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CIVIL SOCIETY SECTOR IMPACT RESEARCH:

THE ROLE OF EU GRANTS IN THE IMPACT OF THE CIVIL SOCIETY SECTOR IN TURKEY



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Research on the Impact of the Civil Society Sector in Turkey has been prepared within the frame of the "Grant Program for Partnerships and Networks for Strengthening of the Cooperation between Public Sector and CSOs" supported by the Republic of Turkey and European Union and applied by the EU Presidency under the scope of the EU Monitoring Network implemented under the coordination of TAV, YADA Foundation and IKV.

Founded in 2016 by TAV, YADA Foundation and IKV, the objectives of EUMN can be summarized as follows:

- Providing that the civil society is involved in the EU accession process by ensuring active involvement of CSOs in Instrument for Pre-Accession Assistance (IPA) mechanisms and developing the capacity to be able to monitor and influence Turkey's EU accession process and programming,
- Contributing to the transparency of Turkey's EU accession process by conducting in-depth analyses of the results of EU programs and financial assistance on selected themes and Target groups and sharing them with the public,
- Reviving the approach of civil society and the public in Turkey to EU membership by creating incentives for CSOs to participate in the process and increasing EU literacy.

Within the scope of the Civil Society Sector Impact Research in parallel with these goals, it was aimed to compile data on the impact of the civil society sector and to provide the basis for future support and demands of civil society organizations for this support¹. Within the scope of the Research; interviews were held with the components of the selected 10 projects and people from the target group which have been chosen under the light of in-depth interviews with relevant ministries and institutions as well as surveys and in-depth interviews with 1004 civil society organizations representing the civil society population in Turkey.

Subcomponents of the research can be titled as follows;

- Identify the availability of data and reports on projects in the civil society sub-sector,
- Reviewing the following issues in the civil society world in Turkey by giving importance to geographical and thematic diversity;
 - o Financial capacity
 - o Human resource capacity
 - o Institutional Capacity
 - o Perceptions on EU and EU Support
 - o Perceived Impact of EU Supports

¹ Civil society sector is the Framework Program in which civil society activities will be carried out during the period of the instrument for pre-accession financial assistance (IPA), which is the most dynamic dimension of EU-Turkey relations, covering the years 2014-2020. The area of civil society was defined as a separate sector such as energy, transport, environment, agriculture during the 2014-2020 EU financial assistance period. For more detailed information see: <http://siviltoplumsektoru.org/hakkimizda/>

- o Perceptions and Practices of Active Citizenship
- o Evaluations on Networks
- o Dialogue Practices of Civil Society with Different Stakeholders
- o Depicting a picture of Social Impact Measurement Approach and Measurement Practices
- o Analyzing the impact, strengths and weaknesses of the 10 projects determined and depicting the future-oriented applications and areas for improvement.
- Evaluating these 10 projects in terms of:
 - o Originality
 - o Subject ownership
 - o Impact on decisions
 - o Inclusion
 - o Visibility
 - o Impact on target group
 - o Collaboration
 - o Active participation
 - o Institutional capacity
 - o Active Citizenship
 - o Dissemination
 - o Financial efficiency.

The fieldwork of the research, other than ministerial and relevant stakeholders' interviews, took place during the Covid-19 pandemic. For this reason, most of the interviews were completed using teleconferences and telephone surveys methods, taking into account the limitations imposed by the Covid-19 pandemic in the field studies of the research. We would like to remind you that some of the data and findings contained in the document are likely to have been affected by the Covid-19 process. It should be taken into account that there may be differences in the data showing the current perceptions of CSOs due to the unusual situation experienced.

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Within the scope of the Civil Society Sector Impact Research, it was aimed to compile data on the impact of the civil society sector and to provide the basis for future support and demands of civil society organizations for this support. Within the scope of the research; interviews were held with the components of the selected 10 projects and people from the target group which have been chosen under the light of in-depth interviews with relevant ministries and institutions as well as surveys and in-depth interviews with 1004 civil society organizations representing the civil society population in Turkey.

It is seen that 66% of CSOs do not apply for any funds and 78% do not apply for EU grants. 18% of CSOs received funding and 10.5% received EU grants. The advocating organizations receive the most support while the fellow countrymen organizations receive the least from the EU grants. Youth, development and women's CSOs benefit the most from EU grants while health, animal rights are the categories that apply least to EU grants.

It seems that the capacity, dialogue rate, effectiveness, influence and reputation of those who receive or apply for grants from the EU increase more than those who do not apply for grants and do not receive grants. Perception on EU programmes in the civil society are fundamentally positive, but more positive in those who have received an EU grant. EU funds are most often associated with alignment with EU values.

CSOs find EU funds more viable and effective compared to other sources of funding. The most ineffective works are EU-funded "opening and closing events". Those with the highest impact are aids, awareness studies, communication campaigns, experience sharing and collaborations. 40% of CSOs consider projects carried out with EU funds effective. In organizations that have received grants, this rate is 74%. Advocating organizations are the ones which find projects carried out with EU funds the most effective. Looking at the dialogue and cooperation, it seems that contact with public organizations, except local governments, is very limited. CSOs that have received grants build strong relationships with local governments.

67.7% of CSOs say they had activities aimed at increasing citizen participation in the last 5 years. This rate is significantly higher in CSOs receiving EU grants than in other CSOs: 82%. CSOs have a hard time ensuring citizen participation, but they also find themselves effective in this context. CSOs receiving EU grants find their activities aimed at increasing citizen participation more successful than those those do not receive grants. The perceptions of CSO representatives regarding networks and platforms are led by highly recognized CSOs. There is no network or platform for which 70% of CSOs are members of.

CSOs that receive EU grants differ from those that do not: more than half (55.2%) are members of a network or platform.

As part of the research, the fund organizations and stakeholders were asked about the impact criteria and, 34 criteria were determined. According to the criteria themes, 10 projects selected as examples were combined in 12 top titles and determined according to these top titles.

It is possible to list the top headings of the impact criteria as follows:

- o Originality
- o Subject ownership
- o Impact on decisions
- o Inclusion
- o Visibility
- o Impact on target group
- o Collaboration
- o Active participation
- o Institutional capacity
- o Active Citizenship
- o Dissemination
- o Financial efficiency.

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If we summarize all the findings:

- EU support especially contributes to the development of Active Citizenship and the development of human resource capacity of organizations.
- EU support has a high impact on responding to original needs, subject ownership and providing benefits to target groups.
- The approach of grant-receiving CSOs to the EU is changing, their capacity and effectiveness are increasing.
- It develops the Civil Society in an every sense: EU support has a significant impact on civil society life, and civil society organizations provide data showing that they are developing in many ways.
- There are gaps in inclusion that need improvement:: According to the total CSO population, there are few CSOs available. In addition, the CSOs which are more open to influence are reached through EU grants. In other words, EU projects are very effective when they come into contact, but in total they have a limited impact.
- Impact on decisions is one of the aspects that remain weak: Both on the side of civil society and on the side of Public Administration, there are mutual reasons for this situation and the motivation is low.

A mixed research method was adopted in the study of the impact of the civil society sector in Turkey, which includes quantitative and qualitative research methods.

The method of the study can be defined in 3 stages:

- Exploratory analysis: Preliminary discussions with the Ministry and relevant stakeholders
- Research on the Impact of the Civil Society Sector in Turkey - Survey
- Case Study

Within the scope of the research, in-depth interviews were held with the representatives of Republic of Turkey Ministry of Foreign Affairs Directorate for EU Affairs, EU Delegation to Turkey, Ministry of Interior, Yunus Emre Institute, and Ministry of Family, Security and Social Services, through face-to-face and teleconferencing methods. In the preliminary interviews, the following preliminary topics were focused:

- Program objectives
- Evaluations on projects / implementations in the program
- Impressions of impact and criteria for success
- Expectations from the research
- Perceptions on Civil Society Support Programs

After the preliminary interviews, the scales to be used in the survey study phase and the criteria for selecting the projects to be focused on in the case study phase, which are the later stages of the research, were determined.

Within the scope of the survey on Research on the Impact of the Civil Society Sector in Turkey, which is the second stage of research, interviews were held with 1004 CSOs during July-October 2020. The planned face-to-face interviews were structured as online and telephone surveys due to the Covid-19 pandemic. While the research sample was created, the researches made by the YADA Foundation in the past years, the databases of the Republic of Turkey Ministry of Interior Directorate General of Civil Society Relations and Directorate General of Foundations were used. Organizations participating in the study were randomly selected from these databases.

According to the databases of Republic of Turkey Ministry of Interior Directorate General of Civil Society Relations and Directorate General of Foundations, there are 2121500 associations and 5352 foundations in Turkey as of 2020. Interviews with 1004 CSO representatives represent the civil society population in Turkey within a confidence range of 95%, including a margin of error of $\pm 3.08\%$.

This research study was produced with the financial support of the European Union and Republic of Turkey. Its contents are the sole responsibility of TAV (Türkiye Avrupa Vakfı) and do not necessarily reflect the views of the European Union.

Sample Characteristic

In this section, some important characteristics of 1004 CSOs that participated in the study aimed at defining the characteristics of the sample, such as working area, field of activity, province, year of establishment and legal status were included.

Table 1. Distribution of CSOs in the Sample by Field of Activity

CSO Field of Activity	Valid Percent (%)
Education	30.6
Environment / Climate Change / Nature Conservation	13.6
Disabled	11.9
Research / Monitoring	11.5
Art and culture	11.4
Youth	10.3
Human rights	10.3
Child	10.2
Woman / Gender	8.5
Civil Society	7.8
Humanitarian Aid / Aid	7.6
Health	7.1
Animal rights	3.2
Food / Agriculture	3.1
Development	3.0
Democracy	2.7
Politics / Thought	2.6
Entrepreneurship / Social Entrepreneurship	2.6
Faith / Religious Identity	2.6
Science / Technology	2.1
City	1.8
Sports / Physical Activity	1.6
Refugee / Immigration	1.2
Professional / Sectoral	0.9
District / Neighborhood	0.7
Cooperative	0.6
Worker Rights, LGBTI +, Media	0.3

Looking at the distribution of 1004 CSOs participating in the study, CSOs work on education, environment and disabled people share the first three rows. Following this, CSOs carrying out research activities and working in the field of culture and art, youth, children, human rights and women/gender make up the majority of the research sample. In this aspect, it can be said that the sample meets the diversity of thematic issues in which civil society operates in Turkey.

Table 2. Distribution of CSOs in the sample by civil topography classification (13- category)

Civil Topography Classification	Valid Percent (%)
Protector	28.5
Charity	14.3
Expert	11.1
Self-organization	10.5
Advocating	10.4
Fellow	8.2
Other	17.2
Total	100

According to the Civil Topography classification system developed by YADA Foundation in 2009², 28.5% of the sample are protective organizations aim to protect disadvantaged groups by empowering physically. Protective organizations are followed by charity organizations that provide aid in-kind and/or cash or services to poor or disadvantaged sections of society with 14.3% and this is followed by expert organizations, which are creative organizations that provide the basis for other organizations of civil society by producing information on certain issues with 11.1%. Clubs, which are among the categories of civil topography classification, were not included in the research. In the later parts of the research report, the categories of protectors, benefactors, experts, selectors, advocates and compatriots will be used as analysis variables, both because there is sufficient size in their sub-fractures and because the differences between them contain important findings on the research question³.

2 YADA (2009) Civil Society Culture in Voluntary Organizations in TURKEY, <https://yada.org.tr/yayinlar/turkiyede-gonullu-kuruluslarda-sivil-toplum-kulturu/>

3 YADA Sivil Topografya Sınıflandırması, <https://yada.org.tr/sivil-topografya-siniflandirmasi/>

Table 3. Civil topography classification (5- category)

13-Category	5'-Category
Self-organization	Expression Oriented
Charity	Charity
Expert	Expression Oriented
Advocate	Expression Oriented
Political Oriented	Expression Oriented
Club	Socializing
Socialization	Socializing
YYG	Charity
Citizen	Socializing
Subsidiary	Subsidiary
Market Oriented	Market Oriented
Profession Oriented	Expression Oriented
Protector	Charity

It is also possible to evaluate the 13-categories Civil Topography Classification of YADA under 5 categories. According to this classification, self-organizations, charities, experts, advocates, political oriented and professional oriented organizations constitute the "expression" group while clubs, socialization and fellow countrymen oriented organizations constitute the "socialization" group and YYGs, philanthropists and protective organizations constitute the "benefactors" and subsidiaries, affiliates and market-oriented organizations constitute the "market-oriented" group.

Table 4. Distribution of CSOs in the sample by civil topography (5-Category) classification

Civil Topography Classification	Valid Percent (%)
Charity	43.8
Socializing	12.8
Expression Oriented	38.6
Market Oriented	3.2
Subsidiary	1.5
Total	100

When we look at the 5-category version of the Civil Topography Classification, it can be said that 39% of the sample is expression-oriented and 44% is charity-oriented CSOs. Expression-oriented CSOs mostly work on the axis of rights, whereas charity CSOs work on the basis of aid.

Table 5. CSOs Activity Centers

Provincial Categories	Valid Percent (%)
Metropolitans	26.5
Other metropolitan cities	49.1
Other provinces	24.4

27% of the sample includes CSOs operating in metropolitan cities (Istanbul, Izmir, Ankara). The proportion of other metropolitan cities in the sample stays around 49%. And, other provinces are represented by 24%.

Table 6. Distribution of CSOs by Province

Province	Valid Percent (%)
İstanbul	11.7
İzmir	8.1
Ankara	6.8
Hatay	3.5
Konya	3.3
Malatya	3.2
Bursa	3.0
Gaziantep	2.8
Manisa	2.8
Diyarbakır	2.6
Tokat	2.6
Mardin	2.5
Muğla	2.5
Eskişehir	2.4
Kocaeli	2.4
Antalya	2.3
Adana	2.0
Kayseri	1.8
Mersin	1.8
Uşak	1.8
Trabzon	1.7
Çanakkale	1.6

Denizli	1.5
Karabük	1.5
Kırklareli	1.4
Giresun	1.3
Samsun	1.3
Van	1.3
Yozgat	1.3
Kahramanmaraş	1.2
Kilis	1.2
Kütahya	1.2
Niğde	1.2
Çorum	1.0
Isparta	1.0
Kırıkkale	1.0
Ordu	1.0
Nevşehir	0.8
Şanlıurfa	0.8
Afyonkarahisar	0.7
Kırşehir	0.7
Muş	0.6
Rize	0.6
Tunceli	0.6
Artvin	0.5
Aydın	0.5
Tekirdağ	0.5
Yalova	0.5
Sakarya	0.4
Adıyaman	0.3
Ağrı	0.2
Amasya	0.2
Ardahan	0.2
Zonguldak	0.2
Balıkesir	0.1
Burdur	0.1
Erzurum	0.1

Samples of research which focuses on civil society organizations in Turkey include organizations that mainly operate in Ankara, Istanbul, Izmir. However, it can be said that this research sample represents the geographical diversity of Turkish civil society in terms of including other metropolitan cities and Anatolian cities.

Table 7. Distribution of CSOs by Year of Establishment

Year of Establishment	Geçerli Yüzde (%)
2000 and before	12.9
2001 – 2010	30.4
2011- 2015	33.2
2016- 2020	23.5
Total	100

CSOs were grouped based on the late 90s, defined as the period of development of civil society in Turkey, and the 2000s, when it has accelerated. According to this, 12.9% of CSOs were established before 2000, 30.4% of those were established between 2000-2010 and remained 57% were established after 2010.

Table 8. Distribution of CSOs by Official Status

Statute	Valid Percent (%)
Association	89.8
Foundation	9.1
Other (Cooperative, Federation, etc.)	1.1
Total	100

89.8% of the CSOs participating in the research are associations, 9.1% are foundations while 1.1% of those are federations.

Table 9. Activity Scale of CSOs

Activity Scale	Total Percent (%)
In a City	47.3
Local (neighborhood, site, district, village)	40.5
National (in cities from multiple regions)	18.2
Regional (in more than one city in the same region)	17.1
International	11.2

47.3% of CSOs work at the urban level and 40.5% at the local level, such as neighborhoods, sites, districts, villages. The proportion of CSOs operating at the national level is 18.2%, whereas 17% work at regional level and 11% work internationally.

Table 10. Distribution of CSOs by Funding / Application Status

Funding Status	Valid Percent (%)
Never applied for a Fund / Grant	65.8
Applied for Fund / Grants but could not receive	15.9
Received Fund / Grant	18.2
Total	100

Looking at the application status of CSOs to grants and funds implemented by the public departments, international organizations, embassies and consulates of foreign countries, we see that approximately 2 out of 3 have not applied for any funds or grants so far. On the other hand, the number of CSOs in the sample that have received funds/grants is 183. The rate of CSOs that applied but could not receive funding is 15.9%, whereas 18.2% are the CSOs that have applied for funds and grants and received it.

Table 11. Funding Sources that CSOs Apply to or Receive Funding

Fund Sources	Applied but not received	Granted	Percentage of being awarded in applicants
European Union / EU grants and funds	20.9%	9.9%	32.1%
Public grants / funds	16.2%	7.4%	31.4%
Development Agencies	10.9%	3.2%	22.7%
United Nations (UN)	5.9%	2.0%	25.3%
Funds from embassies of European Union countries	5.0%	1.7%	25.4%
International organizations (ILO, World Bank, etc.)	4.2%	1.6%	27.6%
Foreign foundations, associations or institutes	3.3%	1.0%	23.3%
US Embassy funds	3.1%	0.6%	16.2%
Religious / faith based international organizations (Islamic organizations, etc.)	1.1%	0.0%	0.0%

When we look at the distribution of funds / grants that CSOs apply to, we see that the EU is the first organization that the CSOs applied to and received grants and funds from. 20.9% of CSOs expressed that they applied for EU grants and funds, while only 10% of those have been benefited from these grants.

Another important source of funding for CSOs seemed as the public support and funds. 16% of CSOs applied for these funds while 7.4% of them were awarded. The proportion of CSOs applied for Development Agency funds is 11% while 3.2% of them benefited from these funds. Also, 5% of CSOs applied for funds provided by embassies of European Union countries while only 1.7% of those were awarded.

The proportion of applicants those applied to US Embassy for funds stayed lesser amongst other organizations, which is %3,1. The proportion of those receiving US Embassy funds is less than 1%. The proportion of applicants to apply for funds of international organizations such as the ILO, the World Bank, is 4.2%, and the proportion of CSOs benefiting from these funds is 1.6%. The proportion of CSOs applying for funds from foreign foundations, associations or institutes is 3%, while those receiving these funds do not exceed 1%. The proportion of CSOs that apply for funds from international religious/faith-based organizations is 1%. The sample does not include CSOs that receive funds from these organizations.

Table 12. Number of Funds/Grants Received by CSOs in The Last 3 Years

Number of Funds/Grants Received in the Last 3 Years	Valid Percent (%)
Not applied for EU grant	84.5
Applied for an EU grant but not received it	8.6
Received EU grant	6.9
Total	100

84.5% of CSOs have not received any grants whereas 8.6% received an only 1 grant and 6.9% received more than 2 grants in the last 3 years.

Table 13. Application Status of CSOs for EU Grant

Application Status of CSOs for EU Grant	Valid Percent
Not applied for EU grant	77.9
Applied for an EU grant but not received it	11.7
Received EU grant	10.5
Total	100

77.9% of CSOs have not applied for EU grants/funds so far. 11.7% applied for EU grants but could not receive any. 10.5% received EU grants and funds. In light of these findings, application and acceptance status for EU grants were considered as an analysis variable and CSOs were evaluated according to their application/acceptance status for EU grants throughout the research report.

Table 14. How many EU Grants / Support CSOs Received in the Last 3 Years?

How many EU Grants / Support CSOs Received in the Last 3 Years?	Geçerli Yüzde (%)
1	66
2	20.4
3	8.7
4	2.9
5 and above	1.9
Total	100

It can be said that 2 out of 3 CSOs received at least 1 grant/support in the last 3 years. Besides, 20.4% stated that they received 2 grants and 11.6% stated that they received 3-4 grants. The rate of CSOs that received 5 or more EU grants and support is 2% amongst 1004 CSOs.

Table 15. First Grant Support Received by CSOs: EU Grant? Other Organizations?

First Grant Support Received	Geçerli Yüzde (%)
Other organizations	68.9
EU Grant / Support	31.1
Total	100

A total of 99 CSOs in the sample say they have received EU grants so far. The first grant received by 57.6% of these CSOs is an EU Grant (57 CSOs in total). Within the all sample, the first grant received by about 1 in 3 CSOs is an EU grant.

Table 16. Distribution of CSOs by Number of Members and Number of Employees

		Valid Percent (%)
Number of Members	Less than 20 members	13.4
	20-50 members	47.5
	51-100 members	22.6
	More than 100 members	16.6
Number of Employees	Has no employees	62.1
	1-10 employees	26.1
	11-50 employees	8.2
	50+ employees	3.6

Looking at the number of employees and members of CSOs participating in the study, it seems that 13% of CSOs have less than 20 members and 17% have more than 100 members. 62% of CSOs have no employees, while 12% have more than 11 employees.

In the case study phase, which is the final phase of the study, in-depth interviews were conducted with the executors, components and beneficiaries of the 10 projects determined after the preliminary study. A total of 52 participants were reached at this stage, and the selected projects were evaluated on the axes of organizational capacities, impact, approaches to fund processes, perception of civil society and EU funds, perceptions and practices related to active citizenship, and perception and practice of cooperation / dialogue.

The number of people interviewed from each project is shown in the table below.

	Number of interviewed people	Interviewed people codes
Başka Bir Dünya Mümkün	5	K1, K1.1, K1.2, K1.3, K1.4
Be Mobile- Create Together	5	K2, K2.1, K2.2, K2.3, K2.4
Dünyayı Kadınlar Değiştirecek	8	K3, K3.1, K3.2, K3.3, K3.4, K3.5, K3.6, K3.7
Engelli Hakları Savunuculuk Bilgilendirme Projesi	3	K4, K4.1, K4.2
Güçlü STK SAĞKAL ile Sağlıkta Kaliteli İletişim	11	K5, K5.1, K5.2, K5.3, K5.4, K5.5, K5.6, K5.7, K5.8, K5.9, K5.10
Kamu - Stk İşbirliği Projesi	3	K6, K6.1, K6.2
Sosyal Kooperatif Geliştirme	4	K7, K7.1, K7.2, K7.3
Türkiye Sosyal Girişimcilik Ağı Projesi	5	K8, K8.1, K8.2, K8.3, K8.4
Türkiye’de Gıda Atığını Önleme ve Azaltımı İçin Kapasite Artırımı Projesi	4	K9, K9.1, K9.2, K9.3
Umut Koşusu	4	K10, K10.1, K10.2, K10.3

For the project Başka Bir Dünya Mümkün, 5 in-depth interviews were conducted with manager of CSOs, project coordinators and workshop participant academics.

For the project Be Mobile-Create Together, 5 in-depth interviews were conducted with project coordinators, stakeholders and beneficiary artists.

For the project Dünyayı Kadınlar Değiştirecek, 8 in-depth interviews were conducted with project coordinators, stakeholders and beneficiaries.

For the project Engelli Hakları Savunuculuk Bilgilendirme, 3 in-depth interviews were conducted with project coordinators and stakeholders.

For the project Güçlü STK SAĞKAL ile Sağlıkta Kaliteli İletişim, 11 in-depth interviews were conducted with project coordinators, stakeholders and association volunteers.

For the project Kamu-STK İşbirliği, 3 in-depth interviews were conducted with project coordinators and event participants.

For the project Sosyal Kooperatif Geliştirme, 4 in-depth interviews were conducted with project coordinator, stakeholders and beneficiaries.

For the project Türkiye Sosyal Girişimcilik, 5 in-depth interviews were conducted with project coordinator, stakeholders and beneficiaries.

For the project Türkiye’de Gıda Atığını Önleme ve Azaltımı İçin Kapasite Artırımı, 4 in-depth interviews were conducted with project coordinators, stakeholders and beneficiaries.

For the project Umut Koşusu, 4 in-depth interviews were conducted with project coordinator and volunteer runners.



RESEARCH FINDINGS

CHAPTER 1

CAPACITY OF
CIVIL SOCIETIES

1. Capacity of CSOs

Indicators regarding the human resources and financial capacities of CSOs were examined according to the status of receiving funds and receiving EU funds / support.

- EU grants increase the human resources and financial capacities of CSOs. Besides the fact that CSOs with high financial and human resource capacity apply for the EU support, it is observed that project processes in the EU support have a positive impact on CSOs in terms of capacity.
- EU funding processes mostly influence the development of specialties in terms of human resources.
- EU funding processes are seen as effective in terms of increasing dialogue between civil society itself. Considering the last 5 years, dialogues of CSOs with CSOs which have EU supported projects have been increased significantly compared to other CSOs. A similar situation is seen in the dialogue between the Public Administration and CSOs, albeit more limited. The area where there is no change in the context of dialogue is between the private sector and the CSO.
- The area where the impact of EU grants is felt the most is related to the social impact of CSOs. CSOs find the EU supports positive in terms of getting closer to their goals, making more activities, and increasing their impact on the target group.
- CSOs that received EU Grants think that there is an increase in their reputation, communication and impact capacity during and after the grant process.

➤ Human Resource Capacity

Within the scope of the research, a series of information about CSOs was obtained in order to measure the human resource capacities of CSOs. For the analysis of the human resource profile according to the funding and application status of the CSOs; the number of CSO members, the number of active people in the activities and administrative processes of the CSOs as well as the number of volunteers and employees, the diversity of human resources and the age, education and gender of the member profiles are given in Table 17.

About half (47.5%) of CSOs have between 20 and 50 members. The rate of CSOs with 51-100 members is 22.6%. 13.4% have fewer than 20 members, while 16.6% have more than 100 members. CSOs that have not applied for any funds/grants so far have fewer than 20 members. The number of members of CSOs applying for funds is slightly higher. There is a similar trend in terms of applying for an EU grant. 73% of CSOs receiving EU grants include 20-100 members.

In 36.2% of CSOs, 2-5 people carry out the work, while in 30.9% this number increases to 10 people. In 11.5% of CSOs, the work is done by one person. In CSOs receiving EU grants, jobs run by 1 person are much less than the average. The proportion of those who run CSO Affairs with teams composed of more than 10 people is again higher than the average in CSOs receiving EU grants. In this regard, it is possible to say that CSOs receiving EU grants are organizations that conduct their work with broader teams.

Table 17. Human Resources Profile of CSOs by Funding Status

		Whether receiving an EU Grant			
		Total	Not applied for an EU Grant	Applied but not received an EU Grant	Received an EU Grant
Number of Members	Less than 20 members	13.4%	14.6%	9.4%	8.6%
	20-50 members	47.5%	47.8%	43.6%	49.5%
	51-100 members	22.6%	22.2%	25.6%	22.9%
	More than 100 members	16.6%	15.5%	21.4%	19.0%
Number of People Conducting Works	1 person conducts the works	11.5%	13.6%	3.4%	4.8%
	2-5 people	36.2%	36.9%	34.2%	33.3%
	6-10 people	30.9%	30.3%	35.9%	30.5%
	10+ people	21.4%	19.2%	26.5%	31.4%
Number of Volunteers	Has no volunteers	12.7%	14.0%	5.1%	11.4%
	1-10 volunteers	8.3%	7.6%	10.3%	11.4%
	11-50 volunteers	34.7%	34.9%	35.0%	33.3%
	51-100 volunteers	25.6%	25.9%	27.4%	21.9%
	100+ volunteers	18.7%	17.7%	22.2%	21.9%
Number of Employees	Has no employees	62.1%	66.8%	48.2%	42.3%
	1-10 employees	26.1%	23.0%	35.7%	38.5%
	11-50 employees	8.2%	7.1%	11.6%	12.5%
	50+ employees	3.6%	3.1%	4.5%	6.7%
Uzman Sayısı	Hiç uzman yok	90.8%	93.2%	83.8%	81.0%
	1 - 4 uzman	6.2%	4.7%	12.0%	10.5%
	5+ uzman	3.0%	2.1%	4.3%	8.6%
Human Resources Diversity	No employees or volunteers	11.0%	12.3%	6.0%	6.7%
	It has only volunteers and no employees	51.6%	54.7%	44.4%	36.2%
	It has only employees, no volunteers	1.8%	1.7%	0.0%	4.8%
	It has both employees and volunteers	35.6%	31.3%	49.6%	52.4%
In what age group are your members predominantly?	18-30 years old	13.6%	11.9%	17.1%	21.9%
	31-50 years old	80.8%	82.4%	76.9%	73.3%
	Over 50 years old	5.6%	5.6%	6.0%	4.8%
Which gender group forms the majority of your members?	Men	40.9%	44.1%	31.6%	27.6%
	Women	25.2%	23.5%	30.8%	32.4%
	About the same	33.8%	32.4%	37.6%	40.0%
In which group are your members in terms of education level?	Primary school, secondary school graduate	8.1%	9.5%	4.3%	1.9%
	High school graduate	34.1%	36.0%	29.9%	24.8%
	University Graduate	57.8%	54.5%	65.8%	73.3%

12.7% of CSOs have no volunteers. 34.7% have volunteers between 11-50 and 18.7% between 51-100. The number of volunteers of CSOs does not vary greatly depending on the funds or grants received or applied for. The average number of volunteers of CSOs receiving EU grants is on average.

In the number of employees, the situation seems to be different. 62% of CSOs have no paid employees. For CSOs that receive or apply for EU grants, this figure is much lower than the average, with 42.3% and 48.2%, respectively. Those who have not applied for an EU grant so far are more likely to have no employees. In other words, CSOs that receive or apply for EU grants are organizations that have paid employees compared to those that do not apply.

The teams consisting of volunteers and employees were considered in a separate category and a variable regarding the diversity of human resources was created. Accordingly, 51.6% of the CSOs only have volunteers, while 35.6% of them have both volunteers and employees. 11% have no employees or volunteers. In these CSOs, the work is carried out by their members. The striking point here is that as the human resource diversity of CSOs increases, that is, if they have both employees and volunteers, the rates of applying and receiving grants and funds also increase. The proportion of CSOs with both employees and volunteers is 35.6%, which increases to 52% for organizations receiving both funds and EU grants. Still, though lower than average, 36.2% of those receiving EU grants are CSOs with only volunteers.

Finally, CSOs were asked about the number of Paid Experts / senior experts working in their organizations. About 91% of CSOs do not have a paid specialist. CSOs with more than 5 paid professionals account for 4% of all CSOs. The rate of paid specialist employment in EU-funded CSOs is significantly higher than the Turkey average: 19%.

When we look at the member profile in Table 17, it is seen that the member profile of the CSOs applying for EU grants is younger. While 13.6% of the CSOs have members between the ages of 18-30, this ratio rises to 18% for CSOs that have received funds until today and to 22% for CSOs that have received EU grants. On the other hand, the member profile of CSOs mainly consists of people between the ages of 31-50. The most striking finding regarding the member profile is the higher number of women in the gender distribution of CSOs that receive funds or EU grants. While the rate of CSOs whose members are predominantly women in the sample is 25.2%, this rate rises to 33% for those who have received any funds or EU grants. It is seen that CSOs with equal gender distribution benefit more from funds and EU grants. It can be thought that this situation is caused by the support given to CSOs working in the field of gender and aiming at achieving gender equality. When we look at the member profile, another prominent finding is that the education level of the members of CSOs that do not apply for EU funds is lower. While the member profile of 8% of CSOs is members with a secondary school or less education, this rate is 1.8% for CSOs receiving EU grants. On the other hand, among the CSOs receiving EU grants, the rate of organizations with university graduates is 73.3%, while this rate is 57.8% in the sample average. This situation may arise due to the need for members, employees or volunteers who speak foreign languages, especially in benefiting from foreign funding sources. Nevertheless, it can be thought that the education level of the members is determinant for CSOs to benefit from EU funds.

Table 18. Human Resource Capacity Index

	Whether receiving an EU Grant			
	Total	Not applied for an EU Grant	Applied but not received an EU Grant	Received an EU Grant
Low	18.1%	20.7%	6.8%	10.5%
Medium-low	25.5%	25.6%	26.5%	23.8%
Medium-high	30.3%	30.1%	31.6%	30.5%
High	26.1%	23.6%	35.0%	35.2%

A Human Resource Capacity Index variable was created by taking into account the number of members owned by CSOs, the number of people conducting jobs, the number of volunteers and employees, as well as their diversity. In this index, where the highest score was 15, those who scored less than 5 were coded as low, those who scored 6-7 were coded as medium-low, those who scored 8-9 were coded as medium-high and those who scored 10-15 were coded as high in human resource capacity. According to this, the human resource capacity of 65.3% of CSOs is moderate. The human resource capacity of CSOs applying for or benefiting from EU funds and grants is higher than those who do not apply. While 26.1% of the CSOs have a high HR capacity, this rate is 35.0% in those receiving funds / grants and 35.2% in those receiving EU grants.

Table 19. Human Resources Capacity Index by Scale, Province, Civil Topography Classification, Number of Members and Employees

		Human Resources Capacity Index			
		Low	Medium-low	Medium-high	High
Total		18.0%	25.5%	30.3%	26.1%
Activity Scale	Local CSO	15.5%	30.5%	33.9%	20.1%
	Other CSO (city, national, regional, international)	18.8%	24.0%	29.2%	28.0%
Province	Metropolitan	21.1%	20.7%	23.7%	34.6%
	Other Metropolitan	19.1%	26.6%	30.0%	24.3%
	Other Provinces	12.7%	28.7%	38.1%	20.5%
CSO Establishment Year	2000 and before	20.2%	24.0%	24.0%	31.8%
	2001- 2010	13.8%	22.6%	32.1%	31.5%
	2011- 2015	19.2%	26.1%	31.5%	23.1%
	2016- 2020	20.8%	29.2%	29.7%	20.3%
Civil Topography Classification	Charity	22.9%	24.3%	31.9%	20.8%
	Fellow countryman	22.0%	29.3%	29.3%	19.5%
	Patronage	12.3%	22.8%	34.0%	30.9%
	Self-Organization	17.1%	21.0%	25.7%	36.2%
	Advocate	16.3%	26.0%	29.8%	27.9%
	Expert	18.9%	31.5%	27.9%	21.6%
Activity Field	Research / Monitoring	22.6%	27.0%	31.3%	19.1%
	Environment / Climate Change / Nature Conservation	16.8%	28.5%	30.7%	24.1%
	Child	6.9%	20.6%	29.4%	43.1%
	Education	18.9%	22.1%	29.6%	29.3%
	Disabled	9.2%	17.6%	37.8%	35.3%
	Youth	4.9%	18.4%	47.6%	29.1%
	Human Rights	10.7%	22.3%	35.9%	31.1%
	Humanitarian Aid / Assistance	9.2%	23.7%	31.6%	35.5%
	Women / Gender	8.2%	23.5%	27.1%	41.2%
	Culture And Art	12.3%	36.8%	35.1%	15.8%
	Civil Society	3.8%	30.8%	47.4%	17.9%

Human Resource Capacity Index was analyzed according to the activity scale of CSOs, province, year of establishment, civil topography classification and activity field. It can be said that the human resource capacity of CSOs operating on a national, regional and international scale and in metropolitan areas is higher than that of local CSOs. It seems that the human resource capacity of protectors, self-organization and advocates is higher than other categories. In addition, CSOs with the highest human resource capacity are those operating in the fields of children, disabilities, gender and humanitarian aid. Only 10% of CSOs established in the last 4 years have reached a high human resource capacity.

Table 20. Do you have an employee in your organization who has participated in an EU-supported exchange program (Erasmus, Erasmus+) in the past? Or have you ever had an employee who fits that description? (According to EU Grant Receiving Status and Human Resources Capacity Index)

	Whether received an EU Grant				Human Resource Capacity Index			
	Total	Not applied for an EU Grant	Applied but not received an EU Grant	Received an EU Grant	Low	Medium-low	Medium-high	High
Yes	21.6%	15.8%	36.8%	47.6%	8.3%	20.8%	26.2%	26.3%
No	78.4%	84.2%	63.2%	52.4%	91.7%	79.2%	73.8%	73.7%

Another indicator of human resources is participation in EU-sponsored exchange programs among CSO employees. According to the findings, 21.6% of the CSOs have an employee who has participated in an EU supported exchange program (Erasmus, Erasmus +, etc.) in the past. While this rate is 8.3% in CSOs with low human resources capacity, it is 26.3% in CSOs with high human resources.

Table 21. Has your organization ever been part of the European Voluntary Service / EVS program? (Sending volunteers, accepting volunteers, etc.) (According to EU Grant Receiving Status and Human Resources Capacity Index)

	Whether received an EU Grant				Human Resource Capacity Index			
	Total	Not applied for an EU Grant	Applied but not received an EU Grant	Received an EU Grant	Low	Medium-low	Medium-high	High
Yes	7.7%	5.9%	7.7%	21.0%	5.0%	5.5%	8.6%	10.8%
No	92.3%	94.1%	92.3%	79.0%	95.0%	94.5%	91.4%	89.2%

Another indicator of human resources is whether CSOs have been part of the European Voluntary Service/EVS program until now. According to the findings, 7.7% of CSOs participated in this program. Among the CSOs that receive EU grants, the rate of CSOs participating in this program is 21%.

► Financial Capacity

In order to understand the CSO profile, different indicators of the financial capacity of CSOs were used within the scope of the research. These include income-expenditure statements of CSOs, income expectations, income sources, ownership of an economic enterprise, office ownership and income activities. Financial indicators of CSOs are included in Table 22.

Table 22. Financial Status Indicators According to the Funding Status of CSOs
(According to EU Grant Receiving Status)

		Whether received an EU Grant			
		Total	Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Income-Expenditure by Declaration	Expense is more than income	5.8%	4.9%	6.8%	11.7%
	Income-expense equal	87.3%	89.6%	81.2%	76.7%
	Income is more than the expense	6.9%	5.5%	12.0%	11.7%
How do you expect your revenues in 2020 to be compared to 2019?	Much less	8.0%	7.6%	10.3%	8.6%
	Less	21.4%	20.7%	17.1%	31.4%
	Almost the same	62.8%	65.4%	62.4%	43.8%
	More	6.7%	5.4%	7.7%	15.2%
	Much more	1.1%	0.9%	2.6%	1.0%
Does your organization have an economic enterprise?	Yes	6.1%	5.0%	6.0%	14.3%
	No	93.9%	95.0%	94.0%	85.7%
Does your organization have an income generating activity through products or services?	Yes	10.0%	8.6%	9.4%	21.0%
	No	90.0%	91.4%	90.6%	79.0%
Which of the following options fits the ownership of the office your vorganization uses?	There is no regular office.	16.4%	18.1%	12.8%	7.6%
	Owned by someone else, the rent is paid	39.8%	39.9%	35.9%	42.9%
	Owned by someone else, Low rent is paid. Including dues	8.2%	6.9%	9.4%	16.2%
	Owned by someone else, rent not paid	23.5%	22.9%	28.2%	22.9%
	Own property	12.2%	12.2%	13.7%	10.5%

Based on the statements of CSOs regarding their income and expenditures for 2019, an income-expenditure status variable was created. According to CSO statements, 87% of them stated that their income and expenses were equal. In general, CSOs that apply EU grants and CSOs that receive these grants state that their income is more than their expenses. In this respect, funds can be considered to be an important revenue item for CSOs. Those who stated that 2020 revenues will be higher compared to 2019 revenues are CSOs that have received EU grants.

Only 6.1% of CSOs have economic enterprises. CSOs that receive EU grants have a higher rate of owning an economic enterprise. Similarly, the rate of CSOs that have income generating activities through products or services is 10%. While this rate is higher with 21% for those receiving EU grants.

Office use and ownership status also differ according to the availability of funds / grants. 39.8% of the CSOs are in an office belonging to someone else where rent is paid, while 16.4% of them do not have an office that they use regularly. 23.5% of them do not pay rent by carrying out their activities in someone else's office. The regular office use appears to be higher in CSOs that receive EU grants.

Table 23. The Biggest Income Sources of CSOs (According to EU Grant Receiving Status)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Individual donations	53.9%	55.9%	59.0%	33.3%
Membership fees	39.7%	41.4%	41.0%	25.7%
Grants and funds	13.6%	6.3%	22.2%	59.0%
Corporate donations	4.9%	3.6%	11.1%	7.6%
Economic enterprise income	1.5%	1.3%	0.9%	3.8%
Corporate publication revenues (magazine, book sales, etc.)	0.7%	0.5%	1.7%	1.0%
Other: We have no income	4.6%	5.0%	5.3%	1.0%
Other: individual income	3.2%	3.8%	0.9%	1.0%
Other: Corporate donations	2.8%	2.3%	7.9%	1.0%

As part of the study, CSOs were asked about the largest first and second sources of income. According to the findings, the largest source of income for CSOs is individual donations (54%). Member dues are second with 38%, while grants and funds (13.6%) are third. The proportion of those who stated that they did not have income and those who stated that they spent “out of their own pocket” was approximately 8%. Grants and funds are the largest source of income for CSOs that have received EU grants. The income diversity of CSOs receiving funds/grants is less than those who do not. On the other hand, economic business income occupies a small place among the main sources of income. However, in organizations that received EU grants, this figure is slightly above the average.

As with the calculation of human resources capacity, an index was created on the financial capacity of CSOs. In this index, an index score was used according to the income status of CSOs, the expectation for 2020, the availability of economic enterprises and income-generating products or services, and the status of office ownership. Those who scored below 2 were coded as having low financial capacity and those who scored 3 points were coded as having medium-low financial capacity, those who scored 4 points were coded as having medium-high financial capacity and those who scored 6 and above were coded as having high financial capacity (including the negative values).

Table 24. Financial Capacity Index (According to EU Grant Receiving Status)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Low	25.4%	26.8%	21.4%	19.4%
Medium - Low	27.1%	28.2%	21.4%	25.2%
Medium - High	33.5%	31.7%	41.9%	37.9%
High	13.9%	13.2%	15.4%	17.5%

According to the findings, it is seen that 60.7% of CSOs have medium financial capacity. Being in a low capacity for the CSOs that have received EU grants is lower than the Turkey average. This situation can be explained by the contribution of funds to financial capacity.

Financial capacity does not differ according to the scale of activity and the activity of the CSO. However, the financial capacity of CSOs that have been operating for more than 20 years seems to be higher than recently founded CSOs.

Tablo 25. Financial Capacity Index by Activity Scale, Province, CSO Establishment Year, Nmber of Members, Number of Employees, Civil Topography Classification, and Activity Field

		Human Resources Capacity Index			
		Low	Medium-low	Medium / High	High
Total		25.4%	27.1%	33.5%	13.9%
Activity Scale	Local CSO	30.1%	12.1%	40.6%	17.2%
	Other CSO (urban, national, regional, international) Metropol	24.0%	31.8%	31.3%	12.9%
Province	Metropolitan	19.3%	34.9%	31.4%	14.4%
	Other Metropolitan	26.5%	27.3%	32.0%	14.3%
	Other Cities	29.9%	18.4%	38.9%	12.7%
CSO Establishment Year	2000 and before	15.8%	32.3%	33.9%	18.1%
	2001- 2010	24.3%	23.7%	37.2%	14.8%
	2011- 2015	31.0%	25.6%	31.0%	12.4%
	2016- 2020	24.2%	30.9%	32.2%	12.7%
Number of Members	Less than 20 members	24.6%	32.1%	26.9%	16.4%
	20-50 members	26.4%	24.3%	34.0%	15.4%
	51-100 members	21.3%	31.1%	34.7%	12.9%
	More than 100 members	28.9%	25.9%	36.1%	9.0%
Number of Employees	Has no employees	25.5%	32.4%	30.6%	11.5%
	1-10 employees	26.5%	19.8%	37.7%	16.0%
	11-50 employees	26.6%	13.9%	39.2%	20.3%
	50+ employees	20.0%	25.7%	42.9%	11.4%
Civil Topography Classification	Charity	21.1%	29.6%	33.8%	15.5%
	Fellow countryman	17.1%	24.4%	37.8%	20.7%
	Patronage	26.9%	26.2%	33.2%	13.8%
	Self-Organization	29.5%	25.7%	38.1%	6.7%
	Advocate	33.7%	22.1%	30.8%	13.5%
	Expert	29.7%	30.6%	25.2%	14.4%
Activity Field	Research / Monitoring	22.6%	33.9%	27.8%	15.7%
	Environment / Climate Change / Nature Conservation	34.6%	25.7%	23.5%	16.2%
	Child	26.3%	27.3%	35.4%	11.1%
	Education	25.0%	22.4%	36.5%	16.1%
	Disabled	28.8%	21.2%	41.5%	8.5%
	Youth	32.4%	23.5%	32.4%	11.8%
	Human Rights	21.4%	27.2%	38.8%	12.6%
	Humanitarian Aid / Assistance	25.0%	21.1%	38.2%	15.8%
	Women / Gender	17.7%	28.2%	35.3%	18.8%
	Culture And Art	24.8%	21.2%	38.9%	15.0%
	Civil Society	18.2%	22.1%	39.0%	20.8%

► Perceptions of CSOs Regarding Their Own Organization Capacity

CSOs participating in the study were asked a series of options regarding corporate reputation, communication capacity, human resources, income, corporate impact, dialogue with other organizations and their activities, and they were asked how they evaluate their organizations' development in these areas compared to 5 years ago. Accordingly, CSOs shared their views on the capacities of CSOs on a scale where 1 means "much decreased" and 5 means "much increased".

Table 26. "How much has the following increased in your institution compared to 5 years ago?"

1- much decreased; 2-decreased; 3-remained the same; 4-increased, 5- much increased.

(According to EU Grant Receiving Status)

			Total	Whether received an EU Grant		
				Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
			Mean	Mean	Mean	Mean
Capacity	Perceived Institutional Capacity	The overall capacity of the institution	3.54	3.46	3.72	3.88
		Human resource capacity	Expertise capacity	3.58	3.48	3.9
	Number of active people		3.39	3.35	3.56	3.53
	Number of paid employees		2.68	2.65	2.65	2.93
	Communication capacity	Communication capacity	3.62	3.53	3.79	4.04
		Media visibility	3.52	3.42	3.85	3.89
		Digitalization (social media, web, etc.)	3.49	3.41	3.67	3.83
	Income	Total revenues	3.14	3.07	3.21	3.53
		Donation income	3.04	3.02	3.12	3.13
	Dialogue	Number of CSOs in contact		3.42	3.34	3.68
Getting together with other CSOs		3.4	3.3	3.64	3.84	
Getting together with public institutions		3.4	3.35	3.44	3.74	
Getting together with the private sector		3.19	3.14	3.34	3.4	
Network or platform number		3.17	3.12	3.26	3.49	
Activity	Number of events in a year		3.45	3.38	3.57	3.85
	Products produced within a year		3.14	3.1	3.25	3.33
Impact	Getting closer to your goals		3.69	3.6	3.9	4.12
	Impact on the target group		3.67	3.59	3.85	4.11
	Impact on other CSOs		3.35	3.27	3.57	3.7
	Influence on public decisions		3.23	3.19	3.38	3.38
Reputation	Recognition		3.82	3.75	4.05	4.15
	Dignity and reputation in society in general		3.76	3.7	3.95	4.06
	Dignity and reputation among CSOs in general		3.71	3.63	3.92	4.11
	Dignity and reputation in public administration in general		3.65	3.59	3.78	3.96

When we look at how CSOs compare their capacities with respect to 5 years ago, it is seen that the answers given are mainly between 3-4 points (Table 26). This shows that they perceive some increase, although it remains largely the same. At this point, it is worth remembering that small changes depending on the funding provide a meaningful narrative.

The area that CSOs think has increased the most in the last 5 years is communication with 3.62. Based on the status of receiving funds, there is an increase in communication capacity as the tendency to apply for funds increases. In general, CSOs receiving EU grants have increased their communication capacity in their institutions. For those who do not apply, this increase appears to be below average.

As for human resource capacities, CSOs believe that their expertise has improved most. CSOs that receive EU grants note that their expertise has improved more. Although benefiting from EU funds does not make a difference compared to those benefiting from other funds in terms of expertise, it can be considered that obtaining funds generally contribute the expertise of CSOs. It is stated that there has been a decrease in the number of paid employees in all CSOs in the last 5 years (2.68). It is observed that this decrease is slightly less in CSOs that receive EU Funds compared to those who do not (2.93).

Looking at the dialogue of CSOs with different stakeholders, it is noticeable that the dialogue with CSOs has increased the most (3.42). We see this increase more prominently in organizations receiving EU grants (3.80). In this regard, it can be said that organizations receiving EU grants have been communicating more with CSOs in the last 5 years compared to other organizations. Similarly, the CSOs that have received EU grants are the ones who have stated that there has been the most increase in the last 5 years in terms of meeting with other CSOs and dialogue with public institutions. This, in turn, can be considered as an indicator of the positive impact of EU grants on Inter-CSO dialogue and public-CSO dialogue. On the other hand, it is unlikely to say that the private sector-CSO dialogue has increased as much as other types of dialogue. However, the CSOs that have also shown the highest increase in the private sector-CSO dialogue are those that benefit from EU grants. The increase in participation in networks and platforms is relatively low (3.17).

CSOs note that their participation in networks and platforms has remained almost the same over the past 5 years. In contrast, CSOs receiving EU grants have seen a slight increase in the number of networks and platforms they participate in.

In the last 5 years, the categories in which the number of annual events they held increased the most were again CSOs that received EU grants in general. CSOs receiving EU grants have seen a greater increase in their events compared to those receiving funds in general. Products of CSOs appear to have increased less compared to events and remain largely the same (3.14).

The area where the impact of EU grants is most felt is the social impact of CSOs. CSOs receiving EU grants have seen a much greater increase, especially in terms of convergence to CSO targets, their impact on the target group and their impact on other CSOs compared to both the average and CSOs benefiting from other funds. In other words, the issue where EU grants make the most difference is the impact of CSOs. On the other hand, influencing public decisions remained in the background. Although the capacity of CSOs that do not apply for funds and grants to influence the public is lower compared to CSOs that received EU grants/funds, the increase in this area was seen as lower among all CSOs.

The elements that increase the most in 5 years compared to all variables are: "recognition (3.82)" and "reputation in society (3.76) in general and among CSOs (3.71)". This perceived increase is higher than all other elements. However, in the eyes of Public Administration (3.65), their reputation is slightly less compared to the CSO world and society.

Table 27. "How much has the following issues increased in your institution compared to 5 years ago?"
 1-much decreased; 2-decreased; 3- remained the same; 4-increased, 5- much increased
 (According to EU Grant Receiving Status)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
	Mean	Mean	Mean	Mean
Reputation	3.74	3.67	3.93	4.07
Communication Capacity	3.57	3.48	3.82	3.97
Income Increase	3.57	3.48	3.82	3.97
General Institutional Capacity	3.54	3.46	3.72	3.88
Effect	3.48	3.41	3.68	3.82
Dialogue Level	3.32	3.25	3.47	3.65
Activity	3.30	3.24	3.41	3.59
Human Resources Capacity	3.22	3.16	3.37	3.48

It is clear that CSOs that benefit from EU grants are seeing the most increase in reputation, communication capacity and revenue. So much so that CSOs believe that these elements increase more than the overall capacity of their institutions. They have seen the most increase in the last 5 years in "influencing the target audience, other CSOs and the public". Although EU grants have a more positive impact on the human resource capacity of CSOs compared to those who do not receive this grant, this increase in organizations receiving EU grants tends to be less or remain the same compared to other elements.

It can be said that the reputation, communication capacity, income, influence, dialogue and human resource capacities of CSOs operating in metropolitan cities and working at regional, national and international levels have increased more than those operating at local level and in other provinces in the last 5 years. CSOs in provinces where access to funding sources, human resources and communication networks is easier, see themselves more developed when compared to the CSOs operating in less populated provinces.

Table 28. "How much have the following subjects increased in your institution compared to 5 years ago by scale, province, Civil Topography Classification, Number of Members and Employees?"
 1-much decreased; 2-decreased; 3- remained the same; 4-increased, 5- much increased
 (According to EU Grant Receiving Status)

		Human Resources Capacity	Communication Capacity	Income Increase	General Institutional Capacity	Dialogue Level	Activity	Impact	Reputation
Total		3.22	3.57	3.57	3.54	3.32	3.3	3.48	3.74
Activity Scale	Local CSO	3.07	3.46	3.46	3.46	3.11	3.1	3.33	3.69
	Other CSO (urban, national, regional, international)	3.26	3.6	3.6	3.56	3.38	3.36	3.53	3.75
Province	Metropolitan	3.26	3.67	3.67	3.56	3.46	3.44	3.6	3.81
	Other Metropolitan	3.24	3.6	3.6	3.59	3.31	3.31	3.49	3.74
	Other Cities	3.11	3.39	3.39	3.4	3.17	3.13	3.34	3.66
CSO Establishment Year	2000 and before	3.21	3.55	3.55	3.52	3.33	3.27	3.48	3.71
	2001- 2010	3.19	3.53	3.53	3.48	3.31	3.27	3.46	3.75
	2011- 2015	3.21	3.59	3.59	3.58	3.31	3.28	3.5	3.75
	2016- 2020	3.26	3.6	3.6	3.55	3.34	3.37	3.51	3.71
Civil Topography Classification	Charity	3.23	3.58	3.58	3.52	3.34	3.34	3.51	3.78
	Socializing	3.18	3.55	3.55	3.56	3.25	3.29	3.39	3.66
	Expression Oriented	3.22	3.57	3.57	3.55	3.32	3.27	3.5	3.74
	Market Oriented	3.21	3.52	3.52	3.53	3.36	3.16	3.4	3.53
	Subsidiary	3.16	3.5	3.5	3.33	3.27	3.1	3.33	3.72
Number of Members	Less than 20 members	3.19	3.4	3.4	3.43	3.35	3.36	3.43	3.53
	20-50 members	3.14	3.5	3.5	3.46	3.23	3.2	3.4	3.68
	51-100 members	3.29	3.66	3.66	3.63	3.36	3.37	3.59	3.86
	More than 100 members	3.35	3.77	3.77	3.7	3.49	3.42	3.64	3.91
Number of Employees	Has no employees	3.16	3.47	3.47	3.42	3.34	3.3	3.47	3.66
	1-10 employees	3.3	3.68	3.68	3.69	3.27	3.29	3.53	3.82
	11-50 employees	3.36	3.8	3.8	3.77	3.26	3.25	3.37	3.94
	50+ employees	3.18	3.76	3.76	3.6	3.43	3.31	3.51	3.88

Similarly, there appears to be a linearity between the number of members and employees and perception of their own development. CSOs with a high number of members and employees interpret their development in the 5-year period more positively than CSOs with less members and employees.



RESEARCH FINDINGS

CHAPTER 2

PERCEPTION ON
CIVIL SOCIETY
AND PUBLIC
SECTOR

2. Perceptions on Civil Society and Public Sector

Representatives of civil society organizations were asked a number of questions to understand perceptions about the reputation of Turkish civil society and public organizations. On a scale of 1 to 10, the participants were asked “how citizens evaluate the reputation of civil society”, “how they evaluate the reputation of civil society”, “how public institutions evaluate the reputation of civil society” and “how civil society evaluates the reputation of public institutions”. With these questions, the perceptions of the participants about how they see the reputation of other actors from their own perspective were revealed. In addition, these data were evaluated in comparison with previous studies. Questions were interpreted by asking on a scale where 1 corresponds to the lowest and 10 to the highest reputation score.

- It seems that there are perceptual distances between what CSOs think about public administrations' perception of civil society and what public administration really thinks about civil society. Civil society thinks that the public perceives civil society more negatively.
- CSOs think that citizens and public administration perceive civil society more positively than they do.
- While participating CSOs receiving EU grants see civil society as more prestigious than other CSOs, they think that citizens and public administration view civil society as less reputable. In other words, CSOs that have not been in contact with funding processes think that the public administration and society have more respect for civil society.
- CSOs operating in metropolitan areas and at national, regional and international levels perceive civil society more positively than other local CSOs.

Table 29. CSOs' Perceptions on Reputation (Whether received an EU Grant) (1 lowest – 10 highest)

	Whether received an EU Grant			
	Total	Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
What do you think is the value and reputation of civil society in the eyes of citizens in Turkey?	5.65	5.71	5.32	5.60
What do you think is the value and reputation of Turkish civil society in your eyes?	6.84	6.81	6.79	7.07
What do you think is the value and reputation of Turkish civil society in the eyes of public institutions?	5.64	5.72	5.44	5.26
What do you think is the value and reputation of public institutions in the eyes of Turkish CSOs?	6.20	6.24	6.09	6.01

Participating CSO representatives noted that Turkey's civil society is moderately reputable with an average reputation score of 6.84. Those who see Turkish civil society most respected are CSOs that receive EU grants. While CSO representatives rated the civil society reputation of citizens as 5.65, they rated the civil society reputation of public institutions as 5.64 on average. In particular, CSOs receiving EU grants say that public institutions view Turkish civil society more negatively. When we compare this view with the reputation perception studies conducted in previous years, we see that the situation is different.

Reputation perception of CSOs operating in metropolitan areas is more positive than CSOs operating in other provinces. CSOs in metropolitan areas rate the civil society reputation high. Looking at the Civil Topography Classification, there are no significant differences in reputation among CSOs. Each Civil Topography category has a higher civil society reputation than it thinks the public and society perceive it. In other words, public administration and society see civil society more positively than thought.

When we evaluate in terms of the number of members and employees, it is seen that CSOs with fewer employees and members have higher reputation scores. This can be explained by having more limited contact with different segments of the public and society than with CSOs with more employees and members.

Table 30. CSOs' Perceptions of Reputation According to Scale, Province, Year of Establishment, Civil Topography Classification, Number of Members and Employees

		What do you think is the value and reputation of civil society in the eyes of citizens in Turkey?	What do you think is the value and reputation of Turkish civil society in your eyes?	What do you think is the value and reputation of Turkish civil society in the eyes of public institutions?	What do you think is the value and reputation of public institutions in the eyes of Turkish CSOs?
		Mean	Mean	Mean	Mean
Total		5.65	6.84	5.64	6.2
Activity Scale	Local CSO	5.38	6.72	5.37	6.2
	Other CSO (urban, national, regional, international)	5.74	6.87	5.72	6.2
Province	Metropolitan	5.97	7.12	5.94	6.64
	Other Metropolitan	5.59	6.88	5.56	6.11
	Other Cities	5.43	6.43	5.45	5.91
CSO Establishment Year	2000 and before	5.8	6.95	5.78	6.42
	2001- 2010	5.67	6.91	5.57	6.14
	2011- 2015	5.7	6.88	5.64	6.2
	2016- 2020	5.48	6.62	5.64	6.17
Civil Topography Classification	Charity	5.62	6.87	5.61	6.16
	Socializing	5.63	6.79	5.71	6.39
	Expression Oriented	5.71	6.82	5.63	6.12
	Market Oriented	5.44	6.84	5.91	7
	Subsidiary	5.93	6.53	5.47	6.2
Number of Members	Less than 20 members	6.42	6.94	6.25	6.69
	20-50 members	5.54	6.74	5.57	6.11
	51-100 members	5.52	6.95	5.49	6.05
	More than 100 members	5.55	6.86	5.55	6.28
Number of Employees	Has no employees	5.86	6.93	5.87	6.37
	1-10 employees	5.16	6.49	5.14	5.82
	11-50 employees	5.54	6.89	5.42	6.07
	50+ employees	5.58	7.56	5.81	6.33

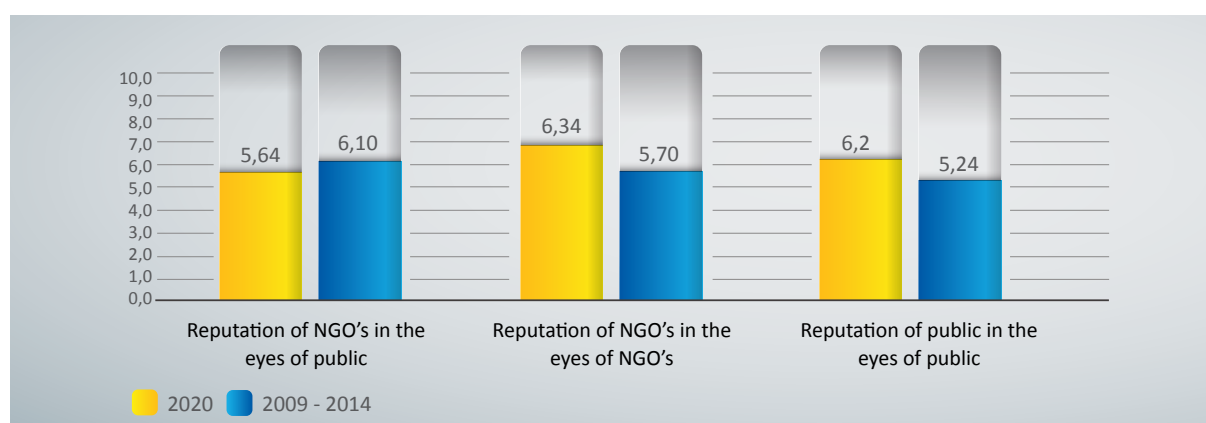


Figure 1. Reputation Perception Scores Compared to Previous Years

The chart compares the reputation level scores in this study with the data from the study conducted between 2009-2014 named "Civil Topography of Voluntary Organizations in Turkey (2009) and Perceptions and Approaches to Civil society Organizations (2014)". CSO representatives participating in the study conducted in 2009 said that public organizations would give Turkish civil society a reputation score of 5.64, while in a study conducted with public representatives in 2014, the public sector gave Turkish civil society an average reputation score of 6.10. This finding suggests that there is still a distance in self-perception of civil society and the public.

Another important finding is the perception of public reputation in the eyes of civil society organizations. In a 2014 study, the reputation of public organizations was rated separately. The data here reflects the average score of public institutions which are scored by CSOs. Considering these, in 2014, CSOs gave the public an average reputation score of 5.24, while in 2020 they gave a score of 6.20.

Finally, compared to recent years, civil society finds Turkish civil society more reputable. In the 2009 study, civil society reputation through the eyes of civil society was rated at 5.70, while in our 2020 study, this level was rated at 6.84. CSO representatives were also asked to assess Turkey's civil society at different times since 1990. A ranking was held between the periods 1990-2000, 2001-2010, 2011-2015 and 2016-2020. The best-seen period was placed first, the worst-seen period was placed fourth, within a score range of 1-4. Average scores of these periods are interpreted as a better period as they approach 1 and a worse period as they approach 4.

Table 31. When you consider the history of civil society in Turkey, which period do you think was better? Can you list the following periods from best to worst?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
1990-2000	3.18	3.17	3.24	3.13
2001-2010	2.59	2.60	2.58	2.59
2011-2015	2.16	2.16	2.10	2.16
2016-2020	2.07	2.06	2.07	2.11

CSOs believe that there is a development when they evaluate the civil society past in Turkey. Among CSOs, there is a perception that the area of civil society has developed since the 1990s. CSOs note that the worst period for civil society was between 1990 and 2000, and the best period is 2016 and beyond. But while there is a perception that it is getting better chronologically, this improvement is slowing down after 2015. This can also be interpreted by increasing the confidence of civil society in its own power of influence, regardless of political developments.

The background features a dark blue field with a grid of small, glowing dots. Overlaid on this are several large, golden-yellow five-pointed stars, reminiscent of the European Union flag. At the bottom, there are dynamic, wavy patterns of light in shades of purple, blue, and pink, suggesting digital data or energy.

RESEARCH FINDINGS

CHAPTER 3

PERCEPTION ON
EU AND EU
SUPPORT

3. Perceptions on EU and EU Support

In the survey application, a number of questions were asked about how CSOs perceive the European Union and how they consider and value EU support.

- Although the EU's reputation for CSOs has improved over a 10-year period, it still remains at a moderate level.
- EU reputation is markedly high in CSOs receiving EU grants.
- CSOs that have received EU grants are the most supportive of Turkey's EU membership.
- A critical view on EU programs prevails in civil society. Those who have the most positive perception of EU programs are those who receive EU grants.
- 40% of CSOs consider projects carried out with EU funds effective.
- EU funds are most often associated with alignment with EU values. The most useful program is considered to be Erasmus Student Exchange.
- CSOs applying for EU grants believe that the application and evaluation are taking a long time. CSOs that apply for an EU grant but could not receive it do not consider the information provided as sufficient and do not consider the evaluation process as fair. Despite these, EU funds are among the most preferred sources of funds.
- CSOs find EU funds more viable and effective compared to other sources of funding. The most ineffective are EU-sponsored "opening and closing events". Those with the highest impact are aids, awareness studies, communication campaigns, experience sharing and collaborations.

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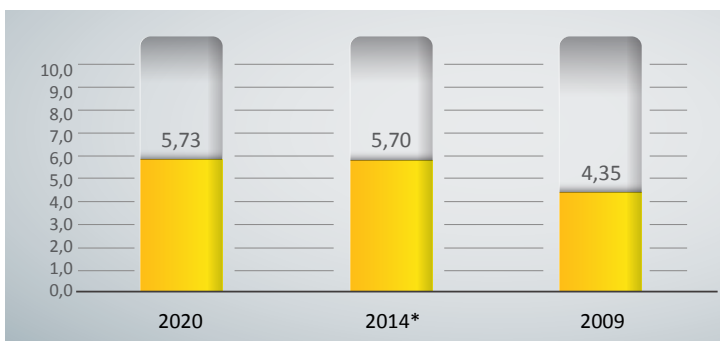


Figure 2. Perception of EU reputation

As part of the study, CSO representatives were asked how reputable they found the European Union and asked to give a reputation score out of 10. According to the findings, CSOs rank the European Union at a medium-low level with a score of 5.73. If we are to compare it with the findings of "Topography of Civilian Volunteer Organizations in Turkey (2009)" and "Perceptions and Perspectives of Civil Society Organizations (2014)" although there has been some improvement in the reputation of the European Union in the last 10 years, we see it as useful to detail the issues that need to be observed without reaching this conclusion quickly. Of course, the reputation score has increased since 2009. The graph in question reflected the study's (2014) finding about how much civil society trusts the European Union as an institution. Trust in institutions and corporate reputation ratings often seem to be parallel to each other. In other words, if an organization's reputation level is high, trust is at a similar rate. For this, we analyzed the perception of the European Union in terms of trust in the institutions in the 2014 study for comparison purposes. Based on this data, it is possible to say that the perception of the EU for CSOs has remained at the 4-5 level, that is, at the medium-low level for more than 10 years. In perception studies conducted in Turkey, individuals rarely use the lowest scores when evaluating on the scale of 10. In this type of research, we should consider that criticism intensifies in responses given at 5 points and below.

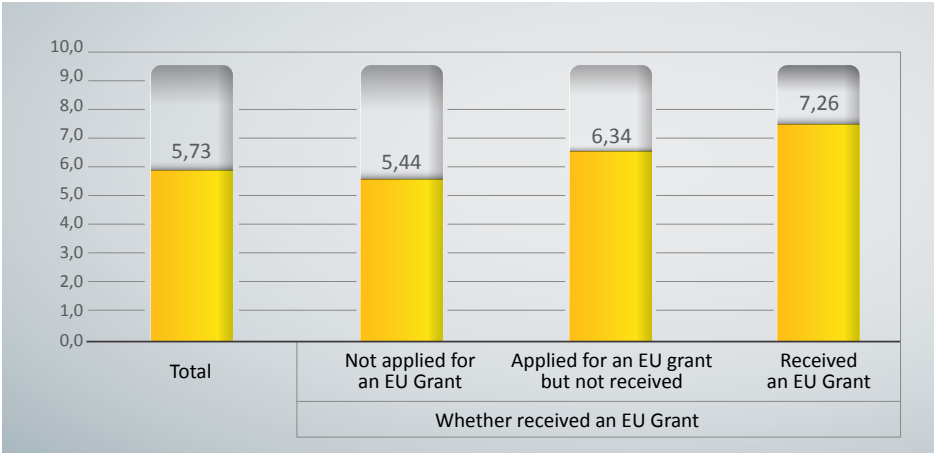


Figure 3. What is the European Union's reputation in your eyes out of 10?

The category that has the lowest EU reputation is CSOs that have never applied for EU grants to date. As contact with EU grants increases, so does the EU's reputation. CSOs that applied for an EU grant but did not receive it rated their EU reputation lower compared to those that received an EU grant (6.34). The category with the highest EU reputation is CSOs that receive EU grants.

The reputation of the EU differs significantly according to the scale of activity and the city in which the CSO operates. The EU reputation of CSOs operating in metropolitan areas such as Istanbul, Izmir and Ankara is markedly higher than those operating in other provinces. On the other hand, CSOs operating at the national level tend to rate the EU reputation higher than local CSOs.

The EU Reputation also differs significantly according to the categories of Civil Topography. Market-oriented and expression-oriented CSO sees the EU more respected than other categories. The high score of EU reputation by self-organizations, experts, politically oriented CSOs compared to other categories can be explained by the fact that they think that EU values have a characteristic that overlaps with their goals. In particular, socialization-oriented CSOs such as fellow countrymen associations score the EU reputation as the lowest.

Table 32. EU reputation of CSOs by scale, Province, year of establishment, civil topography classification, number of members and employees

		What is the European Union's reputation in your eyes out of 10?
		Mean
Total		5.73
Activity Scale	Local CSO	5.19
	Other CSO (urban, national, regional, international)	5.90
Province	Metropolitan	6.30
	Other Metropolitan	5.71
	Other Cities	5.15
CSO Establishment Year	2000 and before	5.95
	2001- 2010	5.59
	2011- 2015	5.74
	2016- 2020	5.79
Civil Topography Classification	Charity	5.70
	Socializing	5.32
	Expression Oriented	5.89
	Market Oriented	5.91
	Subsidiary	5.80
Number of Members	Less than 20 members	6.07
	20-50 members	5.51
	51-100 members	5.79
	More than 100 members	6.02
Number of Employees	Has no employees	5.74
	1-10 employees	5.72
	11-50 employees	5.64
	50+ employees	5.50

Table 33. Would you like Turkey to become a member of the European Union?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
I do not want	24.0%	27.9%	13.7%	5.8%
Neutral	22.3%	25.5%	12.0%	11.4%
I want	53.7%	46.6%	74.3%	82.8%

When we look at how CSO representatives look at Turkey's membership in the European Union, it seems that 53.7 % of them think positively about this membership. Support for EU membership is also much higher in CSOs that experience the process of applying for EU grants, but did not benefit from these grants, than those who did not apply. In summary, it is observed that the European Union grants are related to the views of CSO representatives on Turkey's EU membership.

Support for EU membership is higher in metropolitan areas and in national, regional / international CSOs. In contrast, about 35% of local CSOs are against EU membership, compared to 20% for CSOs operating on a broader scale. Support for EU membership in socialization oriented CSOs is lower than other Civil Topography categories. Approximately 30% of socialization-oriented CSOs state that they do not support EU membership. However, the support rate in socialization oriented CSOs is as high as the grant rate. In other words, socialization-oriented CSOs are more extreme in EU support. Support for EU membership is seen highest in expression-oriented and market-oriented CSOs.

Table 34. EU Membership Support by Scale, Province, Year of Establishment, Civil Topography Classification, Number of Members and Employees

		Would you like Turkey to become a member of the European Union?				
		I absolutely do not want	I do not want	Neutral	I want	I absolutely want
Total		8.1%	15.9%	22.4%	39.7%	14.0%
Activity Scale	Local CSO	12.1%	23.4%	20.1%	31.0%	13.4%
	Other CSO (urban, national, regional, international)	6.8%	13.5%	23.2%	42.4%	14.1%
Province	Metropolis	5.3%	12.8%	19.5%	45.9%	16.5%
	Other Metropolitan	8.7%	15.8%	21.3%	39.4%	14.8%
	Other Cities	9.8%	19.3%	27.9%	33.6%	9.4%
CSO Establishment Year	2000 and earlier	9.3%	12.4%	24.0%	41.1%	13.2%
	2001- 2010	8.9%	13.4%	23.9%	41.3%	12.5%
	2011- 2015	8.4%	18.9%	21.3%	36.0%	15.3%
	2016- 2020	5.9%	16.5%	21.2%	41.9%	14.4%
Civil Topography Classification	Charity	9.8%	15.0%	22.8%	39.6%	12.8%
	Socializing	9.3%	20.2%	18.6%	41.9%	10.1%
	Expression Oriented	6.2%	16.2%	23.5%	37.4%	16.8%
	Market Oriented	3.1%	12.5%	12.5%	53.1%	18.8%
Number of Members	Less than 20 members	6.7%	15.7%	27.6%	40.3%	9.7%
	20-50 members	8.8%	16.0%	21.0%	39.1%	15.1%
	51-100 members	6.2%	18.5%	24.2%	41.0%	10.1%
	More than 100 members	9.6%	12.0%	19.9%	39.2%	19.3%
Number of Employees	Has no employees	7.0%	16.9%	26.0%	40.5%	9.6%
	1-10 employees	9.7%	13.2%	17.8%	36.8%	22.5%
	11-50 employees	11.1%	17.3%	14.8%	35.8%	21.0%
	50+ employees	8.3%	13.9%	13.9%	52.8%	11.1%

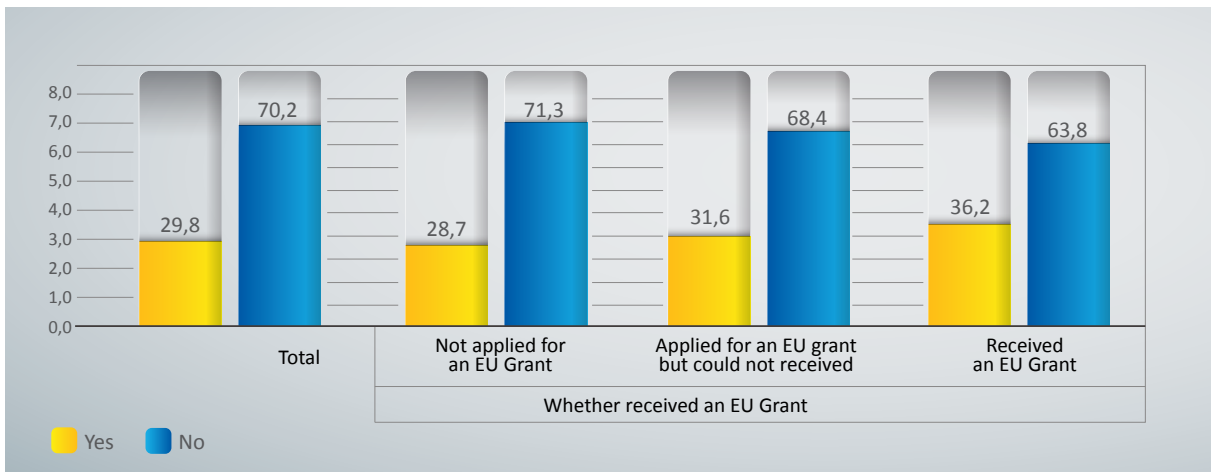


Figure 4. Do you think Turkey will become a member of the EU?

Although there is support among participating CSO representatives for Turkey's membership in the European Union, the belief in Turkey's membership is weak. 70.2% of CSO representatives believe that Turkey's EU membership will not happen. Although the belief in Turkey's EU membership has increased as the contact with EU funds has increased, the proportion of non-believers still remains high.

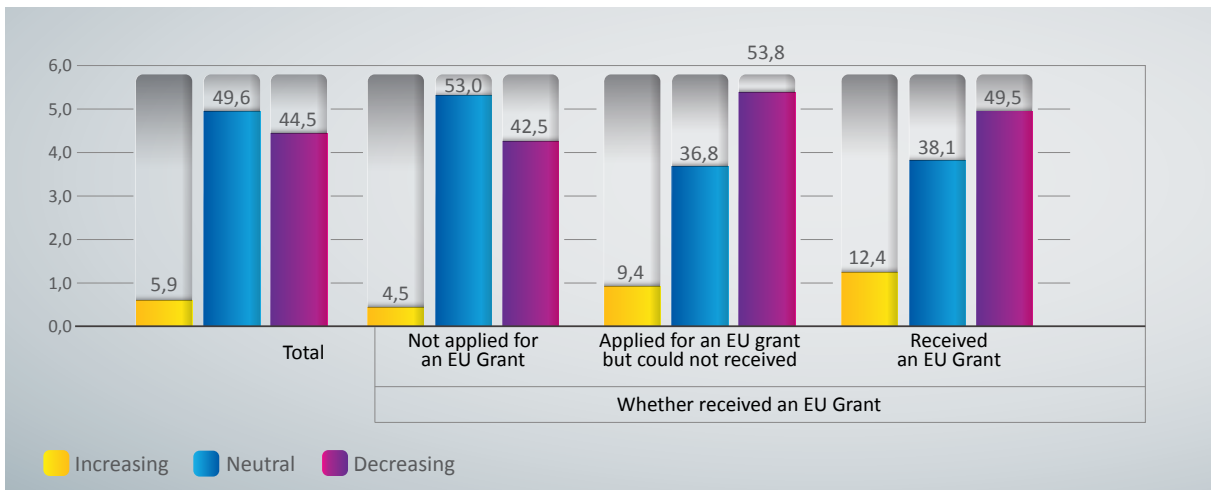


Figure 5. Does your belief that Turkey will become a member of the EU increase or decrease?

CSO representatives were asked whether their belief that Turkey would join the EU had diminished. The proportion of those who said that their belief that Turkey will join the EU has increased is only 6%. This figure is 12.4% in those receiving EU grants. The main difference between those applying for EU grants and CSOs receiving EU grants is that those who do not apply for EU grants keep the same beliefs about joining the EU. On the other hand, those who apply for an EU grant but did not receive it have higher belief in EU membership compared to both those who apply and those who do not. This can be interpreted as resentment of the rejection given to CSOs.

► Perceptions of CSOs Regarding European Union Programs

CSO representatives were asked some general opinions on EU programs, and their participation status was rated as "1-I disagree at all" and "10-I absolutely agree". In this context, some of these remarks reflect the opinions about why these supports were given, and some reflect the general beliefs about these programs.

The opinion on why EU support is given to Turkey is as follows:

- ➔ EU funds aim to adapt to EU values
- ➔ EU funds harm religious values
- ➔ EU funds damage national values
- ➔ EU provides funds only to the marginal organizations
- ➔ EU funds contribute to increased confidence in civil society
- ➔ EU funds contribute to Turkey's democracy
- ➔ EU funding increases citizen participation in Turkey

The opinions including the assessments on EU programs are as follows:

- ➔ EU funds positively promote public-CSO Cooperation in Turkey
- ➔ EU funds improve cooperation between CSOs with different worldviews
- ➔ EU funds have improved cooperation between CSOs in different thematic areas
- ➔ EU funds have negatively affected civil society by deriving project CSOs
- ➔ EU funds are in favor of the country's interests
- ➔ EU funding is a source of reputation for an CSO
- ➔ EU fund improves the capacity of organizations receiving this fund
- ➔ EU programs are effective in developing dialogue between EU citizens and Turkish citizens
- ➔ EU programs strengthen civil society in Turkey
- ➔ EU programs are effective in the development of civil society in Turkey
- ➔ EU imposes its approach to projects and institutions it supports
- ➔ Education and exchange programs in Europe are effective in providing foreign experience to students from Turkey.

Table 35. I will read you some opinions on EU programs. Indicate how much you agree with these views as 1-I disagree at all, 10-I absolutely agree

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
EU funds aim to align with EU values	5.64	5.39	6.11	6.98
EU funds contribute to increased confidence in civil society	5.33	4.95	6.1	7.3
EU funds boost citizen participation in Turkey	5.18	4.83	5.74	7.13
EU funds contribute to Turkish democracy	4.96	4.58	5.5	7.12
EU funds only marginal organizations	3.72	3.93	3.54	2.33
EU funds hurt national values	3.48	3.78	2.82	2
EU funds hurt religious values	3.41	3.7	2.64	2.17

Table 36. I will read you some opinions on EU programs. Indicate how much you agree with these views as 1-I disagree at all, 10-I absolutely agree

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Education and exchange programs in Europe are effective in providing foreign experience to students from Turkey	6.52	6.15	7.4	8.25
EU fund improves the capacity of organizations receiving this fund	6.03	5.62	6.95	8.04
EU programs are effective in the development of civil society in Turkey	5.87	5.47	6.69	7.9
EU funds are in favor of the country's interests	5.76	5.34	6.64	7.88
EU programs are effective in developing dialogue between EU citizens and Turkish citizens	5.72	5.36	6.64	7.36
EU programs strengthen civil society in Turkey	5.71	5.29	6.64	7.81
EU funding is a source of reputation for an CSO	5.7	5.29	6.7	7.64
EU funds improve cooperation between CSOs with different worldviews	5.61	5.28	6.28	7.36
EU funds have improved cooperation between CSOs in different thematic areas	5.57	5.21	6.22	7.52
EU funds positively promote public-CSO Cooperation in Turkey	5.5	5.17	6.08	7.37
EU imposes its approach to projects and institutions it supports	4.87	4.91	4.85	4.62
EU funds have negatively affected civil society by deriving project CSOs	4.08	4.19	4.03	3.37

When we look at the opinions of CSO representatives, which include some of the reasons why EU support is given to Turkey, it seems that participation in positive views is higher than participation in negative views (see Table 36). However, the views on the granting of these supports are not very high. Agreeing on the opinion that EU funds aim that we adapt to EU values is higher than other opinions with 5.64, but not very high. In general, it was observed that those who received grants and support looked more positively at EU programs and support. For those who did not apply for an EU grant, the level of participation in views such as EU programs contributing to increasing confidence in civil society, increasing citizen participation in Turkey, and contributing to Turkish democracy was observed to be

much lower (Table 36). From this point of view, it can be said that contact with EU funds and support and the use of these support is the determinant of believing in the contribution of the EU's support to Turkey.

In Table 37, it is possible to say that participation in positive parties is higher and participation in negative ones is lower when looking at the opinions of CSO representatives regarding EU programs in general. All categories, divided according to EU funding status, most often participate in the impact of education and exchange programs in Europe in providing foreign experience to students from Turkey. In this context, belief in the contribution of programs such as Erasmus to students is observed as high in the CSO world. Those who benefit from EU grants/supports or generally benefit from non-EU funds are more likely to agree on the impact of these programs.

The belief that EU funds increase the capacity of CSOs that benefit from these funds is highest in organizations receiving EU grants (8.04) and lowest in organizations that do not apply (5.62). Those who apply for an EU grant and do not receive these supports are slightly less likely to agree that these supports improve the capacity of CSOs (6,95). Similar opinions are as follows: EU programs are effective in the development of civil society in Turkey and EU funds are for the benefit of the country, EU programs are effective in improving the dialogue between EU citizens and Turkish citizens, EU programs to strengthen civil society in Turkey, receiving EU funding is credible for an CSO, EU funds have improved cooperation between CSOs with different worldviews, EU funds have developed cooperation between CSOs in different thematic areas and EU funds have positively improved Public-CSO cooperation in Turkey. When we look at these views in general, it can be seen that CSOs benefiting from the EU grant agrees more in this regard and entering the EU grants application process is associated with believing in the impacts of the programs.

Participation in the view that the EU imposes its approach on projects and institutions it supported, which is one of the criticisms of EU programs, is low with 4.87. However, the interesting point here is that not defending this view is at a similar level in all categories. The failure to agree with the view that EU funds negatively affect civil society by producing project-based CSOs remained the lowest in all of them, whether they received an EU grant or not.

Table 37. How much do you agree with the following views on the application process for EU grants?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Application and evaluation takes a long time	6.2	5.94	7.23	7.04
Application for EU grants is difficult	5.9	5.8	6.34	6.17
Information is sufficient	5.3	4.95	5.88	7.45
Evaluation is fair in EU funds	5.1	4.76	5.68	7.23

Looking at perceptions of the application process for EU grants, CSO representatives are most concerned with the long duration of applications and evaluations (6.2). CSOs that apply for an EU grant but do not receive it agree more with this view compared to other categories (7.23). CSOs receiving EU grants also strongly agree with this view (7.04).

CSOs that applied for an EU grant but could not receive it (5.88) have a lower level of deeming the information about these grants sufficient compared to those who received them (7.45). Again, CSOs that applied for EU grants but could not receive them are less convinced that their assessment for these grants was fair. Those who do not apply for an EU grant generally consider all views on the application process negatively.

► Perception of the EU as a Source of Funds

CSO representatives were asked about their institutional views on different sources of funding and its impact. In this context, they were asked how they looked at receiving various national and international sources of funding. In Table 38, the distribution of responses was shared according to the status of receiving an EU grant.

Table 38. Which of the following potential sources of funding are those that your organization does not or will not choose to use?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Funds from embassies of European Union countries	9.9%	11.8%	5.1%	1.0%
European Union funds	9.7%	11.8%	3.4%	1.0%
Funds of public institutions	5.5%	6.3%	3.4%	1.9%
Our organization has no principle in this regard	35.5%	35.8%	35.9%	32.4%
There is no source of funds that we would not prefer	22.7%	21.1%	28.2%	28.6%

According to the findings, 35.5% of CSOs do not have any principle about not to accept funds from a specific source of funds. 22.7% said there was no source of funding they would not prefer. European Union funds and the funds provided by the embassies of European Union countries were stated as the most preferred funds after public funds. In this aspect, European Union funds are perceived very positively by CSOs.

► Perception of Fund Effect

Representatives of CSOs who stated that they have received funding from both the EU and other sources of funding so far were asked how viable and effective they find these funds by comparing different sources of funding with each other. CSO representatives assessed how viable and effective they found these funds on a scale where 1 means no viable/effective at all and 5 means extremely viable/effective.

Table 39. If you compare funds, how applicable do you find these funds for your organization and target audience/ workspace? 1 - Not applicable at all / 5 - highly applicable. Those who receive support from both the EU and other funds

		Total	Whether received an EU Grant			Whether the first support is an EU-grant	
			Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant	EU Grant/ Support	Other
Viability	EU funds	3.89	3.54	3.71	4.16	4.21	3.8
	UN funds	3.33	3.31	3.29	3.35	3.33	3.38
	Public funded funds	3.59	3.79	4.14	3.32	3.32	3.8
	Embassy / Consular funds	3.18	3.21	3.48	3.09	3.02	3.34
Effectiveness	EU funds	3.94	3.58	3.76	4.22	4.28	3.8
	UN funds	3.43	3.4	3.38	3.46	3.49	3.37
	Public funded funds	3.71	3.94	4.29	3.41	3.46	3.87
	Embassy / Consular funds	3.25	3.31	3.57	3.13	3.11	3.28

EU funds were rated as both more viable (3.89) and more effective (3.94) across the sample compared to other funds. Following EU funds, public funds were found to be more viable (3.59) and effective (3.43) compared to other funds. Organizations that applied for EU funds but could not receive them find public funds more effective and viable compared to EU funds. Funds belonging to embassies and consulates are deemed less viable and effective compared to other funds. An interesting finding here is that CSOs receiving an EU grant finds Embassy and consular funds less viable and effective.

► Perceptions on the Impact of EU Support

CSOs were asked a number of questions about how they assessed the impact of EU support, and all CSOs were asked how effective they found the activities involved in EU-supported projects in terms of "achieving results" and "utility".

Table 40. How effective do you find the following activities in terms of achieving results in EU-supported projects? 1-I find it most ineffective / I think it doesn't work that much 10-I find it extremely effective

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Aids	6.33	6.11	6.72	7.54
Awareness Studies	6.29	6.01	6.74	7.79
Communication Campaigns	6.23	5.93	6.79	7.86
Sharing Experience	6.23	6.02	6.56	7.44
Cooperation with the Public / Consultation Activities	6.19	5.93	6.56	7.68
Seminars, Workshops, Conferences	6.15	5.9	6.58	7.58
Field Trips	6.13	5.89	6.62	7.35
Research Activities	6.12	5.86	6.56	7.58
Workshops	6.09	5.81	6.58	7.61
Support such as Consultation / Mentoring	5.97	5.7	6.39	7.48
Artistic Events	5.94	5.72	6.38	7.04
Pilot Implementation Activities	5.89	5.62	6.36	7.3
Study Visits Abroad	5.86	5.59	6.41	7.26
Exhibitions	5.86	5.67	6.15	6.95
Capacity Trainings	5.74	5.49	5.95	7.35
Guide / Guide Writing	5.59	5.32	6.05	7.11
Opening / Closing Events	5.43	5.18	5.74	6.87

According to the findings, among the activities carried out in EU-supported projects, the most effective ones were aid (6.33), awareness studies (6.29), communication campaigns (6.23) and experience sharing (6.23). The most effective activities for EU grant recipients are: communication campaigns (7.86), awareness studies (7.79), and public cooperation/consultation activities (7.68).

Table 41. As far as you can see, how effective do you find projects carried out with EU funds? Score as 1 "not effective at all" to 5 "highly effective".

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
1- Not Effective at all	7.1%	8.0%	2.1%	0.0%
2- Not Effective	7.6%	7.9%	7.3%	0.0%
3- Neither Effective nor Not Effective	46.0%	48.1%	35.4%	26.1%
4 - Effective	32.1%	30.4%	42.7%	39.1%
5- Extremely Effective	7.2%	5.6%	12.5%	34.8%

CSO representatives were asked how effective they found projects carried out with EU funds. Those receiving EU grants find these funds more effective (73.9%). Although those who applied for an EU grant but could not receive it (55.2%) tend to find projects carried out with these funds less effective compared to those who received the grant, more than half expressed that they found these supports effective. The fact that CSOs that do not apply for an EU grant tend to be more neutral on effectiveness suggests that their observations on these supported projects may be more limited.

When we compare the impact scores by looking at them numerically, it seems that CSOs operating in metropolitan areas and on a larger scale view the impact of EU-supported projects as more strong. Especially in all major cities, including Ankara, Istanbul and Izmir, impact scores are higher than in CSOs operating in non-metropolitan provinces. This can be explained by the fact that the visibility of EU-supported projects is higher in metropolitan cities and becomes lower on local. The civil topography category that deems the impact as most positively is advocates.

Table 42. Project effect carried out with EU funds according to scale, province, year of establishment, civil topography classification, number of members and employees

		As far as you can see, how effective do you find projects carried out with EU funds?
		Mean
Total		3.25
Activity Scale	Local CSO	3.03
	Other CSO (urban, national, regional, international)	3.32
Province	Metropolitan	3.30
	Other Metropolitan	3.30
	Other Cities	3.09
CSO Establishment Year	2000 and before	3.25
	2001- 2010	3.18
	2011- 2015	3.34
	2016- 2020	3.21
Civil Topography Classification	Charity	3.10
	Fellow countryman	3.27
	Patronage	3.26
	Self-Organization	3.29
	Advocate	3.42
	Expert	3.29
Number of Members	Less than 20 members	3.32
	20-50 members	3.20
	51-100 members	3.26
	More than 100 members	3.31
Number of Employees	Has no employees	3.25
	1-10 employees	3.25
	11-50 employees	3.38
	50+ employees	2.88

► Most Effective EU-Funded Activities

CSOs were asked about the other CSOs they found effective doing EU-supported projects. A significant proportion (63%) of responses were in the category “no idea”. An important part of them were evaluated independently of the fact that it was an EU-supported project. However, it is seen that the CSOs that stood out in this ranking were the organizations that still could not receive an EU grant or support. When CSO representatives were asked what criteria they should have to find a project effective, the most received response was social benefit and social impact. In addition, the fact that the projects are purposeful and the results of the projects also stand out as features that are considered in the success of the project. When CSOs received EU grants evaluate a project as successful, they look more at the target audience of the project. CSOs that did not apply for an EU grant were also more likely to say that they did not have an idea to evaluate the success criteria. CSOs that applied for an EU grant but did not receive it emphasized more on transparency and fairness when evaluating projects. Those received EU grants also believe that transparency, as well as cooperation and awareness-raising, are the criteria that make a project successful.

Table 43. What are the criteria for finding a project effective? How do you think a project is successful / effective? If you were to say 3 success criteria, which ones would you say?

	Total	Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Social Impact / Social Benefit	15.2%	15.6%	13.3%	15.3%
Purpose / Purpose Oriented	6.8%	7.0%	5.2%	7.7%
Project Output / Result	6.6%	6.1%	8.4%	7.3%
Applicability	5.3%	5.2%	7.3%	3.8%
Sustainability	4.5%	4.5%	5.2%	3.4%
Team	3.7%	4.0%	2.1%	3.4%
Prevalence	3.4%	3.4%	2.8%	3.8%
Working area	3.2%	2.9%	4.5%	3.1%
Participation	3.1%	2.9%	3.5%	4.2%
Target Audience	3.9%	3.4%	4.5%	5.7%
Plan	2.3%	2.1%	3.8%	1.9%
Budget	2.1%	1.8%	2.1%	3.8%
Need Based	1.9%	1.8%	1.7%	2.7%
Recognition	1.8%	1.7%	2.4%	1.9%
Training Direction / Focus	1.7%	1.8%	0.7%	1.9%
Economic Contribution	1.7%	1.9%	1.4%	0.8%
Transparency	1.6%	1.1%	2.8%	3.1%
Volunteering	1.4%	1.8%	0.0%	0.8%
Cooperation	1.4%	1.2%	1.4%	2.7%
Current	1.2%	1.2%	1.4%	1.5%
Right Based	1.2%	1.1%	2.8%	0.4%
Reality	1.2%	1.4%	1.0%	0.4%
Awareness Raising	1.1%	0.8%	1.0%	3.4%
Trust	1.1%	1.2%	1.4%	0.8%
Other	8.3%	8.6%	8.0%	7.3%



Figure 6. Are there any projects / CSOs that you see as good examples of Local Government-CSO cooperation within the framework of EU programs?

Projects cited as good examples of Local Government – CSO Cooperation supported by EU programs: “Sivil Düşün”, “SivilAnt” and Tesev’s “MoDel” project. 95% of the respondents told that they had "no idea."



Figure 7. Are there projects / CSOs that you see as good examples of cooperation between ministries / central government - CSOs within the framework of EU programs?

When CSO representatives were asked about projects that they considered a good example of public-CSO Cooperation, 93% of the responses were stated as "no idea". Other responses are as follows: Erasmus projects with the National Agency, Civil Society Support, Red Crescent and TEMA. CSOs' knowledge of public-CSO dialogue and cooperation remained limited.

The background features a dark blue field with a grid of small, glowing dots. Overlaid on this are several large, golden-yellow five-pointed stars, arranged in a pattern similar to the European Union flag. At the bottom, there are dynamic, wavy patterns of light in shades of purple, blue, and pink, resembling digital data or energy waves.

RESEARCH FINDINGS

CHAPTER 4

IMPACT OF EU
PROJECTS

4. Impact of EU Projects

CSOs receiving EU grants were asked how they assessed the impact of these projects and studies.

- Those who receive an EU grant think that EU support is effective locally.
- EU projects are thought to contribute to local citizen participation and democratization.
- EU grants improve the financial capacity of CSOs at most. This is followed by overall corporate capacity, human resource capacity and expertise capacity. EU support in all these areas is viewed positively by CSOs receiving EU grants and support.
- The positive impact of EU support on CSOs is also seen in the future plans of these CSOs. Almost all CSOs receiving EU grants plan to apply for EU support again in the next term.
- Regardless of receiving an EU grant, the financial contribution of these programs to Turkish civil society is seen as important. The lack of EU support is thought to be a lack of civil society development.

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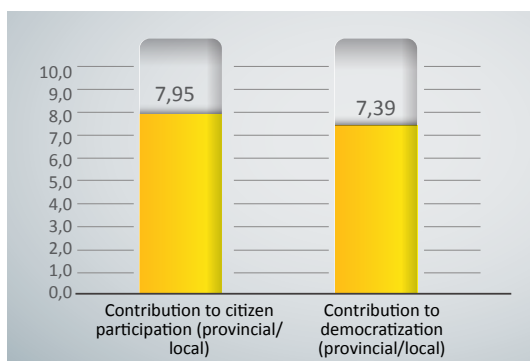


Figure 8. How do you evaluate the contribution of these projects /studies?

CSOs receiving EU grants rated the contribution of their projects to local citizen participation as 7.95 out of 10, and the contribution to democratization as 7.39, which is above the average level, if not very high. This may be due to the fact that EU projects have slightly more effective tools to ensure citizen participation than democratization.

In order to assess the impact of EU support on the institutional capacity of CSOs, CSO representatives were asked to rate the contribution of EU support to their institutional capacity as “1-our former capacity was similar, never improved” to “10 - our former capacity was lower, highly improved”. The findings are discussed in Table 44.

Table 44. How much has the EU support / fund you received improved your institution's capacity?

	Received an EU Grant
Your financial capacity	7.43
Your institutional capacity in general	7.15
Your operational capacity when you consider all processes such as doing business, executing, communication, reporting by using human power effectively and increasing the number	6.99
Your expertise / technical expertise capacity (know-how)	6.88

According to CSO representatives, EU grants/supports have improved the most financial capacity of institutions (7.43). So much so that CSO representatives say that financial capacity has improved more than corporate capacity in general (7,15). They are also in the opinion that EU grants contributed to the operational capacity covering the processes of effective use of manpower, increasing human resources, doing business, execution, communication and reporting and capacity for expertise and technical expertise. The assessment of operational and expert capacity was answered with a score above the average level, although not very high (6.99 and 6.88).



Figure 9. Do you plan to apply for EU support as an CSO in the future?

Almost all of the CSOs that have applied for an EU grant before or currently receive EU grants stated that they plan to apply for EU support in the next period.

Table 45. What do you think about EU programs?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Positive	14.9%	12.1%	20.5%	29.5%
Negative	9.3%	10.2%	8.5%	3.8%
Civil Society Support	8.9%	7.6%	9.4%	18.1%
Financial Support Mechanism	7.3%	6.3%	11.1%	10.5%
Imposition of Interest / Purpose	5.0%	5.3%	6.0%	1.9%
Other	3.5%	3.9%	1.7%	2.9%
Developer	3.0%	2.4%	6.0%	3.8%
Large scale	2.6%	2.1%	3.4%	5.7%
Right and Freedom Definition	1.4%	1.0%	3.4%	1.9%
Project Support	1.1%	0.6%	2.6%	2.9%
Unjust	1.1%	0.9%	3.4%	0.0%
Beneficial	1.0%	0.9%	2.6%	0.0%
Uncontrolled	0.8%	0.8%	1.7%	0.0%
Encouraging	0.6%	0.6%	0.9%	0.0%
Cooperating	0.6%	0.8%	0.0%	0.0%
Ineffective	0.6%	0.6%	0.9%	0.0%
Capacity Development	0.5%	0.5%	0.9%	0.0%
Support for Youth	0.4%	0.4%	0.0%	1.0%
Global Level Contribution	0.3%	0.1%	0.0%	1.9%
No Idea	37.0%	42.9%	17.1%	15.2%

CSO representatives were asked about their views on EU programs. 37% said they could not make a personal comment on EU programs. 15% rated EU programs positively overall and 10% negatively overall. Those who receive EU grants find the programs more positive than those who do not⁴. Civil society support ((8.9%), financial support mechanism (7.3%), being development-oriented (3%), definition of rights and freedoms (1.4%) were stated as positive remarks. Negative perceptions stand out in those who apply for EU support but could not receive it.

4 General answers such as "negative", "nothing positive", "completely bad" were combined under the "negative" category, and general answers such as supportive, beautiful / good, I can't see anything negative were combined under the "positive" category.

Table 46. What would be missing without EU funds? What would Turkish civil society lose?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Financial support	31.4%	30.0%	33.3%	31.4%
Development	11.8%	0.0%	16.7%	12.8%
Narrowing of Civil Space	9.8%	0.0%	33.4%	9.3%
Other	8.8%	20.0%	16.7%	7.0%
No difference	6.9%	10.0%	0.0%	7.0%
Globalization	3.9%	0.0%	0.0%	4.7%
Education Support	3.9%	0.0%	0.0%	4.7%
Working area	3.9%	10.0%	0.0%	3.5%
Project Support	2.9%	0.0%	0.0%	3.5%
Free Space	1.0%	0.0%	0.0%	1.2%

The most common answer to the question of “What would be missing in Turkish civil society if it were not for EU programs?” was “monetary support” with 31.4%. Regardless of the status of receiving an EU grant, the financial contribution of these programs to Turkish civil society is seen as important. Another view is that there will be a lack of development of civil society (11.8%). Another answer that stood out was the narrowing of civil space (9,8%). Mostly, the CSOs that applied for the EU grants but did not receive them have given this response. The respondents also remarked that without EU support, globalization, educational support, working space and project support would be missing.



RESEARCH FINDINGS

CHAPTER 5

ACTIVE
CITIZENSHIP

5. Active Citizenship

CSOs were asked what they understand from Active Citizenship, whether they have organized activities for citizen participation in the last 5 years, what the content of these activities were and how effective they find activities for citizen participation.

- Being associated with the EU grant makes us embrace the concept of active citizenship.
- In organizations receiving EU grants, the definition of active citizenship is broader and related to democratization.
- While those receiving EU grants define active citizenship mostly as participation in management, rights-seeking activities, volunteering, sensitivity and responsibility, CSOs who applied for an EU grant but did not receive a grant define it as civil society, awareness and being useful.
- CSOs express they had activities aimed at increasing citizen participation over the past 5 years. This rate is markedly higher for CSOs receiving EU grants.
- When we look at how effective CSOs consider the studies on citizen participation, it is seen that a significant part of them do not evaluate their effects as high.
- CSOs that receive EU grants find their activities aimed at increasing citizen participation more successful.

Table 47. What do you think of active citizenship, citizen participation?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Democratic / Active Participation	19.3%	19.6%	21.4%	15.2%
Participation in Management	7.5%	5.9%	9.4%	17.1%
Seeking Rights	7.3%	6.4%	8.5%	12.4%
Civil Society / Organization	7.2%	7.0%	8.5%	6.7%
Consciousness	5.1%	5.0%	6.8%	3.8%
Volunteering	5.0%	5.2%	2.6%	5.7%
Sensitivity	4.8%	4.9%	1.7%	7.6%
Responsibility	4.7%	4.2%	5.1%	7.6%
Patriotism	3.9%	4.5%	1.7%	1.9%
Utility	3.7%	3.8%	6.0%	0.0%
Solidarity / Unity	2.6%	2.8%	0.9%	2.9%
Negative	2.3%	2.2%	0.9%	4.8%
Statement of opinion	2.3%	1.8%	4.3%	3.8%
Diligence	2.1%	2.6%	0.9%	0.0%
Serving	1.7%	2.2%	0.0%	0.0%
Helpfulness	1.4%	1.5%	0.9%	1.0%
Other	9.2%	9.7%	8.5%	5.7%
No Idea	10.1%	10.6%	12.0%	3.8%

The first thing that came to the mind of CSO representatives on active citizenship was that individuals have a say in the society, which we abbreviated as “active participation”. For 10% of CSOs, active citizenship did not have a connotation. This rate remained the lowest for CSOs receiving EU grants. Other singular responses were defined as participation in management (7.5%), rights seeking activities (7.3%) and civil society/ civil organization (7.2%). CSOs that received EU Grants defined the concept of "active citizenship" as "participation in management" (17.1%), "right seeking activities" (12.4%), "volunteering" (5.7%), "sensitivity" (7%, 6) and "responsibility" (7.6%) while CSOs that applied for an EU grant but did not receive it defined it as "civil society" (8.5%), "awareness" (6.8%) and "being useful" (6.0%). CSOs that applied for an EU grant but did not receive it drew attention as the category with the least ideas on active citizenship. A higher-than-average percentage (12%) responded that they had no idea. Another important finding here is that 4.8% of CSOs receiving EU grants rated EU activities under active citizenship as "useless", "inefficient" and "malicious", noting that this concept has a negative connotation for them.

Table 48. Have you had any activities to increase citizen participation in the last 5 years?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Yes, we have activities to increase citizen participation	67.7%	64.8%	73.5%	82.9%
No, we did not have activities to increase citizen participation	32.3%	35.2%	26.5%	17.1%

67.7% of CSOs stated that they had activities aimed at increasing citizen participation in the last 5 years. This was the highest among all categories, with 82.9% in CSOs receiving EU grants. This indicates that EU grants have an aspect of increasing citizen participation.

Table 49. How successful do you think you are in activities aimed at increasing citizen participation? Score as 1” we're not very effective " 5 " we're very effective”

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
We are not effective	11.1%	12.6%	7.7%	3.8%
We are neither effective nor ineffective	33.9%	34.7%	34.2%	27.9%
We are effective	55.0%	52.7%	58.1%	68.3%

When we look at how effective CSOs consider the efforts on citizen participation, we see that a significant portion of them consider this effect as neutral. CSOs receiving EU grants tend to find their activities aimed at increasing citizen participation more successful. 68.3% of these CSOs rate their efforts as effective.



RESEARCH FINDINGS

CHAPTER 6

IEWS ON
NETWORKS

6. Views on Networks

- A significant number of CSOs refer to the name of the organization or the EU program rather than the name of the network or platform.
- The vast majority of CSOs are not members of a network or platform.
- More than half of those receiving an EU grant are members of a network or platform.
- National networks are more effective than international networks.
- CSOs receiving EU grants have a lower level of finding international networks effective.

CSO representatives were asked about the networks and platforms they found most effective. First of all, when we look at the responses, the first finding is that the perception of CSO representatives regarding networks and platforms is influenced by some CSOs or that they do not use the term network and platform within the framework of EU programs. Most participants indicated an CSO name instead of a network or platform name.

CSOs were asked about local or national networks or platforms that they were members of or participated.

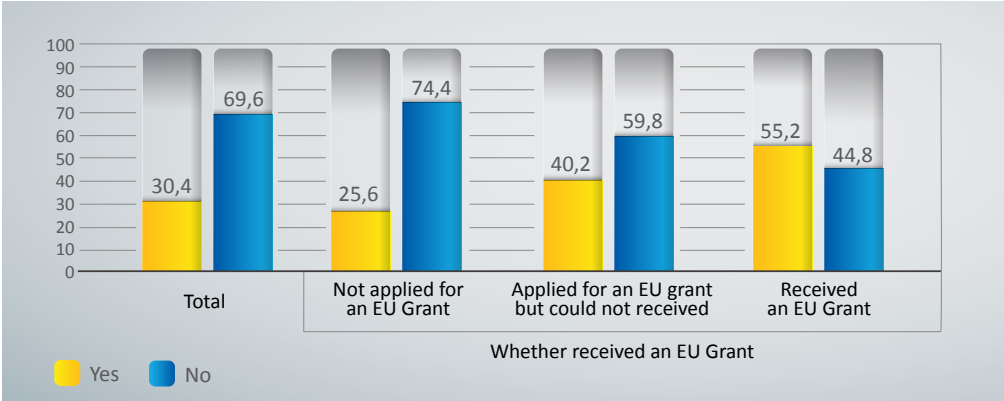


Figure 10. Are there local / national networks / platforms that you are a member of or participate in?

More than half of the CSOs receiving EU grants (55.2%) are members of a network or platform. Network membership is 40.2% and 25.6%, respectively, for CSOs that apply but did not receive any EU grant and those who did not apply. This finding can be seen as an indication that CSOs receiving EU grants are more open to dialogue and cooperation through networks and platforms.

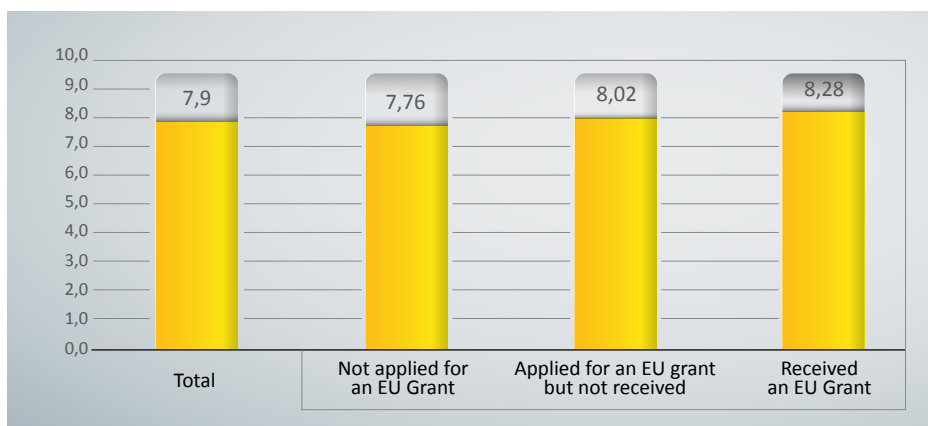


Figure 11. How effective do you find national networks/platforms for the development of civil society in general? Could you score as "1-I don't find it effective at all" to "10-I find it extremely effective"?

The national networks and platforms involved are very effective in the development of civil society in the eyes of CSOs (7,90). In all categories, the effectiveness rate was high and close to each other.

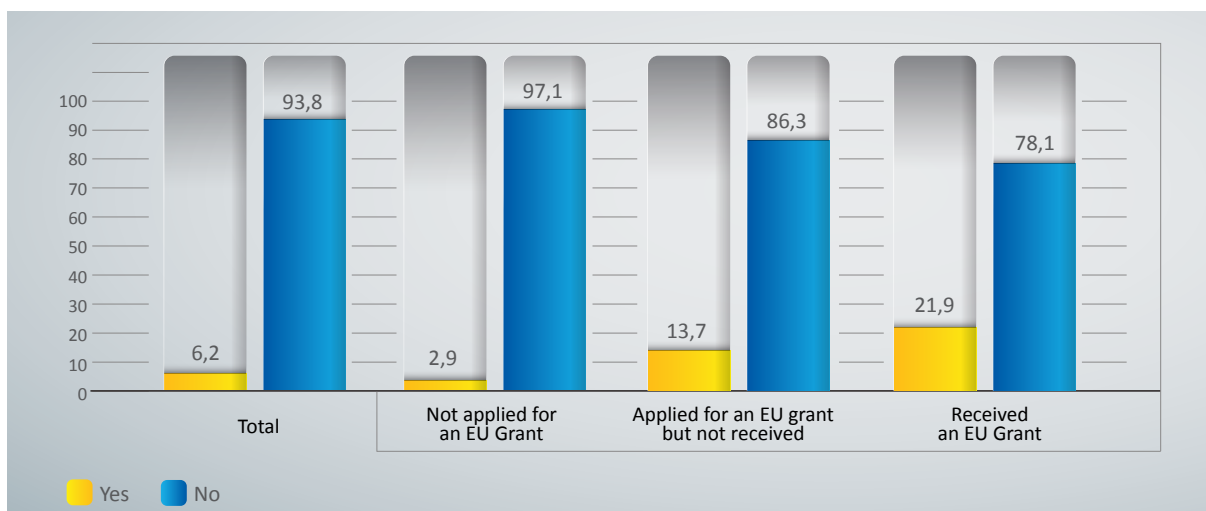


Figure 12. Are there any international platforms that you are a member of or participate in?

The number of CSOs that are members of international networks and platforms is smaller. Only 6.2% of the entire sample are members of international networks or platforms. This figure is 21.9% for CSOs that benefit from EU grants. CSOs receiving EU grants appear to be more involved in international networks and platforms. For CSOs that did not apply for an EU grant, this figure remained at 3%.

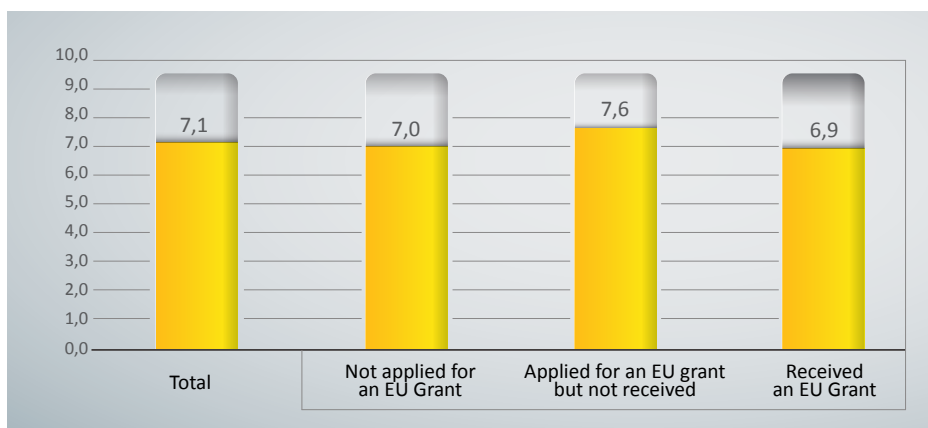


Figure 13. How effective are international networks/platforms in the development of civil society?

International networks and platforms in which CSOs are included are effective in the development of civil society according to CSOs (7,13). CSOs that received EU grants rated these international networks and platforms as slightly less effective than other categories.



RESEARCH FINDINGS

CHAPTER 7

DIALOGUE AND
EVENTS

7. Dialogue and Events

In this section, findings regarding the dialogue with other organizations within the scope of the activities of the CSOs and the activities they carried out within the scope of EU projects were shared. CSOs were asked whether they have cooperated or contacted any local, national and international stakeholders in the last 3 years, and if so, what was the nature of this cooperation. The findings are evaluated under sub-headings as dialogue with other CSOs, public administration, local governments, universities and funding sources according to stakeholder categories.

- Cooperation and dialogues with stakeholders are higher in CSOs that receive EU grants compared to those who do not receive it in terms of diversity and frequency.
- CSOs receiving EU grants have higher contact with local governments than public institutions.
- CSOs receiving EU support most often work on capacity development through training and experience sharing in their fields.
- Following this, efforts focused on raising awareness of problem areas and issues for the community and helping to adopt basic and universal values are coming to the fore.

➤ Dialogue with CSOs

The contacts of CSOs with national and international CSOs in the last 3 years were shared in Table 50 and table 51. According to the results, about 1 in 3 CSOs have not had contact with any local or national CSOs in the last 3 years (31.4%). CSOs that applied for or received an EU grant have more contact with local and national CSOs than CSOs that have not participated in this process. More than 60% of organizations receiving EU grants meet with other CSOs for visits and meetings, while 70% collaborate with other CSOs. 31.4% of CSOs receiving EU grants also work with local and national CSOs to provide services.

Table 50. Have you collaborated or had contact with any of the following actors in the last 3 years? (Local, National CSOs)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
No, we never had contact	31.4%	36.1%	17.1%	12.4%
Visit	51.3%	49.1%	58.1%	60.0%
Meeting	46.5%	41.8%	64.1%	61.9%
Cooperation	42.3%	36.3%	58.1%	69.5%
Service procurement	13.8%	10.1%	23.1%	31.4%

Table 51. Have you collaborated or had contact with any of the following actors in the last 3 years? (International / Foreign CSOs)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
No, we never had contact	80.5%	88.1%	65.0%	41.0%
Visit	13.8%	9.9%	23.1%	40.0%
Meeting	11.9%	6.5%	21.4%	41.0%
Cooperation	10.7%	4.9%	20.5%	42.9%
Service procurement	4.1%	2.3%	6.8%	14.3%

EU grants and funds have been very decisive in the contact and cooperation of CSOs in Turkey with international CSOs. While 80.5% of the CSOs stated that they have not had any contact with international CSOs in the last 3 years, this ratio decreases to 41% in those receiving EU grants. This rate is 65% for CSOs that apply for EU grants but cannot receive it. EU grants are an element that has increased the dialogue of CSOs with foreign CSOs in the last 3 years.

► Dialogue with Public

CSOs were asked whether they had any contact with with central level public institutions and departments of ministries in the last 3 years as part of the public-CSO dialogue. Although contact with ministries is little more than contact with units associated with the presidency, CSOs' cooperation and contacts with the public administration have been quite limited in the last 3 years. The proportion of those who stated that they had no contact with these units was 90.8%, while for ministries this figure was 63.7%.

Table 52. Have you collaborated or had contact with any of the following actors in the last 3 years? (Ministries)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
No, we never had contact	63.7%	69.9%	41.9%	41.9%
Visit	26.5%	22.5%	41.0%	40.0%
Meeting	22.9%	17.1%	42.7%	43.8%
Cooperation	17.8%	14.5%	26.5%	33.3%
Service procurement	6.1%	4.0%	11.1%	16.2%

CSOs that are going through the EU grant application process, regardless of whether they receive a grant, have more contact with ministries than CSOs that have never entered this process. CSOs receiving EU grants said they had established more cooperation with ministries (33.3%).

Table 53. Have you collaborated or had contact with any of the following actors in the last 3 years? (Presidential Units)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
No, we never had contact	90.8%	93.1%	79.5%	86.7%
Visit	6.5%	4.6%	14.5%	11.4%
Meeting	3.7%	2.0%	12.8%	5.7%
Cooperation	2.3%	1.4%	4.3%	6.7%
Service procurement	1.0%	0.5%	2.6%	2.9%

CSOs receiving EU grants are more active in contact with units associated with the Presidency through visits compared to the average (11.4%).

► Dialogue with Local Administrations

Compared to public administration, there is more dialogue and contacts with the local administrations. The proportion of none contact with local public institutions (provincial directorates of ministries, prefectures, governorates, etc.) is 43.1% while the proportion of those who have never contacted municipalities in the last 3 years is 38.2%. This indicates that CSOs' contact with local administrations is higher compared to the central public administrations, although not as much as they have with other CSOs.

Table 54. Have you collaborated or been in contact with any of the following actors in the last 3 years? (Local Administrations)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
No, we never had contact	43.1%	47.3%	26.5%	30.5%
Visit	45.2%	41.7%	57.3%	58.1%
Meeting	37.5%	34.0%	50.4%	49.5%
Cooperation	31.2%	27.1%	41.9%	49.5%
Service procurement	10.1%	8.4%	15.4%	16.2%

According to the finding highlighted in Table 54, CSOs receiving EU grants are more cooperative with local public institutions (49.5%). On the other hand, 41.9% of CSOs that apply but do not receive an EU grant have established such business associations.

Table 55. Have you collaborated or been in contact with any of the following actors in the last 3 years? (Municipalities)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
No, we never had contact	38.2%	42.3%	25.6%	21.9%
Visit	47.0%	43.9%	57.3%	59.0%
Meeting	40.7%	36.7%	48.7%	61.9%
Cooperation	35.9%	30.9%	46.2%	61.0%
Service procurement	12.5%	10.5%	19.7%	19.0%

The rate of CSOs receiving EU grants to establish both meetings and cooperation with municipalities in the last 3 years is higher than 60%.

► Dialogue with Universities

CSOs receiving EU grants have a higher contact with universities in the last 3 years compared to other categories. More than 45% of CSOs receiving EU grants have met with universities in the last 3 years for visits, meetings and cooperation.

Table 56. Have you collaborated or been in contact with any of the following actors in the last 3 years? (Universities)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
No, we never had contact	57.8%	63.2%	41.9%	35.2%
Visit	31.6%	27.9%	43.6%	45.7%
Meeting	24.2%	19.4%	36.8%	45.7%
Cooperation	22.3%	17.5%	30.8%	48.6%
Service procurement	8.5%	6.9%	13.7%	14.3%

► Dialogue with International Fund Organizations

It is noted that almost all CSOs that have not applied for an EU grant do not have contact with international fund organizations. This indicates the limitations of these CSOs' knowledge of the funds and their capacity to carry out actions for these funds. On the other hand, CSOs that have applied for an EU grant but have not received any funds generally have very low contact with international fund organizations.

Table 57. Have you collaborated or been in contact with any of the following actors in the last 3 years? (International Fund Organizations)

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
No, we never had contact	87.5%	94.9%	77.8%	43.8%
Visit	8.5%	3.5%	16.2%	37.1%
Meeting	7.9%	2.9%	13.7%	38.1%
Cooperation	7.5%	2.2%	11.1%	42.9%
Service procurement	2.4%	1.0%	3.4%	11.4%

Looking at dialogue and contacts with different stakeholders in general, it seems that CSOs receiving EU grants have established these contacts more than others in the CSO world. Among these contacts, cooperation stands out more when compared to CSOs that did not receive an EU grant.

► Dialogue and Activities within the Scope of EU projects

CSOs receiving EU grants were asked about their efforts as part of their EU-supported projects. CSO representatives indicated how often they performed these types of work within a score table, where 1 meant none and 5 meant quite a lot/often.

Table 58. Which of the following activities have you carried out within the scope of these projects / studies? Could you score as "1-Never" to "5 Quite a lot"?

	Received EU Grant
Helping increase capacity through training and experience sharing in their field	4.00
Raising awareness on problem areas and issues that concern society	3.90
Helping the adoption of basic and universal values	3.86
Contacting local governments (sending requests, submitting petitions, requesting meetings, etc.)	3.79
Giving expert opinion, transferring knowledge and experience in policy and strategy formulation, contributing to problem solving	3.76
Contacting public institutions (sending requests, petitions, requesting meetings, etc.)	3.74
Generating ideas for solution proposals that will have an effect in a long time, to undertake a thought center function / to act as an incubator	3.74
Activities supporting solidarity,	3.72
Serving those in need in matters such as education, culture and health,	3.71
Setting standards	3.66
Supporting citizens to claim their rights and helping them activate (Writing petitions / dictating, etc.)	3.48
Setting norms for public administration	3.23

According to the findings, CSOs receiving EU grants are most often working to help increase capacity through training and experience sharing in their fields (4,00). Besides, the studies focused on raising awareness of problem areas and issues of interest for the society and helping to adopt basic and universal values are frequently carried out.

We have already mentioned that the contact of CSOs receiving EU grants with local authorities is slightly higher compared to public institutions. Here we come across a finding on the detail of these contacts. Among the 5 most common studies of CSOs receiving EU grants are activities such as submitting petitions to local authorities, requesting meetings (3,79). This is followed by giving expert opinion and transferring knowledge and experience in policy, strategy formation (3,76). Activities such as contacting public institutions, submitting requests, submitting petitions are also mentioned among the activities that are still frequently performed, although not very often (3,74).

The least performed activity was: " creating norms for Public Administration "(3,23)

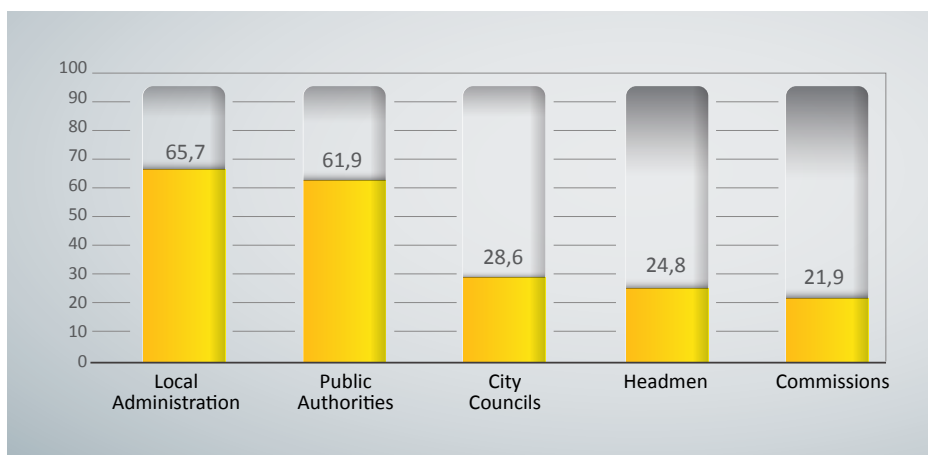


Figure 14. Which institutions have you contacted within the scope of your EU projects/studies?

Of the CSOs receiving EU grants, 65.7% contacted local authorities and 61.9% contacted public institutions as part of their EU-supported works. City councils operating at the local level (28.6%), neighborhood councils (24.8%) or commissions (21.9%) remained at a lower rate. EU grants can be said to increase the contact of CSOs with units responsible for execution at local and national levels. They were also asked how these organizations and CSOs came together as part of an activity.

Table 59. What were your goals for communication?

	Received EU Grant - Total
Introducing our institution	53.3%
Informing about a problem related to our field of activity, awareness	46.7%
Inviting to our events	45.7%
Consultation, information exchange	43.8%
Asking for information about our field of activity, get information	22.9%
Infrastructure demand (service, space... etc.),	20.0%
Requesting for financial support	19.0%
Requesting action on a matter related to our field of activity	19.0%
Giving opinions for a regulation	18.1%
Requesting for changes in practice on a topic related to our field of activity	14.3%
Expressing our general discomfort with the practices of the institution	9.5%

The main reasons for communicating with these stakeholders are to introduce their institutions (53.3%), to inform them about a problem in the field of activity (46.7%) and to invite them to events (45.7%). The first 3 communication purposes are mostly seen as the subjects that CSOs tell about themselves and their issues. Subject-focused consultation and information exchange was ranked fourth with 43.8% for the purpose of communicating. Only 22.9% of the CSOs contact local government, public administration, city council and commissions to ask for information on a subject related to their field of work. Reasons such as stating general disturbances regarding the practices of the institution or requesting a change in the application related to the working areas of CSOs are more in the background.

In Table 60, the reasons why CSOs receiving EU grants contact different institutions are presented according to the stakeholders they contact.

Table 60. What were your goals for communication?

	Institutions contacted by CSOs receiving EU grants				
	Public institutions	Local authorities	Neighbourhood headmen	City councils	Commissions
Introducing our institution	73.8%	66.7%	69.2%	66.7%	69.6%
Informing about a problem related to our field of activity, awareness	56.9%	52.2%	53.8%	56.7%	60.9%
Inviting to our events	64.6%	59.4%	65.4%	70.0%	65.2%
Consultation, information exchange	60.0%	56.5%	73.1%	66.7%	69.6%
Asking for information about our field of activity, get information	33.8%	31.9%	46.2%	53.3%	47.8%
Infrastructure demand (service, space... etc.),	29.2%	27.5%	46.2%	43.3%	39.1%
Requesting for financial support	29.2%	24.6%	19.2%	20.0%	21.7%
Requesting action on a matter related to our field of activity	27.7%	24.6%	46.2%	46.7%	39.1%
Giving opinions for a regulation	29.2%	24.6%	50.0%	46.7%	39.1%
Requesting for changes in practice on a topic related to our field of activity	23.1%	18.8%	38.5%	33.3%	34.8%
Expressing our general discomfort with the practices of the institution	15.4%	13.0%	26.9%	26.7%	21.7%

The main purpose of CSOs receiving EU grants to communicate with the public is to promote their CSOs (73.8%). Invitations to events (65%) and consultation (60%) are also cited as the most frequent activities with the public. Stating general discomfort with the organization's practices is less of a reason for communicating with the public offices. The motivation to communicate for the purpose of financial support is mostly seen in communication with public institutions. The distribution of the reasons for contacting local governments is similar to the reasons for contacting public institutions. Consultation and exchange of information (73.1%) are the main reasons for communicating with the neighborhood headmen. City councils are mostly contacted to be invited to CSO events. Commissions are visited for introduction and consultation purposes (69.6%).

The background features a dark blue field with several golden five-pointed stars scattered across it. At the bottom, there are vibrant, wavy lines in shades of purple, pink, and blue, resembling a digital or data visualization. The overall aesthetic is modern and technological.

RESEARCH FINDINGS

CHAPTER 8

IMPACT AND
IMPACT
MEASUREMENT

8. Impact and Impact Measurement

- CSOs receiving EU grants monitor their projects and measure their impact.
- While 45% of the CSOs stated that they carried out impact research, this rate was 61% for the CSOs receiving EU grants.
- The impact of 68% of EU projects is measured.
- It is seen that the Civil Topography category with the least social impact and monitoring is socialization-oriented CSOs. Monitoring activities are low in socialization-oriented CSOs, which differ from charities and expression-oriented CSOs in terms of their activities and income sources.
- The most important thing in Impact Measurement is the impact of the project on the target group.

CSOs were asked about the impact of their projects and their studies on institutional impact.

Table 61. Do you measure the impact of the work, projects carried out by your organization (whether supported by the EU or not)? (social impact analysis, external evaluation, etc.). All CSOs.

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Yes, we measure the impact of all our projects	44.9%	41.1%	55.6%	61.0%
We measure the impact of some of our projects	27.3%	28.8%	23.1%	21.0%
No, we don't measure any of them	27.9%	30.2%	21.4%	18.1%

41.1% of the CSOs stated that they measured the impact of all their projects, while 27.3% stated that they measured the impact of some of their projects. The rate of those who did not measure any impact was stated as 27.9%. More than 60% of those receiving EU grants measure the impact of all their projects. The proportion of those who did not perform such a study remained the lowest in all categories, with 18%. More than half of the CSOs that applied for the EU Grant said they measured the impact of all their projects. CSOs that receive EU grants or experience the process of applying for EU funds are more familiar with studies such as social impact analysis or external evaluation.

Table 62. Do you have a decision / a study that you have started to do social impact research, monitoring work for 2020-2021?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Yes	39.4%	36.6%	48.7%	49.5%
No	60.6%	63.4%	51.3%	50.5%

In the period covering 2020-2021, the proportion of CSOs that have decided to conduct Social Impact Research, Monitoring and evaluation studies or have started such studies is only 39.4%. This can be explained by the uncertainty of the Covid-19 pandemic period. In CSOs operating on a local scale, we see that the plan and practice of conducting social impact and monitoring of their projects is more limited than in other larger-scale CSOs. Only 18% of local CSOs say they have decided / started to conduct such a work in 2020 – 2021. The same rate is 46% for CSOs operating at regional, national and international levels.

Table 63. Social Impact Study by Scale, Province, Year of Establishment, Civil Topography Classification, Number of Members and Employees

		Do you have a decision / a study that you have started to do social impact research, monitoring work for 2020-2021? (Yes)
Total		39.4%
Activity Scale	Local CSO	18.1%
	Other CSO (city, national, regional international)	46.0%
Province	Metropolitan	50.9%
	Other Metropolitan	40.0%
	Other Provinces	25.5%
CSO Establishment Year	2000 and before	39.1%
	2001- 2010	38.2%
	2011- 2015	38.7%
	2016- 2020	41.9%
Civil Topography Classification	Charity	40.7%
	Socializing	28.7%
	Expression Oriented	41.0%
	Market Oriented	46.9%
	Subsidiary	33.3%
Number of Members	Less than 20 members	44.0%
	20-50 members	35.2%
	51-100 members	38.1%
	More than 100 members	49.4%
Number of Employees	Has no employees	42.1%
	1-10 employees	32.6%
	11-50 employees	38.8%
	50+ employees	37.1%

It is observed that the Civil Topography category with the least social impact and monitoring is socialization-oriented CSOs. The activities of the socialization-oriented CSOs that differ from the philanthropists and expression-oriented CSOs in terms of their activities and income sources are around 29%. One reason for this is that access to the sources of funds for which monitoring is mandatory is low, and their main income is composed of the member dues.

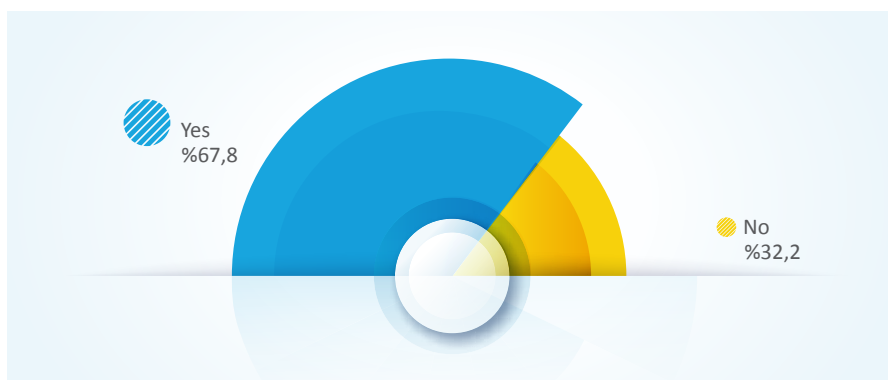


Figure 15. Have you conducted a study / research to measure the impact of this project(s)? (social impact analysis, external evaluation, etc...)

Looking at the status of impact studies for EU grant recipients, we see that 67.8% of organizations are conducting research in order to measure the impact of EU-funded projects.

Table 64. What features did your Social Impact Analysis, etc. study include?

	Received EU Grant
Monitoring the impact of the project on the target group	52.4%
Monitoring project activities	40.0%
Monitoring the impact of the project outside the target group	25.7%
Monitoring the indirect effects of the project	19.0%
Monitoring the impact of the project on different stakeholders	17.1%
Conducted by an external assessor	6.7%

Looking at the content of impact studies carried out within the scope of EU projects, it seems that the most common of them are the studies aimed at monitoring the impact of the project in the target group (52.4%). Later, studies are carried out to monitor project activities (40%) and monitor the impact of the project outside the target group (25.7%). Impact studies conducted by the external assessors remained quite low (6.7%).

► Visibility of CSOs

All CSOs were asked about the visibility of their work in national or local sources, such as newspapers, internet news sites, television, and whether they were monitoring such sources.

Table 65. Have your organization's projects /work been reported in national or local sources such as newspapers, television, internet news sites?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Yes	81.6%	78.2%	90.6%	97.1%
No	18.4%	21.8%	9.4%	2.9%

81.6% of CSOs say they have been in the news so far. This figure was quite high, with 97% for CSOs receiving EU grants. When we look at the rate at which CSOs have been in the news, it can be said that CSOs in metropolitan cities are more advantageous in the context of being in the news. It is a predictable finding that CSOs in regions where there is more diversity and access to news sources have a high potential to be in the news. In addition, it seems that the scale and forms of activity of CSOs also affect this potential. The rate of CSOs operating at local level being in the news is lower than those operating at regional or national level. At the same time, fellow countrymen CSOs may find less coverage in the media than expression-oriented (advocating, expert, self-organization) and charity organizations (patronage, charity).

Table 66. Rate of Being in the News by Scale, Province, Year of Establishment, Civil Topography Classification, Number of Members and Employees

		Have your organization's projects /work been reported in national or local sources such as newspapers, television, internet news sites? (Yes)
Total		81.6%
Activity Scale	Local CSO	73.5%
	Other CSO (city, national, regional, international)	84.1%
Province	Metropolitan	84.5%
	Other Metropolitan	84.6%
	Other Provinces	72.4%
CSO Establishment Year	2000 and before	85.9%
	2001 - 2010	84.2%
	2011 - 2015	82.3%
	2016 - 2020	75.0%
Civil Topography Classification	Charity	82.5%
	Fellow countryman	73.2%
	Patronage	82.4%
	Self-Organization	84.8%
	Advocate	86.5%
	Expert	84.7%
Number of Members	Less than 20 members	73.1%
	20-50 members	79.2%
	51-100 members	85.8%
	More than 100 members	89.8%
Number of Employees	Has no employees	78.7%
	1-10 employees	86.0%
	11-50 employees	86.3%
	50+ employees	85.7%

Table 67. Do you follow news about your organization? Do you perform periodic media monitoring?

	Total	Whether received an EU Grant		
		Not applied for an EU Grant	Applied for an EU grant but not received	Received an EU Grant
Yes	82.3%	79.5%	91.5%	93.3%
No	17.7%	20.5%	8.5%	6.7%

82.3% of the CSOs stated that they follow the news about their organizations. This rate was stated as 93.3% for CSOs receiving EU grants.

The background features a dark blue field with several golden five-pointed stars scattered across it. At the bottom, there are vibrant, wavy lines in shades of purple, pink, and blue, resembling a digital or data visualization. The overall aesthetic is modern and technological.

RESEARCH FINDINGS

CHAPTER 9

IMPACT CASE
STUDIES

9. Impact Case Studies

EU-supported projects which are subject to the case study were selected using the criteria highlighted in the findings of the interviews conducted before the research. According to stakeholders, the factors that make a project successful and the factors that show it is effective can be evaluated in 12 top headings:

1. Participation

- a. Being multi-stakeholder
- b. Interest of stakeholders in field work,
- c. Conducting participation-oriented studies (search meetings, workshops, etc.),
- d. Positive feedback and satisfaction of participating stakeholders,
- e. Participation and learning achievements of public stakeholders (ministries and local administrations).

2. Adoption of the project by the Stakeholders

- a. Adoption of the project subject by the project executive or stakeholder organization,
- b. Desire and will of stakeholders to do other similar projects,
- c. Establishment of project-related units, working groups, etc within the organization.

3. Addressing and raising current issues (sustainability, social entrepreneurship, climate change, etc.)

- a. The fact that these issues are the subject of outputs by public organizations, such as a strategy document,
- b. Being based on rights.

4. Addressing new issues and social segments / opening a new space

- a. Addressing previously unaddressed needs (food waste, etc.).
- b. Meeting an urgent need (women's asylum, etc.),
- c. Being aimed at different social segments (Corporate Services provided directly to those who have problems such as addiction, cancer, etc.),
- d. Conducting a project in a city other than metropolitan cities and revitalizing the Civil Society of this city,
- e. Access to CSOs with low capacity but technical expertise that were not previously available.

5. Efficient use of financial resources and sustainability

- a. Good management of budgets by CSOs,
- b. Purposeful use of all budgets
- c. Financial sustainability.

6. Development of institutional capacities of CSOs

- a. Management's being aware and effective in all processes from the bottom up,
- b. Development of CSO capacity with EU support,
- c. Learning to manage the EU project.

7. Contribution to the local and active citizenship

- a. Promotion of active citizenship in the local, local's communication of demand to the public,
- b. Providing a service that was not previously available locally.

8. Establishing Partnerships and Networks

- a. Establishing an inter-CSO network,
- b. Higher number of partnerships and networks established,
- c. Influence as an informal network.

9. Visibility

- a. Using social media as attractive and better,
- b. Lack of introversion,
- c. Visibility of EU institutions.

10. Establishing cooperation between institutions

- a. Establishing close relations with universities and mutual learning,
- b. Active participation of local governments in the project,
- c. Establishing relations with the EU presidency,
- d. Adopting of subjects by the Ministries ,
- e. Getting together with organizations which have not been met before.

11. Impact on target audience

- a. Benefit to target audience, create social benefit
- b. Ability to reach the target audience,
- c. Variety,
- d. Inclusion
- e. Coming from the grassroots.

12. Effective reporting and propagation of outputs

- a. Conducting social impact and monitoring-evaluation studies,
- b. Paying attention in reports submitted to the EU,
- c. Compliance with EU application criteria,
- d. Having concrete outputs and propagating outputs.

In this regard, in the pre-research institution meetings, which included the Directorate for EU Affairs, the EU Delegation, the Ministry of Internal Affairs, the Ministry of Labor, Family and Social Services, and Yunus Emre Institute and the projects that the representatives considered as successful and effective examples were listed and the projects to be included in the case study were selected based on the top titles mentioned above.

As a result of the preliminary interviews, projects that were shown as good examples by multiple stakeholders, which were in different thematic areas and varied in their cooperation were included in the case study. Projects subject to case study were detailed in alphabetical order of the report. There is no hierarchical ranking among sample cases.

Another World is Possible / “Let's Meet in a Sober Life” Association (AYBUDER)

The project aims to develop the institutional capacity of AYBUDER, which conducts research in the fight against alcohol and drug addiction and in the treatment of addictions, and to establish cooperation in order to enable CSOs and public institutions operating in the Mediterranean region to take a more effective role in the fight against addiction. In-depth interviews were conducted with CSO managers, project managers and workshop participants under the scope of the research.

► Capacity of the Institution

It is expressed that this is an association that fights substance addiction, in this context, it conducts meetings and one-on-one work with addicts and their families. It is stated that they previously were providing boarding service for addicts at the association center, but due to the pandemic, the works are now done online or by telephone consulting. The Association notes that they provide individual support to addicts and receive support from CSOs and individuals who specialize in this field, thus making a greater impact.

“ As I said, we are an association that fights substance addiction. In this context, we have group support meetings with addicts and their families and we have one-on-one activities. Before, we had an association center on about five acres of land. We used to serve as boarders here for addicts who came. Currently, due to the pandemic we have more online studies, telephone consulting support and seminars given by experts and activists who work in this field and are interested in this field. We organize training programs for them. In other words, we are supporting addicts as individuals and we are trying to create a greater impact by sharing the shortcomings, mistakes or the parts of the struggle methods used in Turkey which are not addressed as people who have experience in these works including CSOs and experts working in this field rather than just theory.” (K1)

It is underlined that the association is the only one in this area and that they are people who are also struggling with addiction. The CSO manager says that they have experienced addiction and are fighting for it, taking care to improve themselves.

“We're the only ones because we're the people who went through this, we came from the source of the fire. We experienced the pre-and post- periods of addiction. It is not enough to experience just by living, of course, we have taken care to improve ourselves in this area.”(K1)

The CSO manager says that the core staff of the organization is 10 people and that the addicts who came here usually return to their lives after staying for a while and are not becoming members. It is underlined that people are afraid to sign up, that they don't want anyone to know. So he notes that they fill the capacity of the association with 10 people who have really acquired this mission. In addition, he notes that the association is an amateur association, and by this time they have met their needs financially through donations, projects of the Ministry of Youth and Sports and an EU project. It is expressed that they do not have an economic enterprise.

“Our core staff at the moment is about ten people. Addicts who usually come to us continue their lives after staying for a while. And because our area is substance abuse, no one wants to register even as a member. Because people have a prejudice. Especially when families come in they fear and ask questions like, “ Do you get a record? Will our name appear anywhere? We don't want a stain on our child's record,” so we fill our capacity with this group of ten people who have really taken on a mission.” (K1)

"We are an amateur association. By this time, we had met our financial needs with donations, and then with projects of the Ministry of Youth and Sports, and recently with the projects of the European Union. Other than that, we don't have a funding source. We don't have an economic enterprise. I mean, we're trying to get along with it, obviously."(K1)

It is stated that the institutional structure of the association has taken shape a little after the EU project, while the main task of everyone who works is to help addicts, as well as to contribute within their abilities in official duties related to the association.

"Our corporate structure began to take shape a little more after this project of the European Union. Our main duty in the association is to help addicts like us. As a board of directors, everyone contributes within their abilities in official affairs related to the association. So we don't have a clear distinction of duties."(K1)

It is stated that the association is not active enough in social media use, its news in the local and national press is shared via YouTube, and addicts reach out to them through this platform. It is stated that they were previously known only from television programs and that they were recognized because they were the only association working in this field.

"We're weak on social media. In addition, our serious programs on TV news, local and national media, are usually shared on YouTube and they reach us from here. We're known and recognized for those television programs we did before. As AYBUDER, we have been serving in the field of substance abuse for seven years and we are one of the really well-known organizations in this field." (K1)

Project Impact

It is stated that AYBUDER has established a consulting line with the report obtained as a result of its international participation workshop, and in addition to using the records and data from here, the project allowed the association's directing its corporate structure in a planned, programmatic and strategic manner. It is stated that the project contributed to the establishment of a corporate identity for the Association, which previously had an amateur structure.

"We organized a workshop with international participation, and then we got a workshop report. After that, we established a consulting line. Until then we were constantly providing telephone consulting support, but we did not have a record or data. And we didn't know how to use these records and data. We realized that this had a huge impact, that we could create statistical data. In fact, this project has enabled AYBUDER to direct its corporate structure in a planned, programmed and strategic way." (K1.3)

"The implementation of the project led us to think more analytically. It offered the opportunity to strategically plan the work we wanted to do in the coming period by basing our amateur work on a more planned system. As a result of a number of studies that we have done to fund these activities, we have realized that we do not have a corporate infrastructure, and we have started to create a corporate identity in this area. The project made such contributions." (K1)

The manager of the project "Another World is Possible" says that together with the project, the association has created a website, acquired equipment. However, it is underlined that its visibility has increased and that it still contributes to their visibility despite the completion of the project. The CSO manager notes that they had opportunities to see themselves together with the project, giving them an awareness of what more can be done.

"We have a website. Apart from that, when we went to the local area, we had flags, table flags, etc. We had a lot of things other than that. Our book is still in distribution right now. I had two books I bought for myself, and I sent them today as well. So visibility still remains, even though the project is finished." (K1.3)

"We had the opportunity to see ourselves in this project. We were doing things all the time, we were at an intense pace. The EU project has given us a direction and a momentum by raising our heads and asking how we can contribute more, yes, we are here, we are doing good things." (K1)

It is stated that the association wants to strengthen its capacity first with the project, that they have received acceptance through the consulting line and that they are trying to move forward a little more professionally. In addition, experts in the field in Turkey and experts from Europe are invited and in-depth discussions are held.

"We actually wanted to strengthen our capacity in the first place. I mean, we wanted to keep our hand a little strong. For example, there were people who called us, but we started getting these callers through a consultation line. We tried to move forward with a bit more amateur spirit but more professional. For example, what did we do? Yes, we have an alternative solution, but what is happening elsewhere? For example, what is happening in Europe, Germany, the Netherlands? For example, we invited academics from universities; We invited social workers and professors in Turkey. We discussed these with them thoroughly. So what we have chosen is to make this voice a little stronger and act as a more empowered, more institutionalized AYBUDER." (K1.3)

It is stated that participants in workshops with experts within the scope of the project discussed their opinions and suggestions for 3 days, and the results obtained from this were published in the final declaration. Participating experts state the results as a blend of experience gained by living with professional and scientific approaches. Experts emphasize that the declarations coming out of these workshops are very valuable and that no institution other than AYBUDER can do this.

"A workshop took place for 3 days, with academicians and experts with international experience sharing evaluations, opinions and recommendations on the topics of the workshop. We also issued a final declaration on this. We published it as a booklet. At the same time, students, those who prepare a bachelor's thesis, those who conduct doctoral studies or experts who work actively in the field benefit from the final declaration of this workshop. In this way, we have blended a scientific approach that can overcome difficulties, a professional approach, and the experiences we have gained by living." (K1.1)

"I make it clear that neither universities nor the public institutions can perform this work of an CSO such as AYBUDER. It's been really professional and qualified. All aspects of the problem were discussed and negotiated by experts and academics with international experience. And indeed, a very beneficial declaration was revealed." (K1.4)

Experts note that these workshops offer a perspective to specialists and politicians in the field in terms of the place, role, functionality and practices of social work in our country. It is stated that the final declarations of the workshop are used in master's and doctoral theses and benefited by experts in the field and people in Social Work institutions.

"This workshop offers a perspective on the place, importance, role, functionality and applications of social work practices in our country. In other words, it offers this perspective to professionals, experts of the field and academicians. It offers this perspective to politicians and bureaucrats. In other words, it was a guiding workshop with its very useful messages about the place, importance and functionality of social work in the fight against addiction. I mean the final declaration here. Over the years, I have witnessed those who have used this workshop in Master's dissertations, used it in doctoral dissertations and in their academic studies. Experts from the field say they have benefited from this workshop. Social workers in Green Crescent or social workers in the Ministry of Social Services or our students still benefit from the final declarations of this workshop."(K1.4)

► **Active Citizenship**

While active citizenship is perceived as contributing to the adoption and solution of social problems and being able to influence decision-making mechanisms, it is believed that awareness-raising through seminars organized within the scope of the project supports Active Citizenship.

"Active Citizenship and citizen participation can be the ability to influence decision-making mechanisms by taking on this responsibility, seeing any problem as if it is his or her own problem or responsibility. It's not a simple thing I'm saying, because it takes serious and multifaceted work to effect such a mechanism. It is also difficult to achieve this as an CSO. I can say that, this is addressing a common problem with more far-reaching platforms, federations and more CSOs." (K1)

"For example, we organized seminars, we tried to create awareness there. After that, I think one of the things that will probably feed active citizenship is to create awareness, to support action on this awareness." (K1.3)

► **Cooperation and Dialogue**

As part of the project, communication with civil society organizations and academics is more intense, while cooperating with civil society is said to be easier and more effective.

"Our relations with civil society as stakeholders were as follows. We organized seminars together, brought together their members and the masses they could reach. We've had this kind of cooperation. It becomes easier to be a stakeholder with civil society, to cooperate together, to work together. In general, our work becomes easy and effective because we are communities that have identified a certain problem and are working in the field feeling responsible for it."(K1)

It is thought that there is more limited communication with the public and the public does not want to take part in drug addiction studies. It is stated that coming together with the public within the scope of the project contributed to the workshop report's reaching the desired people.

"The public was personally involved in the work we did at our workshop and supported us in delivering the workshop report to the places we wanted, We were mostly in cooperation with CSOs and experts working in our field." (K1)

"They (the public) can say that "if you do this, I will support you". That's good for us in this sense. Because there is no model in Turkey, there is no rehabilitation center, there are not enough experts and institutions to evaluate the work done in this sense. When you can do it like that with the academics, then institutions may want to be there for you. (K1.3)

► Perceptions on Fund Processes

The team, which has no previous experience with the European Union project, says this has caused them hesitation. At the moment, representatives of the European Union are said to be facilitating the provision of support for people who have previously carried out such projects.

"We've heard about European Union projects, but even the name was enough to scare us. Because we were so new, we had hesitations about how to do it, not to screw it up. We have met people who have already done projects in this area, and they have supported us. Civil society sector officials and employees supported us in this regard. They told us, "you already know what you're going to do, but you're going to do it with a slightly more strategic and with a document-based program, " and that's when we were excited and said we would do it." (K1)

► Perceptions on Civil Society and EU Funds

In the negotiations, it is stated that the material inadequacies of civil society are an obstacle to what they want to do. At the same time, it is believed that the civil society area is not considered a professional area of work and the fact that it conducts its activities with volunteer employees causes a shortage of human resources.

"Because people, or rather civil society organizations, want to do good jobs in their fields, but because they cannot financially fund the work they want to do, these usually remain a dream, a hope, a mission. They can't apply the work they want to do by turning it into a project. In this sense, I can say that we have become an example for other CSOs that we are in contact with around us." (K1)

"When I observe it in terms of human resources, I evaluate civil society in Turkey as something that people who do not have an obligation to sustain their life financially can undertake to be involved in. Civil society sectors are not professional fields. Civil society organizations that can create their own sources of funding, such as economic enterprises or foundations, are not included in this statement. At least that's what we went through. A person has to eat in some way, and when he thinks about it, he can't do anything, he can't move, he can't perform completely giving himself in the jobs that will benefit the community. There is such a fact in Turkey." (K1)

It is said that the European Union's support is important for organizations to make their voices heard and to reach a wider audience.

There's a problem, and you're creating an association and working on it. The EU already looks after these conditions in such associations. So it contributes to a handful of people raising their voices. Therefore, it has a very serious positive contribution, because local projects can sometimes be insufficient in terms of funding or not be able to do greater works. For example, abroad visits. This may not be happening in these local organizations except for development projects. So I think it's important and has a very serious contribution. (K1.3)

Be Mobile-Create Together! / Istanbul Foundation for Culture and Arts (İKSV)

"Be Mobile-Create Together", run by the French Culture Center, the Dutch Embassy in Ankara, the Goethe Institute and the Istanbul Foundation for Culture and Arts (İKSV) in Turkey aims to strengthen the artistic and cultural interaction between Europe and Turkey by creating a multinational and multidisciplinary network between guest artist programs in France, Germany, the Netherlands and Turkey. In addition to encouraging young talent, the project aims to contribute to the formation of lasting ties between Turkey and Europe's Art Environments.

As part of the research, in-depth interviews were conducted with the project executive, project cooperation stakeholders and people representing artists who benefit from the project, and the results from these interviews were discussed under the headings of project impact, fund processes, civil society and EU fund perception, active citizenship, cooperation and dialogue.

► Capacity of the Institution

It is noted that İKSV, one of the project managers, has a large team working full-time, and during some periods of activity, this team increases to 250 people. It is stated that the foundation has activities not only in Istanbul but also in different cities and is a well-established art institution recognized throughout Turkey. It is underlined that it has a great deal of visibility and recognition. In addition, it is stated that the foundation has roles that are unifying, bringing together and opening up a space for discussion for the masses.

“ In terms of capacity, I can say that we have a team that reaches approximately 190 to 200 people and this is a full - time team. In addition, our event-based teams are actually growing. In other words, for example, at the Istanbul Biennial, our office team consists of 4 people, but at the time of the biennial, our number can increase to 250.” (K2)

“In other words, İKSV is a recognized cultural and artistic institution not only in Istanbul but also in Turkey. In other words, we can call it the most established cultural and artistic institution. Apart from Istanbul, we have had various projects in different cities. In that sense, we try to build connections, and we find it important. Our dialogue continues with artists living in many different cities, working in our own disciplines, with people who are in this production. And in that sense, that is, in terms of visibility or in terms of awareness, it is possible to define it as an institution that everyone who is interested in the field of culture and art probably knows and recognizes.” (K2)

“When we look at the event space or accessibility of the foundation, we can also underline that this audience can actually be very wide, that the foundation has roles as bringing together and opening space for discussion on different issues and a creative public space for audiences that can be reached at different festivals.” (K2)

We can say that the presence of full-time paid employees, the flexibility to increase human resource capacity, the scale of activity at the level of Turkey, and the presence of Corporate Visibility and recognition of this project executive institution are among the features that existed before this EU-supported project.

► Project Impact

It is said that the project has made a great contribution to the goals of İKSV, such as strengthening artistic and cultural interaction between Europe and Turkey, contributing to the formation of permanent ties. It is stated that different masses have been reached with different works together with the project. It also

appears that materials have been created that share project outputs. Project managers believe that the project has also achieved its goal of establishing a link between Europe and Turkey through art.

“In fact, we wanted to establish a link between guest artist programs and thus, through this multidisciplinary network, we aimed to strengthen the artistic and cultural interaction between Europe and Turkey. And we aimed to contribute to the formation of permanent ties between Turkey and Europe. In that sense, I can say that this project has really contributed to the formation of these ties, touching many different European institutions, guest artist programs and artists.” (K2)

“In order to reach different target audiences, we did not perform only exhibitions, but also conversations with different contents. On the one hand, a book was published at the end of the project. We had a very important material that we could show the output of the project to the parties that we couldn't reach thanks to the book, that is, what we did in the project during these 18 months. It was a very important output of this project. In other words, we can always say that we have actually developed different content to reach the target audience.” (K2.1)

It is emphasized that it is possible for artists coming from Europe to Turkey to work in Istanbul and different cities with the Project Support. Funding support is important for ensuring the mobility of artists. In addition, it is noted that the development of relations between Europe and Turkey is an important element in terms of overcoming prejudices, getting artists to know Turkey closely, and sharing in the field of art and thus raising awareness. At the same time, it is stated that the project has made a great contribution to increase the channels of cooperation and improve cooperation at the international level in the long-term, which is one of the goals of the foundation.

“The fact that artists, that is, artists from Europe, come to Turkey and stay for three months and do research and go to other cities outside Istanbul and practice in those cities was a breaking point for some of them. And this is very important I think. It is important that they have the opportunity to conduct such experimental studies in Istanbul. And in that sense, none of this would have happened if such a fund had not been possible. So, of course, such prejudices are broken in such projects. There may be some prejudices about Turkey or about Europe. In this way, for artists or professionals who do not have the opportunity to get to know here closely, a new space is being opened. These are also very valuable. So, what does this mean? In fact, these exchanges in the field of art, areas that offer the opportunity to understand each other in a better way, in a different way, offer a contribution that will create awareness for their environment, their circles. (K2)

“The number of artists who come to Istanbul was 15, these 15 artists meet in different guest artist programs in Istanbul and Turkey, sometimes develop cooperation, follow their practices. There are hundreds of people who were touched by this project and who were aware of each other's production on the occasion of this project, who started talking to each other, started a dialogue and it still continues. For example, a candidate who came to Istanbul from Germany and participated in the guest artist program returned to Istanbul a few weeks ago even though the program was finished and the program did not provide resources. It's nice for us to see these things happen. In other words, the fact that we have increased the channels of cooperation in the long-term, rather than participation in a one-time program, shows that we can actually achieve our goal in order to develop cooperation at the international level.” (K2)

Emphasis is placed on the importance of working with different guest artist programs from Turkey and working not only in Istanbul, but also in Bursa, Ayvalık, Şirince and İzmir. It is noted that it both benefits the regions and brings dynamism to Istanbul.

“I think it was a very important experience to work with different guest artist programs from Turkey. First of all, it was very important to share that the world of culture and art is not only in Istanbul, but also to share with artists that there are different structures and different contexts in Bursa, Ayvalık, Şirince, İzmir. I can say that its benefit to the region also brings dynamism to Istanbul which is the area of culture and art.” (K2)

With the project, artists from different countries live and produce here for three months, contributing economically to the region and creating new employment areas.

“Within the scope of the project, of course, we can say that there has also been an economic contribution to the region. In other words the fact that all these artists came and stayed here, lived here for 3 months, performed various productions has also made a serious economic transformation in this sense. From designer to editor, we created an actual employment with this project” (K2)

Project stakeholders note that art house work from a center in Turkey has enabled the Be Mobile Project to develop collaborations with local formations outside Istanbul and that artists from outside can come together with these formations. In this sense, it is emphasized that it has been an important and effective project in terms of increasing the interaction between different cities and artists. In addition, stakeholders believe that this is possible within the framework of the EU-supported project, where such international interactions are difficult under the conditions of Turkey.

“One of the starting points was as follows. In Turkey, the works related to the art house are carried out from a single center, so all the interactions of all artists coming and going here or abroad remain connected to a single city. However, in many points in Turkey, there are too many initiatives, too many formations. For example, in more rural areas, in smaller cities. These interactions can have much different social and artistic consequences. It is very difficult to open up to such experiences under the conditions of Turkey. That's what we cared about. To cooperate with local formations and to ensure that an artist from outside can benefit from the formation here, on the one hand, to be able to present the contributions of the artists there and to maintain this cooperation, this interaction. I think in that sense, the project was very meaningful and very effective. That's why we started the project very willingly and very excited”(K2.4)

When we look at the impact of the project on artists, it is said that it has offered artists different experiences, provided them with friendships and professional connections. The exchange program made it possible to implement the personal initiatives of the artists. In addition, it is emphasized that it was a very important project because it provided opportunities for artists to become beneficiaries of a free exchange program, to participate in a network consisting of academics, writers and other artists, to allow collaborations that could be established in the future.

“People probably had certain experience, especially the people who managed this process. You're doing an exchange program, and it coincides with a global pandemic, which is very challenging. I really think it contributed a lot more than I expected. It provided an opportunity to accomplish what was already my expectation as an audience. I mean, it had already met

expectations from the start, because it gave me the opportunity to create such a blog and somehow get close to the topic we were writing about. But I can explain the fact that it met more than my expectations as follows: the place I was going to was a beautiful place, so being in a place like this during the first shutdown pretty much prevented my anxiety. Second, among the people I was with, there were academics, there were writers, there were artists, and it was a very large group, so it wasn't just an exchange program on art. And there I made friends or met people I could work with in the future. It was something I didn't expect. You don't expect such a thing. So I can personally say that the project was very useful.” (K2.3)

“This project is a very good opportunity in terms of going to a place like this, participating in a guest artist program, especially going with a visa, covering your expenses etc. So it is very important to provide such a tool and opportunity to artists who are at the beginning and middle of their career, and I would like it to continue. (K2.3)

In light of these views, it can be said that the EU-supported project provides achievements based on individual development from the point of view of the project beneficiary artists.

➤ Active Citizenship

Looking at the perceptions on active citizenship of the project representatives, we see that active citizenship is defined as being in the decision-making mechanisms, participation, acting with collective consciousness.

“I perceive it as management. But not just in a bureaucratic sense. Considering the environmental, cultural and economic conditions of coexistence, I perceive it as Citizens' being able to take part in active decision-making mechanisms. In other words, to be able to actively participate in the processes of the decisions made about your life, your future, your life, rather than just being the practitioner of the decisions made by the people you have determined and who will decide on your behalf. I think in this way when it comes to active citizenship. And, of course, apart from some decision-making processes and bureaucratic situations, for example, in the case of a pandemic or in the case of a natural disaster such as an earthquake, fire, that is, in the case of a common disaster experienced all together or in the case of a difficult period, no matter how much state institutions do their part, the ability of the citizen to demonstrate their ability to act together, to organize and to create mechanisms for making the right decisions again depends on this active citizenship.” (K2.1)

“When I say active citizenship, I can't positively say it's about a concept like this. But I think of something like more participation, somehow getting involved in processes, having a say, and somehow shaping management, whether it's local or neighborhood-based.” (K2.3)

➤ Cooperation and Dialogue

It is stated that it is very important that IKSV work together with the other three institutions in the project, which strengthens the impact of the project. It is stated that the fact that institutions join forces through cooperation, or in a sense, unite forces, and that the communication between them was very strong was related to the impact of the project. In this regard, it is seen that EU-supported projects enable cooperation between CSOs. This can also be seen as an indication that organizations that are similar in approach and practice benefit from these supports together. It is also noted that there is a limitation that there are different examples of EU support being instrumental in bringing together different CSOs that are working in the same field but have not met or are not thinking of coming together before.

It is said that professors and academics contribute a lot to the establishment of inter-CSO dialogue and cooperation, which ensures that there are no problems with communication and avoid bureaucratic obstacles. Cooperation with the private sector is limited to ensuring the use of space.

“Our other three partners here are three very valuable institutions. And in fact, the fact that we have combined forces had a very good effect. Because when we reached out to the press or people who would be especially useful to the project's stance, this partnership has been something that has strengthened our influence very much. In fact, the fact that the project has so many partners and the fact that 4 institutions, as I said, have joined forces can be seen as a form of communication. The project itself, its own form, contributed to the communication itself.” (K2)

“In fact, we have always established these collaborations through certain professors or academics. In this way, communication becomes easier and faster. In other words, I can say that we have carried out this process with academics who are more organic, who have paid effort in this field, who can experience the excitement of such meetings, who can make such exchanges with their students together, rather than chasing some bureaucratic collaborations. In that sense, it has progressed very positively and smoothly from our point of view.” (K2)

“In fact, it was an extension of the cooperation that started with the Istanbul Biennial, and the cooperation with IKSŞ on their behalf was very valuable, as they set out on a mission to be active in the field of culture and art. We can say that their spaces, that is, the collective space that they created, hosted the events. We welcomed the audience there.” (K2.1)

A representative from one of the project stakeholders, says that they already have a good relationship and trust with IKSŞ, and therefore they enthusiastically accepted the Be Mobile Project without hesitation. Here; how important it is to become partnered with the project and how important it is to bring knowledge and skills together and produce them together is underlined. The EU-supported project has been instrumental in establishing a trust relationship between stakeholders. In addition, support allowed CSOs to achieve their own goals.

“As a matter of fact, IKSŞ and we have made frequent collaborations since the beginning of the village. It is an institution that we trust very much. I know they trust the village too. Since the education that needs to be done there, the goals of that education and what we want to do in Turkey and what we want to give to the young people in Turkey go very parallel, we have already become two institutions that trust each other very much and say, “if you are there, we are also there.” So when the proposal for the “Be Mobile ” Project came to us, we immediately accepted it with excitement without any doubt and stated that we wanted to be a part of it.” (K2.4)

“In our previous experiences, and also in this time, we have seen once again how important this partnership is, and how important it is to bring together our knowledge and skills and produce together. Civil society organizations accumulate information in different areas. Of course, when this information creates its own areas that are very discrete from each other, the interaction area becomes smaller. But when we put them together, it causes a very serious growth. The interaction is growing.” (K2.4)

If we consider the project as a whole, the most important contribution of EU support is to ensure that the project is made financially possible. The already developed capacity of IKSŞ, which is the project executor, suggests that EU support had a limited contribution to this capacity. Artists who are beneficiaries of the project have benefited from the project at an individual level. The most important contribution of the project is that it created a unity of power between CSOs and established processes based on mutual trust. This suggests that this EU-backed project has enabled the integration of similar CSOs in terms of their worldview and scope of activity. The most important effect of the project is that it provides the establishment of a network between Europe and Turkey. Project beneficiary artists have stated that they had access to this network and now plan to use it in their future work.

► Perceptions on Fund Processes

It is stated that the bureaucratic process of applying for European Union funds can force institutions, and even minor changes require serious labor. Expectations, such as writing daily activities, are considered a waste of time.

"Here's what I can say about the funding process. After hearing this call for funding and evaluating it with cultural institutions, we decided to prepare such a joint project. And all four institutions are involved in writing the text and preparing this title. (...) There is a very bureaucratic process here. It can be exhausting. Both in the preparation phase and in the functioning phase. In other words, it can take time to prepare a number of reports even for a change, even to understand what these desired things are. Preparing reports about what is being done every day feels like a waste of time." (K2)

On the other hand, it is stated that the project would not have been realized if it had not been for this funding source provided by the European Union. Project support financially made the implementation of the project possible.

"Without this fund, we would not have been able to carry out this project. The same goes for short film events. In addition, we put different models into operation to develop these resources, and projects can develop after the resources are provided. Therefore, such a multidisciplinary, multi-voice, multi-partner project, that is including 16 guest artist programs where 30 artists participated all of whom were mobile between Europe and Turkey, could not have been realized without this resource." (K2.1)

► Perceptions on Civil Society and EU

During the negotiations, project representatives stated that they believe that EU funds have improved the capacity of institutions and that employment has been provided within the framework of EU projects by establishing new teams.

"Of course, these projects allow the formation of new teams. Especially in terms of culture and art, there are a lot of art professionals who want to participate in similar projects in the critical area. And thanks to these projects, the door opens to different projects, as the areas of experience also expand in different processes. So it's absolutely obvious that it's expanding capacity. In fact, I know that there are teams that are not involved in a particular organization and just work on projects created with these funds." (K2)

It is stated by project stakeholders that EU funds support the institution financially, while also contributing to their visibility and reputation. At the same time, EU funds are thought to pave the way for new co-operation. EU funds provide the institutions with a reputation.

“Such grants have a very positive impact both financially and in terms of visibility and in terms of the implementation of the interactions we want to perform. It has a very positive impact on the recognition of the village, its reproduction as well as the sustainability of the activities we do there. I find EU projects very valuable, especially because they take place with the support of a large formation, not people, and they bring dignity and provide visibility. In addition, these projects allow us to realize cooperation opportunities that we cannot imagine. At this point, these supports are very valuable for an institution established with such local and personal efforts.” (K2.4)

Stating that projects that are considered valuable are always implemented thanks to the support of the European Union, the representative says that the source of support for civil society depends almost entirely on European Union funds, and that the civil society in Turkey will be left alone without these supports.

“Our sources of support depend entirely on the European Union. In other words, we are left alone without the support of the European Union. We have no other support. There is personal support, there is support from the public, but they are weak and not sustainable. The people's financial situation is already known. As a matter of fact, the most valuable projects I have carried out in my 20-year professional life have always been able to come to life with the support of the European Union. Therefore, it is very important.” (K2.4)

Women Will Change the World / KAMER Foundation

The aim of the project is to strengthen the capacities of CSOs in order to develop civil dialogue, participation and respectability. More specifically, the project aims to contribute to the empowerment of women's organizations working on gender-based violence through the exchange of knowledge and experience, as well as to provide quality and immediate support to beneficiaries, to strengthen relevant CSOs in terms of institutional and financial sustainability, and to encourage their participation in local, national and international decision-making processes.

As part of the research, in-depth interviews were conducted with 7 participants, consisting of representatives of the KAMER Foundation and project beneficiaries.

► Capacity of the Institution

It is stated that the KAMER Foundation has been working on violence against women since 1997, and its subsequent work areas have also been formed in line with developing needs. It is said that KAMER was first established in Diyarbakir, but then offices were opened in more than 20 provinces with the work carried out in accordance with the demands of the surrounding provinces.

“ The KAMER Foundation has been working on violence against women since 97, but its subsequent areas of work have been in line with developing needs.” (K3)

It is noted that the foundation has a sufficient number of human resources and has 65 actively insured employees. These employees include the central office in Diyarbakir and office employees in other provinces. It is stated that the foundation has its own technical staff, but there are also experts from whom they receive external support. In addition, they receive services from an independent audit firm that oversees annual activities.

"Our human resources capacity is currently sufficient. Anyone who actively works with us is insured. The number of insured employees is 65 people. We have a total of 65 insured employees, including our headquarters in Diyarbakir and our economic enterprise. Each unit is separated by itself, and the employee of each unit is also separate. We have enough employees." (K3)

"We have technical staff. As I just mentioned, the number of people working in each unit is determined. In the accounting and finance department, we have experts who provide technical support and external services. We have a pre-Accounting Unit working in our institution. In addition, we have a financial consultant for whom we receive outsourced services. We receive services from an audit firm to conduct our audits annually, and in addition, each project is audited annually by an independent audit firm designated by its final unit" (K3)

The fact that the foundation has a lot of visibility makes them different from other CSOs. It is underlined that they have shown their presence in all areas. It is also highlighted that the foundation cannot find a place in the mainstream media and wants to be involved.

"Our most distinguishing feature from other CSOs is that we are visible. We can show our presence in all areas. Because, as you said, our friends in all our departments update our reports and keep them ready at all times. But our visibility is lower in cities such as Ankara, Aydin, Nevsehir, Konya, because we do not participate in the mainstream media. There is such a situation. Actually, we don't want to be involved here. So there is already a link between those involved. I have to say that the recognition of the organization is higher within the region." (K3)

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Project Impact

Project representatives state that the work carried out within the scope of the "Women Will Change the World" project started by identifying civil society organizations in the provinces, and then a preliminary study was carried out with these organizations for their needs.

"First, we identified civil society organizations in our provinces. Then we identified those in our areas. Then we did preliminary work with them and a preliminary preparation. What do they need? Why do they need support? Which support do they want?. We did research on it and passed it on to our coordinator. So we began our work. We mostly wanted to work with associations that perform projects for Women" (K3)

"In this project, we worked together with civil society organizations, focused on their problems, and shared their problems in the project. We've had that kind of experience." (K3)

Sharing KAMER's existing knowledge and continuing communication with the institutions and individuals involved in the sharing is expressed as one of the most important outputs of the project. In addition, the prepared handbook is seen as one of the effective outputs of the project.

"The project is based on sharing KAMER's experience and learning about new developments in the field, new CSOs here and their methods. So this is a mutual learning and experience sharing project" (K3)

"The manual is in all of our bags. I think that's one of the most important sources for us. It was prepared for everyone to benefit from." (K3.1)

In fact, we see that KAMER contributes to the strengthening of CSOs by acting as a guide in the project, while it is stated that the organizations involved in the project are together, but each organization is moving on its own path.

"We're going our own way. So we're aware of this situation and we're trying to get them to look at the issues from a broader perspective when making decisions together. (K3)

In in-depth interviews with CSOs that are the beneficiaries of the project, it is stated that KAMER's being very active in the field has a great effect on its success.

I think the biggest success factor for KAMER is that they are constantly on the field and that they touch the person with whom they raise awareness through face-to-face interviews. (K3.1)

While it is stated that KAMER is a pioneering organization in the region, it is stated that KAMER shares its experiences and all its knowledge and guides newly established organizations.

"You asked about KAMER's success factors, it is KAMER itself I think. When the Yüksekova Women's Social Support Association was opened, KAMER opened all its doors and was ready to talk about all its experiences. Our first project was to be a woman in Yüksekova, and our first partner was the KAMER Foundation and our project partner. In all our work, it shared all of its experiences. We didn't know how to be a team, and we learned from KAMER. After Kamer's awareness study, we noticed that perceptions changed. (K3.2)

"A big meeting was held in Diyarbakır in KAMER's "Women Will Change the World" project. I attended there. It was the first time that I saw so many people working in the field of women gathered together. This affected me very much. We went with the team everywhere. Do you know what we think every time we take a step? "KAMER does it like this and we should do it like this" "but KAMER was not doing it like this". So there are principles that we read item by item and always turn and check. We explain the KAMER Foundation to our environment. We especially recommend the website to those who do not know. We show their brochures. We went and saw. An institution that acts independently and can think independently. In fact, several associations were opened after us in Yüksekova and Hakkari. The first institution we shared our goals was the Kamer Foundation. (K3.1)

It is emphasized that KAMER also supports institutions in finding funds, writing projects and implementing the project, and contributes to the strengthening of institutions both spiritually and financially by doing these without waiting for a return.

"The KAMER Foundation primarily supported our association at the funding stage. Later, they supported the writing phase of the project. After our project was accepted, they supported us at every stage. We did a playing group, awareness group, neighbourhood work together. They taught us how these were done on the field. What impressed us most at KAMER? When you come in, you feel at home. Second, they share all their knowledge and experience with you very modestly without waiting for a return, and they are as close to you as a phone call whenever you need them. They support you in every sense." (K3.1)

"The contribution given to us by this "Women Will Change the World" project is very important. They provided our material or spiritual strength. So when they supported us, we got stronger. We found life in them. We have received their contributions. (K3.1)

► Active Citizenship

It is stated that active citizenship starts with individuals saying they should do something. It is underlined that it is very important for individuals to take action and responsibility for the issues they are uncomfortable with. Again, awareness and questioning are said to be important factors for active citizenship.

"When you say "I have to do something and the motion starts with me" then active citizenship can start." (K3)

"It is to question and be uncomfortable with a certain subject. But it is also very important to be an individual and take responsibility for yourself to ensure participation here" (K3)

"I think it is to act consciously by questioning in the face of any situation or problem we encounter in business or on the street. (K3.1)

► Cooperation and Dialogue

It is noted that the volunteer circle of the KAMER Foundation consists of experts, and it seems that the contacts it establishes actually improve dialogue and cooperation. Emphasis is placed on the importance of joint discussions and common sense meetings, in which KAMER participates in and is conducted with experts in the field.

"KAMER already has a circle of volunteers. There are academics and experts. And there are lawyers. We can get support from all these teams." (K3)

"Of course, we attend many meetings. We go to meetings prepared by both universities and private sectors. So we have the opportunity to introduce ourselves. It's important to meet in joint collaborations. Because with these meetings, we decide on issues such as "hosting training" "media communication" by brainstorming and evaluating the options we have " (K3)

It is stated that their dialogue with public institutions is visit-based. It is also expressed that the same institutions have been visited more than once for the development of dialogue.

"We made visits to public institutions. One visit is not enough. A few things need to be done at the same time. And some institutions need to be visited more than once. With these visits, it was possible for institutions to come together with project components." (K3)

► Perceptions of Fund Processes

It is stated that KAMER Foundation produces projects in line with the needs, and in this direction, they bring these projects together with the right funds and apply. In a possible funding announcement, it is said that the foundation has already found something as an idea.

"We are following the announcements. We know our needs. We know from the area that there is a need. Then we follow up funding status. It will be great if they can meet each other. Because the process in which the need is formed sometimes takes shape when you live together. Therefore, when the fund announcement comes out, only 1-2 small touches are required. Then the idea is formed" (K3)

► Perceptions on Civil Society and EU Funds

It is stated that civil society organizations in Turkey are weak in sharing their experiences and collaborating. It is important that organizations must have budgets to survive, continue their activities and achieve their goals. It is underlined that it is important for civil society organizations to share their experiences in resource and capacity building.

“Civil society organizations are weak in sharing their experiences or cooperation, unfortunately. So, yes, everyone wants to stay afloat and achieve their goals, but we have to have a certain budget to do these activities. Most organizations are still closed on sharing their experiences and still closed on collaboration. We can see that. As I said before I do not believe that we are still adequately trained in capacity building.” (K3)

It is noted that civil society platforms in Turkey are having difficulties to survive, and there are not enough resources for this. Existing platforms are said to be unable to continue because they do not have sufficient facilities.

“Resource must be allocated that will ensure growth and the people who brought out the civil society movement must have been bothered by something first, so that it would come out. So he already has a discomfort in the society. And he can't find a source as well.” (K3)

Disabled Rights Advocacy Information Project / Social Rights and Research Association (TOHAD)

The project, implemented under the “local CSOs Grant Program”, aims to strengthen the human rights-based advocacy activities of civil society organizations, advocates and activists working in the field of disability. The in-depth interviews conducted within the scope of the research also included the Disability Rights Advocacy Project and the Disability Rights Monitoring Group Project carried out by TOHAD, and TOHAD's activities and view were tried to be addressed and analyzed in all aspects.

► Capacity of the Institution

It is stated that the association is an organization that performs advocacy-based work to implement the rights of disadvantaged groups such as disabled, elderly, women, children, especially disabled people, arising from the international conventions, the Constitution and laws, and to prevent discrimination, and mainly performs rights-based work. It is stated that the organization does not serve individuals, but rather works at the level of rights. It is said that the association was founded by a group of academics, lawyers and experts. It is underlined that the organization is not a mass organization, has a closed structure and does not have fundraising activities. It is stated that the association does not accept any support from any public institution in order to protect its independence. In addition, they underline the importance of operating simultaneously with different sectors, and in this sense, they serve as an incubator. It is also stated that they give capacity building training to CSOs working in the field and this is one of the differences of the association.

“*The association is an organization that performs advocacy-based work to implement the rights of disadvantaged groups such as disabled, elderly, women, children, especially disabled people, arising from the international conventions, the Constitution and laws, and to prevent discrimination, This is our format, but its main emphasis is to do rights-based efforts. We are working more at the level of rights. It is an organization founded by a group of academics, lawyers and experts who have previously worked in various organizations.” (K4)*

"We have a closed-type organization. We're not a mass organization. We are not engaged in any kind of fundraising activity. We do not accept or receive any assistance from public institutions in order to maintain our independence and we are not receiving funds. We can only indirectly aspire to European Union funds, and it is very important for us to operate simultaneously in 4-5 sectors that complement each other. What is that? Monitoring, reporting, administrative and legal application processes. We do public awareness work, but more importantly, you can also think of us as an incubation center. We provide capacity building trainings to civil society organizations working in the field. It's probably our biggest difference; we provide capacity." (K4)

It is said that the association has a small number of Professional Employees, is a small-scale organization, but its capacity grows and decreases according to its activities. It is stated that they receive expert volunteer support on the basis of the project, other than that they do not accept volunteers.

"Our number of Professional Employees is very small. Our biggest difference is that we are a small-scale organization, and we can expand and shrink instantly according to the activity. So we can change the structure immediately. We are changing our working activity as required by a situation. We have a very interesting capacity aspect rather than human resources. I guess that's what makes us different. We do not receive voluntary support in the classical sense. Not everyone who comes here can be volunteers in our association. We receive expert volunteer support on a project basis or on a work basis." (K4)

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It is stated that TOHAD's financial capacity is weak and that it can work when resources are available on a project basis. It is expressed that when the resources are not available, they contribute to the field by being involved in projects already carried out by other institutions. In addition, it is stated that advocacy does not require much cost and that they exclude some activity items and carry out the activity by reducing it to only administrative and legal applications.

"We have quite weak financial capacity. When we find resources on a project basis, we conduct direct work. When we cannot find a resource based on the project, we contribute to the field by participating in the projects carried out. I mean, for example, what does an organization want from us? For example, there is a project. There are capacity building training sessions there. They are asking us to join. That's how we can support it, but we have an advantage. Advocacy is not really an area that requires a lot of expense. For example, in such cases, we exclude some items of activity and reduce our activity to the level of administrative and legal applications. We continue that way. So we can continue to work effectively." (K4)

It is noted that the association does not have much visibility in public, but has visibility for organizations in the field. It is emphasized that strong cooperation with organizations in the field provides this visibility. Again, they also have a high level of visibility in public institutions which are their interlocutors.

"We are an organization that does not have much visibility in terms of the work we do before the public, but we have a very serious visibility on the organizations in our field. In other words, organizations in the field know us very well. Because we collect them in various networks, we provide capacity building trainings and we develop joint advocacy movements with them. Our visibility is very good in this area. Our visibility in terms of addressed public institutions is also at a good level. " (K4)

► Project Impact

It is stated that the ultimate goal of the project is to prevent the loss of rights and discrimination that disabled individuals are exposed to due to not being able to benefit from the laws in society, and it is aimed to give civil society organizations the capacity to carry out effective advocacy activities in order to achieve this goal. It is said that the project has had a great impact on the transformation of organizations that did not have a real advocacy action before in various regions of Anatolia into serious advocacy organizations and created awareness for the organizations to see that the problems of individuals with disabilities are a right issue.

“The ultimate goal of this project is, above all, to prevent the loss of rights and discrimination that disabled individuals are exposed to due to the inability to benefit from the laws in society. In order to achieve this ultimate goal, it is important to give civil society organizations the capacity to engage in effective advocacy work.” (K4)

“This project has been a very important project for us. Because the organizations in a wide variety of regions of Anatolia that had not previously had even the slightest action in the sense of classical and real advocacy have turned into serious advocacy organizations. Thanks to this project, these organizations saw that the problems of people with disabilities are a question of rights. They realized that it was not a question of help and compassion, but of rights, and that these rights could only be achieved through advocacy efforts.” (K4)

It is stated that after the trainings held within the scope of the project, the organizations thought that they would work in their own fields after these trainings, but fortunately the organizations formed an unnamed network with each other. Afterwards, it is stated that this has turned into a demand and it is desired to create a platform. It is stated that the trainings provided within the scope of the project has empowerment content such as how to write a petition, how to communicate with whom, but also, after the trainings, the beneficiaries are also strengthened in both monitoring and reporting. It is said that one of the most important outputs of the project is to create a common action culture.

“The culture of joint action was an outcome we didn't expect. We thought that organizations would only work in their fields after receiving training. Now all these organizations have become an unnamed network within themselves. After that, these organizations that we trained offered to create a platform. They wanted us to do more training, as the training we had given before was at a basic level. When I say advocacy training, it's not at such an advanced level, it's at a basic level. It's actually a basic-level petition. We taught them how to prepare and what to say when they meet with a mayor. Now they will both learn about them and then do monitoring and reporting work, which is the most important output. A common culture of action has been formed.” (K4)

It is stated that TOHAD's visibility and impact power has increased significantly with the project. It is stated that approximately 40 organizations will participate in any activity. It is underlined that in addition to their increased visibility and power of influence, their capacity-building activities have also increased.

“Our visibility has increased very significantly. Our visibility within the sector has increased. Second, our influence has increased. Now, for example, when we say that we are running a campaign here, we have 20-30 and even 40 organizations that can come after us. So our influence has increased. Of course, our capacity building activity has also increased. So we're learning.” (K4)

The stakeholder of the project states that the project opened up a lot of space for them and then they worked with TOHAD. They say that they will receive funding from the Sabancı Foundation and form a team in cooperation with different stakeholders, which is thanks to the project.

“After our contacts during that period, we carried out many projects with TOHAD to develop perspective. Now, we will most likely receive funds from the Sabancı Foundation starting in January. With ERG, TOHAD and SEÇBİR, we will start this work by forming a recital and forming a team on education monitoring and the rights of disabled children. This is an effect of the EU project. It is the result of this project that brought us to this point. (K4.1)

➤ Active Citizenship

Active citizenship is perceived as self-advocacy, being sensitive to problems, participation in decision-making mechanisms.

“First of all, I think of self-advocacy and adoption of the problem by the problem owners. Second, when I think of the concept of active citizenship, I think that society should be sensitive to the problems of disadvantaged groups.” (K4)

“When I think of active citizenship, participation mechanisms come to my mind. I think it is necessary to think a little more about what kind of mechanisms will actually pave the way for active citizenship.” (K4.1)

➤ Cooperation and Dialogue

Because of the association's advocacy-based efforts, they prefer to collaborate with universities and work together. In addition, it is said that a report has been submitted to the Ministry of National Education. It is underlined that the association has been active in institutional and academic collaborations since its establishment.

“Universities like to work with organisations like us because we work on an advocacy basis. Our portfolio is vast. We scanned textbooks with Bilgi University. We submitted a report to the Ministry of Education. İstanbul University has a center called ENUYGAR. Meaning: Disability Research and Practice. There we are in the status of a consulting organization. We teach courses in their master's programs. Therefore, since the beginning, that is, since we were founded, we have relations and collaborations with them not only at the academic level, but also at the institutional level.” (K4)

It is stated that the association does not have direct relations with local governments, but the stakeholders participating in the training have entered into relations with local governments after the training. Thus, the association is said to have created such a network of cooperation, even if not directly.

“We do not have a direct relationship with local governments, but we have a relationship through the actions developed by the organizations involved in our capacity building efforts and these projects. After training sessions, we talk about the works that can be done in municipalities, for example. We're giving them recommendations. We identify the issues that will be discussed, and people go and negotiate with municipalities in this context.” (K4)

It is said that TOHAD does not have strong relations with private sector organizations, but those who want to do something about the disabled contact them. It is stated that private sector organizations receive consultancy from them in their work for the disabled. It is stated that the consultancy requests forwarded in the axis of social responsibility are not accepted due to TOHAD's opposition to the concept of social responsibility. In addition, it is stated that they are in communication and dialogue with public institutions, but their relations are more formal.

"I can't say that we have a very strong relationship with the private sector, but companies that want to do something about disabled people can communicate with us. So it's actually a specific relationship. For example, we recently established a collaboration with a private bank. They want to develop barrier-free banking services. So we're a consultant for this bank. They can ask us for advice and opinions regarding the accessibility regulations of the energy group within a large holding throughout Turkey.. But usually the demands come from them. Because unfortunately, the private sector's view of the issues we work on is realized within the framework of social responsibility. We are already against that concept of social responsibility." (K4)

"We are very good with parties other than public bodies. But we have a more formal and limited relationship with them." (K4)

▶ Perceptions on Fund Processes

The fact that the application process is in English is mentioned as a problem. It is stated that this problem even led to the loss of the project. Another problem is cited as documentation responsibilities. In addition, the long return and the prolongation of the waiting period are stated as problems in the changes to be made.

"Although it is not a problem for us, I think the biggest problem in the application process is that the applications are made in English. You have to make your applications in a foreign language, and this is a very serious problem. We raise advocacy awareness in organizations in the field. We develop project ideas with these people, we develop work ideas, but it is very difficult for these organizations to reach English. As far as we can see, the translators found by these organizations do very bad translations and therefore these organizations cannot tell us their troubles. That's why there are many organizations that lost projects. The project experience section in the application forms is very difficult for these organizations." (K4)

"There are many difficulties in the documentation part. Too many supporting documents related to a meeting are requested. We understand this. This is an important security requirement. But this situation becomes a very serious operational burden." (K4)

"Apart from these, document completion and financial returns are very troublesome." (K4)

▶ Perceptions on Civil Society and EU Funds

It is emphasized that Turkish civil society, especially advocacy-based CSOs, can continue their activities thanks to EU funds and CSOs operating on a national scale can also continue their activities through donations, but the only source of income for local CSOs is usually EU funds.

"An organization that wants to work on an advocacy basis in Turkey, no matter what field, can only survive with EU funds. As soon as EU funds are cut, advocacy-focused work in Turkey looks like it has been cut with a knife. This may not be especially true for women's organizations or for organizations with strong intellectual aspects. Because those people there can pay their dues or something, but the organizations that are growing in Anatolia don't have a chance. Organizations that serve people with low socio-economic profiles and work for refugees, disabled people, poor children, slums and romany have no chance. No one goes to a Romany organization and makes a donation." (K4)

When the human resource capacity of the civil society sector is evaluated, the low number of experts in the field of civil society is shown as the reason for the need to be in the field of civil society voluntarily for a long time.

“The area of civil society that deals with rights is an area that requires expertise. It is a difficult process for a person to specialize in civil society and then maintain his life here. Because this person needs to be a professional after volunteering for a long time. But because the number of experts needed by the sector is small, many experts cannot complete or be patient with this transition process. Many are forced to leave the sector because it takes so long. So we're losing a lot of people close to being experts. For example, someone comes in, works for three years, learns, but before they reach the employment stage, they have no stamina and go out of the system. Second, let's say he came, specialized, found a job in a professional sense, the European Union funds work very well at this point but when you can't achieve sustainability there, he has to leave the sector after becoming such a highly qualified specialist at such a high level. We know a lot of guys like that. That's a problem.” (K4)

It is stated that receiving funds from the European Union is a situation that provides a reputation for all stakeholders.

“Receiving a European Union fund has another reputation. This is real. For example, we receive funds from many different institutions, national and international organizations and Consulates. We become partners with them. Or we serve as project executor. In this sense, there is a strong reputation for receiving a European Union fund or being a stakeholder in the received Fund.”

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Quality Communication in Health with Strong CSO “SAĀKAL” / Quality in Health Association (SAĀKAL)

The project, carried out by the Association for Quality in Health, aims to ensure that SAĀKAL can have an impact that can create awareness in the public by improving its administrative, advocacy and communication skills. In addition, SAĀKAL, who developed the Hope Workshop Project, is conducting facilitating activities that will directly support the lives of cancer patients and their relatives. Within the scope of the project, in-depth interviews were held with 11 people, including project coordinators, implementers, cooperation stakeholders and association volunteers, and the findings from these interviews were discussed under the headings of project impact, funding processes, civil society and EU funding perception, active citizenship, cooperation and dialogue.

► Capacity of the Institution

SAĀKAL representatives define the main feature that distinguishes their organizations from other CSOs as the fact that the organization's Board of Directors consists of experts in their thematic fields. In this aspect, the organization highlights its expertise capacity. In addition, the fact that the board of directors consists of an expert team is expressed as factors that strengthen the transparency and accountability of the organization. The fact that the organization has a strong communication network is cited as another feature that strengthens the organization and distinguishes it from other CSOs. This communication network is also thought to increase trust in the organization and pave the way for collaborations.

“ What distinguishes us from other CSOs is that we have a board chairman who is an expert on these issues. All activities carried out are discussed very clearly. All of the donations made to the association are transferred to the relevant hope houses. The association does not have any other activities, so it has a single focus. In this case, it gives people confidence in donations and sponsorships. Another feature that makes a difference is that our Board of Directors has a very serious network. Obviously, our institution has an image and prestige that is loved, trusted and desired to be cooperated by the people living in Izmir as well as public institutions and civil society organizations here.” (K5)

“We can see that we are growing, but we cannot grow massively. Because there are very few people who are interested in such things. Dealing with cancer scares people and creates fear. It is at this point that we realized that we should establish an awareness system with our own members and that we should institutionalize. Because if we serve 13,000 people in three years, we will serve 60,000 people in ten years. And if something happens to us, will this service be able to continue? If we don't institutionalize, this service won't continue. For this reason, we applied for this European Union project. Because one day, when we're tired, we need to educate the people who will do it for us.” (K5.1)

As it stands out in the quote, it is stated that the application for the EU grant was made in order to contribute to the institutionalization of the organization. It is stated that the human resource capacity showed only a partial improvement before the EU grant. In SAĞKAL, which continued its activities with the support of members and volunteers before the EU grant, we observed that the human resources capacity increased with the project. While the CSO employed a project coordinator, project expert, institutionalization guide within the scope of the project, it also started to attach importance to media and communication issues. It is expressed that social media specialists are employed part-time within SAĞKAL. It is stated that the social media visibility has increased at the same rate after the increase of the importance given by the organization to communication activities and the start of working with professionals on this issue.

“Before 2019, the association did not have any full-time employees. Now after the project in 2019, we have one project coordinator and one project expert. We had two employees in 2019, we are now getting part-time support for social media. We receive digital communication expertise support from the same expert.” (K5)

“One of the activities of our project in 2019 was the effective implementation of communication and promotion activities, and we re-created our corporate identity within the scope of this project and collected all our web pages and social media accounts under one roof in accordance with this corporate identity. 2019 was the year of recovery and design. As of 2020, we conduct all our accounts holistically. In other words, we have transferred our contracts to another firm, that is, to a more professional firm, with respect to our web pages. But now, in our social media management on sites like Facebook, everything is managed integrated with smaller texts and fewer photos and other media, and our social media performance has started to increase even more by 2020.” (K5)

We see that the project also improved the financial capacity of the organization. Corporate and individual donations and sponsorships constitute the source of income of SAĞKAL, which does not receive dues from its members. Although the strong communication network makes it easy to receive donations, it is not seen as a sustainable system and it is stated that they need more funding sources.

“Until today, corporate and individual donation and sponsor groups have always been at the forefront in creating financial resources and fundraising in SAĀKAL. We are an association that does not receive dues from its members. Our biggest income is donations and sponsorships. These donations come on religious holidays, special days, invitations. But we need bigger projects, more comprehensive projects in terms of institutionalization. Our current structure is not very sustainable. Because we need to access different sources of funding. We think we are good compared to other CSOs and compared to local CSOs.” (K5)

“The European Union Project was the most systematic project carried out by SAĀKAL in terms of both size and regularity. Other than that, our income comes from donations, sponsorships and events organized. But that's not enough.” (K5.2)

The EU grant met SAĀKAL's institutionalization expectation before the application, and the EU-supported project was carried out in a more systematic and orderly manner, unlike previous projects, and provided a learning process for the establishment.

Project Impact

We see that the EU grant received by SAĀKAL, known and visible with the Hope Houses project, both accelerated the institutionalization process and expanded the scope of the Hope Houses project.

Project representatives see the characteristics of an effective project as being need-oriented, providing a solution for meeting these needs and collaborating with inclusive stakeholders. They define the purpose of their projects as enabling SAĀKAL to become an CSO with high power to create public opinion and to improve their administrative, advocacy and communication skills. It is stated that SAĀKAL focused on breast cancer studies that require technical expertise before 2019, but later went out of breast cancer studies with the EU project and started to support patients for a healthy life and contribute to a healthier aging. In this respect, EU support has contributed to the CSO to work directly with the target audience and to produce solutions for the needs of the target audience. In addition, the project increases the capacity of the CSO to create public opinion by improving its institutional capacity, advocacy aspects and communication skills.

“I think the most important part of a project is the need to be focused. Whether it's focused on the right needs is important, are there really proper and inclusive stakeholders in solving this problem? When I look at it through the eyes of a project executive, I can see whether "Did the project come out of the right need?", "Does the proposed solution meet the need?" or "Is this solution provided with the participation of the right stakeholders?" In other words, apart from the executor of the project, the cooperating and supporting institutions are also the determining factors here.” (K5)

“The overall goal of our project was to ensure that SAĀKAL was an CSO with a high public power. Our goal was to improve the administrative, advocacy and communication skills of SAĀKAL. And here we also planned the European Quality Foundation's EFQM Excellence Model Self-assessment Score as a performance indicator to measure whether the association has achieved its overall goal. Because it's a very holistic performance indicator.” (K5)

“The most successful initiative made by conscious administrations in the private sector is to work on future scenarios. I think SAĀKAL did this. The period when it is best known is the period when it intervened very seriously with breast cancer along with the houses of hope. SAĀKAL could only continue in this dimension if they wanted. But with this project, they planned how to take this business to a different dimension and what they could do in the field of health, except

for breast cancer. They performed research in this field and acted as a pioneer. This is one of the most precious points for me.” (K5)

“Before 2019, we were only focused on breast cancer. And with our plan in 2019, we thought we should be a guide to healthy living on the more proactive side, not just to help the patients after they get sick. Our work on Hope Houses will continue. But as with any project management approach, we thought that we should be at a pro-active stage, and we moved this mission to a higher umbrella and a higher title with the definition of protecting community health by contributing to healthy aging of the individuals.” (K5)

It is stated that SAĞKAL, which continued their activities with the knowledge and experience of the volunteers before the project, became institutionalized with the project, took on a sustainable structure and increased their visibility. In addition, it is reported that this fund they received strengthened them spiritually as well as financially. It is also expressed that with the project, the organization has become more recognized and the patients knew Hope Houses better. In addition, it is stated that with the project, the volunteers are trained and their belonging has changed positively. In addition, it is observed that the CSO started to use the human resources more effectively with the project and formed working groups.

“This project was really a lifeline for a civil society organization that works so consciously and so hard to continue its life. Both financially and spiritually, I think the spiritual aspect was much more powerful.” (K5)

“I think the project has made a great contribution, because we have become more institutionalized and have become more grounded. Before, there were no study groups, and everyone was doing something. But now there are working groups, everyone does their job. Our training group is different. I run social relations. Other groups are running projects. Everyone is in a relationship and doing their job, and our working groups are directed to the board of directors. In other words, the board of directors does not even come and say “do this”, we go to the board of directors and say we want to do this. They say “you can” or “you can't”. It has been a very different system.” (K5.3)

“Our aim in these works was to institutionalize SAĞKAL and thus to open more Hope Houses. A woman staying in our Hope House said: “The best thing that has happened to me in my life is to have breast cancer. Fortunately, I had breast cancer and I'm glad I came to Hope Houses and my awareness about my own life increased”. As SAĞKAL, we realized that we heard this more with the service we provided in our houses of hope. ” (K5)

“Our original intention was to develop our capacity. But in order for you to develop your capacity, you must first count what you are doing. And we, unfortunately, did not have this information. Of course, we were counting, but it was random. But now we can put the numerical values we have on the table very comfortably and market them. What's marketing? If you want support from somewhere or if you want volunteers, you have to express yourself first, and saying “I have good intentions” is not enough. That's why our books have been prepared. As part of these studies, dozens of our volunteers received training on this subject, and thus we know that their belonging has changed because we have seen their measurements. Our support groups got to know us better and their confidence in their work increased (...) as I said, thanks to this project, we have significantly increased both the acceptance and visibility of the association. These are important contributions that the project offers to the association.

And so far, we've had a more superficial relationship with our information, but now we've made them better quality, more standard, and records are better controlled. So I think we've moved on to a much higher quality communication portfolio." (K5.1)

"This project is a capacity project. So if we couldn't do that, our association wouldn't be able to do what it's starting to do now. For once, this was our most important gain. Our goal was to strengthen our infrastructure and establish a more institutional organization. This project has led us to achieve our goals of gaining the reputation we mentioned, paving the way for new studies or becoming better acquainted with ourselves, being able to be qualitatively and quantifiably evaluated." (K5)

It is seen that the EU supported project also contributes to the recognition and visibility of the CSO.

"We weren't recognized. Thanks to this grant, we now have fixtures, pens. We became visible everywhere. We went to universities. We held training sessions in universities. We have done very good work in our hope houses. I mean, it was really what we needed. I mean, it has made a huge contribution to us in terms of recognition and visibility. Because women lying in hospital gardens need to know us, to know us so that they can take shelter in our homes. That makes us very happy. Thanks to the European Union, we are recognized here. I get excited when this comes up. If we hadn't received this grant, we wouldn't have been so recognized, and women lying in hospital gardens would have continued to lie down without knowing us." (K5.3)

"In other words, doctors could not spare time for promoting from writing, working and producing projects. They couldn't display their showcases. So you gave us the opportunity to be a showcase. Before this, no one knew about us that much. However, we have so many duties. They even say "I'm glad I got this disease and met this association. I'm glad I used these houses". They are happy to meet us. But awareness is important to us. You provided it, that's why I am so moved." (K5.3)

"Our capacity is filled. Indeed, everyone is now getting to know the SAĜKAL. One day, everyone will know SAĜKAL. It's very important for me to be recognized. And our training has been very effective, and many people have participated in our training. That is also very important. The participants said, " What a beautiful and high-quality Association and how beautiful training they provide, how do they do these? There used to be training in the past, but even we didn't hear it. Doctors were gathering among themselves and providing training to patients and relatives of patients. But our current training is attended by volunteers, volunteer circles, those who want to be good and everyone who works with CSOs. So it has been very different." (K5.3)

The commitment of the project volunteers and stakeholders to the project is quite high. In addition, volunteers and municipal stakeholders think that the project contributed to growth, so that more people could be contacted.

"The project really brought me life. As I said, my treatment process had just begun. I waited enthusiastically to join here and it was very good for me. Our incoming and outgoing beneficiaries have stayed here for 11 thousand nights in total since the day it was opened. That is not a small number. Those people gave me life. If we could give life to them in return then I am the happiest person in the world and I am aware of this, I see. (K5.3)

"We can reach a lot of people on a common ground very quickly. More importantly, people can reach us, and now we are starting to grow. The number of Hope Houses will increase. As I said, the most important point is that at a time when these people are very helpless, they feel very desperate, they actually see that people they never knew can be with them, and they start to feel as individuals. We're touching those people's lives. We're growing like an avalanche. We touch a lot of people's lives. I'm saying touching life is like a fingerprint. They also spread it around themselves. Actually, we're not just housing, as I said, we're also educating these women. They become stronger mothers, more confident wives, and more solidarity neighbors, relatives. I think we're infecting the goodness in this project. In short, I can say: we infect the goodness and show people that they are not helpless." (K5.4)

The recognition and visibility provided by the project carried out with the support of the EU also allows the number of Hope Houses to increase. It is said that contacts have been made with local governments other than Izmir to open a Hope House.

"We used to say to people, "We have such beautiful houses here. Let everyone around you come and stay with us. We meet all their needs, we can afford it ". But we could not afford to be known and recognized." (K5.3)

"After this EU project, we have become institutionalized and structured. Balçova Hope House became a role model. We started to grow. The biggest support of this EU project was to institutionalize Hope House. All of these strengthened during the institutionalization period. This was the project's contribution to Hope Houses. On the other hand, while the beneficiaries talk about the Hope House, they now say that it is "a project that has received support from the EU". We have started to receive support from everywhere, financially and morally. I think that was its biggest contribution. " (K5.4)

It can be said that the Hope House, which was carried out within the scope of the project with the support of the EU, has turned into a role model that meets the needs in the field of health.

➤ Active Citizenship

Project executives see active citizenship as taking steps to solve a problem and civil participation. Similarly, volunteers consider working in the association and meeting the needs of people who benefit from Hope Houses as active citizenship.

"Active citizenship can be interpreted as a person's not completely alienating from the society in which he lives and taking any initiative in the local level to solve any problem that he sees in the society rather than just a masochistic criticism. It can be any CSO, it can be a group of three or five friends. I consider this as an effort to be part of the solution. And active citizenship is very valuable in my opinion. Because if you look around with a solution-oriented point of view, then this will become a culture. If the problem is small, you solve it accordingly, but if the problem is big, you want to take part in different organizations for its solution. I think active citizenship is conscientious citizenship because I think every citizen should have a conscience. (K5)

"So, in the end, active citizenship means civic participation. Likewise, we perform volunteer management when we try to attract our volunteers to the meetings that we hold, and that's what we're trying to achieve. I think we're raising awareness about this as well." (K5)

“First, I think of self-fulfilling individuals. I think active citizens should be like us. In CSOs, everyone has to put the needs of others ahead of their own needs. For example, when our children are at home, we come and work in the association. This is an example of active citizenship.” (K5.3)

The project is also thought to contribute to active citizenship. It is stated that women who benefit from the House of Hope are supported through relations with the public and local administration.

“We're not just providing housing here. We are providing all kinds of support and are on their side to resolve their problems that will slow down the treatment of these patients or take them away from life.” (K5.4)

In addition, the training sessions organized are considered as the project's contribution to active citizenship. It is thought that the training sessions contribute to active citizenship by increasing awareness on the subject, and the fact that the CSO has a defined mission and vision strengthens the stance of the CSO.

“We conducted very good trainings, and thanks to these training sessions, everyone became more conscious. Civil society organizations are also now working more consciously. Our friends, who used to work at Hope houses, were giving us information about how civil society organizations should be. But now we have formed our mission and vision ourselves and learned all the processes. This is how this project contributed to active citizenship.” (K5.3)

Cooperation and Dialogue

In the eyes of project executives and stakeholders, SAĞKAL's cooperation with Balçova Municipality is seen as a successful example of local government and CSO cooperation. The representative of the municipality says that this cooperation with SAĞKAL has positively changed the perspective on cooperation with CSOs. In addition, it is believed that cooperation will be easier to establish if not get stuck in bureaucratic obstacles of local governments. In addition, it is thought that CSOs which cooperated within the scope of the project contributed to their institutional perspective development. The project is thought to have an impact on the recognition of civil society organizations and the development of new collaborations.

“Actually, it was a place I didn't know about when I arrived. But now I see this project as one of the exemplary projects in which CSOs and the local and public work in great cooperation. I think there are very few CSOs that can achieve this. Municipalities provide a remarkable amount of support, they pay a great deal of attention. My own municipality and the Metropolitan Municipality really care about this project, they value it very much and they make all the contribution they can. In fact, this is something that they and the local authorities want to do. Because it's a social service and a service to people. In other words, as I said, this project is one of the projects that our municipality cares about and values very much, and our municipality is ready to give all kinds of support.” (K5.4)

“Local governments in Turkey need to have a stronger structure. After all, they need to increase their work with us. But there are a lot of red tape barriers in these local governments. Therefore, when the bureaucracy and dependence of local governments in Turkey decreases, we, as civil society, will work more comfortably with local governments. We are one of the luckiest in this regard because, as I said, our relations with the central administration are also good. In this way, we carried out our efforts even in a structure consisting of different stakeholders in Izmir. So we're a good example of that, too. (K5)

The EU-supported project is instrumental in changing the perception of CSOs in the eyes of local government representatives who have low confidence in CSOs. It can be said that the collaborations established through the project are effective in removing the perceptual barriers in front of the local government-CSO collaborations. In addition, these projects also provide the exchange and transfer of knowledge and experience between institutions.

"I've always worked in social services, but I was a little more desperate. I met SAĀKAL at a time when I thought everyone was living on the edges, people were alone and struggling with their troubles, their problems alone. In fact, I've witnessed that even the people I've never seen or known enter my life, touch my life. I work in a place that really empowers me and gives me energy. I also see SAĀKAL as a school personal development... " (K5.4)

"We were already in a structure that works with local governments and various public institutions, as well as with different CSOs. We have not only developed know-how for ourselves, we also have provided them with this know-how. So we see this in the 'feedback' we get from them. So it's not just my opinion, there are comments coming in about it. At the same time, we have contributed to their ability to make projects, their desire to make projects, and their development of corporate perspectives. At the same time, I think we have raised awareness of issues related to our mission." (K5)

The reason for establishing cooperation with civil society organizations in the project is seen as motivating civil society organizations to improve their institutional capacities, receiving feedback from civil society organizations about their own work, announcing project activities, organizing events. Along with this project, they see that projects in this direction are more needed.

"We could continue our project without any partners. Since our focus was institutionalization, the main reason we got these partners was to motivate CSOs that were with us on our journey and had lower corporate capacity. When preparing our own strategic plan, we needed to get feedback from institutions that knew us closely and cooperated with us. These are institutions that give us feedback and will hold a mirror to us. We evaluated in this way and took these institutions as partners. That was the root cause. The second reason was to announce the activities of the project in question, to facilitate the organization of the events, but it was the 'second' side of the work. In other words, SAĀKAL could make the institutionalization project very comfortable alone, without a subsidiary institution. We didn't have to apply for grant support, but we've positioned associates here with common sense and in a way that we can get feedback." (K5)

"In subsequent projects, we can plan activities in a structure that can provide more interaction with CSOs in terms of costs. We were a little more individual in this because it was a capacity building project. Even in spite of it, we have shared a lot, but we have seen that projects in this direction are also needed." (K5)

Another dialogue established within the scope of the project was with institutions that work in the field of health, such as universities, hospitals. As a result of dialogues established with representatives of these institutions, various trainings are organized. It is noted that such dialogues and trainings have a positive impact on the development and recognition of SAĀKAL and civil society, while strengthening the right communication in health.

"Third, people came to the trainings we organized from universities, health directorates, education departments, nursing departments. These people said that after attending a two-day training here, they would go and tell their institutions about it, but probably no one would understand them. They also noted that it would be more useful to bring people in their institutions to these trainings. I think we have opened up a vision for the future and above the normal level."(K5.1)

If we need to take the example of SAĞKAL in general, we observe that the EU project support significantly improves the institutional capacity of the CSO. In addition, it is seen that these projects improve cooperation with institutions such as local governments and universities, and also reduce distrust between institutions. SAĞKAL can be shown as one of the good examples that EU supports improve the institutional, administrative and human resource capacity of CSOs. In addition, it is said to be an example of the possibility of local government-CSO cooperation based on the satisfaction of the stakeholders from the project.

► Perceptions on Fund Processes

Representatives of SAĞKAL, who participated in the information training organized by the Directorate for EU Affairs, state that this event has been a facilitator for them. The fact that the team has previous project management experience is one of the factors that facilitates the application. In addition, the team describes the reference guide as easy, understandable and directive. The application document was also found easy.

““For example, the promotion information training conducted by the EU presidency at the local level has been a great facilitator here. I must specifically state that. After the CSO grant program was published, the guide was quickly translated into Turkish and information meetings were widely held. Local authorities have also moved with us to mature the way of thinking. Because after the grant program came out, we immediately made a self-assessment and created the framework. At those informational meetings, the picture began to appear slowly. We realized this picture. Since we have experience in project management, it was not a problem to do the methodology and establish the logical structure. The application guide was easy and understandable. The examples of activity in it were very direct. It wasn't a very difficult application form in that sense. We did not have much trouble as our journey until now has been well established.” (K5)

► Perceptions on Civil Society and EU Funds

During the negotiations, it was noted that civil society organizations in Turkey are not doing enough work for EU funds. Most associations and foundations are said to have no motivation to apply for EU funding and follow legal procedures. In addition, EU funding processes seem difficult for organizations where their business is carried out by one or more people. SAĞKAL project executives think that this problem is mostly faced by civil society organizations that do not have an institutional structure. On the other hand, it is expressed that the EU funds will remarkably increase the financial capacities of civil society organizations.

I do not think that this perception in Turkey is very sufficient. I mean, everyone's trying to do something, but at the same time they're talking about the impossibilities. And these people are not applying to institutions and organizations that can offer these opportunities and resources. At the top of these organizations comes the European Union. Project work has a discipline. Application form, structured interviews may seem difficult for us. Because when you go down that path, you have to overcome your individuality. Especially associations that I can call individuals' associations will have to break these borders. " (K5.2)

"An important side output of this project was the introduction of the information we had, because thanks to the project, our information was able to spread to a wide environment. Those European Union projects almost sound like a fantasy because most associations are afraid of it and can't apply. Yes, there is money, but no one is taking it. They say we use it to benefit them all, because normally a group takes the money and disappears. People tell us that "we are present at every step of this project because we have learned to be one thanks to you". (K5.1)

Informal elements of civil society such as networks, platforms and initiatives are seen as an important need. It is thought that these elements support civil society organizations in matters such as finding common solutions to common problems and contributing to communication and cooperation. Initiatives, networks and platforms are seen as part of civil society and should benefit from EU support. Representatives of CSOs that have received EU grants are planning to apply for EU support to network in the future. In this respect, it can be said that EU project supports have an incentive function for steps towards improving relations between other CSOs.

"We were on the platform "There Is Goodness in the Days of Corona" in Izmir recently. The initiative "Share the Future" was an initiative born from Izmir. We see and learn about them in our immediate environment as a good example of networks and platforms. In that network, we created an atmosphere of solidarity with them. I think cooperation is an important need in managing networks. For example, in cooperatives, there are farmers who do their job well, but not everyone needs to buy tractors because there is a common tractor. A common tractor can be shared. This is a cooperative approach. These networks are like a cooperative model for civil society. Because finding common solutions to common problems, communicating, strengthening, and being able to act much faster in lobbying are valuable issues. We have a journey and it still continues. I think that institutions that tell the truth, institutions that believe in the right thing, should lead at some point and save society, and therefore cooperation networks are important" (K5)

"After all, civic initiatives and networks are also a reflected face of civil society. These civic initiatives and networks have similar structures in civil society. The clearer these networks are, the easier it is for them to get support, because otherwise these networks cannot have a financial capacity. Institutional capacity can only be possible with a correct definition, and in this sense, I think they should benefit from these supports. " (K5)

In addition, the project is thought to contribute to the EU harmonization process. It is said that civil society needs to be developed in this harmonization process and SAĞKAL has done its part at this point.

"We are already in a harmonization process as a candidate country. One of the most important points of the harmonization process is that the standards in Europe and our administrative standards are in harmony. There is a particular need for a civil society development process. For example, Europe is extremely developed in terms of civil society, especially some countries. I think we have done our part in ensuring this harmony." (K5.1)

Public-CSO Cooperation Project / T.C. Ministry of Interior General Directorate of Civil Society Relations

The main objective of the project was to strengthen the capacities of public institutions that play a key role in communication and cooperation with civil society at the central and local levels. The project was carried out by the General Directorate of Civil Society Relations. Within the scope of the project, activities were carried out by the General Directorate of Civil Society Relations in order to encourage the cooperation of public and civil society organizations and also to raise public awareness. In these activities, an environment of communication and cooperation was created by bringing together public institutions and civil society organizations.

Within the scope of the research, in-depth interviews were held with the representatives of the General Directorate of Civil Society Relations and the representatives of the EU Presidency of the provinces.

► Project Impact

It is stated that the project aims to strengthen the cooperation between public and CSOs, to develop their capacities and to develop a civil society pool and that the name of the project comes from here.

"The existence of the European Union and other outsourced funds in the field of civil society has been going on for about 10-15 years. Sometimes this is in the form of providing funds directly to civil society organizations or sometimes it can happen by providing it to a public institution, as we do, by improving the capacity of the public institution and evaluating the events from the eyes of the public. Our project was a project to improve the capacity of public institutions, public duties especially working on issues related to civil society. It was an important project in that respect." (K6)

"The name of this project was to strengthen cooperation between CSOs and the public sector. As the name suggests, the important thing here was to develop our cooperation and communication capacity. At the same time, we aimed to increase the capacity of civil society organizations within themselves." (K6)

It is noted that there have been many activities within the scope of the project. These are 20 civil society day events, 15 different public education and 6 study visits. Again, as part of the project, a pool of instructors has been created, and these experts organized local capacity building training sessions in the provinces where they are located. It is emphasized that civil society organizations and public representatives came together and their influence and communication was strengthened in the events. In addition, it is expressed that the training of public officials has been very efficient and successful.

"We 've had a lot of activities. We had 20 civil society days, 15 public education sessions, six study visits. We have created a pool of training experts. Later, these people organized local capacity building training sessions in the provinces. So we did many such events and they were all very popular. On these civil society days, both public officials and representatives of civil society organizations came together. Therefore, this project was important to increase interaction and communication. Our training for public servants alone was also quite large. It was more successful because it was far more hyperactive and lively than a classic service training" (K6)

The project executive notes that the project has contributed financially and spiritually. It is expressed that public officials influence people's participation in the works to be performed by consulting on their ideas. It is stated that 20 pilot provinces were selected within the scope of the project, but public and CSO representatives from 81 provinces were invited. It is stated that it is one of the rare projects with such a wide area of influence.

"We are providing both a material and a spiritual contribution. We can explain this spiritual contribution as follows: The State is entering one's life and listening to his ideas and caring about his ideas. In this project, we chose 20 pilot provinces, but we called representatives of both public and civil society organizations from 81 provinces. We are one of the rare projects that appeal to such a wide group" (K6)

Project stakeholders note that the activities are not having the same effect in each province, and that they are experiencing their shortcomings with the needs that vary according to the provinces. Again, it is underlined that they have received reactions to make more announcements of these events. It is said that different stakeholders should be reached and work should be done towards this. In addition, it is stated that positive reviews were received from all participants for the content of the training sessions.

"First, the impact of each event is not the same in each province. For example, an event in Izmir and an event in Elazig have different aspects, both positive and negative. In addition, I have received reactions in every province that this project and especially these events perhaps need to be announced more. Looking at the positive sides, I can say that both at events held for 20-30 people and at CSO events for 100-200 people, the representatives of CSOs with whom I have personal connections were also satisfied. Because the specialization was good, the training subjects were good, the time was good, the places where the training sessions and activities were held were good. Generally, positive feedback was received, but as I said, some of these unreached, non-participating CSOs complained that they did not participate in the program. (K6.1)

It is emphasized that together with the project, an opportunity has been provided to update the information already available and to bring together the representatives of the public and CSOs working in different areas in different provinces. It is stated that the people who work in the same area in the same province but do not know each other had the opportunity to be aware of each other through these activities.

"I can collect the project's contributions to me under several headings. First, because I work in this field, I have received similar training before, but I still had the opportunity to update myself. I had the opportunity to update myself, especially on issues such as training of trainers, communication, presentation techniques. I had the opportunity to meet people working in this field in different provinces in the training program of trainers. Meeting with public personnel working in this field in other provinces was great, to see what they are doing or not doing. It was good to see who was working in which province." (K6.1)

"An event was very effective for me, and that was the 20-person trainings where I brought together CSOs and public personnel here in Izmir. 10 CSO representatives and 10 people from public institutions working with civil society participated in these trainings. These institutions included the Youth Sports Provincial Directorate, the Provincial Directorate of Civil Society Relations, the Provincial Directorate of the Ministry of Family and Labor. In the meeting we held, both the public side and the CSO side said: "Well, we actually didn't know each other at all";

"We are in the same province, we try to do the same job, but we do not know each other" That was the good side. This project has been beneficial at least if it has helped people working in the same province to be aware of each other. Therefore, I can say that it was helpful for both sides to get to know each other. " (K6.1)

➤ Active Citizenship

Active citizenship is perceived as participation in decision-making processes, contributing to the solution of social problems, and CSO membership. It is stated that the project does not aim to contribute to active citizenship.

"It's a concept about people participating in decision-making processes." (K6)

"When I say active citizenship, I think of taking action when there is a problem. I think of taking action without waiting for the solution that another party will create and present. It can be in the form of membership in an CSO, it can be any individual movement. It can be to contact people who have been victims of Corona in the circumstances we are having right now in order to support them. Or when there is an earthquake, you can go and volunteer there." (K6.1)

It is stated that the project does not have a mission that will contribute to the increase of active citizenship, but rather is aimed at increasing the capacity of public personnel, and it is also stated that it will be important to emphasize active citizenship in the following projects.

"It was a project aimed at increasing the capacity of public personnel working together with civil society. Therefore, it may be important that the active citizenship issue is particularly emphasized not in this project, but in other projects that will complement it." (K6.1)

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➤ Perceptions on Civil Society and EU Funds

It is stated that civil society organizations cannot survive without funds and that civil society organizations need resources to continue their activities. EU funds are seen as crucial for the continuity of civil society.

"The concept of what we call a civil society organization is not a structure that can survive for too long without funding. At least if it gets that driving power from the public at first, or rather with funds, it may be better in the future, but this is an important step because it requires a fund at the beginning and the European Union provides this fund." (K6)

Social Cooperative Development / Needs Map

The project aims to contribute to the capacity building of social cooperatives in Turkey to increase their administrative and financial sustainability. The project aims to identify needs and capacity problems, design an educational content suitable for capacity building training sessions and increase the administrative, financial, communication and advocacy capacities of social cooperatives through training sessions and mentoring support, especially in order to increase the social impacts of social cooperatives in Turkey. Within the scope of the research, in-depth interviews were held with the project executive, cooperation partners and beneficiaries, and the findings of these interviews were discussed under the headings of project impact, funding processes, civil society and EU funding perception, active citizenship, cooperation and dialogue.

➤ Capacity of the Institution

It is said that Needs Map was established as a non-profit cooperative in 2015 and gained a legal entity in 2016. The organization, which operates in the field of humanitarian aid in general, describes itself as a platform that reaches out to those in need and their supporters. The Needs Map, which started

with three people, is said to have grown over time and its area of influence developed. The team is said to have 7 members now.

“ We are primarily a non-profit cooperative. We were founded in 2015 and became a legal entity in 2016. In general, we are based on humanitarian aid, but we define ourselves as a platform that reaches out to those in need and their supporters.” (K7)

“Actually, the needs map started with three people. As it was moving through a platform, there was supposed to be an IT person here at first. On the one hand, operational procedures had to be carried out in the background to verify incoming needs and supports. Finally, someone was needed for both meetings with institutions, field activities, and communication with volunteers. So recently, we have evolved to a different place. We had to further expand both our field activities and our background infrastructure. So a new platform was needed. A new portal had to be built for the needs map. When we combined all this, we actually evolved to a different place. We now have a team of seven. The team of seven is good at the moment but, of course, more is needed.” (K7)

It is stated that the fact that one of the founders of the need map is artist Mert Firat increases the visibility of the organization and this has contributed a lot. While it is stated that most of the followers of the organization and those participating in its activities are women, Mert Firat's follower profile is thought to be effective in this situation.

“Mert Firat is one of our founders. Naturally, I'd say we have a little more visibility here. After all, Mert is an actor, and naturally he contributes more than there. He's making a serious contribution in that regard.” (K7)

It is stated that the Needs Map is a social enterprise, not an CSO, and currently the organization is a social cooperative. It is stated that the organization pursues social benefit and also gains commercial benefit. The institution, which is a social cooperative, generates profit and income but these are not distributed to these partners. The cooperative is in a position to provide services rather than any production. It is stated that the needs map does not have a mission to meet the needs of people, to provide support to those in need, but it mediates or mobilizes the parties on these issues. It is noted that the organization has permission to receive donations and generates commercial income from it. This is said to have brought the organisation to a mature level in the last two years financially.

“One of the main differences is that we are actually a social enterprise. The needs map is perceived as an CSO, but it is not an CSO. So it's not an association or foundation. It is a social enterprise and a social cooperative. First, there is this difference. Social cooperatives generate social benefits, as well as commercial benefits. So there is a profit, there is an income. But this profit is not distributed to partners. There is such a fundamental difference. In addition, just because we are a cooperative does not mean that we are producing. In other words, there is basically no agricultural production or a different production but instead services are provided here.” (K7)

“We don't meet the needs of people here or say, "we'll get you somewhere." We're just mediating. Those in need are on one side, supporters are on the other. We are creating a community and mobilizing them to meet these needs.” (K7)

The needs map has an advantageous capacity in terms of visibility and number of supporters. It is noted that it operates as a social cooperative, which also has a fundraising permission.

► Project Impact

It is said that the project was carried out in 14 provinces and that this was done in order to spread the needs map and social cooperatives to different and wider audiences. It is said to be effective for explaining the social cooperatives to local governments and people.

“Now we are carrying out this work in 14 provinces, and our goal is to spread both the needs map and social cooperatives to very different and wider audiences. We want to explain this to local governments and citizens. The main output here is that people are familiar with the idea of social cooperative. The needs map is an example of a social cooperative, but in our educational content, there are many different examples of social cooperatives. We want to earn their trust by telling these issues to these people. Other than that, we expect them to change their institution or business model accordingly. If you're not a social cooperative, you can be a social cooperative, or when you're going to build something, you can build it as a social cooperative.”
(K7)

The project was originally designed in two stages and was based on the creation of the legislation of the social cooperative. It is said that due to the lack of legislation on social cooperatives in Turkey, it was necessary to create a related legislation. For this, the project was handled under two headings as awareness raising and capacity building, and activities were carried out in the project. It is said that the second stage is to work for social cooperative legislation, communicate with cooperatives, especially in countries where social cooperatives are developing, develop cooperation, then communicate with public institutions and create legislation. Within the scope of the project, the target group is considered as founders, employees, volunteers and those interested in this field.

“This project was originally designed in two stages when it was first designed. The main goal was actually the creation of a social cooperative legislation. Because there is no social cooperative legislation in Turkey. There is cooperative legislation. So social cooperatives are considered to be non-profit institutions under cooperative legislation. Therefore, a social cooperative legislation had to be created. So we couldn't go into this without creating a legislation. First, we had to do something that could actually improve the infrastructure. Awareness was one of them. Capacity building was one of them. We thought we'd split them in half. Awareness, capacity building, communication with institutions were important issues. That was phase one. In fact, the project that we are currently managing was an output of this. We have put in place various activities that will raise awareness and build capacity here. As the second stage of this, we predicted that legislation would be carried out, perhaps in the form of a different project or a continuation of this project. We planned to communicate with cooperatives in countries where social cooperatives are developed, such as Spain, to improve cooperation and to create legislation for this by contacting the public institutions.” (K7)

“Especially within the scope of the project, our target group is the founders, employees, volunteers of the social cooperative. We divided them into two groups: the first group is the employees, founders, volunteers of the social cooperative, and the other is the people who are interested in this field. They can be academics, they can be students, they can be citizens who want to do anything in this field. We have two separate target groups here.” (K7)

It is stated that the main goal of the project is to bring together social cooperatives and employees in this field and to increase communication between them and to ensure information sharing. In this way, it is stated that it has been possible to reveal what can be done. It is stated that the Social Cooperative Education Promotion Train, which was previously carried out by the General Directorate of Cooperatives, and this project have contributed a lot to each other.

“Basically, our goal was to bring together social cooperatives as much as possible, or to bring people working in this field together to talk and share information together. Because we would learn what to do this way. This was the work done within the scope of our project. Before starting our project, the Social Cooperative Training Promotion Train was held within the scope of the General Directorate of Cooperatives. These two studies actually had an effect on each other. On the one hand, we participated in activities for social cooperatives in various places. Social cooperatives started to be talked about. We have also been invited by various international organizations.” (K7)

It was aimed to reveal how many social cooperatives there are in Turkey and what their needs and expectations are with the Needs Analysis Report made within the scope of the project. It is stated that a field study was carried out in this context. As a result of the data from here, it is said that the content of the training has been determined and the training has started in the local area. It is stated that 28 different training programs were given in 14 provinces and that it was aimed to reach 280 social cooperative founders and 280 individual participants targeted in these trainings. It is stated that participants more than targeted attended these trainings, which were later planned online.

“The Needs Analysis Report was one of our first activities within the scope of the project. The number of social cooperatives in Turkey and their needs and expectations are not known. Their exact number was not known. We set out to do a field study, determine the numbers and learn about the needs. This report gave us feedback on training and expectations. Thus, we developed our educational content and started our local training programs. We have developed 28 different training programs, including two different training programs in each of 14 provinces. As part of the project, we expected to reach 560 participants. 280 social cooperative employees; 280 individual participants. When we moved this online, we actually encountered very different indicators and numbers. We really had a concern that we could not reach these numbers online. Because it was difficult to design such educational content on the online platform and get those people to participate in it. But we reached very high numbers because there was interest in this field. There is really a need for various trainings and awareness studies in this field because there are too many questions. We have seen that. ” (K7)

Project stakeholders underline the importance of breaking the prejudices against the public and bringing the public and CSOs together with the project. The importance of dialogue and information exchange between the public and CSOs is emphasized and it is stated that the project has created a positive change in the work of the public with civil society.

“In these trainings, we have seen that civil society organizations have a prejudice against public institutions regarding cooperation with the public. We never thought the doors would open and we never thought it would benefit this much. These prejudices can be broken. At the same time, we got together with civil society organizations during our project. You see the other side of the table. The project also provides dynamism because everything goes really fast outside.

Information flow is very fast nowadays. Other things are happening outside. Sometimes you have the chance to catch and meet the points that the public missed." (K7.1)

"I mean, in the years when I first entered the institution, I was not so close to the world of civil society. We were on the other side of the table a little more, but along with social cooperatives, my whole field of work has become civil society organizations. I've always taken the positive sides. And I think these are very good steps."(K7.1)

The beneficiary of the project states that the project created hope in itself, and it is very important for small local movements or individuals to come together and understand each other with the influence of the Needs Map team. She states that coming together and being in dialogue attracted her to the project.

"First of all, this is a new area, and seeing good practices in this new area has created hope for me. I was following the efforts of the needs map especially in the field of social entrepreneurship. I supported them as a volunteer. I think new systems are needed for change and transformation. I think there were things that would change with small movements or with individuals and groups coming together, and this project could be a tool for that. Our synergy with the team was good. We continued the processes by understanding each other. Therefore, these two situations especially affected my involvement in the project." (K7.2)

Again, in interviews with beneficiaries, it is noted that the boundaries of social cooperatives are broader, not just in certain sectors. It is stated that social cooperativism and social benefit can be juxtaposed and examples of this are seen.

"When we say cooperative, the construction industry or agriculture comes to mind. But after this training, I realized that the boundaries of this job were wider, and we started thinking a little more. But you should focus on the social benefit. Of course there is a material side and you have to ensure sustainability. But in doing so, you can bring the social good at the same time. I've seen examples. So this project opened my horizon." (K7.2)

Active Citizenship

The interviewed individuals define active citizenship as being involved in decision-making mechanisms, taking responsibility in social issues, being aware of their rights and exercising these rights.

"This is one of the foundations of participatory democracy. If there is a decision-making process and there is an issue where the public or civil society organizations can be involved, citizens should be involved in those decision-making processes. Like there is an employee partnership in a typical cooperative and employees are involved in decision-making processes, there may be active participation of citizens in decisions taken by the government, parliament, or local governments. For me, active citizenship means that people are involved in these decision-making mechanisms, that they can actively share their views and change them." (K7)

"I can briefly summarize active citizenship as sharing responsibility. Not just to have the courage to criticize, but to take that responsibility. There's something everyone can do in their own way, socially. When we look at it, we see that people from very different professional groups are in very different areas. I think it needs to spread. In order to become an active citizen, people need to know their rights first. After they know their rights, it is necessary to be a little more active in social life. I think that is active citizenship." (K7.1)

"Taking responsibility. Taking responsibility not only for the region we are in, but for the planet we live in. We don't know what's going to happen after that little step we took today. If we do good things, it goes to good places, but I believe it's all about taking responsibility whether big or small." (K7.2)

"In short, a citizen who can exercise his/ her existing rights." (K7.3)

In addition, active citizenship is also defined as organization and it is thought that the project contributed to active citizenship in this context.

"Every citizen has the right to organize with those with the same opinion. It can be a social problem, it can be something else. Associations, Foundations, cooperatives... In other words, it was actually an education for people to come together and work to solve the same social problem for the same purpose." (K7.1)

► Cooperation and Dialogue

Within the scope of the project, it is stated that cooperation was made with public institutions, CSOs, universities and social cooperatives, their dialogues with local governments are very strong, and protocols have been signed. It is thought that this communication with local governments enabled them to get to know the organization and its activities.

"Since we will implement this project in 14 provinces, we have established a very intense communication with local governments. We had protocols to implement these local training sessions. In this context, we signed 14 or 15 protocols mutually. Those local governments knew about us. We went and told those people what the need map was and what we did. We tried to establish many different structures with them that could feed each other. Basically, our goal was to include not only cooperatives but also various CSOs in this ecosystem. We can summarize the parties here as public institutions, CSOs, universities and social cooperatives. We tried to establish such a structure. Of course, apart from these, the citizens have always been in these structures. They were already one of the goals of the program." (K7)

The volunteer, who has participated in the training of the project in the past and continues to provide training within the project, says that the EU's support for social cooperatives has set a good example in the context of public, private and CSO cooperation, and thanks to this cooperation, its sphere of influence has increased.

"It was a process that attracted the attention of public institutions. It was a study that unites public institutions such as Edirne Municipality, Chambers of Industry and Commerce, private sector and civil society. We have received good comments about the collaboration. This is the first funding received from the European Union." (K7.2)

► Perceptions on Fund Processes

The Needs Map representative states that there are people who have previously experienced EU projects in the institution, but they lack experience because it is the first EU grant they received as an institution. It is stated that they gained experience both individually and as an institution with this project.

"As the needs map, we have never managed an EU project or grant before. We had a bit of a hard time managing. Because some things were hard to learn and experience. There was experience in an individual sense, but those who did not have experience in an individual sense also gained experience. How to execute an EU project?, How is reporting done?, How should files be edited?, How should activities be implemented? Both managing this grant and personally managing the project was a completely different phenomenon." (K7)

During the application process, the difficulties encountered while filling the application form are expressed, but it is also underlined that these difficulties stem from the fact that social cooperatives are a new field.

"For example, there are typical questions asked so far when filling out the application form. There were typical questions we couldn't fill in. Because the field of social cooperatives is a very new field and there is very little work in this field. So there's very little we can write there in a numerical sense. You need to sample from abroad. Examples that you can give from Turkey are very limited. It cannot go beyond verbal. It is very difficult to prove this, because there is no work in this context." (K7)

"It really is very difficult to manage an EU project. I think it's a little harder, especially for structures like us. Because managing an EU project is very easy if you move forward with traditional methods. You get one accountant, one project coordinator, one project assistant. You put in budgets and you move forward. But that's not what we think, obviously. Apart from that, the fact that some things are constantly being followed and projects are becoming so difficult is one of the issues that is tiring us out. There is too much paperwork. I'm trying to collect these because we're in our last month. There's a lot of documentation. We're tired of everything being recorded and it's not just digital. There's not just one institution." (K7)

The needs map is an example in that it is a social cooperative that benefits from EU support.

► Perceptions of Civil Society and EU Funds

Representatives who stated that they are trying to show at every opportunity that the project is being carried out with EU support believe that they promoted the visibility of the EU's contribution as an institution. At the same time, they believe that performing an EU-funded project also contributed to their visibility. Therefore, we can say that it is a process that contributed to the visibility of both institutions.

"In fact, we tried to show the contribution of EU projects here. The first introductory sentence of each of our online training began as follows: "this is an EU project, it is a project funded by the EU and supported in this way". In this way, we tried to ensure the visibility of the project. We have contacted many people through newsletters and e-mails and announced our training and programs. We sent these to about 100 thousand people. This is actually a very serious figure within the project. It's just the newsletters. In addition, we have reached wider audiences through social media tools and local governments, and we have told all of these audiences that this is an EU project and is funded by the EU. Therefore, the EU's contribution has been revealed and because of this contribution that the EU made, we were able to show ourselves." (K7)

EU funds are said to be an important resource for civil society organizations, and many events and projects can be implemented thanks to EU funds.

"We may not be so meticulous when using our own public resources. I think it is important that the EU is disciplined and gives priority to civil society. Public institutions may seem stronger, but this may not be the case. While we have been waiting for 3 years, civil society organizations have been able to benefit from many programs. I think it is a serious lifeline for EU projects for civil society organizations. Because at the end of the day, it is not possible to do anything unless there is no resource. All trainings, all activities can be carried out through these projects and many people are reached. In other words, there are very serious programs made especially by women's groups. Organizations that can benefit from such projects are doing good work. That is why both development agencies and EU projects are important in this sense." (K7.1)

EU funds are said to be an important source of income for civil society, or even the only source of income for some organizations. It is also believed that it contributes to the development of cooperation and communication networks.

"Finance is already a different dimension. There are those who provide 95% or 100% of their income from here. But on the other hand, these funds remarkably contribute to their activities and encourage them in terms of capacity building, cooperation, network building." (K7)

Turkey Social Entrepreneurship Network Project / Vehbi Koç Foundation (VKV)

The project aims to contribute to the development of a social entrepreneurship ecosystem that will allow civil society organizations and active citizens to strengthen their capacities and their dialogue with public institutions. Within the scope of the project, in-depth interviews were held with 5 people, consisting of project executives, implementers, cooperation stakeholders and beneficiaries, and the findings of these interviews were discussed under the headings of project impact, funding processes, civil society and EU funding perception, active citizenship, cooperation and dialogue.

► Capacity of the Institution

It is noted that the foundation is the first private foundation in Turkey, and its financial sustainability is well-established. The foundation says that they have grown in parallel to the growth of the holding. Vehbi Koç Foundation has more than 6 thousand employees in total, but the central team is less. It is believed that more different work can be done for the team, but it is already at a good point now.

"This is Turkey's first private foundation. Our founder is one of the first in the field of philanthropy both for the Republic of Turkey and for the business world. The mission of always being one step ahead is the will of our own founder. Our founder has created financial sustainability in a very good way. We own an 8% stake in the Koç Group, the holding. In other words, the more the holding grows, the more the foundation grows" (K8)

"Vehbi Koç Foundation institutions have more than 6 thousand employees in total. I mean, there's a pretty extensive army. But as I said, the central team is quite small and basic. Of course, a lot of different things can be done, but I'd say we're at a good point right now." (K8)

It is underlined that the foundation is fed by the awareness of the Koç family and in this case, it allows stakeholders to have confidence in their work in various parts of Anatolia.

"We do a lot of collaborations in Anatolia, we work there in the field. I mean, maybe these people don't know us as the Vehbi Koç Foundation, they are not aware of us, they don't know exactly what we're doing, but because the Koç Foundation is involved, they approach with confidence and we start one step ahead. Because we're known." (K8)

► Project Impact

It is stated that the project aims to identify social problems in all segments of society and to raise awareness among the public, CSO, private sector and citizens. It is stated that the problems experienced by institutions related to social entrepreneurship, the issues they want to change and transform, are wanted to be addressed in cooperation with the institutions working in this field. It is underlined that social entrepreneurship is developing more in big cities and that it is wanted to be delivered to large masses. For this purpose, it is said that people from different sectors are asked to create a platform and support the dissemination of social entrepreneurship. It is stated that 6 focus cities have been determined outside major cities such as Istanbul and Ankara, where collaborations have been developed with the contributions of KUSİF and partnerships have been established with development agencies, and efforts have been made to increase awareness of social entrepreneurship in these cities.

We aimed to raise awareness about social entrepreneurship in all parts of society, in public, in citizens who want to identify social problems and take action for them, in civil society, in academia and in private sector organizations such as financial institutions and banks, and to bring together actors who work or want to work in this field and strengthen this ecosystem.” (K8)

“Our aim was to ensure the creation of social entrepreneurship ecosystems outside of big cities such as Istanbul and Ankara, and six focus cities were determined for this. In these cities, very good partnerships were established with the great effort of the KUSİF team, and together with the development agencies, it was ensured that the awareness of social entrepreneurship in these cities was increased and the people we can call social entrepreneurship "ambassadors" were found as resource people in that city. Especially when we went outside of Istanbul, seeing that this theme was embraced by the Vehbi Koç Foundation aroused trust in partners outside of Istanbul and there were other researches I haven't mentioned before. two studies were conducted; one was about the state of social entrepreneurship, the other was about its legal infrastructure. I think these researches made the whole ecosystem seen in a common picture. It was very important in this respect. " (K8.1)

In field studies, it is stated that there were not many institutions working on social entrepreneurship in the local area, there were very few experts working in this area, and they have seen that awareness of this issue was very low. In the meetings, it is said that social entrepreneurship was explained first in order to create a ground and that local stakeholders also needed it. It is stated that the interest of public stakeholders in the subject has increased with the project. It is emphasized that cooperation was necessary for the development of the social entrepreneurship ecosystem, and it was not only CSOs and mediation institutions, but also the importance of public cooperation was very effective here.

“This is what we saw on the field. Not many institutions were working in the local area related to social entrepreneurship. Even if they worked, local institutions did not know each other. There were very few experts on social entrepreneurship issues. Awareness of social entrepreneurship was very low. All field work was actually starting with an information meeting. In order to create the ground on this subject, we were first telling about social entrepreneurship and social impact. And we saw more clearly that local stakeholders actually need this kind of data, this kind of information. At the same time, we saw that local public institutions did not show much interest in the issues. With the project, the interest of local public institutions on the subject started to increase. (K8.1)

"It turned out that cooperation is necessary to develop a social entrepreneurship ecosystem, but for this cooperation, the contribution of not only civil society, brokerage firms and social entrepreneurs, but also the public is important.” (K8.1)

It is said that before the project, different institutions worked in this field, produced outputs, but the project served as a bridge between these institutions and connected them to each other. It is stated that everyone has become aware of each other's work and a network has been established where they can communicate.

Before doing this project, institutions and individuals were working in this field, producing outputs and would probably continue to produce them. These works were going to take place in separate lanes, but we pulled a line like a railway track that cut them all horizontally and actually connected them all together. We have established an online system where everyone is more aware of each other and can easily communicate with each other. Because from there they call each other and they can reach each other, or if there is a fund at work, they can share it, or if there is a question, they can write it there. So I would say that we have created an opportunity for all actors to be more aware of each other. (K8)

The project manager says that with the project, the visibility and awareness of the foundation before public and local stakeholders has increased, and the project has also contributed to them financially.

"It had a financial impact. In addition, of course, I can say that it increased our visibility before public institutions and local stakeholders. (K8)

Along with the project, it is stated that social entrepreneurship going beyond metropolitan cities and creating a network of influence of the project is a positive development. In addition, the formation of a digital platform in this context is again characterized as a positive development.

"We've been in this business since the software processes. The social entrepreneurship ecosystem had a specific mission in Turkey. From this point of view, we, as Impact Hub, were very eager for social entrepreneurship to go beyond big cities. It was one of the main focuses of the project and it was a point that made us happy. We also found that there was an impact due to this focus and subsequent activities. That's something we deem positive. I would say that the formation of this digital platform is also a positive point." (K8.2)

The beneficiary of the project states that he / she can follow the developments in the field of social entrepreneurship together with the project, knows the institutions and organizations he / she does not know and is aware of the projects in this field. In addition, it is emphasized that having such a network increases self-confidence and increases awareness in individuals.

"It has been very good in terms of seeing the Social Entrepreneurship Network, developments in the civic sphere, institutions and organizations and projects that I do not know. We've seen it collectively. It was a good experience for me in that sense. The project adds a promising value. When you enter into such processes, you complete your knowledge and capacity in the background." (K8.3)

"From the participant's point of view, feeling such a spirit of togetherness and seeing similar things being done provides an increase in self-confidence and creates a feeling of "I'm on the right track." I think that's the biggest contribution of this project." (K8.3)

Active Citizenship

Active citizenship is perceived as taking responsibility in society, contributing to the society and solving problems.

"We see that young people in particular want to do more meaningful work and want to make a contribution to society. In fact, it is this situation that has led to the growth of social entrepreneurship quite rapidly. That's why projects like ours encourage active citizenship. And it actually offers a tool." (K8.1)

"Taking responsibility and also accountability. In fact, to take responsibility for filling the gaps between the state you are in, the communities you are part of, the city you live and the ideal you dream of and to ask why those gaps exist. (K8.2)

"When I say active citizenship, I think of realizing social or environmental problems and making efforts to contribute. It can be a very small thing. It can be bringing together a few neighborhood people to pick up trash. It can also be a much more comprehensive social enterprise. For me, active citizenship is to be sensitive to the problems of society and to do something actively ." (K8.2)

"When the contribution of the project to active citizenship is evaluated, it is stated that social entrepreneurship is directly related to active citizenship, and the increase in the number of social entrepreneurs increases active citizenship.

"Social entrepreneurship is actually a very good tool for active citizenship. Volunteering, working in civil society, entrepreneurship are again among these tools, but social entrepreneurship is a good tool far beyond them, because you are not only doing something yourself, you are mobilizing those who want to do it. I think this is the best area that can be invested in active citizenship. In addition to issues such as human rights, law, of course. So it has to be a strategic priority to continue." (K8.2)

"One of the first steps in spreading social entrepreneurship is to make people more responsive and more participatory. In this context, various activities, social media communication activities, meeting with different stakeholders in the local area indirectly contribute to the individuals who can be active citizens. The more social entrepreneurship increases, the more active citizens will increase. Because their increase means that they can attract and excite people who are interested in the same problem in their environment. I think from this point of view, the impact of social entrepreneurship is at a very different level." (K8.2)

Cooperation and Dialogue

determination of the tasks of all stakeholders in the project prevents the problems that may occur. In addition, it is believed that the project meetings held every month ensure the smooth progress of cooperation and communication.

"It gave us the opportunity to get to know a wide variety of stakeholders and to establish a bond with them. Thanks to this network, we came together with people and institutions that we normally cannot communicate with as the Vehbi Koç Foundation, and we actually had the opportunity to express ourselves better. Because people know us through our institutions such as Koç University and our hospitals, but the Vehbi Koç Foundation is beyond all of them and works to strengthen these areas and create a social impact. So I can say it made us more inclusive." (K8)

"Obviously it's not an easy thing to run a collaboration. It can be a grueling process for anyone, but we had an advantage; The roles that fell upon all stakeholders were clearly defined. In other words, for two years, it was clear who was expected to do what and what was expected from whom, and under this agreement, everyone had their signature and all institutions carried out these as promised. In that sense, we did not have any problems. We were holding the project partners meeting every month and I can say that we established a very close communication and sharing scheme and we ensured that the cooperation went very smoothly." (K8)

► Perceptions on Fund Processes

A representative who stated that they received a grant for the first time as a foundation expresses that they think that their capacity will not be sufficient because they work with a small team in the first place. It is stated that efforts have been made to adapt to the processes of the EU presidency, such as reporting and how it works, and various trainings have been received, while the foundation has developed its capacity to receive and implement funds.

"We, as Vehbi Koç Foundation, received a grant for the first time. We always carried out our work with our own resources, but on the one hand we knew that the European Union had very extensive funds, and we were thinking about how we could get involved, but somehow we thought that our capacity was not enough. But in this case we have developed our own capacity to receive and implement funds. Of course, we have a very comprehensive financial and accounting system, but the accounting and financial processes for reporting of the EU presidency were different. In other words, it took a while for our accounting expert, our accounting manager, to adapt to the reporting and business execution processes of the EU presidency. We attended the training sessions together and moved forward in consultation with the people appointed by the EU presidency. After that, we identified issues such as HR expenses, payments. After that point, it moved more comfortably, but of course an extra effort was paid. (K8)

► Perceptions on Civil Society and EU Funds

It is thought that civil society organizations see the European Union funds as an opportunity and care about them. It is stated that EU funds have become a need for organizations with insufficient capacity and can be seen as the only way of continuity. It is also stated that these funds play an important role in developing the capacity of civil society.

"Civil society organizations see these funds as an opportunity, but the capacities of some civil society organizations may not be sufficient for the execution of this fund, making that institution dependent on these funds. You get a staff for this project, but on the one hand, a fund is needed to continue the activities of this institution. Therefore, the fund that is opened next is also applied, and this can cause them to apply for funds other than their own missions." (K8)

"The support given by the European Union is very critical for Turkey. It is almost the only source of funding, especially in the field of human rights. There are also several national and consular funds. These funds play a critical role in developing the capacity of civil society. Without these funds, Turkey's civil society sphere, that is, its social sphere of influence, would have been affected in a very negative way." (K8.1)

"At every turn, we stressed that this is with EU support and is a multi-stakeholder and international project. So I think we have definitely created an awareness that such funds can be received and such comprehensive projects can be done." (K8)

It is believed that informal civil society, such as networks, initiatives, platforms, is more flexible, problem-oriented, but also that communication and cooperation are established through networks, and the quality of the work is increased.

"I think it's very important. Because these funds are much more flexible, much more problem-oriented, and offer great opportunities to discuss or address a number of things without limiting them. It is certainly a handicap that a platform or network that is very useful and does not have a legal personality cannot benefit from corporate grants from institutions such as the European Union." (K8)

"These funds have generally made our work better. In other words, we have better identified the needs of our stakeholders and provided them with better resources. At the same time, we are trying to share our knowledge here. We're trying to get into different networks and share our experience here with other countries and other people. This is already the most important feature of networks. It's easier to find what we need and provide similar support to stakeholders who are in a similar situation." (K8.1)

Capacity Building Project for Food Waste Prevention and Reduction in Turkey / Food Rescue Association (GKTD)

The aim of the project is to improve the communication and advocacy skills of CSOs. The project specifically targets the following topics: preparing an advocacy strategy, improving the technical skills and capacities of the Food Rescue Association and other CSOs in policy advocacy and impact assessment, establishing a platform where representatives of institutions working on reducing food loss and waste will exchange ideas and gain new knowledge and skills for more evidence-based, digitally managed and user-oriented policies, reviewing the regulations and recommendations on food waste management and incentives for food donation.

► Capacity of the Institution

It is stated that the Food Rescue Association includes not only people working on food waste, but also people who are experienced in the management of civil society organizations and have a strong communication network, and the technical expertise of this team is very strong. It is stated that four people are employed in the association, they have members but they need human resources support.

"We're not just people who work on food waste or their records. Social entrepreneurs or people who have established certain networks and can reach a network or process a method in this regard came together here. That's exactly what we needed most. In order for this strategy to be developed, there had to be a group that could gather and develop ideas and bring together relevant stakeholders to solve these problems. So we had a sufficient team at the foundation stage. As half of the team was made up of people who worked on this issue at the establishment stage and even performed such work for the first time in Turkey and in the world, there was already a technical competence. In order for this to be implemented, we needed people who could take action, and in this way we implemented the installation. We had a lot of heroes in the background at the association. Along with them, we have provided continuity in the issues that we have identified and directed. Of course we need more. Today, we have four employees who are working in our association as insured. (K9)

Expressing that they care about financial sustainability, the association representatives say that they prefer corporate collaborations instead of donations to ensure financial sustainability. It is stated that they established their income models in this direction, and this enables them to make long-term plans.

"Financial sustainability is a very serious problem for civil society organizations. We're trying to bring a little more innovative and different perspectives here. So instead of collecting donations from social media, we are doing corporate collaborations. Thanks to this, national projects can be born. So instead of waiting for something, we prefer to take action and try to establish cooperation with institutions (...) the perspective needs to be changed and sustainable financial models need to be developed. The most important aspect of this is corporate cooperation. Our entire revenue model is aimed at this: creating sustainable models by establishing the right partnerships. Not saving the day but thinking about tomorrow and carrying out projects accordingly. All projects happen when this finds its response on the counter side. In this way, we can comfortably make our two-year, five-year, ten-year plans." (K9)

It is said that the organization's primary goal is not visibility, it prefers to work more indoors. Because the target audiences in preventing food waste are not the consumers, but the stakeholders in the supply chain. It is stated that emphasis was also given to efforts to increase visibility with the projects that will increase public awareness.

"We have been working indoors since the first day we were established. It was a strategic decision. So until last year, we couldn't prioritize social media accounts or reaching thousands of people. Because when you look at the waste in Turkey, as in developing countries and others, 55% of the waste occurs until the food comes to our plate. Naturally, our primary target audience was not the end consumer here, but rather the stakeholders in the supply chain until the food came to our plate. Public and other civil society organizations have also become our target audience to solve the problem on its basis. After the second year, we tried to reach more people by increasing our visibility a little more, and we started the "Don't Waste" campaign." (K9)

Project Impact

It is stated that the target group of the project is CSOs, public organizations, local governments and consumers associated with food waste prevention, but since food waste is more of a public issue, the target group is mainly the public institutions. It is noted that local authorities have a key role, and their awareness has increased and taken action with the Food Rescue Association. It is emphasized that this is a diverse project, such as its target group.

"In fact, the target group includes civil society organizations, public institutions associated with the prevention of food waste. In fact, the issue of food waste is directly related to the policy area. So there are a lot of public institutions involved in this issue. Food waste is again a process that affects all consumers due to food inflation. Local governments have been among the stakeholders because they have a key role in preventing food waste. They have a very key role in the development of food banking, and many of the municipalities in Turkey are not even aware of this yet, or they have just become aware of it with the Food Rescue Association, and the practices are just beginning. It was a project where all this came together. Actually, it was a project of great diversity." (K9)

It is expressed that the social impact that the project wants to create is based on the basis of the problem and creating a solution. It is stated that the main problems at the point of preventing food waste are the ability to identify and implement the right solutions, and this should be done not only by the Food Rescue Association, but also through cooperation. In order to prevent waste in all food processes, it is necessary to reduce the major problems to certain topics, examine other countries of the world, correctly identify the solutions and accelerate them with the right cooperation.

"The social impact we want to create is based on the basis of the problem and the solution. We don't have to do all the work. The Food Rescue Association is not the only option. What we want to do is to be able to identify and implement the major problems of preventing food waste with the right solutions. We think that's how the effect happens. Our strategy is in this direction. Preventing waste from the supply chain to our plate. Later, we want to reduce these major problems to certain topics in order to prevent waste occurring in homes. If you can create a solution to someone's problem, their output is also valuable and sustainable. We examine other countries of the world, correctly identify the deficiencies in Turkey and try to increase our influence with the right cooperation. We don't plan doing everything ourselves.

We want to accelerate them by establishing collaborations. So the most important factor in the fact that our output is developing so fast is to establish the right collaborations and implement the solutions faster. Not doing all the work on our own" (K9).

In order for the project to be realized, a number of workshops were held in which the results of the work done by the Food Rescue Association were presented, and different organizations participated in these workshops. At the workshops, it is stated that representatives of the private sector do not have a responsibility to this issue, but there was a lot of interest and there was feedback related to the need to take action in this direction. Again, it is stated that representatives of the private sector have not heard about the work of any CSOs or public institutions on this issue. It is expressed that when stakeholders come together, they have a desire to act in order to solve the problem. It is said that the inability of CSOs to fill their capacity in this sense prevents them from doing such work and makes them excited to see that action has been taken on such a subject for the first time. It is emphasized that public institutions participating in the workshops can listen to these clear outputs and solution proposals from different stakeholders for the first time.

“We conducted a series of workshops in which we presented our own outputs and received comments so that the project could be realized. And after these workshops, the most beautiful comment we received was actually as follows: people came here from quality, operations or management units and unfortunately, there is no responsible party for this in the private sector, but the interest is very high because it is an issue that needs to be taken action. Second, we received the following comment again from the private sector: They've never had a chance to listen to what civil society or the public have done before. Naturally, when the stakeholders came together, they wanted to act together to solve the problem. We've seen it very clearly. On the other hand, when we look at civil society, many civil societies are not able to fill their capacity in this sense, so they are very inadequate to organize or participate in such work. For this reason, it was a source of great pride for them to see that such action was taken and that their own work could also be supported. When they see the private sector struggling to prevent waste, they get the message that they are ready to build more capacity on this issue. It was a series of workshops where solutions could be listened to from many sides. In the same way, they took legal measures in written form along with the report prepared by us and listened to the outcomes from different sources coming from all over Turkey. The people who came to these workshops were completely different people from different sectors. Because our meeting in Antalya was special for hotels, restaurants, catering companies, the hotel managers or hotel quality employees participated more. There were also hospital employees for listening to the proposals and making comments for preventing the food waste in the hospitals. In fact, from the first word said in the workshop where we brought together the relevant stakeholders to define and solve the problem, the issue goes directly to the solution. The parties are beginning to know themselves and each other in this sense. So the contribution they made to the workshop and their own comments actually became very valuable and we were able to finish it together.” (K9)

The project is said to have helped the Food Rescue Association improve its capacity and grow its team. It is said that the association's work is accelerating and allows for more corporate cooperation. The importance of such projects in order for the civil society to survive is underlined .

"The project has led us to improve our capacity. It allowed us to accelerate the work we wanted to do. More cooperation has become possible. After all, civil society organizations can bring more success with their achievements. So it was a great reference for us. But with regard to the cooperation and human resources which are necessary for the survival of civil society, these projects are of serious importance. In this sense, it also accelerated our work and increased our technical competence." (K9)

It is stated that when the right stakeholders are brought together, the stakeholders' taking action is accelerated even if it is not in their own interests and this is one of the best outcomes of the project.

"When you bring together the right individuals, stakeholders may want to take action again, even if it is not in their interest. I think it was one of the best outcomes of the European Union project. These people wanted to solve these problems, although these were not their own problems, and the stakeholders involved had the opportunity to understand and share with each other for the first time. It was one of the best outputs." (K9)

The public stakeholder expresses that looking at the outputs of the project, what needs to be done is clearly seen and underlines that they will not be aware of them and will not be able to take action without the project. He describes the project as a driving force.

Active Citizenship

Active citizenship is defined by the interviewees as being interested in social events and playing an active role in solving social problems. The project is also thought to contribute to the strengthening of the active citizenship role by increasing the capacity of the Food Rescue Association.

"I think active citizenship should not be political. Active citizenship is the ability to participate in the circle of influence of an event and add something. This country is ours. We don't have anywhere else to go. In order to increase the responsibilities of these people, we must first increase our self-awareness. That's active citizenship. To be a society, to be sensitive to everything, to produce solution, to be part of the solution." (K9.2)

"In fact, the aim of this program was to strengthen the active citizenship role in Turkey by developing the capacity of civil society. We are talking about the creation of a citizen identity sensitive to these problems around both social and universal problems and the structure of civil society in which these people know how to show this identity and how to be a party to the solution of the problem. Therefore, I think that thanks to this project, a contribution has been made in this regard. The advocacy guide was also about developing this capacity of civil society. This advocacy capacity building was the first publication created on how to strengthen the active citizenship role in terms of food waste prevention. This is a project in which active citizenship roles were defined to prevent food waste. It contributed in that sense. At the heart of all these grant programs is the strengthening of this role. The creation of governance structures in which civilians participate is a desirable element in the European Union harmonization processes. These projects are based on strengthening the participation of civil society or individuals in decision-making mechanisms. I also think that we have defined roles in which many stakeholders can have a say and civil society can be more effective in Preventing Food Waste" (K9)

► Cooperation and Dialogue

It is often stated by the stakeholders that the cooperation with the Food Rescue Association has a positive effect on their view of working with civil society.

“Our perspective on the CSOs we collaborated with was always clear. That clarity is always preserved. Therefore, having an CSO called Excess Food increased our hopes of course. The fact that people are working for this has added a lot to us in terms of both contributing to the country's economy and extending hands to people who are waiting for help” (K9.2)

The public stakeholder of the project states that they benefit from the reports of the Food Rescue Association and they trust them and see them as an expert CSO.

“People who work there know their work very well, who can examine the legislation in Turkey. This is an association that can convey information without manipulation and tell us what we should actually do as a driving force. So I consider their work very valuable.” (K9.1)

Having no difficulty in communicating with the Food Rescue Association is expressed as a factor that facilitates cooperation.

“In fact, it may be difficult to reach and communicate with the public in other places, but the difficulty between us and civil society has disappeared. We can provide a very comfortable communication with them.” (K9.1)

► Perceptions on Fund Processes

The project team states that since it is a process they have carried out for the first time, they had difficulties in subjects such as writing style and making sense of the required documents during the application process.

“We had difficult times during the application phase. It was hard for me to understand the language or the documents needed at the initial application stage. But other than that, we did not have much problem.” (K9)

While it is stated that they did not have difficulty in other stages of the application process, the disadvantages of the long finalization period are underlined. It is stated that a long deadline for finalization can cause problems such as the realization of the applied project with other resources, and the need for the project to become outdated.

“I think the most challenging part of these funds is the waiting process. So we need to review five-year, ten-year strategies and take into account the evaluation processes of European Union projects. For example, a topic that you prioritize at that time may lose its relevance or different needs may arise. Application and reporting processes specific to Turkey may complicate the job. Spending time with the procedures of these implementation processes also affects the success of the project.” (K9)

► Perceptions on Civil Society and EU Funds

The public stakeholder of the project says that the fact that it is a European Union funded project is a factor that increases credibility for the public. It is stated that the necessity to comply with certain standards and procedures in processes such as project management and reporting is another factor that increases reliability. In addition, it is stated that a project supported by the European Union provides convenience in terms of tracking the results.

"Of course, the most important advantage of the project supported by the European Union is its reliability. Because our project management process and reporting and the entire organizational structure must comply with certain standards and procedures. We have doubts that the results of this work will be useful. Therefore, the fact that it is supported by the European Union also provides confidence for the public. Since we know this association, we act more confidently, but if an association we do not know invited us to a meeting, we would consult with our other partners. Therefore, the fact that the European Union is behind this work really provides confidence both in terms of tracking the results of the project and previous experiences." (K9.2)

The project team, on the other hand, says that they find it valuable that the European Union supports civil society organizations to increase their capacity. They also state that these projects enable many collaborations, accelerate their growth and thus they reach faster results in solving problems.

"It was a very exciting experience for us to run this European Union Project, and I think it is very valuable for such a community to support civil society organizations seeking solutions to the world's biggest problems in terms of their capacity. This is totally my personal remark. As my institution, we have already seen the differences of this very clearly. Thanks to this, we were able to develop a serious capacity, thanks to this, we were able to realize many projects we wanted to do, and thanks to this, we were able to establish many collaborations. We continue to grow very rapidly. We continue to solve the problems. We would still be working on the problem and solving them, but not that fast. It enabled us to complete what we could do in maybe two years, three years or four years in one year." (K9)

It is expressed that informal civil society organizations such as networks, platforms and initiatives are needed especially for the prevention of food waste. It is stated that the roles of these organizations such as acting together, sharing responsibilities and bringing all the parties of the problem together are very valuable. In addition, it is thought that faster action can be taken in these organizations.

"Food waste in particular is a global problem. The solution to this problem needs local, national and global networks. Because it's not a problem that can be solved unilaterally. But it's an issue that will move forward by acting together, sharing responsibilities. Therefore, platforms, networks, where all parties come together, and systematic institutional mechanisms formed by decision-making mechanisms are very valuable in this regard. But this issue is very valuable in civil society in general. There is no unilateral interlocutor or solution to this problem. Therefore, the formation of structures that bring them together is very valuable." (K9)

"Technically speaking, networks and platforms mean collaborations that have no counterpart on the legal ground. In other words, especially civil society organizations need such structures in order to take quick action and to come up with solutions for a specific problem." (K9)

Hope Run / Foundation of Hope for Children with Cancer (KAÇUV)

Within the framework of the "Sustainable Fund Management and Systems Project" carried out within the scope of the Civil Society Support Program II financed by the European Union, it was aimed to draw attention to childhood cancer, to raise awareness on this issue and to emphasize the importance of early diagnosis with the Run of Hope held in Büyükada on Sunday, September 22, 2019. In-depth interviews were held with the project coordinator and volunteer runners within the scope of the research, and the findings from these interviews were discussed under the headings of project impact, funding processes, civil society and EU funding perception, active citizenship, cooperation and dialogue.

► Capacity of the Institution

KAÇUV, founded by specialist doctors in Cerrahpaşa, works with hospitals and health institutions. It is expressed that the founders' being specialist doctors encouraged the trust in the institution. It is stated that the foundation, which initially operated on a small scale, is now operating on a medium scale. It is stated that with the increase in the human resources of the foundation in the last three years, a second family house has been opened on the Anatolian side of Istanbul. It is noted that the foundation is interested not only in leukemia, but also in all types and processes of cancer and conducts research on them. It is underlined that these studies are not only in the field of medicine, but KAÇUV also works outside the hospital, and carries out activities such as psychological treatment, support programs for healthcare workers, capacity building studies and playgrounds outside the hospital. In this respect, it can be said that the technical expertise capacity of the institution is strong.

“ Our founders are also doctors. We are a foundation established by specialist doctors in Cerrahpaşa. So the foundation that a doctor founded creates credibility. Because we need to work with hospitals and health institutions. In a technical sense, we start with a plus in advance.” (K10)

“I used to describe it as small-scale, but now I define it as a medium-scale civil society organization. Our human resource capacity has doubled, especially in the last three years. We're working with about 30 people. A second family home was also opened in Pendik. There was such a need on the Anatolian side. But we don't have an HR department. This could be a handicap. Civil society tries to save money in some areas, this is one of those areas.” (K10)

“We're doing research on all cancer processes. We conduct research on the psycho-social aspect of children. We do activities based on play and activity. We're not just interested in the medical process, like all foundations. That's actually the area of doctors and health organizations. But there is a serious lack in Turkey in terms of a holistic approach to the process. For a treatment to be successful, medical support is not enough. For example, no psychological support is provided in hospitals and there are no private psychologists. We provide it by outsourcing. Hospitals are not suitable environments. We're opening playrooms and building hospital classes. We are trying to do this holistically with training, play, psychological support, capacity building and the support of the medical staff. Other institutions are advancing in more diverse areas. (K10)

KAÇUV derives its income from both individual and corporate donations. In addition, it is thought that sports activities for fundraising in recent years have created resources for KAÇUV and civil society organizations. KAÇUV states that it has received a lot of donations from running and that this is an important resource for creating a new family home. The donations collected were used for family home construction for the target audience, while EU support was useful in improving the financial and HR capacity of the institution.

"I would say that we're actually in a good position. We have a resource development strategy in many different areas. We see that both individual donation and corporate donation and recently running, sports activities create a very important resource for civil society. For example, for the last three years we have raised a huge amount of donations. Building what we call a family home is not an easy thing at this time. These houses were completed with about five million. A very large part of the financial budget here was spent on this project. But we still continue to develop our HR, create projects, expand our space. For example, our last European Union project was already aimed at expanding the fund's Resource Development Department and improving the capacity there. We were able to support this with this project." (K10)

It is stated that the foundation's recognition is quite high and that it has many volunteers and donors, but this recognition is limited to Istanbul. It is expressed that the reason for this is that the field of activity of the foundation is Istanbul. It is also stated that time is needed for the foundation to move out of Istanbul.

"Our awareness is high in Istanbul. Because we have a lot of volunteer college students. And the number of our donors is quite high. So we have a high awareness, but when we go out of Istanbul, we are almost unrecognized. Because we are located in this region and we have carried out our activities in this region. I would say we need some time. I mean, we're actually at a lower point in terms of recognition, but in terms of reliability." (K10)

► Project Impact

The project is said to have made a great contribution to the development of KAÇUV. In particular, its contribution to the development of the foundation's institutional capacity is underlined. However, it is stated that EU support does not contribute directly to the field of childhood cancer, which is the field of activity of KAÇUV. In this respect, the success of the EU project was in strengthening the institutional capacity of KAÇUV, which works on Childhood Cancer and therefore has a wide scope of influence.

"It has not been a project that has made a very incredible contribution to the field in Turkey. It was a project that we developed ourselves. Because there are different funds that the European Union has opened, and this project was really a program for an institution to develop its own capacity. So the effect on us is much more positive." (K10)

It is said that the Hope Run has quite a lot of impact in terms of raising awareness and media visibility. It is stated that the goal of the event was to increase visibility and recognition, and this has been achieved, the people contacted by the foundation have increased, and KAÇUV has become more visible. The fact that no such event has been held by any organization other than KAÇUV is said to increase the impact. It is noted that the run was held in the public domain, and legal procedures were difficult, but the high motivation has overcome these obstacles.

"The running event had a very different effect. Because there were over 1,000 people coming together for a purpose. It happened in Büyükada. The speed of dissemination is much higher with their reflection in the press and social media because people share it on their own social media accounts. In an instant, one person spreads it to 300 people. I know that running has never been done by a civil society organization before. So it was a mass activity in that sense, and the impact was much greater." (K10)

"The permission procedures of our" Face to Face " teams were very difficult for us. Because they were out there. It has a very positive side, but it also has a negative side. It was a little difficult to keep the team eager and motivated." (K10)

Although KAÇUV's target audience is children with cancer and their families, the beneficiaries of the project within the scope of the EU funded project are individuals participating in the fundraising event. In this context, the project team, which defines the target group of the project as everyone who is eager to increase the awareness and visibility of KAÇUV, says that they aim to include people who will contribute with donations.

"Everyone who contributed here, especially the donors, was among the target group of the project. Because in the process, we also contacted someone who was somehow connected to KAÇUV, that is, even the persons walking on the street. We have also contacted people who have donated to us before by phone. Running, for example, was a public activity. Everyone was involved. So everyone who was willing to donate and who was willing to increase the awareness and recognition of KAÇUV was our target group." (K10)

In addition, project executives believe that the experience of benefiting from EU support gives them experience in operating corporate processes. The fact that EU support is providing visibility is deemed positive from the institution's point of view.

"You become much more expert about what you need to do, when and how after you have gained EU experience. And the second and third projects become much easier. We conducted an intensive communication activity in terms of visibility. Both the increase in people we contacted and the contribution of those who see us from the outside have given us a high momentum." (K10)

It is stated that one of the goals of the project is to develop dialogue with civil society organizations, and for this, they come and work together with CSOs engaged in small and medium-scale activities. It is expressed that capacity building training sessions are conducted accompanied by experts from the private sector and agencies with expertise in the field of Resource Development within the scope of the project.

"Civil society organizations were also part of these target groups. We have done resource and capacity building activities with them. We have worked with teams that are struggling to ensure their sustainability on their own. They came from private sector organizations and agencies that are experts in the field of Resource Development and gave training sessions. Thanks to these activities, we have reached out to employees in civil society organizations. With the run, we've reached out to different donors. We had a conversation team, a phone team and a face-to-face team. We've reached out to the audience outside with them." (K10)

It is stated that different collaborations have been developed with project support. It is also expressed that the project contributed to the development of dialogue with private sector organizations and local governments.

"I can say that different collaborations were born. Because it was a process and a project that was written, but then we ran it with the Adalar Municipality and it provided us with a resource. If it wasn't for the pandemic this year, we would have collaborated in the same way. This project has been instrumental in the development of our cooperation activities. We started to run different projects. It contributed to strengthening our communication with the public institutions I mentioned" (K10)

It is said that the project also improved the human resources capacity of the institution, two people were employed within the scope of the project, and one of these two people continued to be employed after the project. It is stated that the EU support did not directly affect the financial capacity of the institution, they realized the project they wanted thanks to this fund, but afterwards it did not improve the financial capacity of the institution. In this respect, the EU fund is limited to financing the organization's project, which takes place in a certain period of time. It is also observed that the support increased the knowledge and experience of the institution.

"We had two new friends who started as part of this fund. We're still continuing with one of our friends. It was a project that strengthened our capacity." (K10)

"It has not affected our financial capacity in a very significant way. It was a study that increased our knowledge and experience in different fields. It was a plus at the time, but it didn't make a financial contribution after that." (K10)

It is said that the biggest impact of the project was to increase the reliability and communication. Giving a certificate of appreciation after receiving donations from participants and including these contributions in the project output reports increase this effect.

"In fact, increasing the reliability was one of the goals. Because they give you a specific donation. After that, they receive gratitude and a certificate in return. And then they can read it from the reports. Increasing communication was one of the effects as well." (K10)

Volunteer runners think that social media has a very important place in communication. They say that they informed the people around them by adding photos from the Hope Run they participated in. It is thought that with the increase in the number of people aware of KAÇUV, donations made to the institution have increased at the same rate. The runners think this was their contribution to the project. Because they say that they actually did not have detailed information about the project before.

"In this period, the best advertisement is done on Instagram, that is, on social media. During the run, we tried to raise awareness by sharing photos or stories. We tagged KAÇUV, we wrote a few sentences about KAÇUV and put stories or photos. In this way, I can inform my surroundings and reach a very large audience. Frankly, people like it when I attend such events. They say, "We wish we had heard about it, we would walk even if we didn't run" and express that they want to participate in this way. I think people liked the idea that it was held on the island. Several people said, "We wish we attended too, if we knew about it." I think this kind of activity is beneficial to raise awareness. At least it is enough for them to hear the name KAÇUV in the first sense." (K10.1)

"After I started, two more of my friends from the office started to join the races. We also share them on social media, share stories and so on. People who saw it from there ask me "What are you doing? You are running somewhere, sharing KAÇUV, what are these?". I'm trying to explain as much as I can. I think they actually reach more people thanks to these personal shares we do." (Volunteer Runner)

"I was not aware of such a thing as KAÇUV, nor was I aware of an CSO. As I got involved, the people around me started to learn. This Hope Run also worked for this. (K10.1)

"Which project of KAÇUV we are running for or how does KAÇUV benefit from this race? I realized that I was not aware of these issues. It was a run for awareness." (K10.2)

"In general, the main problem of CSOs in Turkey is to find support. In other words, after all, these associations and foundations maintain their lives with these supports. So it's a positive situation to be able to create that awareness. So when they see organizations like this, they become a little more familiar and start thinking about supporting them. I think everyone has their time. Maybe this happened after the run. Maybe a month after the run. The goal here is to create awareness and somehow win people over as donors and supporters." (K10.2)

► Active Citizenship

Active citizenship is characterized by the KAÇUV representative as being able to influence decision-making mechanisms and create public opinion. On the other hand, it is defined by volunteer runners as creating solutions to problems, volunteering activities and trying to make a difference in society.

"When I say citizen participation, I think of processes in which a person contributes to political or social issues individually, rather than just an idea, is involved in these processes and can influence decisions. In other words, I think of creating public opinion together and then being able to influence decisions, rather than just social media or visibility work." (K10)

"Active citizenship is a word I haven't heard before, foreign to me. But I think it means supporting social responsibility projects." (K10.1)

"I think of people being sensitive to the problems that other people are experiencing, showing interest, trying to help or support." (K10.2)

"We can actually think of it as taking responsibility. Be a little more proactive. A culture of cooperation, expressing ideas, finding solutions, sharing about it, working about it. It's not just criticism, it's playing an active role and trying to make a difference." (K10.1)

"You also spend your time by volunteering to raise awareness and you go there, you spend your day there and you work. So this is an example of active citizenship. (K10. 2)

► Cooperation and Dialogue

Within the scope of the project, it is said that KAÇUV cooperates with public institutions and thanks to this cooperation, the necessary permission has been obtained and the run was held. In addition, it is stated that it is in dialogue with different civil society organizations and private sector organizations. These dialogues are said to pave the way for collaborations.

"We didn't have a project partner. It was just a project we applied for as KAÇUV. But public bodies were one of those stakeholders because we couldn't have done these works anyway unless we had permission and acted with them. Again, civil society organizations were one of our stakeholders. We shared experiences with different CSOs. KAÇUV didn't give an education here, but we brought them together. Therefore, there, various collaborations developed between participants and civil society organizations. They learned from each other, and thanks to our project, our cooperation has improved. Then there's the private sector. It was the weakest link but we've invited them as well and a lot of private sector institutions have been involved in the run. Institutions that we have not contacted before have come for a Sunday morning run with their own employees for awareness. In that sense, it was a project in which we also had contact with private sector organizations." (K10)

KAÇUV is said to be insufficient in collaboration and development. The importance of developing collaborations to raise awareness of childhood cancer is highlighted.

"I really care about this cooperation. For example, I see KAÇUV a little insufficient at this point. It needs to develop cooperation with different institutions and individuals working in different fields. These institutions must support each other. So in general, if projects are done with more cooperation, better results will emerge with social impact." (K10)

When evaluated in general, EU support has financed KAÇUV's Hope Run, providing the organization with access to greater financing and provided them to build institutions that provide services to the target audience, and also increased the visibility of the organization through this event. In this respect, it can be said that EU funds are successful in supporting "fundraising" activities.

► Perceptions on Fund Processes

It is stated that applying to European Union projects is difficult, and it is stated that communication with the application center may be easier. It is expressed that the documentation side is very intense and digitalization is needed. Progressive application is deemed positive.

"It is never easy to apply to European Union project. Because after all, it demands a lot from you because it's a money-giving organization. The new way of application is better. First you find a concept and send it. This is phase one. If you go through this, then you are applying to what we call 'Grant Application'. We used to get them all ready in the past. And if the concept was not accepted, we'd have completed the entire preparation process in vain. This, for example, was a facilitating change. I find the EU right in this regard. It contributes a very significant amount and wants to see its return, too." (K10)

"There was a lot of documentation work on the EU side.. I think these can be reduced, digitised or facilitated. One of the most difficult works is to carry out projects with the European Union. The process is not progressing as you have done with institutions in Turkey." (K10)

Project executives also note that they have difficulty in dealing with CFCU. Technical problems related to the processes are mentioned. It is stated that technical difficulties and paperwork obligations make the processes difficult while carrying out the project.

"It is not an easy task to carry out a European Union project. In a process where we demanded a lot of changes, we achieved success despite the pandemic and it was a project where we provided mutual visibility." (K10)

A representative of KAÇUV says that they have implemented their projects with European Union funds. In this aspect, EU funds also appear as an element that guides project designs in Turkey.

"We are trying to make our projects by looking at their alignment with European Union funds. This project was a resource development project. What KAÇUV needs most to reveal its activities in this field is money, donations, resources. The impact will also be greater when you can provide them (...) Data was kept in Excel, but we had a study to pass it to CRM. People didn't know us very well. We have 'Face to face' teams. The more people understood and listened to us, the more awareness there would be. We tried to do that a little bit. We aimed to increase both awareness and resources and communication. (K10)

► Perception of Civil Society and EU Funds

The reason for the European Union's funding is that it wants to strengthen relations with civil society and it desires strong civil society organizations. Civil society, on the other hand, sees European Union funds as a significant resource, while at the same time, it is considered challenging due to the language problem.

"The European Union is trying to strengthen cooperation with different CSOs. This, in turn, allows the development and expansion of the field of civil society, and therefore the process continues very successfully. When you look at their contribution to us, the EU wants strong civil society organisations. They supported us with this fund in this respect as well." (K10)

"First, it seems to be a very extensive resource. Because very important civil society organizations receive funds that they would otherwise never receive at once. So I think they see it as a good resource. They also see it as very compelling. For example, many CSOs do not speak English, these processes cannot be carried out without English. So I think the need for that documentation to be in English is one of the factors that is pushing CSOs. They used to see them as more unattainable in the past. I think that is not the case now." (K10)

A representative of KAÇUV says that they have made the project that they have long wanted to do thanks to this fund, and it would not be possible to realize this project on their own. So they think that this fund they received made a very important contribution to them.

"We have received funds by this time, and this has made a very important contribution to us. After that, these funds are very important, as we will always continue to by establishing our works on this ground. If the European Union does not have such funds, how we can do these projects with our own means or how much budget we can allocate to it as part of the foundation's strategy is a matter of debate." (K10)

It is believed that the coexistence of informal civil society, such as networks, platforms, initiatives, increases advocacy. Funds for such institutions are considered valuable for dialogue and cooperation. One of the issues that draws attention here is that networks and platforms are seen as formations that bring together CSOs working in the same field.

"Networks, platforms are becoming structures where too many institutions coexist and pressure, public opinion and advocacy increase. That's why I find them so important. There are three or four institutions in our field. But, for example, in the field of disability, in the field of children's rights, I find the approaches and power of influence of these networks higher." (K10)

"It strengthens cooperation. It enables the establishment of dialogue and bridge between institutions. Maybe it brings two institutions that will never come together and strengthens the relationship and communication there. It enables people from different cultures to get to know each other. The creation of environments that will bring together even the institutions that we only know their names is provided with this fund. This is a good thing." (K10)

Evaluation of Impact Case Analysis

In addition to the narrative of the cases focused on within the scope of the research in the previous section, these projects were examined on the axis of success / impact criteria. The 34 criteria, consisting of 12 headings, were scored according to both the impressions of the stakeholder interviews in the preliminary study and the findings of the quantitative and qualitative field studies and ranked according to their importance.

Table 68. Success / Impact Criteria Importance Rating

Originality	High
Subject Ownership	High
Impact on Decisions	High
Inclusion	High
Visibility	Medium – High
Target group impact	Medium – High
Collaboration	Medium – High
Active Participation	Medium – Low
Institutional Capacity	Medium – Low
Active Citizenship	Medium – Low
Propagation	Low
Financial Efficiency	Low

The 12 top titles were classified into 4 grades: high, medium–high, medium–low and low. The assessment table, which includes the current situation according to the criteria and areas of development for each criterion, was included later in the report.

Originality

Although EU-supported projects come into contact with innovative areas, the lack of resources in project design and, accordingly, the lack of preliminary work is an obstacle to the opening of new areas. Support and incentives come to the fore for preliminary studies to identify social needs and to better identify target groups before design. In particular, it can be said that strengthening the relationship between civil society and academia and obtaining data before intervention will allow both project designs to be more effective and applicable, as well as creating basic data so that the impact after intervention can be measured.

Projects are mainly carried out in metropolitan cities, the influence of civil society in Anatolian provinces is low. Supporting local CSOs enables local CSOs to develop technical expertise. For this reason, expanding local support and encouraging dialogue / cooperation with local stakeholders in national projects is a prominent area of development.

Subject Ownership

Although project executives own the subject and operation of the project, the fact that stakeholders are away from these processes negatively affects the power of influence in the focused area. In order to ensure that project stakeholders own the issue, it seems that there is a need for both current discussions with the issue and more intensive information / interaction about the project activities. In addition, the expertise of organizations on the subject they focus on during the project begins to decrease at the end of the project. In order to ensure the sustainability of these specialties, support is needed to maintain the corporate memory within the organization.

Impact on Decisions

In EU-supported projects, the practice of contacting the unaddressed areas of issues with innovative approaches is widespread. But it is rare that the new perspectives brought by the projects affect the strategies / policies of the public. It seems that there is a need to develop a mechanism for project outputs to provide suggestions, inputs and data to the strategies of the relevant public organizations.

Inclusion

CSOs that benefit from EU grants are similar. It is envisaged that the incentives and preliminary research supports for CSOs to understand the differentiation of the target audience when designing their projects and to make their designs in a manner to cover these groups will increase inclusivity.

Visibility

EU support has a positive impact on the reputation of CSOs. But their projects are particularly experiencing problems with social media visibility. Both EU organizations want to be more visible through projects, as well as CSOs that carry out projects together want to be more visible with the EU. It seems that training and support for social media communication will increase the impact of projects.

Target Group Impact

The benefit of EU-supported projects to the directly contacted target audience is obvious, but the secondary / unforeseen effects are not visible. In addition, projects are insufficient to reach the entire population of the target audience, and CSOs perceive their target audience as a homogeneous category. For this reason, projects have limitations on covering different segments and disadvantaged groups. It is important to investigate the impact of secondary beneficiaries and non-beneficiaries as well as the beneficiaries and that social impact assessments are carried out based on samples that will represent that category, not just the group contacted. In addition, the target audience should include different segments of society, and the project designs should be conducted by understanding the differences within the target audience.

Collaborations

Stakeholders are happy with cooperation with universities (especially universities in Anatolia). There are educational gains from universities. It also brings visibility and reputation to the University. It seems that the projects are bringing together organizations that have not met before. Increasing the contact of local authorities with EU organizations and organizing activities that include ways, methods and the importance of active participation in EU projects can be defined as an area of development. In addition, if bringing together the CSOs that have not previously done projects together in EU project applications is included in the evaluation criteria, it can increase contact between civil society itself.

Participation

EU-supported projects include participatory processes. Stakeholders are open to projects and the issues on which the projects are focused, but interim information by Project Managers is missing, and even if they mention the positive aspects of the projects, they fail to mention their critical remarks for project processes and impact. Stakeholders in the projects have a decorative position to some extent. Defining not only intellectual but also operational functions for stakeholders in the design and implementation processes of projects can increase the engagement of stakeholders in the project.

Capacity Development

EU-supported projects contribute to the institutional development of CSOs and develop specializations such as project management and financial management. Both in terms of contributing to corporate development and in order to sustain development, periodic support is important that will ensure the mobility of CSO employees with EU project experience between national, local and international CSOs.

Active Citizenship

CSOs consider themselves examples of active citizenship. It is also rare for the locals to communicate requests to the public authorities. It is necessary to establish information and contact mechanisms that will allow CSOs and local authorities to communicate their demands to the public and local authorities, to disseminate and strengthen existing ones, and to encourage public and local governments to use these channels.

Financial Efficiency

In projects, budgets allocated for representative events that do not directly touch the issue and the target group are found to be excessive. In addition, activities such as opening / closing events are found to be the most ineffective by Turkish civil society. It seems that the budget spent on representation activities should be transferred to capacity building, service provision, resource creation or activities directly aimed at the target group, and the budget, included in the project processes, should be flexible for item changes, total financial share of these activities in the project should be reported, and clear criteria for share should be established in a more developed manner. After the project, organizations are looking for new resources, and this can lead to them going beyond the field in which they work / specialize. During the project, the need for training and incentives is highlighted in order to establish a sustainable financial model after the project.

Dissemination

CSOs conduct social impact and monitoring assessment studies, but these studies are limited to observations and not enough budgets are allocated.

All assessments of the impact criteria are detailed in the table below.

Table 69. Case Analysis Evaluation Based on Mentioned Criteria

	Criteria of Fund Establishment and Stakeholders	Current Status	Development Areas
Originality	Need not mentioned previously	Effective. In particular, it allows you to determine the needs	Providing needs analysis / research support for CSOs with regard to social needs
	Social segments that have previously been slightly contacted	CSOs contribute to the local community through their projects, but innovations are limited	Providing needs analysis / research support for CSOs with regard to social needs
	Services that do not already exist in the local	These unique services meet the citizens in good examples through local organizations.	Supporting local organizations in more flexible ways
Subject Ownership	Ownership of the project subject	Ownership is high in the inner circle. However, project stakeholders stay away from the content of the project.	Feeding project stakeholders about the activity of the project; creating awareness of the relationship of the project with the subject, the contribution of the project to the subject
	Desire to do similar projects	High motivation to continue, new project ideas are born	The intermittent nature of support, especially EU support, can be an obstacle to oCSOing work.
	Establishment of units and working groups related to the project subject within the institution	Studies remain project-based, coordination is limited	Supporting post-project in-house formations and archiving works to keep the subject of work and project outputs in the memory of the institution
Impact on Decisions	Being the subject of outputs such as a strategy document	The reflections of the outputs of the projects on public strategies are limited, and motivation is low	Development of a mechanism for project outputs to provide recommendations, inputs, data to the strategies of the relevant public organizations
Inclusion	Being open to different topics and diversity	The similarity between CSO that benefit from grants is high and the number of CSOs that are excluded from the scope is high	Prioritizing access to CSOs that have not previously received support in evaluation processes
	Access outside metropolitan areas	Access to small cities is limited	Design of programs that will support the effectiveness o civil society in Anatolian provinces and directly target these provinces
	Reaching low capacity but effective CSOs that could not be reached before	Local CSOs are accessed albeit partially	Access of local support to more CSOs
Visibility	Social Media Use	Social media use is limited, but motivation is high, a matter of concern	Investigation of social media visibility and impact
	Not being introvert	External communication motivations are high.	Providing incentives for CSO visibility
	Visibility of EU Institutions	EU project brings reputatio to CSOs.	Development of communication formats in which the visibility of the EU and CSO does not preclude the subject and the content of the project and makes the project stakeholders visible

	Criteria of Fund Establishment and Stakeholders	Current Status	Development Areas
Impact on Target Group	Social Benefit	Direct effects are visible	Investigation of the impact on secondary beneficiaries and non-beneficiaries as well as beneficiaries / conducting social impact assessments based on samples that will represent that category, not just the group contacted
	Access and Inclusivity	A limited segment is accessed, and diversity is also limited	Support for developing the ability to reach the target audience in different regions / expand to the target audience that have not been contacted
	Coming from grassroots	Grassroots ideas and interventions are limited	Encouraging the target audience to include different segments of society and to make project designs by understanding the differences within the target audience
Collaborations	Establishing partnerships and networks, being more numerous	Networks are established, but their effectiveness is limited, they are not qualified, they are not result-oriented.	Periodic and subject-oriented network structures should be encouraged
	Cooperation with new CSOs	New contacts are common	Increasing the contact of local governments with EU institutions and organizing activities involving the ways, methods and importance of active participation in EU projects
	Informal networks	Özellikle kadın STK'larının kurduğu enformel ağlar etkili	Enformel ağları destekleyen programların kurgulanması
	Informal networks	Informal networks established by women's CSOs are particularly effective.	Creating programs that support informal networks
	Collaborations with the public	Cooperation with local governments is widespread and effective, dialogue with ministries is limited	Investigating the effect of existing public-CSO dialogue supports, determining development areas.
	Relations with the EU Presidency	Cooperation with the EU presidency is limited	Bringing together CSOs that have not previously done projects together in EU project applications should be included within the evaluation criteria
Participation	Being multi-stakeholder	They have been observed and accounted for, contact is not systematic, information is limited.	Paydaşlara proje süreçleri ile ilgili periyodik ara bilgilendirmeler yapılması
	Effective participation of stakeholders	Stakeholders are interested but not engaged, they are secondary, participation is decorative, not transformative, they are supportive, they are not part of success indicators	Clarity of project stakeholders' functions within the project and stakeholder-based evaluations in impact measurement
	Attention to participation from the public	Dialogue with the central public departments is limited	Creating mechanisms to encourage participation of public and local governments within the scope of the project and monitoring participation

	Criteria of Fund Establishment and Stakeholders	Current Status	Development Areas
Capacity Development	Management to be informed and effective	In large-scale CSOs, it seems that the administration is not able to effectively monitor the project	Supporting institutional development processes that will enable CSO managers to follow up the project process and to have the impact of the project
	Increase in institutional capacity	Corporate capacities have increased	Capacity development measurement studies and supports to ensure the sustainability of capacity
	Developing expertise in EU project management	People's knowledge and experience in managing an EU project has increased	Periodic support to ensure the mobility of CSO employees with EU project experience between national, local and international CSOs
Active Citizenship	Promotion of active citizenship in the local, formation of demands from the local to the public	The projects consider themselves an example of active citizenship/participation. It is rare for the local to transmit requests to the public	Establishment, dissemination and strengthening of information and contact mechanisms that will allow CSOs and local authorities to communicate their demands to the public and local authorities. Encouraging public and local governments to use these channels. Support for the design of services that contribute to the local community through local government - CSO Cooperation, propagation of existing ones
Efficiency	Good management of budgets	A lot of resources are allocated to organizational events, such as opening/closing events, but their impact is found limited.	Transferring the budget spent on formal events to capacity building, service provision, fundraising or directly to the target group. Budget being flexible for changes during the project process.
	Using all budgets for the purpose	Due to a large number of changing factors, planned targets may be exceeded.	Reporting of shares allocated to activities that touch the subject / target group in financial reporting of projects
	Financial sustainability	The support provided strengthens CSOs financially, but sustainability is weak. Sustainability is sought in a new fund.	Providing training, incentives, exemplary models and supports to establish a sustainable financial model for second and subsequent applications
Dissemination	Social impact and monitoring-evaluation studies	Performed, but it is limited to observations, no budget is allocated	Making the measurement and reporting of the social impact of EU projects a criterion and making social impact measurements done by independent organizations and propagating them by the EU.
	Paying attention in reports	Attention is paid to the reports	Reporting Supports
	Compliance with EU application criteria	Processing according to application criteria	Application Supports
	Having concrete outputs and propagation of outputs	The projects have concrete outputs but the level of propagation is not high.	Supporting activities that enable CSOs to share their output with the public, local government and universities

The background features a dark blue field with several golden five-pointed stars scattered across it. At the bottom, there are vibrant, wavy lines in shades of purple, pink, and blue, resembling a digital or data visualization. The overall aesthetic is modern and technological.

**CONCLUSION AND
EVALUATION**

Conclusion and Evaluation

“Sectional Planning Document (SPD)”, which analyzes the situation of the civil society sub – sector and which defines the sectoral approach to be followed in the period 2014-2017, has been prepared in the planning process of 2014-2020 IPA – II period. In the Sector Planning Document, the overall goal of the civil society sub-sector is defined as “supporting the EU alignment process by contributing to the strengthening of democratic structures and processes, fundamental rights and the rule of law”. The specific objective of the sector was determined as “ensuring active participation of civil society in policy and decision-making processes, developing a culture of fundamental rights and dialogue and supporting EU-Turkey civil society dialogue and intercultural exchange”.

In this context, 4 subheadings have been identified in the Sector Planning Document:

- Sub Action 1: Improving Legal Framework for Active Citizenship
- Sub Action 2: Strengthening Public-CSO Cooperation
- Sub Action 3: Strengthening the Capacity of CSOs and the Network between CSOs
- Sub Action 4: Strengthening Civil Society Dialogue Between Turkish-EU Citizens

If we evaluate the research findings in relation to sub-actions:

Sub Action 1: Improving Legal Framework for Active Citizenship

According to quantitative research findings, **the active citizenship perception of CSOs receiving EU support is close to the EU's definition.** In this aspect, EU support seems to affect the perception of active citizenship of Turkish civil society. Looking at good examples that have received an EU grant, the aspect of active citizenship affecting decision-making mechanisms stands out, and the project beneficiaries see it more as volunteerism and awareness-raising efforts. In quantitative research findings, we also see that organizations that have received EU grants define active citizenship as participation in management and conducting rights-based activities. **It is possible to say that EU grants are effective in terms of promoting and propagating active citizenship.**

Sub Action 2: Strengthening Public-CSO Cooperation

EU funds create favorable environments / themes in the context of the development of dialogue between civil society and public organizations; they have a function that strengthens trust between public administration and CSOs. Cooperation and dialogues with stakeholders in EU-funded CSOs are high compared to those that do not receive them in terms of diversity and frequency. One of the main findings of the study is that EU - supported projects increase dialogue / cooperation with CSOs-local government and the public. According to quantitative research findings, CSOs that have received EU grants have a higher contact with local governments than public institutions. The fundraising run of KAÇUV, Food Rescue Association and Needs Map can be shown as examples of such collaborations to build trust between local government and CSOs. In quantitative research findings, it was observed that CSOs that received or applied for EU grants were in more contact with local governments, rather than with public institutions in general.

On the other hand, **EU-supported projects are seen to be effective in gaining the trust of public institutions.** A good example of this is the project of the Food Rescue Association. In this respect, EU-supported projects are important because they are in a position to build trust in the public-CSO dialogue. **Supporting the works in thematic areas that the public refuses to participate in, EU's taking on the role of mediator in developing public-CSO dialogue and cooperation in diverse fields, and prioritizing work that will bring these institutions together will ensure the development of public and civil society cooperation.**

Sub Action 3: Strengthening the Capacity of CSOs and the Network between CSOs

EU supports have the potential to develop interdisciplinary approaches to issues. It seems that there is no network or platform on which the vast majority of CSOs are members. More than half of those who have received an EU grant have a network or platform of which they are members. National networks are deemed more effective by civil society organizations than international networks. A topic observed in interviews conducted for case analysis is **CSOs viewing networks and platforms only as structures made up of those working in their thematic fields.** In this regard, it can be said that **EU support, especially support for networks and platforms, will expand the perception of CSOs related to national and international networks, bringing together CSOs from different areas of activity, highlighting diversity and inclusion.**

Sub Action 4: Strengthening Civil Society Dialogue Between Turkish-EU Citizens

Although the perception of CSOs towards the EU has risen in terms of reputation over the 10-year period, it still remains at a moderate level. Being in the process of receiving an EU grant strengthens the EU's reputation in civil society. Those who are not involved in funding processes have critical views on EU programs. **The most positive perceptions towards EU programs are those of CSOs that have received EU grants.**

Finally, if we look at the impact of EU support on the capacity of Turkish civil society and the evaluation of funding processes both in the representative study and in the case studies phase;

Impact of EU funds on the financial and institutional development of Turkish civil society

EU grants and support are seen to be effective on civil society in line with the EU's goals and perspective. The EU's resources to Turkish civil society have significant implications for civil society development. It increases the financial, human resources and expertise capacity of CSOs, opens the ground for cooperation with local governments and the public, and improves the perception of active citizenship. It is the financial aspect of these supports that stands out in views on the contribution of EU funds to Turkish civil society. **The EU grants work to meet the financial needs of Turkish civil society.** An important role is attributed to EU funds by civil society in the context of civil society's implementation of its projects. Traces of this situation are found both in the quantitative findings of the survey study and in the narratives of the case studies. Quantitative findings indicate that **the most important impact of EU support is the increase in financial capacity.** On the other hand, target audience-oriented research is needed to assess the impact of grants and support on the target audience on a project basis.

EU funding supports strengthening the institutional capacities of institutions. EU support, especially institutional capacity support, plays an important role in the institutional structuring of CSOs. Examples such as AYBUDER and SAĞKAL are concrete examples of the contribution that these supports provided for institutional structuring. In examples such as the Needs Map and KAÇUV, EU support contributed indirectly to institutional capacity by ensuring the realization of projects. These contributions can be most observed in the development of human resource capacity. In summary, the impact of EU grants on capacity building is evident.

Access to EU funds requires high technical capacity and specific expertise. The fact that application processes require a separate expertise hinders the access of organizations with limited experience in local and fund processes. According to qualitative findings, it can be said that the human resources and technical expertise capacities of organizations that receive EU support and carry out successful projects are strong. Although this is not a merit for benefiting from EU funds, it stands out as one of the elements that makes it easier to benefit from these funds. For example, KAÇUV's advanced technical expertise, IKSIV's human resource capacity and its flexibility in developing this capacity can be shown as an example of this. Quantitative findings also show that the human resource capacity of CSOs receiving EU support is quite high compared to those who do not receive and do not apply. 14.6% of CSOs in Turkey have a high human resource capacity, while 22% of them have received EU grants.

Perceptions on Fund and Grant Processes

Criticism of the application and evaluation processes of EU grants is widespread. The lack of support mechanisms for urgent needs is a disadvantage for projects that need to be implemented in a short time. CSOs that have applied for an EU grant but have not received it have reservations about finding the information sufficient and the evaluation process fair. Despite these, EU funds are among the most preferred sources of funds. Again, according to quantitative research findings, CSOs applying for EU grants think that the **application and evaluation are taking a long time.** In the comments of the executives of the projects, which are good examples, regarding the application processes for EU funds, the main point is that the process is difficult and bureaucratic. On the other hand, the fact that the social cooperatives that do not have the status of an association or foundation can also benefit from this support indicates the flexibility in applying for funds. **A progressive application is found reasonable in terms of easing the workload in the application process.** However, the fact that the application requires its own language and rules forces the applicants. The fact that the project application process is long is a disadvantage for projects that are urgent and need to be implemented in a short time. In this regard, it is important to develop solutions where support applications can result in a shorter time. Especially, it can be considered to establish theme based emergency support mechanisms and to make the application processes for these supports flexible by considering the unique conditions of CSOs.

EU funds are found more functional and viable compared to other sources of funds. Among the activities of EU projects, the most dysfunctional ones are “opening and closing events.”. The most functional ones are the activities such as **aids, awareness studies, communication campaigns, experience sharing and collaborations** that focus directly on the subject of the CSO. **Communication campaigns and increased visibility are made possible by EU support.**

