

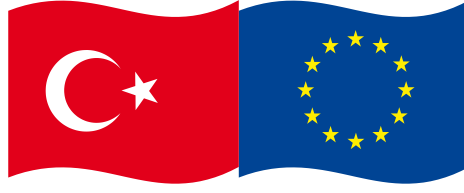
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ENHANCING AND MONITORING CIVIL DIALOGUE PROJECT

DIALOGUE MONITORING RESEARCH



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PREAMBLE

As the YADA Foundation, we have been carrying out the “Enhancing and Monitoring Civil Dialogue” project, which we started in December 2018, supported by the European Union, with the following objectives: contributing to the democratic participation of CSOs in policy making processes, improving relations among CSOs and between CSO-Public, CSO-Private Sector, CSO-Public-Private Sector and strengthening the dialogue among these sectors.

Within the scope of the project, we designed 3 different research studies that feed each other. These studies are: (1) Dialogue Mapping: Mapping the dialogue between civil society-public-private sector, (2) Dialogue Monitoring: Monitoring the dialogue between these sectors and revealing the common principles of the dialogue; and (3) Media Monitoring: Monitoring and analyzing the forms, dimensions and channels used by CSOs in order to influence the public opinion and decision-makers’ decisions in the national media. With the Dialogue Monitoring study, 6 projects which have touched the differentiation areas that emerged within the scope of the Dialogue Monitoring Research and Dialogue Mapping Research were selected and the dialogue and cooperation processes in these projects were examined in depth.

The aims of the research can be summarized as follows:

- Identifying good examples of dialogue
- Analyzing the barriers and possibilities for dialogue based on good examples
- Determining the situations before, during and after the dialogue
- Setting out common principles in the context of dialogue based on good examples.

The research results in the report consist of the analysis of in-depth interviews with 6 projects determined between January and February 2021, as well as 30 project coordinators who have taken active roles in the formations. Within the framework of the research, we aimed to reveal the dialogue between the civil society, the private sector and the public administration, their own historical experiences, and their predictions for the future. We hope that new examples will emerge, diversifying in terms of both institutions, world views and expertise, and expanding the inclusive and civic sphere through the evaluation of projects covering different motives and collaborations that can set an example for Turkish civil society. We would like to thank the civil society experts and managers, public institutions and private sector representatives who shared their opinions and contributed to the study.

YADA Foundation

**EXECUTIVE
SUMMARY**

Projects were determined where stakeholders from different categories came together, covering different areas of expertise and containing different world views in the “Dialogue Monitoring Research” carried out within the scope of the “Enhancing and Monitoring Civil Dialogue” project conducted to reveal the dialogue and relationship forms between non-governmental organizations among themselves and with other stakeholders. Within the scope of this post-election research, civil society experts and representatives working in thematic areas such as women / gender, refugee / humanitarian aid, environment, education, city and disability, public administration, private sector, and social enterprise representatives were reached. In-depth face-to-face interviews were held with 30 project executives and partners, who took active roles in 6 projects and formations between January and February 2021, via video conferencing.

The projects and associations determined within the scope of the research are as follows (In Alphabetical Order):

- Autism Action Plan
- Disaster Coordination Platform
- EŞİK- Alimony Platform
- İMECE
- Sultanbeyli Refugees Association
- Yellow Bicycle

Within the scope of the research, the participants were asked questions about the profiles of institutions and individuals, their perceptions about cooperation and dialogue, relations with stakeholders during the project process, cooperation / dialogue processes, and also about the impact of their projects.

Dialogue and cooperation is a discursive concept that is shared and owned not only for civil society organizations but also for many institutions and organizations. As indicated by the Dialogue Mapping Research, **It is seen that the perceptions of civil society organizations in Turkey regarding dialogue and cooperation are getting more positive compared to the past.** Participants consider the collaborations established to be of great importance in terms of the permanence and sustainability of the impacts and also express that they believe these are due to the cooperation established. **Although CSOs have the mission of being open to dialogue as a civil society actor, there are some situations, some actors and some issues that are avoided to come together and appear together.**

To summarize these situations; **CSOs seem to have ethical rules, principles, and criteria sets whose time limits and content are unknown, political boundaries are drawn and these boundaries are protected by CSOs.** Even if there is no dominant trend, there are situations where **civil society organizations limit the dialogue opportunities of their organizations according to their political position and world view.** One narrative that this political differentiation limits the possibil-

ities of dialogue is that “we will not be accepted, even if we want to.” There is a measure of sincerity that is not defined in both civil society activities and Corporate Social Responsibility activities. This criterion is generally defined as economic interest in private sector relations or political interest in public relations. The experiences of CSOs regarding dialogue are not transferred to the culture of the organization permanently, it changes periodically with the change of staff (management and expert staff).

Gatherings between themes are limited.

Supporting interdisciplinary partnerships, opening up spaces for this and creating funds can be effective both in terms of transforming the form of dialogue and cooperation, and meeting specific social needs.

In recent years, especially after the Presidential System Constitutional Amendment, it is seen that the relations with the local representatives of the central government have weakened. It is stated that the centralization of the system limits the access of CSOs to decision makers. In private sector relations, the hesitation continues.

Changes in politics and legislation form the basis of pessimistic perceptions, and clear cases do not constitute the basis of optimists. The increase in common problems also increases the potential for dialogue and cooperation with regard to these problems. At the same time, the increase of good examples of dialogue and cooperation, and the reporting and circulation of these good examples are guiding / motivating for future cooperation and dialogues. The widespread use of cases that support optimistic approaches and the increase in visibility can contribute to the emergence of dialogue potentials.

The issue-based dialogue approach creates an opportunity to bring together institutions from different fields and backgrounds. Civil society, with different political, social, cultural and ethnic backgrounds and working in different fields, can come together around a common issue / issue and increase the platforms where they can negotiate and consult in line with their areas of expertise, differences and experiences, strengthening the ground for dialogue and cooperation. In this direction, issue-based dialogue can make important contributions to an effective dialogue and possible cooperation.

METHOD

Projects were determined where stakeholders from different categories came together, covering different areas of expertise and containing different world views in the “Dialogue Monitoring Research” carried out within the scope of the “Strengthening Civil Dialogue” project conducted to reveal the dialogue and relationship forms between non-governmental organizations among themselves and with other stakeholders. In the selection of the projects, the findings of the Dialogue Mapping Research conducted within the framework of the same project in 2020 were taken into consideration. Based on this report, project selections were made according to three criteria:

- Coexistence of CSOs operating in different thematic areas / expertise,
- Coexistence of institutions and organizations in different categories (public administration, civil society, private sector, social enterprise, etc.)
- Coexistence of organizations with different world views / political positions.

The scope of this post-election research was reached with civil society experts and representatives, public administrators, private sector, and social enterprise representatives

operating in thematic areas such as women / gender, refugee / humanitarian aid, environment, education, city, and disability. The projects and entities (platforms and initiatives) included in the evaluation are as follows (listed alphabetically):

- Autism Action Plan
- Disaster Coordination Platform
- EŞİK- Alimony Platform
- İMECE
- Sultanbeyli Refugees Association
- Yellow Bicycle

Details of the projects can be found in the ANNEX 1 section of the report. Fieldwork was carried out between January 2021 and February 2021. Due to the limitations created by the Covid-19 pandemic, all interviews were conducted via video conference. All interviews were recorded with the knowledge of the participants, and the interview records were analyzed and translated into text. In the next sections, the profile of the participant and the scope of the research will be included.

SCOPE

In-depth face-to-face interviews were held with 30 project executives and partners, who took active roles in 6 projects and formations between January and February 2021, via video conferencing. Semi-structured question instructions were used in the interviews, which were designed to collect qualitative data. In the interviews, different question directives were designed for the project's civil society, public stakeholders, and non-project civil society categories, which are stakeholders.

In-depth interviews took an average of 45 minutes. The headlines of these interviews were as follows: perceptions of the civil society sector's cooperation dialogue processes, criteria considered in cooperation with the types of dialogue and cooperation established by CSOs, thoughts on the relations among CSOs and between CSO-Public, CSO Local Governments,

CSO-Private Sector, stakeholders worked within the scope of the project, and the relations with stakeholders, opinions on the impact of the project carried out on the target audience / issue. The topics covered in the question directives are as follows:

- Questions About Profiles of Institutions and Persons
- Perceptions on Collaboration and Dialogue
- Relations with Stakeholders during the project process
- Collaboration / Dialogue Processes
- Perceptions of Project / Program Impact

FINDINGS

The findings section of the report was created by analyzing the in-depth interviews made with the stakeholders of the 6 projects and formation and the subjects they focus on. In the reporting, evaluations were not based on the project, but on the basis of dominant percep-

tions, thoughts, approaches and attitudes indicated by all negotiations. Therefore, the flow in the report is not driven by the ranking of the projects, however, by the organization of the relationship of the findings with each other in narrative integrity.

CSO'S DEFINITIONS OF OPENNESS TO DIALOGUE

Dialogue and cooperation are discursive concepts that is shared and owned not only for civil society organizations but also for many institutions and organizations. As indicated by the Dialogue Mapping Research¹, It is seen that the perceptions of civil society organizations in Turkey regarding dialogue and cooperation are getting more positive compared to the past. While thicker lines were defined in the context of dialogue in the past, today these lines appear to be faded and the borders stretched. The blurring of boundaries, albeit on a discursive level, is valuable in terms of creating foundations for future dialogue and cooperation.

A similar trend is observed through the civil society organizations that were interviewed within the scope of the research. The CSOs interviewed describe themselves as a cooper-

ating organization. There are, of course, some limits / barriers to this general definition. The situations in which these barriers are visible will be discussed later in the report, however, it is important to look primarily at how CSOs define themselves in the context of cooperation and dialogue.

Participants believe that the collaborations established are of great importance in terms of the permanence and sustainability of the impacts, and they believe that these are realized due to the established collaborations. For the healthy progress of cooperation, the main criteria are to be able to think together on the solution and also to agree on the purposes.

“Absolutely. We have a structure that almost can’t function without cooperation. We certainly try to advance everything through cooperation and partnerships. We’ll try to adopt it. We believe that what is done cannot be permanent and sustainable unless there is such ownership and cooperation in local governments, local people or the CSOs. So we see it as a key concept and way of working.” (International Body)

“If you describe your work in a good way and, as I said, instead of constantly expressing the problem and complaining and if you bring together problem and solution proposals and constantly share scientific data-based work related to the field you are working in, and you conduct very good advocacy and lobbying in it, I can say that this cooperation is progressing in a healthy way.” (Disabled CSO)

“But we, as the X Foundation, have learned a lot from our point of view. This is very important. I think that with this project, we have moved away from the distant, snop, top-looking, professional, “I know everything” mood of the X Foundation and have reached a level open to cooperation.” (Disabled CSO)

“I’d say we’re cooperating. Especially when we think about it from the point of view of our field offices, as I mentioned earlier, a service mapping is being done here. Collaboration areas are selected over this service mapping. This is how support is provided, which we cannot provide directly.” (Refugee CSO)

Although CSOs and organizations negotiated in the context of cooperation and dialogue are institutions that have brought together CSOs with different expertise, different categories, and different world views in their projects; “distance” and “proximity” are encountered in the

context of the world view of these organizations. In other words, even while CSOs express that they are open to dialogue, they cluster their own fields and define other CSOs on the basis of their stereotyped features.

“If the work to be done is a structure that will be transparently shared with the public, we work with everyone without looking at the worldview.” (Education CSO)

**DIALOGUE CRITERIA -
VISIBLE / INVISIBLE
BARRIERS**

We have said that cooperation and dialogue are owned by organizations, albeit at a discursive level, nevertheless it is obvious that there are visible and invisible barriers in the actual reflection of this ownership. Although CSOs, who are civil actors, have the mission of being open to dialogue in principle; in some cases, they refrain from meeting and appearing together with some actors and within the framework of certain issues. We will try to understand this situation, ac-

tors, and subjects in more depth in this chapter.

In the interviews, it is seen that the criteria of not contradicting the vision / mission, ethical rules, not being politically contradictory, sincerity and democratic division of labor come to the fore. In addition to these, competence and knowledge in the subject being studied is shown as one of the important criteria. These criteria sets will constitute the subject of the chapter.

NOT CONTRADICTING THE VISION / MISSION

An important barrier that organizations put forward in the context of cooperation and dialogue is the vision and missions of their own organizations. The purposes of the establishment, which are declared to the public by their organizations in the foundation deeds, associ-

ation statutes or websites, can also be defined as an obstacle in the context of dialogue and cooperation. A representative of a CSO participating in the research and operating in the field of gender defines this barrier as follows:

“If we are going to be a one-on-one stakeholder on issues that will not be very contrary to our vision and mission, which will not be very opposite, that we will not be in very separate corners, we are taking these issues into consideration, but in addition, we are also there again for support with the decision of our Board of directors on different issues.” (Social Gender CSO)

The representative of a civil society organization who is working in the field of disability emphasizes the compatibility with the vision

and mission, as well as the similarity of both the target group and the activities of the organization to be cooperated:

“Of course, we’re looking at working areas. As we carry out projects within the framework of our vision and mission, we cooperate with the civil society organizations that carry out their work within this framework.” (Disabled- CSO)

“Our criteria here are actually related to its compliance with our own vision. I mean there can be various institutions and organizations or private sectors providing services in different areas. Even so, to what extent are these in line with our policies? This needs to be considered, too.” (Refugee- CSO)

However, the vision and mission may not necessarily include the limitations of organizations in the context of cooperation and dialogue. In addition, and perhaps more importantly, the cooperation of organizations with similar visions and missions may be one of the factors that restrict the impact, as they

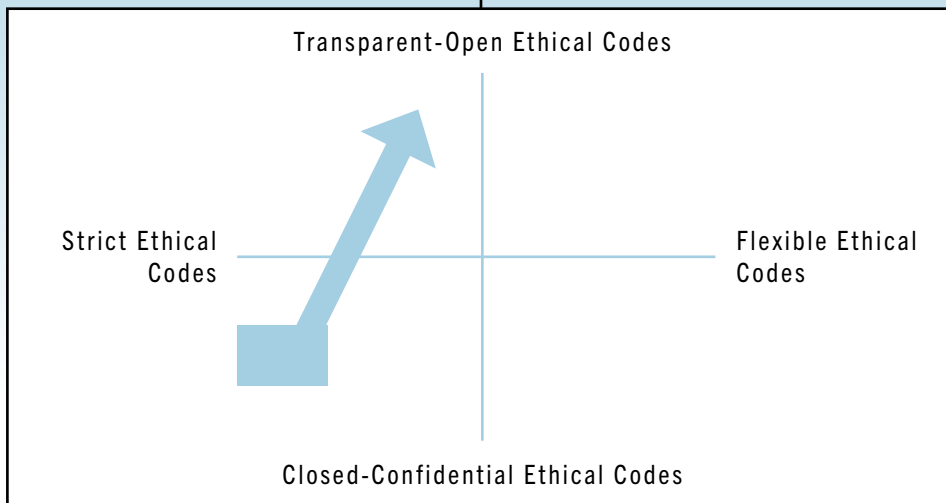
are transformed into structures in which similar ones come together and establish a unity of power rather than a cooperation. It would not be wrong to say that the dialogues of organizations with different visions and missions have at least a potential to bring a different perspective to a particular issue.

ETHICAL RULES / PRINCIPLES / CRITERIA

Another obstacle to dialogue and cooperation is the ethical rules, principles and criteria defined by CSOs. The ethical rules underlined were often not clearly defined in our interviews and were left in a non-verbal agreement between the interviewer and the

researcher. This situation actually contains clues that the collaborations between organizations are often not clearly defined. It is possible to categorize the criteria left for nonverbal agreement on two axes: transparency / closeness and rigidity / flexibility.

FIGURE 1. ETHICAL RULES AXIS



It seems that ethical codes and principles are an obstacle to dialogue. However, apart from a few consensus points (child abuse, child labor, human rights violation, arms industry, etc.), there is no clear ethical code set. Considering the two axes mentioned above, it can be said that most of the CSOs have a closed ethical

code set. Since these codes are often undeclared, it is hard to mention how flexible and rigid they are. In order to increase the dialogue among CSOs, in some cases it may be useful to know whether the ethical codes and principles defined by the organizations are clearer and whether they are open to negotiation.

“As I said, we pay attention to stay at an equal distance to all public and private sector institutions, but we do not have a rule that if there is anything that contradicts our code of ethics, we will cooperate with them or stick together. But we have no obligation or principle to be in the same worldview. We’re looking at benefit, but of course within the framework of certain ethical rules.” (Social Gender – CSO)

It seems “impossible” for organizations that carry out opposing activities within the framework of the same issue to be in dialogue. One of the participants exemplifies this situation in the contrasting relationship between organi-

zations that protect and damage the environment. On the other hand, even in such a situation, it may be important to engage in dialogue in order to influence the social or environmental issue that is shared.

“So, in my own personal opinion, I think that the combination of two completely opposite views can be really problematic. I think it’s something that could affect the stance of that CSO. Of course, it would not be very appropriate for an institution that works on Environmental Protection and an institution that completely damages the environment to come together, but I believe that it would be good to come together at other times, even if it is not appropriate to come together.”
(Private Sector)

NOT BEING CONTRADICTED (CONTRADICTING ACCORDING TO POLITICAL POSITION AND WORLD VIEW)

There are cases where civil society organizations define the dialogue possibilities of their institutions and define classifications regarding political positions and worldviews. Political positions that are defined explicitly or implicitly make the possibilities of dialogue with CSOs positioned in opposition impossible. Most of the time, this is not through support for an ex-

isting political party, although through world views and political positions. Definitions such as “Islamic / secular”, “advocating / non-advocating women’s movement”, “racist”, “capitalist / anti-capitalist” can be cited as examples of this situation. The statements of a participant working in the field of gender reveal this situation:

“Of course X has several principles. First, the institutions we would cooperate must be anti-capitalists. Other than that, they definitely shouldn’t be racist. They need to be away from misogynistic, sexist things, politics. And, of course, there may be studies that we will come side by side on the basis of labor, that is, side by side on the basis of women’s labor.” (Social Gender- CSO)

CSOs point not only to the impossibility of dialogue and cooperation with the opposite of their position, but also to the limitation of opportunities for dialogue and cooperation with all CSOs in which they do not carry a common worldview. In other words, it seems that there

is a distance not only with their opponents, but also with those who are not like themselves. However, it is important to underline that. While dialogue with the opponent is defined as “impossible”, dialogue with any segment that is not like them is “not preferred”.

“So once they have to possess female consciousness. Working with a structure that creates a women’s unit or conducts women’s work and knows gender roles and patterns much better and has consciousness that can create the necessary spaces for the freedom of both sexes, and finds methods that can perform these methods with female consciousness, both open us up and we can share our workforce more comfortably together. We’d be happy to work with a Feminist structure.” (Social Gender-CSO)

“I mean, I’m guessing they must be close. I can’t think much and say it, but I’ll tell you what I understand from the worldview. In particular, the principle of transparency and neutrality that I am talking about. In other words, we come together with institutions that we know will not harm our neutrality and which we can share content clearly and transparently. In that sense, yes, I mean, we’ve always worked with people close to us.” (Youth-CSO)

The narrative about the restriction of the possibilities of dialogue by political differentiation is shaped by the expression “we will not be accepted even if we want to”. This situation has a response based on experience. Participants describe in their past experience that they

somehow “do not have access” to the side they describe as the opposite, and describe the reason for their lack of access as political polarization. A CSO representative working in the field of gender describes a similar experience as follows:

“I’ll admit, it’s not happening. So we cooperated with Municipality X. Because she’s our friend. She has the same perspective with us in terms of the March 8 celebration for example. But, another mayor of (X) who is also a woman. I wanted to get to know that mayor. Because she was the only female mayor of (X). But we’re in such a polarizing situation that I couldn’t make it. I think she’s different in terms of political opinion. Because I would say that we are more close to feminist, climate activism, LGBTI movements. We are closer to more progressive parties” (Social Gender-CSO)

UNIDENTIFIED CRITERIA OF SINCERITY

Another criterion that CSOs put forward when entering or maintaining dialogue processes with other institutions is the concept of “sincerity” which they do not define clearly. CSOs define both the economic and non-profit activities of other institutions on the basis of sincerity. What is meant by sincerity in general is that whether it derives an economic or political benefit from this activity. While the issue of

economic interest is more associated with the activities of the private sector, political interest is described as a state of dependence on politics or a particular political institution, which CSOs describe as GONGO. An expert in the field of refugees describes his experience with a company, stating that the company displayed its support in order to provide an interest in advertising itself:

“What are our criteria? It is especially important that it is sincere in this regard, it is also important that it has the potential to adapt to us. For example, there was a company, Company X. We also had various ideas to create awareness and sensitivity about homelessness. They came up with an idea themselves. But for example, we normally don’t take footage of homeless people’s faces because it’s a violation of their rights. And they said, for example, they can’t change the format.” (Refugee – CSO)

Another emphasis on sincerity is the emphasis on the closeness / friendliness and openness of the inter-institutional dialogue. A civil society organization, which is one of the executors of a

social responsibility project that has been carried out for many years, exemplifies the openness and negotiation in its dialogue with the private sector with the following words:

“I think (X) definitely contributed in a positive way. I’m very sure of it because, we have seen it for example, in other civil society collaborations that (X) has provided us. Of course, this is something that is based on our sincerity, it doesn’t really have to be done, but somehow we talk about it together.” (Physical Activity / Health – CSO)

LEADERSHIP / ROLE DISTRIBUTION

Leadership, role distribution is among the least expressed criteria in the field of dialogue and co-operation. Generally, the tendency is in the form of equality, partnership, and horizontal association. There are also situations where discussions

about leadership in structures such as platforms still continue. However, the picture that we face in the negotiations is more a discussion about how to have an equal and democratic administration than who will take over the leadership.

“When we think about solidarity among women’s organizations, the issue of leadership is also discussed. Because at the heart of feminism is horizontal relations. It’s a structure that doesn’t accept hierarchy. Because that’s how we can establish equality. Cooperation with institutions that are ready for this horizontal organization is easily done by feminist organizations. But in terms of “leading” when you say, “I will lead,” relationships break down there. I can summarize it again as “cooperation with institutions that are ready for horizontal relations”.” (Social Gender-CSO)

In some cases, leadership is not a desired role, but a role that is not preferred because of the managerial difficulties it brings. Leadership does not emerge as a prominent problem in project-based relationships: In cases where the responsibilities in the activities are clearly

defined, each CSO is responsible for its own activity and the project management actually remains a procedural position towards the funder. This situation is similarly encountered in CSOs operating in different thematic areas such as refugees, disability, and gender.

“Honestly, I can’t say it’s that important. I mean, I don’t quite understand what you mean by leadership, but you know, when there is already cooperation, a joint activity is produced. Various negotiations are being conducted and the framework for the work to be done is being drawn up. In that sense, of course, we make promises to the other side. And we get promises from the other side. I can’t say that this is something important.” (Refugee-CSO)

***“We’re not talking about leadership within ourselves. This is a system with focus on working together and leaving egos in a certain place and running on a project basis. We can agree that someone becomes a leader in a joint work, conducts the project in a certain way (...) it also doesn’t matter who the leader is. For us, there will be no problems when he acts in a way that will provide motivation, honor each other and really put effort into it.” (Disability-CSO)**

“On the contrary, if they take it, we will support it. Leadership is not an easy task. If someone has taken the leadership, it will only be our happiness to support it.” (Social Gender-CSO)

“In other words, we work with other CSOs, but we give them the opportunity to have other CSOs in the secretariat and lead projects and we support them. That’s how our cooperation works. It started as leadership, but then we set it as a horizontal policy of cooperation rather than hierarchical leadership.” (Disability-CSO)

“No, we’ll do it. Depends on the nature of the job. If it’s a job that we know of, of course, we want to “lead”, but we also have a lot of work that we are involved in as a supporter organization.” (Education-CSO)

DECISIONS AND MOMENTS FOR COMING TOGETHER

In the previous section, we have covered the prominent headlines regarding the obstacles to dialogue and cooperation of CSOs. While CSOs define the boundaries of dialogue, they also define together the areas and situations in which dialogue becomes possible. For this reason, it is important to discuss both the possibilities and the impossibilities together. In other words, while defining “not in accordance with

our vision and mission” as an obstacle, “sharing the same dream and goal” is stated regarding the possibility of dialogue. In the chapter on decisions and moments of coming together, we will include the sets of criteria and narratives that enable the dialogue of CSOs. It is also necessary to emphasize the situation of “being acquainted, being together in the past”, which occupies an important place among them.

PAST DIALOGUE REFERENCES / ACQUAINTANCE

One of the main situations that make dialogue possible is the experience of being together in the past. CSO, which operates in many different fields, points out its primary criterion as the experience of coming together before. This statement comes from both the perceived ef-

fect of the past activity and the trust relationship they have established through process. However, the relationship of trust often points out to trust in the phrases “someone close to you” or “someone you know”.

“I think it’s very advantageous. Because the project goes both through the foundation and through personal relationships. (...) In these studies, we have a communication CRM system. We keep this data in our communication work and send them e-newsletters and keep them informed of our ongoing work. In that sense, I think that these relations become very important when we need data in any way or when we need support on any issue. Individual acquaintances are very important here, because unfortunately, no matter how much technology develops, face-to-face human relationships are very valuable.” (Disability-CSO)

A CSO representative working in the field of civil society, which operates on the basis of expertise, explains the situation of “trust in close”

and “doubt in distance” with the following statements.

“There is a culture of cooperation. But it’s more of a collaboration culture about being together with a partner and a friend. I mean, actually, the thing I do with an institution that says exactly the same thing as me is usually called cooperation.” (Expert-CSO)

Even though getting acquainted increases cooperation numerically, it poses a problem in terms of inclusiveness. The growing number of collaborations cannot cover different categories, worldviews and specialties, and collaborations create their own clusters / ecosystems

and are increasingly closing for other CSOs. It would not be wrong to say that the collaborations of those who are not acquainted will enrich the dialogue field. There are CSOs expressing this withdrawal in civil society:

“But this is not the case in practice, so there is cooperation between those who are similar, even if it is limited in itself, there is only cooperation between themes, but there is almost no cooperation between those who are not similar.” (Expert-CSO)

TENDENCY OF THOSE FORMING THE ORGANIZATIONS TO DIALOGUE

There are no permanent written principles regarding dialogue and cooperation in organizations. For this reason, dialogue and collaborations are handed down from the past and create a culture. The actors who create, maintain, or transform this culture are also the employees or managers in the same organization. For this reason, it would not be wrong to say that those who determine the dialogue poten-

tial of an organization are actually the employees of those organizations. Since dialogue and collaboration is not institutionalized within organizations, it is limited to the openness / closeness of existing management and experts. In the interviews with the participants, the references to the past are strong in the established and ongoing relationships.

“So I think it’s on a much more individual level. So is this being done? Yes it is. But I think it’s up to individuals.” (Refugee-CSO)

COMING TOGETHER WHEN NEEDED

The issue of urgent needs is the moments when cooperation opportunities increase. In these cases, organizations that come together towards common goals tend to take responsibility for the specialties they appoint for themselves. The divisions of work and responsibil-

ities such as management and spokesperson, which emerged in times of crisis and were shared during the crisis, can be reopened during the termination, prolongation or slowing down of the process.

“We called AFAD. They guided us like that. We were going to send a friend, and then we asked our stakeholders, “what are you doing, let’s do it together, we’ll do more in a coordinated way.” Their managers were attending on behalf of them. So I went with them. When we got there and sat at the table, suddenly there was a mass there. Here, a coordination network has been formed that can create coordination with the civil society and the public and private sector, and a very good model has been formed.” (Humanitarian Aid-CSO)

SIMILARITY IN GOALS / SHARING THE SAME DREAM

Similarities in terms of goals increase cooperation and dialogue. An example of peer-to-peer cooperation and dialogue is the similarities in goals. It seems that the organizations that first come to mind when it comes to developing cooperation with CSOs are the organizations

that are most similar to them. For this reason, it would be appropriate to define the current world of cooperation as an area where similarities take place together and differences are excluded.

“We call it the Dream Union. You can make strong and useful collaborations with stakeholders or other CSOs with whom you can have the same dream.” (Social Gender-CSO)

HAVING SPECIFIC AREAS OF SPECIALIZATION / COMING TOGETHER WITHIN THE SCOPE OF EXPERTISE

Coming together on the basis of expertise is found effective by CSOs. Sharing of duties and responsibilities at the activity level, which takes into account competencies, is considered important in established collaborations. While this functional distinction is important in terms of impact on issues, it cannot cover the interdisciplinary needs of the issues when limited in thematic areas. It would not be wrong

to say that it would be important to be able to touch the different aspects of the problems both in the thematic area and in the context of the approach and the activity. A research participant academic who also works in the field of civil society explains that the differentiation between specialties is beneficial in terms of strengthening the capacity of the components in the project process:

“I mean, it was an area that we didn’t know much about when we set out, and we realized that even some civil society organizations working in the same area, for example, didn’t stand side by side. However, they can learn a lot from each other, or everyone’s competencies are different. For example, some are very good at Volunteer Coordination, some are very good at communication strategies. Some of them are very good advocates.” (Academics)

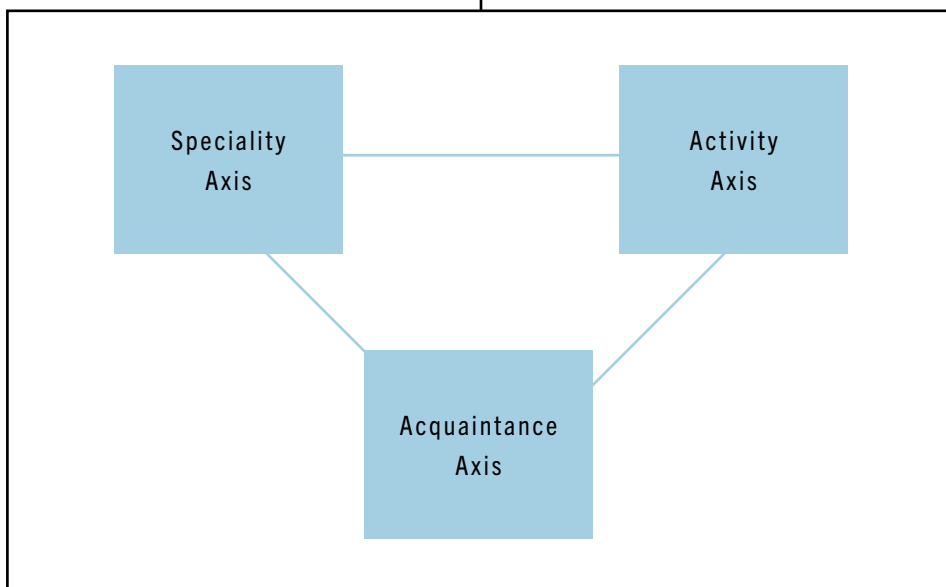
DIALOGUE MONITORING RESEARCH

COOPERATION / DIALOGUE FORMATS

Dialogue and cooperation are established at different levels and forms in projects and platforms. Although the part of the projects declared to the funding agency usually includes the management structure of the project and those responsible for the activities, it is im-

portant to understand the background of this division of labor. It is possible to examine the division of labor under three main headings: established through specialties and thematic differences, established through activities and established through acquaintances.

FIGURE 2. COOPERATION FORMATS



These divisions of labor may not refer to distinct categories for each project, and each project may have different and varied models of divisions. In

this chapter, we will take a closer look at these forms of division of labor, whether they are often intertwined or involve multiple models.

BASED ON SPECIALIZATIONS / THEMATIC DIFFERENCES

It can be said that contacts stand out on the basis of specializations and thematic differentiation in dialogue and cooperation through the projects studied. For example, in the Disaster Coordination Platform or the Women's Platform for Equality (EŞİK), the roles taken in the contacts held in line with common goals are on the basis of each organization's own ca-

capacity and specialty. We see that there are civil society organizations and public institutions in many different fields such as search and rescue, solidarity, communication / coordination, humanitarian aid, health, food, children and education that make up the Disaster Coordination Platform. Again, it is seen that there is a similar specialization in EŞİK.

“Our components are really made up of organizations with very different world-views. As I said, there are organizations of LGBTI individuals. But on the other hand, there are organizations that have Kemalist rhetoric. On the other hand, there are religious women’s organizations. We have organizations from the Kurdish women’s movement. The decision process, which takes a long time when talking to these structures with different worldviews and workspaces, makes it easier to maintain cooperation and relationships.” (Social Gender-CSO)

It is possible to cluster the specializations into thematic, specific and activity specialties.

- Thematic specialties (Environment, development, refugee, Social Gender, youth, disability, old age, education, etc.)
- Specific specialties (Nature protection, biodiversity, women’s employment, women’s political representation, autism, refugee legal support, psychosocial support, etc.)
- Specializations related to activities (research, monitoring, advocacy, communication, reporting, protection, assistance, training, capacity building, etc.)

According to the specialties, the way of relationship with the issue in the divisions of work allows to touch different dimensions of the subject in the targeted direction. For example, a project established on the basis of specialty on refugees touches different dimensions of refugee with different methods and approaches.

BASED ON ACTIVITIES– FUNCTIONAL

Cooperation based on activities are more common among the projects that are funded. There are basically two reasons for this: first, it is often a condition or a reason for preference to run projects jointly, the second is that an institution does not have sufficient human resources, expertise, social capital and financial resources to carry out that project alone. In this type of partnership, which is generally “compulsory”, the general trend is that projects are

realized by activity distribution. Another situation encountered in the projects took place on this axis is that the communication between the partners themselves during the project process is related to the process and project requirements. Generally, contacts throughout the project are low and people come together in mandatory situations, and dialogues on goals and content are rare.

BASED ON ACQUAINTANCE / ORGANIC BONDS

One form of the partnership relationship is the forms of partnership that are shaped through acquaintance or organic bonds. It is seen that civil society organizations have affinity lists, and the partnerships starting from the writing process of the project are with CSOs, which are at the top of the agenda and are in direct communication. An observable result of long-term partnerships made with reference from past relationships is that CSOs’ competencies

and perspectives converge in such structures. In other words, long-term relationships bring with it the risk that the components that carry out projects lose their originality and make these components look alike. Although this situation creates a large number of collaborations numerically, it carries the danger of weakening the quality of cooperation in terms of the loss of differences.

“In other words, cooperation between CSOs goes more through individuals as I have observed. I mean, if I know those people, they’re the first ones I can think of.”
(Academics)

RELATIONS WITH NON-CIVIL SOCIETY ACTORS

In the previous chapters, we focused more on the relations between the civil society. The main line of this chapter will be the relations of civil society organizations with non-civil society actors and relations with public institutions, local administrations and the private sector will be evaluated together.

It is mentioned that the relations with the public have undergone a great change in the last 5 years due to the political atmosphere and the

change in the system in Turkey. It is stated that especially central decision-makers and their representatives in provinces were more open to dialogue in the past, and more abstaining in the last 5 years. Another view is that directors, especially at the provincial level, lost their decision-making characteristics and their roles were redefined only as enforcers of decisions taken by the center. A civil society expert describes this situation with the following statements:

“I don’t know what you mean by public, but you have to think about it layer by layer. If we’re positioning the public as a decision maker, we’re not talking about ministries anymore. I’ve been in civil society too long. In the old days, when we went and talked to a branch manager, we considered it a pretty good contact. Because actually, even the branch manager had decision-making authority there, but it’s not like that right now. Decisions are being made from the center right now. So what I call the public has actually become a place of practice.” (Expert-CSO)

“I don’t know if I’ve been too pessimistic, but the atmosphere of insecurity is very common. So the public does not trust local government, local government does not trust civil society, civil society does not trust local government. And, when there’s no trust, there’s not much dialogue.” (Refugee-CSO)

It is stated that the opportunities for dialogue, which were limited in the past, have more decreased in recent years. Although the dialogue with the public administration allows CSOs operating in the field of humanitarian aid and refugees to work more comfortably on the field, there are partial hesitations in relations with the central government in other categories. The most important drawback is the thought that coexistence will harm their legitimacy. CSOs state that public institutions do not allow them enough space, while some organizations say that public communication channels are closed to them. However, some civil society organizations do not see the only reason for this as the transformation in the public and see the civil society responsible for this separation. A participant summarizes the

current situation in the civil society public dialogue with the following sentence: *“In fact, the further they are from us, the further we are from them”*.

Dialogue with local governments is more easily established than it is with the central government. CSOs are more open to both dialogue and cooperation with local governments than central government. Cooperation with local governments basically takes place on the basis of utilizing the physical facilities of the municipality. Another point to be considered in relations with local governments is being politically inclusive in order to be “neutral”. Collaborations with municipalities from different parties give organizations legitimacy through “neutrality” and “supra-politics”.

“For example, two years ago, the Y municipality had a study on homelessness. At that time, we met with the current mayor. Now we are working with municipalities of different parties. I mean, at least we can be above politics on this issue.” (Humanitarian Aid-CSO)

“For example, we are careful to stand at an equal distance from any political institution or government office, this is the most essential part. Therefore, we are not having any problems in this regard.” (Social Gender-CSO)

“I’m guessing it’s more dynamic. In the work done with local government, when we look at both the provincial and district level, maybe it can be a little easier than working with a public institution. But, of course, it is difficult to generalize, as I said, as in every title.” (Private Sector)

“Let me put it this way, CSOs ‘ vision and view of the world are not very important things. If everyone loves our flag and our homeland, everyone is precious. Otherwise, no distinction can ever be made between civil society organizations. That would be so wrong.” (Education CSO)

CORPORATE SOCIAL RESPONSIBILITY / ADVERTISING BALANCE

CSO’s reservations about the balance of advertising in corporate social responsibility projects are evident. The impact of projects and the resources allocated by the private sector to create this effect are questioned; some CSR projects are defined as “advertising media” for companies. However, the general trend that stands out in the interviews conducted within the framework of good examples is to be open to private sector collaborations. However, this situation is expressed with some reservations: **balance of ad-**

vertising, making the project / intervention look bigger than it is, not getting together with the actor who is the perpetrator of the issue (not realizing environmental projects with companies that harm the environment), **avoiding suspicious sectors** (sectors that harm public health, agricultural production, the environment, arms industry and so on) and taking into account the social perception of companies (being close to the government, past approaches to workers’ rights etc.)

“On the one hand, of course, there is a risk of becoming a tool for “Greenwashing.” I don’t think they can be disposed of one hundred percent. In some cases, I think some CSOs have been misused into the civil society’s “Greenwashing” activities.”
(International Body)

“In Turkey, the private sector sees social responsibility as too much of an advertising tool. They are not fully aware. We need to talk to them as much as possible and try to show them the true meaning of social responsibility.” (Refugee-CSO)

“In other words, there may be demands for cooperation that contain commercial concerns. In other words, we may encounter collaborations that are more concerned with the revenue that will be earned by advertising.” (Public)

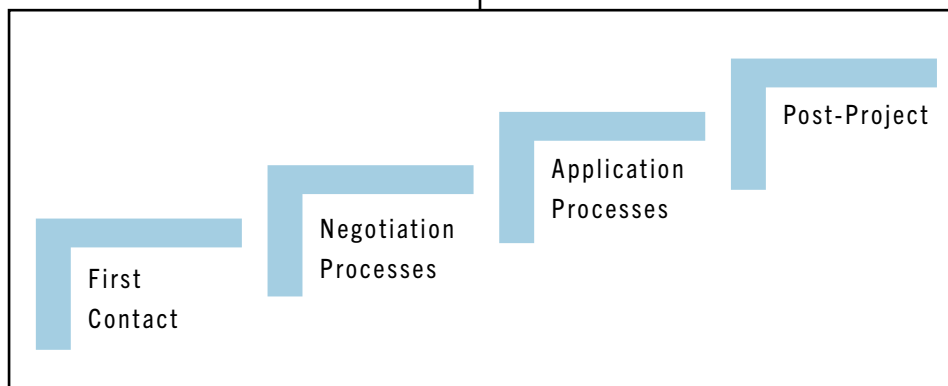
“But some companies and some institutions do it just for PR and advertising. This is very sad. Or one person is supported, but it is shown as a thousand people.”
(Humanitarian Aid)

PROBLEMS

In the dialogue and cooperation processes, different problems are identified for each phase from the first contact to the post-project

phase. In order to evaluate the dialogue processes separately for each stage, we have gathered them in four steps.

FIGURE 3. DIALOGUE - COOPERATION PROCESSES



We have mentioned the findings of the problems in the first two stages in the previous sections of the report, but to summarize; The main problem with first contact is the lack of a suitable and sufficient social environment for contact or their own will to create such an environment. Moreover, even though this condition would be met, the contacts are stuck and cannot proceed to negotiation steps for dialogue and cooperation. Many contacts do not turn into the will of dialogue and cooperation due to lack of recognition and undefined criteria.

When the negotiation processes are started, the main subject of the negotiation is not the issue itself, but the approaches that differ mostly on the basis of the issue. At the same time, civil society representatives identify the lack of a common working culture in Turkey as an important obstacle to the development of dialogue. It is stated that the inability to make long-term plans, the lack of a long-term work culture and making cooperation and dialogues only to save the day lead to short-term and ineffective collaborations.

An important problem identified in the project processes is related to the responsibility and division of labor. The partners of the projects tend to keep the priorities and agenda of their institutions ahead of the project in most cases. The projects that are partnered with are disappearing among the other “own” projects of the organization, falling further into the background on the agenda. In addition to the division of labor, there are difficulties in decision-making processes. In projects, it is not discussed in which situation and what methods the decisions will be made through the process, and there are problems in areas that are not defined within responsibility. In addition, decision-making processes take longer than the activities of an organization on its own, which reduces the efficiency of projects. Civil society representatives point out that meeting traffic in joint projects creates an extra workload on project teams.

There is a “legitimacy” problem in separate projects and platforms. Since platforms and projects have no legal status and are informal structures, they are not recognized by institutions or stakeholders.

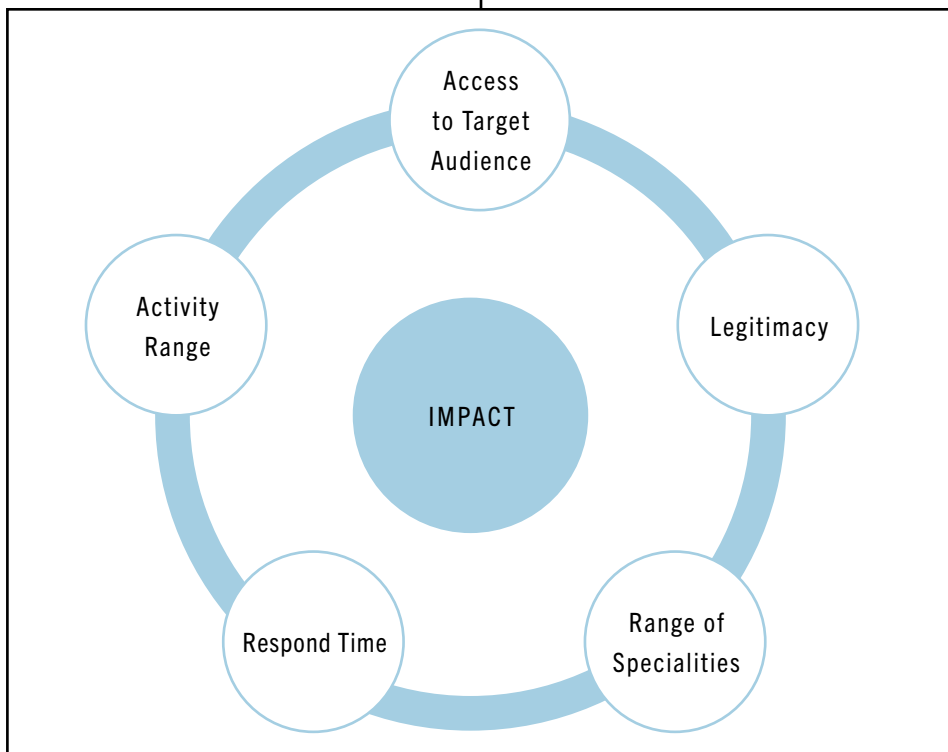
An important problem area that has been expressed and observed is that institutions lose their originality in long-term collaborations and dialogues, and the general approach of the platform or the project dissolves the organization’s own approach. To prevent this situation, organizations need to meet not only with their closest stakeholders and partners, but also with the partners outside of their approach, diversify cooperation and dialogue, and consider the needs of existing cooperation and dialogue to be more inclusive.

THE EFFECT OF DIALOGUE AND IMAGINATIONS REGARDING THE FUTURE

The topic of this chapter will be the impact of dialogue and predictions about the future of the dialogue. First of all, the participants who have been interviewed within the scope of

good examples think that dialogue and cooperation significantly increase their impact on the issue, and they attribute this situation to multiple reasons.

FIGURE 4. DIALOGUE - COOPERATION PROCESSES



The first is the increase in the social legitimacy of projects in multi-partner projects. One of the main factors that constitute the perception and reputation of the project is the organizations' reputation while making the project. For this reason, it would not be wrong to say that the projects that are jointly shared by the public, private sector and CSOs in particular stand in a more legitimate place in the social perception. As an example, it would not be wrong to say that The Disaster Coordination platform bringing together both public actors such as Red Crescent, AFAD and Elazig governorship, as well as CSOs with different expertise and worldviews such as Support for Life, AÇEV, AKUT, TOG and SGDD has established a wider area of legitimacy for the activities of the coordination platform during the disaster period.

Another feature that is thought to increase the impact by the participants is the level of access to the target audience. Considering that each CSO has ecosystems surrounding them, differentiating target groups and past experiences of contacts with their own target groups; it can be said that the potential of multi-partner, multi-stakeholder projects to reach different layers of the target groups on a certain subject axis has increased. An example of this would be the Platform for Equality - EŞİK, although the diversity of CSOs that constitute the platform enables the diversification and spread of activities carried out on the basis of advocacy.

Another feature that increases the impact of projects that was realized in cooperation is the richness of these projects in terms of activity, but CSOs also specialize in the context of activities. Collaborations established by CSOs, that specialize in different activities such as advocacy, training, assistance, producing scientific data, and fol-

lowing the subject, allow both reaching different segments of the target group and reaching these different segments with different methods. For example, even if the Yellow Bicycle Project, which has been carried out since 2014, has actually been carried out under the leadership of ETİ and Active Life Association, it is also possible to observe that it has managed to touch many different points of cycling and active life over the years thanks to the cooperation it has established with different institutions and organizations such as Needs Map, Provincial and District National Education Directorates, municipalities, universities and student clubs, women's initiatives.

The diversity of specializations makes the impact of intervention in projects stronger and longer lasting. Inter-thematic contacts also allow more specific needs of the issues to be seen and met. Again, to give an example from the Disaster Coordination Platform, the primary subject of disaster situations is search and rescue activities. However, disaster situations have consequences that require expertise in many different areas such as communication, food aid, medical aid, psychological support, shelter assistance, as well as search and rescue activities. For this reason, organizations that bring together various specialties ensure that the intervention is more effective and more sustainable.

Finally, the participants think that multi-partner structures and projects provide the opportunity to react to issues faster. Especially in activities carried out on the basis of advocacy, the experience of being together before gives the ability to be organized quickly in the face of a new issue that requires advocacy. The representative of the Women's Platform for Equality describes this ability to organize quickly with the following statements:

“We thought that it was difficult for us to fight both on the women’s alimony platform and on issue-based partnerships by wasting time and wasting energy, and therefore we established the EŞİK platform when we thought that gathering under one name covering all issues related to all women’s rights, including violence, would make our work easier in order to continue the common struggle faster and stronger. It was created as a result of a very long time of work. Our goal here was to have an organizational structure that could be instantly ready for every issue.”
(Social Gender-CSO)

Representatives of civil society and organizations that have collaborated in the past have differing perceptions of the future of the dialogue in Turkey. We can basically divide these perceptions along the axis of optimistic and pessimistic approaches. If we start from pessimistic assumptions, especially after the 2017 Turkish Constitutional Amendment, the difficulties experienced in relations with the public are expressed as a result of the fact that local representatives of the central government are no longer decision-making bodies due to the change in the system. It is stated that this situation makes it especially difficult for public – civil society cooperation. The second pessimistic assumption is the restrictions regarding the activities of the associations and foundations within the period starting with the extraordinary state declared after the July 15 coup attempt. In particular, changes to the law on associations, implemented in 2020, raise concerns that the civil society will shrink. Civil society organizations think that the polarization in the political axis and the political pressures

on the associations negatively affect the future of the civil society. Freedom of expression, human rights violations, organizational restrictions and obstacles cause the future to be questioned by CSOs. Finally, there is an opinion that Turkey’s distancing from the west due to its foreign policy has led to the narrowing of the field of democratic, deliberative / participatory processes.

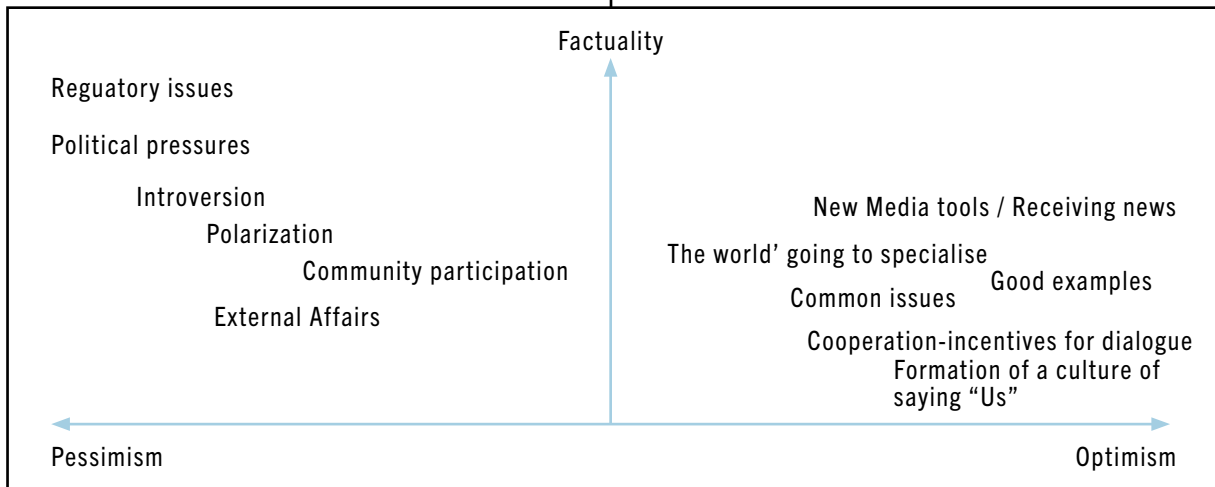
It is not wrong to say that there is a segment that is optimistic about the future of the Civil society. At first, optimism is spread by means of communication that develops and spreads to different segments of society. New media tools and easy access to information enable society to evaluate various aspects of issues from different perspectives. Therefore, social awareness of more specific sub-areas of the issues is increasing. In a similar format, it would not be wrong to say that the sub-causes and secondary consequences are more visible as well as the apparent / primary causes and consequences of the issues. The need for expertise

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to understand more specific areas of issues and to find solutions to them leads to an increase in collaboration potentials. It would not be wrong to say that the development of cooperation and dialogue is becoming more important and adopted by International Bodies and other funders. Incentives for projects involving cooperation and dialogue are increasing, and cooperation is becoming more and more the reason for preference for projects.

Another motivation for optimism is related to the increase and diversification of the common problems. The increase in common problems also increases the potential for dialogue and cooperation on the basis of problems. At the same time, the increase of good examples of dialogue and cooperation and the reporting of these good examples are guiding / motivating for future cooperation and dialogues. The manager of a CSO interviewed underlines that good examples should be increased, disseminated, and taken as an example.

FIGURE 5. IMAGINATIONS ABOUT THE FUTURE OF DIALOGUE



**EVALUATION AND
SUGGESTIONS**

Although CSOs have the mission of being open to dialogue as a civil society actor, there are some situations, some actors and some issues that avoid coming together and appearing together.

An important obstacle is not going against the mission / vision. Even if the vision and mission point to the perspectives of organizations, the way they deal with the issue and the methods of getting involved in the subject; CSOs describe those who are similar to them as “close and suitable for dialogue”, those who are not similar as “distant and not preferred in the context of dialogue” and those who contradict them as “distant and impossible”. This situation creates limitations in the way they deal with the subject and the methods of getting involved in the subject.

CSOs often have ethical rules, principles and criteria sets whose time limits and content are unknown.

Another obstacle to dialogue and cooperation is the ethical rules, principles and criteria defined by CSOs. These boundaries are not clearly defined, and they have the potential to vary depending on the actor. However, it is not surprising that CSOs have certain principles and criteria in terms of existence. The fact that these criteria sets are not defined, unclear, and their flexibility are not known, creates problems in determining the approaches of CSOs who want to engage in dialogue and cooperation.

Political boundaries are drawn and protected.

Even if there is no dominant trend, there are situations where civil society organizations limit the dialogue opportunities of their organizations according to the political position and world view. A narrative about this political differentiation restricting the possibilities of dialogue is “whether we want it or not, we will not be accepted”. Even if this situation corresponds to some experiences, the spread of opposite experiences may have an effect in terms of changing this perception.

There is a criterion of sincerity that is not defined in both civil society activities and corporate social responsibility activities.

What is meant by sincerity in general is whether it derives an economic or political benefit from this activity. While the issue of economic interest is more associated with the activities of the private sector, political interest is described as a state of dependence on politics or a particular political institution, which CSOs describe as GONGO.

CSOs’ experiences of dialogue are not permanently transferred to the culture of the organization.

Past dialogues, acquaintances and the dialogue and cooperation openness of the experts in the organization determine the potential of the civil society organization in the context of dialogue at that time. Expert acquaintance

among CSOs is low. Increasing familiarity among middle staff and increasing internal document capacities for CSOs to transfer their past experiences to the next periods may increase their dialogue potential.

Gatherings between themes are limited.

CSO relationships are basically established on three axes: specialty, activity and acquaintance. Even if these forms are not mutually exclusive, positive results of coming together, especially based on specialty, are encountered. Supporting interdisciplinary partnerships, opening up spaces for this and creating funds can be effective both in terms of transforming the form of dialogue and cooperation, and meeting specific social needs.

Trust in non-civil society actors is low. While relations with the central government are weakening, relations with local governments are developing. Hesitation in private sector relations continues.

In recent years, especially after the Presidential System Constitutional Amendment, it has been observed that the relations with the local representatives of the central government have weakened. It is stated that the centralization of the system limits the access of CSOs to decision makers. Collaborations and dialogue with local governments are more common. There are reservations in relations with the private sector. Although good examples are expressed, CSOs find private sector relations distant with the following reservations: **balance of advertising, making the project / intervention look bigger than it is, not getting together with the actor who is the perpetrator of the issue** (not realizing environmental projects with companies that harm the environment), **avoiding suspicious sectors** (sectors that harm public health, agricultural production, the environment, arms industry and so on) and taking into account the social perception of companies (being close to the government, past approaches to workers' rights etc.).

CSOs have a positive perception in terms of dialogue and cooperation, although the actualization is low.

The effect of dialogue and cooperation is generally evaluated on 5 axes. These are: the level of access to the target audience, the diversity of activities, the speed of reaction, the diversification of specialties and the increase / achievement of social legitimacy by capacity building. Even on a discursive level, the positivity of the dialogue is valuable in terms of future potentials.

There are optimistic and pessimistic approaches to the development of dialogue. While pessimistic approaches are mostly based on cases / facts; optimistic approaches are based on observations and wishes.

Changes in politics and legislation form the basis of pessimistic perceptions, and clear cases do not constitute the basis of optimists. The increase in common problems also increases the potential for dialogue and cooperation with regard to the problems.

The issue-based dialogue approach creates an opportunity to bring together institutions working in different fields and having different backgrounds.

Issue-based dialogue can be defined as civil societies that have different political, social, cultural, ethnic, and similar backgrounds and conduct research in different fields to come together around a common topic/issue, negotiate and consult in accordance with its areas of expertise, differences and experiences, and explore opportunities for cooperation during these discussions. The fact that institutions from different political and thematic backgrounds act jointly on the basis of dialogue and cooperation, without focusing on each other's ontological differences, in line with a strategy they have built together to solve problems is of great importance for solving problems. It can be said that the possibilities of dialogue of civil society elements (associations, foundations, platforms, initiatives, social initiatives) that differ from each other mainly occur in events that provide them with common ground. Through the common ground provided, organizations have a chance to discover the problems they share, recognize the unique contribution they will make to solving these problems, and come together for a solution. Issue-based dialogue can also contribute significantly to an effective dialogue and possible collaborations as an original approach to establish exactly this ground.

ANNEXES

**ANNEXES 1. INFORMATION NOTE ON
PROJECTS INCLUDED IN THE STUDY
(ALPHABETICAL ORDER)**

AUTISM ACTION PLAN

The Autism Action Plan was first prepared as an Action Plan Draft for individuals with autism with the active participation of relevant CSOs, institutions and universities under the leadership of the Ministry of Family, Labor and Social Policies in 2013 and shared with the public. In the Autism Action Plan published in the Official Gazette on December 3, 2016, there are 26 measures under 6 headings. Each target in the plan has been given to the responsibility of institutions such as the Ministry of Family, Labor and Social Policies, the Ministry of National Education, RTÜK and YÖK. These headings and measures aim to meet the needs of the families of individu-

als with autism, to increase the quality of life of individuals, and to ensure the continuity of health, education and support services for individuals. The Autism Action Plan aims to secure the constitutional rights of individuals with autism. At the same time, with the Autism Action Plan, it is aimed to increase the awareness levels of all segments of the society.

These headings are

- Awareness Studies and Cooperation Between Institutions
- Establishment of Early Diagnosis,

Treatment and Intervention Chain

- Improving Family Services
- Educational Evaluation, Special Education, Support Education and Development of Rehabilitation Services
- Employment Processes and Working Life
- Social Work, Social Aid and Participation in Community Life

The action plan aims to enable the rights arising from being a citizen to become valid in practice. The action plan targets public opinion,

bureaucrats and Parliament for a change. The fact that the public is not aware of the rights violations experienced by individuals with autism and the lack of awareness on the issue are seen as important reasons for the violations. With the Autism Action Plan, it is thought that the awareness of the society against the problems experienced by individuals with autism will increase the power of sanction in the parliament. However, although the Autism Action Plan was published in the Official Gazette on December 3, 2016, it has not been implemented yet. The works for the implementation of CSOs and related institutions and organizations are actively continuing.

DISASTER COORDINATION PLATFORM

Local CSOs, National CSOs and public institutions are the members of the platform established after the Elazığ earthquake on January 24, 2020. The Platform has a mission to build a disaster-ready Society. Disaster platform, which gained a corporate identity by defining its mission and vision in October 2020, mainly works in non-disaster periods. The platform has CSOs from different areas of expertise such as Needs Analysis, search and rescue, food banking, volunteer coordination and operates

at the national level, and each CSO contributes to the work by revealing its specialties. The number of CSOs who are members of the platform is increasing. A representative of a CSO member of the platform expresses the diversity of members in the following words, while at the same time underlining that it is a good example of the work done together with the public. It is stated that the activities of the platform are very intense during the disaster period as well as during the non-disaster periods.

“We all have different competencies, experience and resources. For example, TİDER is a food banker. The needs map has mapping. After that, life support can go out on the field and retrieve data. AÇEV has a very close connection to diaper companies. In other words, we put it together very quickly and provide the fastest response, especially when you need to organize very quickly in a disaster. I mean, some of them have search and rescue skills like AKUT. We worked with the public there. I mean, AFAD, the Red Crescent, all together, side by side. It was one of the very good examples.”

EŞİK- ALIMONY PLATFORM

The platform, created by women's organizations under the name 'alimony right platform' against attempts to limit the right of women to alimony; after begins to continue its work under the name EŞİK platform in order to work in a holistic manner. In this way, it is aimed to be a platform covering all issues related to women's rights and to be able to continue the common struggle faster and stronger by uniting together with women's organizations under one roof. The Platform is being established after a long period of work and is said to still have certain shortcomings. One of the main goals of the transformation from the alimony rights platform to EŞİK is seen as the need for an organizational structure that can dominate every issue related to women's rights, generate solutions and ideas.

The platform's areas of activity include developing activities for women's rights, defending women's rights and women's equal citizenship rights, preventing violence against women and developing defense strategies. It is said that the platform has formed different groups for work in areas of activity. According to studies, experts in this field take a more active role. The platform has working groups such as the International Working Group, the political parties working group, the civil society working group, the text writing group, the legal group and the Coordination Group.

The platform includes not only women's organizations in major cities, but also local organizations. In this way, it is underlined that they have access to the capillaries of society.

“We thought that it was difficult for us to fight both on the women's alimony platform and on issue-based partnerships by wasting time and wasting energy, and therefore we established the EŞİK platform when we thought that gathering under one name covering all issues related to all women's rights, including violence, would make our work easier in order to continue the common struggle faster and stronger. It was created as a result of a very long time of work. Our goal here was to have an organizational structure that could be instantly ready for every issue. In other words, we thought of a situation where women's organizations were a little more prominent in their areas of expertise, in their areas of work. We can't say

yet that this has happened exactly. We're in a very early phase. But we're doing a serious job in that regard. There are many founders of the EŞİK platform. I'm one of them. At the moment, we are in a position to provide co-guidance between working groups in the Coordination Group."

"Being a political subject and participating equally in all areas, and especially in political decision-making processes, effective and equal participation of women. That's our main problem. Of course, equal participation is our goal. But in the meantime, we are also cooperating with women in different institutions to increase their effectiveness within the structures and institutions where women are located. I mean, from politics to the press. We want to strengthen and support a woman's position in a newspaper, a television institution. So it's a mutual interaction."

İMECE

İMECE is a social innovation platform established in 2016 in partnership with ATÖLYE, S360 and Zorlu Holding. Zorlu Holding, one of the project partners, believes that everyone should take responsibility for solving social problems and invites everyone who wants to produce solutions and support social issues that are closely related to our country under this roof. S360 supports the implementation of high social impact and scalable initiatives that will contribute to achieving a different tomorrow in İMECE. ATÖLYE, on the other hand, brings the cooperation of different stakeholders and disciplines,

and also an entrepreneurial approach to İMECE, of which it is a founding partner.

Together with İMECE, the creation of innovative and sustainable solutions to social issues is supported by an entrepreneurial approach. It is said that the reason for İMECE's existence is the support of social innovation or social entrepreneurship. It is noted that what makes the platform different from other initiatives is that it does not only take social innovation into its focus, it has various areas of activity. İMECE representative cites areas of activity as follows;

“What makes İMECE different here is its fiction. We don't just take social entrepreneurship into our focus, when we say social innovation, we actually have various areas of activity, such as crowdfunding and open innovation, young people in business, the translation of the Stanford Social Innovation Review into Turkish. In a way, as a unique social innovation platform, but in terms of the activities it has done, it is like 40 structures now and 3 in 2016.”

A representative of S360, one of the founders of İMECE, says that the platform has 3 main goals. These are: qualified education, ensuring social Gender equality and reducing inequalities. It is underlined that the studies are

working on these three issues. It is said that mentoring and financial support are provided to the formations that will work under these three headings. S360 representative expresses the importance of İMECE as follows;

“I find İMECE valuable in this sense. While doing concrete studies on the subject, it can advocate for it in different areas.”

As Zorlu Holding, we believe that everyone should take responsibility for the solution of social problems and we invite everyone who

wants to find solutions and support social issues that are closely related to our country under this roof.

SULTANBEYLI REFUGEES ASSOCIATION

Sultanbeyli Refugees Association was established in 2014 to seek solutions to the problems of refugees who left their country and are in need of international protection. The association supports refugees in need with its staff consisting of different nationalities. The Refugee Association states that it conducts its activities without any discrimination based on language, religion, race, gender, age, disability, and political opinion difference.

It is said that they are in cooperation with private sector organizations, civil society organizations and public institutions in order to support the fulfillment of all their vital needs, especially the basic problems of refugees, and to ensure their harmony with the society quickly. Approximately 2 years after the foundation of the Refugees Association, in order to provide an integrated service, it established the Refugees Community Center in Sultanbeyli district and has different units.

These units are;

- Social Cohesion
- Refugee Council
- Volunteering
- SUKOM
- Mental Health Center
- Physical Therapy Unit
- Hospital Interpreting
- Migrant Health Center
- Protection
- Legal Consultancy
- Social Economic Support
- Women's Guest House
- Humanitarian aid
- Business Licensing
- Hotline
- Child Friendly Space

YELLOW BICYCLE

The Yellow Bicycle Project was implemented in 2014 in collaboration with Eti and the Active Life Association. Among the main objectives of the project are to encourage the society for a healthy life and to make cycling a part of daily life. In this direction, various communication activities were conducted and events were organized. At these events, people from different

segments of society and ages were contacted. As part of the safe cycling education provided in primary schools, which is one of the activities, children who do not know how to ride bicycles were taught to ride bicycles. In this context, it is stated that about 18 thousand students were given safe riding training in schools located in Eskişehir and Istanbul.

“We are a project that tries to increase the use of bicycles in everyday life, and what we did for this was to remind citizens about biking again, to tell them that the bike can be a different tool and make everyday life easier, and so we will enter our 8th year, and we have actually been working for the same purpose for 8 years.”

Unused bicycles collected from donors through the bicycle recycling campaign were collected by Kadir Has University, repaired and sent to schools. With another activity, “mobile repair tool”, unused bicycles are repaired and made reusable. At the same time, it is stated

that bicycle maintenance and repair centers have been established at the Shell fuel station. At the same time, it is stated that the project supports and encourages the formation of the Women on Bicycle Initiative with the following words;

“For example, the project that led to the establishment of the women on bicycles initiative is actually the Yellow Bicycle. We supported the women on bikes initiative. We said, Come on, girls, do something. As a project, we said, Come on, unite, do something, and we will support you. We encouraged them a little bit to be established and to come together, and we did a lot of good events together in the first year. In the following years, we continued to be together in other jobs within the project. We still have cooperation. In fact, we even pioneered the creation of such an organization.”

In addition to these activities, the surveys “Physical Activity Level of the Turkish Community”, the “Physical Activity and Walking

Practices in Turkey” and the “Bicycle Ownership and Usage in Turkey” were also conducted within the scope of the project.

