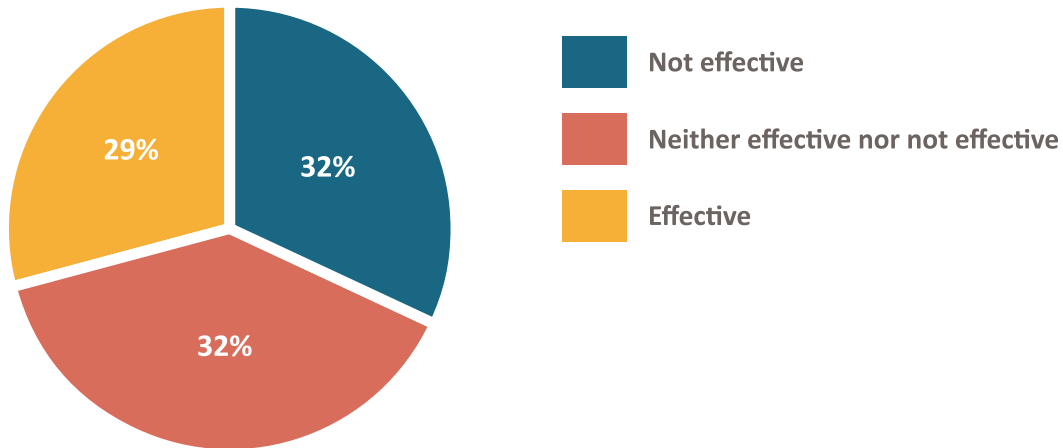




## CSOs have limited power to create changes in policies.

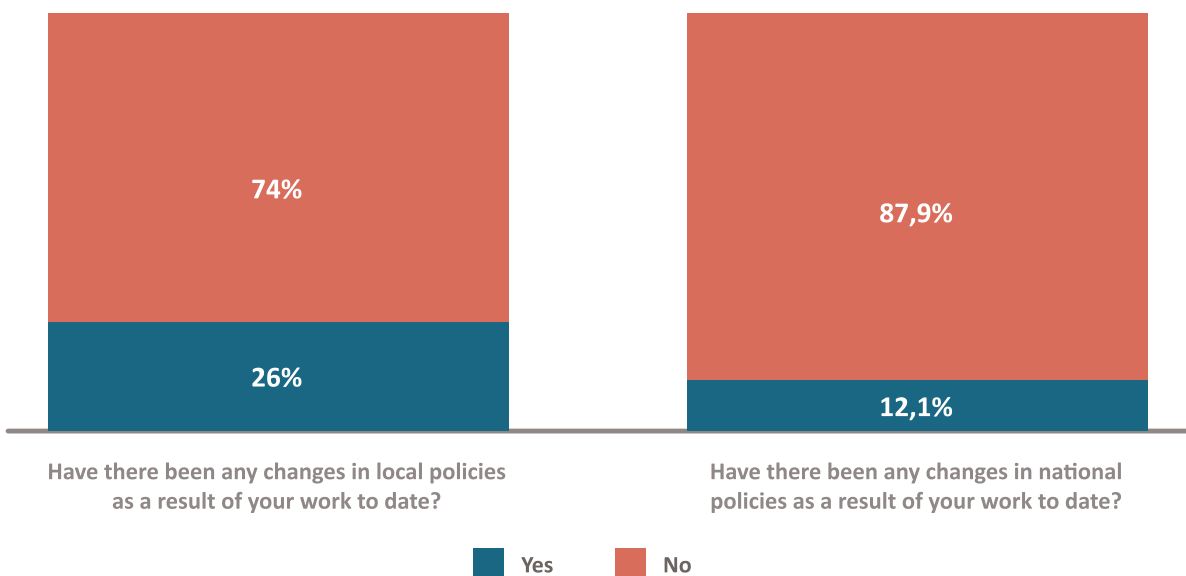
CSOs assess their level of influence on policies prepared by local governments, public institutions, or other local and national authorities as “not effective” at a rate of 32%. Only 29% consider themselves effective.

GRAPH 66. ASSESSMENT OF CSOS' LEVELS OF INFLUENCE ON POLICIES



The power of CSOs to create change in policies is also limited. Only 26% of participants state that their work has resulted in changes in local policies, while only 12.1% report changes in national policies. The limited power of creating changes in policies cannot be assessed solely as the success or failure of CSOs. At the same time, a series of external factors, such as the political climate, societal conditions, and government policies, limit the impact CSOs can have in this sense.

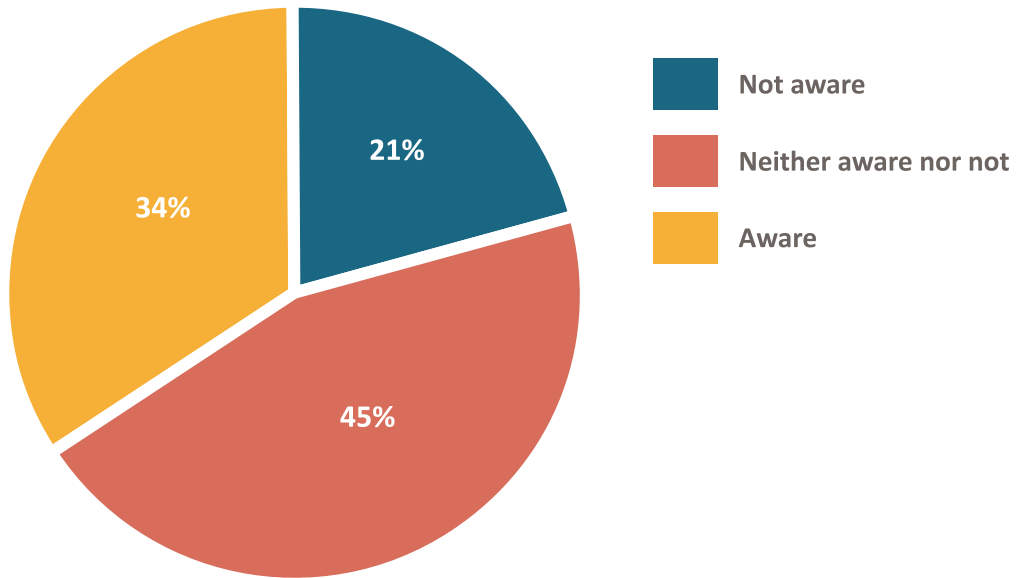
GRAPH 67. CSO'S POWER TO CREATE POLICY CHANGES AS A RESULT OF THEIR WORK





While only 34% of CSOs report that their target audience and the general public are aware of their efforts, the percentage of those stating unawareness is at 21%. A 45% segment indicates a moderate level of awareness.

**GRAPH 68. THE SITUATION OF INFORMING TARGET AUDIENCE AND THE PUBLIC ABOUT CSO ACTIVITIES**



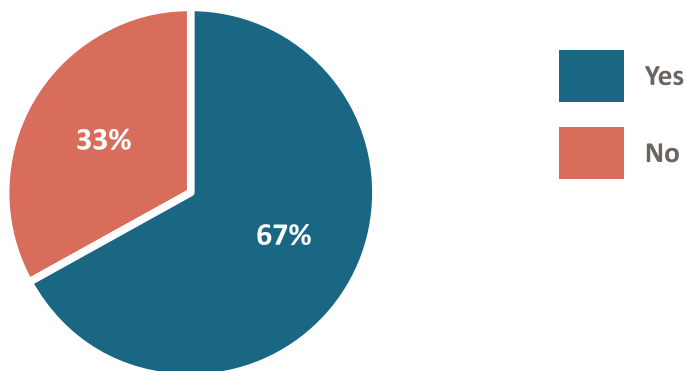
## TRACEABLE CIVIL SOCIETY: TRANSPARENCY / ACCOUNTABILITY

### 33% of CSOs have a self-audit mechanism.

Transparency and accountability are critical for CSOs to gain social trust, ensure internal consistency, and make an impact. It is considered important for CSOs aiming to influence both public administration policies and social life to be traceable and measurable in their activities.

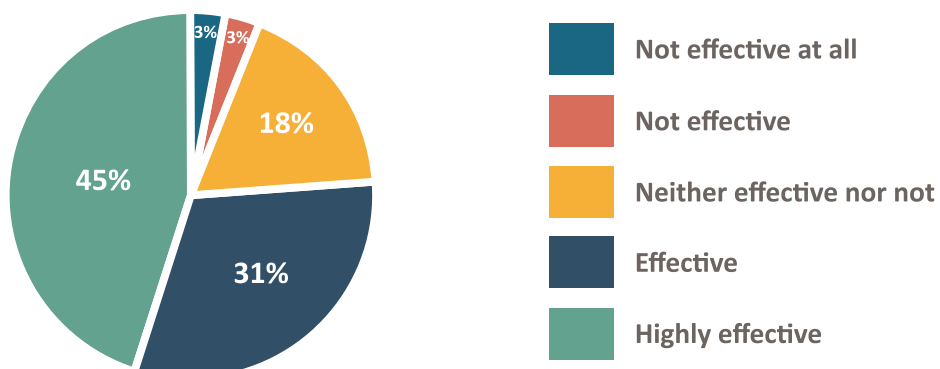
There can be many indicators of transparency and accountability, depending on the organization's structure. Having internal and external audit mechanisms and sharing activity and financial reports with the public are among the first that come to mind. When we examine CSOs in Türkiye from the perspective of self-audit mechanisms, we see that 33% have such a mechanism.

GRAPH 69. OWNERSHIP OF SELF-AUDIT MECHANISM



76% of CSOs with a self-audit mechanism indicate that this mechanism is effectively implemented.

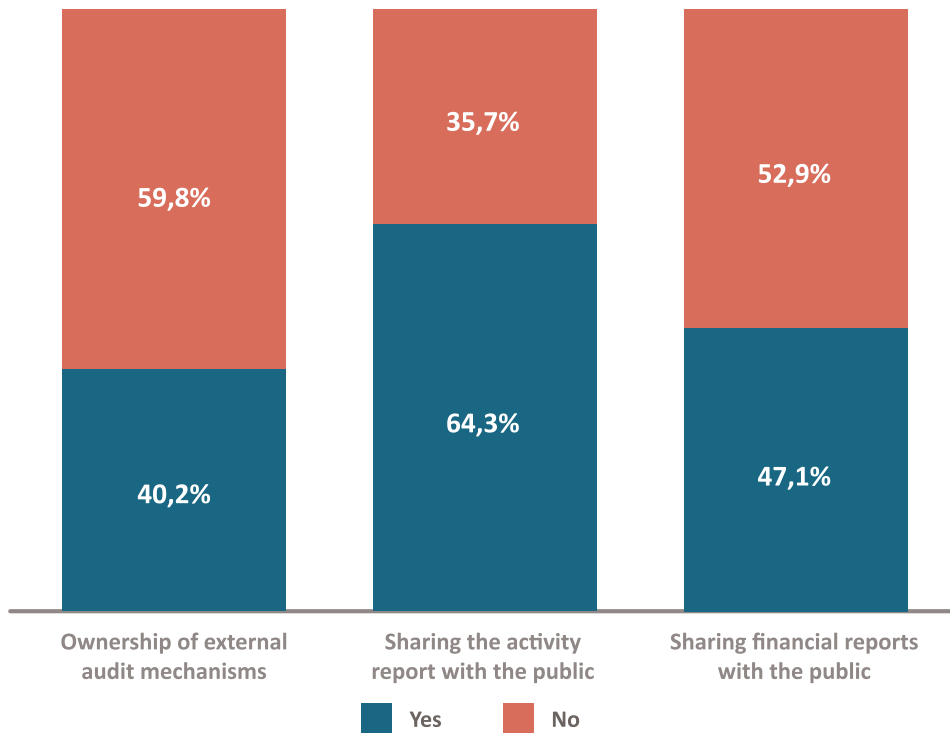
GRAPH 70. LEVELS OF SELF-AUDIT MECHANISM EFFECTIVENESS





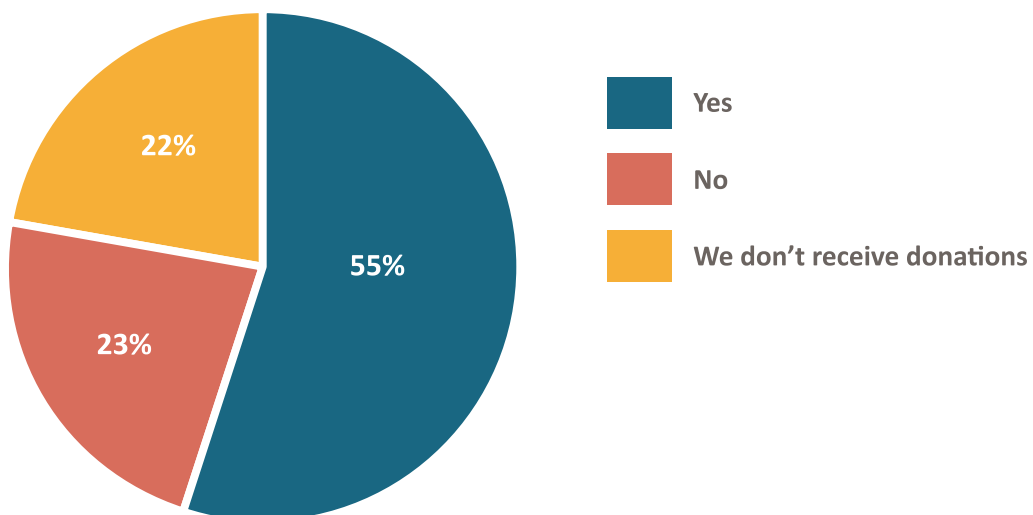
When external factors are scrutinized, we observe that 40% of CSOs have an external audit mechanism, while it was found that 33% have a self-audit mechanism. When the practices of sharing information with the public are evaluated, the rate of openly sharing activity reports with the public is 64%, while this rate falls to 47% for sharing financial reports.

**GRAPH 71. OWNERSHIP OF EXTERNAL AUDIT MECHANISM**



When excluding CSOs that do not receive donations (22%), 55% of CSOs inform the donor via SMS, email, etc., following the receipt of donations.

**GRAPH 71 LEVELS OF INFORMING DONORS IN CSOS**



## TRANSPARENCY INDEX

Variables such as having internal/external audit mechanisms, sharing activity and financial reports with the public, and sharing information with donors were included in the reliability test conducted. As a result of the analysis, the Cronbach's Alpha value was found to be 0.634. The variable of sharing information with donors, which reduces the reliability of the scale, was not included in the index score calculation. In this case, the Cronbach's Alpha value of the scale is 0.69, which can be considered an acceptable limit.

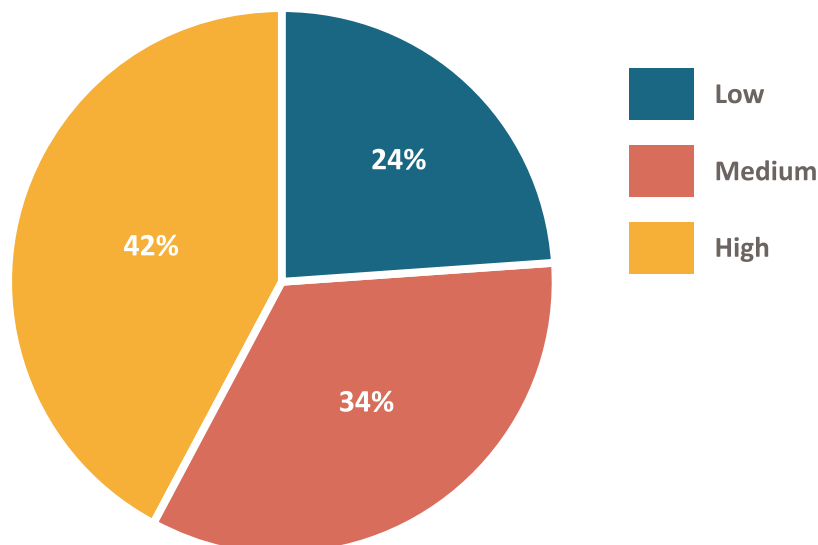
The transparency index scores were redistributed from 0 to 100 and evaluated. It seems that transparency is among the areas where CSOs need to improve themselves. The average transparency index score of CSOs is rated as 56.6.

**TABLE 17. TRANSPARENCY INDEX SCORES**

	Transparency Index Scores
Average	56.6
Median	60.0
Std. Deviation	33.4
Minimum	0.0
Maximum	100.0

42% of CSOs categorized as low, medium, and high in the transparency focus are in the high transparency category, followed by 34% in medium transparency and 24% in low transparency.

**GRAPH 73. TRANSPARENCY CATEGORIES**

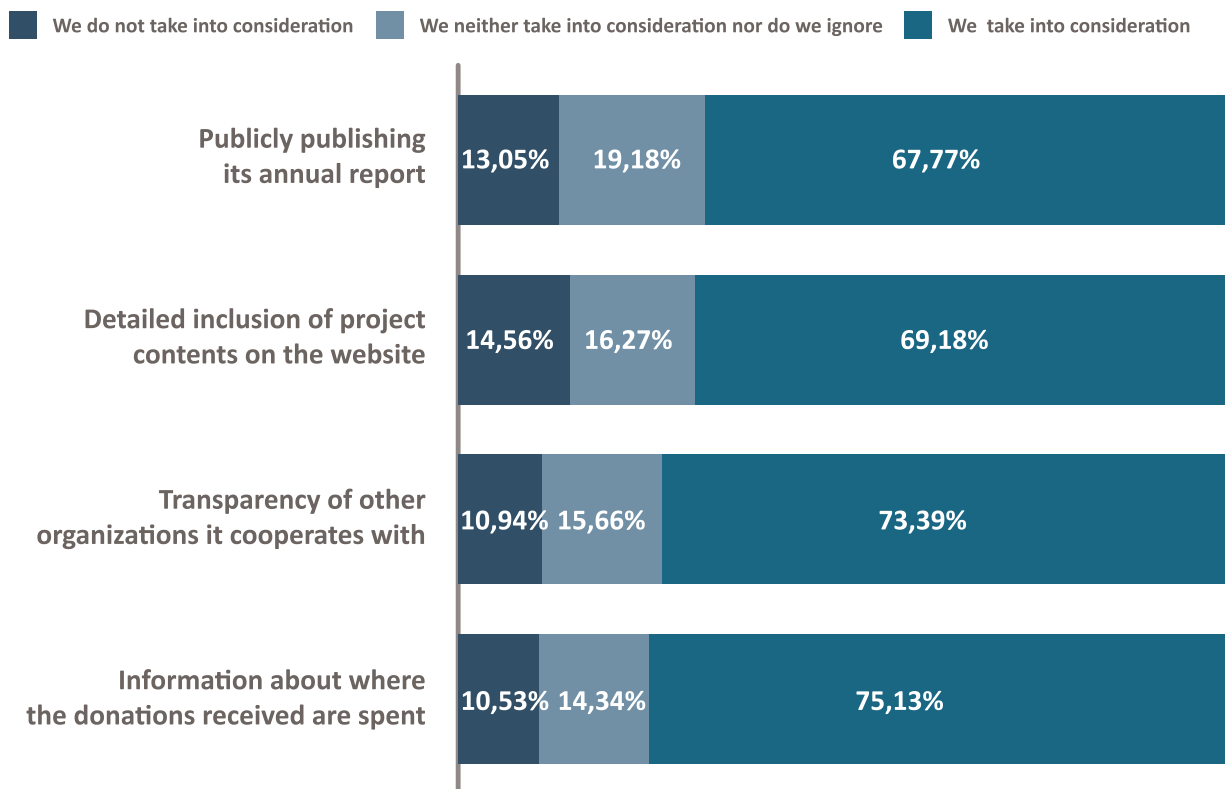




## CSOs place importance on the transparency of the organizations they would call stakeholders.

CSOs were asked how much they take into account transparency indicators in organizations they would call stakeholders. The rate of considering information about how donations are spent is 75%, the rate of considering the transparency of cooperating organizations is 74%, the rate of considering whether project contents are on the website is 69%, and the rate of considering sharing the annual report with the public is 68%. It is possible to say that CSOs care about the transparency of the organizations they would call their stakeholders.

**GRAPH 74. CSO LEVELS OF IMPORTANCE TO TRANSPARENCY OF STAKEHOLDER ORGANIZATIONS**

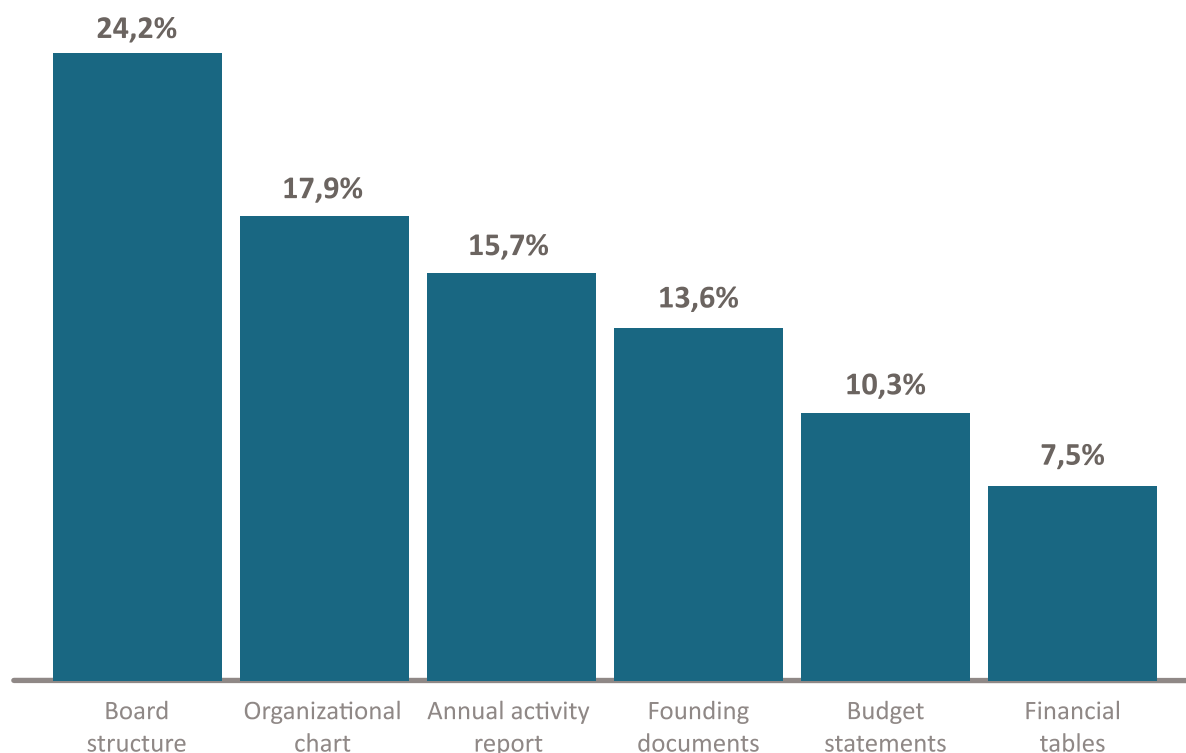


We evaluated the transparency expectations of CSOs for the institutions they will cooperate with, according to transparency categorization. CSOs with high transparency expect institutions they will become stakeholders with to be transparent as well. CSOs with insufficient transparency (low) have limited expectations for transparency compared to the other two categories.

**TABLE 18. CSO EXPECTATIONS FOR TRANSPARENCY FROM INSTITUTIONS THEY WILL COOPERATE WITH, ACCORDING TO TRANSPARENCY CATEGORIZATION**

	Transparency Categories		
	Low	Medium	High
Publicly publishing its annual report	3.45	3.8	4.5
Information about where the donations received are spent	3.51	4.2	4.65
Detailed inclusion of project contents on the website	3.42	3.76	4.54
Transparency of other organizations it cooperates with	3.44	3.98	4.76

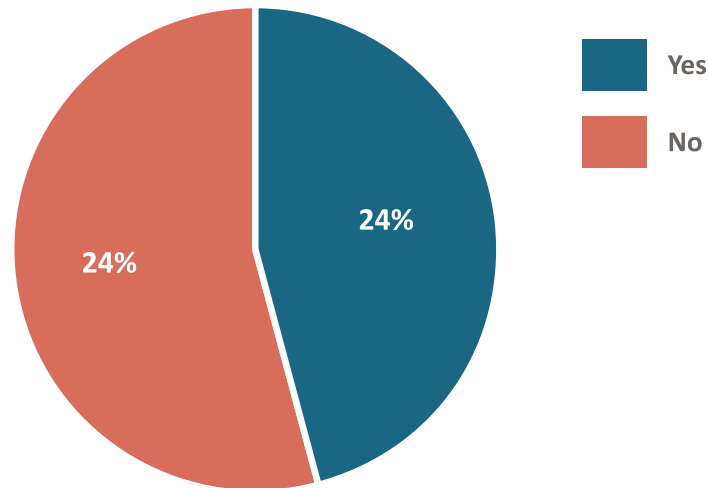
We asked CSOs with websites about the information available on their sites. According to this, 24% of CSOs have their board structure on their website, followed by an organizational chart, annual activity report, and founding documents. Even though financial transparency is considered important, budget statements and financial tables remain below 10%.

**GRAPH 75. INFORMATION AVAILABLE ON WEBSITES**

Almost half of the CSOs track social media and website traffic. 46% of CSOs track social media and website traffic.

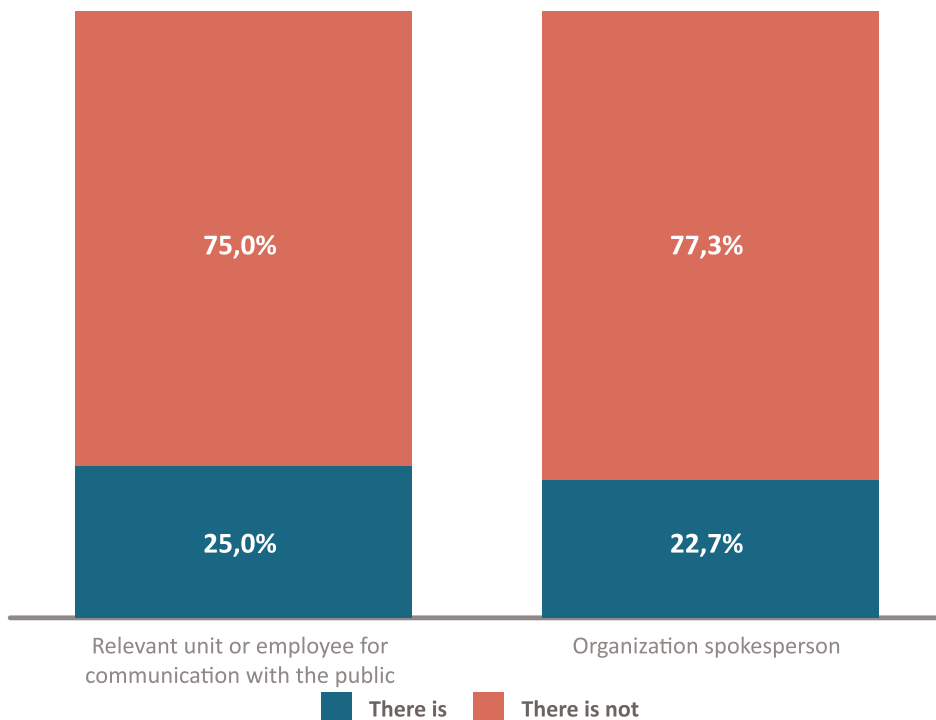


**GRAPH 76. TRACKING SOCIAL MEDIA AND WEBSITE TRAFFIC**



Communication capacity is critically important for CSOs. However, only one-quarter of CSOs have a dedicated unit or employee for public communication. Given the limited budgets with which CSOs operate, this is an understandable situation. Similarly, the rate of having a spokesperson for the organization for wider outreach or promotional purposes is close to one-quarter.

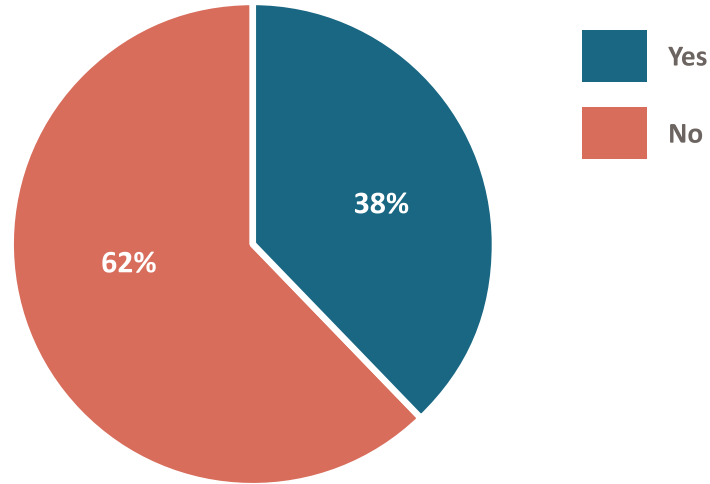
**GRAPH 77. OWNERSHIP OF A UNIT/EMPLOYEE/SPOKESPERSON FOR PUBLIC COMMUNICATION**



Apart from consulting, nearly 40% of CSOs have been featured in newspaper, television, internet news sites, etc., at national/local sources. It would not be correct to say that CSO activities have a high visibility rate in the media.

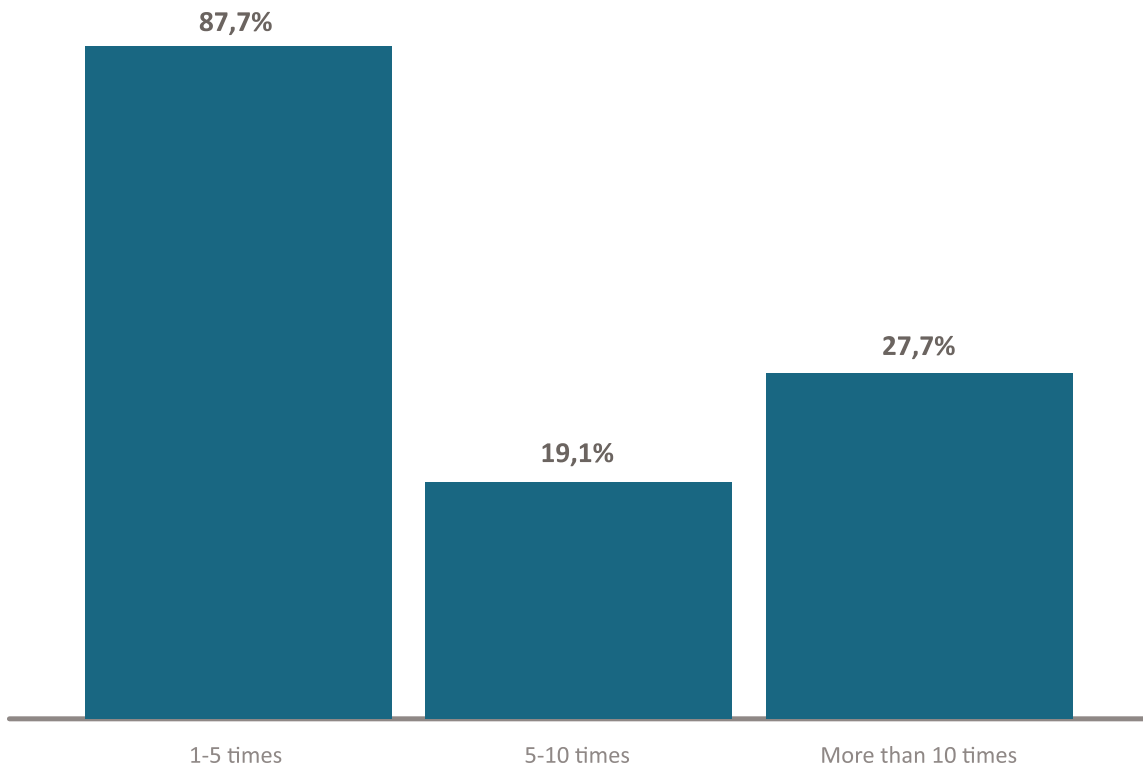


GRAPH 78. BECOMING A FEATURE IN NATIONAL/LOCAL MEDIA SOURCES



Within the CSOs that have been in the news (38%), the rate of those that have been featured in newspapers, television, internet news sites, etc., on national/local sources 1 - 5 times within the last year is 53%. It is noteworthy that CSOs have a sparse visibility in the media over the year.

GRAPH 79. NUMBER OF NEWS FEATURES ABOUT CSOS IN THE LAST YEAR



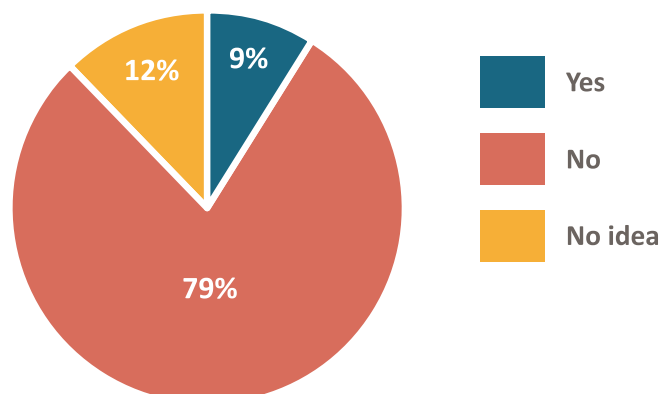


## POLITICAL PRESSURES: CENSORSHIP – SELF-CENSORSHIP

CSOs are an indispensable stakeholder in the functioning of democracy. However, pressure and censorship lead to the weakening of democratic participation, the reduction of social effect, and the loss of independence. Pressure and the resulting self-censorship restrict freedom of expression, placing barriers in front of democratic participation. Therefore, for CSOs, emerging from the shadow of the censorship curtain is critically important. In the following section, we will focus on moments when CSOs feel pressured or feel the need for self-censorship.

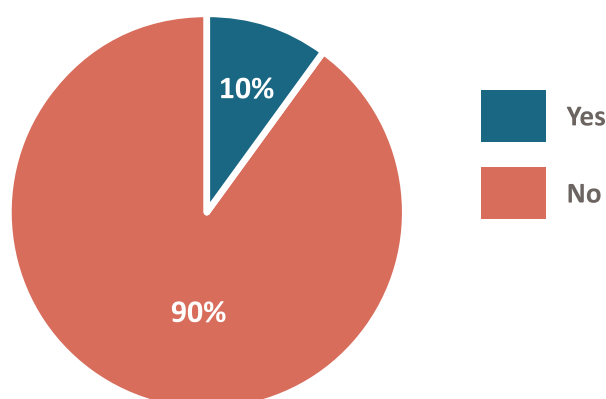
The organizational charter is a legal document that serves as a sort of identity card for an CSO, containing its purpose, mission, activities, member and management arrangements, policies, and all other structural operations. However, it is observed that 9% of CSOs feel restricted when preparing their organizational charter/statute.

GRAPH 80. FEELING RESTRICTED WHEN WRITING CHARTER/ESTABLISHMENT



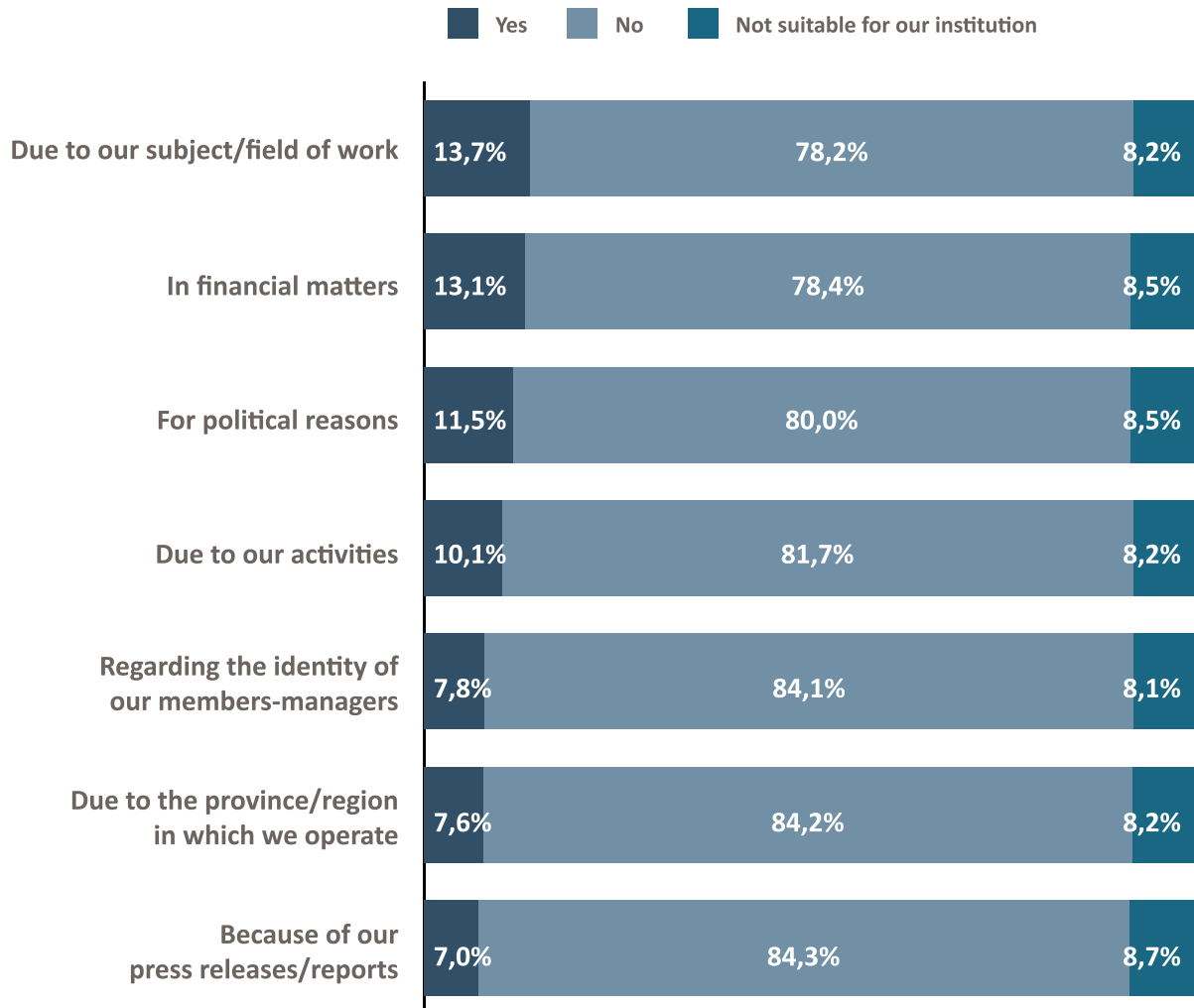
Moreover, inspections are also seen as a pressure factor. According to the Associations Law, associations can be audited by public administration officials when deemed necessary, law enforcement officers are not assigned to these audits, and the audits are notified to the associations at least 24 hours in advance. On the other hand, 1 in 10 CSOs report being subjected to illegal audits.

GRAPH 81. BEING SUBJECTED TO ILLEGAL AUDITS



Looking at instances of feeling the need for pressure or self-censorship, it appears that constraints are mostly felt in terms of area of work/topics and financial issues. The rate of feeling restricted due to the area of work/topic is 14%, due to financial issues is 13%, and due to political reasons is 12%.

**GRAPH 82. INSTANCES OF FEELING PRESSURE / NEED FOR SELF-CENSORSHIP**



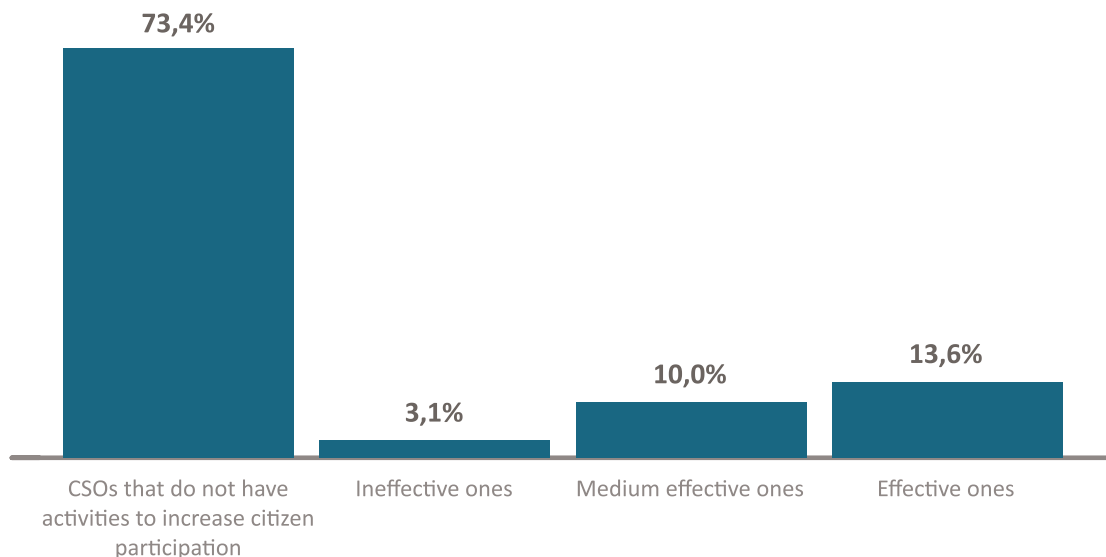


## PURSUIT OF SOCIAL JUSTICE AND EQUALITY

CSOs may touch on issues such as advocacy, democracy, and social development according to their fields of activity, and in this way, they can contribute to matters such as social well-being, participation, and the establishment of justice. In this section, we will consider CSOs from the perspective of participation and social development.

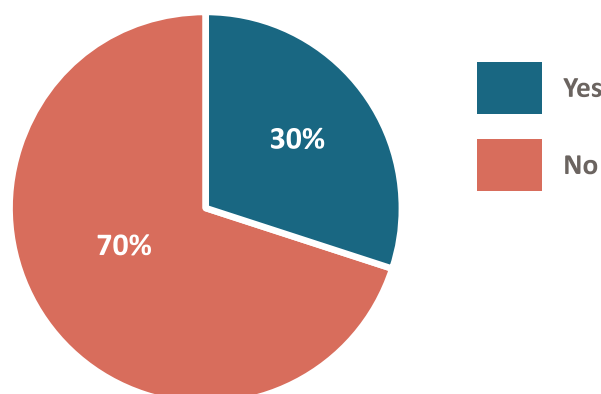
Approximately three-quarters of CSOs do not engage in activities aimed at increasing citizen participation. While CSOs are an important tool for citizens' participation in democracy, the limitation of activities related to citizen participation presents a dramatic picture. In the quarter that states they are engaged in activities aimed at increasing citizen participation, these activities are found to be 14% effective.

**GRAPH 83. ENGAGEMENT IN ACTIVITIES AIMED AT INCREASING CITIZEN PARTICIPATION AND THE EFFECTIVENESS LEVEL OF THESE ACTIVITIES**



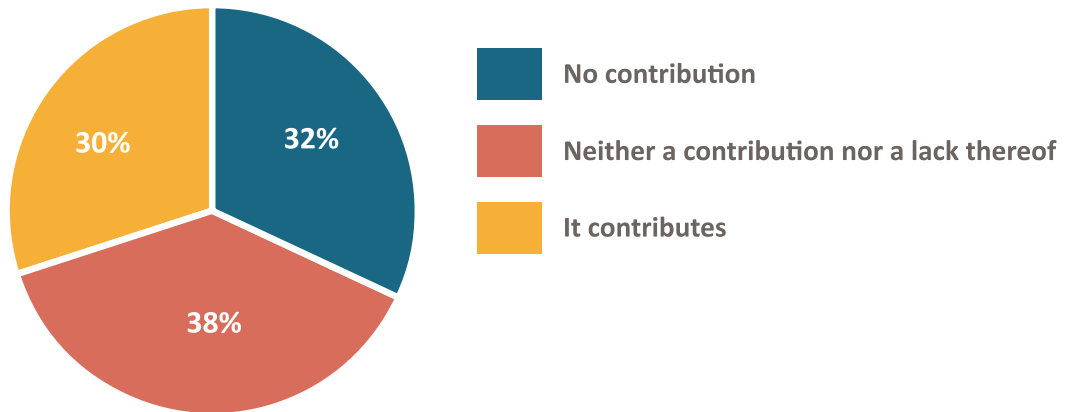
The existence of a policy text that protects the participation and equal representation of fragile groups such as women, the poor, older adults, and individuals with disabilities is limited in CSOs. 30% of CSOs indicate that they have this policy text.

**GRAPH 84. OWNERSHIP OF THE POLICY PROTECTING THE PARTICIPATION AND EQUAL REPRESENTATION OF FRAGILE GROUPS**



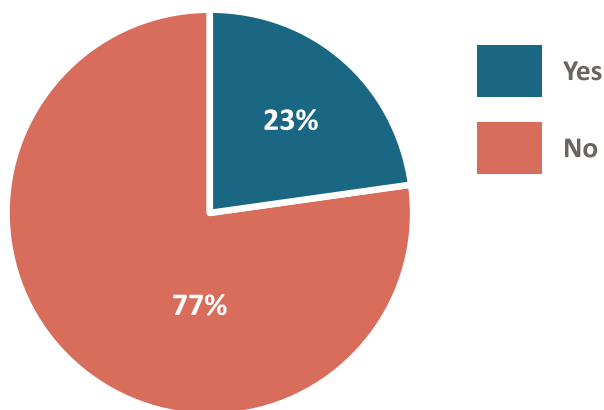
We asked CSOs to evaluate themselves based on their contributions at the scale they operate. Nearly 40% of CSOs remain neutral in this evaluation, describing the contributions of their work as “neither a contribution nor a lack thereof”. The rate of making a ‘contribution’ evaluation is 32%.

**GRAPH 85. CSOS’ ASSESSMENT OF THEIR OWN WORK’S CONTRIBUTION**



We have previously examined and discussed that CSOs operate in various areas. Some of the areas CSOs operate in may include services that should be provided by the public sector under the principle of a social state. In this regard, it wouldn't be wrong to say that CSOs contribute to social development. Research results show that nearly one-quarter of CSO activities encompass services that are supposed to be provided by the public.

**GRAPH 86. SITUATION OF PERFORMING SERVICES TO BE PROVIDED BY PUBLIC AND/OR LOCAL GOVERNMENTS**

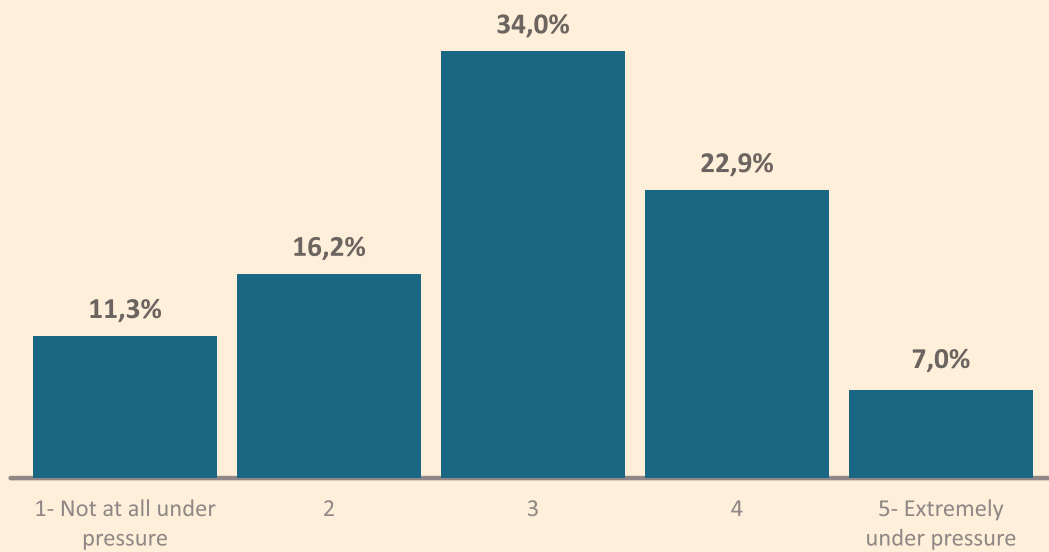




## Social Perceptions of the Pressure on Civil Society

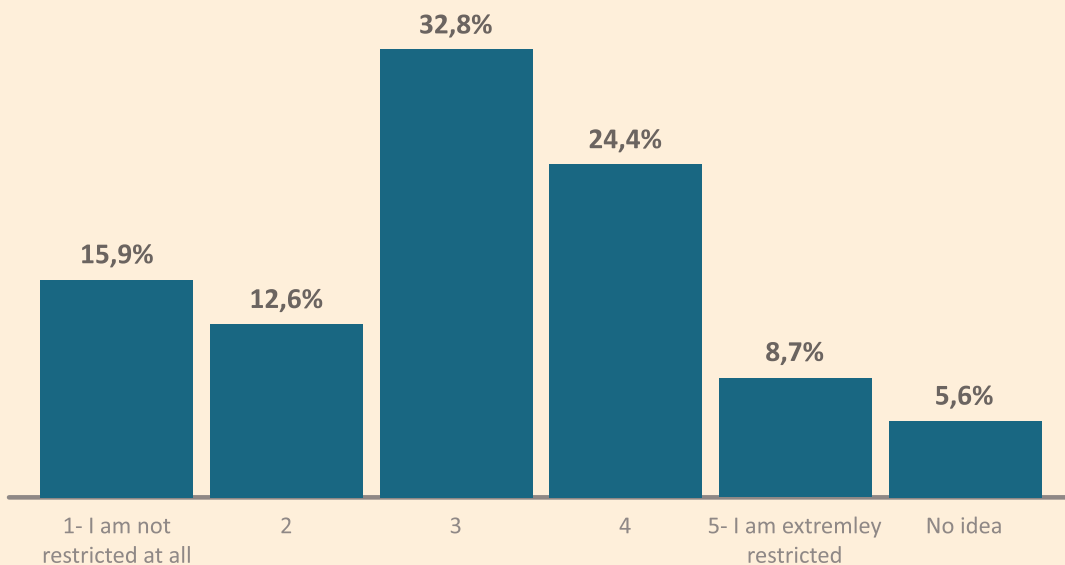
When we asked our participants in our Türkiye representative research whether civil society was under pressure, the proportion of those who answered “not at all under pressure” and “extremely under pressure” was at a very symbolic level. The ratio of those who say they are under pressure and those who say they are not under pressure is close to each other. It is possible to say that the atmosphere of polarization that exists on this issue prevents a clear trend from coming to the fore.

**GRAPH 87. EVALUATION OF SOCIETY'S PRESSURE ON CSOS**



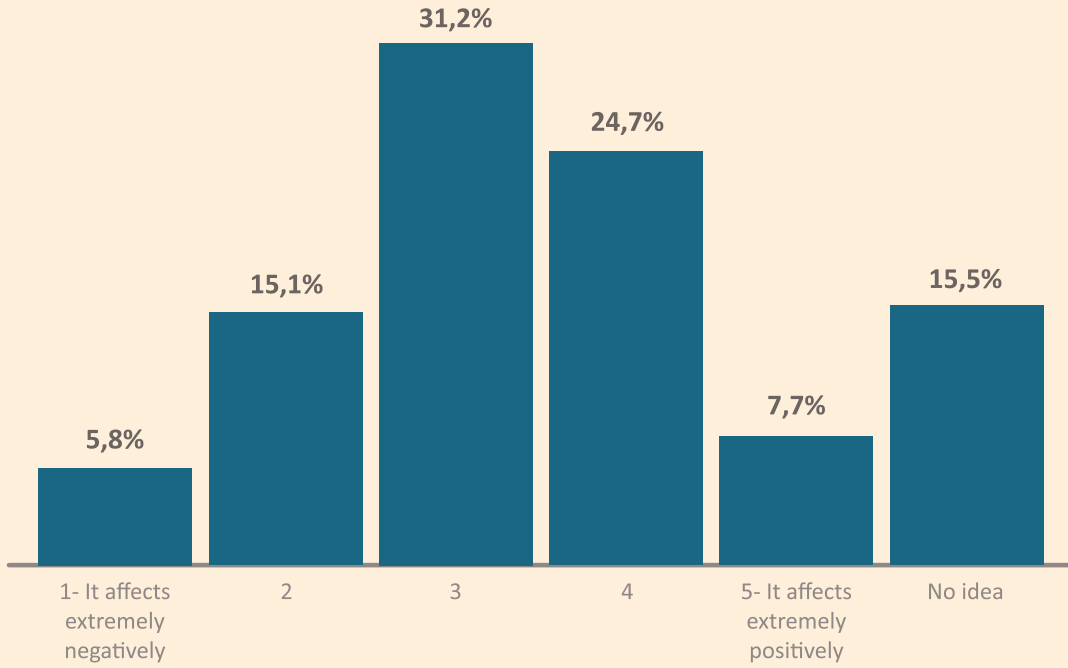
Among the participants who are associated with civil society, they do not have a very different opinion. In fact, 15.9% state that their activities are not restricted at all.

**GRAPH 88. PRESSURE EVALUATION ON THOSE ASSOCIATED WITH CSOS**



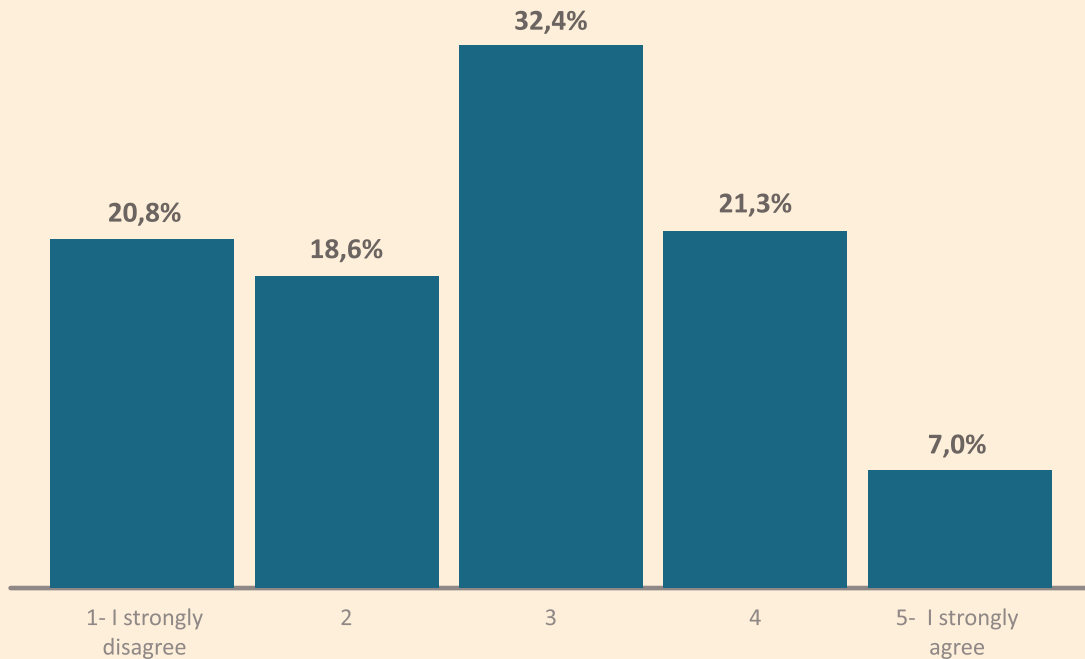
When asked how civil society activities are affected by the political climate in Türkiye, it is noticeable that the participants gave similar answers in line with their own political motivations.

**GRAPH 89. ASSESSMENT OF THE EFFECT OF POLITICAL CLIMATE ON CSO ACTIVITIES**



The rate of those who say they strongly agree with the statement that civil society should criticize the government is only 7.0%.

**GRAPH 90. SOCIETY'S APPROACH TO CSOS' CRITICISM OF THE GOVERNMENT**



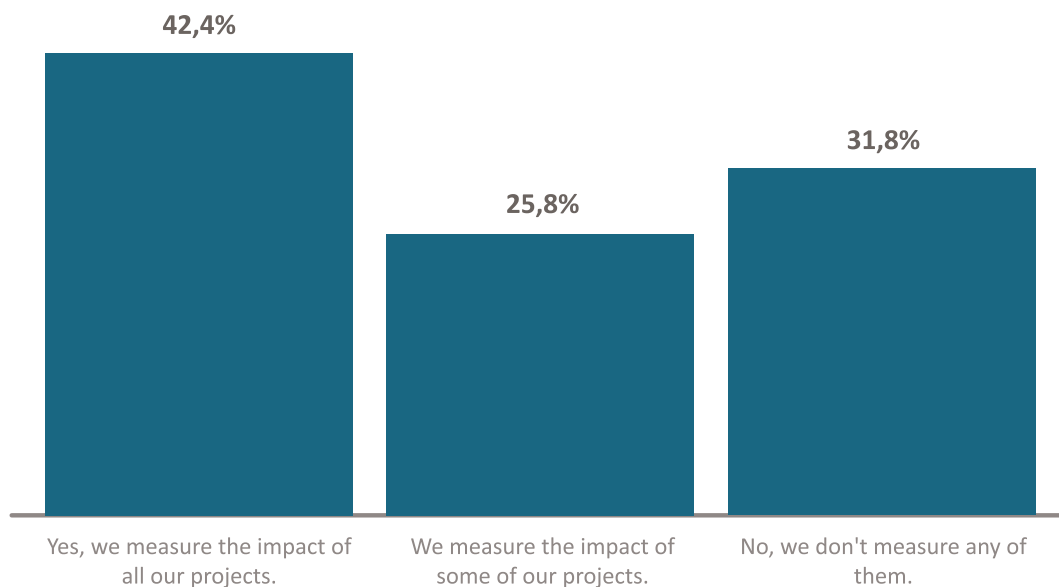


# FUTURE REPRESENTATION IN THE CIVIL SPHERE: SUSTAINABILITY AND RESILIENCE FORECASTS

Sustainability can be defined as an organization's ability to carry out its activities in the long term, adapt to changing conditions, and cope with risks. This concept, which has come to the forefront in recent years and has transformed many organizations, has become indispensable for CSOs as well. To envision the future of CSOs, it is beneficial to closely examine data indicating sustainability and resilience.

Impact measurement is a critical step in demonstrating an CSO's sustainability and unleashing areas for seeing social impact, development, and empowerment. However, 32% of CSOs do not measure the impact of any of their works/projects. In other words, approximately one out of every three CSOs is either unaware of or does not recognize its social impact.

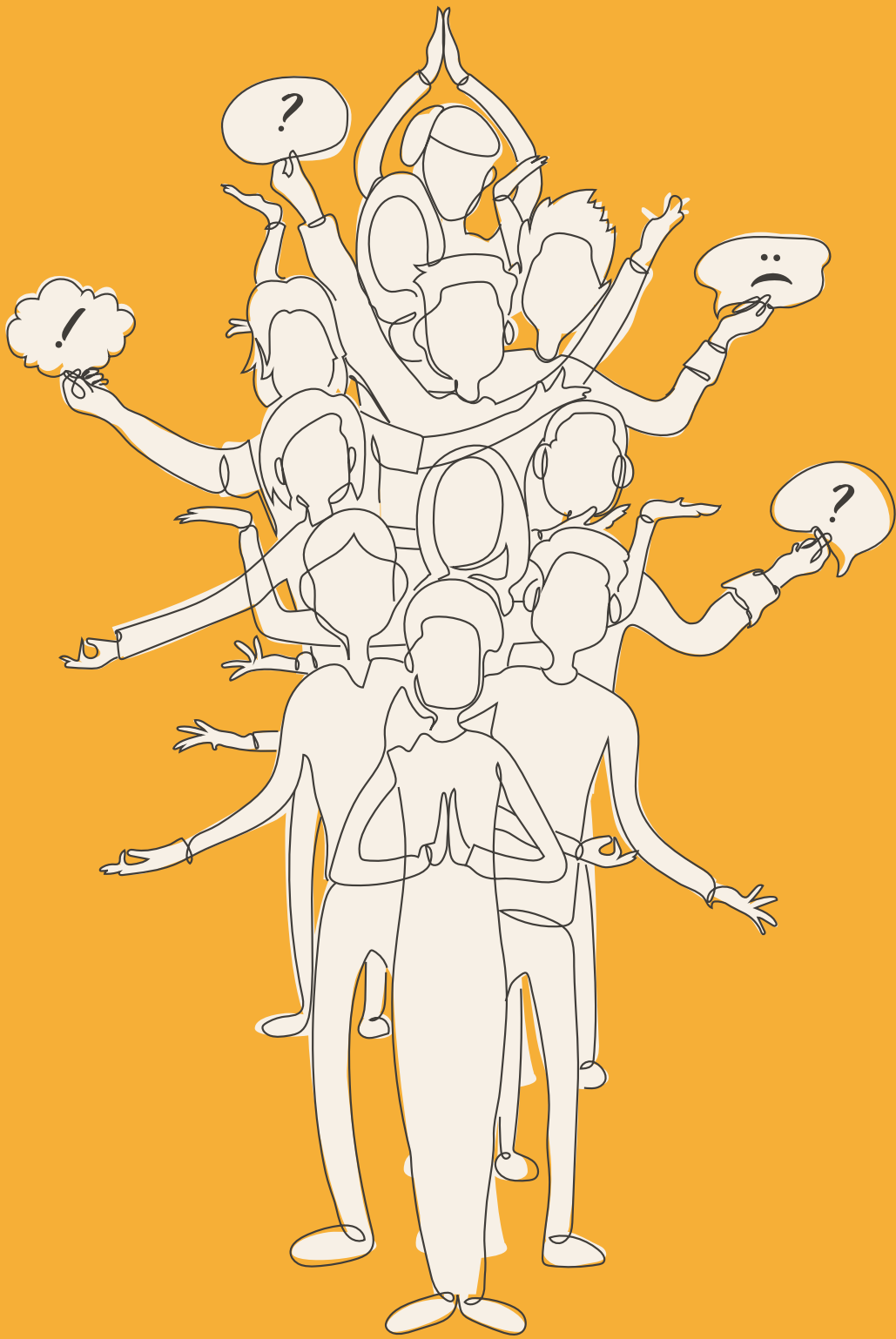
**GRAPH 91. SITUATION OF MEASURING THE IMPACT OF WORKS/PROJECTS IN CSOS**



When we look at data on financial resource diversity and strategy with risk reporting, it can be said that the sustainability of CSOs is at risk. Only 13% of CSOs have diverse financial resources, and the loss of any one resource could render their already fragile financial strength even more vulnerable. On the other hand, 42% of CSOs have a consistent financial resource. It can be said, therefore, that CSOs have limited diversity but a continuous financial structure to some extent. The rate of having strategy and risk reports for the coming years is one quarter. However, a more optimistic picture is observed regarding self-improvement and access to knowledge: CSOs state that they can access resources, although limited, when they need information/education (49%).



**GRAPH 92. DIVERSITY OF FINANCIAL RESOURCES AND THE STATUS OF STRATEGY AND RISK REPORTING IN CSOS**





# Civil Society Development Index

This section includes the creation of an integrated development index that can be used for future studies and the distributions of the 10 sub-scores that make up the index, according to YADA's classification of civil society and the main themes of CSOs' activities. There are 10 sub-indices that make up the Civil Society Development Index. They are, in order, Human Resource Capacity, Employee Welfare and Policies, Skills and Competencies, Financial Resource Diversity, Transparency, Use of Communication Tools, Impact, Sustainability, Project, and Collaboration. Table 19 shows the indices created as a result of a field study with CSOs, the variables considered in creating these indices, and classification and score ranges.

**TABLE 19. INDICES AND DESCRIPTIONS**

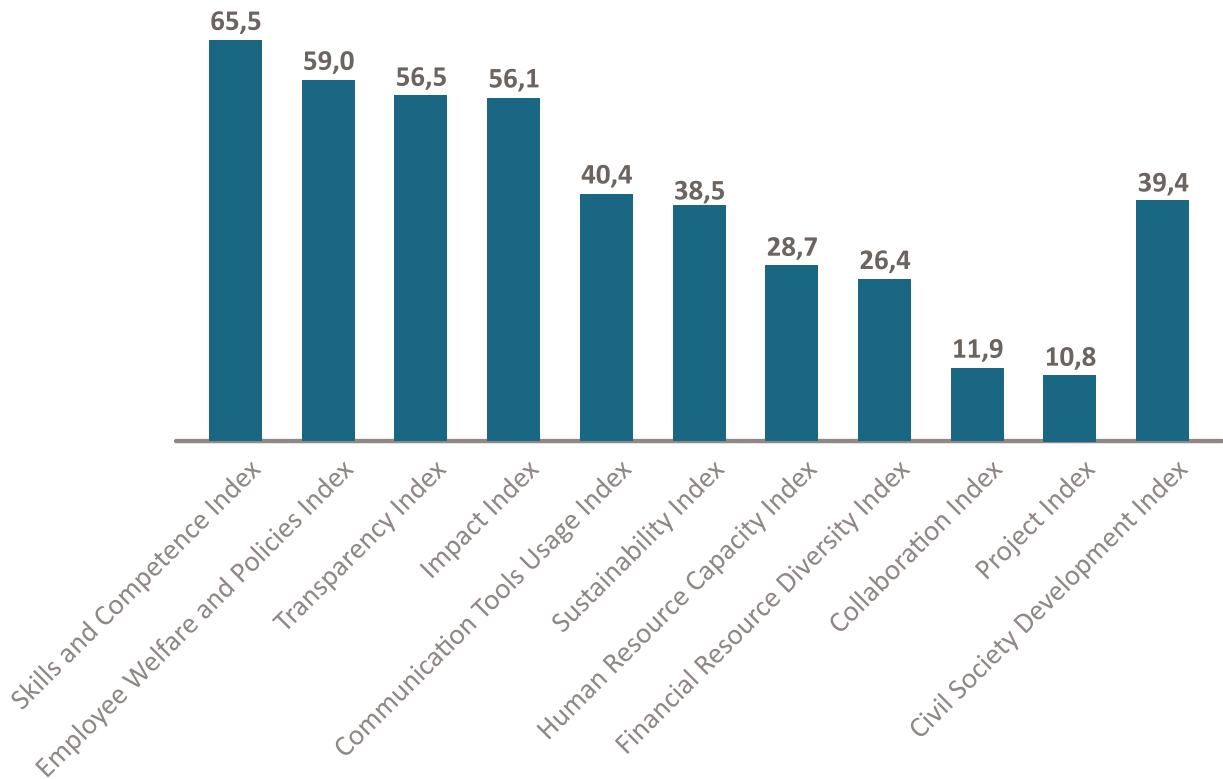
Human Resource Capacity Index	Number of Members Number of Active Members Number of Volunteers Number of Full-Time Employees Number of Part-Time Employees Number of Short-Term Employees How Many People Mainly Do the Work in Institutions?	Factor Analysis	Scoring of classes from clusters as 1 - Low 2 - Medium 3 - High
Employee Welfare and Policies Index	Recruitment policy Diversity equity and inclusion policy Gender equality policy Disciplinary policy Grievance/grievance policy Performance evaluation policy Pricing policy Bullying and harassment policy Policies for the protection of children and vulnerable adults Data protection policies Fiscal policies Governance policies Anti-corruption policies Environmental protection policies	Owned Policies / All Policies	Scoring of classes from clusters as 1 - Low 2 - Medium 3 - High



Skills and Competence Index	Economic Infrastructure Technical Skill Organizational Skills and Competence Technological Literacy of Volunteers Technological Literacy of Employees	Average	Scoring of averages as 1 - Low, 2 - Medium and 3 - High
Financial Resource Diversity Index	Income Sources: Individual Donations Membership Dues Grants - Funds Corporate Donations Economic Business Income Corporate Publishing Revenues		Financial resources owned / All financial resources
Transparency Index	Donor Information External Audit Self-Audit	Clustering	Scoring of classes from clusters as 1 - Low 2 - Medium 3 - High
Communication Tools Usage Index	Communication Tools Used: Visual media, TV programs Printed media newspapers, magazines Social media radio Web page, e-groups Flyers, brochures concerts panels Actions Neighborhood, regional meetings Events involving a famous person Relationships established with similar institutions Corporate publications Through personal contacts of association members		Communication tools used / all communication tools
Impact Index	Influence on public decisions Impact on other CSOs Impact on target group Change in local policies Change in national policies		Scoring of averages as 1 - Low, 2 - Medium and 3 - High
Sustainability Index	Continuity in financial resources Diversity in financial resources Projected financing period with internal resources		Scoring of averages as 1 - Low, 2 - Medium and 3 - High
Project Index	Number of projects carried out in the last 3 years		Scoring of averages as 1 - Low, 2 - Medium and 3 - High
Collaboration Index	Number of organizations contacted		Scoring of averages as 1 - Low, 2 - Medium and 3 - High

The overall score for CSOs' development level is 39.4. While CSOs score the highest in the 'skill and competency' index with 65.5, the lowest scores are 11.9 in the 'collaboration index' and 10.8 in the 'project index'. It can be said that CSOs are generally stronger in skills and competencies but have more room for improvement in project and collaboration matters.

GRAPH 93. CIVIL SOCIETY DEVELOPMENT INDEX



CSOs were classified according to YADA's classification categories, and the performance of each category in the created indices was examined. We mentioned that CSOs operate with limited human resources. When we look at the classification categories, CSOs in the 'self-organization' and 'townsman' categories perform relatively better. 'Expert' CSOs with limited human resource capacity score high in the Employee Welfare and Policy Index. That is, these CSOs can effectively manage their employees' welfare and work policies. Transparency Index is another index where CSOs differ most from one another. 'Patronage' CSOs are high performers (76.6); 'Market-Oriented' CSOs have a very low level of transparency according to the criteria included in the analysis. That is, 'Patronage' CSOs provide more information to the public and donors.



**TABLE 20. CIVIL SOCIETY DEVELOPMENT INDEX BY CIVIL SOCIETY CLASSIFICATION – 1**

	Human Resource Capacity Index	Employee Welfare and Policies Index	Skills and Competence Index	Financial Resource Diversity Index	Transparency Index	Civil Society Development Index
<b>Protective</b>	28.6	77.4	67.7	41.1	76.6	50.2
<b>Expert</b>	14.4	86.3	66.5	28.6	57.5	48.4
<b>Vocation/Profession Oriented</b>	36.3	64.4	67.2	21.8	60.2	42.8
<b>Philanthropist</b>	27.4	70.5	66.2	34.9	70.1	42.4
<b>Politically Oriented</b>	25.1	71.3	73.6	30.1	57.9	41.6
<b>Advocate</b>	23.4	61.1	65.7	24.3	55.5	40.3
<b>Self-organization</b>	41.1	47.1	68.6	26.2	52.3	39.9
<b>Socialization</b>	30.3	53.4	67.5	27.4	53.7	38.9
<b>Township</b>	39.9	51.8	63.4	24.4	49.7	37.2
<b>Construct, Sustain, Improve</b>	19.7	51.9	61.7	28.8	55.8	34.8
<b>Club</b>	19.9	53.3	68.1	22.9	50.1	34.6
<b>Market Oriented</b>	20.7	77.1	64.2	17.7	39.4	34.2

The performance of CSOs according to YADA classification categories shows significant differences, especially in the project and collaboration index. ‘Expert’ CSOs are more advanced in initiating and implementing projects compared to other CSOs. ‘Expert’ CSOs also have a higher ability to collaborate than others.

TABLE 21. CIVIL SOCIETY DEVELOPMENT INDEX BY CIVIL SOCIETY CLASSIFICATION – 2

	Communication Tools Usage Index	Impact Index	Sustainability Index	Project Index	Collaboration Index	Civil Society Development Index
<b>Protective</b>	44.5	59.6	47.2	30.5	29.0	50.2
<b>Expert</b>	41.0	54.4	42.5	50.7	42.1	48.4
<b>Vocation/ Profession Oriented</b>	48.0	60.5	36.0	15.7	17.9	42.8
<b>Philanthropist</b>	38.5	53.9	39.0	18.5	5.3	42.4
<b>Politically Oriented</b>	35.9	56.4	39.2	16.9	9.7	41.6
<b>Advocate</b>	44.2	61.5	37.6	15.7	14.2	40.3
<b>Self-organization</b>	45.0	61.1	34.9	8.4	13.9	39.9
<b>Socialization</b>	43.5	55.5	39.8	6.7	11.3	38.9
<b>Township</b>	37.5	57.9	38.8	1.3	7.2	37.2
<b>Construct, Sustain, Improve</b>	32.7	51.0	37.9	2.6	6.3	34.8
<b>Club</b>	34.1	41.3	42.6	10.2	3.2	34.6
<b>Market Oriented</b>	27.2	48.8	39.7	0.0	7.5	34.2

Looking at the overall rankings according to civil society themes, CSOs working in humanitarian aid, women-gender issues, and disability themes make up the top three ranks.

There are also notable differentiations in sub-indices. For example, CSOs in the ‘Health’ theme stand out in the human resource capacity index, meaning health organizations are stronger in human resource capacity than others. Additionally, CSOs in the ‘humanitarian aid’ theme show a positive differentiation in the financial resource diversity index. However, there are also negative differentiations in some themes. For instance, CSOs in the ‘Human Rights’ theme perform lower in the human resource capacity index compared to others. Similarly, CSOs in the ‘Health’ theme differentiate negatively in terms of the transparency index.



**TABLE 22. CIVIL SOCIETY DEVELOPMENT INDEX BY CIVIL SOCIETY THEMES – 1**

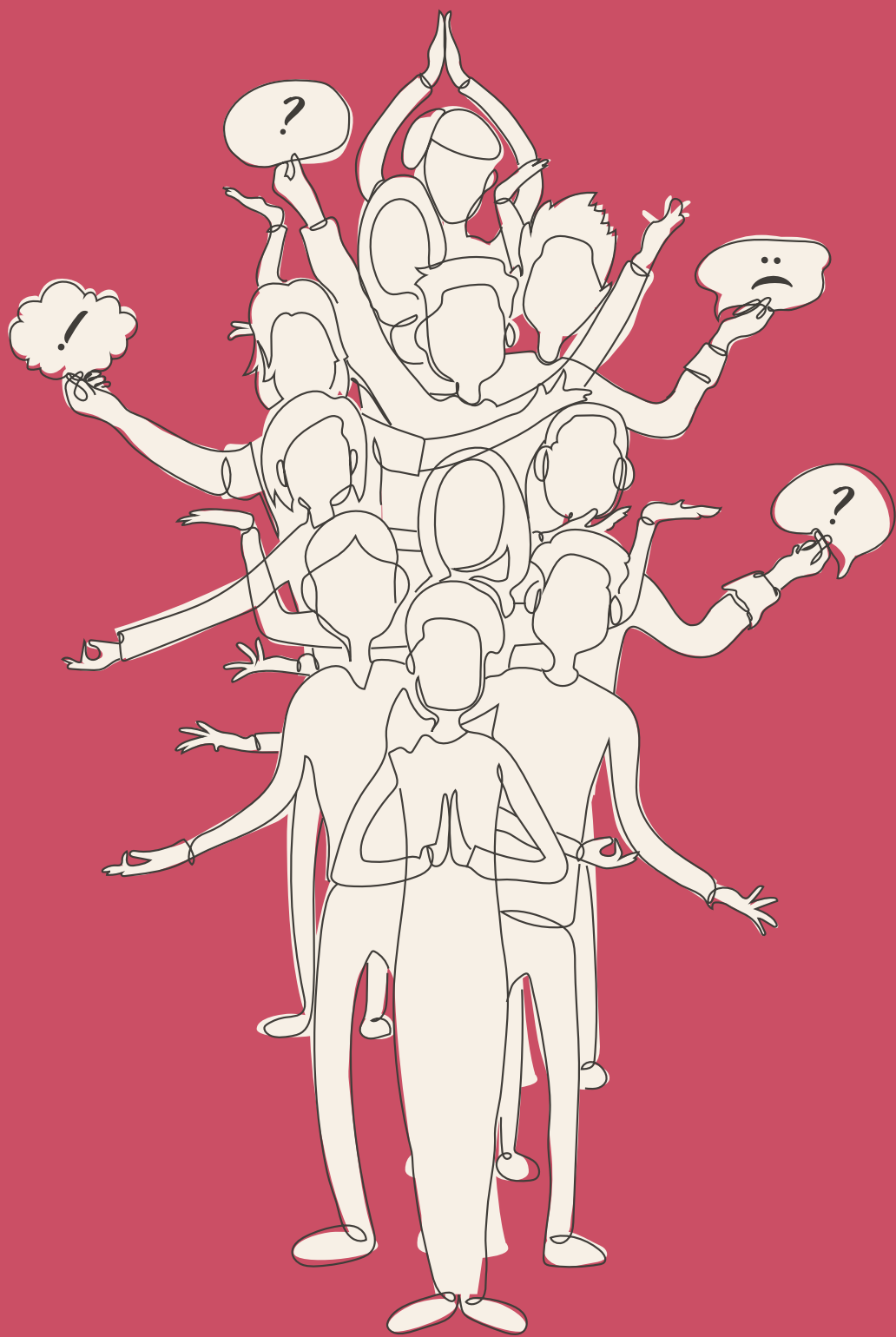
	Human Resource Capacity Index	Employee Welfare and Policies Index	Skills and Competence Index	Financial Resource Diversity Index	Transparency Index	Civil Society Development Index
Humanitarian Aid	26.1	71.8	67.1	41.1	77.9	46.6
Women-Gender	26.3	57.0	66.1	28.7	71.1	44.5
Disabled	26.2	61.7	68.6	29.4	67.2	44.0
Vocational	31.4	66.4	64.6	23.0	62.3	42.5
Human Rights	4.3	43.7	55.8	21.2	46.9	42.4
Environment	28.9	61.5	68.0	30.9	53.6	41.8
Aid	28.6	76.2	64.0	29.9	59.0	41.8
Health	75.1	76.8	72.4	22.6	20.5	41.5
Faith	33.4	69.2	61.1	21.4	65.4	38.9
Education	21.4	56.8	67.6	23.7	53.1	37.6
Sports	31.6	47.0	71.8	24.4	52.1	37.0
Culture Art Tourism	18.4	56.0	62.2	25.8	40.5	36.7
Townsmen	36.6	52.1	62.3	24.4	48.6	36.6
Building a Mosque	20.3	51.3	63.9	29.0	57.7	35.5

While the CSOs in the ‘human rights’ theme are advanced in the project and collaboration indices, CSOs in the ‘health’ and ‘townsmen’ themes score quite low points.



TABLE 23. CIVIL SOCIETY DEVELOPMENT INDEX BY CIVIL SOCIETY THEMES – 2.

	Communication Tools Usage Index	Impact Index	Sustainability Index	Project Index	Collaboration Index	Civil Society Development Index
Humanitarian Aid	38.7	54.8	46.5	28.8	13.2	46.6
Women-Gender	41.2	65.9	40.4	24.7	23.9	44.5
Disabled	46.2	66.4	41.0	13.6	19.9	44.0
Vocational	47.6	58.7	35.4	17.3	18.5	42.5
Human Rights	52.8	63.2	41.9	52.5	41.7	42.4
Environment	46.9	61.8	41.9	10.1	14.8	41.8
Aid	39.5	65.3	34.0	7.9	13.9	41.8
Health	30.3	63.3	46.7	1.2	6.1	41.5
Faith	36.2	48.1	37.3	11.6	5.0	38.9
Education	40.6	58.8	39.5	5.9	8.5	37.6
Sports	39.2	48.4	41.2	9.5	4.9	37.0
Culture Art Tourism	44.4	51.2	42.3	14.0	12.2	36.7
Townsmen	38.5	56.6	38.4	1.3	7.0	36.6
Building a Mosque	32.1	52.1	38.4	3.1	6.7	35.5





# Conclusion and Recommendations

This research aimed to clearly reveal the difficulties encountered in depicting the current situation of civil society in Türkiye. With this study, we focused on the performance of civil society organizations (CSOs) in key areas such as capacity, financial resources, communication strategies, policy impact and transparency, and tried to analyze the limitations and development potentials faced by civil society. In this context, by developing recommendations in the light of the highlighted findings, we aim to provide strategic guidance for civil society in Türkiye to achieve a more effective, diverse, transparent, and democratic structure. We believe that the implementation of these suggestions will contribute to civil society playing a stronger and more active role in social change.

Based on the prominent findings and findings of all these studies, we created 10 sub-indices that make up the Civil Society Development Index, which we support with detailed data throughout the report. These are respectively: Human Resources, Employee Welfare and Policies, Skills and Competencies, Financial Resource Diversity, Transparency, Use of Communication Tools, Impact, Sustainability, Project, and Collaboration.

Accordingly, it is possible to list our results and recommendations as follows:



## 1. Human Resource Capacity

### Results:

- + CSOs in Türkiye continue their existence with limited human resources and volunteers.
- + Almost 60% of CSOs have low human resources.
- + More than half of CSOs work with 30 or fewer volunteers.
- + The human resources capacity index remains at 28.7 points out of 100.

### Recommendations for Public Administration/Funders:

- + For the development of civil society's human resources, the public administration should primarily offer incentives to CSOs regarding the social security contributions of paid employees.



- + Grant-making organizations should allocate more resources to human resources in the grants they provide to CSOs, taking into account economic conditions.
- + In order to effectively increase the number of volunteers in CSOs, the volunteering law should be regulated and put into practice. Volunteer activities should be organized in a way that protects the rights and missions of volunteers and CSOs.
- + In order to develop a culture of active citizenship and volunteering, these two subjects should be added to the education curriculum starting from an early age.

### **Recommendations for Civil Society:**

- + CSOs can advocate the difficulties in human resources and support the search for solutions on this issue.
- + They can lobby for relevant policy regulations.
- + Civil society can provide institutional expertise and financial support through collaborations with the private sector. Joint projects with the business world can contribute to both human and financial resources.



## **2. Employee Welfare and Policies**

### **Results:**

- + The number of CSOs charged with overtime is only 11.2%.
- + In 65.8% of CSOs, employees do other work outside their job description.
- + CSO workers are still satisfied with working in the civil field.
- + While the rate of having environmental protection policies is 22%, this rate is followed by discipline policies and policies for the protection of children and vulnerable adults with 19%. Performance evaluation policy and remuneration policy are in the last places.
- + Employee welfare and policies index is scored as 59 out of 100.

### **Recommendations for Public Administration/Funders:**

- + Public administration institutions, with their own resources, can provide professional support and guidance to CSOs on employee welfare and corporate policies.
- + Recommendations for Civil Society:

- + Those working in the civil society sector can establish strong connections between their work and their lives; This situation positively affects the satisfaction level of employees. However, economic conditions, project-based work and lack of employee rights have the potential to cause fractures in belonging. CSOs should establish fair and transparent overtime compensation policies.
- + Managers should strengthen communication with employees through regular feedback and mutual performance evaluations.
- + Internal audit boards should be established to monitor feedback mechanisms and overtime wages.
- + CSOs should manage employee welfare and corporate policies more effectively by collaborating with human resources professionals.
- + Targets and indicators should be determined for the implementation and monitoring of institutional policies. The effectiveness of policies should be evaluated regularly and updated when necessary.
- + Monitoring processes should be shared transparently with external auditors and stakeholders.



### 3. Skills and Competencies

#### Results:

- + A significant portion of civil society organizations consider their technical knowledge and skills to be at an intermediate level. Only 31% of CSOs consider themselves sufficient in this regard.
- + 70% of CSOs need development in terms of technical knowledge and skills.
- + The skills and competencies index of CSOs is scored as 65.5 out of 100.
- + Recommendations for Public Administration/Funders:
  - + Public administration and funding organizations should make the training programs organized by CSOs more accessible to support their capacity building.
- + Recommendations for Civil Society:
  - + Trainings organized to strengthen the skills and competencies of civil society should continue effectively and their accessibility should be increased so that the trainings can reach a wider audience.
  - + During training, CSOs' skill and competence development should be regularly monitored and its impact analyzed. According to the results, training should be rearranged to meet special needs.



- + Joint projects and working groups can be established to encourage cooperation and information sharing among civil society organizations.
- + Sharing of experience and knowledge can be supported by establishing mentoring relationships between CSOs with different areas of expertise.



## 4. Financial Resource Diversity

### Results:

- + The most important sources of income for CSOs in Türkiye are individual donations and membership fees. 54.1% of CSOs generate income through individual donations and 53.1% through member fees.
- + CSOs in Türkiye have an average of 1.3 different financial resources. In other words, civil society's financial resource diversity is almost non-existent.
- + The financial resource diversity index is among the least scored with 26.4 points.

### Recommendations for Public Administration/Funders:

- + In order to reduce the financial burden on CSOs, tax facilities should be provided, and tax exemptions should be gradually expanded.
- + The physical space requirement for establishing associations and foundations should be eliminated. Shared office use should be allowed, and flexibility should be provided for the establishment phase.
- + More impact-oriented criteria should be determined when granting public benefit and tax exemption statuses, and transparent evaluation processes should be adopted when granting statuses.
- + Grant resources provided to CSOs should be distributed more fairly and equally, and these resources should be exempt from taxes and become a mechanism that supports financial diversity.

### Recommendations for Civil Society:

- + CSOs should focus on different financial resources other than individual donations and member fees. Can develop strategies for various sources such as corporate donations, collaborations, and income from economic enterprises.
- + CSOs should develop effective application strategies to access external support and grant resources at national and international levels and add these resources to their diversified financial portfolios.

- + It can increase corporate donation and sponsorship opportunities by establishing closer relationships with the business world and other corporate structures.



## 5. Transparency

### Results:

- + 33% of CSOs have a self-audit mechanism.
- + When the practices of sharing information with the public are evaluated, the rate of openly sharing activity reports with the public is 64%, while this rate drops to 47% in sharing financial reports.
- + If we separate the CSOs that do not receive donations (22%), 55% of the CSOs that receive donations send an SMS, e-mail, etc. to the donor after the donations they receive. provides information through tools.
- + The transparency index score of CSOs is scored as 56.6 on average.

### Recommendations for Public Administration/Funders:

- + Can evaluate the transparency index of CSOs and promote higher transparency by sharing these evaluations openly.
- + Can provide guidance and support to CSOs to strengthen their self-audit mechanisms.
- + May provide financial support to projects that will strengthen CSOs in internal auditing through training programs and resources.
- + Can organize informative seminars and workshops for CSOs to increase information sharing.

### Recommendations for Civil Society:

- + CSOs should make their internal audit processes more transparent and understandable. Standard procedures should be established to operate internal audit mechanisms more effectively and transparently.
- + CSOs should establish transparent communication by regularly publishing their activity and financial reports. Reports should be delivered to target groups via corporate websites, social media, and other accessible platforms.
- + CSOs should inform donors in a more systematic and standardized way. Innovative methods should be developed to enable quick and effective information sharing with donors using technological tools.
- + After donations, tools such as SMS and e-mail should be actively used.



## 6. Use of Communication Tools

### Results:

- + CSOs reach their target audience mostly through social media.
- + This is followed by visual media, TV programs with 23.3%, and written media (newspapers, magazines) with 21.8%. While 5.8% of CSOs have no communication channels, 55.2% use only 1 communication channel.
- + While the rate of people using 2-5 channels is 32%, the rate of people using 6 or more communication channels is 7%.
- + The most actively used channels are Facebook (41.8%) and Instagram (34.7%).
- + The least used medium is LinkedIn: 82.2% of CSOs do not have a LinkedIn account.
- + CSOs' use of media tools is scored as 40.6 on average.

### Recommendations for Public Administration/Funders:

- + Public administration should develop transparent and accessible legislation for resources such as TRT (Turkish Radio and Television Association) and Press Advertisement Agency in order to increase the communication capacity of civil society.
- + Policies should be created to encourage civil society's interaction with these institutions.
- + Regulations should be made to encourage the use of state-owned communication resources, such as public service announcements, by civil society. Transparent and open mechanisms should be developed to enable civil society to access these resources more effectively.
- + Public administration should support policies and regulations to ensure the independence and impartiality of the media. Necessary steps should be taken to create a fair and equal media environment.
- + Funding organizations can organize free training programs for civil society to use media effectively.

### Recommendations for Civil Society:

- + CSOs can interact with the business world and professionals by opening accounts in professional networks such as LinkedIn. By having a presence on these platforms with business-oriented content, they can create opportunities for potential supporters and collaborations.
- + CSOs can try to get more press coverage with newsworthy content by establishing closer relations with the media.





## 7. Impact

### Results:

- + CSOs state that their impact has remained largely the same as a result of the evaluations made over the past 3 years.
- + The rate of those who say their influence on public decisions has increased is 13.1%, the rate of those who say their influence on other CSOs has increased is 21%, and the rate of those who say their influence on target groups has increased is 24.7%.
- + 32% of CSOs evaluate their influence on policies prepared by local governments, public institutions, or other local and national authorities as “ineffective” in line with their objectives. The rate of those who say it is effective is 29%.
- + While only 26% of CSOs state that there has been a change in local policies as a result of their work, the rate of those who say there has been a change in national policies is 12.1%.
- + Among the resulting indices, the impact index ranks fourth with 56.1 points.

### Recommendations for Public Administration/Funders:

- + Decision makers should take into account the suggestions of civil society in a comprehensive manner when creating policies.
- + There should be effective cooperation in decision-making processes, with transparent procedures and respect for different political approaches.
- + Parliamentary committee work and parliamentary work should be made open to civil society.
- + Equal opportunities for participation should be provided, taking into account the ability to operate in different locales.
- + Civil society should be invited to meetings where decisions are made, taking into account local factors, and feedback should not only be taken, but also provided.
- + Civil society relations departments should be opened in all ministries and local governments. Effective communication and collaboration opportunities should be increased through these departments.
- + The independence of the media should be supported, and mass media should give equal coverage to civil society. In order for civil society to influence public opinion, it should be encouraged to reach wider audiences through the media.



## Recommendations for Civil Society:

- + Civil society should make a solution-oriented development effort against difficulties such as working with limited resources, low diversity of communication tools and skill deficiencies.
- + CSOs should adopt more comprehensive and effective strategies for impact measurement and evaluation.



## 8. Sustainability

### Results:

- + 32% of CSOs do not measure the impact of any of their work/projects.
- + 31% of CSOs see themselves financially sustainable for more than 3 years with their own internal resources, and 46% of them have financial sustainability projections that do not exceed 1 year.
- + Only 13% of CSOs have diverse financial resources, and 42% have permanent financial resources.
- + The sustainability index of CSOs remains at 38.5 points.

### Recommendations for Public Administration/Funders:

- + Audits carried out by public administration should be able to monitor not only financial but also the impact of civil society.
- + The legislation should be reviewed so that the economic operations of CSOs can be carried out more flexibly.

### Recommendations for Civil Society:

- + CSOs should constantly monitor and measure the impacts of their activities.
- + Transparency, interaction strategies and communication with stakeholders should be among the important areas for the sustainability of CSOs.
- + CSOs should develop various strategies to increase social support and participation.
- + CSOs should focus on strategic planning to increase their sustainability. Must develop strong strategies for setting long-term goals, performing risk analysis, and adapting to changing conditions.
- + CSOs should increase their management skills, financial management and organizational effectiveness by strengthening their internal capacities.

- + CSOs should strive to create sustainable business models. They should reduce their dependence on donations and funds by producing income-generating projects through economic enterprises.



## 9. Project

### Results:

- + 53.2% of CSOs work with qualified/expert people in activity planning and implementation.
- + Only 16.9% of CSOs had at least one employee receive project training in the last year. In 78% of them, no employee has received project training in the last year.
- + Approximately 60% of CSOs with employees receiving project training state that they have developed a project and made an application.
- + While the rate of accepted projects is stated as 25.3%, the rate of rejected projects is 45.2% and the rate of applications that have not yet been finalized is 29.4%.
- + According to the resulting indices, the project index gets the lowest score with 10.8 points.

### Recommendations for Public Administration/Funders:

- + Increasing the diversity and amount of grant/fund sources is important to overcome the financial difficulties of Turkish civil society.
- + Institutions that give grants/funds to projects that are not accepted should support CSOs to increase their project design capacity with clearer feedback.

### Recommendations for Civil Society:

- + Increasing the project preparation capacity of current employees should be one of the strategies of CSOs in preparing and managing effective projects. CSOs should make efforts to improve their project design skills.
- + Institutions providing project training should make their calls reach wider audiences and be inclusive.
- + In order to solve the problem of local civil society's access to qualified experts throughout Türkiye, CSOs can create thematic expertise platforms where they can cooperate. This platform can be established by an CSO, or public institutions related to civil society.



## 10. Collaboration

### Results:

- + CSOs cannot come together under a common roof. While 16% of CSOs are members of networks and/or platforms at different scales (local, national, international), the rate of finding these structures effective remains around 30%.
- + 61.3% of CSOs are with local/national CSOs, 88% are with international/foreign CSOs, 84.3% are with networks/platforms, 77.6% are with ministries, 91.2% are with 68.1% with the Presidency units, 68.1% with local central public institutions, 56.4% with municipalities, 77.5% with universities, 90.6% with international funding organizations and 78.9% with the private sector, has no contact.
- + Only 27% of CSOs state that they have projects/works that emerged as a result of collaborations.

According to the scoring of the resulting sub-indexes, the cooperation index receives the second lowest score with 11.9 points.

### Recommendations for Public Administration/Funders:

- + The public administration should effectively integrate dialogue with civil society into its existing strategy to focus on cooperation with civil society.
- + Mechanisms should be established to ensure the participation of all localities in participation and cooperation processes.

### Recommendations for Civil Society:

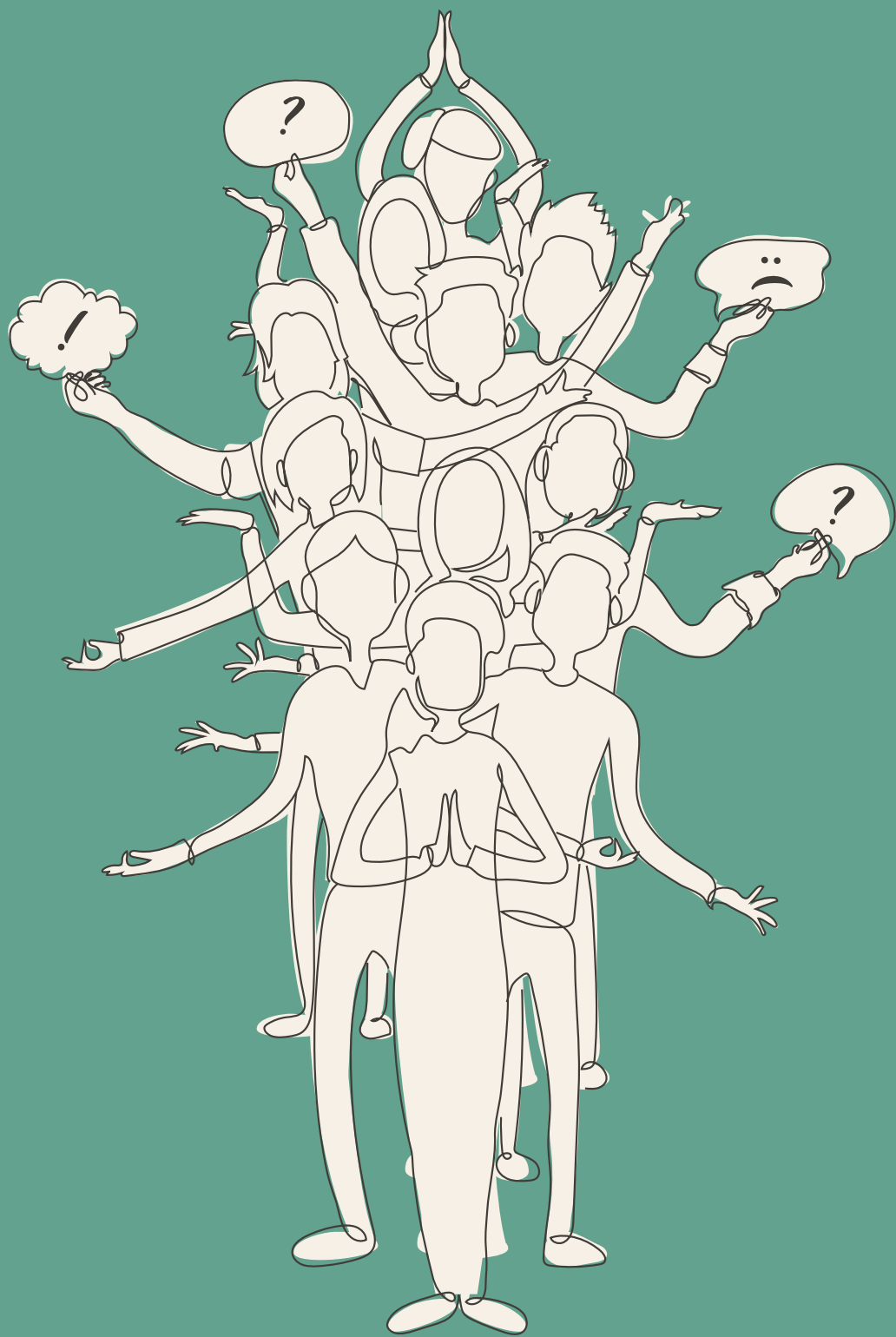
- + Networks and platforms established under the leadership of civil society should bring together different CSOs, taking into account working scale and thematic diversity. By creating inclusive structures, platforms where different views come together can increase the effectiveness of civil society.
- + When establishing networks and platforms, goals and impact indicators should be clearly defined.
- + Sustainability strategies should be developed to cope with the financial and managerial challenges of networks and platforms.
- + Civil society should clearly know its public interlocutor and establish equal, transparent, and accessible relationships and collaborations.

- + CSOs should see universities as an important stakeholder and take care to strengthen their cooperation on relevant issues. Universities should also develop dialogue and cooperation with a pluralistic civil society structure.



## General Conclusion and Recommendations

When we take the average of all indices, we can say that the development level of CSOs is 39.4 in the general picture. This figure reminds us once again of the development potential of civil society in Türkiye, despite all the negative conditions expressed above based on the index. Of course, problems regarding legislation and the reputation of civil society are not problems that can be solved only by the efforts of civil society. At this point, although the need for studies to increase the internal capacity of civil society continues, a more structural change will be needed if the entire public administration, especially the central public, sees the civil society, responds to its needs, and adopts a position that is open and supportive to change in this sense, the results of our research will be good. We will be able to monitor its transformation in this direction together. At this point, we see the responsibilities of development falling on civil society, and we call on all relevant stakeholders, especially funders, to support the work in this direction. On the other hand, we also feel a responsibility to invite the public to a perspective that evolves from a position that supervises civil society to a position that supports it. Only in this way can we, as all stakeholders, positively influence the development of civil society.





# Annexes

## ANNEX 1. Subcategories of Civil Society Organizations

	Number	Ratio
Citizens' Associations	16577	13,8%
Solidarity Associations related to a specific field	15304	12,7%
Associations that aim to build and maintain places of worship	14093	11,7%
Helping Those in Need	6686	5,6%
Associations Aiming to Build and Maintain Religious Facilities	5658	4,7%
Associations Operating in the Fields of Formal and Non-Formal Education	4386	3,7%
Keeping Community Culture Alive	3933	3,3%
Sports (Sports clubs and parent organizations)	3474	2,9%
Associations for Keeping Social Values Alive	2839	2,4%
Associations Operating to Carry Out Religious Activities	2532	2,1%
Associations Conducting Research in the Field of Education	2414	2,0%
Art	2398	2,0%
Social Development Associations	2037	1,7%
Industrialist and Businessman	1956	1,6%
Youth and Sports	1913	1,6%
Small business	1838	1,5%
Zoning, Urbanism and Development	1699	1,4%
Associations to Protect Community and Personal Health	1655	1,4%
Environment, Water and Wildlife Protection	1582	1,3%
Animal Protection	1554	1,3%
Alumni Associations	1345	1,1%
Hunting and Shooting	1283	1,1%
Specialized Professions	1245	1,0%
Those Active in Socio-Political Fields	1162	1,0%
Individual Doctrinal Associations	1152	1,0%
Health Specialization and Research Associations	1121	0,9%
Women's Rights	997	0,8%
Tourism	991	0,8%
Associations Operating for Physically (Orthopaedically) Disabled People	857	0,7%
Youth	838	0,7%
Associations Supporting Public Institutions and Public Services	751	0,6%



Supporter	735	0,6%
Private sector Employees	677	0,6%
Local Administrators	670	0,6%
First aid, Emergency and Rescue	619	0,5%
Sports professional groups	580	0,5%
Media (Media is a professional association and does not comply with other groups)	579	0,5%
Human rights	577	0,5%
Retired	566	0,5%
Associations Operating for Mentally Disabled People	537	0,4%
Associations Operating for the Visually Impaired	522	0,4%
Food and Agriculture	514	0,4%
Livestock (fishing, beekeeping, silkworm, dairy farming, etc.)	514	0,4%
International Cooperation Associations	476	0,4%
Associations Operating for Hearing and Speech Impaired People	462	0,4%
Preservation of Historical Artifacts (Aims to repair and protect buildings of historical value)	457	0,4%
Associations Operating for Autistic Disabled People	442	0,4%
Associations Established According to General Provisions (4721)	423	0,4%
Balkans	396	0,3%
Folklore	385	0,3%
Associations for Patient Rights and Solidarity	371	0,3%
Associations Operating for Spastic Disabled People	367	0,3%
Language and Literature	343	0,3%
Associations Operating in the Field of Manufacturing and Industry	338	0,3%
Associations for Children	299	0,2%
Caucasus and Crimea	287	0,2%
Public Personnel Support Associations	261	0,2%
traditional sports	248	0,2%
Consumer rights	245	0,2%
Associations Established by Special Law (2847)	135	0,1%
Middle Asia	124	0,1%
International Organizations	115	0,1%
Associations for the Elderly	102	0,1%
Veteran (Masters)	101	0,1%
Disabled Sport (Paralympic, amputee)	81	0,1%
Middle East	77	0,1%
Associations for Gender Differences	75	0,1%
Cyprus and the Mediterranean	58	0,0%
Far East	52	0,0%
Branches and representatives of non-governmental organizations headquartered abroad	35	0,0%
Child	28	0,0%



## ANNEX 2. CSO Activities

	Ratio
Education	21.9%
Humanitarian Aid / Aid	19,1%
Faith/Religious Identity	12,5%
Art and culture	8,6%
Environment / Climate Change / Nature Conservation	8,0%
Child	7,5%
Youth	6,5%
Human rights	6,4%
Research / Monitoring	6,0%
Sports / Physical Activity	5,8%
Women/Gender	5,3%
Animal rights	3,7%
Science/Technology	3,1%
Professional / Sectoral	2,5%
Civil Society	2,5%
Politics / Thought	2,1%
Disabled	2,1%
Entrepreneurship / Social Entrepreneurship	2,0%
Health	1,8%
Food / Agriculture	1,7%
Refugee / Migration	1,5%
Development	1,3%
Workers' Rights	1,0%
Democracy	0,9%
District / Neighborhood	0,9%
LGBTI+	0,4%
City	0,2%
Cooperative	0,2%
Media	0,2%



### ANNEX 3. Technical Skills and Proficiency Reliability Test

Cronbach's Alpha				N of Items
0.703				5
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Would you rate your organization's level of organizational skills and competence as 1 - not at all sufficient and 5 - extremely sufficient?	14.24	14.88	0.35	0.70
How adequate do you think your organization's equipment infrastructure (computer, tablet, etc.) is?	14.81	12.56	0.47	0.65
How successful do you find your organization's adaptation to tools that will facilitate remote working such as the internet and teleconferencing applications? Would you rate it as 1 - Not at all successful and 5 - Extremely successful?	14.80	11.53	0.49	0.65
To what extent do you find the technological literacy of your organization's employees sufficient? Could you rate it as 1- Not at all sufficient and 5- Extremely sufficient?	14.25	13.06	0.52	0.63
To what extent do you find the technological literacy of your organization's volunteers sufficient? Could you rate it as 1- Not at all sufficient and 5- Extremely sufficient?	14.30	13.78	0.49	0.65

## ANNEX 4. Transparency Reliability Test

Cronbach's Alpha	N of Items			
0.634	5			

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Does your organization have external audit mechanisms?	5.89	2.449	0.367	0.591
Is the public informed clearly and understandably about the projects/works you have carried out?	6.14	2.364	0.447	0.558
Does your organization provide clear and understandable information to the public about its financial reports?	5.96	2.267	0.49	0.536
Do you inform the donor (SMS, E-mail, etc.) after the donations you receive?	5.82	1.954	0.279	0.691
Do you have a self-audit mechanism in your organization?	6.16	2.329	0.489	0.542



## ANNEX 5. Communication Reliability Test

Cronbach's Alpha	N of Items
0.901	10

Could you rate how actively you use the following media tools for your organization's communication, with 1 being "we do not use them actively at all" and 10 being "we use them extremely actively"?	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Posters-Billboards	18.35	84.361	0.605	0.894
Radio / Online Radio / Podcasts	18.62	89.323	0.497	0.9
Instant messaging groups similar to WhatsApp/Telegram	17.22	84.092	0.457	0.908
National Print Press	18.47	81.267	0.795	0.882
Email groups	18.26	84.264	0.586	0.895
Local Printed Press	18.09	79.091	0.763	0.883
National Televisions	18.61	83.95	0.716	0.887
Local Televisions	18.52	84.509	0.681	0.889
Internet News Sites	18.11	79.557	0.742	0.884
Magazines and other periodicals	18.45	81.66	0.76	0.884



