

# Private Philanthropic Engagement in Turkey

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October 2014

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## TABLE OF CONTENTS

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<b>INTRODUCTION</b>	7
<b>SOCIAL PROBLEMS FACING TURKEY TODAY</b>	8
Philanthropists' Role in Promoting Human Development	8
Income Inequality and Poverty	8
Employment	10
Gender Equality	10
Education	10
Health	11
Youth	11
Human Rights	12
Environment	13
<b>GIVING TRENDS OF PHILANTHROPIC FAMILIES</b>	14
<b>GRANTMAKING IN TURKEY</b>	16
The State of Grantmaking in Turkey	17
<b>MAIN TRENDS AFFECTING PHILANTHROPIC LANDSCAPE</b>	19
Traditional Model	19
New Roles for Foundations	19
Growing Interest for Grantmaking	19
Generational Transition	20
Corporate Philanthropy	20
First Community Foundation in Turkey	20
Diaspora Giving	21
Online Crowd Funding	21
Giving Circles	21

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<b>OPPORTUNITIES AND CHALLENGES</b>	<b>22</b>
Collaborating for Greater Impact	22
Examples of Cooperation	22
New Ecology and Importance of Networks	22
Emerging Pressing Issues and Potential Areas of Partnership	23
Creating More Enabling Environment for Philanthropy	24
Venture Philanthropy	24
Impact Investing	24
Building Social Entrepreneurship Field	25
Catalytic Philanthropy	25
<b>REFERENCES</b>	<b>26</b>



## INTRODUCTION

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The practice of philanthropy is old as humanity. Philanthropic traditions result from a combined influence of religious ideology, cultural practices, specific communal needs, political goals and economic conditions. Having been shaped by and giving shape to such factors, philanthropy has been embedded into the genetic codes of societies across the continents. Despite its long history, philanthropy, reinvented by the leading industrialists of the 19<sup>th</sup> century like Carnegie and socio-economic elites of the day, came into consideration as an organizational field only a century ago. By the 20<sup>th</sup> century, the West started to consider philanthropy as a promise for applying more innovative and systematic approaches, professionalism, expert knowledge, dispassionate inquiry as found in social sciences, cost efficient returns to address societal ills and maximize self-sufficiency of poor individuals and families.

The field of philanthropy continues to seek for a more wise use of resources and see ongoing change in a variety of ways. Philanthropy has to adapt itself to economic instability, growth of international giving and developments in technology. Philanthropy is not only responding to new pressures but also actively reorganizes itself with involvement of new actors and the introduction of new tools and strategies as developed or used by these actors.

As in the case of Europe and the US, Turkey has a long history of philanthropy tracing back to the Ottoman Empire where foundations served as a major instrument for delivering public goods in a decentralized manner. Historically foundations have played a central role in supporting numerous social institutions, like hospitals, schools, art-culture centers. Foundations are now taking more active role in advancing various social causes, policy initiatives, and social programs. Faced with the changing context in which philanthropy operates, philanthropic families are looking for ways to move forward together to better protect and promote human development in the country.

Despite economic growth and a rise in Human Development Index (HDI) values, there still exist severe disparities of income, access to education and well-paid jobs both gender and regional wise. These uneven development patterns affect economic structures and cause significant social problems. The first section of the report lists a number of compelling facts affecting human development in Turkey and puts forward critical points for consideration while identifying the most pressing social problems to address. The second section tells about the nature of projects private philanthropic families are supporting. The third section addresses grantmaking practices in Turkey. The current trends in Turkish private philanthropic engagement and effective strategies used by philanthropic families are given in the fourth section. The fifth section points out where the opportunities for collaboration are and what future challenges and opportunities are expecting private philanthropists who wish to make an impact.

This report is funded by the Lodestar Foundation and commissioned by Synergos Institute to the Third Sector Foundation of Turkey to give a snapshot of the current state of private philanthropic engagement in Turkey and its possible future directions as a background document for the discussions at The Global Philanthropists Circle Peer Exchange taking place in Istanbul, in October 2014. We hope that the report will provide thought provoking inputs as an encouragement for enhanced coordination among philanthropists in Turkey.

*Third Sector Foundation of Turkey*



## SOCIAL PROBLEMS FACING TURKEY TODAY

### PHILANTHROPISTS' ROLE IN PROMOTING HUMAN DEVELOPMENT

Faced with the changing context in which philanthropy operates, philanthropic families are looking to find ways to move forward together to better protect and promote human development in the country.

The Human Development Index (HDI) is a summary measure for assessing long-term progress in three basic dimensions of human development: a *long and healthy life, access to knowledge* and a *decent standard of living*. Turkey's HDI value for 2013 is 0.759— which is in the high human development category—positioning the country at 69 out of 187 countries and territories (UNDP, 2014). Between 1980 and 2013, Turkey's HDI value increased from 0.496 to 0.759, an increase of 53.0 percent or an average annual increase of about 1.30 percent. Turkey's 2013 HDI of 0.759 is above the average of 0.735 for countries in the high human development group and above the average of 0.738 for countries in Europe and Central Asia. Between 1980 and 2013, Turkey's life expectancy at birth increased by 16.6 years, mean years of schooling increased by 4.7 years and expected years of schooling increased by 6.9 years. Turkey's Gross National Income (GNI) per capita increased by about 112.5 percent between 1980 and 2013.

These are positive developments. However, the HDI is an average measure of basic human development achievements in a country. Like all averages, the HDI masks inequality in the distribution of human development across the population at the country level. When the value is discounted for inequality, Turkey's HDI for 2013 falls to 0.639, a loss of 15.8 percent due to inequality in the distribution of the dimension indices. Moreover, Turkey has a Gender Inequality Index (GII) value of 0.360, ranking it 69 out of 149 countries in the 2013 index. The 2013 female HDI value for Turkey is 0.704 in contrast with 0.796 for males, resulting in a Gender Development Index (GDI) value of 0.884.

Since 2002, Turkey's economy managed to achieve a very high level of growth and continued to grow through the global financial crisis, while most West-

ern economies stagnated. Despite the economic growth and raise in the HDI values, there still exist severe disparities of income, access to education and well-paid jobs both gender and regional wise (BTI, 2014). These uneven development patterns affect economic structures and cause significant social problems.

In addition to HDI, The Millennium Development Goals (MDGs) have, since 2000, set the global benchmarks for development progress. They expire in 2015. The goals for the 2015-30 period are likely to be called the 'Sustainable Development Goals'. While the MDGs were mostly about developing countries, the SDGs are intended to cover all countries. How philanthropic organizations can contribute to the advancement of the post-2015 agenda becomes an increasingly pressing issue. Philanthropic organizations may choose to adopt the goals as an organizing framework and use their funding to help advance the goals.

This section intends to list a number of compelling facts affecting human development in Turkey and to put forward critical points for consideration while identifying the most pressing social problems to address.

### INCOME INEQUALITY AND POVERTY

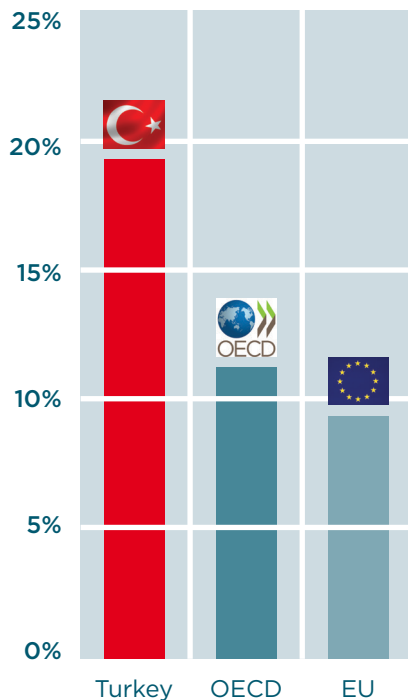
- Disposable household income in Turkey is about 45% of the OECD average. Turkey has the 3<sup>rd</sup> highest level of income inequality and the 3<sup>rd</sup> highest level of relative poverty in the OECD area. One in every five Turks is poor, compared with just above one in ten on average across the OECD (OECD, 2014a).
- One out of three Turks report that they cannot afford to buy sufficient food, compared with an OECD average of less than one out of seven (OECD, 2014a).
- Public social spending in Turkey at 12.8% of GDP is substantially lower than the OECD average of 21.8%. Most of the social spending is related to health, old age and survivor's benefits, while support for the working-age population is very low (OECD, 2014a).

- Absolute poverty declined rapidly between 2003 and 2008 but fell only slightly between 2008 and 2011 (Şeker & Jenkins, 2013).
- Poverty in rural areas is significant. In 2009, the food and non-food poverty ratio was 38% at rural areas and 18.1% at urban areas. (The Statistical Institute, 2009).
- In Turkey, income distribution is extremely uneven among regions. The Istanbul region is by far the most prosperous of the nation contributing alone for a 7.7% of the domestic Gross Value Added (GVA). Western regions of Aegean and East Marmara, are second and third in their share of GVA, respectively. The poorest regions are North-East Anatolia, Central East Anatolia and East Black Sea (TURKSTAT, 2012).
- The fact that agriculture is the major employment generating sector in rural areas while its share of

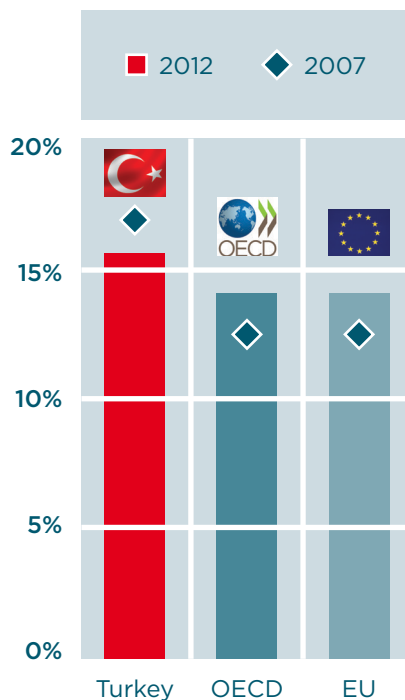
GDP remains disproportionately small compared to the volume of employment it provides is the most important reason for the poverty in rural areas (Alata, Arslan, Baran & Duman, 2010).

- Income-generating projects should be supported at the local level in order to diversify the economic resources of poor people living in rural areas. The under-qualified labor force emerged in the rural areas as a result of the structural transformation in agriculture should be oriented towards non-agricultural sectors, their qualification and skill levels should be upgraded to meet the needs of the labor market, and their employability should be improved (Alata, Arslan, Baran & Duman, 2010).
- In Turkey poor people often lack resources such as financial capital, quality education and basic health services to improve their human capital, generate income and get out of poverty (Inan, 2013).

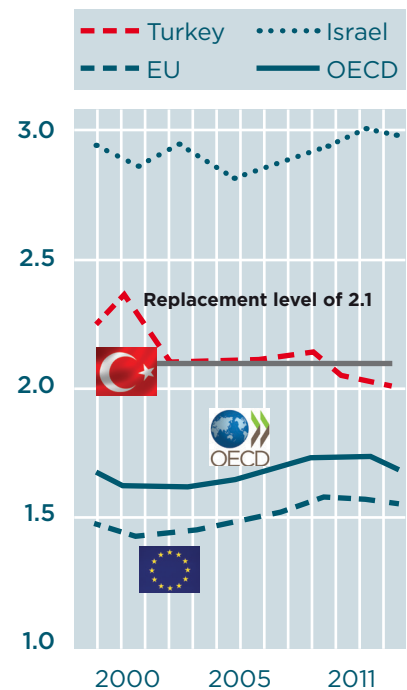
**Relative poverty rates % of persons living with less than 50% of median income**



**Percentage of adults living in workless households**



**Total fertility rate from 2000 to 2011**



Source: OECD (2014). Society at a Glance 2014 Highlights: TURKEY OECD Social Indicators.

## EMPLOYMENT

- The unemployment rate was 9.1% in the first quarter of 2014 in Turkey, still above the OECD average (7.3%) (OECD, 2014b).
- The overall employment rate (50.0%) still remains much lower than OECD average (65.6%) and euro area average (63.8%) (OECD; 2014b). Turkey has the 2<sup>nd</sup> lowest employment rate in the OECD, slightly higher than Greece (OECD; 2014a).
- In no other country is the employment rate for women lower (29.8%), despite an increase by 7 percentage points between 2007 and 2013 (OECD, 2014a).
- Over the years, the proportion of unpaid family workers and the self-employed in total employment has radically decreased mainly due to structural disintegration in agricultural employment and urbanization. In 2009, however, the share of unpaid family workers and the self-employed in total employment increased compared to 2007 and 2008 because of the economic crisis (Alata, Arslan, Baran & Duman, 2010).
- According to the OECD's calculations, Turkey has the poorest working environment on average among the 32 OECD countries. Many workers report having difficult and stressful working conditions and insufficient resources (autonomy, flexibility, etc.) and support to cope with these demands. It also scores low on earnings quality because of both high inequality and low average earnings. Finally, labor market security is ranked as below the OECD average because of the relatively high unemployment risk that Turkish workers face and low level of social insurance against it (OECD, 2014b).

## GENDER EQUALITY

- According to The Global Gender Gap Report 2013 published by the World Economic Forum, Turkey ranks 120 out of 133 countries in gender equality. Its overall score in gender gap was 0.6 on a scale where 1.0 represents total equality (WEF, 2013).

- While in most OECD countries more girls than boys go to school in the 15-19 year-old age group, the enrolment rate in Turkey is 6 percentage points higher for boys (67%) than for girls (61%) (OECD, 2013).
- The 2013 Global Gender Gap Report scored Turkey 0.4269 on the sub index economic participation, which resulted in a rank of 127 out of 133 countries. Among the countries measured in Europe and the Central Asia region, Turkey ranked lowest in economic participation (WEF, 2013).
- In 2013, labor force participation rate of female working-age population was 30,8% (TURKSTAT, 2014). Same year, 63% of working women were employed in the non-agricultural sectors while 37% of working women were employed in the agricultural sector.
- 78% of the female working-age population still has less than a high school education. A large proportion of women, especially those with few qualifications, are employed informally (OECD, 2014b).
- Turkey ranks well below the average country score in political empowerment. The 2013 Global Gender Gap Report scored Turkey .086 on this sub index, which resulted in a rank of 103 out of 133 countries (WEF, 2013).
- Women in Turkey are greatly under-represented in the political decision-making process. Women's representation in politics in Turkey remains below the average of European, American, Pacific and African countries, both at the parliamentary level (14.2%) and at that of local government (HDI, 2014).

## EDUCATION

- In 2011, virtually all children aged between 5 and 14 were enrolled in education in Turkey (95%). The enrolment rate of 15-19 year-olds has more than doubled in the last decade from 30% in 2001 to 64% in 2011 but is still well below the OECD average of 84% (OECD, 2013).

- Although significant progress has been achieved in net enrolment ratios in Turkey in general, factors such as gender, family income and education levels, family size and place of residence remain critical in determining access to education. An examination of the net enrolment ratio distribution by province shows that regional differences persist, and that the ratio of children left out of primary education is higher in the Central Anatolian and Eastern regions (Alata, Arslan, Baran & Duman, 2010).
- Only a third of 15-29 year-olds in Turkey continued their studies after completing lower secondary education in 2011, in contrast with the OECD average of about 68% (OECD, 2013).
- Tertiary attainment levels in Turkey have improved strongly over the last decade, but they are still low compared with other OECD countries. In 2011, 14% of the adult population had attained a tertiary qualification against an OECD average of 32% (OECD, 2013).
- With a mean score of 454 points in the Programme for International Student Assessment (PISA), students in Turkey perform below the OECD average in problem solving (500 score points) (OECD, 2012).
- In order to ensure the possibility of quality education for all, an ideal class size, sufficient educational material and equipment, and an adequate number of teaching staff must be provided. Turkey is below international standards in terms of both physical infrastructure and number of teachers (Alata, Arslan, Baran & Duman, 2010).
- The supply of health workers in Turkey has increased over the past decade, but remains low by OECD standards. The number of doctors per capita in Turkey has risen considerably since 2000, going up from 1.0 doctor per 1000 population in 2000 to 1.8 in 2012, but this is still the lowest rate among OECD countries and well below the OECD average of 3.2 (OECD, 2014c).
- The number of nurses in Turkey has also increased, more modestly, going up from 1.3 nurses per 1000 population in 2000 to 1.7 in 2012. This is also the lowest number per capita across OECD countries and well below the OECD average of 8.8 (OECD, 2014c).
- In 2012, life expectancy at birth in Turkey was 74.6 years, 5.5 years less than the OECD average of 80.2 years, but the gap is narrowing. The life expectancy in Turkey increased by 3.5 years between 2000 and 2012, half-a-year more rapidly than the average across OECD countries (OECD, 2014c).
- As in nearly all other OECD countries, obesity rates in Turkey have increased over time. In 2011, more than one-in-five adults (22%) in Turkey was defined as being obese (based on actual measures of their height and weight) (OECD, 2014c).

## HEALTH

- Total health spending accounted for 5.4% of GDP in Turkey in 2012, the lowest share among OECD countries and well below the OECD average of 9.3% (OECD, 2014c).
  - In Turkey, 77% of health spending was funded by public sources in 2012, a substantial increase from 63% in 2000, linked to expansions in coverage. This public share is now slightly above the average of 72% across OECD countries (OECD, 2014c).
- ## YOUTH
- Young people between the ages of 15-24 in Turkey represents 16.6% of the total population (TURKSTAT, 2013).
  - Within youth there are several categories with very different requirements in terms of policy (youth going to school, working, either working, nor going to school, physically handicapped, juvenile delinquents, living on the streets, internally displaced, or victims of human trafficking and others). This diversity is insufficiently recognized in government policy and media presentations (UNDP, 2008).
  - In the first quarter of 2014, the youth unemployment rate was 16.1%, slightly above the OECD average (OECD, 2014b).

- The proportion of youth who are Not in Education, Employment or Training (NEET) remains high at 24.6% in 2013 compared with the OECD average of 14.3% (OECD, 2014b).
- Young adults holding a university degree found it difficult to match their recently developed skills with the needs of the labor market. The share of employed among tertiary-educated 15-29 year-olds decreased by 8 percentage points since the start of the financial crisis, from 62% in 2008 to 54% in 2011, a higher decrease than the average fall across OECD countries of 4 percentage points (OECD, 2013).

## HUMAN RIGHTS

- The government did not effectively protect vulnerable populations, including women, children, lesbian, gay, bisexual, and transgender (LGBT) individuals, from societal abuse, discrimination, and violence. While the passage of a new domestic violence law showed progress, violence against women, including so-called honor killings, remained a significant problem. Child marriage persisted.
- Between 2010 and June 2014, there were at least 41 reported hate murders of individuals known to self-identify as lesbian, gay, bisexual, or transgender. (US Bureau of Democracy, Human Rights and Labor, 2013).
- BIANET reported that 34 transgender persons were killed between 2008 and 2013. Similarly Transgender Europe reported that 30 transgender persons were killed between 2008 and 2012 (Transgender Europe, 2013).
- In 2013, 214 women were killed by male violence (KA-DER, 2014).
- The Syrian conflict continued to be strongly felt in Turkey's border towns, and, as of November, Turkey was hosting 500,000 Syrian refugees, including 200,000 living in camps, according to Turkish government estimates (HRW, 2014).
- For 2012 MOLSS reported 74,871 workplace accidents, 744 deaths in workplace accidents, 398 occupational illnesses, and one occupational death. The Labor Inspection Board reviewed 199 work-related accidents, including 84 deaths. According to the worker advocate organization Assembly for Worker Health and Safety, at least 1,145 workplace deaths occurred during the year to November 30, a significant increase from 2012. The construction, metallurgical, mining, and agricultural sectors were the most hazardous (US Bureau of Democracy, Human Rights and Labor, 2013).
- Turkey continued to prosecute journalists in 2013, and several dozen remain in jail (HRW, 2014).
- The government continued efforts to amend some laws that are used to limit free speech. In April, parliament passed a reform bill—known as “the fourth reform package” following three others since March 2011—amending various laws in response to violations identified by the European Court of Human Rights (ECtHR) in many judgments against Turkey (HRW, 2014).
- The new law fundamentally undermines the right to privacy by permitting National Intelligence Agency (MİT - Milli İstihbarat Teşkilatı) unfettered access to personal data without judicial oversight or review (HRW, 2014).
- Turkish authorities have blocked tens of thousands of websites under the country's draconian Internet Law 5651 over the last few years. The government has also tried to stifle social media (HRW, 2014).
- The European Union, leading EU member states, and the United States expressed strong support for a peace process to end the conflict with the PKK and solve the Kurdish issue. They also raised to varying degrees concerns over the Turkish government's handling of the Taksim Gezi Park protests, including police use of excessive force in dispersing nonviolent demonstrations. The European Commission also expressed concern over the handling of the Taksim Gezi Park protests in its annual progress report released in October. In November 2013, the EU revived EU accession negotiations with Turkey, opening a new chapter on regional policy (HRW, 2014).

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## ENVIRONMENT

- A number of studies indicate future drying of the Mediterranean and Aegean coastal regions of Turkey, and wetting for Black Sea coastal areas (Giorgi & Lionello, 2008; Önoğlu & Semazzi 2009; Gao & Giorgi, 2008).
- There is a consistent message of precipitation decreases, of the order of 5–25%, along the western coasts of Turkey during the first-half of the 21<sup>st</sup> century (Hemming, Buontempo, Burke, Collins & Kaye, 2010). Climatic changes are already being seen in Turkey and will intensify over coming decades. Changes in climate will have significant impacts on Turkey's economic sectors.
- The ratio between environmental protection expenditure and gross domestic product (GDP) provides an indication of the importance of environmental protection relative to the overall economic activity. In 2011, total environmental protection expenditure in the EU-27 reached EUR 287 billion, or 2.26% of GDP (EuroStat, 2013) whereas total environmental protection expenditure in Turkey was 1.24% of GDP (TurkSTAT, 2014).
- Turkey has enjoyed unprecedented growth that is in many ways unique to Europe. In turn, the country's infrastructure and social services have improved drastically, and major business developments have taken place, especially joint investments with the EU. However, the Turkish government is implementing urban transformation through sudden, top-down decisions that do not sufficiently account for environmental protection or consultations with citizens. In the process, the population's leanings are largely ignored, making it impossible to nurture civic consensus on the pace and nature of economic development (Pierini, 2013).

## GIVING TRENDS OF PHILANTHROPIC FAMILIES

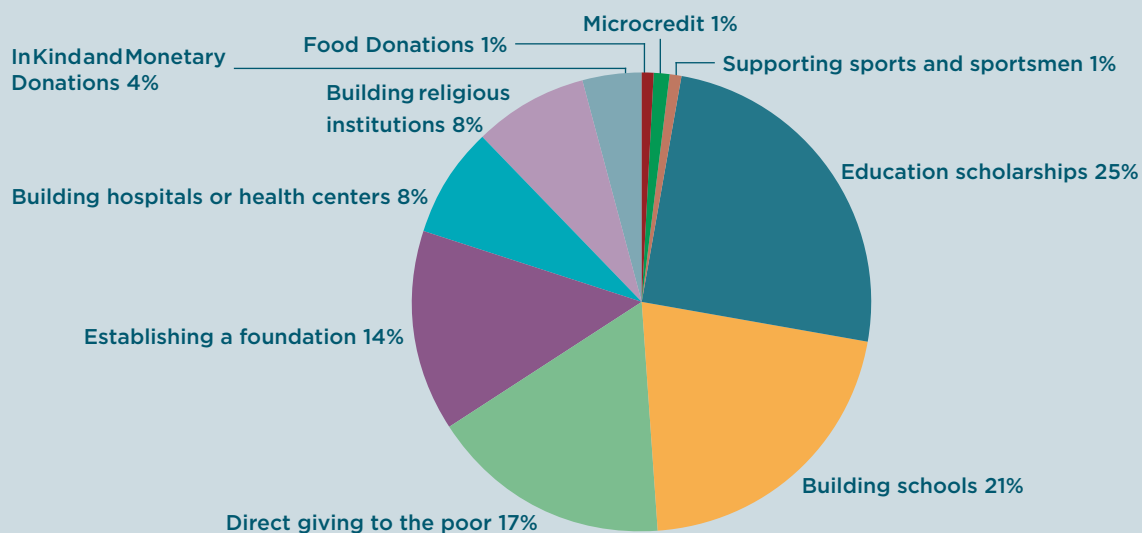
With the support from Prime Minister Tayyip Erdoğan and Fatma Şahin, the former Minister for the Family and Social Policies, the monthly Turkish economy journal, The Capital, conducted a survey on charitable giving trends in 2012 with a comparative look at the past 10 and 30 years. The journal surveyed numerous individuals, family foundations, and companies; reviewed several annual reports; and identified the 50 most charitable business people. The rankings were formulated on the basis of both the total amount of donations each person gave in the last ten years and in the year 2012.

The study demonstrates that the giving by 'The 50 Most Charitable Business People' in Turkey totaled to 185.552 million Turkish Liras (approximately 93 million USD) in 2012 (Capital, 2013). The most charitable family gave away a total of 1.103.41 million Turkish Liras (approximately 548 million USD) in the past ten years.

More than half of the respondents (57%) reported that they have been donating part of their wealth for the past 30 years. 84% of the respondents are committed to increase their giving in the next 5 years. 18.6% out of them makes a commitment to increase their giving more than 50% while a larger group (32.8%) is planning to increase the amount of their giving at a level of something between 10-20%.

Most respondents' philanthropic giving is through scholarships (24.5%). Other common forms of support mechanisms that business people used at the beginning of their philanthropic journey are establishing schools (21.3%), direct giving to the poor (17.4%), establishing a foundation (14%), building hospitals/health centers (8.4%) or religious institutions (7.7%). The less preferred methods of entry to the philanthropy are cash and in-kind donations to the nonprofit organizations (4.5%), food aid (0.8%), microcredit (0.6%) and support to sports.

### Preferred method of giving at the beginning of philanthropic journey

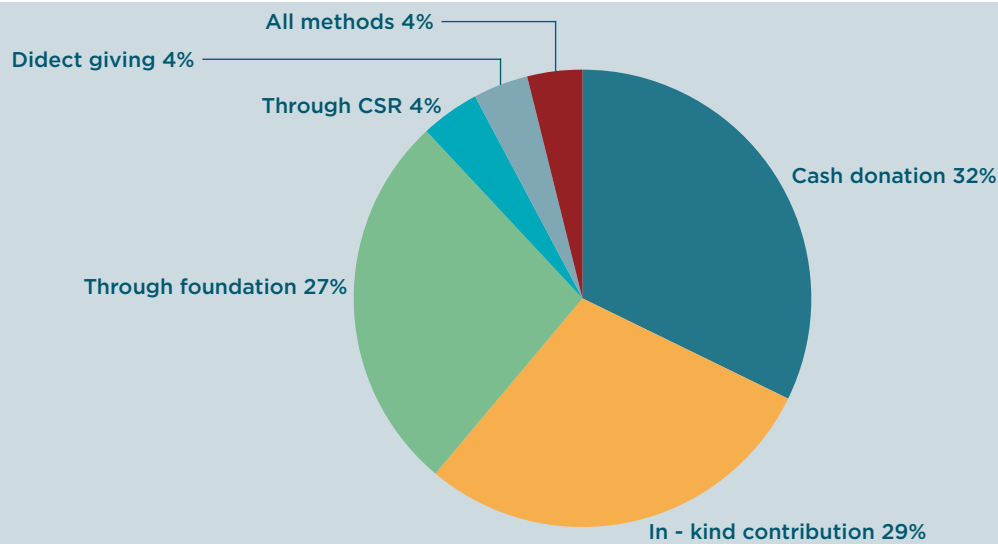


Source: Capital (2012). The 50 most charitable business people.

After years of experience in philanthropic giving, the families narrow down preferred methods for supporting the causes they care about. They either give cash donation (30.6%) and make in-kind contribution (28.6%) as an individual or give through their foundation (26.5%) and corporate social responsi-

bility program (4.1%). The percentage of direct giving (4.1%, both cash and in-kind donations) within total giving decreases as their years of engagement in philanthropy increases. 6.1% of respondents use all mentioned methods for supporting social causes.

### Preferred way of giving at current times

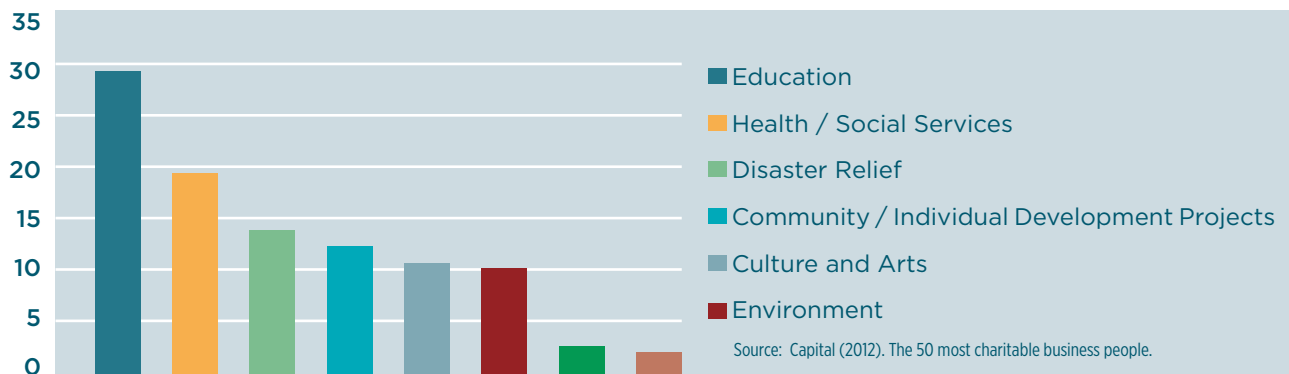


Source: Capital (2012). The 50 most charitable business people.

A significant portion of donations goes to education (29.1%) and health causes (19.4%) which are followed by 13.8% disaster relief, 12.2% regional/human

development, 10.2% environment, 2.6% sports and 2% all areas.

### The most common causes supported by philanthropic families.

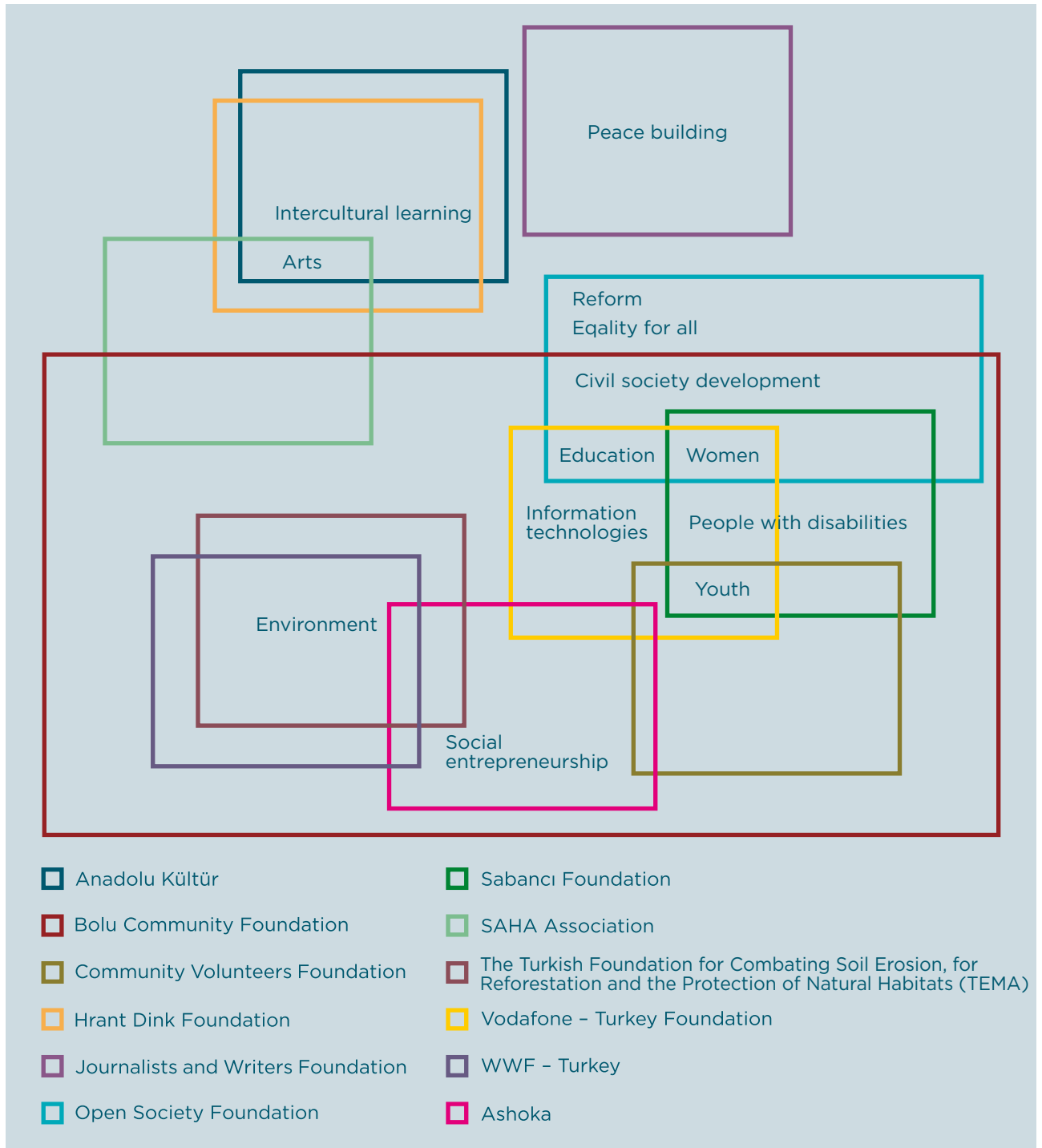


Source: Capital (2012). The 50 most charitable business people.



# GRANTMAKING IN TURKEY

## Mapping grantmakers in Turkey according to areas of support



## THE STATE OF GRANTMAKING IN TURKEY

Turkey has a long history of philanthropy tracing back to the Ottoman Empire in which foundations served as a major instrument for delivering public goods in a decentralized manner. Historically foundations have played a central role in supporting numerous social institutions, like hospitals, schools, art-culture centers. Foundations are now taking more active role in advancing various social causes, policy initiatives, and social programs.

Grantmaking has started to be considered as a serious strategy for achieving social change. Faced with many challenges, including technological change, globalization, energy and food safety, climate change, transformations of gender roles, migrations, economic and social exclusion, foundations are adapting themselves to change, renew public legitimacy and build new kinds of public services so that they perform fully their role as major catalyst for reforming society (Kılıçalp, 2013a).

At the moment there are 12 non-governmental organizations that give grants to civil society organizations while running their own operations as required by the nonprofit law. Below is a list of grant programs operated by private agencies in Turkey:

- Ashoka Fellowship Program
- Anadolu Kültür - Support to the Armenia-Turkey Normalization Process,
- Bolu Community Foundation - Grant Program,
- Community Volunteers Foundations - Youth Bank Grant Program,
- Hrant Dink Foundation - Turkey-Armenia Travel Grant,
- Journalists and Writers Foundation - Peace Projects Program,
- Open Society Foundation Grant Program,
- Sabancı Foundation Social Development Grant Program,
- SAHA Association - Arts Grant Program,

- TEMA - Local Solutions to Local Problems: Environmental Engagement Grant Program,
- Vodafone-Turkey Foundation - Grant Program,
- WWF-Turkey - Turkey's Life Grant Program

The grantmaking organizations are not necessarily private foundations. There are also associations and a non-for-profit company among the Turkish grantmakers. It is also important to note that majority of these organizations are redistributing the grants that they receive from external sources, like in the example of Anadolu Kültür, Hrant Dink Foundation and TEMA, as opposed to using their own funding. There is no guarantee that these temporary funds will take a permanent form.

**Areas of focus:** The Turkish grantmakers support women, youth, persons with disabilities, artists, peace and human rights activists, environmentalists, other groups which work for civil society development, regional equality and media freedom. Grant programs focus on areas that are directly related with the operations and overall mission of the grantmakers.

**Types of support:** Grantmakers generally provide civil society organizations with short-term support. Multi-year support is not a common practice. There are few cases of grant renewal as applied by Open Society Foundation and Vodafone-Turkey Foundation. The grants are generally given on project basis, meaning that grantmakers support clearly defined activities designed to achieve a specific purpose. Other types of grants such as operating support, capacity support or capital grants are not widely used by Turkish grantmakers. As an exception to this, Ashoka provides its fellows with living stipends, professional support, and access to a global network of peers.

A grant is more impactful when it is supplemented with a non-financial assistance. The technical support may take various forms, including networking, trainings, coaching and provision of other learning opportunities. The Sabancı Foundation organizes periodical grantee meetings to create a space for experience sharing and peer learning. The Open So-

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ciety Foundation helps its grantees to disseminate their messages by giving visibility to the proceedings from the supported projects and standing with grantees in the press meetings. WWF-Turkey transfers its know-how to the grantees, which have less capacity and experience in managing biodiversity and preservation projects. TOG-YouthBank organizes several trainings and networking meetings to increase decision making, community building, fundraising, needs assessment and project management capacities of the youth groups in charge of local YouthBanks.

**Desired impact:** Grant-makers desire different sorts of impact. While grant programs are essentially designed to ensure that something happens (payment of the costs of a piece of research or publication, or purchase of a service) or to create change the system in which the voluntary sector works, funding focused on the development of organizations seems to be missing in Turkey. Organizational development needs of civil society organizations are mostly met by foreign funders.

**Design of grant programs:** Grantmakers in Turkey have a reactive approach to grantmaking in the sense that they are responsive to applications and interested in supporting the best proposals that are presented to them. Proposals are evaluated by panels and ranked, with the highest-ranked organizations receiving funding, except from Vodafone Turkey Foundation, which solicits proposals from certain nonprofits within certain fields. By doing so the foundation takes an interventionist approach, wishing to have an impact on a particular issue, with a plan of intent.

The concept of donor advised fund is quite unknown. A new group of business people and young professionals are in the process of establishing a grantmaking foundation, which will authorize grants to civil society organizations at the recommendation of the donors whose gifts established the fund. These grants will be made from donor advised funds within the foundation.

**Monitoring and evaluation:** Grantmakers have recently started emphasizing and measuring their grants as an investment designed to create specific outcomes in support of their mission. This is an area that grantmakers are still exploring. Grantmakers do not have monitoring and evaluation officers employed within their organizations, rather they rely on external experts. More investment needs to be directed to the development of monitoring and evaluation systems, not only for auditing grants but also improving the programming as a whole.

## MAIN TRENDS AFFECTING PHILANTHROPIC LANDSCAPE

### TRADITIONAL MODEL

Family foundation and business are two of the most important vehicles through which families engage in philanthropy. The oldest republican foundations were founded by the family members who started out their business with very little, worked their way to substantial wealth, and engaged in philanthropy to give back to their community. Being born in a newly established republic lacking adequate infrastructure and struggling to deliver social services and public goods, the original donors directed their philanthropic resources to the delivery of basic social services and institution building (Kılıçalp, 2013b).

Foundations have been organized as small and bureaucratic to maintain a relative degree of homogeneity and to enhance efficiency of operations. Such conventional philanthropy, which is still a very popular one even among new philanthropists, is not best suited for modern philanthropy. In fact, there is still need for some form of support to tackle the inequality of access to social services especially in the less developed areas of the country. For instance, The Hüsnü Özyeğin Foundation built 26 dormitories for female students and invested in the construction of community and healthcare centers in regions of need and post-disaster since 2005 and now runs a comprehensive rural development program with an increasing interest in development challenges and poverty issues.

### NEW ROLES FOR FOUNDATIONS

While the conventional model is much focused on institution building and service delivery, new approaches to philanthropy take different forms. With the improvements in the legal environment and economy, emergence of new social needs and inspired by the interactions with foundations in the other parts of the world, the Turkish foundations are taking over new roles such as doing public policy work, advocating for civil rights, conducting research, offering training programs, promoting democracy and protecting the environment. Modern foundations are different from traditional foundations in terms of founders, objectives and funds.

Usually a group of like-minded, social visionary individuals from a broad range of sectors and backgrounds found new foundations with unconventional roles. For instance, Yaşama Dair Vakıf (YADA Foun-

ation) was founded in 2004 by a team of experts in political sciences, sociology, communication, statistics, environment and cultural studies, with a vision of building bridges between “knowledge” and “society” though conducting research and implementation projects, offering consultancy, monitoring-evaluation, and strategy development support to civil society organizations, public sector and corporations. As another example, founded in 2002 by a group of business people and community leaders, Community Volunteers Foundation (TOG) not only aims at empowering youth through offering engagement opportunities in social work but also ensuring young people’s access to rights and development of innovative youth policies. Likewise, Hrant Dink Foundation was set up in 2007 to develop a culture of dialogue, empathy and peace through publications, summer schools, art events, festivals and awards.

Social entrepreneurship has become a hot topic in Turkey as elsewhere around the globe. The interest in the concept is growing in the academic, business, investment and nonprofit circles. The Turkish foundations are looking for ways to get involved in this area and trying to understand where they can add more value. For instance, The Anadolu Foundation has traditionally been active in delivering education and health services and providing social assistance to the needy, however; the foundation has recently started supporting social entrepreneurs. The foundation will establish a social innovation center, which will offer social entrepreneurs various kinds of nonfinancial assistance trainings, mentorship, tools and information sources. This is an area that requires additional support and there is sufficient space for new philanthropists to come in.

### GROWING INTEREST FOR GRANTMAKING

The idea of grantmaking is underdeveloped in Turkey. The reasons might be several: foundations traditionally function as service providers and it is hard to change their mandate to something else; a grant program requires extra resources, and a set of new skills and capacities that foundations need to gain; the Law on Foundations does not require private foundations to make grants and even discourages them to transfer funds to civil society organizations; foundations do not want to lose control and rely on other organizations for achieving their objectives as there is a gen-

eral lack of trust within society; the EU has been filling the funding gap for several years now and grantmaking has not been promoted as a viable tool for civil society development by any agency. However, some of the aforementioned reasons have recently been giving way to new developments. At the moment, there are 12 nongovernmental organizations making grants to civil society organization while also running their own operations. The Sabancı Foundation has been the very first one undertaking a substantial effort to develop a grant program strategy. The other foundations running grant programs are listed in the previous chapter.

### **GENERATIONAL TRANSITION**

Many of today's largest foundations were established in the 1970's and thereafter by the industrialists. Now, these foundations are going through a generational transition. Second and third descendants of the original donors are taking a role in the governance of their family foundations and revisiting the overall organizational strategy. As younger generations are coming on the board, the foundation management is getting professionalized. Younger generation family members give from their own wealth to causes beyond the activities of their family foundations. While philanthropies of older generations are driven by a desire to give back to their hometown, younger generations are less attached to place-based giving and more motivated to support national causes. The younger generation is much more open to support a wide range of causes, such as arts and culture, civil rights or environment, rather than concentrating primarily on the delivery of basic welfare services.

### **CORPORATE PHILANTHROPY**

Corporate philanthropy is still a relatively new phenomenon. Yet, there have been important strategic advances in the face of increasing competition in the international environment and changing relationships between corporations and communities (Kılıçalp, 2012a). Giving has been becoming a part of the larger business strategy. Corporations questioning many of the older approaches have developed strategies that provide social benefits while also increase long-term profits. There is a variety of ways to integrate philanthropic efforts with core business strategies and competencies. Corporations which match the unique business knowledge of employees with the needs of

nonprofits can help them do more with less by working on a wide variety of projects at no cost and at the same time make a more significant impact in the community.

Strategic philanthropy is built on a delicate balance between meeting the corporation's needs as well as those of the society. Such a shared value approach is not easily achieved. While several philanthropic families use their companies to react to whatever social pressures are out there, a smaller number of exemplary corporations have started acting in a proactive way and address their external environment more intentionally. It is a recent trend to organize days of service or to create employee-volunteering programs, which provide opportunities for shared value creation. Corporations also use their consulting expertise and products to support civil society organizations in their efforts to serve communities. Highly skilled employees offer training, mentoring, administrative support and skill building activities to nonprofits. Corporations and nonprofits are often matched up with the help of intermediary platforms such as Corporate Volunteers Association (ÖSGD) or C@rma. The PR agencies still play important roles in helping corporations find non-profit partners for community engagement projects. Very few corporations have established grant programs with defined goals, selection criteria and priority areas. Sponsorship, short-term project funding, direct payment of project activity costs or employee volunteering are more common forms of support given to the civil society organizations.

### **FIRST COMMUNITY FOUNDATION IN TURKEY**

In 2008, the Bolu Community Foundation (Bolu Bağışçılar Vakfı) was established with technical assistance from TUSEV. The foundation seeks philanthropic contributions primarily from inside the community, pools donations into a coordinated investment and channels this support to community projects dedicated primarily to the social improvement of Bolu. BCF's money comes from trustees, earned income on endowment, local companies and small donations raised from public at large. Trustees are comprised of 32 local businessmen. Each one not only contributed \$5,000 each in start-up costs, but also pays a similar amount annually for the organization's upkeep (Kılıçalp, 2012b). Board members are a continuing source of material and moral support. Stakeholder

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engagement is particularly important for community foundations in general. BCF plays an important leadership role, which gives it considerable convening power. Now the foundation provides an umbrella for all type of local institutions for working together on community issue. Being the first community foundation in Turkey, it is an important precedent and operational model for other communities to consider.

### **DIASPORA GIVING**

Turkish Philanthropy Funds (TPF), established in 2007, is New York based public charity that helps donors realize their philanthropic goals to meet community needs in the U.S. and in Turkey. TPF is the first diaspora organization of the Turkish-American community that employs the community foundation model and aims to increase philanthropy among the Turkish-American community in general. TPF model allows all individuals, those of substantial and modest means alike, to participate in giving back to their community. As the number of the Turkish-American community is growing, TPF, not only like provides a tax-deductible vehicle for contributions to organizations in Turkey but also introduces high-impact organizations to the Turkish community in the United States. At its most simple, TPF's donor centric model allows donors to give "through" rather than giving directly to TPF. Therefore, it centers all of its giving to respond to donors' interests and commitments.

### **ONLINE CROWD FUNDING**

Crowdfunding is a young and quickly growing market but one that is transforming how people behave with their money. Crowdfunding is asking people to donate a defined amount of money for a specific cause or project in exchange for various rewards. Donation based crowdfunding has been adopted rapidly because of viral nature of crowdfunding and its social networking-like platforms, which make giving attractive to individual donors. To name a few, Fongogo, Biayda and Fonlabeni mobilize donation-based funding for a wide variety of creative projects in Turkey. While features differ from site to site, the general concept is the same across the board. Project creators can create a profile typically containing a short video, an introduction to their project, a list of rewards per donation, and some images to elaborate. The idea is to create a compelling message that readers will be

drawn towards. Until now donation-based crowdfunding platforms have only harnessed the giving power of individuals. Crowdfunding platform can also help nonprofits harness donations from foundations and businesses along with individuals. Online crowd funding platforms enable common people to engage in philanthropy and gives visibility to nonprofits' projects.

Online crowdfunding is an effective tool for leveraging grant funding by providing loans for individuals to support social entrepreneurs. To give an example, Grameen-Jameel launched "Change is in Your Hands" campaign to boost entrepreneurship in the Middle East through crowdfunded loans on [www.kiva.org/MiddleEast](http://www.kiva.org/MiddleEast). Grameen-Jameel Microfinance Ltd. is providing USD 1 million to the campaign, which includes loans that meet both traditional and Islamic financing standards. The goal of the campaign is to use crowdfunding to amplify change in the Middle East through loans that further support entrepreneurs who are driving progress across the region. "Change is in Your Hands" is focused on addressing the hurdles of youth unemployment, gender inequality and poverty.

### **GIVING CIRCLES**

Giving circle is a US phenomenon but it is growing in popularity across the regions (Eikenberry, 2006). A giving circle is a form of collective giving, in which individuals come together, pool money with others, and make a collaborative decision about what project(s) to fund. Giving circles provide a number of benefits. By focusing on a key issue, the group members make a far greater impact than individual gifts. People with less discretionary money can make difference in their communities. The collective wisdom and know-how of the group creates value and impact to charitable investment. Giving circle also enables donors to have a deeper level of involvement with a smaller number of nonprofits. Turkey's first public giving circle event was organized in Istanbul in June 2013 with the leadership of TUSEV and a working group of donors and practitioners. 86 guests attended the event, 70 of them made pledges for four projects. The giving circle events are organized with a local name, Destekle Değiştir (Support and Change) and with the technical support from The Funding Network (TFN). Moreover, there are other examples in which groups of friends are informally coming together in each other's homes to discuss and decide on where funds will go.

## OPPORTUNITIES AND CHALLENGES

### COLLABORATING FOR GREATER IMPACT

There are several benefits of collaboration, which are often hard to see and measure on the short run. Funders can produce more meaningful change if they work with others compared to what they can achieve alone because no funder holds all sufficient resources to solve today's complicated problems. If funders hope to make a difference in their communities, they need to work with others. The Monitoring Institute believes that in the coming decade, the most successful funders will be the ones who combine "longstanding instincts toward independent initiative and action with an emerging network mindset and toolkit that helps them see their work as part of larger, more diverse and more powerful efforts" (Fulton, Kasper & Kibbe, 2010).

Working together does not mean old-style partnerships any more. Funders have several choices for coordinating resources to achieve common goals—within philanthropy, across sectors, across diverse cultures and geographies—ranging from learning groups to strategic alignment networks. Funders can use the collective impact of a coordinated portfolio of grants to produce more significant change. They can also activate resources beyond their control by investing in and stimulating markets to produce social benefit; by influencing government funding flows through public policy advocacy; by shifting opinions and attitudes through public education and media efforts; and by engaging other players, funders, and resources of all kinds.

### EXAMPLES OF COOPERATION

Partnership is still rather new to the Turkish foundations. This does not mean that there is no history of cooperation. Hrank Dink Foundation, Anadolu Kültür and TOG co-run a grant program. The Open Society Foundation covers one third of the whole project budget to encourage co-financing and local resource mobilization. The Sabancı Foundation implements the "United Nations Joint Program for Promoting the Human Rights of Women" in collaboration with the Turkish Ministry of Interior, UN Women and UNDP. The Sabancı Foundation also promotes partnership goals with the recipients of its grants. Mother Child Education Foundation (AÇEV) engages in extensive

collaborations with a wide variety of partners including international agencies, national NGOs, public agencies and the private sector collaborations that give it a presence in 65 of Turkey's 81 provinces as well as in twelve European and Middle Eastern countries. Anadolu Medical Center (Turkish: Anadolu Sağlık Merkezi) is a hospital established by Anadolu Foundation and affiliated with the Johns Hopkins Hospital in the USA through Johns Hopkins Medicine International. Besides quality services and facilities, the strategic partnership enables transfer of knowhow through tele-conference briefings, recruitment of international staff and trainings. Koç family set up their own foundation and led the way in setting up several other foundations like TEMA, Turkish Education Foundation (TEV), The Educational Volunteers Foundation of Turkey (TEGV) and The Turkish Family Health and Planning Foundation (TAPV).

### NEW ECOLOGY AND IMPORTANCE OF NETWORKS

The number of individual donors and foundations are increasing in Turkey. More and more community foundations, donor advised funds, giving circles, socially responsible businesses, and impact investors are expected to join the philanthropic crew. The emergent actors bring various expertise, different networks and fresh insights. More actors and more different kinds of actors may simply add to the fragmentation of effort and uncoordinated duplication in the sector unless foundations effectively build networks that connect ideas and people. Networks have an important role in the philanthropic sector, as they lead to shared accountability, give visibility and voice to philanthropy and create an innovative environment in which new practices can be developed to address specific needs and problems (Waddell, McLachlan & Dentoni, 2013).

The Turkish foundations can join forces to establish thematic networks and/or make a better use of existing national, regional and global networks. TUSEV, a support network of over hundred foundations and associations, can be used as a platform for sharing knowledge, experience and best practice. TUSEV played a leadership role in establishing a working group of grantmakers. The working group has the

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potential to become a “grantmakers forum” in the future. The working group as it is now provides foundation officers with a space for peer-learning.

The European Foundation Centre (EFC) promotes and underpins the work of foundations and corporate funders active in and with Europe. EFC advocates on behalf of its members on a number of issues related to EU affairs; boosts the skills and professional capacities of foundation staff in Europe and creates the convening space for the incubation of new ideas and projects through funder-led thematic networks, fora and events. Anadolu Foundation, Aydın Doğan Foundation, Vehbi Koç Foundation, Sabancı Foundation and TUSEV are already members of EFC. The Turkish foundations may find it useful to become members of such networks in order to connect to either general cross-cutting issues affecting the whole foundation sector or some specific areas of interest.

### **EMERGING PRESSING ISSUES AND POTENTIAL AREAS OF PARTNERSHIP**

In the next decades, philanthropists will need to employ more experimental and daring approaches compared to what governments and corporations are capable of enacting so as to respond the increasing complexities in society. As economic growth continues, philanthropists will shift their attention from improving immediate conditions for present generation to maintain wellbeing of future generations.

Climate change is one of the urgent and complex issues that requires coordinated action of funders (Skclair, 2009; Cracknell, Vrana, &Theodorou, 2013). As climate-related issues exacerbate, there will be more need for funding for climate and sustainable development projects. It is not only a matter of funding. It is a multi-faceted issue that requires foundations to undertake crucial roles in bringing sustainability into the mainstream. They should come together to discuss how climate change mitigation and adaptation as well as resource efficiency can be addressed in an integrated way in order to optimize infrastructures and living conditions in the cities of the future.

As it is mentioned in the social problems section of the report, while Turkey has achieved tremendous socio-economic progress in the past decade, the country lags its OECD peers in several important dimensions of gender equality (World Bank, 2012). Funders need to address gender issues in joint coordination mechanisms. Joint programs with other foundations can be an effective strategy for pooling resources, energy and ideas (O’Connell, 2012). Foundations can also build alliances to defend and advance gender equality. Some of the pressing issues affecting women, girls and transgender people in Turkey are child marriage, violence, sexual harassment, equal pay in the workplace and equal access to jobs. To advance gender equality foundations need to apply a holistic perspective, consider the interrelations between political, economic, cultural and legal factors affecting the status of women, girls and transgender people and combining of various methods and tools such as action-research, publications, training, influencing decision making and policy development mechanisms, creating pressure groups and advocacy.

In Turkey, civil society in its modern form is relatively new, growing rapidly, faces a contested – sometimes even confrontational – environment, and currently has limited ability to mobilize public support. Civil society continues to be widely seen as less professional, and hence less effective and legitimate, than it could – and should – be. While a variety of efforts have been made to improve the standing of civil society, progress has been slow. An under-utilized resource in connecting civil society, citizens and government is Turkey’s well-established system of higher education. During the past two decades, the growth of university-based programs in nonprofit management, philanthropic studies, and more recently, social entrepreneurship has both reflected and led to increased interest in and knowledge about civil society in those parts of the world, while also providing practical education and training for people who are or want to be engaged in civil society organizations. Foundations can leverage the assets to create a university-based consortium for education in nonprofit management, philanthropic studies, social entrepreneurship and other related



topics in Turkey. By catalyzing interested organizations, Turkey can rapidly move toward establishing the kinds of programs in this field that can be seen in other countries.

### **CREATING MORE ENABLING ENVIRONMENT FOR PHILANTHROPY**

There are many ways in which a government can encourage and support charitable giving. Offering tax breaks for philanthropy may increase the level of charitable giving, which in return would bring wider benefits. We do not have many incentives for philanthropic giving in Turkey. Individuals and legal persons receive a 5% tax deduction (10% for the development priority regions) only when they donate to tax-exempt foundations and associations with public benefit status. There is no tax deduction applicable to individuals who are permanent employees who do not submit annual tax returns. Tax benefits are not strong enough to encourage corporations to make generous donations to philanthropic activities but the process is clear and consistent.

For foundations and associations, in order to receive tax benefits, they need to receive a special status (tax exempt for foundations and public benefit for associations). These statuses are provided by the Council of Ministers upon recommendation/proposal of the relevant Ministry (Ministry for Finance for foundations and Ministry for Interior for associations). Although, the process is clearly and explicitly written in the relevant legal framework, the process is highly political, very bureaucratic and vague. Accordingly, the numbers of CSOs that are able to receive these statuses are very low. Turkish philanthropists can join their forces to support tax-effective giving in the country.

### **VENTURE PHILANTHROPY**

We are moving away from responsive, opportunistic charity towards a thought-out, engaged and proactive form of giving, which is aimed at accelerating the pace of social change. This kind of giving has a strong focus on adoption of business-like approaches to philanthropy, blending social and financial return and measuring impact. Especially, in the aftermath of the financial crisis, donors, acting like

investor, think twice before making a donation. They would like to get the best value for their giving, irrespective of the amount of donation, and achieve the greatest possible impact. This new way of giving featured by emerging entrepreneurial kind donors. The donations are considered as an investment to achieve desired results rather than gifts for promoting public good. Venture philanthropy also means high engagement. Venture philanthropists do not only provide social purpose organizations with financial support but also with non-financial support in order to increase their societal impact (Cummings & Hehenberger, 2010). At the moment, there is no venture philanthropy organization in Turkey but in the future the Turkish donors may consider doing mission-related investing in addition to grants.

### **IMPACT INVESTING**

Along with philanthropy and government aid, private enterprises can contribute to solving social and environmental problems. Growing number of investors seek opportunities for financial investments that produce social or environmental benefits. Impact investing helps accelerate the development of an industry that can efficiently place for-profit impact investments to improve lives of the poor or vulnerable. It can serve as complementary resource for achieving the social and environmental changes typically pursued by philanthropic organizations. Individual investors or more institutional investors can commit a certain amount of capital to private equity funds that will deliver themselves an appropriate financial return while simultaneously improving livelihoods for underserved populations around the world. Impact investing is a pretty new concept in Turkey but it seems to become popular as the number of roundtable meetings on the subject is increasing.

Impact investing is an umbrella term that encompasses vehicles for a wide range of investors. For example, a microfinance investor, a green-tech venture capitalist, and a low-income housing lender are all potential impact investors. Pierre and Pam Omidyar's Omidyar Network, an organization that supports nonprofit organizations and for-profit businesses seeking to achieve social change, invest-

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ed in companies such as Ethos Water, which uses a share of proceeds to provide clean drinking water in India, East Africa, and elsewhere. The Bill & Melinda Gates Foundation invested \$10 million to acquire a stake in Liquidia Technologies, a biotechnology company working on new ways to deliver vaccines and bought its shares using a program-related investment, which counted towards the 5 percent of assets the foundation is required to pay out each year.

### **BUILDING SOCIAL ENTREPRENEURSHIP FIELD**

Today's societal problems are characterized by extreme complexity, but it is that very same complexity that provides a way to achieve a large-scale social change by exerting disproportionately small force (Praszkier & Nowak, 2012). Social entrepreneurs are mobilizing talent and capital from both the public and private sectors to address complex societal challenges, however many promising social ventures fail to achieve their true potential due to limited access to resources. Social entrepreneurs need new capital structures that support long-term thinking and business operations.

Turkey also requires funders that can support field-building efforts. TUSEV, Social Innovation Center, Ashoka and some others have been working to build social entrepreneurship field through trainings, publications and networking events, but ecosystem improvement requires many more players (CASE, 2008). Proponents of social entrepreneurship should look for ways to leverage the resources and strategic interventions of these organizations to accelerate the development of the field.

### **CATALYTIC PHILANTHROPY**

Mark R. Kramer (2009) introduced the term "catalytic philanthropy" to define a new approach to bringing about social change, claiming that conventional approach to philanthropy so rarely produces measurable impact and donors who have the desire and opportunity to achieve change must step forward to become catalytic philanthropists. Kramer identified four distinct practices of catalytic philanthropists. 1) They have the ambition to change the world and the courage to accept responsibility for

achieving the results they seek. 2) They engage others in a compelling campaign, empowering stakeholders and creating the conditions for collaboration and innovation. 3) They use all of the tools that are available to create change, including unconventional ones from outside the nonprofit sector, such as corporate resources, advocacy and litigation, lobbying and investment capital 4) They create actionable knowledge to improve their own effectiveness and to influence the behavior of others.

Answering the challenge of making the world a better place and maintaining the wellbeing of future generations will demand advances on many levels at the same time. Several positive developments such as new tools of analysis and administration, technological advancements, involvement of new actors in the field, and increased networking and collaboration opportunities will help funders increase their impact. The most effective philanthropists will be the ones who use several tools to tackle problems; apply non-financial assets such as their business know-how, networks, and influence to advance causes; support nonprofits and for-profit businesses; and advocate for government policy reform to further amplify results.

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