



THE RELATIONSHIP BETWEEN REGIONAL DEVELOPMENT AGENCIES
AND CIVIL SOCIETY IN TURKEY:
THE EXAMPLE OF EASTERN MEDITERRANEAN DEVELOPMENT
AGENCY

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I hereby declare that all information in this thesis has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work; otherwise I accept all legal responsibility.

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This thesis analyzes the relation between regional development agencies and civil society in Turkey by specifying on the example of Eastern Mediterranean Development Agency in TR63 Level 2 Region, which covers Hatay, Kahramanmaraş and Osmaniye provinces. In this sense, after main concepts and arguments on regional development agencies and civil society organizations, the scope of the relations between them have been explained by using data analysis, support tables, survey and interview results made with civil society organizations in this region and authorities on the issue of regional development agencies.

Keywords: Civil Society, Civil Society Organizations, Regional Development Agencies, Eastern Mediterranean Development Agency, Governance, Public Policy, Democratization

TÜRKİYE’DE BÖLGESEL KALKINMA AJANSLARI İLE SİVİL TOPLUM
ARASINDAKİ İLİŞKİ: DOĞU AKDENİZ KALKINMA AJANSI ÖRNEĞİ

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Bu çalışmayla birlikte; kalkınma ajanslarıyla sivil toplum arasında oluşan organik bağın analizi Hatay, Kahramanmaraş ve Osmaniye illerini kapsayan TR63 Düzey 2 Bölgesinde kurulan Doğu Akdeniz Kalkınma Ajansı örneği üzerinden yapılmış olup üstlenilen roller ve yeni oluşan ilişkiler araştırılmıştır. Bu kapsamda; yeni kamu yönetimi anlayışıyla ön plana çıkan bölgesel kalkınma ajansları, sivil toplum, kalkınma ajanslarının sivil toplum kuruluşlarıyla olan ilişkilerinin kapsamı ve kalkınma ajanslarının destek mekanizmalarından sivil toplumun faydalanma istatistikleri, anket çalışmaları, veri analizleri ve mülakatlarla birlikte açıklanmıştır.

Anahtar Kelimeler: Sivil toplum, Sivil Toplum Kuruluşları, Kalkınma Ajansları, Doğu Akdeniz Kalkınma Ajansı, Yönetişim, Kamu Politikası, Demokratikleşme



To My Wife Kübra,

To Our Daughter Elif Sevde,

& To My Parents.

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LIST OF ABBREVIATIONS

CfP:	Call for Proposal
CSOs:	Civil Society Organizations
DAs:	Development Agencies
DERBİS:	Information System of Associations
DGF:	T.R. Prime Ministry Directorate General of foundations
DOGAKA:	Eastern Mediterranean Development Agency
EU:	European Union
EURADA:	The European Association of Development Agencies
ILO:	International Labour Organization
MoCT:	Republic of Turkey Ministry of Customs and Trade
MoD:	Republic of Turkey Ministry of Development
NGOs:	Non-Governmental Organizations
NUTS:	Nomenclature of Territorial Units for Statistics
OECD:	The Organization for Economic Co-operation and Development
RDAs:	Regional Development Agencies
SMEs:	Small and Medium-Sized Enterprises
SODES:	Social Support Program
TOBB:	The Union of Chambers and Commodity Exchanges of Turkey
TVA:	Tennessee Valley Authority
UN:	United Nations
UNDP:	United Nations Development Programme

INTRODUCTION

According to Dye, public policy is concerned what government do, why they do it and what difference it makes. Today many political scientists are shifting their focus to public policy to the description and explanation of the causes and consequences of government activity. This may involve a description of the content of public policy; an analysis of the impact of social, economic and political forces on the content of public policy, an inquiry into the effect of various institutions arrangements and political processes on public policy and an evaluation of the consequences of public policies on society, in terms of both expected and unexpected consequences” (1984, p.1). In this context, the implementation of policies on regional development agencies (RDAs) can be seen as public policy of government in Turkey as a consequence of governance and new public management approaches which based on accountability, transparency, rule of law, strong local institutions, participation of stakeholders and efficiency and effectiveness especially forming democratization period on the road of participation to European Union. The importance of civil society comes from the basis of participation of stakeholders to the both decision-making mechanism and getting legitimacy in front of the state-mechanism as civil society organizations (CSOs).

Turkey is a unitary state where the center is a dominant actor in the sense of scheduling and implementing the activities. Recent progress of the regional policy governance imposes that such a centralized approach undermines the ability of local structures to meet local needs. In such a big country, it is viewed that central government officials are essentially far away from local potentials and problems. Therefore, the decentralization of operational management prior to an actual devolution in terms of replacing a broad range of authority in favor of regional authorities has been seen burgeoning inclination in Turkey (Çuhadar, p.222). Moreover, interaction and coordination between local administration bodies, public, private, and civil society sectors and academics across related region has important place on this process. In this sense, regional development agencies have been seen as important local actors to achieve this aim.

In the context of law numbered 5449 on the Establishment, Duties and Coordination of Development Agencies, issued in 25.01.2006, Turkey has met with regional development agencies and initiated to put this law into practice directly. In the first article of this law named as “objective and scope”, one of the roles of RDAs as enhancing the cooperation among public sector, private sector and civil society organizations is stated; moreover, in the seventh article named “organizational structure”, the roles of representatives of civil society organizations in Development Board and Executive Board are defined¹. In this sense, the function of civil society is crucial on RDAs that founded for reducing inter-regional and intra-regional development disparities in a policy of governance.

In this study, the organic relationship between RDAs and CSOs will be analyzed on the example of Eastern Mediterranean Development Agency in TR63 Level 2 Region, which covers Hatay, Kahramanmaraş and Osmaniye provinces by defining of roles of each related institutions. In this context, the definition and arguments on regional development, civil society, regional development agencies, scope of the relation between them, statistics of CSOs supported by RDAs, surveys and interviews on this issue will be analyzed. After these analyses, it will be seen that civil society is not active as public and private sector in decision making mechanism of RDAs and they have not been supported as public and private institutions in support programs of RDAs. Moreover, there are differences between CSOs in terms of support rates and amounts by RDAs. In this study, the reason of these circumstances will be explained by analyzing consequences of surveys and interviews and literature review.

Although RDAs in Turkey have addressed cooperation between public institutions, private sector and civil society organizations, they do not have equal opportunities in decision making mechanism and, activities of CSOs stay in shadow of public and private sector. Moreover, representation of them by chambers of commerce as a professional organization that has a legal entity is not enough to represent civil society. To understand these issues; this study focus on relationship between CSOs and RDAs on the analysis of Eastern Mediterranean Development Agency in Turkey; in this sense, after analysis of RDAs and civil society respectively in first and second part; relationship between them in Turkey will be defined and finally Eastern Mediterranean Development Agency (DOGAKA) in TR63 Level 2 Region will be analyzed.

PART-1

1. General Overview to Regional Development Agencies

Development theories and policies have crucial place for countries to get social-and economic coherence by making economic and social investments. One of the important development theories is the regional development theories. According to Tiftikçigil, after 1970's with the widespread use of liberal policies and with the flexible production system in 1990's, importance of direct intervention of central state started to decline and delegating power of central state to local institutions increased. Especially; after the 1990's, there is a compromise on integration of economy policies of countries by supporting exportation policies and public based policies rather than strict central policies (2010, p.29).

The Organization for Economic Co-operation and Development (OECD) explains regional development as a broad term but claimed that it can be seen as a general effort to reduce regional disparities by supporting (employment and wealth-generating) economic activities in regions². OECD focuses on using different regional development policies by differentiating classical and new approach³.

According to OECD; in the past, regional development policy tended to try to achieve these objectives by means of large-scale infrastructure development and by attracting inward investment. Awareness of the need for a new approach is driven by observation that past policies have failed to reduce regional disparities significantly and have not been able to help individual lagging regions to catch up, despite the allocation of significant public funding. The result is under-used economic potential and weakened social cohesion. In this sense, it can be seen that regional development policies mainly based on economic development of regions and devoid of social development in regions.

OECD recognizes new approach to regional development that is emerging; one that promises more effective use of public resources and significantly better policy outcomes. This involves a shift away from redistribution and subsidies for lagging regions in favor of measures to increase the competitiveness of all regions. One of the key features of this new

approach to regional development include a collective/negotiated governance approach involving national, regional and local government plus other stakeholders, with the central government taking a less dominant role. In this respect, focus on other stakeholders is crucial because main actors of stakeholders consist of civil society and specifically civil society organizations or institutions. This new approach is related with governance and new public management related with the processes of interaction and decision-making among the actors involved in a collective problem or issue.

One of the effects of globalization is the increasing importance of economic location. In this sense, there are three influence on the rising importance of regional or local economies as a lower production costs on the wage of labor, huge number of small and medium sized enterprises in local and convenience of these enterprises to hard competition emerged from globalization, and finally rising demands on participation to decision making process, transparency and decentralization by public. Therefore, regional development understanding has been changed by globalization and triggered to emerge new local powers beside selected municipalities, assigned local authority, trade associations with universities and civil society. Absence of coordination between these institutions and restraint from central government to local and pursuit of political interest of selected local authority are the reasons for the need of new local power. This new local power emerged as regional development agencies to provide co-ordination between these institutions in the process of planning, implementation, and evaluation (Çakmak, 2006, pp.59-64). In this sense, Development Agencies can be seen as units established for accelerating regional development and increasing local capacity. They aim to activate the regional dynamics and increase the collaboration between local actors and central administration to achieve regional development.

The European Association of Development Agencies (EURADA) defines RDAs as an operational structure that identifies sectorial or overall development problems, chooses a range of opportunities or methodologies for their solution and promotes projects which can maximize the solutions to the problems. The main characteristic of a RDA is its objective in the economy; namely, the social and cultural life of a specific region (1999, p.16).

1.1. Emergence and Historical Development of Regional Development Agencies

According to Çakmak, emergence and enlargement process of RDAs is almost same with the era of reconstruction of certain countries in Western Europe after the Second World War. At the beginning, RDAs were founded for the reducing negative effects of war by restoring regional/local industries. Then, RDAs have expertised on solving other economic problems in their own region over time. Especially social and economic changes in the metropolitan regions of developed countries in 1960s/70s cause enlargement of RDAs. In this sense, other western countries like Us, Canada and Australia has initiated to found RDAs because of success of them on regional/ local development in Europe. After 1990s with the collapse of eastern bloc countries, these new economies have initiated to found RDAs as a consequence of transition economy. In the end with effects of globalization, RDAs have spread over the world (2006, pp.67-68)

Although RDAs are popular institutions in Europe since 1950s; according to most authority, one of the first implementation of RDAs in the world has been seen in USA as Tennessee Valley Authority. Tennessee Valley Authority Act signed the on May 18, 1933, by President Roosevelt created the Tennessee Valley Authority (TVA) as a federal corporation. In this sense, this act created TVA to oversee the construction of dams to control flooding, improve navigation, and create cheap electric power in the Tennessee Valley basin. Other TVA responsibilities written in the act included improving travel on the Tennessee River and helping develop the region's business and farming. The establishment of the TVA marked the first time that an agency was directed to address the total resource development needs of a major region. Moreover, Today, TVA is the largest public power company in the United States. The agency also carefully runs the nation's fifth-largest river system in order to control flooding, make rivers easier to travel, provide recreation, and protect water quality. As a Federal public power corporation, the TVA serves about 80,000 square miles in the southeastern United States. This area includes most of Tennessee and parts of six other states-Alabama, Mississippi, Kentucky, Virginia, North Carolina, and Georgia ⁴.

In the summary report of “Organizing for local development: the role of local Development Agencies” prepared by Debra Mountford in 2009 for the OECD LEED Programme, several important themes in the work of Development Agencies are examined based on a detailed analysis of 16 agencies in 13 locations, as well as drawing from the OECD LEED work on Development Agency reviews. According to this report; internationally, many local governments, and their regional and national governments, have innovated organizationally over the past 20 years to create new development tools and Development Agencies, and other entities that have some specific tasks in pursuing their development agendas. The first such Development Agencies were established in Europe after the Second World War as a response to the place-based crises caused by war damage, industrial decline and dereliction. They were initially seen as a short term response to an emergency. In France, Germany, and Belgium Development Agencies were set up with the intention of redeveloping damaged and derelict sites and triggering a process of economic restimulation. Even today, closures of major local facilities (such as a defense base, a major factory, or a port) can trigger the establishment of a new Development Agency (2009, pp.2-3).

During the 1990s many new Development Agencies were set up in Europe, North America, and East Asia, often with broader missions than the original Agencies, designed much more to promote economic development in the context of increasing international and national competition for investment. Also, in the 1990s and in the past 5 years, Development Agencies have been established in many developing countries, and there much wider growth is now occurring (OECD, 2009, p.3).

1.2. Main Characteristics And Functions of Regional Development Agencies

The European Association of Development Agencies (EURADA) defines RDAs as an operational structure that identifies sectorial or overall development problems, chooses a range of opportunities or methodologies for their solution and promotes projects which can maximize the solutions to the problems. The main characteristic of a RDA is its objective in the economy; namely, the social and cultural life of a specific region (1999, p.16).

According to OECD; although Development Agencies have become an increasingly popular organizational vehicle for shaping and pursuing local economic strategies there is no common understanding, or rigid formula, of what a Development Agency is. No global census of Development Agencies and companies has been undertaken but there are probably more than 15,000 such organizations now worldwide, with more being created every month. They vary in size, scale, and function and have arisen from different starting points. Several waves of Development Agencies are identifiable:

- In Europe after World War II to aid post war re-construction.
- In North America in the 1960s and 1970s to address the impact of de-industrialisation in the ‘rust belt.’
- In East Asia in the 1980s and 1990s to help plan and manage rapid urbanisation and industrialisation.
- In the current era in Latin America, South Asia, Africa and Eastern Europe to promote economic development in the newly integrating economies (2009, p.2).

In the article named as “Creation, Development and Management of RDAs Does it have to be so difficult ?” prepared by EURADA in 1999, there are detailed explanations on creation, development and management of RDAs by analyzing objectives, organization, budget, role, marketing and, this article can be seen one of the main articles for this issue. In this article, EURADA make two major classifications for RDAs by looking origins and activities and this classification can be shown as in the following table (p.18).

Table 1: Classifications for RDAs as Origin and Activities

By Origin	By Activities
Agencies established by Central Governments	Strategic agencies
Agencies existing inside local and regional authorities	Global operational agencies
Agencies established by local and regional authorities	Sectorial operational agencies
Independent agencies established by public/private partnership	Inward attraction agencies.

Source: EURADA

As far as the activities are concerned, RDAs can also be classified according to whether that they offer traditional or rather innovative services as the table shown below prepared by Halkier and Damon (EURADA, 1999, pp.18-19).

Table 2: Classifications of RDAs as Traditional and Innovative

Traditional		Innovative	
Advice	International	Advice	General management
	Finance / Grants		Markets
			Production
Finance	Grants, other	Finance	Equity, loans etc.
Infrastructure	General factories	Infrastructure	Science parks
			Training

Source: Halkier & Damon – RDA in Western Europe: A Survey of Key Characteristics and Trends (EURADA, 1999, p. 19).

The OECD LEED Programme identifies four major organizing roles for Development Agencies in economic development and regeneration. According to OECD not all Development Agencies play the same roles or do the same things. In this sense, four different elements of Development Agency activity can be identified as economic, leadership, governance and co-ordination and implementation roles. The explanations of these roles arranged by OECD given below (2009, pp. 9-10):

“i) **Economic roles:** where Development Agencies seek to build markets within their territories. These roles include the Development Agency acting in a risk and cost sharing manner using entrepreneurial approaches. This involves intermediating with investment, assets, infrastructure, land, property, finance, planning, and marketing/promotion. The Development Agency derives its unique role by taking on tasks that are normally outside of Government due to the nature of commercial disciplines and focus required, the risks that have to be managed and the creativity involved. This often allows fiscally disempowered local governments to sponsor an agency which can operate outside of tight controls and leverage more than the local government is allowed to. Business is frequently the partner and/or client of this activity, and although it is accountable to Government, the agency has to mirror the ‘business-like’ behavior, processes and time-scales of commercial players if it is to be successful. This is a case of overcoming policy and investment failures.

ii) **Leadership roles:** where the Development Agency plays a key role in fostering a long term plan and vision for the territory, galvanizing the interests of multiple leaders and setting out a new future around which resources can coalesce. The Development Agency is often an ‘independent’ forum in which distinctive interests can be brought together, and aligned, to shape a long term purpose beyond the specific limitations of electoral cycles and partisan policies. This is a case of addressing leadership failures.

iii) **Governance and co-ordination roles:** where the Development Agency helps to facilitate practical co-ordination towards the pursuit of the development strategy, helping to overcome the limitations of fragmented multiple jurisdictions and responsibilities in the public sector, and providing a means for practical engagement with the private and civic sectors. In this role the Development Agency is the chief practical mechanism for co-ordinated multi-lateral action. This is case of addressing co-ordination failures.

iv) **Implementation roles:** where the Development Agency can assemble dedicated and capable teams to focus solely on pursuing the development strategy. This will involve complex project management and finance skills, business/investor facing services, and the ability to design and use new tools quickly. The distinctive dimension of this role is often in how Development Agencies can attract and develop expert and specialist staff that is suited to pursuing public goals in a commercially sensitive manner, and are capable of implementing co-operation between public and private sectors in ways which work for both cultures. This is not an insignificant capability, and it frequently distinguishes Development Agency staff from public officials more generally. This is a case of addressing capacity constraints in the public sector (2009, pp. 9-10).

Henrik HALKIER, professor at Aalborg University, explains that the emergence of extensive patterns of multi-level governance in regional policy has had important implications for RDAs in Europe. Whereas many of the early regionally-based development bodies appear to have operated primarily on a stand-alone basis where squaring the ambitions of their political sponsors with the perceived needs of the regional economy was the central challenge, in the beginning of the 21st century RDAs find themselves in a dense network of public and private organizations with overlapping policy remits and potentially conflicting interests with regard to regional development. Paradoxically, it would appear that while the role of RDAs in the current networked governance of regional policy has been maintained in terms of strategy development, their role as policy implementers to some extent may have been reduced in some countries and regions, making the regionally-based development body a node in a strategic network that attempts to reach its goals by influencing other policy actors rather than posturing like classical stand-alone RDAs with a wide range of policy instruments at their disposal as being a cure-all solution to any regional development problem imaginable (2006, p.11).

EURADA indicate that the main differences between regional and local development are size (a critical mass of people and companies) and the overall vision it allows to acquire. It is neither the aim nor the objective of regional development to substitute local development. To the contrary, sound regional development policies should be based on the highest possible degree of partnerships with local actors and local development instruments and should therefore seek to maximize synergies with those. For Mr.P. Flynn, European Commissioner for Employment and Social Affairs in 1996, the condition for success in local development are rooted in:

- the broadest possible partnership, i.e. partnership that encompasses the public, private and associative sectors (trade and non-profit-making);
- the definition of a strategy to identify local needs and opportunities;
- the adjustment of human resources and skills in order to develop sustainable local initiatives (1999,p.13).

According to EURADA; establishment of a RDA needs several conditions. Firstly, a deep understanding of the problems and potential of a geographical area should exist; secondly, there should be a strong ability to work with, not to work for, the already existing economic, cultural, social and political structures in the area. Finally; a real operational and concrete development programme, in order that the RDA's work can be recognized as useful and important, through the creation of new jobs, new opportunities and new solutions should exist. Moreover; a RDA must have the following requirements: it must

- be accepted and understood by the existing political structures,
- translate into operational projects all its objectives,
- coordinate its policies with other regional organizations already in existence,
- find the necessary financial resources for its basic structure and implement new projects,
- have the autonomy to take its own decisions, in the inter institutional regional framework,
- have a strong commitment from its technical staff, in order to obtain concrete results.

Every evaluation of a RDA must always be related to these items. If they are not fulfilled, there will be organizational problems in the future (1999, pp.16-17).

With reference to Çuhadar, RDAs generally stimulate their regions' economy by assisting in the establishment of firms, consultancy for firms and training of their managers, promotion of enterprise zones or attraction of local or foreign investors, stimulation of technology transfer and intercompany partnership, creation and management of company incubators, provision of risk capital, conducting of studies and territorial planning initiatives, regeneration of areas made derelict by industrial blight. Their most important activity is preparing a regional development strategy for their region through collaborative efforts of local/regional actors. In this context, the development of strategic plans in line with the national development plans and programs is one of the fundamental tasks of RDAs (2007, p.220).

1.3. Regional Development Agencies in Turkey

RDAs are unique public institutions for Turkey with its own characteristics, organization structure and situation in Turkish administration system. Turkey adopts these institutions not only for the process in its full membership to the European Union, but also for the framework of new public management and governance. In this sense, new public management can be described as adopting management, values, mechanisms, methods and practices of private sector to public sector; on the other hand, governance can be defined as process of adopting accountability, transparency, rule of law, strong local institutions, decentralization, cooperation, participation of stakeholders, efficiency and effectiveness to public sector. In this context, RDAs can be seen as the role model for other public institutions based on central and strict perception in the perspective of personal regime and administrative mechanism. The Development Agencies were established in 2006-2009 within 26 Level 2 regions in Turkey to ensure planning and development at the local level. Along with the agencies, investment support offices were established in 81 provinces.

In Turkey; RDAs were founded by law numbered 5449, Law on the establishment and duties of Development Agencies was issued in 2006. In the first part of this law, objective and scope, definitions, establishment, general coordination is stated. Accelerating regional development, ensuring sustainability and reducing inter-regional and intra-regional development disparities in accordance with the principles and policies set in the National Development Plan and Programs through enhancing the cooperation among public sector,

private sector and non-governmental organizations, ensuring the efficient and appropriate utilization of resources and stimulating local potential are the purposes of RDAs in Turkey⁵.

Regional Development Administrations and Development Agencies conduct their activities as an affiliated organization of the Ministry of Development. The Undersecretariat of State Planning Organization, which was founded in 1960, was restructured as the Ministry of Development in 2011 with the Decree Law No. 641 to carry out Turkey's development mission. In this sense, one of the Ministry's main duties is coordination role for regional development administrations and Development Agencies⁶.

1.3.1. Historical Development

To understand RDAs in Turkey, it is important to analyze historical process of regional development and integration process to EU in Turkey. According to Tamer, regional development policies can be analyzed at two stages as before and afterwards of the planned period. Before the planned period, there were mainly liberal and statist economic understanding in the policy makers. With the Foundation of republic of Turkey in 1923, liberal policies were dominant and it is believed that development and industrialization can be achieved by leading of private sector and encouragement of state. However, conditions such as lack of private capital, inadequate social and economic infrastructure, and 1929 great crisis affected these policies. Especially after 1929 crisis, statist policies became dominant and industrialization strategies based on import substitution implemented besides preparing 1933-1939 industry plans. These statist policies have endured until the end of single party era. In the democrat party era, again liberal policies became dominant up until the 1960. Since the Foundation of the State Planning Organization in 30 September 1960, planned economy era has started. In this sense, regional development policy came into agenda of Turkey but decisions and policies have been taken by central bureaucracy and hierarchical institutions in a state. The main characteristics of this centralism are not only making planning by center but also implementing these policies of center in local by using central budget (2010, pp.36-37).

In this context, Tiftikcigil mentions that the process of EU has overcome centralism. For her, the regional development policies that are addressed within the scope of national development plans and managed with a centralized administration approach in Turkey were transformed to decentralization in terms of management, implementation and content with the process of membership to the EU. Particularly with the acceptance of Turkey as a candidate to the EU in the Helsinki summit in 1999, the top-down regional development policies were abandoned and the bottom-up regional development policies started to be implemented within the framework of governance approach. This new approach to the issue of regional development in Turkey opened a debate for the Development Agencies as new actors of regional development (2015, pp. 401-402). That is, for the EU partnership, Turkey has to fulfill many criteria, amend legislations and the constitution in many issues. In this context, it should be noted that RDAs are admitted as middle range targets of the Accession Partnership Document (Akpınar, 2011, p.126).

There had been a number of initiatives of regional development projects prior to Turkey's comprehensive adjustment process towards EU candidacy. In the planned period, East Marmara Region Planning Project (1963), Zonguldak Regional Planning Project (1963-64), Antalya Project (1960-65), Aegean Region Regional Development Project (1963-69), Çukurova Region Planning Project (1962), Keban Project (1964) aimed at developing policies, plans and proposals for the problems of different regions. The first integrated regional project has been the South-Eastern Anatolia Regional Development Project (GAP), which started in 1989. Although the objectives of GAP correspond to that of an RDA, i.e. fostering regional development; the project is an extension of the central state in terms of its institutional setting. For instance, the location of GAP's central activities is located in Ankara. During the second half of the 1990s, Eastern Black Sea Region (DOKAP) and Eastern Anatolia Region (DAP) were planned by State Planning Organization (SPO). The implementation processes of these plans are still being carried out along with the studies of Zonguldak,-Bartın-Karabük Regional Development Project (Akpınar, 2011, p.116). For Dulupçu, in order to have successful regional development projects, politicians should be separated from economic decisions and politicization of public investments and spending must be prohibited (2005). Akpınar also accepts Dulupçu's ideas since, many regional plans and projects could not be implemented and were unsuccessful because of irrational, populist decisions taken by the governments.

Furthermore, Turkish case exercised that it is impossible to sustain regional development through statism, highly centralized governments, and their top-down policies, which are not in favor of delegating their powers to subnational levels or NGOs (2011, p.125). In this context, RDAs in Turkey are real needed for both administration system and public policy as well.

In order to facilitate the development of structures of local/regional governance, Turkey, in agreement with the EU, has introduced the new division of regions at the NUTS II level. Turkey has already complied with the requirement on territorial organization with the establishment of 26 NUTS II regions and partially with the requirement on programming capacity with the preparation of a preliminary National Development Plan (pNDP) (Reeves, 2005). According to Turkish Statistical Institute, The NUTS (nomenclature of territorial units for statistics) was established to reduce development differences among territorial regions and serves as a reference for the collection, development and harmonization of European Union (EU) regional statistics and for socio-economic analyses of the regions. Since NUTS classification is used only by EU member states, version used in Turkey, as a candidate country, is named statistical regions (SR-IBBS). IBBS classification consists of three levels. At the first level, 81 cities have been defined at 3rd level in accordance with administrative structure. At IBBS 2 level, 26 territorial units have been determined according to the sizes of population by regarding economic, social, cultural, geographical and other factors. At the same time, by using the same criteria, these territorial units have been aggregated into 12 IBBS 1 territorial units. This classification was put into practice by Council of Ministers decree No 2002/4720 of 28 August 2002 ⁷. However, most author prefer using NUTS classification in their writings instead of SR-IBBS to prevent false Turkish abbreviation of NUTS by ignoring being member states of EU. Therefore; NUTS classification is also preferred in this study to prevent confusion.

Although Development Agencies emerged sensation and enthusiasm in Turkey, there are also occurred suspicion and reactions. In this context, according to Çuhadar, an occupational union claimed and demanded closure of Development Agencies because of non-existence of them in Turkish Constitution and administrative system. For this aim, a legal action was filed in Council of State to suspend the activities of Development Agencies and to cancel the founding Cabinet Decision numbered 2006/10550. Upon these claims and demands, Council of State suspended activities of Development Agencies on

March 14, 2007 and sent the law suit to Constitutional Court. Constitutional Court has made its final decision on November 30, 2007 that only one sentence of 18.article of 5449 law which is related to personnel and 26.article of 5449 law regarding to exemption from taxes were cancelled, other articles were approved in the context of constitution. In this direction, Council of State has given its final decision, cancelled only two articles of mentioned cabinet decision regarding to Development Boards and approved other articles related to the existence and maintenance of Development Agencies (2007,pp.221-222). Finally, Development Agencies had been established throughout the country under the coordination and guidance of Ministry of Development. Law on Development Agencies has been approved by Grand National Assembly on 25/01/2006 and published in Official Gazette on 08/02/2006. The first pilot DAs are established as Çukurova Development Agency in TR62 NUTS 2 region covering Adana and Mersin provinces (Akpınar, 2011, p.129).

According to Ministry of Development, a multi-faceted regional development policy that is responsive to each region's own conditions and potentials and focused on structural transformation targets at the local level is implemented in Turkey. On the one hand, efforts will be underway to accelerate development in relatively underdeveloped regions and development and competitive dynamics of all regions will be strengthened in order to further increase the targets on the national scale, on the other. In this framework, Turkey's new regional development approach, which covers the Turkey as a horizontal area, focuses on increasing competitiveness by making maximum use and mobilization of local potential, places emphasis on fair distribution of resources, gives priority to local entrepreneurs and actors, and envisages strengthening of human resources. In this sense, RDAs have critical job to ensure these features⁶.

Development Agencies have been established in 26 level 2 regions of Turkey. Therefore it can be also used as Regional Development Agencies. Some authors prefer using Development Agencies instead of Regional Development Agencies because of the law number 5449 that use Development Agencies too. However, in this study, there is no specific choice for these usages that is both of them have same meaning because of natural context. In the following table 26 Development Agencies in Turkey and provinces involved are indicated below:

Table 3: Level 2 Regions and Development Agencies in Turkey

Level 2 Region	Development Agency	Abbreviation	Provinces	Central Province
TR 21	Thrace Development Agency	TRAKYAKA	Edirne, Kırklareli, Tekirdağ	Tekirdağ
TR10	İstanbul Development Agency	İSTKA	İstanbul	Istanbul
TR22	Southern Marmara Development Agency	GMKA	Balıkesir, Çanakkale	Balıkesir
TR31	İzmir Development Agency	İZKA	İzmir	Izmir
TR32	Southern Aegean Development Agency	GEKA	Aydın, Denizli, Muğla	Denizli
TR33	Zafer Development Agency	ZEKA	Afyonkarahisar, Kütahya, Manisa, Uşak	Kütahya
TR41	Bursa Eskişehir Bilecik Development Agency	BEBKA	Bilecik, Bursa, Eskişehir	Bursa
TR42	Eastern Marmara Development Agency	MARKA	Bolu, Düzce, Kocaeli, Sakarya, Yalova	Kocaeli
TR51	Ankara Development Agency	ANKARAKA	Ankara	Ankara
TR52	Mevlana Development Agency	MEVKA	Konya, Karaman	Konya
TR61	Western Mediterranean Development Agency	BAKA	Antalya, Burdur, Isparta	Isparta
TR62	Çukurova Development Agency	ÇKA	Mersin, Adana	Adana

TR63	Eastern Mediterranean Development Agency	DOGAKA	Hatay, Kahramanmaraş, Osmaniye	Hatay
TR71	Ahiler Development Agency	AHİKA	Aksaray, Kırıkkale, Kırşehir, Nevşehir, Niğde	Nevşehir
TR72	Central Anatolia Development Agency	ORAN	Kayseri, Sivas, Yozgat	Kayseri
TR81	Western Black Sea Development Agency	BAKKA	Bartın, Karabük, Zonguldak	Zonguldak
TR82	Northern Anatolia Development Agency	KUZKA	Çankırı, Kastamonu, Sinop	Kastamonu
TR83	Central Black Sea Development Agency	OKA	Amasya, Çorum, Samsun, Tokat	Samsun
TR90	Eastern Black Sea Development Agency	DOKA	Artvin, Giresun, Gümüşhane, Ordu, Rize, Trabzon	Trabzon
TRA1	North Eastern Anatolia Development Agency	KUDAKA	Bayburt, Erzincan, Erzurum	Erzurum
TRA2	Serhat Development Agency	SERKA	Ağrı, Ardahan, Iğdır, Kars	Kars
TRB1	Fırat Development Agency	FKA	Bingöl, Elazığ, Malatya, Tunceli	Malatya
TRB2	Eastern Anatolia Development Agency	DAKA	Bitlis, Hakkâri, Muş, Van	Van
TRC1	İpekyolu Development Agency	İKA	Adıyaman, Gaziantep, Kilis	Gaziantep
TRC2	Karacadağ Development Agency	KARACADAĞ	Diyarbakır, Şanlıurfa	Diyarbakır

TRC3	Dicle Development Agency	DİKA	Batman, Mardin, Şırnak, Siirt	Mardin
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Source: Ministry of Development retrieved from <http://www.mod.gov.tr/Pages/Organizations.aspx>



Figure 1: NUTS 2 Regions of Turkey, source (EU)

1.3.2. Main Characteristics and Functions

If the RDAs in Turkey and RDAs in world generally are compared, it will be seen that RDAs in Turkey have different characteristics and functions. Although EURADA makes two major classifications for European RDAs as by origin and by activities, Turkish type RDAs does not adapt this classification. In this sense, RDAs in Turkey can be defined Agencies established by Central Government but take decision by Executive Boards of Agencies that consist of local and regional authorities. On the other hand, RDAs in Turkey partially adapt identification of OECD by giving four roles as economic, leadership, governance and co-ordination and implementation to RDAs. In the identification of economic role of OECD, Development Agencies seek to build markets within their

territories. These roles include the Development Agencies' acting in a risk and cost sharing manner using entrepreneurial approaches. However, in Turkish case, RDAs does not build markets or take risks rather they support the activities and projects of entrepreneurs and promote, or have them promoted, business and investment facilities of the region.

In the first part of law numbered 5449, objective and scope, definitions, establishment, general coordination of Agencies is stated. Accelerating regional development, ensuring sustainability and reducing inter-regional and intra-regional development disparities in accordance with the principles and policies set in the National Development Plan and Programs through enhancing the cooperation among public sector, private sector and non-governmental organizations, ensuring the efficient and appropriate utilization of resources and stimulating local potential are the purposes of RDAs in Turkey ⁵.

Main characteristics and functions of RDAs in Turkey can be also understood by examining article 5 named as "Duties and authorities of the Agencies" of law numbered 5449". When this article is analyzed, it can be realized that this institutions are different than European style Development Agencies and there are unique features of these Agencies in Turkey. Article 5 states duties and authorities of Agencies as follow ⁵:

- a) to provide technical support to the planning studies of local authorities,
- b) to support the activities and projects ensuring the implementation of regional plan and programmes; to monitor and evaluate the implementation process of activities and projects supported within this context and to present results to the Undersecretariat of State Planning Organization (Ministry of Development)
- c) to contribute into the improvement of the capacity of the region concerning the rural and local development in accordance with the regional plans and programmes and support the projects within this extent,
- d) to monitor other projects implemented by public sector, private sector and nongovernmental organizations in the region and considered as important in terms of regional plan and programmes,
- e) to improve cooperation in between public sector, private sector and nongovernmental organizations to achieve regional development objectives,
- f) to use or have them used the resources allocated to agency in pursuant to Article 4 (c) of this Law, in conformity with regional plan and programmes,
- g) to carry out researches, or to have them carried out, concerning the determination of resources and opportunities of the region, acceleration of economic and social development and enhancement of competitiveness, and to support other research carried out by other persons, organizations and institutions,

h) to promote, or have them promoted, business and investment facilities of the region at national and international level, in close cooperation with other related institutions,

i) to follow and coordinate centrally the permission and license transactions and other administrative transactions of the investors in regional provinces within the extent of the duties and authorities of public institutions and organizations, in order to finalize them within the time stated in the related legislation,

j) to support small and medium size enterprises and new entrepreneurs in the fields such as management, production, promotion, marketing, technology, financing, organization and labour force training, by ensuring cooperation with other related institutions,

k) to promote activities related to bilateral or multilateral international programmes to which Turkey has participated in the region and to contribute to the development of projects within the context of these programmes,

l) to prepare a website to broadcast updated activities and financial structure of the agency and other matters concerning the agency.

In this sense, RDAs have critical importance for region with its coordination role, and different types of support mechanisms. According to Akpınar, State Planning Organization, now named as Ministry of Development, has developed a unique Development Agency (DA) Model by taking into account the political, administrative, social and economic conditions of Turkey, other country experiences and EU membership perspective. DAs will make important contribution to the developed regions for the improvement of competitiveness at global scale and convergence of underdeveloped regions to the national average. In order to stimulate local potential, DAs will support the preparation of regional plans and strategies which are compatible with national plan and strategies, through a participatory approach. A significant amount of financial resources from general budget, local authorities (municipalities and special provincial administrations) and Chambers of commerce and industry will be allocated to the DAs for the sake of stimulating local/regional potentials. DAs, as an institutional structure constituted by public, private sector and NGOs, will enhance collaboration culture and strengthen the local project generation capacity. Thus, not only public sector's but also private sector's and NGOs' efforts will be directed by means of DAs in order to ensure local development (2011, pp.128-129).

RDAs in Turkey have supported those who came up with ideas about related region and have taken as a duty to support those who promise new solutions for related region. With the financial support programs implemented and to be implemented under this scope,

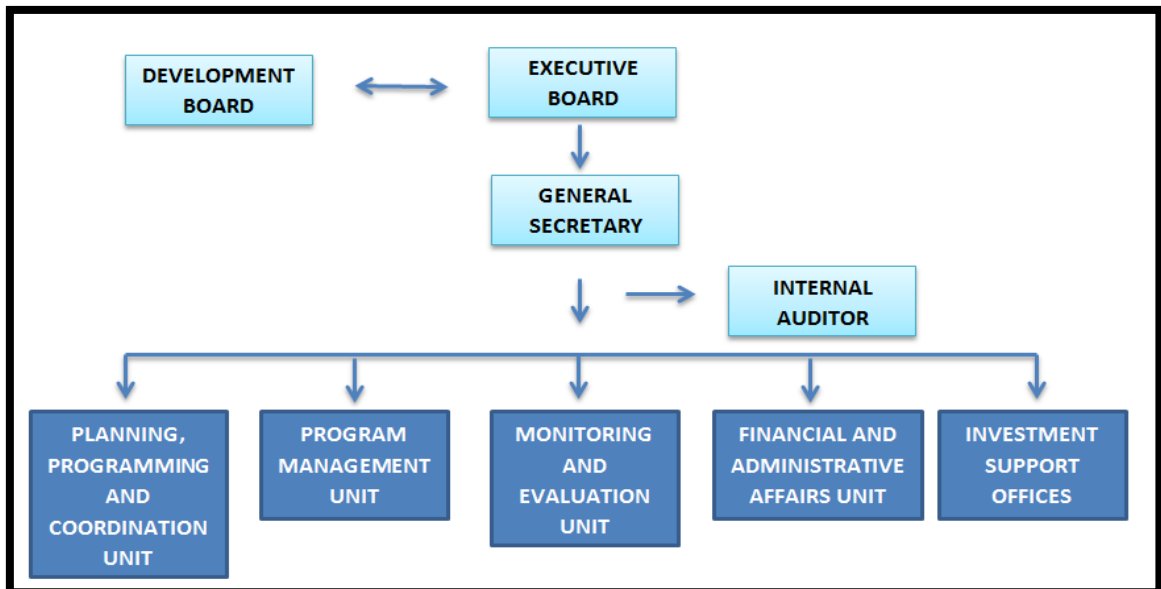
agencies will continue supporting projects which provide solutions for the problems of the region. By providing the necessary funds for such projects, the agency also aims to increase the project generation capacity of the region and reveal the entrepreneurial spirit of the city. Besides the influence of civil society in Development Board and Executive Board, CSOs namely foundations, associations, cooperatives, unions and trade associations can benefit from the technical and financial supports of Agencies.

To understand characteristics and functions of RDAs in Turkey better, it is beneficial to analyze organizational structure of them. After explaining main identifications of organizational structure, main functions of these units will be analyzed.

1.3.3. Organizational Structure

Organizational structure of RDAs consists of Executive Board, Development Board, Secretariat General and Investment Support Offices ⁵. In this sense, following chart shows main organizational structure of them. Names of units affiliated with secretariat general can change in each RDA; that is, there is not standardization of all units except units defined in legislation.

Figure 2: Organizational Structure of RDAs in Turkey:



Executive Board is the decision-making body of the agency. In the regions composed of one province, Executive Board consists of governor, mayor of metropolitan municipality, Chairman of the Provincial Council, Chairman of the Chamber of Industry, Chairman of the Chamber of Commerce and three representatives of private sector and/or NGOs who are selected by Development Board. In the regions composed of more than one province, it consists of governors of all the provinces, mayors of metropolitan municipalities or mayors of provincial municipalities where there is no metropolitan municipality, Chairman of the Provincial Council and Chairmen of chambers of commerce and Industry as one for each province. Chairman of Executive Board represents the agency. In the regions composed of more than one province, chairman of Executive Board shall be the governor of the province determined as headquarters of the agency in the first year, while, in successive years, the governors in the region alternately shall be the Chairman of the Board according to the alphabetical order of the provinces. Duties and authorities of Executive Board are as follow:

- a) to accept the annual work programme and submit it to The Undersecretariat of State Planning Organization for approval,
- b) to revise the budget according to the needs during the year,
- c) to approve annual financial report and the results of final budget,
- d) to decide purchase, sale and rent of movable and immovable properties and purchase of service,
- e) to submit six-month interim report and annual activity report to the Undersecretariat of State Planning Organization,
- f) to approve the budget of the Agency and submit it to Undersecretariat of State Planning Organization,
- g) to approve the proposals concerning giving support to the programmes, projects and activities submitted by the General Secretariat and the aids to individuals and organizations,
- h) to accept donations and grants extended to the Agency,
- i) to decide recruiting and dismissing of the personnel,
- j) to approve the service units determined by Secretary General and the division of labor among them,

k) to identify the Secretary General and submit to the Undersecretariat of State Planning Organization for approval,

l) to determine the limit of authority of secretary general about the issues concerning purchase, sale and rent of the movable properties except vehicles, and purchase of service,

Determining the limits clearly, Executive Board may delegate some of its duties and authorities to Secretary General where necessary.

Development Board can be seen as advisory council and its definition and duties are stated in third part of law numbered 5449. Main duty of Development Board is to enhance the cooperation among public institutions, private sector, non governmental organizations, universities and local governments in the region and to direct/guide the agency. Development Board is composed of maximum 100 members representing the provinces in a balanced way. In this context, public institutions and organizations send representatives to the Development Board and the number of the representatives to be sent by private sector and non-governmental organizations. Duties and authorities of Development Board are as follow:

a) to select respectively the representatives of private sector and/or nongovernmental organizations and their doubled associate members who shall take place in Executive Board in the regions composed of a single province,

b) to discuss and evaluate annual activity and internal audit reports of the agency and to make recommendations to Executive Board,

c) to make recommendations to Executive Board regarding problems and solution proposals, promotion, potential and priorities of the region,

d) to report the results of the meeting to the Undersecretariat of State Planning Organization and publish conclusion notice of meeting.

Secretariat General is the executive body of the Agency. Secretary General is the superior Chief of Secretariat General and investment support offices. Secretary General is responsible to the Executive Board. Duties and Authorities of Secretary General;

a) to implement the decisions of Executive Board,

b) to prepare annual work plan and budget, and submit them to Executive Board,

- c) to collect revenues of the Agency, to make the expenditures in accordance with the procedures and principles to be determined by the Article 4, and according to the budget and decisions of Executive Board,
- d) to decide on the purchase, sale and rent of moveable properties except for vehicles, and purchase of service according to the limits to be determined by Executive Board,
- e) to engage in/organize activities for improving project generation and implementation capacity of people, institutions and organizations in the region,
- f) to assess project and activity proposals of private sector, nongovernmental organizations and local administrations and make suggestions to Executive Board for providing financial support,
- g) to monitor, evaluate, audit the supported projects and activities; and prepare reports,
- h) to cooperate and develop joint projects with domestic and foreign institutions and agencies related to regional development,
- i) to provide technical assistance to planning studies of local authorities,
- j) to determine the performance criteria of personnel and evaluate their performance,
- k) to make proposals to the Executive Board related to personnel's recruitment and termination of contracts,
- l) to attend the national and international meetings about regional development on behalf of the Secretariat General of the agency and carry out foreign contacts.
- m) to perform secretarial works and other services within the sphere of duties of the agency,
- n) to use authorities delegated by Executive Board.

Investment support offices composed of maximum five experts one of which is coordinator shall be established in the provinces of the region with the decision of Executive Board. If the number of experts working in the investment support offices cannot fulfill the needs of the region and province, this number may be increased with the decision of Executive Board and approval of Ministry of Development. Investment Support Offices are responsible to Secretariat General for their duties. Services supplied to the investors in investment support offices are completely free of charge. Duties and authorities of the Investment Support Offices are as follow:

- a) to follow and coordinate centrally the permission and license transactions of investors in private sector within duties and authorities of public institutions and organizations and other administrative works and transactions on time specified in the related legislation or, if no specific time was given, urgently on behalf of the Executive Board in the provinces of the region; and to monitor the investments,
- b) to inform and guide the investor in accordance with the application conditions and required documents within the framework of the related legislation,
- c) to carry out preexamination about the applications,
- d) to carry out the transactions stated in the regulations to be enacted under the article4,
- e) to inform the Governorship and Secretariat General about the works and transactions.

The legislation of RDAs composed of not only with law numbered 5449 but also with;

- Development Agencies project and activity supporting by-law,
- Development Agencies Budget and Accounting by-law,
- Development Agencies Audit by-law,
- Development Agencies Staff by-law,
- Development Agencies investment support offices by-law
- Development Agencies Support management guidelines,
- Development Agencies purchasing guide,
- Development Agencies project implementing guide.
- Cabinet decisions numbered, 2006-10550, 2008-14306, 2009-15236, 2009-15433, 2013-4748.

When this legislation is scanned, it will be seen that the main framework of organization structure in Development Agencies is stated in Development Agencies Support management guidelines. In the 1.3.2.1. “Organization structure” part of this guidelines, it is stated that “Agency can organize its own working units with the offer of general secretary and approval of Executive Board.” Division of work between these units arranged by general secretary and then propounded by Executive Board. Moreover, sample of organization chart and distribution of duties indicated in this guideline to carry out support management of Agency in efficient way. In this context, there are four working units as Planning, Programming and Coordination Unit, Program Management Unit, Monitoring

and Evaluation Unit and Accounting and Payment Unit in this guideline. On the other hand, according to the article 20 of Cabinet decision numbered 2006-10550, number of working units in agency cannot be more than five except investment support offices. In this sense, each agency can decide and arrange its own working units after confirmed by Executive Board. Therefore, there are not same working units in 26 Development Agencies in Turkey and mainly fifth working unit is different because other four units are explained in Development Agencies Support management guideline. These four working units have different but related duties.

Planning, Programming and Coordination Unit is basically responsible for;

- Making researches to accelerate economic, social and cultural development and to increase competitive power of region.
- Preparing regional and sectorial plans and programs with the participation of local stakeholders.
- Cooperation with regional, national and international institutions and workings to increase capacity

Program Management Unit is basically responsible for;

- Management of support programs generated in compliance with regional plans and programs prepared by Planning, Programming and Coordination Unit
- Carrying out process from getting project application and determining projects/activities deserving of getting support to sign up with successful applicants

Monitoring and Evaluation Unit is basically responsible for;

- Workings on gathering, analyzing, notification and using of information to monitor and evaluate not only projects and activities supported by Agency but also plans and programs prepared by Agency
- Provide pursuing for efficiency, effectiveness, impact and sustainability of supporting activities in regular times
- Implementation, monitoring and controlling and of successful projects that signed up in the framework of support program and deal with problems and needs of beneficiaries who has been supported.

Accounting and Payment Unit is basically responsible for;

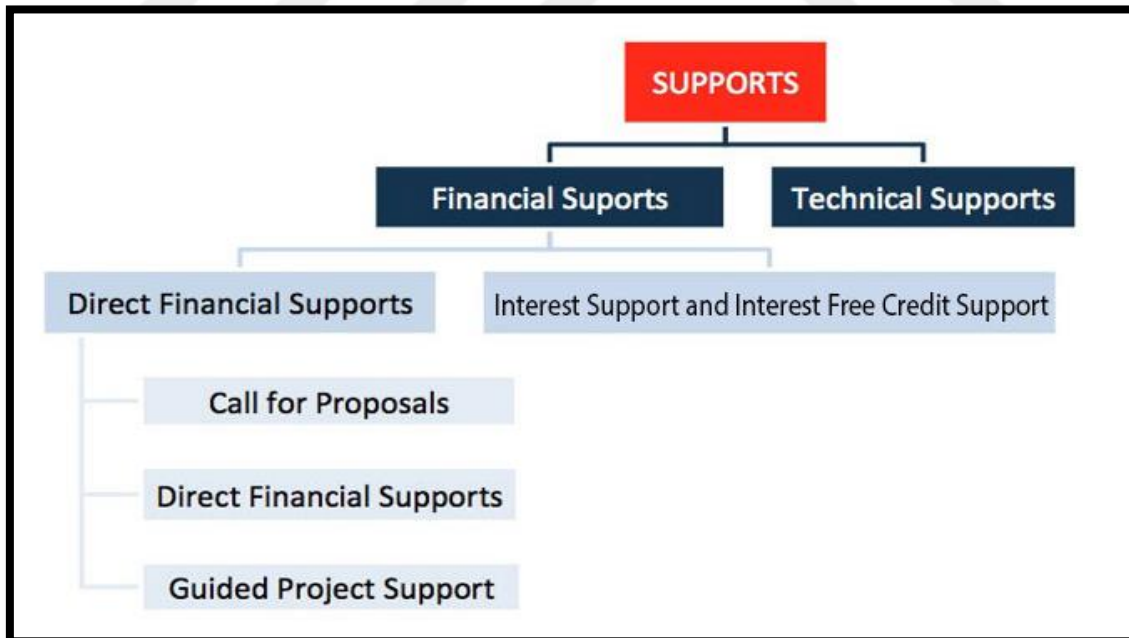
- Financial management and audit of supports given by Agency.

Fifth Working unit at Agencies in Turkey have different names and duties. In this sense; Corporate Coordination Unit in Eastern Mediterranean Development Agency, Business Development and Strategy in Ankara Development Agency, City Marketing and Foreign Relations Unit in İzmir Development Agency can be given as examples.

1.3.4 Support Mechanisms

Development Agencies support projects and activities that offer solutions for sectorial and thematic problems for the related region within the frame of strategies and priorities presented in the regional plan. Supports of Development Agencies consist of two main sections as financial and technical supports as stated in article 2 of Development Agencies Project and Activity Supporting By-Law.

Figure 3: Support Types of Development Agencies



Source: Supports-BEBKA retrieved from <http://www.bebka.org.tr/site-sayfa-47-supports.html>

1.3.4.1. Financial Supports

According to article 11 named “Types of Financial Supports” in this By-Law; there are three main financial supports as Direct Financial Support, Interest Support and Interest-free Credit Support. In this sense, Direct Financial Support can be implemented in 3 types as Call for Proposals, Guided Project Support and Direct Operational Support.

1.3.4.1.1 Interest Support

Interest support is a type of non-repayable support of the Agency that meets interest expenses of funds to be drawn from intermediary institutions.

1.3.4.1.2. Interest Free Credit Support

Interest Free Credit Support is a non-repayable financial support drawn from relevant intermediary institutions. Beneficiaries pay the subject credit back to the Development Agency on the basis of procedures mentioned in public act of Development Agencies.

Within the scope of the interest free credit support programs, the beneficiaries are provided with a grace period of at least three weeks and the back payments of the credits are asked to be completed in four years’ time.

Due to the relevant legislation, both the Interest Support and the Interest Free Credit Support cannot be provided before three calendar years have passed after the establishment date of the development agency. Although at least five years have passed after the establishment of agencies both of them has not still used by Agencies because there are not enough technical substructure for these supports. However, in the case of this substructure is founded, these supports can be activated.

1.3.4.1.3. Direct Financial Support

Direct financial support involves non-repayable supports which are provided by the development agency generally upon call for proposals. On the other hand, with an exception, the agency can also provide Direct Activity Support and Guided Project Support

without call for proposal in order to lessen its liabilities of project preparation or to manage the project preparation process itself.

1.3.4.1.3.1. Call for Proposal

Call for Proposal is an invitation for potential applicants, carrying necessary qualifications, to submit project proposals which have to comply with the pre-determined subjects and conditions. The details regarding the call for proposal will be involved in the publication notice as well as the application guide.

The minimum and maximum amounts of support per project can differ upon the special conditions of the support program. While determining these limits, factors such as general and special objectives of the program, the qualifications of potential applicants, the appropriate project subjects and their costs, program budget and the relevant legislation are considered.

The co-finance rate of projects submitted by profit making real and legal persons and supported by the Development Agency is to be at least 50% of total relevant cost where this rate cannot be decreased in any case. On the other hand this rate of co-finance can be increased by taking into account the socio-economic development level of the region.

1.3.4.1.3.2. Direct Activity Support

The aim of the Direct Activity Support is to provide financial support for strategic research, planning and feasibility studies targeted to make contribution to local/regional development, and improve the implementation capacity of regional progress and plans. The Direct Activity Support apparently complies with legislation and is undertaken in the frame of national plans and programs. In this context, direct activity support is used in research and planning studies with critical importance.

Direct Activity Support Program supports activities that do not contain any investment component. The time duration for the projects financed under this program is maximum three months. The three month implementation phase begins just one day after contract is signed.

Municipalities, universities, other public institutions, professional organizations with public institution status, non-governmental organizations, unions and cooperatives are only institutions/organizations that can benefit from Direct Activity Support Program.

1.3.4.1.3.3. Guided Project Support

Guided Project Support is designed for providing financial and technical supports to projects contributing acceleration of regional development and enhancement of entrepreneurship and innovation capacity of the region. In this sense, guided project support used in large scale-projects that will accelerate regional development.

The Agency determines the project areas to be supported with its general framework and also the possible actors competent to implement it. In this type of support, cooperation among public sector, private sector and nongovernmental organizations is highly encouraged.

1.3.4.2. Technical Supports

The purpose of the technical support to be provided by the Agency is to provide technical support to the operations of local actors which have importance for the regional development however, owing to the difficulties that have been encountered during preliminary and implementation stages due to lack of institutional capacity.

Technical supports can be provided in the following context:

- Training,
- Contribution to Program and project drafting,
- Assigning ad-hoc experts,
- Providing consultancy service,
- The institutional and capacity building activities such as lobbying and building international relations.

Evaluation

Development Agencies in Turkey is crucial for economic, cultural and social development with their qualified human resources, widespread scope of authority, cooperation function with local institutions, support mechanism.

There are 26 RDAs in Turkey and their current performance has made contribution to improvement of region in social, economic and technical way. As stated in article 1 of law numbered 5449; objective of RDAs are accelerating regional development, ensuring sustainability and reducing interregional and intraregional development disparities in accordance with the principles and policies set in the National Development Plan and Programmes through enhancing the cooperation among public sector, private sector and nongovernmental organizations, ensuring the efficient and appropriate utilization of resources and stimulating local potential. To achieve this aim, RDAs are working with their all capacity. In this context, 2016 is the 10. year of RDAs in Turkey which their main law numbered 5449 came into force in 2006. It can be claimed that their potential may motivate other local actors such as civil society organizations.

In the following part, civil society and CSOs will be analyzed.

PART-2

2. General Overview to civil society

Civil society has become one of the popular and modern terms of social sciences since its broad usage area and meaning. Its popularity generates a discussion whether it can be seen as third sector beside state and market, and where the place of this term can be. To understand this concept, almost all social scientist begins with analyzing state-civil society relations then specifies meaning and characteristics of civil society. Beside these thinkers; states, and international organizations also makes analysis on civil society because of its importance on both local and global level. It's apparently seen that civil society will be discussed more due to globalization process and advancement of technology.

In the beginning; general explanation of UNDP on civil society can be helpful. In this sense, UNDP explains civil society as a sector is distinct from government and business, and is normally concerned with giving voice and promoting public participation. The Centre for civil society at London School of Economics (<http://www.lse.ac.uk/collections/CCS/>) adopted an initial working definition which defines it as: “the arena of uncoerced collective action around shared interests, purposes and values... civil societies are often populated by organizations such as registered charities, development non-governmental organizations, community groups, women’s organizations, faith-based organizations, professional associations, trades unions, self-help groups, social movements, business associations, coalitions and advocacy groups”. Civil society can have different levels of operation and influence, i.e. local, national, regional, or international. In terms of CSOs, UNDP classifies them as: “non-state actors whose aims are neither to generate profits nor to seek governing power. CSOs unite people to advance shared goals and interests” (2001).

It is crucial to know that explaining civil society as a particular term is too difficult because of having different meanings from past to present and from thinker to thinker. In this context, this issue will be explained in the following titles via different perspectives from general discussions to meaning, types, organizational structure and main problems of civil society organizations or institutions in Turkey.

2.1. Meaning and characteristics of civil society

According to Keane, European political thinkers used civil society as political unity to get members for their peaceful system and administration. In this sense, civil society and state have been seen as almost same until 18th century. With the modernization and democratization period, these approaches has important challenges by claiming these two should be separate but position of civil society change with respect to state (2004, pp.47-51).

Taylor explains civil society in three different senses as a minimal, stronger and alternative to stronger one. In a minimal sense, civil society exists where there are free associations, not under tutelage of state power. In a stronger sense, civil society exists only where society as a whole can structure itself and co-ordinate its actions through such associations which are free of state tutelage. As an alternative to stronger sense, civil society wherever the ensemble of associations can significantly determine or inflect the course of state policy (1990, p.98).

Hegel mentions characteristics and roots of civic society and defines civic society on the roots of ethical life in his book “Philosophy of Right”. For Hegel, ethical life is present in three important levels of social life: family life as the most basic, then civil life, and finally the synthesis of these two, the institution of the state. According to Hegel the state is the highest form of ethical life, uniting society into a type of civil family organized around legal structures. Civil society represents a stage in the process of the dialectic between the opposites of family and the state. For him, the state was more than a political and authoritarian entity; it was the broadest arena of social relationships (2001).

Connor claims that civil society is composed of autonomous associations which develop a dense, diverse and pluralistic network. As it develops, civil society will consist of a range of local groups, specialized organizations and linkages between them to amplify the corrective voices of civil society as a partner in governance and the market (1999).

According to Ghaus-Pasha the key features of successful civil societies which emanate from various definitions include the following: separation from the state and the market; formed by people who have common needs, interests and values like tolerance, inclusion,

cooperation and equality; and development through a fundamentally endogenous and autonomous process which cannot easily be controlled from outside (2004, p.3).

Although the notion of civil society is so complex, and making general definition and separating into factors is difficult, study on the separation or characteristics of civil society can be seen in Hegel's "Philosophy of Right". According to Hegel, the civic community is the realm of difference, intermediate between the family and the state. In the explanations of Hegel, the civic community contains three elements: Firstly, the recasting of want, and the satisfaction of the individual through his work, through the work of all others, and through the satisfaction of their wants. This is a system of wants. Secondly, actualization of the general freedom required for this, i.e., the protection of property by the administration of justice. Thirdly, provision against possible mischances, and care for the particular interest as a common interest, by means of police and the corporation required (Hegel, 2001 pp.154-159).

One of the important Turkish authorities on civil society, Ali Yaşar Sarıbay describes civil society as an analytical tool to understand how societal life can be possible in eighteenth century in Western Europe. Beside, this term has passed through various phases and reached today's meaning. The first phase of civil society is related to leave the meaning of member of state. The second phase is getting legitimacy of defense of independent groups in civil society to state. The third phase is reflect understanding on both seeing freedom in civil society as a source of social conflict and seeing state intervention as a factor for preventing these conflict. The last phase is a reaction to third phase and represent a beginning point to get afraid for the intervention of state would have slowly overwhelmed civil society. In this context, Sarıbay claims that current discussions in Turkey mainly based on rigid state-society opposition representing in the last phase. For him, to understand these discussions, it is important to analyze civil society term in this sense; he identifies civil society as autonomous, voluntary, organizing itself, having own support, intermediate organized social structure between private sphere and state. This structure based on structural order or common rules that guarantee for freedom and autonomy. This understanding contains both the power to restrict state power and the power to legitimate political power as long as relying on law. Therefore, civil society contains autonomy from state but do not entail alienation from state. For him, elements of civil society are plurality,

publicity, privacy and legality as aggregate of synthesis emerging from contradictions in historical stages (1998, pp.89-108).

With reference to Ghaus-Pasha; the experience of developing countries highlights a wide range of such organizations, from large registered formal bodies to informal local organizations, the latter being far more numerous and less visible to outsiders. These include traditional organizations (e.g. religious organizations and modern groups and organizations, mass movements and action groups, political parties, trade and professional associations, non-commercial organizations and community based organizations). Civil society should not be equated to non-government organizations (NGOS). NGOs are a part of civil society though they play an important and sometimes leading role in activating citizen participation in socio-economic development and politics and in shaping or influencing policy. Civil society is a broader concept, encompassing all organizations and associations that exist outside the state and the market.

It can be clearly seen that there are a lot of explanation on civil society and there is no specific definition of civil society. But in this study, civil society is used a term which explains aggregates of civil society organizations and outside the state and the market but not used as opposed to state. In this sense, importance of acceptance of independent civil society from state and co-operation between them will be focused.

2.2. Historical Background of civil society

The historical background of civil society goes back to ancient Europe and its position, transformation and different historical development changes to countries in a world. To understand civil society itself, it is crucial to analyze the relationship civil society and state because both term for most authority is interrelated and according to position of these terms, general ideology and structure of societies change. In this sense, the book named “civil society and the State” edited by John Keane which analyzes civil society and state relations from past to present is beneficial to understand this issue mainly. According to writers of this book; although this issue firstly had emerged in the late 18th century, it disappeared until the late 19th century and then emerged again in a surprise form. In other words; even though the eighteenth-century distinction between civil society and the state seemed old-fashioned, John Keane shows how, this antiquated distinction has since become vogue among politicians, academics, journalists, business leaders, relief agencies

and citizens' organizations. However, this surprised emerged important questions to the agenda whether there is exact distinction between civil society and state or not, and what the meaning or factors of this distinctions are. Therefore; in this book, Keane tries to answer these questions by clarifying normative meaning, political potential and analytical dimensions in the process of rediscovering civil society and state topics with important studies.

John Keane divides the book into three chapters as reevaluation of modern philosophy, Western countries and civil society and Eastern countries and facilities for civil society. According to Keane, revival of topics on civil society and state in Europe based on political structure of Central and Eastern Europe. In these sides of Europe, totalitarian regimes were dominant. However, when analyzing these countries, making generalization may be false because all of them have different historical background, original organization structure. Especially after the death of Stalin, Soviet regimes in these countries have shown new distinctive characteristics such as less rigid selected and estimated control mechanisms. However, there are not clear distinction between civil society and the state in these countries. Although these countries have planning and efficiency programs as a advantage of socialism, failure of chronical planning, technological stagnation, losses and famine and impractical bureaucratic organization and controlling mechanism are the major disadvantages. In these countries, there are also threats from independent citizen initiatives and rise in social movements. In this situation civil society can be seen as oppose to state and has tendency to grow from the lower side.

The difference on organizational structure and regulations between Western and Eastern Europe is related with characteristic of societal and political life. For Keane, civil society in one-party systems always closes to collapse because there emerge oppression from officers to soldiers. However, in the Western Europe there are no distinction between societal and political life because of existence of (problematical) representative democracy, legal opportunities enabling to be organized and generate movements and rivalry between capitalist and statist bureaucracies. Therefore, he claims that there is comparatively societal maturement in Western Europe. Moreover, there are three type developments in Western Europe as resettlement of capitalist economy, discussions on Keynesian welfare state and progression in societal movements.

According to Keane the purpose on distinction between state and civil society should be useful modest interpretive aspects in historical researches, sociological readings, normative discussions and political actions. To make this distinction, he uses three approaches, as analytical approach, political attitudes and normative dimension.

In analytical approach, state and civil society distinction can be used for analyzing historical roots, growth and transition of societal systems by deciding institutions and actors in an eclectic way. Researches on formation process of modern societal movements by Alberto Melucci and the relation between householder, labor and welfare state by Hinrichs, Offe and Wiesenthal can be example of this approach. Norbert Elias and Helmut Kuzmics argue that there is correlation between European civilization process with origins of modern civil societies and they emphasize French absolutism. Moreover, article of Jenő Szücs analyzes certain origins of civil societies. According to Szücs, the distinction between state and civil society did not emerge from nothing; they have different historical backgrounds depending on geographical position of countries. On the other hand, Carole Pateman argues that all analyzes and descriptions showing civil society as a mixed freedom and equality domain must be rejected because of idealization of man hegemony in modern civil societies. For her, civil society was formed by the image of civilized male and then was built on excluding women from civil society by expecting and creating home despotism.

In political attitudes approach, scheme of state and civil society can be used as a tool in strategical political interests for criteria function. In this approach civil society is used as supporting stability of political power. Norberto Bobbio's research related with Gramsci and his theories on civil society namely organized society can be given as an example for this approach. In organized society, there is no clear distinction between civil society and the state because the aim is to create communist society which there will not state in the society as a consequence of struggles of worker classes. However, Keane thinks that the concern on civil society of Gramsci is completely opportunist because of aim based on removing civil society through civil society and seeing civil society as temporary and retractable organization.

In normative dimension approach, the distinction between civil society and the state should be preserved for the democracy in mixed societies. According to Agnes Heller, figural political democracy is an only tool for saving freedom of citizens, political pluralism,

systems of contracts and representation. In this sense, figural political democracy is used to protect civil society for the variable demands and needs from state power. Moreover, this type of democracy requires special type of civil society that is its economic structure, contract relations and freedoms which shall not depend on capitalist mode of production.

After giving historical background of civil society in general, it is beneficial to analyze historical background of civil society in Turkey. To understand civil society in Turkey; Ottoman societal structure should be analyzed because roots of civil society in Turkey depends on Ottoman Empire. In this sense; Şerif Mardin' article named 'Power, civil society, and Culture in the Ottoman Empire' focuses on three separate but related aspects of Ottoman-Turkish society; on the distribution of power, on the absence of civil society, and on many dichotomous divisions of Turkish culture in the

Firstly, on the aspect of distribution of power, Mardin gives reference to İnalcık's work on Turkish social history that shows the two principles of patrimonialism and feudalism that characterized medieval society in the West, the patrimonial principle had by far the greater weight in both Ottoman Empire and Turkey (Bendix, 1964, p.36). In this sense, lineaments of patrimonial bureaucracy emerged as the most characteristic aspect of Ottoman policy. Moreover, Halil İnalcık analyzes Ottoman society by dividing into two major classes as the military and the reaya. Military mainly includes officers of the court and the army, civil servants and ulema. The reaya is comprised of all Muslim-and non-Muslim subjects who paid taxes but who had no part in government (İnalcık 1964, p. 44).

Ottoman State control over economic life, however, had deeper roots derived from the basic premise of a patrimonial system; that the ruler is personally responsible for the welfare of his subjects (Bendix 1960, 364). The obligation that the sultan felt to be a "father to his subjects" in towns placed commerce at a disadvantage as compared with guild industry. Whereas in the West feudal lords and kings had on the whole given more support to merchants than to artisans in the Ottoman Empire the situation was reversed.

Secondly; on the aspect of absence of civil society, Mardin thinks that the Ottoman Empire lacked legitimated intermediate structures and basic structural component that Hegel termed civil society a part of society that could operate independently of central government and was based on property rights. It is claimed that evolution of Western civil society has no reflection or equivalent in Turkey getting same processes. Its structure is

also different from Eastern despotism and Western feudalism. Not only the town structure but also the history of towns is different from Western Europe. For Mardin, Western thinkers describing Turkey in terms of national character and want to construct a synthetic model of Ottoman-Turkish culture by describing operational codes and institutions of Ottoman Empire which have real contrast with Western Europe. In this sense, he focuses sui generis of Turkish political and social structure and history.

Mardin gives detailed explanation on civil society in West and have critical analysis on this term in the study of “civil society and Islam”. He thinks that civil society is a Western dream as a virtual, a historical aspiration; it is also, in the concrete form this dream has taken, part of the social history of Western Europe. A characteristic of the history of the transformation of the Western dream into reality is limited to West. For Mardin, civil society does not translate into Islamic terms. Moreover, the dream of Western societies has not become the dream of Muslim societies, and this incongruity is part of the difficulty that Muslim societies experience because Islamic culture area does not have the Western historical background of civil society as.

Thirdly, on the aspect of division of culture, Mardin thinks that Ottoman society consists of two separate cultures as culture of Palace and provinces. He uses culture in a widest sense by drawing attention to literature, symbols, material and technological equipment. He also analyzes social frame in terms of great and little tradition, and focuses on cultural isolation a great social mobility of Ottoman Empire by calling it as Alaaddin’s lamp effect. Here, he mainly sees the speed of mobility because of diffuseness of structure and to the lack of intermediate structure integrated with the center.

Moreover, Mardin analyzes the modernization movements from Tanzimat to the Young Turk revolution of 1908. For him, traditional Ottoman society was itself based on blocks that were not completely severed from one another. With the modernization period, new cultural roles were important especially on journalism and legal aspect.

According to McClelland, the actual difficulties encountered by Turkey in the twentieth century may be summarized under four main headings; barriers to the legitimation of an autonomous civil society, the unwillingness of the bureaucratic elite to assume the role of carrying out popular demands, the rigidity of the prebendial system, and the complex web of derivations that enter into the cultural ideology of Turkish intellectuals (2006, p.41).

With reference to Çaha's article named "The Inevitable Coexistence of civil society and Liberalism: The Case of Turkey"; after the Ottoman era, the development of Turkish civil society changed direction with the establishment of the Turkish Republic in 1923, The state elites, leading the newly established regime, carried out reforms but in an authoritarian manner particularly after 1930. Hostile to liberalism and following the totalitarian politics of the Italian and German Fascist Parties, the state elite cast all traditional and modern social and political organizations out of public life. Along with the establishment of the Republic in 1923 a single party took control and the development of civil society in the public domain was blocked. After 1930, the state also took control of the economy and eventually control of all economic activities given its control over production. This further weakened the power of civil society, for the development of autonomous economic-based entities vis à vis the state came to a halt. State control over the economy also stopped the growth of mediating institutions. Thus, a huge gap between the state and society was created. In this way the state came to be the only "organized power" influencing social life. In effect, a semi-socialist economy and politics came into being leaving a weakened civil society facing a strong semi-totalitarian state. This state of affairs continued until at least 1980 even though a transition to multi-party politics did occur in 1950 in Turkey. What happened was that despite the transition to a more democratic multi-party political system, no substantial change occurred in the economic life of the country. In the post-1980 period, a revival of civil society has occurred developing with the resurgence of liberalism in Turkey. As an extension of Özal's liberal stance, a free market economy formed in Turkey and became the most dominant economic paradigm. He also stressed the importance of a free market economy as well as the development of civil society. The outcome of his politics during his time in office (1980-1993) was the emergence of social and political pluralism, which gained pace and generated various discourses and development of civil society accelerated (2002, pp.39-41).

According to Çaha, Çaylak and Tutar, although civil society in Turkey has a deep background, it mainly developed after 1980's due to internal and external factors. In these sense, internal factors are downsizing of the state, liberalization policies, privatization in economy, delegation of power to local administrations, emerging various social movements, proliferation of intelligentsia who defend freedom of idea, belief and

enterprise of liberalism in universities and media. On the other hand, external factors are the end of Cold War, globalization and progress in information society, expansion of state in all aspects and membership process to European Union (2013, pp.18-19).

In short, today's most popular term civil society has lately become popular and emerged as a third sector beside public and private in this sense; cooperation between these sectors as public-private and civil society has got importance. To achieve this cooperation and consensus became the issue for social scientists and related authorities try to answer this equation. In this context; they have tried to concrete civil society by analyzing CSOs as an element of civil society. The widespread discussions on the meaning and types of them in general and in Turkey will be given in the following pages.

2.3. Meanings of Civil Society Organizations

Although some authorities on civil society use civil society organizations (CSOs) similar with civil society, some of them see CSOs as part of civil society. These different approaches can be seen in the following descriptions on civil society and CSOs.

According to Desse, CSOs basically arise from failures of national states (and international institutions) and markets. Historically, the state has been seen as the main actor dealing with market failures and negative externalities. However, because of political and administrative constraints, States are often not able to cover the full range of needs of the citizens resulting from these market failures, especially since the demand is believed to be heterogeneous and the State is especially efficient in providing homogeneous goods and services (thanks to economies of scales) but it is much less efficient in providing heterogeneous goods and services (Johnson & Prakash, 2007). CSOs are thus created by the citizens to fill the gap left by markets and States. There is thus a long tradition of local civil society activism (more or less formal, more or less linked with religious organizations depending on the country or region). However, the last two decades represent a shift in the evolution of CSOs: thanks to the development of new communication technologies, especially the internet, CSOs have become more and more global and have become a new regulation agent both at a national (or regional) and global levels (2012, p.5).

According to Solo, The European Economic and Social Committee's (1999) definition is useful for understanding how comprehensive civil society is: "civil society organizations can be defined in abstract terms as the sum of all organizational structures whose members

have objectives and responsibilities that are of general interest and who also act as mediators between the public authorities and citizens.” civil society includes Trade unions and employers’ organizations, organizations representing social and economic players, nongovernmental organizations which bring people together in common cause, human rights organizations, registered charities, professional associations, grassroots organizations, religious communities, youth organizations, family associations and all organizations through which citizens participate in local and municipal life.

With reference to Ghaus-Pasha, civil society should not be equated to non-government organizations (NGOS). NGOs are a part of civil society though they play an important and sometimes leading role in activating citizen participation in socio-economic development and politics and in shaping or influencing policy. Civil society is a broader concept, encompassing all organizations and associations that exist outside the state and the market. Despite the growing importance, CSOs in the developing world remain only partially understood. Even basic descriptive information about these institutions – their number, size, area of activity, sources of revenue and the policy framework within which they operate – is not available in any systematic way (2004, pp.2-3). Moreover, the civil society sector falls in a conceptually complex social terrain that lies mostly outside the market and the state. For much of the recent history, social and political discourse has been dominated by the ‘two sector model’ that acknowledges the existence of only two actors – the market (for profit private sector) and the state. This is reinforced by the statistical conventions that have kept the “third sector” of civil society organizations largely invisible in official economic statistics (Salamon, Sokolowski and Associates, 2004).

The definition of civil society proposed by Salamon et al. (2004) which characterizes CSOs with five criteria: CSOs are private, nonprofit distributing, self-governing, voluntary organizations. This definition is of course questionable as some organizations may be borderline cases regarding these criteria. These criteria can be beneficial to distinguish in most of the cases CSOs easily from states, international institutions and firms thanks to these criteria (Desse, 2012, pp.7-8):

Organizations: it means that they have some structure or regularity. Whether they are formally and legally registered or not are not important but they do have some permanent activity through regular meetings, membership or some organizational frame.

Private: this signifies that they are institutionally separate from the state, even if they can receive consequent amount from the state.

Not profit distributing: this means that their purpose is not primarily commercial and they do not distribute profit to specific people (shareholders, a set of directors etc.). This means that if they make some profit, they reinvest it or use it to fulfill their mission.

Self-governing: this means that they are independent from both firms and governments, which means that there are in control of their own affairs.

Voluntary: this means that no one is obliged to join or become member of these organizations. Membership is the result of a free choice which means that these organizations are at least partially based on voluntary actions.

In this context, it can be said that civil society for the purposes of this discussion covers a wide range of formal and informal networks and organizations including Non-Government Organizations (NGOs), Community-Based Organizations (CBOs) and Civil Society Organizations (CSOs). All of these organizations or institutions which constitute a part of their social capital defined as the norms and networks that enable people to coordinate collective action, make same sense for society especially in Turkey. According to Çayırılı, civil society organizations can influence society in every aspect and give shape to society; therefore their existence is so important (2015, p. 147).

2.4. Types of Civil Society Organizations

It can be predicted that authorities on civil society has different categorization on CSOs therefore it is possible to see different types of CSOs in other sources. Although main characteristics of CSOs are given above, it is apparently that they are very diverse and can take various shapes from society to society due to their sui genesis features. In this sense, firstly the categorization in general then categorization in Turkey will be given. Due to its abstract features, there are also different categorizations in Turkey from academicians to state itself.

Desse, distinguishes five main types of CSOs (religious, community based, philanthropic, expert groups and Trade unions), plus two types of hybrid organizations (business CSOs and government oriented CSOs). Detailed information about these types is given below:

The first type of CSOs is religious CSOs. These CSOs do not necessarily promote the worship of a given religion and most of the time their primary objective is not the promotion of the latter. However they are more or less linked to a given religion and act following a religious precept (ex: Christian charity). Their primary fields of intervention are education, health, emergency relief and basic assistance (food, clothing, shelter etc.). The Red Cross is a famous example of such CSOs.

The second type of CSOs is community based CSOs. These are most of the time local CSOs based on solidarity, resource sharing and community building. Their primary fields of intervention are development (ex: the Grameen Bank), housing, social services (such as child welfare, family services, youth welfare, services for the elderly and other personal social services), civic and legal assistance but also culture and recreation CSOs.

The third type of CSOs is philanthropic CSOs. These organizations serve a cause without any religious affiliation and are based on values such as generosity and humanism. They include private and business foundations (ex: Bill & Melinda Gates Foundation) but also independent NGOs such as Doctors without Border (DWB) or Amnesty International.

The fourth type of CSOs is expert CSOs. These CSOs act in the “new fields” which require at least some scientific knowledge, i.e. environment and finance. These CSOs are not exclusively composed of experts and scientists but they have – or at least they claim to have – an expertise unit and publish some technical reports. Greenpeace International or ATTAC are examples of such CSOs.

The last type of CSOs is Trade unions, which are labor and worker associations which promote their interests.

In addition, there are two types of hybrid organizations, which are, in a way, civil organizations, but which are not completely separated from States or firms. Government oriented NGOs (GONGOs) are independent civil organizations which are more or less influenced and controlled by national authorities. These organizations are especially developed in industrialized Asian countries, particularly in China, following the tradition of a strong bureaucratic central State. Business & Industry NGOs (BINGOs) are civil organizations which defend a given firm’s or industry’s interests, or at least which are very influenced by the latter. These organizations are especially developed in Anglo-Saxon

countries, particularly the USA, following the tradition of a liberal capitalist oriented society (2012, pp.8-9)

According to Keyman, civil society in Turkey has developed since 1980's with democratization, liberalization, and modernization and globalization period. In this period, CSOs became widespread and numbers of them has increased and it is calculated that there are around 150.000 CSOs in Turkey. In this calculation, citizen organizations, foundations, associations, economic pressure groups, trade associations and think tank institutions constitutes civil society (2004).

Çaha et al. mainly categorize CSOs as economic, political, cultural and religious organizations in Turkey. In this sense, labor and trade unions active in economic field, professional organizations, commercial organizations and Chambers are seen as main economic organizations and their main functions are related with economy not only outside of state but also with state. The second type is political organizations which are mainly composed of political parties, think tanks, social movements, political associations as a bridge role between society and state by providing political participation, democratization, liberalization, basic rights and freedoms. The third type is cultural organizations constitutes not only institutions related with culture but also education, art, literature and sports as emerging independently from planned state activities. The last type is religious organizations composed of religious sects, groups and communities useful for widening political participation and activating in education, economy and culture beside politics (2013, pp.15-16).

As it is seen; types of CSOs are also vary for authorities; therefore, in this study RDA's approach in Turkey to CSO's and its categorization will be analyzed. In this context; the main CSO's in Turkey are associations, foundations, cooperatives, Trade unions, Chambers and Commodity Exchanges; therefore, short main explanations and current statistics of them will be given.

2.4.1. Associations

The main legislation on associations and non-profit organizations is the article 33 of 1982 constitution of Turkish Republic and 5253 associations Law published in the official gazette on 23/11/2004. The other important legislations are Law numbered 5072 on Relations of Public Institutions with associations and foundations 4721 Turkish civil law (Provisions on associations and foundations) and the 25772 associations Regulation published in the Official Gazette on 31.03.2005. The objective of the article 5253 is to regulate illegal and subject to permission acts, liabilities, auditing, punishments and other issues of the nonprofit organizations regarding opening a branch in Turkey apart from representations and branches of associations, federations, confederations, foreign associations whose headquarters are at abroad⁸.

In the article 2 of the 5253 Associations law definitions related with associations are given. In this context; Association is defined as a nonprofit group which has legal entity formed by at least seven real or legal persons in order to fulfill a certain common goal which is not illegalized and enable constant exchange of knowledge and studies. In this sense; branch is a subunit affiliated with an Association for conducting activities of associations which has no legal entity and organs of its own. Moreover; supreme institutions are federations having legal entity formed by associations and confederations formed by federations.

According to article 5 of this law; associations may involve in international activities and cooperate, may open associations or supreme committees at abroad or may join to the associations or institutions with foreign headquarters. On the other hand, foreign associations may pursue their activities; cooperate and open representations or branches, found associations or supreme committees or join existing associations or supreme committees in Turkey upon permission of Ministry of Interior and consult of Ministry of Foreign Affairs.

Article 10 of this law regulates support and cooperation of associations. In this sense, associations may exchange financial support from employee and employer unions, political parties, professional organizations and associations with similar aims in order to realize their objectives. Provided Provisions of Law No. 5072 on Public Institutions and Organizations of associations and foundations remain reserved, associations may implement joint projects about their duties with public institutions. Public institutions and

organizations may provide aid in kind and monetary aid amounting to maximum 50% of projects costs. This percentage is not valid for projects concerning necessary support technologies for disabled people and former convicts to find job, to set up their own jobs, to get vocational education and rehabilitation within the frame of Article 30 of Labor Law No. 4857.

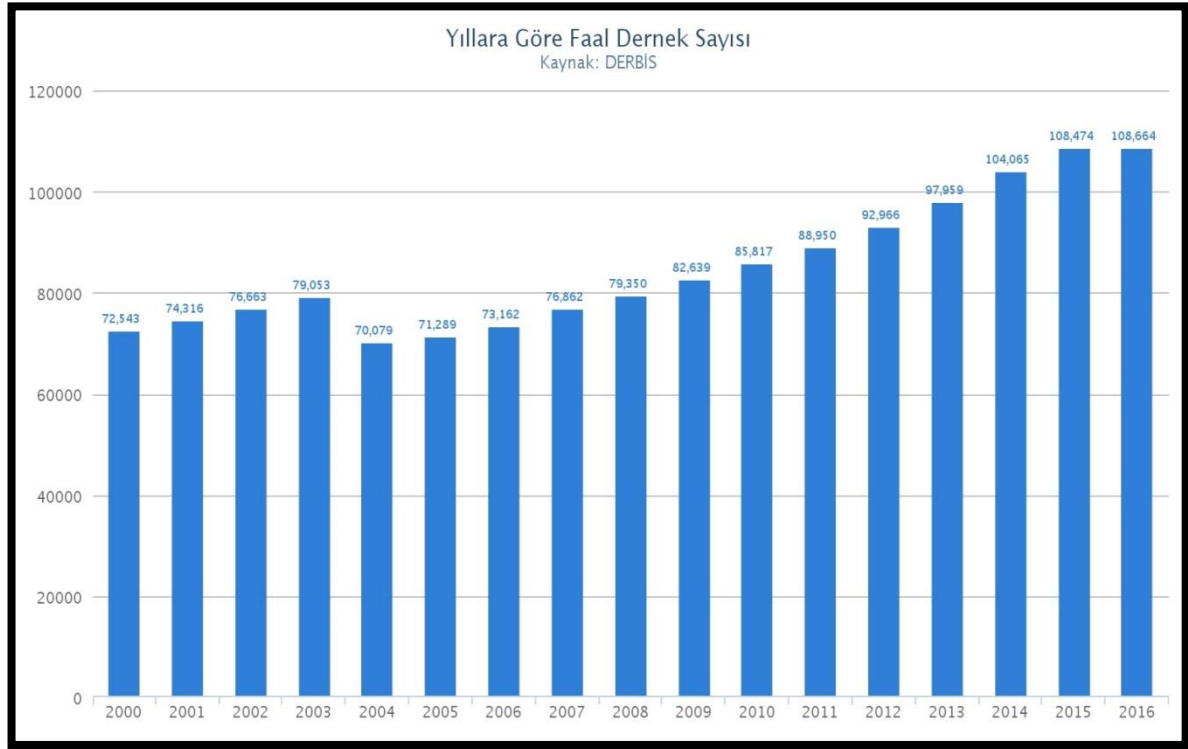
Audit of associations are divided as internal and external. Internal audit, according to Article 9 of the law numbered 5253, constitutes the basis for associations. General board, executive board and auditing board may conduct internal auditing or make the internal auditing an independent auditing institution. On the other hand, according to article 19 of this law, associations are responsible for submitting a declaration regulating the income-expense outputs and their activities to the local administrative authority by the end of April every year. The basis and procedures on regulation of declaration are arranged by regulation. In this sense, auditing conducted by Ministry of Interior and local administrative authority is crucial to see the relations between civil society and state.

With reference to Article 27 of this law, public benefit associations are identified with the Cabinet Decree upon the proposal of the Ministry of Interior in consultation with relevant ministries and the Ministry of Finance. Public benefit status is granted to associations pursuing activities, which yield socially beneficial outcomes, to reach their aims at least for one year.

Moreover; according to article 25, associations may establish platforms concerning fields relevant to their own objectives and are not prohibited by law with each other or foundations, unions and similar civil society organizations in order to fulfill a common goal upon a decree taken by their authorized bodies. In this context; platform is defined in the article 2 of this law as temporary unions having no legal entity which is formed by associations with foundations, unions and similar NGOs to fulfill a common goal by adopting names such as initiative, movement etc.

There are 271.996 associations as a total number in Turkey as of 3 April 2016; however 109.393 of them are active associations and the rest of them are abolished⁹. This is apparently important problem and will be analyzed in the part of main problems of CSOs in this study.

Table 4: Number of Active associations by Years



Source: DERBIS (information system of associations) <http://www.dernekler.gov.tr/en/home-links/Number-Active-associations.aspx>

2.4.2. Foundations

Foundations are mainly described in the third chapter of Turkish civil Code. According to article 101 of this law, the foundations are property groups having legal entity formed by real persons or legal entities dedicating their private property and rights for specific purpose. The entire property or all kinds of income received or to be received from the activities, or economic values of any real person or legal entity may be endowed to a Foundation. Foundation cannot be formed for aiming contrary to the characteristics of the Republic defined by the Constitution, Constitutional rules, laws, ethics, national integrity and national interest, or with the aim of supporting a distinctive race or community. Formation procedure of Foundation is described in article 102. In this context, the will for forming a Foundation is expressed by indenture or testamentary disposition. Foundations get legal entity when enrolling in register by the court of that location. According to article 109, Foundation has to have administrative organ. In the case of it considered as necessary, the dedicator may indicate other organs in the Foundation. Moreover, the foundations are

audited by the Directorate General of foundations and its higher institutions in order to determine whether the requirements of the Foundation voucher are fulfilled or not, the assets of the Foundation are being used for the specified purpose and the income of the Foundation is spent reasonably in the context of article 111 of civil code¹².

In Turkey, Foundation is traditionally named as Waqf. In this sense; according to Directorate General of foundations, a Waqf is an inalienable religious endowment in Islamic law, typically denoting a building or plot of land for Muslim religious or charitable purposes. The donated assets are held by a charitable trust. The term waqf literally means detention. The legal meaning of waqf according to Imam Abu Hanifa is the detention of specific thing in the ownership of waqif and the devoting of its profit or products "in charity of poors or other good objects". Although there is no direct injunction of the Quran regarding waqf, but there is a hadith which says "Ibn Umar reported, Umer-Ibn-Al- Khitab got land in khyber, so he came to the prophet Muhammad Swl and asked him to advise him about it. The Prophet said, if you like, make the property inalienable, and give the profit from it to charity." In this context, Waqf means the permanent dedication by a Muslim of any property for any purpose recognized by the Muslim law as religious, pious or charitable¹³.

Although waqf is Islamic institution, foundation can be seen as more general and secular term on behalf of human. In this sense, foundations are the institutions presenting services, produced without expecting any allowance, to the dependents for the purpose of meeting human needs which are formed in all areas of social life. Therefore; social solidarity, donation, production of public services and meeting the needs are main objectives of foundation. All the process related to person and his/her environment has become subject of a waqf. These issues may city infrastructure, economic activities, health, education, environment and culture. The main end is the happiness of mankind¹³.

According to Gökşen, very few of the foundations have professional management with salaried and expert managers and directors in Turkey. A majority of the foundations are managed through volunteerism. Some foundations, in spite of their considerable size, did not have professional management and were completely managed through voluntary activity (2006, p.76). Moreover according to DAFNE, formal network gathering donors and foundations associations in Europe, there are number of 3,245 Public-Benefit foundations in Turkey by 2013¹⁴.

With reference to DGF; foundations occupying a very important place in Turkey's social life develop further together with acceptance of Islam and successfully implements many duties in Ottoman Empire period undertaken by our modern state today. With establishment of Republic of Turkey, it has been become necessary to discriminate among foundations. Therefore, foundations have been separated two parts as foundations established before and after acceptance of Turkish civil Code. As per foundations Laws no 5737; foundations whose management must be implemented by those who come from founders' offspring and before effective date of abolished Turkish civil Code numbered 743 are called as 'Annexed foundations'. In this context, fused foundations are conducted and represented by directors to be appointed by Council as per conditions of Foundation certificate charters that are not contrary to constitution. Directors of Foundation may appoint deputies for themselves. Required conditions to appoint as directors of annexed Foundation and qualifications of their deputies are arranged in foundations Regulation. Annexed foundations are subject to audition of Directorate General of foundations like other foundations¹⁵.

On the other hand, there are also Community foundations as charitable organizations established by Non-Muslim Turkish citizens before the founding of the Republic. Their registration and recording in the ledger of the Directorate General of foundations was realized in 1936. Therefore these charitable institutions belonging to communities are accepted as "foundations". Establishment of a Foundation to support a certain community is not possible as per the Turkish civil Code. Thus; establishment of a new community Foundation is legally impossible. As per Article 3 of foundations Law number 5737; community foundations are defined as foundations which have a legal entity as per foundations Law number 2762 and which belong to Non-Muslim communities in Turkey whose members are citizens of the Republic of Turkey regardless of whether they have a Foundation certificate charter or not. There are 165 community foundations being in activity in Turkey.

2.4.3. Cooperatives

Cooperatives are one of the important economic and social institutions in Turkey since pre-Ottoman era by understanding to put human being into center. Although economic ways of cooperatives become dominant in time, they are seen as part of CSOs because of aspects on cooperation, voluntarism, and democracy. Cooperatives are expressed in the Article 171 of the 1982 Constitution of Turkish Republic as “The state shall take measures in keeping with national and economic interests, to promote the development of cooperatives, which shall be primarily designed to increase production and protect consumers”. In this sense; according to article 1 of cooperatives law numbered 1163, cooperative is defined as a body with variable members, variable capital and legal identity that is established by natural and public legal entities and private administrations, municipalities, villages, societies and associations in order to ensure and maintain certain economic interests and specifically the needs of their members toward professional life and living standards by means of mutual assistance, solidarity and service as trustees to each other¹⁷. Moreover, a cooperative is defined as autonomous Association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise in the Turkish cooperatives strategy and action plan covers 2012-2016 era prepared by Ministry of Customs and Trade. For this plan, cooperatives are generally active in agriculture (manufacture, purchase and sell), wholesale and retail trade, construction of houses, water, electricity and health sectors, banking and insurance fields. However, new cooperatives organizations are increasingly established in the sectors such as information and communication technology, maintenance service, handicrafts, tourism and culture (MoCT, 2012, p.9) According to Yazıcı, who is a former minister of Ministry of Customs and Trade in Turkey, cooperatives have become an integral part of economic and social development model of our time since they have the capacity to combine social responsibility and civil society values with a free enterprise approach in their organization (MoCT, 2012).

Cooperatives are not only crucial institutions in Turkey but also crucial for international organizations and other countries in world. In this sense, the United Nations (UN) points to the roles of cooperatives particularly in alleviating the poverty and in a sustainable social and economic development and asks the governments to create a suitable environment and to prepare the required infrastructure for the cooperatives. The UN declared 2012 as the

“International Year of cooperatives” since it aims to raise awareness, to promote the establishment and reinforcement of the cooperatives and to encourage the governments on this issue. This decision of the UN means that the main role of the cooperatives business model in economic and social development is recognized, the people living in both developing and developed countries are encouraged to fully participate in the cooperatives for their economic and social development and that the cooperatives have an active role in alleviating the poverty. Another important institution for the cooperatives, the International Labour Organization (ILO) approved the Recommendation No. 193 titled “Promotion of cooperatives” which addresses the targets regarding the cooperatives, the policy framework, the role of the governments and the measures to be taken for promoting the cooperatives in 2002. The European Union (EU) has conducted some work and issued regulations on the importance of the cooperatives in social and economic terms, developing and encouraging the cooperatives and increasing their competitive power (MoCT, 2012, pp.1-2).

To understand cooperatives better in Turkey, it is beneficial to analyze historical background of them. According to Okan and Okan, the Ahi movement in 12th century; country chests or funds in 19th century, and fig producers’ movement in 19th century paved the way to cooperatives’ development in Turkey. Firstly, Ahi (meaning “brotherhood”) Organization can be considered as the first representative of the cooperatives movement in pre-Turkish Republic in Anatolia. The organization had well established principles for membership, protecting the consumers’ and producers’ rights, trade (raw material provision and sale), pricing, marketing, production planning in terms of quality and quantity, educating youth in professional skills and trade ethics. “Fairness” also appeared to be one of the guiding principles. Secondly, In 1863, Mithat Paşa, the Governor of Ottoman Empire of Southeastern Serbia, initiated a fund called “Country Chest or Fund” in the town of Pirot (Nish) for the farmers who were suffering from lack of rural finance as well as the burdens of heavy debts to wealthy individuals. Then, the working capital of the Country Chest created mainly with the contribution of the farmers was under the protection of the Empire and used to provide credits to the needy, not unlike today’s “credit cooperative” model. Thirdly, early in the 20th century, revolved around fig producers in the Aegean Region who organized a conference in 1912 and encouraged peers to come

together to break the monopoly in fig marketing can be considered as another effort for cooperative system (2013, pp.8-10).

On the other hand, the first significant development was realized during the Republican era. Ankara Public Servants Consumers Cooperative, established in 1925, can be given as an example of this development. Furthermore, the most important developments were realized during the post-planned period. One of them is undoubtedly the inclusion of a provision on cooperatives in the constitution. Article 51 of 1961 constitution includes the provision as “the government shall take all the measures to improve the cooperatives” and this has rendered the state more active and responsible for the advancement of cooperatives. Cooperatives were implemented in agricultural fields and focused on this field because of the social and economic factors. Later, cooperatives became widespread in fields like transportation, consumption, credit- surety, but particularly in the construction of houses / workplaces due to the changes experienced in economic and social structure and new emerging requirements. Currently, there are 12.868 cooperatives in 29 different types carrying out their activities under the assigned duties and the responsibility of the Ministry of Customs and Trade and the total number of the members of these cooperatives is 1.884.950 (MoCT, 2015). Furthermore, according to 2011 data, there are 84.232 cooperatives comprising 26 different types. These are under the mandate of 3 ministries which are Ministry of Customs and Trade (MoCT); Ministry of Food Agriculture and Livestock (MFAL) and Ministry of Environment and Urban Planning (MoEUP) (Okan et.al.2013, p.14)

Table 5: The Types of Primary Cooperatives with the Highest Number of Members (2011)

Type of primary cooperatives	No of member coops	% of total (in terms of no. of cooperatives)	Responsible Ministry
Housing	54 996	65	MoEU
Agricultural Development	8 173	10	MFAL
Motor Carrier	6 734	8	MoCT
Consumers'	2 970	4	MoCT
Irrigation	2 497	3	MFAL
Agricultural Credit	1 767	2	MFAL
TOTAL	84 232	92	

Source: Primary cooperatives by type, retrieved from <http://www.fao.org/docrep/018/ar427e/ar427e.pdf>

2.4.4. Trade Unions

Trade unions can be seen as one of the important components of civil society organizations in the aspect of labor relations in a world economy system that affects all parts of life in today's world. They have crucial functions to deliver messages and problems of employees and employers to the government in the meetings or vice a versa. The principles and the procedures on the establishment, management, operation, audit, activities and organization of Workers' and Employers' Trade Unions and Confederations in Turkey are expressed in 6356 numbered Law on Trade unions and Collective Labor Agreements. It is beneficial to analyze this law to see Labor unions perspective.

According to article 2 of law no. 6356, Trade unions refers to the organizations having legal personality to carry out activities in a branch of activity established by the Association of at least seven workers or employers in order to protect and promote their common economic and social rights and interests in labor relations. On the other hand, confederation refers to the organizations having legal personality established by the Association of at least five Trade unions operating in different branches of activity. In this sense, Collective labor agreement refers to the agreement concluded between workers' Trade unions and an employers' Trade unions, or an employer who is not a member of any Union, in order to regulate the matters with regard to the conclusion, content and termination of the employment contracts. In article 9, the organs of the organization and its branches which are the general assembly, the executive board, the board of auditors and the disciplinary board are expressed. Moreover, the organizations may set up other organs as they need. However, the functions and powers of the general assembly, the executive board, the board of auditors and the disciplinary board shall not be transferred to these organs¹⁸.

With reference to ETUC, the European Trade Union Confederation, there are three main Trade Union Confederations in Turkey: TÜRK- İŞ (Confederation of Turkish Trade Union), HAK-İŞ (Confederation of Turkish Real Trade Union) & DİSK (Progressive Workers' Union Confederation) for workers and there are three main Confederations for civil servants: Türkiye KAMU-SEN (Confederation of Public Employee Union) , MEMUR-SEN (Confederation of Public Servants Trade Union); and KESK (Confederation of Public Laborer Union) (2010, pp.4-5).

Trade unions in Turkey are also one of the controversial issues both in Turkey and EU. According to EU Progress report on Turkey in 2013, which review the situation and evolutions in Turkey in the context of the accession process, the law numbered 6356 welcomed by the EU as it clearly advances the situation of labor unions as compared to the previous legislation. Nevertheless, the EU still thinks that the proper functioning of social dialogue and industrial relations is hampered by remaining obstacles which are related to collective bargaining are still high, Union members in small enterprises are insufficiently protected, some civil servants have restricted rights to organize and organize strikes, social dialogues institutions remain weak and the Social and Economic Council is inactive. Similarly, in 2015 EU progress report, Turkey is 'moderately prepared' on the issues of social policy and employment. Again, some progress is mentioned but the progress report stresses the need to reform in the issues of the double threshold system which hinders collective bargaining, the hampering enforcement of health and safety legislation, and the lacking social protection, inclusion and anti-discrimination policies. Moreover, regarding labour law, there is a lack of protection against dismissals because of Trade unions activities, sub-contracting (particularly in the mining sector) is a threat, and the rules regarding temporary work are not in line with the EU rules. Finally, the famous 'Economic and Social Council', a tripartite institution which was launched after various calls from the EU is again criticized for making it officially defunct in the report because of not convened since 2009¹⁹.

With reference to Dinler, there are two persistent problems for Turkish Trade unions suffer that impede their organizing in any sustained way. First, Turkey's restrictive trade-union legislation, criticized repeatedly as contradicting international conventions on labour rights, has made it difficult for unions to obtain legal recognition. Second, employers use various tactics to discourage unionization, including intimidation, harassment and dismissals of Union members, which often go unpunished. Moreover, she claimed that trade-Union leadership and decision-making structures remain hierarchical and do not give enough voice to shop stewards and local branches. Women and young workers are under-represented. A democratic trade-union movement has yet to flourish (2012, p.1).

2.4.5. Chambers and Commodity Exchanges

Professional associations are organizations basically formed to satisfy the needs and save common interests of people who have certain profession. Mainly these organizations are voluntary, spontaneously, independent from state, and focus a specific function. However, in some cases, they can be managed by state via controlling certain professions and people who deal with these professions to protect societal benefits for the political, economic and social purposes. In this context, these organizations are multidimensional organizations having different judicial, administrative, economic, social, cultural and professional aspects. In Turkey, they are formed in two ways as associations and Chambers/unions. The first term is described as trade body or professional Association as a wider term, the latter is described in constitution as professional organizations with public institution status and state authority on them are explicit (SSC, 2009, p.13). Although, these institutions are seen and used as civil society organization in literature, this usage is controversial because of professional organizations with public institution status. The state supervisory council in Turkey investigated and examined this issue of professional organizations with public institution status in a detailed way and published this report in 28/09/2009. According to this report, this institution cannot be civil society organization because of its possessing of public entity, compulsory membership conditions and establishment by law on the contrary features of civil society (p.219). This situation is harshly criticized in this report. On the other hand, it is stated this usage to see them as a civil society organization is common in Turkey for both some academicians and politicians and society as well. Therefore, in this study, these institutions are mainly explained as a Chambers and Commodity Exchanges in respect of their main legislation.

The principles of the establishment and the operation of the Chambers and Commodity Exchanges are governed by the Law of the Union of Chambers and Commodity Exchanges of Turkey and the Chambers and Commodity Exchanges, Law no.5174, and the by-laws enacted pursuant to the law. The purpose of this law is to regulate the principles of the establishment and the operation of the Chambers of commerce and industry, the Chambers of commerce, the Chambers of industry, the Chambers of maritime commerce, Commodity Exchanges and the Union of Chambers and Commodity Exchanges of Turkey²⁰.

According to article 4 of this law, Chambers are occupational establishments having the nature of public legal entities established in order to fulfill the common needs of their

members, to facilitate such members' occupational activities, to ensure the development of occupations in line with common benefits, to maintain occupational discipline, ethics and cooperation so as to ensure honesty and trust among their members and in their public relationships, and to perform the services indicated in the Law and the duties that Chambers have been conferred by the relevant legislation. With reference to MoCT, there are totally 252 Chambers consisting of 182 Chambers of commerce and industry, 56 Chambers of commerce, 12 Chambers of industry, and 2 Chambers of maritime commerce in Turkey²¹. In practice, merchants registered in the trade registry and all real persons and corporate bodies possessing the title of industrialist and maritime merchants and all their branches and factories are obliged to register with the Chamber where they are located as part of article 5 of law 5174. Furthermore, with reference to article 24, members shall be obliged to pay a registration fee (upon their registration to a Chamber) and an annual subscription fee for each year.

With reference to MoCT, there are 113 Commodity Exchanges in Turkey²¹. Article 28 of law no.5174 describes Commodity Exchanges as public legal entities established for engaging in purchase and sale of goods that fall under a Commodity Exchange and as well as determination, registration and announcement of the prices of such goods formed in the Commodity Exchange. Within scope of article 29, Commodity Exchanges having a private nature may also be established to perform country-wide, regional and international activities. In addition, for article 32, the people engaged in the activity of sale and purchase of the goods that are included in the quotation of Commodity Exchange, are obliged to register to the Commodity Exchange where they are located. The members of stock exchanges are also obliged to pay registration fee (at registration) and as well as annual subscription fee for each year.

Article 54 of law no.5174 describes the Union of Chambers and Commodity Exchanges of Turkey as a public entity having the nature of superior professional organization that has a legal entity, established in order to provide the unity and the solidarity between Chambers and Commodity Exchanges, to provide the profession to be developed in accordance with the general interests of the profession, to facilitate the professional activities of the members of the Chambers and Commodity Exchanges, to protect the professional disciplinary and moral in order to provide the honesty and confidence in relation with the members of Chambers and Commodity Exchanges and the public, to make necessary

studies so as to the development of the country, improvement of the economy. The brief name of the Union is TOBB and the center of the Union is in Ankara. The Union of Chambers and Commodity Exchanges of Turkey (TOBB) claim that the highest legal entity in Turkey representing the private sector is itself. Similar to the patterns of guilds and syndicates, which traditionally organized and represented tradesmen and producers throughout the Turkish History, TOBB, too, adopted a representative role in a democratic and modern society²². In addition, TOBB has 365 members in the form of local Chambers of commerce, industry, commerce and industry, maritime commerce and Commodity Exchanges²¹.

The Department of Chambers and Commodity Exchanges (The “Department”) is carrying out its activities under the Directorate General of Domestic Trade. The Department is charged to enforce the legislation regarding Chambers, Commodity Exchanges and the Union of Chambers and Commodity Exchanges of Turkey (The “Union”) and to issue regulations in respect to legislation. Duties and powers entrusted in the Ministry pursuant to Article 9/d of Decree no. 640 governing the operation of the Chambers, Commodity Exchanges and the Union are managed by the Department. In this sense, to prepare the legislation of these institutions, establishment of them, termination of the duties of organs and prohibition of their activities, abolition and liquidation of the Chambers and Commodity Exchanges are under the decision of the Ministry as a duties and powers of Ministry over these institutions²¹.

2.5. Organizational Structure of Civil Society Organizations in Turkey

The organizational structure of CSOs in Turkey should be analyzed separately because each organizations has different organizational structure .In this context, organizational structure of associations, foundations, cooperatives, Trade unions, Chambers and Commodity Exchanges will be analyzed with reference to their own legislation in this part.

According to article 72 of Turkish Civil Code, the statutory organs of the associations are the general assembly, board of directors and auditors’ board. The associations may construct others besides the statutory organs. However, these organs may not be assigned with the functions, authorization and responsibilities conferred to statutory organs. It is

stated in article 73 that General assembly is the highest authorization organ of the Association; it comprises members registered in the Association. With reference to article 85, the board of directors is the authorized organ of the Association assigned to administer and represent the Association; it performs the duties undertaken in conformity with the relevant legislation and by-laws of the Association. The representation power may be delegated to one of the members or to a third person by the board of directors. As part of article 86, the auditors' board performs the auditing duty according to the principles and procedures set out in the by-laws of the Association; the results of the auditing are submitted to the board of directors and general assembly in a report. Moreover, according to article 94, the associations may open branches in any place deemed necessary. Each branch must constitute a general assembly, board of directors, auditors' board, or appoint an auditor in context of article 95 ¹².

In general it is compulsory to constitute an administrative organ within the body of the Foundation. The dedicator may also indicate other organs in the Foundation if he deems necessary as part of article 109. According to article 110 the directors of the Foundation formed to render aid to the employees and workers are obliged to provide necessary information about the organization, operation and financial statute of the Foundation to the individuals producing advantage from these supports ¹².

Chapter 5 of cooperatives law numbered 1163 describes organs of cooperatives. In this sense, there are three main organs of cooperatives as the general assembly, the board of directors and the auditors. The General Assembly is the organ with highest authority representing all members as a part of article 42 of this law. According to article 55, the Board of Directors is the executive organ of the cooperative, managing the activities of the cooperative and representing the same in accordance with the provisions of the Law and Memorandum of Incorporation. The last organ of cooperatives is auditors. With reference to article 65, the auditors shall inspect the entire transactions and accounts of the cooperative for and on behalf of the General Assembly ¹⁷.

The organs of the Trade unions and its branches are described in the article 9 of Trade unions law numbered 6356 as the general assembly, the executive board, the board of auditors and the disciplinary board. In addition the Trade unions may set up other organs as they need. However, the functions and powers of the general assembly, the executive

board, the board of auditors and the disciplinary board shall not be transferred to these organs¹⁸.

Article 13 and 35 in the chapter 2 of the law of the Union of Chambers and Commodity Exchanges of Turkey, and the Chambers and Commodity Exchanges numbered 5174 describes the organs of the Chamber and Commodity Exchange that are same as profession committees, assembly, board of directors, and board of discipline. The organs of the Union are explained in the article 60 of this law as general assembly, councils of the Chamber and Commodity Exchange, board of directors and supreme disciplinary board²⁰.

2.6. Main Problems of Civil Society Organizations in Turkey

In the adaptation of Western civil society to Turkish societal and political structures, of course there occur some problems. In the article of civil society in Turkey and Europe, Keyman claims that these problems related with definitional ambiguity of civil society, high increase in the number of CSOs without fulfilling financial and organizational capacity, abusing civil society by political actors and inadequacy of legislations (2004).

Şimşek states that “the liberal aspects of western democracy and its correlation with civil society and NGOs have yielded unexpected results in non-western settings. He investigates the theoretical conditions and qualifications of a pro-democracy civil society, particularly outside the West. This theoretical framework is then tested through the examination of a spectrum of civil society in Turkey. Although Turkey has elements of civil society in abundance, their qualitative impact on political life is relatively trivial. Turkey's official ideology should be made more flexible, the control of politics by the military should be minimized, and the education system should be reformed substantially in order to increase the contributions of civil society to democratization.” In this sense, Şimşek emphasizes importance of quality of CSOs rather than quantity, flexibility of official ideology and education (2004).

With reference to civil society Monitoring Report 2012 prepared by TUSEV, although CSOs are recognized as an indispensable portion of the democratization process by public institutions or other actors, definitions of civil society and civil society organizations are still absent in the relevant legislation and policy documents (2013, p.9).

According to Turkey civil society Action document 2015, the main problems of CSOs in Turkey is accessing to sustainable financial resources and implementation of legal framework. The main financial resources of CSOs are membership fees, donations, revenues from sales and services, grants from national and international donors via grant schemes and supports from the private sector within the context of the corporate social responsibility projects. Significant reforms in legislation directly concerning civil society between 2003 and 2008 can be considered as a milestone for strengthening the legal framework. However, further reforms in both primary legislation and specifically in relevant secondary legislation are necessary to expand the freedom of Association by bringing them in line with the EU standards. In the needs assessment report prepared by TACSO, the obstacles and challenges of CSOs are illustrated as follows:

- Statistics and data on CSOs are not integrated into the official statistical system in Turkey.
- Distribution of CSOs is very uneven in Turkey. Majority of them exists in the metropolitan cities.
- The percentage of rights-based CSOs is very low.
- Resources (human and financial) are voiced as the major problem of CSOs. The number of members, volunteers, and specifically active volunteers is very low.
- Financial capacities of CSOs in Turkey and their fundraising capacity are very low.
- Regional distribution in accessing technological tools is also uneven.
- Regarding internal governance, it can be said that the majority of CSOs are managed on a daily basis, with key decisions taken by chairpersons or managing boards.
- Generally, many CSOs perform as “one-person” organizations in which all leadership, management and administrative authority is vested in the chairperson.
- Relations with other CSOs mostly depend on individual relations and not maintained at institutional level (2015, p.6).

Çaylak claims that it is necessary of CSOs in a civil society should establish the democratic structure that they want from the state within themselves and accept the other organizations or diversities as having equal legality as themselves. To support this idea he gives a survey example with reference to Tosun. According to a survey conducted on 1,804 CSOs in Turkey, the term period of Executive Boards is approximately 4.4 years, and of directors 6.4 years (in professional organizations 10.1, in unions 8.6 years). From this it can be seen that there is a structure of organization based upon “one man” rather than a

democratic and pluralist approach (2001: 391). Therefore, Çaylak argues that although CSOs usually complain about state pressure upon them, they treat opposing elements within their own organizations is entirely contradictory (2008, p.122).

Moreover, one of the main problems of CSOs in Turkey is wrong usage of civil society organizations by authorities and politicians in their speeches or writings. Seeing cooperatives, Chambers and Commodity Exchanges as CSO contradicts own features of CSOs. For example, although TOBB see themselves as a biggest representative of private sector (as having public entity), seeing them as civil society contradicts with their own views. In addition cooperatives serving in private sector contradict with features of CSOs. However, it is accepted that they are part of civil society in consequence of this wrong usages.

Evaluation

Civil society and civil society organizations are popular terms of this age with the globalization and democratization. EU process of Turkey also triggers these usages. CSOs are controversial in Turkey because of state-centric understanding of people in Turkey from past. With the democratization in the way of EU, civil society term slowly adopted by the people in Turkey but this adoption has not right basis because of wrong usages and speeches of authorities and politicians. It can be said that this situation will changed gradually with the process of democratization and legal regulations. The importance of civil society for Turkey is expressed in both by authorities in Turkey and by EU reports.

According to Turkey civil society Action Document 2015, the 10th National Development Plan of Turkey (2014-2018) points out the increased role of civil society in solving social problems and supporting development efforts. It also refers to the substantial disparities among regions with respect to the number of CSOs, their members and their effectiveness. Therefore, main objectives in the Plan period are to enhance the democratic participation of CSOs in decision making processes, to improve the technical and financial capacities of CSOs in order to increase their support to local development initiatives and to promote their project development and implementation capabilities (p.5).

The 2014 Turkey Progress Report prepared by EU indicates that “the development of an active civil society in Turkey continued. The Ministry of the Interior consulted civil society actors when preparing a law on the collection of aid for associations and other significant reforms. However, apart from such ad hoc consultations, there are no structured participatory mechanisms whereby civil society organizations are able to take an active part in legislative and policymaking process. Government-civil society and parliament civil society relations should be improved through systematic, permanent and structured consultation mechanisms at policy level, as part of the legislative process and with regard to non-legislative acts at all levels of administration” (p.13).

Civil society in late-modern times has the potential to play an important role for the possibility of democratic governance, by providing a space of deliberation for societal forces to transfer their interests and demands to political society. Civil society constitutes a necessary condition for democratizing the state-centric world. This role has to be supported both politically and normatively, not only in terms of global politics, but also with respect to national and local political units (Keyman, E.F. and İçduygu, A. 2003, p.232).

With reference to Taylor, the notion of civil society is complex and whether there is independent civil society in west and is not so easy to answer and future role of this concept is uncertain (1990, p.115). It can be claimed that this notion is also applicable for Turkey and this issue will have been discussing by the end of regulation in legislation.

PART-3

3. Relationship between Civil Society Organizations and Regional Development Agencies in Turkey

In the first and second part of this thesis, main explanations and arguments on RDAs and CSOs has been discussed. In this part, main relations between these institutions will be analyzed. Their relations basically based on cooperation, coordination and capacity building. Cooperation and coordination function of this institutions are crucial for democracy and governance specifically for participation and decentralization. They have different and important areas for these issues especially in the Development Board and limitedly Executive Board of RDAs which are the main decision making organs of them. Relationship based on cooperation and coordination between these is also crucial for development of their region in social, cultural and economical way. Capacity building is crucial for CSOs which subsidized and supported by RDAs. Although RDAs in Turkey are one of the instruments for CSOs in the issue of capacity building, it can be claimed that Development Agencies has different and beneficial supports for them. These areas will be explained in the following topics by separating perspectives of these two institutions for each other.

3.1. Perspective of Civil Society Organizations to Regional Development Agencies

CSOs in Turkey have important institutional problems as lack of financial, technical and qualified human sources and coordination. To achieve these issues, they see RDAs in Turkey as beneficial for themselves since they can benefit not only different financial and technical supports of RDAs but also can participate limitedly their decision making organism and get chance to coordinate with public and private institutions. To understand the perspective of CSOs in Turkey to RDAs better, their legislation, project culture, relations with other public institutions and expectations will be explained in a detailed way.

3.1.1. According to Legislation

There are several types of civil society organizations as associations, foundations, Trade unions, Chambers and Commodity Exchanges, and cooperatives. Although they can be increased and detailed, in this thesis, these types of CSOs are focused as explained in part two. In this context, it is beneficial to analyze their legislation perspective respectively.

Firstly, article 10 of associations Law numbered 5253 stipulates support and cooperation of associations. In this sense; in the second clause of this article, it is stated that *“provided Provisions of Law No. 5072 on Public Institutions and Organizations of associations and foundations remain reserved, associations may implement joint projects about their duties with public institutions. Public institutions and organizations may provide aid in kind and monetary aid amounting to maximum 50% of projects costs. This percentage is not valid for projects concerning necessary support technologies for disabled people and former convicts to find job, to set up their own jobs, to get vocational education and rehabilitation within the frame of Article 30 of Labor Law No. 4857”*. Therefore, there is no prohibition for associations to get support from RDAs. It is explicitly stated in this article. The only limitation is related with ratio of project costs except for disabled people.

Secondly, article 25 of foundations Law numbered 5737 states that *“foundations may receive in-kind and in cash endowments and grants from individuals, institutions and bodies at home or abroad, and may give grants and donations in cash or in-kind form to the foundations and associations located at home and abroad with similar purposes. Cash aids that come from or are sent to abroad shall be remitted and received through and over the banks and shall be notified to the Directorate General. Form and content of the notice shall be laid down in a regulation.”* Therefore, there is not distinction between types of foundations and they can benefit supports of RDAs.

Thirdly, when cooperatives Law numbered 1163 is analyzed, there is not any prevention to get support from RDAs or ensure coordination with them. Moreover, article 70 of this law states that *“the Cooperative unions, Central unions of cooperatives and the Turkish National cooperatives Union shall be established for the purpose of providing the services such as the protection of the common interests of the cooperatives, the performance of economic activities for achieving objectives, coordinating and auditing the activities of the cooperatives, organization of the relations with foreign countries, development of the*

cooperative-business and the providing of training activities and recommendations on the cooperative-business.” In this context, Cooperative unions can work together with RDAs to achieve these issues.

Fourthly, the second clause of article 28 of Law on Trade unions and Collective Labor Agreements numbered 6356 states that *“Trade unions and confederations shall not accept any aid or donations from political parties, from public institutions and organizations, from organizations of small businessmen and artisans, professional associations having the nature of public institutions.”* Although, it is seen that Trade unions cannot benefit supports of public institutions, according to Department of associations there are exception of this rule in terms of project supports. Therefore, there is no restriction for Trade unions for getting project support from RDAs. However, this issue can be controversial.

Lastly, the Law of the Union of Chambers and Commodity Exchanges of Turkey, and The Chambers and Commodity Exchanges numbered 5174 regulates Chambers and Commodity Exchanges of Turkey. In this sense; if this law is analyzed, it is seen that donations and aids are one of the incomes of Chamber as stated in the article 23 of this law. Moreover, contribution and aids are one of the incomes of Commodity Exchanges that explained in the article 49 named Commodity Exchange incomes. Therefore, it can be claimed that there are no limitations for Chambers and Commodity Exchanges to get support from RDAs because there are no specific regulations or exceptions for this issue.

In short; according to legislation perspective, there are mainly no limitations or obstacles for CSOs in Turkey to get support from RDAs or ensure coordination and collaboration with them.

3.1.2. According to Project Culture

With reference to Çaha et al., project activities are one of the important activities of CSOs in Turkey in recent years. It is accepted that CSOs are crucial to deal with societal, political and economic issues by coordinating public and private sector. In this sense, to solve specific common matter, setting up a project or providing contribution to current project is important issue for CSOs. It is also crucial for CSOs to get involved in development and

implementation process of project rather than criticizing problems and utilization by solutions of these issues (2013, pp.104-110).

Project culture for CSOs is also crucial for their technical and financial capacity development. Technical and financial support programs of some public institutions are provided by project based. In case of acceptance of project prepared by CSOs according to program guidelines of RDAs, they can benefit some supports of RDAs in Turkey. Their support demand mainly based on capacity development. With the project cycle management trainings in almost every region in Turkey conducted by related public institutions and private consultant firms, there have occurred important project culture in Turkey. In this sense, not only public and private institutions but also CSOs have become conscious on project culture.

Although project-oriented fundraising methods are very common among CSOs in Turkey, there are some criticisms on this issue because it is claimed that this approach causes grant dependency and endangers the sustainability of these CSOs (TACSO, 2004, p.59). However, if these supports or grants are used as tool for their capacity development by CSOs rather than purpose, then there will be no problem. Collaboration and cooperation can also occur rather than dependency.

The EC Turkey Progress Report 2013 puts similar criticisms for this issue, “CSOs’ financial environment is characterized by insufficient tax and other incentives for private donations and sponsorship, making many of them dependent on public (often international) project grants. Besides, it is stated that public funding for CSOs is not sufficiently transparent and rule-based. Public funds are allocated to CSOs via ministries and through project partnership mechanisms, rarely through grant allocations or service contracts (pp.11-12). However, for RDAs in Turkey, there are transparent project selection mechanisms which consist of not only experts working in RDAs but also independent estimators and academicians participated. On the other hand, final mechanism is executive board of RDAs which their president is a governor representing public sector.

3.1.3. According to Relations with Other Institutions

To understand perspective of CSOs in Turkey to RDAs can also be possible by analyzing their relations with other institutions. In this sense, it can be compared by checking over main legislations and interviews results that made as part of this study.

First clause of Article 10 of associations Law numbered 5253 stipulates support of associations with other institutions. In this context, *“associations may exchange financial support from employee and employer unions, political parties, professional organizations and associations with similar aims in order to realize their objectives. But the part titled as ‘...and the aforementioned institutions shall be given monetary aid’ in the decree of Constitutional Court No. E.:2004/107, K.:2007/44 dated 5/4/2007 was repealed because of political parties”*. Moreover; article 21 named “Receiving Aid from Abroad” of this law stipulates that *“associations may receive aid from persons, institutions and organizations at abroad provided that they declare this to the local administrative authority beforehand. The way and content of declaration is arranged by regulation. It is obligatory to receive monetary fund by means of banks”*.

Article 25 of foundations Law numbered 5737 states that *“foundations may receive in-kind and in cash endowments and grants from individuals, institutions and bodies at home or abroad, and may give grants and donations in cash or in-kind form to the foundations and associations located at home and abroad with similar purposes.*

Duties of Chambers and Commodity Exchanges are stated respectively in article 12 and 34 of the Law of the Union of Chambers and Commodity Exchanges of Turkey, and the Chambers and Commodity Exchanges numbered 5174. In this context it is stipulated that *“in case where the works, which are given to the ministries and other public institutions by the legislation, are given to the Chambers and Commodity Exchanges in the framework of their establishment purpose and working fields that are stated in this law, these Chambers shall carry out these works.”*

Although Trade unions’ acceptance of any aid or donations from political parties, from public institutions and organizations, from organizations of small businessmen and artisans, professional associations having the nature of public institutions are forbidden in the second clause of article 28 of law numbered 6356; with reference to seventh clause of same article, *“organizations may aid in kind or in cash to public institutions or*

organizations with the aim of establishing houses, training and health facilities in the natural disaster areas at home and abroad, through authorities or directly by themselves, on the condition that this is determined with the decision of the executive board and that the amount is not higher than the 10% of the current cash on hand.”

In short, there are no restrictions for CSOs to coordinate and cooperate with other main institutions, and exchanging financial support from them except associations with political parties as stated. It can be claimed that this situation can help to relations with RDAs because they have got experienced by other institutions. However, they do not have opportunity to get position on decision making organs of public institutions as distinct from RDAs.

3.1.4. According to Expectations

Expectations of CSOs can be expounded by analyzing interview results. Mainly, they are satisfied their relations with RDAs because of coordination and cooperation mechanism besides getting position on Development Board. However, they demand to activate Development Board more than current position and want to participate Executive Board to represent civil society. They are happy for strong participation of different sectors on workings of RDAs. They are demanding more supports on capacity development and funding because their main needs are these issues.

One of the interviews is with Kibar Özdemir who is the president of Kahramanmaraş Women Entrepreneurship Association. According to Özdemir, agencies are incandescent for civil society and have direct relations with CSOs. In this sense, relationship between each other is warm and positive. At the project preparation of CSOs, Agencies do not make any trouble; they always make an effort to accomplish the project by contrast with other public institutions. Because she claimed that most of the CSOs do not engage with public institutions. However, she thinks that these developments are not enough, these should be developed more. Specifically communication channels should be increased with CSOs because some CSOs do not have enough knowledge on supports of RDAs as well as social and educational programs. Moreover, she indicates that supports of RDAs to CSOs are not enough and so limited because of political choices and criticisms of CSOs. On the other hand, she says that the advancement on project culture of CSOs is crucial for their future relations. In terms of executive board, she claimed that CSOs should be included to

executive board because Chambers are not representatives of CSOs in the current situation because they are some kind of public institutions and representing private sector.

Mustafa ÖZAL who is the president of Antakya Volunteers 2006 Association thinks that although there are a lot of CSO as number, they do not have eligible administrative staff. He claims that most of them aim to use their title rather than doing useful things. In this sense, they are using these titles for their future positions. Moreover, he explains the main problems of CSOs as financial difficulties, space requirement, and needs of objectivity and lack of institutionalism.

Murat TEKE, who is the chairman of Osmaniye Chamber of Commerce and Industry and one of the members of Executive Board at DOGAKA, indicates that in case of legislation regulation, there is no objection of being involved of strong CSOs in board of council. It can be also better for representation of civil society in terms of stakeholder engagement. He thinks that there will be no negative opinion of public sector on this issue. TEKE claims that Chambers symbolize both private sector and civil society. In terms of TR63 region, he asserts that there are not active and established CSOs because they do not have enough institutional, technical and financial capacity for the time being. In terms of cooperatives, he claims that there is negative opinion of public for cooperatives because of housing cooperative that has negative historical background in the Turkish people. Moreover, he thinks that project culture of CSOs is not enough for the time being. It should be improved.

Moreover, the study named “TRA2 Region Civil Society Organizations Profile” published by Serhat Development Agency working in Ağrı, Ardahan, Iğdır and Kars in February 2013 puts an attempt to present the current state of civil society in this region. The research focused on the institutional capacities, area of activities, training and project capacities of CSOs and CSO relations with different actors in the region. The 320 CSOs that participated in the research stated that one of the major problems they face is financial constraints and unavailability of support (Çaha et al, p.78). According to same research, 45% of the financial resources of CSOs in the region come from membership fees, 25,1% come from donations, 15,7% come from personal contributions; only 5,3% come from project based income (p.64). It's one of the main reasons is the CSOs in this region having lack knowledge and capacity in project proposal writing and management. Making generalization for these numbers of this region with other regions become false because as

it is stated each region has own characteristics and this region is part of east Anatolia and one of the least developed area of Turkey and education level is not so high. Therefore, RDAs in this type of region has important roles because one of the main duties of them is to reduce interregional development disparities. In this sense, support programs of RDAs and coordination role of them are crucial for CSOs.

3.2. Perspective of Regional Development Agencies to Civil Society Organizations

The perspective of RDAs to CSOs will be analyzed in terms of legislation, decision-making mechanism, Development Board and Support Mechanism of Agencies.

3.2.1. According to Legislation

The first article of Law on the Establishment and Duties of Development Agencies emphasizes enhancing the cooperation among public sector, private sector and civil society organizations beside ensuring the efficient and appropriate utilization of resources and stimulating local potential for the purpose of accelerating regional development, ensuring sustainability and reducing interregional and intraregional development disparities in accordance with the principles and policies set in the National Development Plan and Programmes. In this sense, 239. Article of Tenth Development Plan indicates objectives and targets for NGOs as creating a convenient atmosphere for a strong, diverse, pluralist, sustainable civil society, further participation of all segments of the society into social and economic development processes. Article 240 explains one of the policies to achieve these aims as Comprehensive legal and institutional regulations will be made in order to enhance the institutional capacities of NGOs and ensure their sustainability and accountability. Article 241 explains In order to assure that NGOs contribute more to development process, tax incentives for financial supports of the natural and legal persons will be revised and improved (MoD, 2014).

In the 238. article of plan, the importance of sustainability and sufficiency of CSOs at financial, human and technical infrastructural resources are emphasized. In this sense, the possibilities of NGOs to benefit from public funds through the Growth Poles Support

Program, SODES, Development Agencies and several funding programs implemented by ministries and are partners of joint project are stated (MoD, 2014).

Article 2 of Development Agencies Project and Activity Supporting By-Law includes management, implementation, evaluation, monitoring and controlling of financial and technical supports to CSOs as well as public institutions and real or corporate persons. Article 9 of this by-law indicates that one of the projects and activities that supported by Agencies is projects which increase cooperation and partnership between public, private and civil society organizations. In this sense; according to 6. clause of article 27 of this by-law, local administrations, universities, other public institutions, professional organizations with public institution status, civil society organizations, organized industrial zones, small industrial areas, techno parks, technology development centers, industrial zones, business incubators, unions and cooperatives and enterprises founded or partnered by these institutions can benefit by direct activity support program. 3. Clause of article 28 of this by law indicates that cooperation among public sector, private sector and nongovernmental organizations is highly encouraged as part of Guided Project Support. Moreover, first clause of article 32 includes provisions on scope of technical support. In this sense, same institutions counted for the context of direct activity support program can benefit technical support program.

3.2.2. According to Decision-Making Mechanism

Article 10 of law numbered 5449 states that Executive Board is the main decision making body of the agency. In the regions composed of one province, Executive Board consists of Governor, Mayor of Metropolitan Municipality, Chairman of the Provincial Council, Chairman of the Chamber of Industry, Chairman of the Chamber of Commerce and three representatives of private sector and/or CSOs who are selected by Development Board. On the other hand, in the regions composed of more than one province, it consists of governors of all the provinces, mayors of metropolitan municipalities or mayors of provincial municipalities where there is no metropolitan municipality, Chairman of the Provincial Council and Chairmen of chambers of commerce and Industry as one for each province. However, if the Chambers of commerce and industry are established separately in the provinces of the regions composed of more than one province, the representative to join

the Executive Board is determined by the Executive Board of the Turkish Union of Chambers and Stock Exchanges.

In this sense, CSOs rather than Chambers can be representative in executive board of agencies which having region composed of one province for two years, in terms of selected by Development Board. There are only three DAs having region composed of one province which are İstanbul, Ankara and İzmir. These three regions are already respectively the biggest and the most developed cities of Turkey. The executive board of these agencies having namesake with their cities will be analyzed in the following paragraphs.

The executive board of Ankara Development Agency (ANKARAKA) consists of 7 members as Governor of Ankara, Mayor of Ankara Metropolitan Municipality, Chairman of Ankara Chamber of Commerce, Chairman of Ankara Chamber of Industry, Head of Anatolian Tourism Operators Association, General Director of ODTU Teknokent Management Company, General Director of Muradiye Culture Foundation ²³.

The executive board of Istanbul Development Agency (ISTKA) consists of 7 members as Governor of Istanbul, Mayor of Istanbul Metropolitan Municipality, Chairman of Istanbul Chamber of Commerce, Chairman of Istanbul Chamber of Industry, President of Turkish Exporters Assembly, Chairman of the Executive Board of Borsa Istanbul, General Director of Independent Industrialists' and Businessmen's Association ²⁴.

The executive board of Istanbul Development Agency (ISTKA) consists of 7 members as Governor of İzmir, Mayor of İzmir Metropolitan Municipality, President of İzmir Chamber of Commerce, Chairman of Aegean Region Chamber of Industry, Chairman of the Executive Board of Union of Chamber of Merchants and Craftsmen, Coordinator of the Aegean Exporters unions, and Chairman of the Selçuk Chamber of Commerce ²⁵.

These members of executive boards of above mentioned Agencies can change because of members selected by Development Board. Period of office of the members of the Executive Board elected by Development Board is two years in the regions composed of a single province. However, members whose membership cease before they have completed their term of office, the residual term of office is completed by associate members in order. Members whose terms of office expire may be reelected. Membership of Executive Board is not impediment for members to exercise their functions in the institutions and organizations they represent.

There are not representatives of CSOs rather than Chambers in Executive Boards of other 23 DAs in Turkey as three mentioned Agencies above. Executive Boards of these 23 Agencies consists of mainly public sectors in the case of Chambers are assumed as some sort of public institution status. Moreover, chairman of Executive Board is the governor. Board selects a deputy chairman among its members in its first meeting. In the regions composed of more than one province, chairman of Executive Board shall be the governor of the province determined as headquarters of the agency in the first year, while, in successive years, the governors in the region alternately shall be the Chairman of the Board according to the alphabetical order of the provinces.

Dr. İrfan BALKANLIOĞLU who is the governor of Ordu province states that there are superiority and responsibility of governors on central and local administrations as being chairman of executive board alternately. Furthermore, he claimed that holding office of governors at executive board and being chairman alternately is advantage for Agencies. According to him, this advantage can be explained for the perspective of governors who are representatives of both government and state as acting for whole regions rather than city-based approach for the common interests and benefits of related regions in terms of new public management and governance approach (2013, pp.1-2). However, these two approaches mainly support participation, decentralization, democracy, accountability and transparency and giving so much authority to governors as representative of central government and state in local contradicts with these approaches. It is important to provide participation of other private and civil society institutions more effectively in executive board of Agencies as well as Agencies having single province. Moreover, chairmanship of executive board alternately can change between all members of this board. It will be more suitable for democratic decision making mechanism of Agencies as well as governance and new public management approach.

In the interview made with Onur YILDIZ, Secretary-General of DOGAKA, he stated that when CSOs come to specific level with their strong capacity, their existence will strengthen executive board in case of legislation regulation. Chambers of commerce and Industry are not directly CSOs because they are professional organizations with public institution status and established by law.

3.2.3. According to Development Board

Article 8 of law numbered 5449 states that concerning regional development objective, Development Board shall be established in order to enhance the cooperation among public institutions, private sector, civil society organizations, universities and local governments in the region and to direct/guide the agency. In this sense, Development Board shall be composed of maximum 100 members representing the provinces in a balanced way. Public institutions and organizations that will send representatives to the Development Board and the number of the representatives to be sent by private sector and civil society organizations, duration of their duty and other matters shall be determined by the Establishment Decree. Development Board shall select a chairman and a deputy chairman among its members in the first meeting to be held. The period of office of the chairman and deputy Chairman is two years. Development Board shall convene with one member more of the half of the total number of members and shall take decisions with the majority of those who are present. In the case of not achieving meeting quorum, the chairman shall determine a new meeting date without exceeding fifteen days and majority is not required in this meeting.

The duties and authorities of the Development Board are the selecting respectively the representatives of private sector and/or civil society organizations and their doubled associate members who shall take place in Executive Board in the regions composed of a single province, discussing and evaluating annual activity and internal audit reports of the Agency, making recommendations to Executive Board regarding problems and solution proposals, promotion, potential and priorities of the region and reporting the results of the meeting to the Ministry of Development and publishing conclusion notice of meeting. In this context, this council is mainly seen as recommendation and/or advisory council. There are demands by the members of Development Board to get more involved to decision-making mechanism of Agency by getting suffrage in Executive Board.

In the interview made with Prof. Dr. Orhan BÜYÜKALACA who is rector of Osmaniye Korkut Ata University as well as the head of Development Board of DOGAKA, he stated that the most important issue that restricting Development Board is structure of board of council because although Development Board has representment ability of broad sectors,

they have not been represented in board of council. The head of Development Board is invited to board of council when made a demand or by tradition. It is essential that these broad sectors must be represented influentially by having suffrage. Moreover, there are some problems inside of Development Board. For example; there are not satisfactory participation on certain issue, participation is limited only by several people. Most of these opinions are not qualified that is they are not scope of development agency. They have demands on specific issue but they do not aware of project culture because they should principally prepare projects to agency rather than asking from someone else. Therefore, he advises that members should consider their views in context of development agency and make them more concrete.

In short, Development Board is one of the important organs of DAs, and not only CSOs but also other sectors can get chance to represent themselves in this platform and it can be seen important actor for participation in terms of governance approach. The crucial point is giving more rights and authorities to this platform to reflect their potential better.

3.2.4. According to Support Mechanism

One of the important instruments of DAs is their support mechanism. There are different kinds of support programs of DAs. Mainly these programs can be separated for the profit oriented institutions and non-profit organizations. Programs for profit-oriented institutions are mainly based on call for proposals and these programs are specifically for companies, unions and cooperatives. In this sense, it can be claimed that DAs see unions and cooperatives as kind of profit-oriented companies; therefore these are not CSOs in terms of being profit oriented that contradicts nature of civil society. Programs for non-profit organizations are Direct Activity Support, Guided Project Support and Technical Support. Although, Direct Financial Support involves non-repayable supports which are provided by the development agency generally upon call for proposals, the agency can also provide Direct Activity Support and Guided Project Support as an exception without call for proposal in order to lessen its liabilities of project preparation or to manage the project preparation process itself.

In this sense, Direct Activity Support aims to provide financial support for strategic research, planning and feasibility studies targeted to make contribution to local/regional

development, and improve the implementation capacity of regional progress and plans. The Direct Activity Support apparently complies with legislation and is undertaken in the frame of national plans and programs. In this context, Direct Activity Support is used in research and planning studies with critical importance. Local administrations, universities, other public institutions, professional organizations with public institution status, civil society organizations, unions and cooperatives are only institutions/organizations that can benefit from Direct Activity Support Program.

Guided Project Support is designed for providing financial and technical supports to projects contributing acceleration of regional development and enhancement of entrepreneurship and innovation capacity of the region. In this sense, guided project support used in large scale-projects that will accelerate regional development. Moreover, in this type of support, cooperation among public sector, private sector and nongovernmental organizations is highly encouraged.

The technical support provided by the Agency aims to provide technical support to the operations of local actors which have importance for the regional development however, owing to the difficulties that have been encountered during preliminary and implementation stages due to lack of institutional capacity. Technical supports can be provided in the areas of training, contribution to program and project drafting, assigning ad-hoc experts, providing consultancy service, the institutional and capacity building activities such as lobbying and building international relations. Local administrations, unions of local administrations, universities, technical schools, research institutes, other public institutions, professional organizations with public institution status and civil society organizations are only institutions/organizations that can benefit from Technical Support Program.

Moreover, in scope of the Development Agency Management System (KAYS) which aims to ensure that all operations of the RDAs are conducted electronically brought the transfer of data for direct financial supports, including the project application and evaluation processes, to the electronic environment via Projects and Activities Support Module (PFD), there are accountability and transparency workings for the processes of project application, monitoring, evaluation, management and following up.

In short, these kinds of supports mainly aim to increase financial and technical capacity of applicable project proposers. One of the potential proposer institutions are civil society organizations. However, these programs for CSOs are mainly for their technical capacity increase. Call for proposals are mainly for profit-oriented organizations. Therefore, there are needs of CSOs for financial supports and they demand legislation regulation in this issue.

3.2.4.1. Civil Society Organizations in Guide for Proposers of Regional Development Agencies

Development Agencies Project and Activity Supporting By-Law is main legislation for the procedures and principles of the conditions on projects and activity supports provided by Development Agencies. Therefore, procedures and principles of management, implementation, monitoring, evaluation and controlling on financial and technical supports provided by DAs to public institutions and organizations, civil society organizations and other natural and legal persons are stipulated in this legislation. Agencies prepare guide for proposers for the applicants to state main conditions for suitable applicants, fields of activity or projects, subject of projects, relevant costs, project selection and evaluation criteria, co-financing obligations, standard application forms and other necessary information by taking into consideration national plans and strategies, regional plans and programs and their annual working program. Agencies work together mainly with Ministry of Development and other relevant public institutions and organization for preparation of guide for proposers. Guide for Proposers are firstly prepared by office of Secretary General then offered to Executive Board of Agency. After approved by Executive board, this guides sent to Ministry of Development within the scope of second clause of article 13 of above-mentioned by-law.

There are different types of guides for proposers for each program and there are different types of suitable applicants stated in these guides. Suitable applicants for Direct Activity Support Program and Technical Program are mainly similar. In this sense, for the perspective of civil society; professional organizations with public institution status, civil society organizations, unions and cooperatives can benefit from Direct Activity Support Program. Research institutions, professional organizations with public institution status

and civil society organizations are only institutions/organizations that can benefit from Technical Support Program. Other call for proposals and small scaled infrastructure projects for public institutions, natural and legal persons, and profit oriented cooperatives and unions. It can be claimed that there are contradictions on civil society aspect because there are distinctions between civil society institutions, professional organizations with public institution status and unions and cooperatives. On the other hand; all of them are partly seen as civil society as well as civil society institutions in above-mentioned legislations related with Development Agencies. In this context, professional organizations with public institution status, unions and cooperatives are seen as different from civil society organizations. There are also distinctions for unions and cooperatives as profit oriented and non-profit oriented and they are seen part of private sector rather than civil society as a third sector.

In short, there are important contradictions on sector distinctions as public, private and civil society in the guide for proposers of Development Agencies. Although main sectors are given, there are also other sub-sectors together. For example, public institutions and organizations, universities, local administrations are stated together. Moreover, civil society institutions, professional organizations with public institution status, research institutions, unions and cooperatives are stated together. In this context, there is not clear definition of civil society institutions that is scope of CSOs is both ambiguous and limited. It can be only deduced that associations, Federations, Platforms, unions, foundations and Trade unions are seen as civil society institutions in terms of related legislation.

3.2.4.2. Support Tables of Regional Development Agencies in Turkey

In this part, the supports of 26 Development Agencies in Turkey will be given in terms of number and amount. Moreover, their supports for CSOs will be given separately in terms of years since their Foundation. In this sense, the number of CSOs' projects supported by RDAs and their support amounts can be seen in these tables separately. These data were acquired in April, 2016 by the author of this study by writing a petition to Ministry of Development in terms of right to information act.

In the following table, there is list of numbers of supported projects and support amounts of RDAs in terms of support programs of them. In this context, Development Agencies in Turkey supported 14.741 projects by funding 2.681.427.865 TL in all by 2016. Most of their supported projects have been Call for Proposals (CfP). That is, 2.393.058.383 TL has been used for CfP. Although Çukurova Development Agency (ÇKA) has executed the most projects in terms of number by funding 642 projects among 8.355 projects in total, the most fund have been allocated by Istanbul Development Agency as funding 338.748.205 TL in the scope of Call for Proposals. The most Direct Activity Support projects funded by both Eastern Marmara Development Agency (MARKA) and Eastern Black Sea Development Agency (DOKA) as having 124 projects among 1.569 projects in total. Although the most Technical Support Projects supported by Zafer Development Agency (ZEKA) as having 462 projects among 4.772 projects in total, the most fund have been allocated by Eastern Black Sea Development Agency (DOKA) as funding 3.314.761 TL. In terms of Guided Project Support Program, the most fund allocated by İzmir Development Agency by funding 28.183.351 TL with 6 projects. Eastern Marmara Development Agency (MARKA) and Mevlana Development Agency (MEVKA) also supported 6 projects in terms of Guided Project Program among 45 projects in total. Lastly, the most projects have been supported by Zafer Development Agency as having 875 projects, and the most funds have been allocated by Istanbul Development Agency (ISTKA) as funding 353.072.979 TL. On the other hand, Eastern Mediterranean Development Agency (DOGAKA) have the most projects in case of adding projects of Social Support Program (SODES) as having 1.180 projects by funding 115.033.522,45 TL.

Table 6: Supports of 26 Development Agencies in Turkey

Level 2 Region	Agency Name	Call for Proposals		Direct Activity Support		Technical Support		Guided Project Support		TOTAL	
		Numbers of Supported Projects	Support Amount (TL)	Numbers of Supported Projects	Support Amount (TL)	Numbers of Supported Projects	Support Amount (TL)	Numbers of Supported Projects	Support Amount (TL)	Numbers of Supported Projects	Support Amount (TL)
TR10	İSTKA	584	338.748.205	37	2.410.365	0	0	2	11.914.409	623	353.072.979
TR21	TRAKYA	294	60.835.658	45	2.714.724	194	1.576.898	1	4.750.000	534	69.877.281
TR22	GMKA	306	64.629.975	37	1.706.670	143	900.421	1	4.900.000	487	72.137.066
TR31	İZKA	486	162.345.760	30	1.859.770	0	0	6	28.183.351	522	192.388.880
TR32	GEKA	226	76.371.423	86	6.113.714	190	532.724	0	0	502	83.017.861
TR33	ZEKA	332	100.179.751	81	4.261.218	462	2.120.660	0	0	875	106.561.629
TR41	BEBKA	274	93.887.396	41	2.114.511	216	2.217.733	2	17.500.000	533	115.719.639
TR42	MARKA	275	71.393.103	124	6.831.707	386	2.190.850	6	15.944.798	791	96.360.458
TR51	ANKARAKA	285	70.425.863	83	4.110.369	228	1.755.664	0	0	596	76.291.897
TR52	MEVKA	445	84.636.964	62	3.450.267	352	3.226.753	6	15.000.000	865	106.313.984
TR61	BAKA	256	70.322.288	85	4.094.761	23	209.710	0	0	364	74.626.759
TR62	ÇKA	642	174.400.160	42	2.781.524	46	355.238	0	0	730	177.536.922
TR63	DOĞAKA	329	76.383.016	46	2.020.321	362	1.396.837	1	1.789.058	738	81.589.233
TR71	AHİKA	221	59.936.921	16	882.165	226	1.984.463	2	5.000.000	465	67.803.548
TR72	ORAN	277	83.206.875	41	2.459.015	133	685.834	0	0	451	86.351.724
TR81	BAKKA	250	56.069.063	30	1.750.638	62	695.316	1	3.607.695	343	62.122.712
TR82	KUZKA	211	64.348.622	8	399.702	24	122.484	1	5.666.250	244	70.537.058
TR83	OKA	326	75.954.960	61	3.251.173	145	713.451	3	18.500.000	535	98.419.584
TR90	DOKA	335	64.475.380	124	6.814.146	330	3.314.761	1	3.748.500	790	78.352.786
TRA1	KUDAKA	315	63.362.416	75	3.955.141	212	1.589.100	2	5.985.000	604	74.891.656
TRA2	SERKA	260	59.360.907	44	2.584.993	174	1.198.212	5	12.773.750	483	75.917.862
TRB1	FKA	241	65.360.335	75	4.485.304	164	1.082.704	2	5.274.000	482	76.202.344
TRB2	DAKA	275	92.782.107	56	3.561.762	187	1.665.398	0	0	518	98.009.267
TRC1	İKA	311	74.535.766	90	5.111.666	222	2.417.652	2	5.450.000	625	87.515.084
TRC2	KARACADAĞ	384	108.742.232	99	4.272.663	127	858.526	0	0	610	113.873.421
TRC3	DİKA	215	80.363.236	51	2.778.423	164	940.013	1	1.854.562	431	85.936.234
TOTAL		8.355	2.393.058.383	1.569	86.776.708	4.772	33.751.401	45	167.841.374	14.741	2.681.427.865

Source: Ministry of Development, 2016

After giving total numbers and amounts of projects of 26 DAs in terms of support types, the detailed data will be given for the CSOs' projects supported by these DAs. In this sense, each DAs support for CSOs will be given in the following tables separately. There are two specific tables for each Development Agencies. Table A shows the general support numbers and amounts as well as support for CSOs of Agency in terms of support program types. Table B for the Agency stated show that supports of Agency for CSOs in a detailed way by specifying years and types of CSOs.

Istanbul Development Agency (ISTKA), TR10 Level 2 Region:

Table A1: Total Supported Projects of CSOs by ISTKA in terms of Support Types

Istanbul Development Agency (ISTKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	0	0,00	0	0,00	0,00		
Direct Activity Support	37	2.410.364,69	19	1.208.257,00	1.278.269,00	0,51	0,50
Financial Support (CİP)	584	338.748.205,29	146	71.728.271,42	82.761.337,10	0,25	0,21
Guided Project Support	2	11.914.409,39	1	7.000.000,00	14.000.000,00	0,50	0,59
TOTAL	623	353.072.979,37	166	79.936.528,42	98.039.606,10	0,27	0,23

ISTKA has supported 166 projects of CSOs by funding 79.936.528,42 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,27 and 0,23.

Table B1: Supported Projects of CSOs by ISTKA in terms of Support Types, Years and Types of CSOs

	Istanbul Development Agency (ISTKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)	6	4.012.853,87 TL	2	1.229.532,15 TL	3	1.570.070,44 TL			6	3.204.352,18 TL
	Guided Project Support										
2011	Technical Support										
	Direct Activity Support	5	252.796,00 TL	2	137.708,00 TL						
	Financial Support (CİP)	2	562.369,32 TL								
	Guided Project Support										
2012	Technical Support										
	Direct Activity Support	4	258.588,00 TL	1	58.500,00 TL					3	205.346,00 TL
	Financial Support (CİP)	32	15.263.269,12 TL	15	7.211.565,43 TL	2	494.722,80 TL			11	6.163.676,78 TL
	Guided Project Support										
2013	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)										
	Guided Project Support										
2014	Technical Support										
	Direct Activity Support	2	140.660,00 TL	1	69.660,00 TL	1	85.000,00 TL				
	Financial Support (CİP)	14	6.549.085,28 TL	18	8.067.855,80 TL	3	1.526.408,55 TL	1	258.506,43 TL	3	1.338.974,21 TL
	Guided Project Support										
2015	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)	7	3.089.518,08 TL	15	8.318.705,59 TL	3	1.342.741,14 TL			3	1.524.064,25 TL
	Guided Project Support					1	7.000.000,00 TL				
TOTAL	72	30.129.139,67 TL	54	25.093.526,97 TL	13	12.018.942,93 TL	1	258.506,43 TL	26	12.436.413,42 TL	

At most, associations, foundations, cooperatives and unions, professional organizations with public institution status and Trade unions in the region have been supported respectively.

Thrace Development Agency (TRAKYAKA), TR21 Level 2 Region:

Table A2: Total Supported Projects of CSOs by TRAKYAKA in terms of Support Types

Thrace Development Agency (TRAKYAKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	194	1.576.898,43	50	313.019,62	313.019,62	0,26	0,20
Direct Activity Support	45	2.714.724,41	10	534.744,45	541.329,05	0,22	0,20
Financial Support (CİP)	294	60.835.658,42	33	5.642.816,84	6.825.347,70	0,11	0,09
Guided Project Support	1	4.750.000,00	0	0,00	0,00	0,00	0,00
TOTAL	534	69.877.281,26	93	6.490.580,91	7.679.696,37	0,17	0,09

TRAKYAKA has supported 93 projects of CSOs by funding 6.490.580,91TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,17 and 0,09.

Table B2: Supported Projects of CSOs by TRAKYAKA in terms of Support Types, Years and Types of CSOs

	Thrace Development Agency (TRAKYAKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)			1	169.770,99 TL	1	33.390,00 TL			1	260.330,06 TL
	Guided Project Support										
2011	Technical Support	10	48.381,50 TL	1	11.682,00 TL	12	55.686,20 TL				
	Direct Activity Support					1	72.631,00 TL				
	Financial Support (CİP)	4	464.828,00 TL	1	262.800,00 TL	4	236.937,50 TL			1	68.850,00 TL
	Guided Project Support										
2012	Technical Support					3	13.625,00 TL				
	Direct Activity Support										
	Financial Support (CİP)										
	Guided Project Support										
2013	Technical Support	1	6.608,00 TL	1	11.800,00 TL	2	15.764,80 TL				
	Direct Activity Support					1	35.400,00 TL				
	Financial Support (CİP)	3	482.036,65 TL	1	42.774,48 TL	1	157.309,50 TL				
	Guided Project Support										
2014	Technical Support	3	23.635,00 TL	2	18.302,92 TL	5	29.497,00 TL				
	Direct Activity Support	1	59.250,00 TL			5	252.978,00 TL				
	Financial Support (CİP)			1	236.347,08 TL					2	726.483,73 TL
	Guided Project Support										
2015	Technical Support	1	7.900,00 TL	2	14.391,20 TL	5	34.801,00 TL			2	20.945,00 TL
	Direct Activity Support					2	114.485,45 TL				
	Financial Support (CİP)	3	326.213,14 TL	2	163.645,33 TL	5	1.608.141,05 TL			2	402.959,33 TL
	Guided Project Support										
TOTAL	26	1.418.852,29 TL	12	931.514,00 TL	47	2.660.646,50 TL	0	0,00 TL	8	1.479.568,12 TL	

At most, professional organizations with public institution status, associations, foundations, cooperatives and unions in the region have been supported respectively.

Southern Marmara Development Agency (GMKA), TR22 Level 2 Region:

Table A3: Total Supported Projects of CSOs by GMKA in terms of Support Types

Southern Marmara Development Agency (GMKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	143	900.420,91	18	124.480,50	124.480,50	0,13	0,14
Direct Activity Support	37	1.706.669,92	12	585.464,56	760.204,40	0,32	0,34
Financial Support (CFP)	306	64.629.974,87	47	7.969.474,21	12.011.138,95	0,15	0,12
Guided Project Support	1	4.900.000,00	0	0,00	0,00	0,00	0,00
TOTAL	487	72.137.065,70	77	8.679.419,27	12.895.823,85	0,16	0,12

TRAKYAKA has supported 77 projects of CSOs by funding 8.679.419,27 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,16 and 0,12.

Table B3: Supported Projects of CSOs by GMKA in terms of Support Types, Years and Types of CSOs

	Southern Marmara Development Agency (GMKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)	5	488.514,40 TL	1	208.079,40 TL	6	664.108,95 TL			3	513.066,00 TL
	Guided Project Support										
2011	Technical Support	2	9.635,00 TL			2	20.877,56 TL				
	Direct Activity Support					3	145.940,84 TL				
	Financial Support (CFP)	3	307.542,00 TL			1	73.170,58 TL			1	193.560,95 TL
	Guided Project Support										
2012	Technical Support	2	6.375,00 TL			2	18.400,00 TL				
	Direct Activity Support					3	108.104,43 TL				
	Financial Support (CFP)										
	Guided Project Support										
2013	Technical Support	4	30.919,94 TL			2	10.390,00 TL			1	8.045,00 TL
	Direct Activity Support					3	166.111,44 TL			1	20.581,88 TL
	Financial Support (CFP)	7	710.284,30 TL	1	389.735,71 TL	2	372.986,44 TL			5	1.599.332,21 TL
	Guided Project Support										
2014	Technical Support					2	19.838,00 TL				
	Direct Activity Support									1	56.889,00 TL
	Financial Support (CFP)	2	301.161,77 TL			3	745.355,97 TL			2	768.253,39 TL
	Guided Project Support										
2015	Technical Support										
	Direct Activity Support					1	87.836,97 TL				
	Financial Support (CFP)	3	411.727,09 TL							2	222.595,05 TL
	Guided Project Support										
TOTAL	28	2.266.159,50 TL	2	597.815,11 TL	30	2.433.121,18 TL				16	3.382.323,48 TL

At most; professional organizations with public institution status, associations, cooperatives and unions and foundations in the region have been supported respectively.

İzmir Development Agency (İZKA), TR31 Level 2 Region:

Table A4: Total Supported Projects of CSOs by İZKA in terms of Support Types

İzmir Development Agency (İZKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	0	0,00	0	0,00	0,00		
Direct Activity Support	30	1.859.769,59	11	730.915,58	785.304,05	0,37	0,39
Financial Support (CFP)	486	162.345.760	83	18.551.131,04	22.999.550,52	0,17	0,11
Guided Project Support	6	28.183.350,77	2	6.824.554,37	9.099.405,83	0,33	0,24
TOTAL	522	192.388.880,16	96	26.106.600,99	32.884.260,40	0,18	0,14

İZKA has supported 96 projects of CSOs by funding 26.106.600,99 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,18 and 0,14.

Table B4: Supported Projects of CSOs by İZKA in terms of Support Types, Years and Types of CSOs

	İzmir Development Agency (İZKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2006-2009	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)	21	1.771.058,32 TL	5	951.231,38 TL	7	1.193.324,97 TL			12	3.351.404,21 TL
	Guided Project Support										
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)	1	81.405,00 TL	3	416.133,42 TL					9	1.240.207,32 TL
	Guided Project Support										
2011	Technical Support										
	Direct Activity Support	3	185.394,79 TL	1	68.186,00 TL	1	51.008,93 TL			2	135.379,50 TL
	Financial Support (CFP)										
	Guided Project Support										
2012	Technical Support										
	Direct Activity Support	1	59.998,00 TL			2	168.948,36 TL			1	62.000,00 TL
	Financial Support (CFP)										
	Guided Project Support	1	3.501.900,00 TL								
2013	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)	2	700.822,82 TL			1	202.798,22 TL			1	687.779,41 TL
	Guided Project Support									1	3.322.654,37 TL
2014	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)					1	122.242,50 TL			4	1.955.114,99 TL
	Guided Project Support										
2015	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)	4	1.042.901,59 TL	1	240.313,73 TL					11	4.594.393,16 TL
	Guided Project Support										
TOTAL	33	7.343.480,52 TL	10	1.675.864,53 TL	12	1.738.322,98 TL				41	15.348.932,96 TL

At most; cooperatives and unions, associations, professional organizations with public institution status, and foundations in the region have been supported respectively.

Southern Aegean Development Agency (GEKA), TR32 Level 2 Region:

Table A5: Total Supported Projects of CSOs by GEKA in terms of Support Types

Southern Aegean Development Agency (GEKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	190	532.724,21	57	155.356,89	155.356,89	0,30	0,29
Direct Activity Support	86	6.113.713,55	34	2.563.719,24	2.805.426,46	0,40	0,42
Financial Support (CFP)	226	76.371.423,34	31	9.081.172,95	14.133.198,77	0,14	0,12
Guided Project Support	0	0,00	0	0,00	0,00		
TOTAL	502	83.017.861,10	122	11.800.249,08	17.093.982,12	0,24	0,14

GEKA has supported 122 projects of CSOs by funding 11.800.249,08 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,24 and 0,14.

Table B5: Supported Projects of CSOs by GEKA in terms of Support Types, Years and Types of CSOs

	Southern Aegean Development Agency (GEKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)					4	759.000,00 TL			5	724.000,00 TL
	Guided Project Support										
2011	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)										
	Guided Project Support										
2012	Technical Support										
	Direct Activity Support	1	35.323,00 TL			3	189.279,60 TL			1	72.284,30 TL
	Financial Support (CFP)									8	2.062.105,00 TL
	Guided Project Support										
2013	Technical Support	5	40.910,00 TL			8	83.518,89 TL				
	Direct Activity Support	2	169.950,00 TL			10	705.581,50 TL				
	Financial Support (CFP)					2	907.505,69 TL				
	Guided Project Support										
2014	Technical Support	5	0,00 TL			14	16.672,00 TL			4	14.256,00 TL
	Direct Activity Support	3	181.820,96 TL	2	172.484,00 TL	5	445.230,85 TL				
	Financial Support (CFP)			1	518.726,71 TL	1	501.303,04 TL				
	Guided Project Support										
2015	Technical Support	7	0,00 TL	1	0,00 TL	8	0,00 TL			5	0,00 TL
	Direct Activity Support	4	339.574,40 TL	1	89.306,50 TL	2	162.884,13 TL				
	Financial Support (CFP)	1	224.728,09 TL			7	2.495.413,33 TL			2	888.391,09 TL
	Guided Project Support										
TOTAL	28	992.306,45 TL	5	780.517,21 TL	64	6.266.389,03 TL			25	3.761.036,39 TL	

At most; professional organizations with public institution status, associations, cooperatives and unions, and foundations in the region have been supported respectively.

Zafer Development Agency (ZEKA), TR33 Level 2 Region:

Table A6: Total Supported Projects of CSOs by ZEKA in terms of Support Types

Zafer Development Agency (ZEKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	462	2.120.659,69	113	506.310,93	506.310,93	0,24	0,24
Direct Activity Support	81	4.261.217,63	17	856.748,10	876.012,77	0,21	0,20
Financial Support (CFP)	332	100.179.751,18	43	11.703.572,90	19.620.931,45	0,13	0,12
Guided Project Support	0	0,00	0	0,00	0,00		
TOTAL	875	106.561.628,50	173	13.066.631,93	21.003.255,15	0,20	0,12

ZEKA has supported 173 projects of CSOs by funding 13.066.631,93 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,20 and 0,12.

Table B6: Supported Projects of CSOs by ZEKA in terms of Support Types, Years and Types of CSOs

	Zafer Development Agency (ZEKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support	16	61.220,22 TL	3	18.939,05 TL	11	62.098,65 TL			3	14.900,10 TL
	Direct Activity Support										
	Financial Support (CFP)	1	380.458,83 TL			4	893.075,37 TL			2	905.615,00 TL
	Guided Project Support										
2011	Technical Support	10	74.462,74 TL			8	55.466,30 TL			3	6.574,08 TL
	Direct Activity Support	1	33.292,00 TL			1	47.160,82 TL				
	Financial Support (CFP)					4	1.255.351,46 TL				
	Guided Project Support										
2012	Technical Support	4	19.546,00 TL			3	15.170,00 TL				
	Direct Activity Support	1	46.250,00 TL			2	92.310,60 TL				
	Financial Support (CFP)	13	1.683.770,35 TL	2	140.418,00 TL	6	1.248.208,94 TL			1	120.874,80 TL
	Guided Project Support										
2013	Technical Support	12	66.836,34 TL	1	2.950,00 TL	7	35.223,47 TL				
	Direct Activity Support	2	79.742,00 TL	1	53.265,75 TL	2	91.323,60 TL				
	Financial Support (CFP)										
	Guided Project Support										
2014	Technical Support	8	28.068,00 TL			10	39.575,98 TL	1	1.080,00 TL	1	4.200,00 TL
	Direct Activity Support	2	97.631,09 TL	1	53.150,00 TL	2	147.177,24 TL			1	65.445,00 TL
	Financial Support (CFP)					4	1.529.065,87 TL			1	156.837,34 TL
	Guided Project Support										
2015	Technical Support	3	0,00 TL	1	0,00 TL	8	0,00 TL				
	Direct Activity Support					1	50.000,00 TL				
	Financial Support (CFP)	3	1.875.888,32 TL	2	1.514.008,62 TL						
	Guided Project Support										
TOTAL	76	4.447.165,89 TL	11	1.782.731,42 TL	73	5.561.208,30 TL	1	1.080,00 TL	12	1.274.446,32 TL	

At most; associations, professional organizations with public institution status, cooperatives and unions, and foundations in the region have been supported respectively.

Bursa Eskişehir Bilecik Development Agency (BEBKA), TR41 Level 2 Region:

Table A7: Total Supported Projects of CSOs by BEBKA in terms of Support Types

Bursa Eskişehir Bilecik Development Agency (BEBKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	216	2.217.732,62	65	657.017,75	657.017,75	0,30	0,30
Direct Activity Support	41	2.114.510,54	17	823.072,00	871.131,00	0,41	0,39
Financial Support (CFP)	274	93.887.395,72	40	14.601.530,62	19.893.499,65	0,15	0,16
Guided Project Support	2	17.500.000,00	2	17.500.000,00	32.332.761,69	1	1
TOTAL	533	115.719.639	124	33.581.620	53.754.410	0,23	0,29

BEBKA has supported 124 projects of CSOs by funding 33.581.620 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,23 and 0,29.

Table B7: Supported Projects of CSOs by BEBKA in terms of Support Types, Years and Types of CSOs

	Bursa Eskişehir Bilecik Development Agency (BEBKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)					2	286.691,00 TL			2	125.762,00 TL
	Guided Project Support										
2011	Technical Support	7	77.915,40 TL			10	90.979,00 TL			1	14.750,00 TL
	Direct Activity Support	4	178.755,00 TL			3	126.025,00 TL			2	76.550,00 TL
	Financial Support (CFP)	3	434.257,06 TL			3	780.031,61 TL			2	613.423,55 TL
	Guided Project Support										
2012	Technical Support	11	90.942,60 TL	1	5.310,00 TL	3	15.222,00 TL				
	Direct Activity Support	2	147.000,00 TL								
	Financial Support (CFP)	1	409.950,00 TL			2	842.000,00 TL			3	1.212.635,65 TL
	Guided Project Support										
2013	Technical Support	3	26.572,00 TL			4	53.292,00 TL			1	14.160,00 TL
	Direct Activity Support										
	Financial Support (CFP)										
	Guided Project Support										
2014	Technical Support	8	82.721,75 TL			2	25.960,00 TL			4	44.767,00 TL
	Direct Activity Support	2	120.600,00 TL			3	119.142,00 TL			1	55.000,00 TL
	Financial Support (CFP)	1	580.237,71 TL	2	1.471.495,59 TL	4	2.571.580,85 TL			4	2.366.772,74 TL
	Guided Project Support					1	7.500.000,00 TL				
2015	Technical Support	1	6.490,00 TL			6	68.074,00 TL			3	39.862,00 TL
	Direct Activity Support										
	Financial Support (CFP)					4	1.051.814,18 TL			7	1.854.878,68 TL
	Guided Project Support					1	10.000.000,00 TL				
TOTAL	43	2.155.441,52 TL	3	1.476.805,59 TL	48	23.530.811,64 TL			30	6.418.561,62 TL	

At most; professional organizations with public institution status, associations, cooperatives and unions, and foundations in the region have been supported respectively.

Eastern Marmara Development Agency (MARKA), TR42 Level 2 Region:

Table A8: Total Supported Projects of CSOs by MARKA in terms of Support Types

Eastern Marmara Development Agency (MARKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	386	2.190.849,53	111	610.921,18	610.921,18	0,29	0,28
Direct Activity Support	124	6.831.707,13	43	2.371.696,15	2.816.415,75	0,35	0,35
Financial Support (CİP)	275	71.393.103,03	0	0,00	0,00	0,00	0,00
Guided Project Support	6	15.944.798,00	2	6.500.000,00	9.167.524,94	0,33	0,41
TOTAL	791	96.360.457,69	156	9.482.617,33	12.594.861,87	0,20	0,10

MARKA has supported 156 projects of CSOs by funding 9.482.617,33 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,20 and 0,10.

Table B8: Supported Projects of CSOs by MARKA in terms of Support Types, Years and Types of CSOs

	Eastern Marmara Development Agency (MARKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support	8	50.452,00 TL	2	13.835,00 TL	8	75.236,00 TL			1	9.500,00 TL
	Direct Activity Support										
	Financial Support (CİP)										
	Guided Project Support										
2011	Technical Support	10	92.299,50 TL			10	100.532,68 TL			1	11.000,00 TL
	Direct Activity Support	8	391.538,00 TL	1	47.464,00 TL	4	193.815,85 TL			1	57.350,00 TL
	Financial Support (CİP)										
	Guided Project Support										
2012	Technical Support	18	83.009,10 TL			15	75.615,47 TL			2	2.608,42 TL
	Direct Activity Support	1	74.621,16 TL			5	244.648,37 TL				
	Financial Support (CİP)										
	Guided Project Support										
2013	Technical Support	8	59.094,01 TL			3	31.839,00 TL			1	5.900,00 TL
	Direct Activity Support	2	123.225,00 TL			5	289.502,00 TL			2	105.313,61 TL
	Financial Support (CİP)										
	Guided Project Support										
2014	Technical Support	7	0,00 TL			5	0,00 TL			1	0,00 TL
	Direct Activity Support	1	61.250,00 TL			4	213.650,00 TL			1	40.000,00 TL
	Financial Support (CİP)										
	Guided Project Support	1	3.000.000,00 TL								
2015	Technical Support	4	0,00 TL	1	0,00 TL			1	0,00 TL	4	0,00 TL
	Direct Activity Support	2	136.889,00 TL			4	255.922,50 TL			1	66.528,07 TL
	Financial Support (CİP)										
	Guided Project Support					1	3.500.000,00 TL				
TOTAL	70	4.072.377,77 TL	4	61.299,00 TL	64	4.980.761,87 TL	1	0,00 TL	15	298.200,10 TL	

At most; associations, professional organizations with public institution status, cooperatives and unions, and foundations in the region have been supported respectively.

Ankara Development Agency (ANKARAKA), TR51 Level 2 Region:

Table A9: Total Supported Projects of CSOs by ANKARAKA in terms of Support Types

Ankara Development Agency (ANKARAKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	228	1.755.664,19	49	416.912,95	416.912,95	0,21	0,24
Direct Activity Support	83	4.110.368,98	40	1.933.147,27	2.056.545,22	0,48	0,47
Financial Support (CİP)	285	70.425.863,36	61	12.726.569,98	16.211.126,31	0,21	0,18
Guided Project Support	0	0,00	0	0,00	0,00		
TOTAL	596	76.291.896,53	150	15.076.630,20	18.684.584,48	0,25	0,20

ANKARAKA has supported 150 projects of CSOs by funding 15.076.630,20 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,25 and 0,20.

Table B9: Supported Projects of CSOs by ANKARAKA in terms of Support Types, Years and Types of CSOs

	Ankara Development Agency (ANKARAKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support	3	118.677,56 TL	2	72.882,11 TL	2	104.467,09 TL	1	51.061,50 TL	1	18.761,47 TL
	Financial Support (CİP)										
	Guided Project Support										
2011	Technical Support	8	72.720,00 TL	1	12.600,00 TL					1	10.000,00 TL
	Direct Activity Support	7	330.305,09 TL	1	59.920,25 TL	3	127.642,75 TL				
	Financial Support (CİP)	10	1.780.052,93 TL	5	964.913,96 TL	3	873.529,00 TL			1	210.826,38 TL
	Guided Project Support										
2012	Technical Support	7	60.382,62 TL	1	12.940,67 TL	1	11.000,00 TL			1	8.496,00 TL
	Direct Activity Support	1	73.606,00 TL	1	22.158,13 TL					1	44.290,00 TL
	Financial Support (CİP)	10	1.352.718,60 TL	5	1.001.181,58 TL	1	340.447,52 TL			2	408.523,87 TL
	Guided Project Support										
2013	Technical Support	4	34.254,20 TL			2	20.000,00 TL				
	Direct Activity Support	1	53.903,70 TL	2	91.920,00 TL					1	60.930,24 TL
	Financial Support (CİP)										
	Guided Project Support										
2014	Technical Support	9	49.448,00 TL			2	15.415,60 TL	2	20.775,00 TL		
	Direct Activity Support	8	439.449,25 TL	1	50.069,63 TL						
	Financial Support (CİP)	3	1.464.949,15 TL	4	1.492.721,66 TL	2	281.207,50 TL			1	643.642,50 TL
	Guided Project Support										
2015	Technical Support	8	72.337,66 TL			1	10.549,20 TL			1	5.994,00 TL
	Direct Activity Support	4	213.102,50 TL								
	Financial Support (CİP)	9	1.128.452,72 TL	3	532.193,54 TL	2	251.209,07 TL				
	Guided Project Support										
TOTAL	92	7.244.359,98 TL	26	4.313.501,53 TL	19	2.035.467,73 TL	3	71.836,50 TL	10	1.411.464,46 TL	

At most; associations, foundations, professional organizations with public institution status, cooperatives and unions, and Trade unions in the region have been supported respectively.

Mevlana Development Agency (MEVKA), TR52 Level 2 Region:

Table A10: Total Supported Projects of CSOs by MEVKA in terms of Support Types

Mevlana Development Agency (MEVKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	352	3.226.753,00	130	1.259.568,00	1.259.568,00	0,37	0,39
Direct Activity Support	62	3.450.266,51	18	920.374,55	920.374,55	0,29	0,27
Financial Support (CİP)	445	84.636.964,07	41	4.183.647,99	5.551.719,85	0,09	0,05
Guided Project Support	6	15.000.000,00	2	10.000.000,00	15.698.137,70	0,33	0,67
TOTAL	865	106.313.983,58	191	16.363.590,54	23.429.800,10	0,22	0,15

MEVKA has supported 191 projects of CSOs by funding 16.363.590,54 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,22 and 0,15.

Table B10: Supported Projects of CSOs by MEVKA in terms of Support Types, Years and Types of CSOs

	Mevlana Development Agency (MEVKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2006-2009	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)					3	240.917,86 TL			6	1.119.305,64 TL
	Guided Project Support										
2010	Technical Support	6	63.600,00 TL			11	107.668,00 TL			2	17.200,00 TL
	Direct Activity Support										
	Financial Support (CİP)	15	785.154,90 TL	1	68.963,40 TL	5	436.396,22 TL			2	90.742,39 TL
	Guided Project Support										
2011	Technical Support	14	147.900,00 TL			29	303.200,00 TL			4	36.500,00 TL
	Direct Activity Support	3	181.309,30 TL	1	50.000,00 TL	6	268.965,25 TL			1	36.000,00 TL
	Financial Support (CİP)	2	208.837,72 TL			2	107.817,17 TL			2	82.467,44 TL
	Guided Project Support					1	4.000.000,00 TL				
2012	Technical Support	6	73.500,00 TL			6	75.500,00 TL				
	Direct Activity Support					2	53.500,00 TL				
	Financial Support (CİP)										
	Guided Project Support					1	6.000.000,00 TL				
2013	Technical Support	12	118.000,00 TL	1	10.000,00 TL	8	88.500,00 TL				
	Direct Activity Support					1	73.600,00 TL				
	Financial Support (CİP)										
	Guided Project Support										
2014	Technical Support	4	40.500,00 TL			4	35.000,00 TL			1	6.000,00 TL
	Direct Activity Support					1	65.000,00 TL				
	Financial Support (CİP)										
	Guided Project Support										
2015	Technical Support	5	44.000,00 TL	2	8.000,00 TL	8	74.500,00 TL			1	10.000,00 TL
	Direct Activity Support	1	65.000,00 TL			2	127.000,00 TL				
	Financial Support (CİP)					2	584.037,75 TL			1	459.007,50 TL
	Guided Project Support										
	TOTAL	68	1.727.801,92 TL	5	136.963,40 TL	92	12.641.602,25 TL			20	1.857.222,97 TL

At most; professional organizations with public institution status, associations, cooperatives and unions, and foundations in the region have been supported respectively.

Western Mediterranean Development Agency (BAKA), TR61 Level 2 Region:

Table A11: Total Supported Projects of CSOs by BAKA in terms of Support Types

Western Mediterranean Development Agency (BAKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	23	209.709,65	7	61.428,60	61.428,60	0,30	0,29
Direct Activity Support	85	4.094.761,43	26	1.306.979,90	1.427.559,85	0,31	0,32
Financial Support (CFP)	256	70.322.287,58	28	6.394.537,40	8.830.597,02	0,11	0,09
Guided Project Support	0	0,00	0	0,00	0,00		
TOTAL	364	74.626.758,66	61	7.762.945,90	10.319.585,47	0,17	0,10

BAKA has supported 61 projects of CSOs by funding 7.762.945,90 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,17 and 0,10.

Table B11: Supported Projects of CSOs by BAKA in terms of Support Types, Years and Types of CSOs

	Western Mediterranean Development Agency (BAKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)					2	436.309,92 TL			1	223.428,80 TL
	Guided Project Support										
2011	Technical Support										
	Direct Activity Support	1	65.000,00 TL			2	130.740,60 TL			2	54.411,05 TL
	Financial Support (CFP)	2	479.769,37 TL	1	151.839,44 TL	3	532.547,87 TL				
	Guided Project Support										
2012	Technical Support	1	10.180,00 TL								
	Direct Activity Support	2	96.374,95 TL	1	24.373,00 TL	1	63.345,00 TL			1	32.770,25 TL
	Financial Support (CFP)	2	338.715,91 TL			2	377.472,00 TL			4	991.145,71 TL
	Guided Project Support										
2013	Technical Support	1	2.124,00 TL							1	8.761,50 TL
	Direct Activity Support	2	60.685,00 TL			2	123.291,90 TL				
	Financial Support (CFP)										
	Guided Project Support										
2014	Technical Support	2	27.428,60 TL			1	8.398,50 TL			1	4.536,00 TL
	Direct Activity Support	5	336.705,00 TL			2	102.851,11 TL			1	30.000,00 TL
	Financial Support (CFP)	2	511.980,00 TL	1	261.775,03 TL	2	568.837,65 TL			1	353.813,34 TL
	Guided Project Support										
2015	Technical Support										
	Direct Activity Support	3	136.432,04 TL							1	50.000,00 TL
	Financial Support (CFP)	1	113.158,14 TL							4	1.053.744,22 TL
	Guided Project Support										
TOTAL	24	2.178.553,01 TL	3	437.987,47 TL	17	2.343.794,55 TL				17	2.802.610,87 TL

At most; associations, professional organizations with public institution status, cooperatives and unions, and foundations in the region have been supported respectively.

Çukurova Development Agency (ÇKA), TR62 Level 2 Region:

Table A12: Total Supported Projects of CSOs by ÇKA in terms of Support Types

Çukurova Development Agency (ÇKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	46	355.237,65	8	63.705,93	63.705,93	0,17	0,18
Direct Activity Support	42	2.781.524,33	16	992.772,09	1.006.814,68	0,38	0,36
Financial Support (CİP)	642	174.400.159,80	69	11.314.173,23	14.590.525,62	0,11	0,06
Guided Project Support	0	0,00	0	0,00	0,00		
TOTAL	730	177.536.921,78	93	12.370.651,25	15.661.046,23	0,13	0,07

ÇKA has supported 93 projects of CSOs by funding 12.370.651,25 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,13 and 0,07.

Table B12: Supported Projects of CSOs by ÇKA in terms of Support Types, Years and Types of CSOs

	Çukurova Development Agency (ÇKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2006-2009	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)	10	987.044,99 TL	4	316.621,88 TL	11	1.042.348,72 TL			3	257.220,88 TL
	Guided Project Support										
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)	7	998.935,94 TL			2	842.641,57 TL			2	195.936,98 TL
	Guided Project Support										
2011	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)	7	972.917,97 TL	2	366.344,15 TL	3	296.588,46 TL			1	139.272,52 TL
	Guided Project Support										
2012	Technical Support										
	Direct Activity Support	2	121.770,64 TL			1	32.548,00 TL				
	Financial Support (CİP)	2	203.210,45 TL			4	984.118,06 TL				
	Guided Project Support										
2013	Technical Support										
	Direct Activity Support	1	25.000,00 TL	1	163.603,74 TL	4	243.058,77 TL				
	Financial Support (CİP)										
	Guided Project Support										
2014	Technical Support										
	Direct Activity Support	2	154.050,68 TL			2	151.220,00 TL				
	Financial Support (CİP)					4	1.162.284,65 TL			3	1.012.109,97 TL
	Guided Project Support										
2015	Technical Support	4	42.044,20 TL							3	21.661,73 TL
	Direct Activity Support	2	124.624,00 TL			1	67.000,00 TL			1	73.500,00 TL
	Financial Support (CİP)					3	1.372.972,30 TL				
	Guided Project Support										
TOTAL	37	3.629.598,87 TL	7	846.569,77 TL	35	6.194.780,53 TL				13	1.699.702,08 TL

At most; associations, professional organizations with public institution status, cooperatives and unions, and foundations in the region have been supported respectively.

Eastern Mediterranean Development Agency (DOĞAKA), TR63 Level 2 Region:

Table A13: Total Supported Projects of CSOs by DOĞAKA in terms of Support Types

Eastern Mediterranean Development Agency (DOĞAKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	362	1.396.837,23	77	328.060,96	328.060,96	0,21	0,23
Direct Activity Support	46	2.020.320,82	16	706.764,97	712.878,00	0,35	0,35
Financial Support (CİP)	329	76.383.016	15	2.721.337,22	5.018.428,32	0,05	0,04
Social Support (SODES)	442	33.444.289,93	119	7.941.021,86	7.941.021,86	0,27	0,24
Guided Project Support	1	1.789.058,25	0	0,00	0,00	0,00	0,00
TOTAL	1.180	115.033.522,45	227	11.697.185,01	14.000.389,14	0,19	0,10

DOĞAKA has supported 227 projects of CSOs by funding 11.697.185,01 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,19 and 0,10.

Table B13: Supported Projects of CSOs by DOĞAKA in terms of Support Types, Years and Types of CSOs

	Eastern Mediterranean Development Agency (DOĞAKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support	7	49.410,51 TL			11	51.323,47 TL			2	4.642,79 TL
	Direct Activity Support	1	38.535,00 TL			3	202.000,00 TL				
	Financial Support (CİP)	3	115.012,50 TL			5	915.936,24 TL			2	409.280,37 TL
	Guided Project Support										
2011	Technical Support	10	32.658,60 TL			4	10.654,57 TL			1	1.724,63 TL
	Direct Activity Support	1	26.600,00 TL			5	180.460,00 TL			2	105.798,00 TL
	Financial Support (CİP)					3	932.385,36 TL			1	77.525,00 TL
	Social Support (SODES)	22	1.010.162,05 TL	5	289.244,68 TL	2	142.437,07 TL			1	86.538,94 TL
	Guided Project Support										
2012	Technical Support	10	38.457,99 TL			4	4.780,00 TL			1	9.162,00 TL
	Direct Activity Support										
	Financial Support (CİP)										
	Social Support (SODES)	23	1.330.573,60 TL	10	557.653,78 TL	5	268.926,06 TL				
2013	Technical Support	4	11.030,00 TL			2	9.440,00 TL				
	Direct Activity Support	2	55.021,97 TL								
	Financial Support (CİP)										
	Social Support (SODES)	35	2.755.501,68 TL	14	1.288.955,54 TL	2	211.028,46 TL				
2014	Technical Support	6	33.941,60 TL			5	31.728,00 TL			4	26.714,80 TL
	Direct Activity Support					1	49.250,00 TL				
	Financial Support (CİP)										
	Guided Project Support										
2015	Technical Support	3	8.144,00 TL			3	4.248,00 TL				
	Direct Activity Support	1	49.100,00 TL								
	Financial Support (CİP)									1	271.197,75 TL
	Guided Project Support										
TOTAL	128	5.554.149,50 TL	29	2.135.854,00 TL	55	3.014.597,23 TL			15	992.584,28 TL	

At most; associations, professional organizations with public institution status, foundations and cooperatives and unions in the region have been supported respectively.

Ahiler Development Agency (AHİKA), TR71 Level 2 Region:

Table A14: Total Supported Projects of CSOs by AHİKA in terms of Support Types

Ahiler Development Agency (AHİKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	226	1.984.462,50	83	658.774,19	658.774,19	0,37	0,33
Direct Activity Support	16	882.164,76	6	356.291,74	383.500,00	0,38	0,40
Financial Support (CFP)	221	59.936.920,79	17	2.440.501,65	3.334.467,67	0,08	0,04
Guided Project Support	2	5.000.000,00	0	0,00	0,00	0,00	0,00
TOTAL	465	67.803.548,05	106	3.455.567,58	4.376.741,86	0,23	0,05

AHİKA has supported 106 projects of CSOs by funding 3.455.567,58 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,23 and 0,05.

Table B14: Supported Projects of CSOs by AHİKA in terms of Support Types, Years and Types of CSOs

	Ahiler Development Agency (AHİKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)	1	249.468,25 TL			2	485.691,77 TL			3	363.561,16 TL
	Guided Project Support										
2011	Technical Support	16	109.964,00 TL			9	77.985,24 TL	2	15.786,85 TL	2	11.446,00 TL
	Direct Activity Support										
	Financial Support (CFP)	1	72.249,75 TL	1	90.407,00 TL	1	123.169,50 TL			2	504.850,50 TL
	Guided Project Support										
2012	Technical Support	7	45.607,00 TL			1	8.850,00 TL			1	0,00 TL
	Direct Activity Support										
	Financial Support (CFP)										
	Guided Project Support										
2013	Technical Support	8	57.154,48 TL			8	49.253,84 TL			3	27.641,50 TL
	Direct Activity Support	1	53.241,74 TL			5	303.050,00 TL				
	Financial Support (CFP)										
	Guided Project Support										
2014	Technical Support	3	26.007,20 TL	1	9.440,00 TL	4	34.890,40 TL			3	30.243,40 TL
	Direct Activity Support										
	Financial Support (CFP)										
	Guided Project Support										
2015	Technical Support	4	35.305,18 TL			8	82.968,48 TL			3	36.230,62 TL
	Direct Activity Support										
	Financial Support (CFP)	3	217.895,83 TL			1	138.926,24 TL			2	194.281,65 TL
	Guided Project Support										
TOTAL	44	866.893,43 TL	2	99.847,00 TL	39	1.304.785,47 TL	2	15.786,85 TL	19	1.168.254,83 TL	

At most; associations, professional organizations with public institution status, cooperatives and unions, and foundations in the region have been supported respectively.

Central Anatolia Development Agency (ORAN), TR72 Level 2 Region:

Table A15: Total Supported Projects of CSOs by ORAN in terms of Support Types

Central Anatolia Development Agency (ORAN)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	133	685.834,02	16	97.853,60	97.853,60	0,12	0,14
Direct Activity Support	41	2.459.014,63	9	471.543,61	504.104,70	0,22	0,19
Financial Support (CfP)	277	83.206.875,47	4	1.526.434,40	2.512.680,00	0,01	0,02
Guided Project Support	0	0,00	0	0,00	0,00		
TOTAL	451	86.351.724,12	29	2.095.831,61	3.114.638,30	0,06	0,02

ORAN has supported 29 projects of CSOs by funding 2.095.831,61 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,06 and 0,02.

Table B15: Supported Projects of CSOs by ORAN in terms of Support Types, Years and Types of CSOs

	Central Anatolia Development Agency (ORAN)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CfP)										
	Guided Project Support										
2011	Technical Support										
	Direct Activity Support					3	137.931,49 TL				
	Financial Support (CfP)										
	Guided Project Support										
2012	Technical Support	7	39.715,00 TL	1	3.540,00 TL						
	Direct Activity Support										
	Financial Support (CfP)			1	97.012,50 TL	1	418.651,68 TL				
	Guided Project Support										
2013	Technical Support			1	12.655,50 TL	1	3.498,70 TL				
	Direct Activity Support										
	Financial Support (CfP)										
	Guided Project Support										
2014	Technical Support			1	5.900,00 TL	3	32.544,40 TL				
	Direct Activity Support	1	60.000,00 TL	1	80.000,00 TL	1	41.612,12 TL				
	Financial Support (CfP)					1	752.305,14 TL				
	Guided Project Support										
2015	Technical Support	1	0,00 TL							1	0,00 TL
	Direct Activity Support					1	45.000,00 TL			2	107.000,00 TL
	Financial Support (CfP)									1	258.465,08 TL
	Guided Project Support										
TOTAL	9	99.715,00 TL	5	199.108,00 TL	11	1.431.543,53 TL			4	365.465,08 TL	

At most; professional organizations with public institution status, associations, foundations, and cooperatives and unions in the region have been supported respectively.

Western Black Sea Development Agency (BAKKA), TR81 Level 2 Region:

Table A16: Total Supported Projects of CSOs by BAKKA in terms of Support Types

Western Black Sea Development Agency (BAKKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	62	695.315,92	13	161.948,42	161.948,42	0,21	0,23
Direct Activity Support	30	1.750.637,63	13	666.131,00	666.131,00	0,43	0,38
Financial Support (CFP)	250	56.069.063,30	19	2.016.276,41	2.257.446,94	0,08	0,04
Guided Project Support	1	3.607.694,93	0	0,00	0,00	0,00	0,00
TOTAL	343	62.122.711,78	45	2.844.355,83	3.085.526,36	0,13	0,05

BAKKA has supported 45 projects of CSOs by funding 2.844.355,83 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,13 and 0,05.

Table B16: Supported Projects of CSOs by BAKKA in terms of Support Types, Years and Types of CSOs

	Western Black Sea Development Agency (BAKKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)										
	Guided Project Support										
2011	Technical Support										
	Direct Activity Support	1	75.000,00 TL			1	70.635,00 TL				
	Financial Support (CFP)	1	55.457,10 TL	1	99.989,66 TL	4	279.662,60 TL			2	185.414,00 TL
	Guided Project Support										
2012	Technical Support	1	14.500,00 TL								
	Direct Activity Support	1	50.000,00 TL			1	50.000,00 TL				
	Financial Support (CFP)										
	Guided Project Support										
2013	Technical Support	4	54.204,62 TL			2	24.190,00 TL				
	Direct Activity Support	2	88.955,00 TL			2	104.800,00 TL				
	Financial Support (CFP)										
	Guided Project Support										
2014	Technical Support										
	Direct Activity Support	1	89.500,00 TL			4	137.241,00 TL				
	Financial Support (CFP)	1	82.170,00 TL	1	102.753,41 TL	1	132.041,70 TL			2	300.090,60 TL
	Guided Project Support										
2015	Technical Support					5	54.598,80 TL			1	14.455,00 TL
	Direct Activity Support										
	Financial Support (CFP)	4	468.221,91 TL							2	310.475,43 TL
	Guided Project Support										
TOTAL	16	978.008,63 TL	2	202.743,07 TL	20	853.169,10 TL			7	810.435,03 TL	

At most; professional organizations with public institution status, associations, cooperatives and unions, and foundations in the region have been supported respectively.

Northern Anatolia Development Agency (KUZKA), TR82 Level 2 Region:

Table A17: Total Supported Projects of CSOs by KUZKA in terms of Support Types

Northern Anatolia Development Agency (KUZKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	24	122.484,01	7	40.461,98	40.461,98	0,29	0,33
Direct Activity Support	8	399.701,89	4	208.055,59	219.741,75	0,50	0,52
Financial Support (CFP)	211	64.348.621,71	1	362.109,34	1.126.784,00	0,005	0,006
Guided Project Support	1	5.666.250,00	0	0,00	0,00	0,00	0,00
TOTAL	244	70.537.057,61	12	610.626,91	1.386.987,73	0,05	0,01

KUZKA has supported 12 projects of CSOs by funding 610.626,91 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,05 and 0,01.

Table B17: Supported Projects of CSOs by KUZKA in terms of Support Types, Years and Types of CSOs

	Northern Anatolia Development Agency (KUZKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support	2	57.681,84 TL			1	50.373,75 TL				
	Financial Support (CFP)										
	Guided Project Support										
2011	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)									1	362.109,34 TL
	Guided Project Support										
2012	Technical Support	3	17.567,00 TL			4	22.894,98 TL				
	Direct Activity Support										
	Financial Support (CFP)										
	Guided Project Support										
2013	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)										
	Guided Project Support										
2014	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)										
	Guided Project Support										
2015	Technical Support										
	Direct Activity Support					1	100.000,00 TL				
	Financial Support (CFP)										
	Guided Project Support										
TOTAL	5	75.248,84 TL			6	173.268,73 TL			1	362.109,34 TL	

At most; professional organizations with public institution status, associations, and cooperatives and unions in the region have been supported respectively.

Central Black Sea Development Agency (OKA), TR83 Level 2 Region:

Table A18: Total Supported Projects of CSOs by OKA in terms of Support Types

Central Black Sea Development Agency (OKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	145	713.451,06	12	33.509,60	33.509,60	0,08	0,05
Direct Activity Support	61	3.251.172,64	15	763.486,00	943.719,76	0,25	0,23
Financial Support (CFP)	326	75.954.959,90	17	2.335.164,98	3.574.108,43	0,05	0,03
Guided Project Support	3	18.500.000,00	1	7.000.000,00	12.023.981,63	0,33	0,38
TOTAL	535	98.419.583,60	45	10.132.160,58	16.575.319,42	0,08	0,10

OKA has supported 45 projects of CSOs by funding 10.132.160,58 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,08 and 0,10.

Table B18: Supported Projects of CSOs by OKA in terms of Support Types, Years and Types of CSOs

	Central Black Sea Development Agency (OKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support					2	106.210,00 TL			1	26.250,00 TL
	Financial Support (CFP)					1	638.574,12 TL				
	Guided Project Support										
2011	Technical Support										
	Direct Activity Support	1	72.500,00 TL			2	89.930,00 TL				
	Financial Support (CFP)	3	176.032,17 TL	3	165.909,38 TL	3	189.196,41 TL			1	78.906,24 TL
	Guided Project Support					1	7.000.000,00 TL				
2012	Technical Support	1	6.700,00 TL			2	1.770,00 TL				
	Direct Activity Support	2	98.353,00 TL			3	171.783,87 TL			1	41.458,00 TL
	Financial Support (CFP)										
	Guided Project Support										
2013	Technical Support	1	0,00 TL			2	1.793,60 TL				
	Direct Activity Support										
	Financial Support (CFP)	1	131.781,31 TL	2	121.204,25 TL	2	128.340,00 TL				
	Guided Project Support										
2014	Technical Support	3	10.030,00 TL			1	2.950,00 TL				
	Direct Activity Support					2	111.001,13 TL				
	Financial Support (CFP)					1	705.221,10 TL				
	Guided Project Support										
2015	Technical Support	1	0,00 TL			1	10.266,00 TL				
	Direct Activity Support					1	46.000,00 TL				
	Financial Support (CFP)										
	Guided Project Support										
TOTAL	13	495.396,48 TL	5	287.113,63 TL	24	9.203.036,23 TL			3	146.614,24 TL	

At most; professional organizations with public institution status, associations, foundations and cooperatives and unions in the region have been supported respectively.

Eastern Black Sea Development Agency (DOKA), TR90 Level 2 Region:

Table A19: Total Supported Projects of CSOs by DOKA in terms of Support Types

Eastern Black Sea Development Agency (DOKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	330	3.314.761,03	139	1.473.290,08	1.473.290,08	0,42	0,44
Direct Activity Support	124	6.814.145,69	43	2.437.088,88	2.672.192,32	0,35	0,36
Financial Support (CİP)	335	64.475.379,58	15	2.562.116,44	3.495.575,63	0,04	0,04
Guided Project Support	1	3.748.500,00	0	0,00	0,00	0,00	0,00
TOTAL	790	78.352.786,30	197	6.472.495,40	7.641.058,03	0,25	0,08

DOKA has supported 197 projects of CSOs by funding 6.472.495,40 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,25 and 0,08.

Table B19: Supported Projects of CSOs by DOKA in terms of Support Types, Years and Types of CSOs

	Eastern Black Sea Development Agency (DOKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support	10	64.591,00 TL			11	123.950,00 TL				
	Direct Activity Support										
	Financial Support (CİP)	3	174.862,93 TL			4	595.906,66 TL			1	64.063,43 TL
	Guided Project Support										
2011	Technical Support					11	123.950,00 TL				
	Direct Activity Support	1	37.750,00 TL			8	408.397,00 TL			3	123.030,00 TL
	Financial Support (CİP)					2	567.569,00 TL				
	Guided Project Support										
2012	Technical Support	10	79.864,00 TL			10	126.832,00 TL			4	39.685,00 TL
	Direct Activity Support	3	218.373,00 TL			1	30.000,00 TL			2	128.732,00 TL
	Financial Support (CİP)										
	Guided Project Support										
2013	Technical Support	16	183.198,11 TL			9	99.664,22 TL			4	45.223,80 TL
	Direct Activity Support	1	40.350,00 TL			1	36.700,00 TL			1	37.450,00 TL
	Financial Support (CİP)	1	239.683,13 TL	1	142.202,02 TL	2	448.395,29 TL			1	329.433,98 TL
	Guided Project Support										
2014	Technical Support	22	234.596,23 TL			16	176.327,64 TL	1	10.169,50 TL	3	37.001,86 TL
	Direct Activity Support	5	309.588,38 TL			7	476.570,68 TL			2	136.400,00 TL
	Financial Support (CİP)										
	Guided Project Support										
2015	Technical Support	12	134.808,72 TL			10	104.667,00 TL			1	12.711,00 TL
	Direct Activity Support	3	164.000,00 TL			4	229.740,50 TL			1	60.007,32 TL
	Financial Support (CİP)										
	Guided Project Support										
TOTAL	87	1.881.665,50 TL	1	142.202,02 TL	96	3.548.669,99 TL	1	10.169,50 TL	23	1.013.738,39 TL	

At most; professional organizations with public institution status, associations, cooperatives and unions, and foundations in the region have been supported respectively.

North Eastern Anatolia Development Agency (KUDAKA), TRA1 Level 2 Region:

Table A20: Total Supported Projects of CSOs by KUDAKA in terms of Support Types

North Eastern Anatolia Development Agency (KUDAKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	212	1.589.099,60	92	654.062,03	654.062,03	0,43	0,41
Direct Activity Support	75	3.955.140,62	24	1.292.166,96	1.565.706,76	0,32	0,33
Financial Support (CİP)	315	63.362.415,58	35	5.904.953,56	7.344.212,94	0,11	0,09
Guided Project Support	2	5.985.000,00	1	1.485.000,00	1.850.000,00	0,50	0,25
TOTAL	604	74.891.655,80	152	9.336.182,55	11.413.981,73	0,25	0,12

KUDAKA has supported 152 projects of CSOs by funding 9.336.182,55 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,25 and 0,12.

Table B20: Supported Projects of CSOs by KUDAKA in terms of Support Types, Years and Types of CSOs

	North Eastern Anatolia Development Agency (KUDAKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support	1	14.655,60 TL			4	31.572,08 TL			2	22.250,10 TL
	Direct Activity Support	2	85.800,00 TL			1	48.450,00 TL			1	70.000,00 TL
	Financial Support (CİP)	5	619.185,68 TL	1	144.351,25 TL	4	599.429,89 TL			7	1.455.557,09 TL
	Guided Project Support					1	1.485.000,00 TL				
2011	Technical Support	12	122.208,67 TL			10	66.963,82 TL			7	71.543,40 TL
	Direct Activity Support	2	148.970,00 TL			1	56.600,00 TL			1	54.935,04 TL
	Financial Support (CİP)									2	625.000,00 TL
	Guided Project Support										
2012	Technical Support	6	43.211,60 TL			4	21.426,40 TL			1	8.661,20 TL
	Direct Activity Support	2	90.000,00 TL							1	50.000,00 TL
	Financial Support (CİP)										
	Guided Project Support										
2013	Technical Support	18	69.458,14 TL			6	29.641,60 TL			2	23.912,00 TL
	Direct Activity Support	3	151.122,50 TL			1	34.500,00 TL			1	41.940,00 TL
	Financial Support (CİP)	3	574.953,30 TL							1	260.410,00 TL
	Guided Project Support										
2014	Technical Support	7	27.718,20 TL	1	9.100,00 TL	1	0,00 TL			1	14.849,12 TL
	Direct Activity Support	2	72.752,31 TL							1	48.000,00 TL
	Financial Support (CİP)	1	40.529,70 TL	1	161.433,34 TL	3	290.283,07 TL			2	227.605,56 TL
	Guided Project Support										
2015	Technical Support	5	37.931,10 TL							4	38.959,00 TL
	Direct Activity Support	2	114.825,00 TL							3	224.272,11 TL
	Financial Support (CİP)	1	89.924,80 TL	1	64.145,71 TL	1	324.858,37 TL			2	427.285,80 TL
	Guided Project Support										
	TOTAL	72	2.303.246,60 TL	4	379.030,30 TL	37	2.988.725,23 TL			39	3.665.180,42 TL

At most; associations, cooperatives and unions, professional organizations with public institution status, and foundations in the region have been supported respectively.

Serhat Development Agency (SERKA), TRA2 Level 2 Region:

Table A21: Total Supported Projects of CSOs by SERKA in terms of Support Types

Serhat Development Agency (SERKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	174	1.198.212,32	51	250.512,01	250.512,01	0,29	0,21
Direct Activity Support	44	2.584.993,23	6	282.900,00	282.900,00	0,14	0,11
Financial Support (CIP)	260	59.360.906,81	27	3.780.721,23	4.571.054,44	0,10	0,06
Guided Project Support	5	12.773.750,00	1	1.782.000,00	2.376.000,00	0,20	0,14
TOTAL	483	75.917.862,36	85	6.096.133,24	7.480.466,45	0,18	0,08

SERKA has supported 85 projects of CSOs by funding 6.096.133,24 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,18 and 0,08.

Table B21: Supported Projects of CSOs by SERKA in terms of Support Types, Years and Types of CSOs

	Serhat Development Agency (SERKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CIP)										
	Guided Project Support										
2011	Technical Support	5	24.061,00 TL			4	35.473,00 TL			5	24.253,51 TL
	Direct Activity Support										
	Financial Support (CIP)										
	Guided Project Support										
2012	Technical Support	1	10.030,00 TL			1	4.130,00 TL				
	Direct Activity Support	1	44.000,00 TL			1	28.650,00 TL				
	Financial Support (CIP)										
	Guided Project Support										
2013	Technical Support	3	21.240,00 TL			2	16.225,00 TL			1	3.658,00 TL
	Direct Activity Support										
	Financial Support (CIP)	12	969.137,24 TL			1	90.414,00 TL			4	279.824,51 TL
	Guided Project Support									1	1.782.000,00 TL
2014	Technical Support	5	33.175,00 TL			4	28.775,50 TL			4	37.691,00 TL
	Direct Activity Support										
	Financial Support (CIP)									1	736.057,80 TL
	Guided Project Support										
2015	Technical Support	6	0,00 TL	1	0,00 TL	6	11.800,00 TL			3	0,00 TL
	Direct Activity Support	2	122.800,00 TL			2	87.450,00 TL				
	Financial Support (CIP)	6	1.051.699,60 TL			2	319.421,23 TL			1	334.166,85 TL
	Guided Project Support										
TOTAL	41	2.276.142,84 TL	1	0,00 TL	23	622.338,73 TL			20	3.197.651,67 TL	

At most; associations, professional organizations with public institution status, cooperatives and unions, and foundations in the region have been supported respectively.

Firat Development Agency (FKA), TRB1 Level 2 Region:

Table A22: Total Supported Projects of CSOs by FKA in terms of Support Types

Firat Development Agency (FKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	164	1.082.704,29	53	326.889,89	326.889,89	0,32	0,30
Direct Activity Support	75	4.485.303,77	21	1.146.823,00	1.208.823,00	0,28	0,26
Financial Support (CFP)	241	65.360.335,47	7	3.928.430,58	5.415.213,53	0,03	0,06
Guided Project Support	2	5.274.000,00	0	0,00	0,00	0,00	0,00
TOTAL	482	76.202.343,53	81	5.402.143,47	6.950.926,42	0,17	0,07

FKA has supported 81 projects of CSOs by funding 5.402.143,47 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,17 and 0,07.

Table B22: Supported Projects of CSOs by FKA in terms of Support Types, Years and Types of CSOs

	Firat Development Agency (FKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support	1	56.705,00 TL			2	83.863,00 TL				
	Financial Support (CFP)										
	Guided Project Support										
2011	Technical Support	8	61.336,20 TL	3	22.066,00 TL	1	6.850,00 TL				
	Direct Activity Support	2	74.006,00 TL			1	72.000,00 TL				
	Financial Support (CFP)										
	Guided Project Support										
2012	Technical Support	8	39.878,29 TL	1	14.868,00 TL	1	14.750,00 TL			1	7.670,00 TL
	Direct Activity Support	1	39.600,00 TL	1	60.090,00 TL						
	Financial Support (CFP)										
	Guided Project Support										
2013	Technical Support	6	34.040,00 TL			8	29.934,98 TL			1	4.720,00 TL
	Direct Activity Support	1	85.000,00 TL			2	62.300,00 TL				
	Financial Support (CFP)									1	261.291,93 TL
	Guided Project Support										
2014	Technical Support	4	17.405,00 TL			2	12.980,00 TL			1	7.080,00 TL
	Direct Activity Support	2	124.400,00 TL								
	Financial Support (CFP)			1	1.025.167,67 TL	1	150.332,98 TL			4	2.491.638,00 TL
	Guided Project Support										
2015	Technical Support	3	28.733,00 TL			1	4.911,75 TL			3	19.666,67 TL
	Direct Activity Support	4	260.895,00 TL			3	177.964,00 TL			1	50.000,00 TL
	Financial Support (CFP)										
	Guided Project Support										
TOTAL	40	821.998,49 TL	6	1.122.191,67 TL	22	615.886,71 TL			12	2.842.066,60 TL	

At most; associations, professional organizations with public institution status, cooperatives and unions, and foundations in the region have been supported respectively.

Eastern Anatolia Development Agency (DAKA), TRB2 Level 2 Region:

Table A23: Total Supported Projects of CSOs by DAKA in terms of Support Types

Eastern Anatolia Development Agency (DAKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	187	1.665.398,22	50	400.410,38	400.410,38	0,27	0,24
Direct Activity Support	56	3.561.761,65	21	1.262.785,74	1.355.458,88	0,38	0,35
Financial Support (CİP)	275	92.782.106,93	7	2.853.684,14	4.219.085,48	0,03	0,03
Guided Project Support	0	0,00	0	0,00	0,00		
TOTAL	518	98.009.266,80	78	4.516.880,26	5.974.954,74	0,15	0,05

DAKA has supported 78 projects of CSOs by funding 4.516.880,26 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,15 and 0,05.

Table B23: Supported Projects of CSOs by DAKA in terms of Support Types, Years and Types of CSOs

	Eastern Anatolia Development Agency (DAKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2006-2009	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)									1	262.513,44 TL
	Guided Project Support										
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)										
	Guided Project Support										
2011	Technical Support					2	28.320,00 TL				
	Direct Activity Support	1	70.000,00 TL	1	70.000,00 TL	2	108.875,00 TL				
	Financial Support (CİP)										
	Guided Project Support										
2012	Technical Support					1	8.144,00 TL				
	Direct Activity Support	2	81.336,29 TL			1	41.600,00 TL				
	Financial Support (CİP)					2	456.195,00 TL			3	1.096.149,10 TL
	Guided Project Support										
2013	Technical Support	9	81.643,20 TL	1	5.664,00 TL					1	13.334,00 TL
	Direct Activity Support	3	214.128,00 TL	2	84.620,00 TL	2	141.558,11 TL			1	56.457,00 TL
	Financial Support (CİP)										
	Guided Project Support										
2014	Technical Support	5	65.574,00 TL			6	71.286,00 TL			3	19.341,40 TL
	Direct Activity Support	4	236.494,00 TL							2	157.717,34 TL
	Financial Support (CİP)										
	Guided Project Support										
2015	Technical Support	7	55.125,50 TL			5	20.304,08 TL			4	31.674,20 TL
	Direct Activity Support										
	Financial Support (CİP)									1	1.038.826,60 TL
	Guided Project Support										
TOTAL	31	804.300,99 TL	4	160.284,00 TL	21	876.282,19 TL				16	2.676.013,08 TL

At most; associations, professional organizations with public institution status, cooperatives and unions, and foundations in the region have been supported respectively.

İpekyolu Development Agency (İKA), TRC1 Level 2 Region:

Table A24: Total Supported Projects of CSOs by İKA in terms of Support Types

İpekyolu Development Agency (İKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	222	2.417.652,15	55	610.565,10	610.565,10	0,25	0,25
Direct Activity Support	90	5.111.666,30	37	2.681.115,32	2.735.080,00	0,41	0,52
Financial Support (CİP)	311	74.535.765,55	32	7.959.658,87	11.050.340,45	0,10	0,11
Guided Project Support	2	5.450.000,00	2	5.450.000,00	7.350.000,00	1,00	1,00
TOTAL	625	87.515.084,00	126	16.701.339,29	21.745.985,55	0,20	0,19

İKA has supported 126 projects of CSOs by funding 16.701.339,29 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,20 and 0,19.

Table B24: Supported Projects of CSOs by İKA in terms of Support Types, Years and Types of CSOs

	İpekyolu Development Agency (İKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support										
	Direct Activity Support										
	Financial Support (CİP)					3	412.000,00 TL			1	262.500,00 TL
	Guided Project Support										
2011	Technical Support	9	135.000,00 TL			6	90.000,00 TL			1	15.000,00 TL
	Direct Activity Support	4	131.200,00 TL			2	91.100,00 TL				
	Financial Support (CİP)					7	1.860.956,12 TL			1	155.138,61 TL
	Guided Project Support										
2012	Technical Support	6	42.097,20 TL	2	6.966,00 TL	1	6.608,00 TL				
	Direct Activity Support	4	154.250,00 TL	1	26.835,32 TL	3	148.980,00 TL				
	Financial Support (CİP)										
	Guided Project Support					1	2.450.000,00 TL				
2013	Technical Support	1	14.160,00 TL	1	9.558,00 TL	6	73.146,00 TL				
	Direct Activity Support	2	60.000,00 TL	1	60.000,00 TL	5	240.000,00 TL			1	70.000,00 TL
	Financial Support (CİP)	4	341.338,50 TL	2	844.275,00 TL					5	1.625.225,20 TL
	Guided Project Support										
2014	Technical Support	3	21.151,00 TL	1	1.382,40 TL	2	22.750,00 TL			1	12.000,00 TL
	Direct Activity Support	1	40.500,00 TL	2	100.000,00 TL	2	85.000,00 TL			2	71.250,00 TL
	Financial Support (CİP)					3	1.280.433,52 TL				
	Guided Project Support										
2015	Technical Support	7	56.759,10 TL	1	14.774,40 TL	7	89.213,00 TL				
	Direct Activity Support	2	120.000,00 TL	1	60.000,00 TL	3	1.172.000,00 TL			1	50.000,00 TL
	Financial Support (CİP)	1	111.000,00 TL			3	562.875,00 TL			2	503.916,92 TL
	Guided Project Support	1	3.000.000,00 TL								
TOTAL	45	4.227.455,80 TL	12	1.123.791,12 TL	54	8.585.061,64 TL				15	2.765.030,73 TL

At most; professional organizations with public institution status, associations, cooperatives and unions, and foundations in the region have been supported respectively.

Karacadağ Development Agency (KARACADAĞ), TRC2 Level 2 Region:

Table A25: Total Supported Projects of CSOs by KARACADAĞ in terms of Support Types

Karacadağ Development Agency (KARACADAĞ)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	127	858.525,83	42	271.711,67	271.711,67	0,33	0,32
Direct Activity Support	99	4.272.662,76	36	1.477.966,73	1.540.895,01	0,36	0,35
Financial Support (CİP)	384	108.742.232,45	31	12.919.910,17	20.570.353,63	0,08	0,12
Guided Project Support	0	0,00	0	0,00	0,00		
TOTAL	610	113.873.421,04	109	14.669.588,57	22.382.960,31	0,18	0,13

KARACADAĞ has supported 109 projects of CSOs by funding 14.669.588,57 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,18 and 0,13.

Table B25: Supported Projects of CSOs by KARACADAĞ in terms of Support Types, Years and Types of CSOs

	Karacadağ Development Agency (KARACADAĞ)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support	3	10.696,22 TL	1	1.922,22 TL	2	18.334,00 TL			5	49.444,87 TL
	Direct Activity Support	4	153.445,30 TL	1	69.998,80 TL	2	97.080,00 TL				
	Financial Support (CİP)			1	216.185,45 TL	2	858.785,43 TL				
	Guided Project Support										
2011	Technical Support	5	21.590,00 TL			4	30.525,00 TL			2	6.999,76 TL
	Direct Activity Support	6	208.979,50 TL	2	90.875,00 TL	1	31.710,10 TL				
	Financial Support (CİP)			1	144.310,73 TL						
	Guided Project Support										
2012	Technical Support	5	54.250,00 TL	1	12.760,00 TL					1	7.500,00 TL
	Direct Activity Support	2	87.761,19 TL			1	40.895,50 TL				
	Financial Support (CİP)										
	Guided Project Support										
2013	Technical Support	3	24.343,40 TL								
	Direct Activity Support	3	108.100,00 TL	1	40.000,00 TL	2	89.314,00 TL			2	104.464,00 TL
	Financial Support (CİP)	1	314.625,00 TL	4	736.048,51 TL					5	2.169.616,60 TL
	Guided Project Support										
2014	Technical Support	3	4.354,20 TL								
	Direct Activity Support	2	53.123,34 TL	1	60.000,00 TL					1	59.020,00 TL
	Financial Support (CİP)	2	1.007.294,87 TL			2	1.116.901,39 TL			3	1.729.648,73 TL
	Guided Project Support										
2015	Technical Support	3	17.800,00 TL	1	0,00 TL	2	4.543,00 TL				
	Direct Activity Support	4	143.450,00 TL							1	39.750,00 TL
	Financial Support (CİP)	2	920.002,74 TL			1	511.500,00 TL			7	3.194.990,72 TL
	Guided Project Support										
TOTAL		48	3.129.815,76 TL	14	1.372.100,71 TL	19	2.799.588,42 TL			27	7.361.434,68 TL

At most; associations, cooperatives and unions, professional organizations with public institution status, and foundations in the region have been supported respectively.

Dicle Development Agency (DİKA), TRC3 Level 2 Region:

Table A26: Total Supported Projects of CSOs by DİKA in terms of Support Types

Dicle Development Agency (DİKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	164	940.012,94	49	288.351,59	288.351,59	0,30	0,31
Direct Activity Support	51	2.778.422,88	13	664.436,48	681.935,56	0,25	0,24
Financial Support (CFP)	215	80.363.236,32	9	3.825.406,82	5.692.710,85	0,04	0,05
Guided Project Support	1	1.854.562,20	0	0,00	0,00	0,00	0,00
TOTAL	431	85.936.234,34	71	4.778.194,89	6.662.998,00	0,16	0,06

DİKA has supported 71 projects of CSOs by funding 4.778.194,89 TL. In this sense, the rate of Supported CSOs projects number and their amounts are 0,16 and 0,06.

Table B26: Supported Projects of CSOs by DİKA in terms of Support Types, Years and Types of CSOs

	Dicle Development Agency (DİKA)	Associations		Foundations		Professional Organizations with Public Institution Status		Trade Unions		Cooperatives and Unions	
		Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported Projects	Total Support Amount (TL)
2010	Technical Support	10	64.312,00 TL			4	24.037,78 TL			4	23.147,50 TL
	Direct Activity Support	1	28.537,05 TL			1	70.000,00 TL			1	42.225,00 TL
	Financial Support (CFP)										
	Guided Project Support										
2011	Technical Support	8	41.692,87 TL	1	3.304,00 TL	7	30.435,66 TL			3	7.139,00 TL
	Direct Activity Support	5	230.236,23 TL			2	132.195,00 TL			1	59.743,20 TL
	Financial Support (CFP)									4	1.561.388,10 TL
	Guided Project Support										
2012	Technical Support					2	18.634,30 TL	1	8.917,68 TL		
	Direct Activity Support					1	25.000,00 TL				
	Financial Support (CFP)										
	Guided Project Support										
2013	Technical Support					3	21.525,00 TL				
	Direct Activity Support										
	Financial Support (CFP)									3	1.144.176,99 TL
	Guided Project Support										
2014	Technical Support	1	0,00 TL			4	41.370,80 TL			1	3.835,00 TL
	Direct Activity Support	1	76.500,00 TL								
	Financial Support (CFP)									2	1.119.841,73 TL
	Guided Project Support										
2015	Technical Support										
	Direct Activity Support										
	Financial Support (CFP)										
	Guided Project Support										
	TOTAL	26	441.278,15 TL	1	3.304,00 TL	24	363.198,54 TL	1	8.917,68 TL	19	3.961.496,52 TL

At most; associations, professional organizations with public institution status, cooperatives and unions, and foundations in the region have been supported respectively.

After giving and analyzing support data of each Agency in Turkey, it will be beneficial to sum all of the data in the following table. Therefore, the total supported project numbers and amounts as well as their rates can be seen in this table.

Table 7 : Supports of 26 Development Agencies in Turkey for CSO Projects in terms of Project Numbers and Amounts.

Level 2 Region	Agency Name	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
TR10	İSTKA	623	353.072.979,37	166	79.936.528,42	98.039.606,10	0,27	0,23
TR21	TRAKYA	534	69.877.281,26	93	6.490.580,91	7.679.696,37	0,17	0,09
TR22	GMKA	487	72.137.065,70	77	8.679.419,27	12.895.823,85	0,16	0,12
TR31	İZKA	522	192.388.880,16	96	26.106.600,99	32.884.260,40	0,18	0,14
TR32	GEKA	502	83.017.861,10	122	11.800.249,08	17.093.982,12	0,24	0,14
TR33	ZEKA	875	106.561.628,50	173	13.066.631,93	21.003.255,15	0,20	0,12
TR41	BEBKA	533	115.719.638,88	124	33.581.620,37	53.754.410,09	0,23	0,29
TR42	MARKA	791	96.360.457,69	156	9.482.617,33	12.594.861,87	0,20	0,10
TR51	ANKARAKA	596	76.291.896,53	150	15.076.630,20	18.684.584,48	0,25	0,20
TR52	MEVKA	865	106.313.983,58	191	16.363.590,54	23.429.800,10	0,22	0,15
TR61	BAKA	364	74.626.758,66	61	7.762.945,90	10.319.585,47	0,17	0,10
TR62	ÇKA	730	177.536.921,78	93	12.370.651,25	15.661.046,23	0,13	0,07
TR63	DOĞAKA	1.180	115.033.522,45	227	11.697.185,01	14.000.389,14	0,19	0,10
TR71	AHİKA	465	67.803.548,05	106	3.455.567,58	4.376.741,86	0,23	0,05
TR72	ORAN	451	86.351.724,12	29	2.095.831,61	3.114.638,30	0,06	0,02
TR81	BAKKA	343	62.122.711,78	45	2.844.355,83	3.085.526,36	0,13	0,05
TR82	KUZKA	244	70.537.057,61	12	610.626,91	1.386.987,73	0,05	0,01
TR83	OKA	535	98.419.583,60	45	10.132.160,58	16.575.319,42	0,08	0,10
TR90	DOKA	790	78.352.786,30	197	6.472.495,40	7.641.058,03	0,25	0,08
TRA1	KUDAKA	604	74.891.655,80	152	9.336.182,55	11.413.981,73	0,25	0,12
TRA2	SERKA	483	75.917.862,36	85	6.096.133,24	7.480.466,45	0,18	0,08
TRB1	FKA	482	76.202.343,53	81	5.402.143,47	6.950.926,42	0,17	0,07
TRB2	DAKA	518	98.009.266,80	78	4.516.880,26	5.974.954,74	0,15	0,05
TRC1	İKA	625	87.515.084,00	126	16.701.339,29	21.745.985,55	0,20	0,19
TRC2	KARACADAĞ	610	113.873.421,04	109	14.669.588,57	22.382.960,31	0,18	0,13
TRC3	DİKA	431	85.936.234,34	71	4.778.194,89	6.662.998,00	0,16	0,06
TOTAL		15.183	2.714.872.154,99	2.865	339.526.751,38	456.833.846,27	0,19	0,13

Source: MoD, 2016

In this sense, Development Agencies have supported 2.865 projects among 15.183 projects with 0,19 rate since their Foundation until 2016, in terms of project number. Moreover, they have funded 339.526.751,38 TL among 2.714.872.154,99 TL in all by having 0,13 rate in terms of amounts for the same period. In this sense, top three Agencies for supporting CSO projects in terms of project numbers are Eastern Mediterranean Development Agency (DOGAKA), Eastern Black Sea Development Agency (DOKA) and Mevlana Development Agency (MEVKA) by supporting 227, 197 and 191 projects respectively. In terms of project support amounts for CSOs, top three Agencies are İstanbul Development Agency (ISTKA), Bursa Eskişehir Bilecik Development Agency (BEBKA) and İzmir Development Agency (İZKA) by funding 79.936.528,42 TL, 33.581.620,37 TL and 26.106.600,99 TL respectively. Although project support numbers and amounts are seen important, the crucial point is their rate among all projects. In this sense, top Agencies in terms of the rate of supported CSO project numbers are İstanbul Development Agency (ISTKA) as having 0,27 and three Agencies as Ankara Development Agency (ANKARAKA), North Eastern Anatolia Development Agency (KUDAKA), and Eastern Black Sea Development Agency (DOKA) having same rate as 0,25. On the other hand, top Agencies in terms of the rate for support amounts for CSO projects are Bursa Eskişehir Bilecik Development Agency (BEBKA), İstanbul Development Agency (ISTKA) and Ankara Development Agency (ANKARAKA) as having 0.29, 0.23, 0.20 rates respectively.

Evaluation

In this part, the relationship between RDAs and CSOs has been analyzed within their perspective to each other. Their relations mainly based on cooperation, coordination and capacity building. In this sense, their situation, demands and views are analyzed in this part within the scope of interviews and related legislation. In the end of this part, tables state that although there are huge numbers and amounts of supported institutions, CSOs do not have enough proportion among these supports.

Moreover, there are demands of CSOs rather than Chambers to get suffrage on executive board and to get more financial supports together with technical supports. The first article of Law on the Establishment and Duties of Development Agencies emphasizes enhancing the cooperation among public sector, private sector and civil society organizations beside ensuring the efficient and appropriate utilization of resources and stimulating local potential for the purpose of accelerating regional development, ensuring sustainability and reducing interregional and intraregional development disparities in accordance with the principles and policies set in the National Development Plan and Programs.

In this context, DAs are working to increase institutional capacity of CSOs and give chances to them in Development Board and Executive Board which are main organs of Agencies to provide participation and accountability in terms of governance and new public management approaches.

PART-4

4. General overview to Eastern Mediterranean Development Agency (DOGAKA) in TR63 Level 2 Region

In the previous part, the main relations between Development Agencies and CSOs have been analyzed by different perspectives. In this part, these relations will be analyzed in the perspective of Eastern Mediterranean Development Agency (DOGAKA) and CSOs in TR63 region. In this sense, after giving general information about TR63 Region and DOGAKA, support programs of provided by Agency in TR63 region, main CSOs in TR63 Region will be analyzed in a detailed way by benefiting survey and interview results made with authorities on both DAs and CSOs.

TR63 Level 2 Region consists of Hatay, Kahramanmaraş and Osmaniye Provinces. These provinces are located in East Mediterranean region of Turkey. This location gives the name of Agency as Eastern Mediterranean Development Agency. TR63 region consist of 33 districts and city center as 15 districts in Hatay, 11 districts in Kahramanmaraş, 6 districts and city center in Osmaniye. With the Law numbered 6360, Metropolitan municipalities and 26 new districts were established in 13 provinces in 2012²⁶. This also has brought significant changes in the TR63 region because Hatay and Kahramanmaraş became metropolitan municipalities and 4 new districts in Hatay and 2 new districts in Kahramanmaraş were established. The legal entity of villages and special provincial administrations were dissolved in these cities as other metropolitan municipalities. In the following tables, there are population lists of cities and districts in TR63 Region.

Table 8: Population of Provinces in TR63 Level 2 Region by Years, 2007-2015

	Total Population								
	2007	2008	2009	2010	2011	2012	2013	2014	2015
Turkey-total	70.586.256	71.517.100	72.561.312	73.722.988	74.724.269	75.627.384	76.667.864	77.695.904	78.741.053
Hatay	1.386.224	1.413.287	1.448.418	1.480.571	1.474.223	1.483.674	1.503.066	1.519.836	1.533.507
Kahramanmaraş	1.004.414	1.029.298	1.037.491	1.044.816	1.054.210	1.063.174	1.075.706	1.089.038	1.096.610
Osmaniye	452.880	464.704	471.804	479.221	485.357	492.135	498.981	506.807	512.873
TR63 Region-total	2.843.518	2.907.289	2.957.713	3.004.608	3.013.790	3.038.983	3.077.753	3.115.681	3.142.990

Source: The results of Address Based Population Registration System (ABPRS), 2007-2015

According to this table, total population of TR63 Region is 3.142.990 and constitutes 4 % of total Turkey population in 2015. In each provinces of TR63, there is increase in population. The most crowded province in TR63 is Hatay with 1.533.507 people. Although there is increase in population of TR63, the annual population increase rate of TR63 is 0,87 % and this ratio is under the annual population increase rate of Turkey which is 1,3 %.

Table 9: Population of Province/District Centers, Towns/Villages by Provinces and Districts and Annual Growth Rate of Population, 2015

Province and district	Population			Annual growth rate of population (%)
	Total	Province and district centers	Towns and villages	
Turkey-Total	78.741.053	72.523.134	6.217.919	13,4
Hatay	1.533.507	1.533.507	-	9,0
Altınözü	60.743	60.743	-	-9,8
Antakya	360.652	360.652	-	16,4
Arsuz	82.498	82.498	-	18,3
Belen	30.842	30.842	-	8,6
Defne	140.097	140.097	-	19,5
Dörtüol	118.761	118.761	-	14,5
Erzin	41.290	41.290	-	1,4
Hassa	54.130	54.130	-	-0,3
İskenderun	246.207	246.207	-	5,0
Kırkhan	108.918	108.918	-	8,5
Kumlu	13.060	13.060	-	-21,6
Payas	40.434	40.434	-	14,4
Reyhanlı	90.758	90.758	-	8,6
Samandağ	117.770	117.770	-	-5,1
Yayladağı	27.347	27.347	-	-16,4
Kahramanmaraş	1.096.610	1.096.610	-	6,9
Afşin	81.390	81.390	-	-9,0
Andırın	34.038	34.038	-	-36,3
Çağlayancerit	23.607	23.607	-	-39,1
Dulkadiroğlu	218.067	218.067	-	0,2
Ekinözü	11.886	11.886	-	-52,4
Elbistan	141.468	141.468	-	-4,9
Göksun	51.415	51.415	-	-14,0
Nurhak	12.504	12.504	-	-44,1
Onikişubat	384.953	384.953	-	35,9
Pazarcık	67.802	67.802	-	-22,1
Türkoğlu	69.480	69.480	-	15,3
Osmaniye	512.873	388.158	124.715	11,9
Merkez	254.116	223.987	30.129	19,8
Bahçe	21.115	13.993	7.122	3,5
Düziçi	80.691	47.179	33.512	3,2
Hasanbeyli	4.127	2.217	1.910	-113,5
Kadirli	119.857	88.527	31.330	6,8
Sumbas	14.518	2.068	12.450	-22,0
Toprakkale	18.449	10.187	8.262	42,1

Source: The results of Address Based Population Registration System (ABPRS), 2015

According to TR63 Region Rural and Urban Regions Analysis which published by DOGAKA in 2015, Kumlu district in Hatay province, Ekinözü and Nurhak districts in Kahramanmaraş province, Toprakkale, Sumbas and Hasanbeyli districts in Osmaniye province are rural areas (2015, p. 18).

TR63 Region is also important production center mainly on energy, industry and agriculture sectors in national terms as well as international terms. In this sense, highly competitive production and transactions on textile, food, metal kitchenware in TR63 region beside Afşin-Elbistan thermal plants in Kahramanmaraş, iron-steel industry in Hatay, peanut farming in Osmaniye and energy investments especially on wind and solar in region are crucial economic activities for both national and international level.

According to TR63 Region Plan, TR63 Region exported over 150 countries in 2011. In this success; geographical location and socio-cultural structure of Region have important place (DOGAKA, 2014, p.34).

Table 10: Exports of Turkey and TR63 Region

Exports of Turkey and TR63 Region (1.000 U.S. Dollar)					
Region	2012	2013	2014	2015	Change 2012-2015
Turkey	152.461.737	151.802.637	157.610.158	143.934.972	-5,60%
TR63 Region	2.911.315	3.094.152	3.115.871	2.760.365	-5,20%
Hatay	2.039.566	2.097.846	2.115.434	1.830.525	-10,20%
Kahramanmaraş	753,878	862,603	906,723	790,956	4,90%
Osmaniye	117,871	133,703	93,714	138,884	17,80%

Source: Turkstat, 2015

Table 11: Imports of Turkey and TR63 Region

Imports of Turkey and TR63 Region (1.000 U.S. Dollar)					
Region	2012	2013	2014	2015	Change 2012-2015
Turkey	236.545.141	251.661.250	242.177.117	207.203.370	-12,40%
TR63 Region	6.297.214	5.774.247	5.493.530	5.028.114	-20,20%
Hatay	4.420.192	3.904.332	3.357.784	3.232.405	-26,90%
Kahramanmaraş	1.037.028	1.163.050	1.227.052	1.043.459	0,60%
Osmaniye	839,994	706,865	908,694	752,249	-10,40%

Source: Turkstat, 2015

According to these foreign trade data, Hatay exports and imports more than Kahramanmaraş and Osmaniye. Export rate of TR63 Region is 1.9 % of Turkey. On the other hand, Import rate of TR63 Region is 2.4 % of Turkey.

TurkStat defines Regional Gross Value Added (GVA) as value which is equal to the sum of the values of all goods and services produced by resident local units engaged in domestic production activities in a region in a given period of time less the total inputs which are used in the production of these goods and services.²⁷ With reference to table named Regional Gross Value Added at Current Basic Prices-by kind of economic activity, economic magnitude of TR63 Region has become 29 billion 790 million 758 thousand Turkish Lira in 2011. In this sense, TR63 Region is 12. rank among 26 Level 2 region and products 2,6% of total Turkish Gross Value Added which is 1.2 trillion Turkish Lira. It was 2,4 % in 2004. In this sense, there is increasement in total production capacity of TR63 Region especially in industry sector.

According to table 12 named Sectorial share of Gross Value Added by classification of Statistical Regional Units Level 2, although there is decrease in ratio of agriculture from 19,8% to 14,4 at TR63 Region, it is still over average of agriculture in Turkey in 2011. Rates at Industry sector of TR63 Regions are similar with average of Turkey. Moreover, though there is increasement in service sector at TR3 Region from 55,2% to 58,1%, it is still below average of Turkey which is 63,5%. It can be said that TR63 region has important potential in these sectors and it was not difficult to reach average of Turkey and take better place in these sectors for TR63 Region. The crucial point is using its potential by planning, encouragement, more production and exporting in secure and stable environment.

Table 12: Sectoral Share of Gross Value Added by Classification of Statistical Regional Units, Level 2, 2004-2011

Sectoral Share of Gross Value Added by Classification of Statistical Regional Units, Level 2, 2004-2011									%
Classification of Statistical Regional Units (Level 2)	2004				2011				
	Agriculture	Industry	Services	GVA	Agriculture	Industry	Services	GVA	
TR Türkiye	10,7	28,0	61,3	100	9,0	27,5	63,5	100	
TR10 İstanbul	0,4	28,9	70,7	100	0,2	27,4	72,4	100	
TR21 Tekirdağ, Edirne, Kırklareli	16,4	32,8	50,7	100	9,7	39,1	51,2	100	
TR22 Balıkesir, Çanakkale	25,3	20,9	53,8	100	22,3	22,2	55,4	100	
TR31 İzmir	6,0	30,4	63,6	100	5,4	26,9	67,7	100	
TR32 Aydın, Denizli, Muğla	19,0	25,0	56,0	100	16,7	22,8	60,5	100	
TR33 Manisa, Afyon, Kütahya, Uşak	22,5	32,0	45,4	100	19,0	35,9	45,2	100	
TR41 Bursa, Eskişehir, Bilecik	7,9	42,3	49,9	100	5,6	41,1	53,4	100	
TR42 Kocaeli, Sakarya, Düzce, Bolu, Yalova	8,2	41,5	50,3	100	6,9	36,1	57,1	100	
TR51 Ankara	3,4	25,2	71,4	100	2,8	25,7	71,5	100	
TR52 Konya, Karaman	24,6	25,0	50,4	100	22,5	23,6	53,9	100	
TR61 Antalya, Isparta, Burdur	16,2	14,6	69,2	100	16,6	13,3	70,2	100	
TR62 Adana, Mersin	17,4	23,0	59,6	100	14,7	21,0	64,2	100	
TR63 Hatay, Kahramanmaraş, Osmaniye	19,8	24,9	55,2	100	14,4	27,5	58,1	100	
TR71 Kırıkkale, Aksaray, Niğde, Nevşehir, Kırşehir	28,4	22,7	48,9	100	22,7	22,9	54,4	100	
TR72 Kayseri, Sivas, Yozgat	17,7	28,4	53,9	100	15,3	30,0	54,7	100	
TR81 Zonguldak, Karabük, Bartın	6,7	40,5	52,8	100	6,0	39,7	54,3	100	
TR82 Kastamonu, Çankırı, Sinop	26,1	18,7	55,1	100	23,1	20,1	56,9	100	
TR83 Samsun, Tokat, Çorum, Amasya	22,7	19,7	57,6	100	18,5	21,8	59,7	100	
TR90 Trabzon, Ordu, Giresun, Rize, Artvin, Gümüşhane	14,8	21,8	63,4	100	12,7	23,1	64,2	100	
TRA1 Erzurum, Erzincan, Bayburt	23,5	17,5	59,0	100	17,4	20,0	62,7	100	
TRA2 Ağrı, Kars, Iğdır, Ardahan	34,5	11,9	53,7	100	24,8	14,0	61,2	100	
TRB1 Malatya, Elazığ, Bingöl, Tunceli	15,4	21,3	63,2	100	14,0	22,8	63,2	100	
TRB2 Van, Muş, Bitlis, Hakkari	24,3	17,3	58,3	100	23,0	15,2	61,8	100	
TRC1 Gaziantep, Adıyaman, Kilis	12,0	29,2	58,8	100	10,5	32,0	57,5	100	
TRC2 Şanlıurfa, Diyarbakır	29,2	15,9	54,9	100	24,0	19,0	57,0	100	
TRC3 Mardin, Batman, Şırnak, Siirt	21,2	23,1	55,7	100	17,3	28,8	53,9	100	

TurkStat, Regional Gross Value Added, 2004-2011

Table 13: Regional Gross Value Added at Current Basic Prices-by kind of economic activity,

Regional Gross Value Added at Current Basic Prices - by Kind of Economic Activity, 2004-2011									
000 TL									
Classification of Statistical Regional Units (Level 2)	2004				2011				
	Agriculture	Industry	Services	GVA	Agriculture	Industry	Services	GVA	
TR Türkiye	52 997 645	138 411 772	303 474 641	494 884 058	103 635 252	316 326 396	730 491 491	1 150 453 139	
TR10 İstanbul	516 413	39 722 501	97 206 711	137 445 626	621 756	85 466 006	226 349 898	312 437 660	
TR21 Tekirdağ, Edirne, Kırklareli	2 039 616	4 069 217	6 293 006	12 401 839	3 037 411	12 186 630	15 944 831	31 168 871	
TR22 Balıkesir, Çanakkale	2 567 857	2 123 558	5 454 407	10 145 822	5 508 598	5 479 527	13 659 389	24 647 513	
TR31 İzmir	2 007 842	10 164 121	21 294 693	33 466 656	4 130 240	20 418 621	51 373 300	75 922 162	
TR32 Aydın, Denizli, Muğla	3 602 734	4 741 237	10 608 036	18 952 007	6 685 445	9 142 174	24 279 119	40 106 739	
TR33 Manisa, Afyon, Kütahya, Uşak	3 873 883	5 510 971	7 814 625	17 199 480	7 828 246	14 821 216	18 655 447	41 304 909	
TR41 Bursa, Eskişehir, Bilecik	2 462 571	13 196 258	15 570 889	31 229 718	4 081 989	30 195 380	39 250 757	73 528 126	
TR42 Kocaeli, Sakarya, Düzce, Bolu, Yalova	2 365 149	12 021 659	14 561 576	28 948 384	4 969 009	26 063 105	41 238 834	72 270 948	
TR51 Ankara	1 426 314	10 507 679	29 790 066	41 724 058	2 802 189	25 533 418	70 969 102	99 304 709	
TR52 Konya, Karaman	2 931 178	2 969 751	5 995 024	11 895 953	6 079 820	6 359 910	14 527 588	26 967 317	
TR61 Antalya, Isparta, Burdur	3 140 996	2 835 729	13 449 844	19 426 569	7 581 180	6 063 891	32 101 227	45 746 298	
TR62 Adana, Mersin	3 491 006	4 629 543	11 999 922	20 120 471	6 705 681	9 571 186	29 252 436	45 529 304	
TR63 Hatay, Kahramanmaraş, Osmaniye	2 385 571	3 002 901	6 647 464	12 035 936	4 275 756	8 206 865	17 308 137	29 790 758	
TR71 Kırıkkale, Aksaray, Niğde, Nevşehir, Kır	2 174 779	1 734 293	3 744 427	7 653 499	4 037 938	4 064 127	9 673 603	17 775 668	
TR72 Kayseri, Sivas, Yozgat	2 080 779	3 346 651	6 353 168	11 780 597	4 013 185	7 890 797	14 402 926	26 306 909	
TR81 Zonguldak, Karabük, Bartın	502 223	3 047 038	3 977 042	7 526 303	875 339	5 841 832	7 985 447	14 702 618	
TR82 Kastamonu, Çankırı, Sinop	1 121 197	803 228	2 364 169	4 288 594	1 892 973	1 643 902	4 661 773	8 198 649	
TR83 Samsun, Tokat, Çorum, Amasya	3 166 803	2 739 924	8 020 840	13 927 568	5 737 899	6 739 881	18 465 839	30 943 620	
TR90 Trabzon, Ordu, Giresun, Rize, Artvin, G	1 840 518	2 711 613	7 868 751	12 420 882	3 561 824	6 471 219	18 013 882	28 046 924	
TRA1 Erzurum, Erzincan, Bayburt	1 111 914	830 768	2 793 189	4 735 871	1 839 156	2 115 500	6 637 771	10 592 427	
TRA2 Ağrı, Kars, Iğdır, Ardahan	1 167 669	401 283	1 816 996	3 385 948	1 906 694	1 076 938	4 701 548	7 685 179	
TRB1 Malatya, Elazığ, Bingöl, Tunceli	1 045 234	1 443 290	4 278 373	6 766 898	2 249 881	3 657 101	10 141 008	16 047 989	
TRB2 Van, Muş, Bitlis, Hakkari	1 232 822	878 473	2 953 030	5 064 326	2 762 256	1 821 467	7 406 125	11 989 848	
TRC1 Gaziantep, Adıyaman, Kilis	962 451	2 344 792	4 728 023	8 035 266	2 123 119	6 494 548	11 670 850	20 288 517	
TRC2 Şanlıurfa, Diyarbakır	2 731 977	1 490 874	5 131 863	9 354 714	5 582 836	4 421 200	13 254 212	23 258 247	
TRC3 Mardin, Batman, Şırnak, Siirt	1 048 149	1 144 420	2 758 507	4 951 075	2 744 831	4 579 954	8 566 445	15 891 229	

TurkStat, Regional Gross Value Added, 2004-2011

After analyzing main socio-economic status of TR63 Region, the general historical and cultural information of cities in TR63 region will be summarized. There is also detailed information for these cities at DOGAKA website.

Located at Turkey's southern tip, Hatay is a center of civilization abounding in historical and cultural legacies in every corner. The city is positioned at the geographical location connecting Anatolia the Middle East and has an incomparable historical heritage dating back to its earliest settlement in 8000 BC. Hatay has harbored many civilizations since its inception and is one of Turkey's border cities. The city was founded by Seleucus, one of Alexander's commanders who shared his empire after the death of Alexander. It then entered into the sovereignty of Parthian, Sasanian, Byzantine, Abbasid Tulunid, Ikshidiyun, Hamdani, Seljukians, Crusaders and Mamluk states respectively. The city came under the sovereignty of Ottomans during Yavuz Sultan Selim's Egypt campaign. Independent Hatay State was founded in 1937 and in 1939 Hatay joined to Turkey. The city, with its innumerable historical brilliants is truly worth exploring. Hatay has a surface area of 5,867 km². It is surrounded by Syria in the east and south, Gaziantep's Islahiye district in the northeast, Adana and Osmaniye provinces in the northwest and Iskenderun Gulf in the west. The region has a typical Mediterranean climate as its coastal area lies by the Mediterranean Sea. The hot and dry summers are followed by mild and rainy winters. Sectors prevailing the economic life of Hatay are commerce, agriculture, industry, transportation, and construction industry. Manufacturing of iron and steel products, car filter production, manufacturing and sales of agricultural equipment and machinery, farming and exporting fresh fruits and vegetables, citrus fruits are quite intense in Hatay. It is the second largest province following Istanbul in terms of the number of transportation fleets. Iskenderun Iron and Steel plant and Tosyalı Iron and Steel plant, which are among the factories shaping the Turkish industry, are in Hatay. Hatay has a significant tourism potential with its belief tourism centers, ancient cities and plateaus. Hatay province is also very famous with its dessert Kunafah (Künefe).²⁸

Kahramanmaraş was founded by Hittites. Then, Assyrians, Persians, Romans, Byzantines, Arabs, Seljuks, Mamluks, Dulkadir Principality and Ottomans captured the city. Maraş, which is one of the few medalist world cities, was granted Heroism title and its name was changed as Kahramanmaraş by the Grand National Assembly of Turkey in 7 February 1973 for the resistance and fight which the people of Maraş had put up during the

Revolutionary War. Surface area of Kahramanmaraş province is 14,525 km². Kahramanmaraş is in the Mediterranean climate zone. It exactly fits Mediterranean Climate and is warm and rainy in winters and hot and dry in summers. Economical structure of Kahramanmaraş was generally based on agriculture, livestock and small handicrafts until 1980's. Industrialization in Kahramanmaraş has generally been in the textile sector. Nevertheless, copper handicrafts from the past and steel kitchenware sector as an extension of aluminum works are also other fields that have contributed in the same industrialization trend. Steelwork Industry follows the textile sector as the second largest industrial sector. One of the most important sectors of the city, powder and flaked pepper, is also developing in parallel with industrialism. Ice-cream sector which made Kahramanmaraş a famous city is also among the rapidly growing sectors.²⁹

Great Hittite State, Assyria, Rome, Byzantium, Seljuk and finally Ottoman Empire reigned in the lands of Osmaniye respectively. Osmaniye became a province after proclamation of republic of Turkey in 1923 until 1933 when it became district. It was became a province again in 1996. Osmaniye is in the east of Mediterranean Region. It was surrounded by Gaziantep in the east, Hatay in the south, Adana in the west and Kahramanmaraş province in the north. Surface area of the province is 3,215 km². Although the climate of Osmaniye varies in mountainous and plain areas, it has the characteristics of the Mediterranean climate. People make their living from livestock and agriculture predominantly. Peanut, orange and cotton are the main agricultural products.³⁰

There are detailed information and analysis about TR63 Region in the strategy document of TR63 Regional Plan 2014-2023 which prepared with the participation of the related stakeholders and coordination of DOGAKA. The vision of this plan is “region having competitive and high quality of life with its qualified human resources and developed infrastructure opportunities” (2014, p.37). In this sense, three main axis are aimed as strategic progress, potential progress, urban progress and social development. The improvements on corporate capacity of civil society organization and supporting their activities are stated as one of the priorities in social development axis.

4.1. Eastern Mediterranean Development Agency (DOGAKA)

Eastern Mediterranean Development Agency was founded by a Decree Law dated 14.07.2009 and numbered 2009/15236 based on article 3 of Law Numbered 5449. The name of DOGAKA, consist of first letters of Turkish name **Doğu Akdeniz Kalkınma Ajansı**, is used as the abbreviation of this Agency. DOGAKA carries on the activities in TR63 Level 2 Region, which covers Hatay, Kahramanmaraş and Osmaniye provinces. The headquarters of DOGAKA is in Hatay. There are Investment Support Offices opened in these 3 provinces.

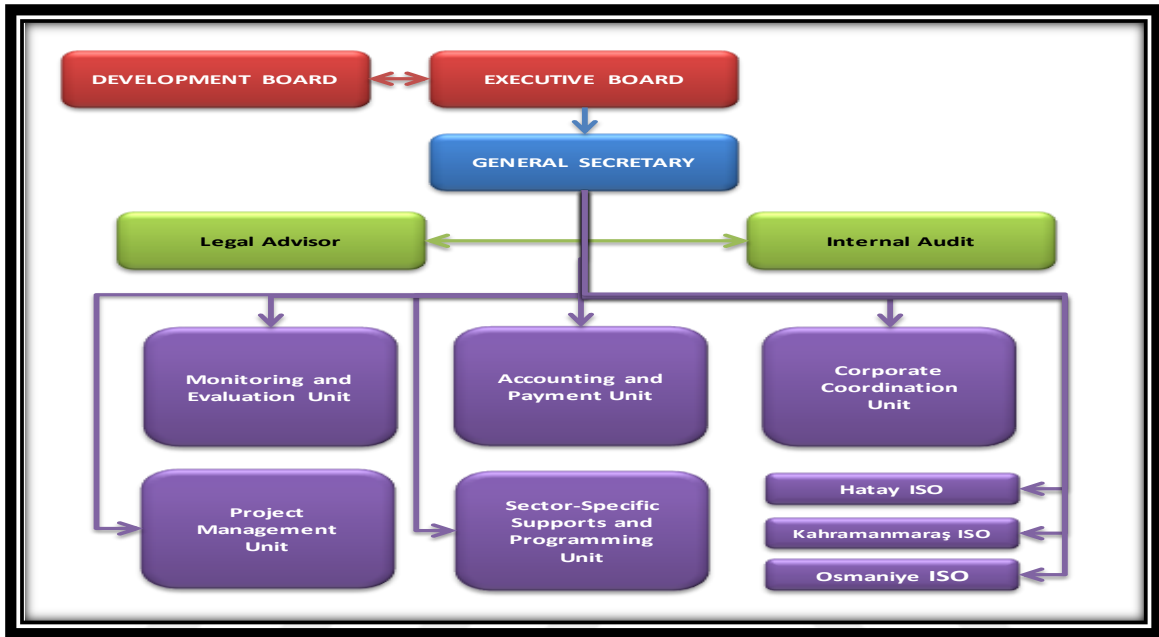
Its vision of becoming the leader region of Turkey and Middle East in Agriculture, Technology, Trade, Transportation and Tourism fields by improving the region's economical, social and democratic experience and protecting the natural and cultural environment, which was determined by the participation of Hatay, Kahramanmaraş and Osmaniye stakeholders, is leading all activities of DOGAKA. Having the mission of paving the way to economic and social development by mobilizing local potentials by means of innovation and entrepreneurial culture and bridging national and international public, private and non-governmental organizations, DOGAKA, with its stakeholders with whom it has always acted together in planning and implementation processes and also flexible personnel structure that blends motivation and experience, undertakes a key role in the development of Eastern Mediterranean Region. Participation, Innovation, Transparency, Accessibility, Efficiency, Objectiveness, Flexibility, Environmental Awareness, Solution Orientation and Positive Discrimination in favor of disadvantaged groups are the eminent values of DOGAKA ³¹.

Sectors stated in the vision of DOGAKA are mainly related with its economic fields of activity in the region. The aim is becoming the leader region in these fields. It can be claimed that these aims not so difficult because these sectors are crucial for this region and have strong roots and historical background for centuries. With this vision, mission of Agency is crucial and corresponds with governance and new public management approach.

The organization structure of DOGAKA consists of Executive Board, Development Board, Office of Secretary General and Investment Support Offices. Office of Secretary General consists of 5 units as Sector-Specific Supports and Programming Unit, Project

Management Unit, Monitoring and Evaluation Unit, Accounting and Payment Unit, Corporate Coordination Unit. There are also staffs for Legal Advisor and Internal Audit.

Figure 4: Organizational Structure of DOGAKA



Source: DOGAKA, Corporate Structure, retrieved from <http://eng.dogaka.gov.tr/Corporate.asp?C=3&Corporate=corporate-structure>

Onur YILDIZ, who is the Secretary-General of DOGAKA, states that DOGAKA has been working non-stop for fulfilling their own goal of regional development according to the Regional Plan since its establishment. According to this framework, for supporting the development projects in the region, DOGAKA has been carrying on financial and technical support programs, sector-specific or thematic researches and strategic plans and also training and briefing programs for government agencies and SME's. He indicates that there have been 14 Call for Proposals with SODES Programs that had about **107.8 million TRY** fund in total between 2010 and 2015. In this sense, **762** successful projects in terms of CfP and SODES were implemented since 2010. Moreover, 44 successful projects with 1.9 million TRY budget were supported in terms of Direct Activity Support Programs and **369** successful projects with 1.5 million TRY budget were implemented in terms of Technical Support Programs since 2010. Thus, in total 1.175 projects have been funded with a total of 111.24 million TRY budget between 2010 and 2015.

4.1.1. Executive Board

Executive Board, which is the decision-making body of Eastern Mediterranean Development Agency, consists of Hatay, Kahramanmaraş and Osmaniye Governors, and Metropolitan Municipality Mayors of Hatay and Kahramanmaraş, Provincial Assembly President of Osmaniye as well as the chairmen of commerce and industry Chambers of these 3 cities. Executive Board convenes monthly in one of the cities in the TR63 region.

Legal duties and authorities of the Executive Board of DOGAKA are as follows:

- Accept annual work program and submit to the approval of Ministry of Development,
- Revise the budges within the year as per requirements,
- Approve annual financial report and finalized budget results,
- Make decisions on purchasing, selling and renting movable and immovable goods, and purchasing services,
- Send the semi-annual interim report and annual activity report to the Ministry of Development,
- Approve the agency budget and send it to the Ministry of Development,
- Approve offers related to supporting the programs, projects and activities presented by the office of secretary general and also aids to be made to persons and enterprises,
- Accept grants and donations made to the agency,
- Making decisions on hiring and firing personnel,
- Approve work units determined by the secretary general and distribution of work between these,
- Determine the secretary general and submit to the approval of Ministry of Development,
- Determine the boundary of secretary general's authorities in connection with purchasing, selling, renting of goods other than vehicles, and buying services.

In cases it sees necessary, the Executive Board may assign a part of the above-listed duties and authorities to the secretary general provided to clearly set forth the boundaries thereof. Necessary processes shall be carried out by the parties in the shortest time within this frame for the purpose of executing agency activities in a fast, effective and efficient way³².

List of Executive Board of DOGAKA:

- Ercan TOPACA (Governor of Hatay, Chairman)
- Mustafa Hakan GÜVENÇER (Governor of Kahramanmaraş, Vice Chairman)
- Kerem AL (Governor of Osmaniye, Member)
- Assist. Prof. Dr. Lütfü SAVAŞ (Mayor of Hatay, Member)
- Fatih Mehmet ERKOÇ (Mayor of Kahramanmaraş, Member)
- Kadir KARA (Mayor of Osmaniye, Member)
- Nuh KARA (President of Osmaniye Provincial Assembly, Member)
- Hikmet ÇİNÇİN (Chairman of Antakya Commerce and Industry Chamber, Member)
- Kemal KARAKÜÇÜK (Chairman of Kahramanmaraş Commerce and Industry Chamber, Member)
- Murat Teke (Chairman of Osmaniye Commerce and Industry Chamber, Member)

In the interview made with Erol OHTAMIŞ, the head of Department of European Union Economic and Social Cohesion at Ministry of Development, he stated that there are workings on legislation for amendments of Development Board as well as executive boards of Development Agencies. It is also indicated at the 37. action in the 2016 Action Plan of the 64. Government of Turkey as improving administrative, supervisory and financial structures of Development Agencies³³.

There are also workings for amending structure of Executive Board of DAs. The number of members of Executive Board decreased in the regions which its some provinces have metropolitan municipalities with the law numbered 6360. When the municipality becomes metropolitan municipality, provincial special administration in this province is closed. Therefore; membership of the president of Provincial Assembly is annulled in the Executive Board that composed of metropolitan municipalities. It is thought that CSOs are involved to executive board instead of provincial assembly. This regulation is planned for all regions. There are different models for this regulation but it should be submitted to the

Turkish Grand National Assembly until June as stated in 2016 Action Plan of 64. Government. Therefore, it can be claimed that the list of Executive Board of DOGAKA will be changed after these regulations.

4.1.2. Development Board

Development Board, which is the advisory body of Eastern Mediterranean Development Agency, consists of 100 representatives from public entities, local administrations, universities and civil society organizations determined upon the proposal of Hatay, Kahramanmaraş and Osmaniye Governorates. Development Board convenes at least two times a year.

Legal duties and authorities of the Development Board of DOGAKA are as follows:

- a) Discuss and evaluate the annual activity and internal auditing reports of the agency and make recommendations to the Executive Board,
- b) Make recommendations to the Executive Board on problems, solution suggestions, promotion, potential and priorities of the region,
- c) Reporting meeting minutes to the Ministry of Development and to publish a conclusion notice in connection with the meeting.

Development Board works actively and intensely to prepare particularly the regional development strategy as to bring out the potentials of the region and use it effectively and efficiently for the development of the region, provide reasonable and effective solutions for regional problems, and to present a powerful perspective for the future of the region. It gets the opinions and suggestions of all sections of the society in the region at the maximum level by employing sub-commission and similar mechanisms during execution of these works³⁴.

Table 14: Institutions Represented in the Development Board of DOGAKA

Region	No.	Province	Institutions Represented in Development Board of DOGAKA
TR63	1	Hatay	Hatay Provincial Directorate for Planning and Coordination
TR63	2	Hatay	Hatay Provincial Directorate for Food, Agriculture and Livestock

TR63	3	Hatay	Hatay Provincial Directorate for Family and Social Policies
TR63	4	Hatay	Hatay Provincial Directorate for Small and Medium Sized Enterprises Development Organization (KOSGEB) Service Center
TR63	5	Hatay	Hatay Provincial Directorate of National Education
TR63	6	Hatay	Hatay Provincial Directorate for Labor and Work
TR63	7	Hatay	Hatay Provincial Directorate for Youth Services and Sports
TR63	8	Hatay	Mustafa Kemal University
TR63	9	Hatay	Hatay Provincial Directorate for Culture and Tourism
TR63	10	Hatay	Turkish Statistics Institution, Hatay Regional Directorate
TR63	11	Hatay	Dörtöyl District Governorship
TR63	12	Hatay	Erzin District Governorship
TR63	13	Hatay	Iskenderun District Governorship
TR63	14	Hatay	Kumlu District Governorship
TR63	15	Hatay	Antakya Municipality
TR63	16	Hatay	Iskenderun Municipality
TR63	17	Hatay	Samandağ Municipality
TR63	18	Hatay	Dörtöyl Municipality
TR63	19	Hatay	Kırıkhan Municipality
TR63	20	Hatay	Dörtöyl Association of Entrepreneur Businessmen
TR63	21	Hatay	Hatay Association of Young Businessmen
TR63	22	Hatay	Hatay Association of Women Entrepreneurs
TR63	23	Hatay	Hatay Association of Industrialists and Businessmen
TR63	24	Hatay	Association for the Protection of Producers, Factories and Operators of Olive and Olive Oil
TR63	25	Hatay	Mediterranean Exporters Union, Antakya Liaison Office
TR63	26	Hatay	Antakya Regional Directorate of Organized Industry
TR63	27	Hatay	Antakya Chamber of Agriculture

TR63	28	Hatay	Antakya Commodity Exchange
TR63	29	Hatay	Antakya Chamber of Shoemakers
TR63	30	Hatay	Hatay Chamber of Architects
TR63	31	Hatay	Iskenderun 1st Organized Industrial Zone
TR63	32	Hatay	Iskenderun Chamber of Commerce and Industry
TR63	33	Hatay	Dörtyol Chamber of Commerce and Industry
TR63	34	Hatay	Union of Chamber of Merchants and Craftsmen
TR63	35	Hatay	Hatay Journalists Association
TR63	36	Hatay	Hatay Volunteers 2006 Association
TR63	37	Hatay	Antakya Chamber of Carpenters and Lumbermen
TR63	38	Hatay	TOBB Hatay Council of Entrepreneur Women
TR63	39	Hatay	Gün TIR Uluslararası Taşımacılık İnşaat Turizm Ticaret A.Ş.
TR63	40	Hatay	Hatay Provincial Directorate for Science, Industry and Technology
TR63	41	Kahramanmaraş	Kahramanmaraş Metropolitan Municipality
TR63	42	Kahramanmaraş	Kahramanmaraş Provincial Directorate for Science, Industry and Technology
TR63	43	Kahramanmaraş	Kahramanmaraş Provincial Directorate for Culture and Tourism
TR63	44	Kahramanmaraş	Sütçü İmam University
TR63	45	Kahramanmaraş	TKDK Provincial Coordinatorship
TR63	46	Kahramanmaraş	Kahramanmaraş Provincial Directorate for Small and Medium Sized Enterprises Development Organization (KOSGEB) Service Center
TR63	47	Kahramanmaraş	Kahramanmaraş Organized Industrial Zone
TR63	48	Kahramanmaraş	Elbistan Municipality
TR63	49	Kahramanmaraş	Göksun Municipality
TR63	50	Kahramanmaraş	Pazarcık Municipality
TR63	51	Kahramanmaraş	Türkoğlu Municipality
TR63	52	Kahramanmaraş	Çağlayancerit Municipality
TR63	53	Kahramanmaraş	Nurhak Municipality

TR63	54	Kahramanmaraş	Kahramanmaraş Dulkadiroğlu Chamber of Agriculture
TR63	55	Kahramanmaraş	Kahramanmaraş Commodity Exchange
TR63	56	Kahramanmaraş	Elbistan Chamber of Commerce and Industry
TR63	57	Kahramanmaraş	Kahramanmaraş Union of Chamber of Merchants and Craftsmen
TR63	58	Kahramanmaraş	Kahramanmaraş City Council
TR63	59	Kahramanmaraş	Kahramanmaraş Association of Industrialists and Businessmen
TR63	60	Kahramanmaraş	Pazarcık-Narlı Association of Businessmen
TR63	61	Kahramanmaraş	Pazarcık-Narlı Association of Businessmen
TR63	62	Kahramanmaraş	Kahramanmaraş Chamber of Commerce and Industry
TR63	63	Kahramanmaraş	Lale Education and Culture Association
TR63	64	Kahramanmaraş	Andırın Union of Cherry Producers
TR63	65	Kahramanmaraş	Bar Presidency
TR63	66	Kahramanmaraş	Kahramanmaraş Chamber of Architects
TR63	67	Kahramanmaraş	Chamber of Independent Accountant Financial Advisors
TR63	68	Kahramanmaraş	Chamber of Agricultural Engineers
TR63	69	Kahramanmaraş	Association of Leader Businessmen (Kalida)
TR63	70	Kahramanmaraş	Association of Women Entrepreneurs
TR63	71	Kahramanmaraş	Gülbak Bakelite and Metal Co.Ltd.
TR63	72	Kahramanmaraş	Saften Metal Industry and Co. Inc.
TR63	73	Kahramanmaraş	Özdem Oil Co.Ltd.
TR63	74	Osmaniye	Osmaniye Provincial Special Administration
TR63	75	Osmaniye	Osmaniye Governorate, Provincial Directorate for Planning and Coordination
TR63	76	Osmaniye	Osmaniye Provincial Directorate for Food, Agriculture and Livestock
TR63	77	Osmaniye	Osmaniye Directorate of Science, Industry and Technology
TR63	78	Osmaniye	Osmaniye Provincial Directorate for Culture and Tourism
TR63	79	Osmaniye	Osmaniye Provincial Directorate for Labor and Work

TR63	80	Osmaniye	Osmaniye Provincial Directorate for Small and Medium Sized Enterprises Development Organization (KOSGEB) Service Center
TR63	81	Osmaniye	Osmaniye Provincial Directorate of National Education
TR63	82	Osmaniye	Korkut Ata University
TR63	83	Osmaniye	Bahçe District Governorship
TR63	84	Osmaniye	Düziçi District Governorship
TR63	85	Osmaniye	Kadirli District Governorship
TR63	86	Osmaniye	Osmaniye Municipality
TR63	87	Osmaniye	Düziçi Municipality
TR63	88	Osmaniye	Kadirli Municipality
TR63	89	Osmaniye	Sumbas Municipality
TR63	90	Osmaniye	Toprakkale Municipality
TR63	91	Osmaniye	Osmaniye Chamber of Commerce and Industry
TR63	92	Osmaniye	Osmaniye Commodity Exchange
TR63	93	Osmaniye	Kadirli Chamber of Commerce
TR63	94	Osmaniye	Osmaniye Union of Chamber of Merchants and Craftsmen
TR63	95	Osmaniye	Osmaniye Chamber of Agriculture
TR63	96	Osmaniye	Osmaniye Olive Producers Union
TR63	97	Osmaniye	Kadirli Commodity Exchange
TR63	98	Osmaniye	TUMSIAD Osmaniye Branch
TR63	99	Osmaniye	Osmaniye Entrepreneur Businessmen Association

Source: DOGAKA, Corporate Structure / Development Board <http://eng.dogaka.gov.tr/Corporate-detail.asp?C=3&Corporate=corporate-structure&CD=3&CorporateDetail=development-council>

As seen in this table, although the proportion of CSOs in Development Board is almost same with public sector as having about 42 percent, the most of CSOs in the council consist of professional organizations with public institution status as having about 60 percent. 35 percent of CSOs are associations and rest of them consists of unions in the Development Board. It can be expressed that foundations, Trade unions and cooperatives have not taken place in this council. The reason of this situation can be lack of corporate capacity of this institutions or their lack of interest to this council.

In the interview, Erol Ohtamiş states that effectivity of Development Boards depends region to region. There are some regions that participation of members are high and vice a versa. Moreover, the chairman of the Development Board can participate to meetings of executive board because there is no limitation for this issue in the legislation. This also creates positive effects for handling the subject of Development Board in Executive Board; however, in some regions it causes negative effects. It is seen that same standards for all regions are not suitable therefore; it is expected to found more flexible structures for each region.

4.2. Support Programs of DOGAKA

DOGAKA supports programs mainly consist of two main sections as financial and technical supports as stated in the article 2 of Development Agencies Project and Activity Supporting By-Law. Financial supports of DOGAKA are divided into two main groups as Direct Financial Support and Interest Support and Interest-free Credit Support as stated in legislation. However, Interest Support and Interest-free Credit Support have not been used by the DOGAKA like other Agencies because necessary technical substructures have not been founded yet. Therefore, main support programs of DOGAKA focus on Call for Proposals in terms of Direct Financial Support. Direct financial support which is implemented in 3 types (Call for Proposals, Guided Project Support and Direct Operational Support) involves non-repayable supports which are provided by the development agency generally upon call for proposals. On the other hand, with an exception, the agency can also provide Direct Activity Support and Guided Project Support without call for proposal in order to lessen its liabilities of project preparation or to manage the project preparation process itself.

In practice, call for proposals are called as financial support program although it is subtitle of financial support program. It can be confused therefore it should be analyzed carefully. DOGAKA has executed 11 Call for Proposals (CfP) between the years 2010-2015. There are 2 separate CfP in 2010 as Economic Progress Financial Support Program for both non-profit organizations and profit oriented institutions, and Social Progress Financial Support Program. Progress of Agro-Industries Financial Support Program and Progress of Tourism Infrastructure Financial Support Programs were issued in 2011. Beside these CfP in 2011,

Social Support Programs have been executed in DOGAKA between 2011 and 2014 as pilot Agency. Progress of Sustainable Production and Innovativeness Financial Support Programs are issued in 2012 and 2014. Reducing Intraregional Development Disparities Financial Support Program is issued in 2014 and 2016. Tourism Development Financial Support Program and Progress of Tourism Infrastructure Financial Support Program are issued in 2015. By the end of March 2016, DOGAKA issued 2016 financial Support Programs as Progress of Sustainable Production and Innovativeness Financial Support Program-3, Reducing Intraregional Development Disparities Financial Support Program-3, and Decreasing Dependency for Import and Increasing Export Financial Support Program. Moreover, technical support program and direct activity support programs has been executed each year since 2010.

Each Call for Proposals has different and concrete purposes. These purposes and detailed information about programs are explained in the guide for proposers which prepared for each program separately by Agency. For example, Reducing Intraregional Development Disparities Financial Support Program aims reducing the intra-regional differences in terms of development by supporting the districts that are under-developed compared to the other districts of the region. For determining these counties regional statistical data has been analyzed and 12 under-developed districts are determined. This program is one of the unique programs applied in TR63 region. The participation of CSOs to these Calls for Proposals is limited because these programs are mainly for profit oriented organizations. In some specific programs, it is stated that CSOs can also apply to get financial supports. In this sense, Social Progress Financial Support Program and Economic Progress Financial Support Program for both non-profit organizations in 2010, and Progress of Tourism Infrastructure Financial Support Program in 2015 were suitable for CSOs. There were not specific programs for CSOs between 2011 and 2014 because there were Social Support Program (SODES) executed by DOGAKA. Moreover, cooperatives and unions are mainly suitable project applicants for almost all programs because they are seen as profit-oriented rather than CSOs. In some programs, professional organizations with public institution status are also suitable project applicants rather than CSOs. This situation is one of the evidences for confusions on CSOs.

Other main programs of DOGAKA are Technical Support Program and Direct Activity Support Program issued each year and CSOs are suitable applicants for these programs.

The purpose of the Technical Support is to provide technical support to the operations of local actors which have importance for the regional development however, owing to the difficulties that have been encountered during preliminary and implementation stages due to lack of institutional capacity. Technical supports will be provided for training, contribution to program and project drafting, assigning ad-hoc experts, providing consultancy service, the institutional and capacity building activities such as lobbying and building international relations. The purpose of the Direct Activity Support Program is to support the research, planning, and feasibility practices which have critical importance for the sake of the development of the region. These programs are definitely helpful for development of corporate capacity of CSOs. The main issue is using these programs effectively by making plans rather than only making projects for advertising.

According to Oğuz ALİBEKİROĞLU, who is the head of Project Management Unit of DOGAKA, there are also training supports of Agency rather than technical support on the issues for international trade, project cycle management, incentives and supports, entrepreneurship, project writing, EU projects information meeting. Moreover, DOGAKA supports the regional actors by giving financial aid for fairs. For instance, they have supported the companies and government bodies both in national and international fairs such as SIAL Middle East, ITB Berlin and TEXTILLEGPROM for creating new markets, meeting with the possible partners and for observing the competitors fairs have an important role in trade.

4.2.1. Social Support Program of DOGAKA

SODES is social support program funded by the Ministry of Development with the aim of supporting projects conducted by the public institutions and CSOs in favor of disadvantaged groups of the society. This program mainly focuses on three aspects namely social inclusion, culture-art-sports and employment. SODES has first operated in 2008 in Southeastern Anatolia Region (GAP Region). In 2010 Eastern Anatolia Region (DAP Region) provinces were included to the program and the number of cities within the program increased to 25. In 2011, with the inclusion of 5 more cities to the program as pilot scheme cities, SODES became a program covering 30 cities. In 2013, 4 more cities were included into the program. Therefore, it has been executed in 34 cities at total by the governorships (MoD, 2013, p.1).

SODES Programme is emerged as a result of analysis and studies of economic and social problems in Turkey. It has two main positive sides. Firstly; it offers opportunities in the region for low income groups, women, youth and children to actively participate the social life. Secondly, it provides some social facilities to such groups like youth who have never been a movie in their life, children who have never play electronic games and women who have never trained to get a job (Kurtipek, 2012, p.21).

One of the aspects of SODES related to governance is its contributions to CSOs' capacity increase. In the context of SODES, central administration allocated budget not only to public institutions but also local administrations and CSOs which are important bridges between government and citizens (Kurtipek, 2012, pp.21-22).

With reference to Ministry of Development, SODES includes 3 titles under the names of employment, social inclusion and culture, art and sport.

✓ Within the projects prepared under the employment title, it is expected to increase employability, develop qualified labor force that meets the needs of city and region, increase technical knowledge and experience, facilitate the access of disadvantaged groups to employment and support the ones desiring to build their own business.

✓ By the projects prepared under the title of social inclusion, it is expected to reduce poverty, bringing the ones receiving social assistance to a level in which they will survive by themselves, increasing the quality of prioritized parts of the society like aged, handicapped, woman and children an increasing the quality of services provided to these groups.

✓ Under the last title, it is expected to develop artistic, cultural and sports events and direct children and youth to such kind of projects (Kurtipek, 2012, p.22).

Eastern Mediterranean Development Agency was selected "Pilot Agency" in 2011 in order to apply the Social Support Program (SODES). This program had endured until 2014 in DOGAKA. After experience of Development Agency, it is decided to continue SODES through Governorships in TR63 region as other regions.

In the interview made with Rıdvan Kurtipek, the head of Income Distribution and Social Inclusion Department at Ministry of Development, he states that DOGAKA executed SODES projects successfully until 2014. Although workings of DOGAKA for SODES projects are satisfied it is annulled due to political will. Minister of Development evaluated

that execution of SODES projects will be through governorships because governors both faced with the problems and the difficulties of projects directly and solved the problems. On the other hand, personal capacity, corporate structure and project focusing workings of Development Agencies provides execution of SODES projects successfully.

According to Nazmi TUTAR, who is the head of Monitoring and Evaluation Unit of DOGAKA and ex-coordinator of SODES executed in DOGAKA, SODES is human oriented program. Children, youths, women, the unemployed, the poor, the expatriated people and the individuals and groups living in shanty settlements of the cities, especially those who have difficulties in accessing the social opportunities are involved to scope of SODES. In this context, civil society organizations, professional organizations with public institution status, unions as well as public institutions are suitable project applicants for SODES.

It can be said that SODES is big opportunity for CSOs in terms of financial support for realizing their projects. However, evaluation processes of projects prepared by CSOs have been made carefully by the governorships. According to Executive Summary of Evaluation of Social Support Programme prepared by MoD, the experience of the organization which made the application and its ability to operate a project also play an important role during the evaluation process. Governorships highlight that with the rise of awareness about SODES, there is also an increase in the number of CSOs. However, in order to obviate malicious intentions, Governorships keep skeptical attitude towards newly established CSOs. Therefore, they prefer assigning projects to CSOs that have operated before. In other words, CSOs that have proved their institutional capacity have first priority (2013, p.8). It is also stated that CSOs are primarily appreciated for operating with the principle of voluntariness. This appears as an important dynamic in encouraging the support for CSOs. Despite the emergence of profit oriented CSOs, Governorships mostly observe that devoted performance of project coordinators plays an important role in motivating local dynamics (MoD, 2013, p.12).

According to interviews made with SODES project coordinators by MoD, SODES has positive impact on organizations as bringing a new vision to the organization, increasing the prestige and self-confidence of the organization, effectuating the objectives of the organizations and strengthening institutionalization. Moreover, the development, spread and the strengthening of CSOs in the city appear as an important function of SODES. The

only negative criticism that was brought by governorships towards organizations is the emergence of profit-oriented CSOs which are interested in earning financial gain (MoD, 2013, pp.18-19).

Rıdvan Kurtipek indicates that although the ratio in supported SODES projects of CSOs planned as 25% by the MoD, they have been supported about 30-33%. Therefore, SODES projects have contributed to increase institutional capacities of CSOs. Moreover, there has occurred increase in the number of CSOs which based on voluntariness causes more effectivity and output.

4.3. Proportional list of Civil Society Organizations supported by DOGAKA

In the following table, there is total project numbers of Supported CSO projects and their amounts. This table and detailed analysis also stated in the part 3 of this study.

Eastern Mediterranean Development Agency (DOGAKA)	Total Numbers of Supported Projects	Total Support Amount (TL)	Total Numbers of Supported CSO Projects	Total Support Amount for CSO Projects (TL)	Total Budget of CSO Projects (TL)	The Rate of Supported CSOs Project Numbers	The Rate of Support Amounts of CSOs Project
Technical Support	362	1.396.837,23	77	328.060,96	328.060,96	0,21	0,23
Direct Activity Support	46	2.020.320,82	16	706.764,97	712.878,00	0,35	0,35
Financial Support (CfP)	329	76.383.016	15	2.721.337,22	5.018.428,32	0,05	0,04
Social Support (SODES)	442	33.444.289,93	119	7.941.021,86	7.941.021,86	0,27	0,24
Guided Project Support	1	1.789.058,25	0	0,00	0,00	0,00	0,00
TOTAL	1.180	115.033.522,45	227	11.697.185,01	14.000.389,14	0,19	0,10

According to data in this table; Eastern Mediterranean Development Agency (DOGAKA) have been one of the top three Agencies for supporting CSO projects in terms of project numbers by supporting 227 CSO projects. However, the rate of this among all projects is 0,19 in terms of project numbers and 0,10 in terms of project support amount by funding 11.697.185,01 TL. In this numbers, SODES projects undoubtedly had taken important place.

Moreover, there are list of CSOs in TR63 region have benefited supports of DOGAKA in the following table. In this table, CSOs which getting supports of SODES program are not included. In this sense, these CSOs stated in the following table are benefited supports of Direct Activity Program.

Table 15: The List of CSOs in TR63 Region Supported By DOGAKA

Antakya Chamber of Commerce and Industry
Hatay Young Businessmen Association
Education and Preservation of Mentally Challenged People Association
Mediterranean Fresh Fruits and Vegetables Exporters' Association
Dörtüyl Craftsmen Chamber
Kırıkhan Chamber of Commerce and Industry
Reyhanlı Commodity Exchange
Erzin Ernar Cooperative
Kahramanmaraş Chamber of Jewellers
Kahramanmaraş Social Assistance and Solidarity Foundation
Andırın Cherry Producers Union
Kahramanmaraş Commodity Exchange
Kahramanmaraş City Council
TÜMSİAD Kahramanmaraş Branch
Kahramanmaraş Chamber of Carpenter and Cabinet Makers
Kahramanmaraş Chamber of Commerce and Industry
Osmaniye Chamber of Commerce and Industry
Osmaniye Entrepreneur Businessmen Association
Kadirli Commodity Exchange
Osmaniye Union of Chamber of Merchants and Craftsmen
Osmaniye Social Assistance and Solidarity Foundation
Bahçe Chamber of Agriculture
Kadirli Chamber of Commerce
Osmaniye Solid Waste Disposal and Infrastructure Services Local Administration Union
Hatay Thalassemia and Sickle-Cell Anemia Association
Kadirli Union of Village Delivery Service
Hatay Businessmen and Bureaucrats Association
Hatay Social Assistance and Solidarity Foundation
Elbistan Chamber of Commerce and Industry
Kadirli Entrepreneur Businessmen Association
Samandağ Environment Protection and Tourism Association
Kahramanmaraş Industrialists and Businessmen Association
Osmaniye Development Association

Source: DOGAKA

4.4. Scope of Survey and Interviews

In the scope of this thesis, the survey and interviews have been made. The author of this study interviewed with 25 people who are authorized on RDAs and CSOs. The list of interviews is given in appendix-1 of this study. 6 questions in the interview were asked to see perspectives of these authorities on RDAs and CSOs as well as their relations. Their important views were given in various related parts of this study. Moreover, the survey was made with 100 people who are the representatives of CSOs in TR63 Region and authorities on Development Agencies. There are 18 questions in the survey also attached in appendix-3. The main purpose of this survey is seeing both the situation of Development Council and Executive Board of Development Agencies, and the relations between CSOs and DAs in terms of support and cooperation. In the following tables, there are results of each question in this survey by using SPSS. The results of each question are stated in the province and sector cross tables, the total results are also same with frequency tables. Therefore, the frequencies of questions are given together with the total column in the province cross tabulations.

1. Development Council is important platform for discussing the problems of TR63 Region and solving these problems. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaras	Osmaniye	
Agree	27	21	6	54
Neutral	16	8	15	39
Disagree	0	0	7	7
Total	43	29	28	100

54 percent of participants agree that “Development Council is important platform for discussing the problems of TR63 Region and solving these problems.” In this sense, it can be claimed that there are not strong belief for Development Council to solve the problems of the region. The rate of being neutral also is so high as having 39 percent. In terms of province crosstabulation; although 7 percent of participants from Osmaniye disagree with this statement, 27 percent of participants from Hatay and 21 percent from Kahramanmaraş agree with this.

1. Development Council is important platform for discussing the problems of TR63 Region and solving these problems. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	29	4	21	54
Neutral	15	2	22	39
Disagree	0	2	5	7
Total	44	8	48	100

In terms of sector crosstabulation; 29 percent of participants from civil society sector and 21 percent from public sector agree with this statement. On the other hand, 5 percent of participants from public sector and 2 percent from private sector, disagree with this.

2. The representation of institutions in Development Council is important. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaras	Osmaniye	
Agree	34	21	13	68
Neutral	9	6	11	26
Disagree	0	2	4	6
Total	43	29	28	100

68 percent of the participants agree with the statement of the representation of institutions in Development Council is important. In this sense, this rate can be seen as positive because it can be associated with adoption. In terms of province crosstabulation; although 2 percent of participants from Kahramanmaraş, and 4 percent of Osmaniye disagree with this statement, 27 percent of participants from Hatay and 21 percent from Kahramanmaraş agree with this.

2. The representation of institutions in Development Council is important. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	34	5	29	68
Neutral	8	3	15	26
Disagree	2	0	4	6
Total	44	8	48	100

In terms of sector crosstabulation; although 2 percent of participants from civil society and 4 percent from Public sector disagree with this statement, 34 percent of participants from civil society and 29 percent from public sector agree with this.

3. Which sector is most active in Development Council? * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaras	Osmaniye	
Civil Society	5	4	5	14
Private	6	2	1	9
Public	32	23	22	77
Total	43	29	28	100

Although there is almost equal participation of CSOs and public sector in Development Council, 77 percent of the participants of survey think that public sector is more active in the Council. In terms of province crosstabulation; 32 percent of participants from Hatay, 23 percent from Kahramanmaraş and 22 percent from Osmaniye thinks that public sector is more active in Development Council of the Agency.

3. Which sector is most active in Development Council? * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Civil society	3	1	10	14
Private	5	0	4	9
Public	36	7	34	77
Total	44	8	48	100

In terms of sector crosstabulation; 36 percent of participants from civil society sector and 34 percent from public sector think that public sector is the most active sector in the Development Council.

4. Which sector is the most active in Executive Board of Development Agencies? * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaraş	Osmaniye	
Civil society	2	0	2	4
Private	5	0	0	5
Public	36	29	26	91
Total	43	29	28	100

91 percent of the participants think that public sector is the most active in Executive Board of Development Agencies. It is actually too high rate for public sector. In this sense, professional organizations with public institution status are thought as public by the participants. In terms of province crosstabulation; 36 percent of participants from Hatay, 29 percent of participants from Kahramanmaraş and 26 percent of participants from Osmaniye thinks that public sector is dominant in Executive Board.

4. Which sector is the most active in Executive Board of Development Agencies? * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Civil society	4	0	0	4
Private	4	0	1	5
Public	36	8	47	91
Total	44	8	48	100

In terms of sector crosstabulation; 36 percent of participants from civil society sector and 47 percent of participants from public sector think that public sector is the most active in Executive Board of Development Agencies.

5. Biannual meetings of Development Council are adequate. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaraş	Osmaniye	
Agree	22	19	22	63
Disagree. It should be once in a year	2	0	0	2
Disagree. It should be each months in a year.	1	0	0	1
Disagree. It should be 3 times in a year.	3	1	1	5
Disagree. It should be 4 times in a year.	14	9	5	28
Disagree. It should be 6 times in a year.	1	0	0	1
Total	43	29	28	100

Mainly the participants of survey think that biannual of meetings of Development Council of Development Agencies is enough. However, 28 percent of the participants offer that it should be 4 times in a year. In terms of province crosstabulation; 22 percent of participants from Hatay, 19 percent of participants from Kahramanmaraş and 22 percent from Osmaniye agree with this statement.

5. Biannual meetings of Development Council are adequate. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	24	7	32	63
Disagree. It should be once in a year	1	0	1	2
Disagree. It should be each months in a year.	1	0	0	1
Disagree. It should be 3 times in a year.	4	0	1	5
Disagree. It should be 4 times in a year.	13	1	14	28
Disagree. It should be 6 times in a year.	1	0	0	1
Total	44	8	48	100

In terms of sector crosstabulation; 24 percent of participants from civil society sector, 7 percent of participants from private sector and 32 percent of participants from public sector agree with this statement.

6. How long can meetings of Development Council continue? * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaras	Osmaniye	
Half day	3	3	4	10
1 day	17	7	18	42
2 days	21	19	6	46
3 days	1	0	0	1
5 days	1	0	0	1
Total	43	29	28	100

46 percent of the participants think that the duration of the meetings of Development Council should be 2 days. On the other hand, 42 percent think that one day is enough for meetings. In terms of province crosstabulation; 21 percent of participants from Hatay, 19

percent of participants from Kahramanmaraş and 6 percent of participants from Osmaniye think that the duration of the meetings of Development Council should be 2 days.

6. How long can meetings of Development Council continue? * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Half day	7	0	3	10
1 day	15	3	24	42
2 days	20	5	21	46
3 days	1	0	0	1
5 days	1	0	0	1
Total	44	8	48	100

In terms of sector crosstabulation; 20 percent of participants from civil society sector and 21 percent of participants from public sector think that the duration of the meetings of Development Council should be 2 days. On the other hand, 24 percent of participants from public sector think that it should be done in a day.

7. Support for the meetings of Development Council by the Agency is adequate. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaras	Osmaniye	
Agree	39	28	25	92
Disagree	4	1	3	8
Total	43	29	28	100

Mainly all participants think that support of Development Agency for the meetings of Development Council is adequate. In terms of province crosstabulation; 39 percent of participants from Hatay, 28 percent of participants from Kahramanmaraş and 25 percent of participants from Osmaniye think that the support for the meeting of Development Council by the Agency is adequate.

7. Support for the meetings of Development Council by the Agency is adequate. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	40	8	44	92
Disagree	4	0	4	8
Total	44	8	48	100

In terms of sector crosstabulation; 40 percent of participants from civil society sector and 44 percent of participants from public sector think that the support for the meeting of Development Council by the Agency is adequate.

8. The number of members of Development Council is adequate. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaraş	Osmaniye	
Agree	35	26	26	87
Disagree	3	3	2	8
Disagree. It should be 35-40 members.	1	0	0	1
Disagree. It should be 50 members.	2	0	0	2
Disagree. It should be at least 60 members for each province.	1	0	0	1
Disagree. It should be increased by adding Presidents of Industrial	1	0	0	1
Total	43	29	28	100

87 percent of the participants of survey think that the number of members of Development Council is adequate. However, there are also views to decrease number of memberships of Council and regulate membership for each cities of the region. In terms of province crosstabulation; 35 percent of participants from Hatay, 26 percent of participants from Kahramanmaraş and Osmaniye think that the number of members of Development Council is adequate.

8. The number of members of Development Council is adequate. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	39	7	41	87
Disagree	3	1	4	8
Disagree. It should be 35-40 members.	0	0	1	1
Disagree. It should be 50 members.	1	0	1	2
Disagree. It should be at least 60 members for each province.	0	0	1	1
Disagree. It should be increased by adding Presidents of Industrial Zones and international NGOs.	1	0	0	1
Total	44	8	48	100

In terms of sector crosstabulation; 39 percent of participants from civil society sector and 41 percent of participants from public sector think that the number of members of Development Council is adequate.

9. There are some institutions which should be situated in Development Council, although they are not members of it. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaraş	Osmaniye	
Agree	7	11	13	31
Agree. Consultant firms can be in the Development Council.	0	1	0	1
Agree. Cooperatives and Unions and private companies should be in the Development Council.	1	0	0	1
Agree. Presidents of industrial zones and representatives of international NGOs should be in the Development Council.	1	0	0	1
Agree. Private companies should be increased.	1	1	1	3
Agree. Security directors of the each province should be in the Development Council.	1	0	0	1
Agree. The all of the members of Executive Board should be in the Development Council.	1	0	0	1
Agree. TUMSIAD Hatay, Kahramanmaraş and Osmaniye should be in the Development Council.	1	0	0	1
Disagree	30	16	14	60
Total	43	29	28	100

Although 60 percent of participants for survey think that the current members of Development Council should go on, almost 30 percent think that the members of Council

should be changed. In this sense, there are some views to include project consultant firms, international NGOs, presidents of industrial zones, security directors of the cities in region, and all members of executive board of Agencies to the Development Council. In terms of province crosstabulation; 30 percent of participants from Hatay, 16 percent of participants from Kahramanmaraş and 14 percent of participants from Osmaniye disagree with this statement.

9. There are some institutions which should be situated in Development Council, although they are not members of it. *				
Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	4	7	20	31
Agree. Consultant firms can be in the Development Council.	0	0	1	1
Agree. Cooperatives and Unions and private companies should be in the Development Council.	0	0	1	1
Agree. Presidents of industrial zones and representatives of international NGOs should be in the Development Council.	1	0	0	1
Agree. Private companies should be increased.	0	1	2	3
Agree. Security directors of the each province should be in the Development Council.	0	0	1	1
Agree. The all of the members of Executive Board should be in the Development Council.	0	0	1	1
Agree. TUMSIAD Hatay, Kahramanmaraş and Osmaniye should be in the Development Council.	1	0	0	1
Disagree	38	0	22	60
Total	44	8	48	100

In terms of sector crosstabulation; 38 percent of participants from civil society and 22 percent of participants from public sector disagree with this statement.

10. Although there are important missions for CSOs in the founding legislation of Development Agencies, CSOs have been in shadow of public and private sector. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaras	Osmaniye	
Agree	32	23	24	79
Neutral	9	5	3	17
Disagree	2	1	1	4
Total	43	29	28	100

79 percent of participants agree that although there are important missions for CSOs in the founding legislation of Development Agencies, they have been in shadow of public and private sector. 17 percent of them are neutral for this statement. In terms of province crosstabulation; 32 percent of participants from Hatay, 23 percent of participants from Kahramanmaraş and 24 percent of participants from Osmaniye agree with this statement.

10. Although there are important missions for CSOs in the founding legislation of Development Agencies, CSOs have been in shadow of public and private sector. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	28	7	44	79
Neutral	13	1	3	17
Disagree	3	0	1	4
Total	44	8	48	100

In terms of sector crosstabulation; 28 percent of participants from civil society sector, 44 percent of participants from public sector and 7 percent of participants from private sector agree with this statement.

11. The rate of benefiting of CSOs by supports of RDAs is less than public and private sector. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaraş	Osmaniye	
Agree	28	24	24	76
Neutral	12	4	4	20
Disagree	3	1	0	4
Total	43	29	28	100

76 percent of the participants agree with the statement of the rate of benefiting of CSOs by supports of RDAs is less than public and private sector. 20 percent of them are neutral for this statement. In terms of province crosstabulation; 28 percent of participants from Hatay, 24 percent of participants from Kahramanmaraş and 24 percent of participants from Osmaniye agree with this statement.

11. The rate of benefiting of CSOs by supports of RDAs is less than public and private sector. *				
Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	29	5	42	76
Neutral	14	0	6	20
Disagree	1	3	0	4
Total	44	8	48	100

In terms of sector crosstabulation; 29 percent of participants from civil society sector, 5 percent of participants from private sector and 42 percent of participants from public sector agree with this statement.

12. What kind of Civil Society Organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum) Associations * Province Crosstabulation					
		Province			Total
		Hatay	Kahramanmaras	Osmaniye	
Associations	1. Minimum	7	2	3	12
	2. Few	9	4	4	17
	3. Average	10	5	6	21
	4. Many	12	7	8	27
	5. Maximum	5	11	7	23
Total		43	29	28	100

Question twelve has been separated for each type of CSOs. In this sense, half of the participants think that associations are benefiting supports of Development Agencies at maximum or many levels. In terms of province crosstabulation; 17 percent of participants from Hatay, 18 percent of participants from Kahramanmaraş and 15 percent of participants from Osmaniye think that associations are benefiting supports of Development Agencies at maximum or many levels.

12. What kind of Civil Society Organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum) Associations * Sector Crosstabulation					
		Sector			Total
		Civil society	Private	Public	
Associations	1. Minimum	9	0	3	12
	2. Few	6	0	11	17
	3. Average	12	0	9	21
	4. Many	11	4	12	27
	5. Maximum	6	4	13	23
Total		44	8	48	100

In terms of sector crosstabulation; 17 percent of participants from civil society sector, 8 percent of participants from private sector and 25 percent of participants from public sector think that associations are benefiting supports of Development Agencies at maximum or many levels.

12. What kind of Civil Society Organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum) Foundations * Province Crosstabulation					
		Province			Total
		Hatay	Kahramanmaras	Osmaniye	
Foundations	1. Minimum	8	5	2	15
	2. Few	22	13	17	52
	3. Average	9	5	6	20
	4. Many	2	5	3	10
	5. Maximum	2	1	0	3
Total		43	29	28	100

The rate of foundations for benefiting supports of DAs is so low. In this sense, almost half of the participants think that they are benefiting at few level. In terms of province crosstabulation; 22 percent of participants from Hatay, 13 percent of participants from

Kahramanmaraş and 17 percent of participants from Osmaniye think that foundations are benefiting supports of Development Agencies at few levels.

12. What kind of Civil Society Organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum) Foundations* Sector Crosstabulation					
		Sector			Total
		Civil society	Private	Public	
Foundations	1. Minimum	6	1	8	15
	2. A little minimum	26	6	20	52
	3. Neutral	7	1	12	20
	4. A little maximum	5	0	5	10
	5. Maximum	0	0	3	3
Total		44	8	48	100

In terms of sector crosstabulation; 26 percent of participants from civil society sector, 6 percent of participants from private sector and 20 percent of participants from public sector think that foundations are benefiting supports of Development Agencies at little minimum level.

12. What kind of Civil Society Organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum) Cooperatives * Province Crosstabulation					
		Province			Total
		Hatay	Kahramanmaras	Osmaniye	
Cooperatives	1. Minimum	16	9	12	37
	2. A little minimum	10	8	10	28
	3. Neutral	12	10	6	28
	4. A little maximum	5	1	0	6
	5. Maximum	0	1	0	1
Total		43	29	28	100

Participants of the survey also think that cooperatives do not benefit from supports of DAs at high levels. Cooperatives are also low rated. In terms of province crosstabulation; 38 percent of participants from Hatay, 27 percent of participants from Kahramanmaraş and 28 percent of participants from Osmaniye think that cooperatives are not benefiting supports of Development Agencies at maximum levels.

12. What kind of Civil Society Organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum) Cooperatives * Sector Crosstabulation					
		Sector			Total
		Civil society	Private	Public	
Cooperatives	1. Minimum	18	1	18	37
	2. Few	8	5	15	28
	3. Average	17	2	9	28
	4. Many	1	0	5	6
	5. Maximum	0	0	1	1
Total		44	8	48	100

In terms of sector crosstabulation; 18 percent of participants from civil society sector and 18 percent of participants from public sector think that cooperatives are benefiting supports of Development Agencies at minimum level.

12. What kind of Civil Society Organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum) Unions * Province Crosstabulation					
		Province			Total
		Hatay	Kahramanmaras	Osmaniye	
Unions	1. Minimum	13	8	6	27
	2. Few	9	12	15	36
	3. Average	11	6	5	22
	4. Many	7	2	2	11
	5. Maximum	3	1	0	4
Total		43	29	28	100

Most of the participants consider that unions are also low supported by DAs. In terms of province crosstabulation; 33 percent of participants from Hatay, 26 percent of participants

from Kahramanmaraş and Osmaniye think that unions are not also benefiting supports of Development Agencies at maximum levels.

12. What kind of Civil Society Organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum) Unions * Sector Crosstabulation					
		Sector			Total
		Civil society	Private	Public	
Unions	1. Minimum	8	1	18	27
	2. Few	15	6	15	36
	3. Average	10	1	11	22
	4. Many	7	0	4	11
	5. Maximum	4	0	0	4
Total		44	8	48	100

In terms of sector crosstabulation; 33 percent of participants from civil society sector and 44 percent of participants from public sector think that unions are not benefiting supports of Development Agencies at maximum levels.

12. What kind of Civil Society Organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum) Professional Org.with Public instit. Status * Province Crosstabulation					
		Province			Total
		Hatay	Kahramanmaras	Osmaniye	
Professional Org.with Public instit. Status	1. Minimum	3	3	1	7
	2. Few	0	2	1	3
	3. Average	14	7	6	27
	4. Many	14	10	10	34
	5. Maximum	12	7	10	29
Total		43	29	28	100

Professional organizations with public institution status are thought as more supported by DAs. In this sense, more than 50 percent of the participants for survey think that they are

supported at many and maximum levels. In terms of province crosstabulation, 26 percent of participants from Hatay, 17 percent of participants from Kahramanmaraş and 20 percent of participants from Osmaniye think that professional organizations with public institution status are benefiting supports of Development Agencies at maximum levels.

12. What kind of Civil Society Organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum) Professional Org.with Public instit. Status * Sector Crosstabulation					
		Sector			Total
		Civil society	Private	Public	
Professional Org.with Public instit. Status	1. Minimum	1	0	6	7
	2. Few	1	0	2	3
	3. Average	13	4	10	27
	4. Many	15	3	16	34
	5. Maximum	14	1	14	29
Total		44	8	48	100

In terms of sector crosstabulation, 29 percent of participants from civil society sector and 30 percent of participants from public sector think that professional organizations with public institution status are benefiting supports of Development Agencies at maximum levels.

13. The representation of CSOs by only the Professional organizations with public institution status in Executive Board is inadequate. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaras	Osmaniye	
Agree	23	19	26	68
Neutral	15	4	1	20
Disagree	5	6	1	12
Total	43	29	28	100

68 percent of the participants agree with the statement of the representation of CSOs by only a professional organization with public institution status in Executive Board is

inadequate. On the other hand, only 12 percent of them disagree with this view. In terms of province crosstabulation, 23 percent of participants from Hatay, 19 percent of participants from Kahramanmaraş and 26 percent of participants from Osmaniye agree with this statement.

13. The representation of CSOs by only the Professional organizations with public institution status in Executive Board is inadequate. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	28	5	35	68
Neutral	10	0	10	20
Disagree	6	3	3	12
Total	44	8	48	100

In terms of sector crosstabulation, 28 percent of participants from civil society sector and 35 percent of participants from public sector agree with this statement.

14. Development Agencies should provide more support for the improvement of CSOs. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaraş	Osmaniye	
Agree	36	24	26	86
Neutral	7	5	2	14
Total	43	29	28	100

86 percent of the participants of survey agree that Development Agencies should provide more support for the improvement of CSOs. In terms of province crosstabulation, 36 percent of participants from Hatay, 24 percent of participants from Kahramanmaraş and 26 percent of participants from Osmaniye agree with this statement.

14. Development Agencies should provide more support for the improvement of CSOs. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	33	8	45	86
Neutral	11	0	3	14
Total	44	8	48	100

In terms of sector crosstabulation, 33 percent of participants from civil society sector and 45 percent of participants from public sector agree with this statement.

15. The effectivity of CSOs in the Executive Board of Development Agencies should be improved. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaras	Osmaniye	
Agree	35	20	25	80
Neutral	7	8	2	17
Disagree	1	1	1	3
Total	43	29	28	100

80 percent of the participants agree with the statement of the effectivity of CSOs in the Executive Board of Development Agencies should be improved. In terms of province crosstabulation, 35 percent of participants from Hatay, 20 percent of participants from Kahramanmaraş and 25 percent of participants from Osmaniye agree with this statement.

15. The effectivity of CSOs in the Executive Board of Development Agencies should be improved. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	35	4	41	80
Neutral	7	4	6	17
Disagree	2	0	1	3
Total	44	8	48	100

In terms of sector crosstabulation, 35 percent of participants from civil society sector and 41 percent of participants from public sector agree with this statement.

16. The perception of CSOs in Development Agencies should be increased more than Associations and Foundations. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaraş	Osmaniye	
Agree	27	24	22	73
Neutral	11	3	4	18
Disagree	5	2	2	9
Total	43	29	28	100

73 percent of the participants thinks that the perception of CSOs in Development Agencies are composed of associations and foundations, in this sense, they are agree with the statement of increasing the perception of CSOs more than associations and foundations. In terms of province crosstabulation, 27 percent of participants from Hatay, 24 percent of participants from Kahramanmaraş and 22 percent of participants from Osmaniye agree with this statement.

16. The perception of CSOs in Development Agencies should be increased more than Associations and Foundations. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	25	8	40	73
Neutral	12	0	6	18
Disagree	7	0	2	9
Total	44	8	48	100

In terms of sector crosstabulation, 25 percent of participants from civil society sector and 40 percent of participants from public sector agree with this statement.

17. The new regulations should be made to get support of Cooperatives and Unions in terms of CSOs from RDAs. * Province Crosstabulation				
	Province			Total-Frequency
	Hatay	Kahramanmaraş	Osmaniye	
Agree	29	23	27	79
Neutral	14	6	1	21
Total	43	29	28	100

79 percent of the participants agree with the statement of the new regulations should be made for getting support of cooperatives and unions in terms of CSOs by DAs. In terms of province crosstabulation; 29 percent of participants from Hatay, 23 percent of participants from Kahramanmaraş and 27 percent of participants from Osmaniye agree with this statement.

17. The new regulations should be made to get support of Cooperatives and Unions in terms of CSOs from RDAs. * Sector Crosstabulation				
	Sector			Total
	Civil society	Private	Public	
Agree	30	6	43	79
Neutral	14	2	5	21
Total	44	8	48	100

In terms of sector crosstabulation, 30 percent of participants from civil society sector and 43 percent of participants from public sector agree with this statement.

18. Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum) Associations * Province Crosstabulation					
		Province			Total
		Hatay	Kahramanmaraş	Osmaniye	
Associations	1. Minimum	7	3	3	13
	2. Few	7	2	2	11
	3. Average	12	11	8	31
	4. Many	13	11	12	36
	5. Maximum	4	2	3	9
Total		43	29	28	100

In this question, participants scaled the types of CSOs in TR63 Region in terms of institutional capacity and effectivity. In this sense more than 50 percent of the participants think that associations are at average or many level by scaling 3 and 4. In terms of province crosstabulation; 29 percent of participants from Hatay, 24 percent of participants from Kahramanmaraş and 23 percent of participants from Osmaniye think that associations have average or more institutional capacity and effectivity in TR63 Region.

18. Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum) Associations * Sector Crosstabulation					
		Sector			Total
		Civil society	Private	Public	
Associations	1. Minimum	10	0	3	13
	2. Few	2	0	9	11
	3. Average	17	1	13	31
	4. Many	12	6	18	36
	5. Maximum	3	1	5	9
Total		44	8	48	100

In terms of sector crosstabulation; 32 percent of participants from civil society, 8 percent of participants from private sector and 36 percent of participants from public sector think that associations have average or more institutional capacity and effectivity in the Region.

18. Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum) Foundations * Province Crosstabulation					
		Province			Total
		Hatay	Kahramanmaraş	Osmaniye	
Foundations	1. Minimum	3	2	0	5
	2. Few	21	16	10	47
	3. Average	10	7	10	27
	4. Many	5	2	7	14
	5. Maximum	4	2	1	7
Total		43	29	28	100

Almost 50 percent of the participants think that foundations do not have much capacity and effectivity by scaling 2. In terms of province crosstabulation; 34 percent of participants from Hatay, 25 percent of participants from Kahramanmaraş and 20 percent of participants from Osmaniye think that foundations have average or less institutional capacity and effectivity in TR63 Region.

18. Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum) Foundations * Sector Crosstabulation					
		Sector			Total
		Civil society	Private	Public	
Foundations	1. Minimum	0	0	5	5
	2. Few	28	2	17	47
	3. Average	11	4	12	27
	4. Many	3	2	9	14
	5. Maximum	2	0	5	7
Total		44	8	48	100

In terms of sector crosstabulation; 39 percent of participants from civil society, 6 percent of participants from private sector and 34 percent of participants from public sector think that foundations have average or less institutional capacity and effectivity in TR63 Region.

18. Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum) Cooperatives * Province Crosstabulation					
		Province			Total
		Hatay	Kahramanmaraş	Osmaniye	
Cooperatives	1. Minimum	13	11	6	30
	2. Few	15	14	14	43
	3. Average	9	4	8	21
	4. Many	4	0	0	4
	5. Maximum	2	0	0	2
Total		43	29	28	100

Cooperatives are also low rated in terms of institutional capacity and effectivity. In this sense about 70 percent of the participants had low rate for cooperatives. In terms of province crosstabulation; 37 percent of participants from Hatay, 29 percent of participants from Kahramanmaraş and 28 percent of participants from Osmaniye think that cooperatives have average or less institutional capacity and effectivity in TR63 Region.

18. Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum) Cooperatives * Sector Crosstabulation					
		Sector			Total
		Civil society	Private	Public	
Cooperatives	1. Minimum	11	1	18	30
	2. Few	19	7	17	43
	3. Average	12	0	9	21
	4. Many	2	0	2	4
	5. Maximum	0	0	2	2
Total		44	8	48	100

In terms of sector crosstabulation; 42 percent of participants from civil society, 8 percent of participants from private sector and 44 percent of participants from public sector think

that cooperatives have average or less institutional capacity and effectivity in the Region.

18. Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum) Unions * Province Crosstabulation					
		Province			Total
		Hatay	Kahramanmaraş	Osmaniye	
Unions	1. Minimum	13	14	4	31
	2. Few	11	9	14	34
	3. Average	7	4	6	17
	4. Many	8	2	3	13
	5. Maximum	4	0	1	5
Total		43	29	28	100

Unions are also law rated like cooperatives. In this sense, 35 percent of the participants think that unions having average or more in terms of institutional capacity and effectivity. In terms of province crosstabulation; 34 percent of participants from Hatay, 27 percent of participants from Kahramanmaraş and 24 percent of participants from Osmaniye think that unions have average or less institutional capacity and effectivity in TR63 Region.

18. Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum) Unions * Sector Crosstabulation					
		Sector			Total
		Civil society	Private	Public	
Unions	1. Minimum	10	4	17	31
	2. Few	16	4	14	34
	3. Average	6	0	11	17
	4. Many	8	0	5	13
	5. Maximum	4	0	1	5
Total		44	8	48	100

In terms of sector crosstabulation; 32 percent of participants from civil society, 8 percent of participants from private sector and 42 percent of participants from public sector think that unions have average or less institutional capacity and effectivity in the Region.

18. Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum) Professional Org.with Public instit. Status * Province Crosstabulation					
		Province			Total
		Hatay	Kahramanmaras	Osmaniye	
Professional Org.with Public instit. Status	1. Minimum	3	0	0	3
	2. Few	2	3	2	7
	3. Average	9	6	7	22
	4. Many	12	13	10	35
	5. Maximum	17	7	9	33
Total		43	29	28	100

Professional organizations with public institution status are highly rated in terms of institutional capacity and effectivity in the region. In this sense more than 65 percent of the participants think that they are active at many or maximum level. In terms of province crosstabulation; 38 percent of participants from Hatay, 26 percent of participants from Kahramanmaraş and Osmaniye think professional organizations with public institution status have average or more institutional capacity and effectivity in TR63 Region.

18. Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum) Professional Org.with Public instit. Status * Sector Crosstabulation					
		Sector			Total
		Civil society	Private	Public	
Professional Org.with Public instit. Status	1. Minimum	0	0	3	3
	2. Few	1	1	5	7
	3. Average	10	3	9	22
	4. Many	12	0	23	35
	5. Maximum	21	4	8	33
Total		44	8	48	100

In terms of sector crosstabulation; 43 percent of participants from civil society, 7 percent of participants from private sector and 40 percent of participants from public sector think that professional organizations with public institution status have average or more institutional capacity and effectivity in TR63 Region.

4.5. Civil Society Organizations in TR63 Level 2 Region

There is dynamic and active civil society structure in TR63 region. It is more prominent in Hatay because of its cultural diversity. This dynamism of CSOs mainly has arisen from associations. Main scopes of activities of associations in TR63 region consist of sports activities, religious activities and social assistance and solidarity. There are also activities of associations on professional solidarity, societal, fraternal, cultural and health. However, financial difficulties, deficiencies on corporate capacity, problems on qualified personnel, and apathy of society affects activities of CSOs negatively. To solve these problems; enhancement on corporate capacity with qualified personnel and technology beside improvement project planning and implementing capacity and increasement on effects and awareness of them on society is important (DOGAKA, 2014, p.33).

When the active associations are analyzed in TR63 region composed of Hatay, Kahramanmaraş and Osmaniye; it can be seen that there are comparative superiority of Hatay as having 1.476 associations than Kahramanmaraş as having 1.040 and Osmaniye as having 628 active associations as of March 2016 ¹⁰.

With reference to DERBİS (information system of associations); there are 398 public benefit associations in Turkey. When public benefit associations as per provinces are analyzed in this system, it can be seen that there are 4 public benefit associations in Hatay and there are not any of them in Kahramanmaraş and Osmaniye. The name of these public benefit associations are Antakya Fight against Phthisis Association, Hatay Save the Children in Need of Protection Association, Iskenderun Charity and Protection Association, Iskenderun Fight against Phthisis Association¹¹.

Although there are not any community foundations in Kahramanmaraş and Osmaniye, there are 11 active community foundations in Hatay provinces¹⁶. These are given in the following table:

Table 16: Community foundations in Hatay:

1	The Poor Foundation of İskenderun Rum Orthodox Church
2	The Foundation of Antakya Rum Orthodox Church
3	The Foundation of Antakya Rum Catholic Church

4	The Foundation of Altınözü Tokaçlıköyü Rum Orthodox Church
5	The Foundation of Samandağı Rum Orthodox Church
6	The Foundation of İskenderun Arsuz Rum Orthodox Church
7	The Foundation of Altınözü Sarılar Quarter Rum Orthodox Church
8	The Foundation of İskenderun Karasun Manuk Armenian Catholic Church
9	The Foundation of Samandağı Vakıflı Village Armenian Orthodox Church
10	The Foundation of Antakya Jewish Synagogue
11	The Foundation of İskenderun Jewish Synagogue

Source: <http://www.vgm.gov.tr/sayfa.aspx?Id=89>

4.5.1. Main Functions

According to Ghaus-Pasha, civil society is seen as an increasingly important agent for promoting good governance like transparency, effectiveness, openness, responsiveness and accountability. civil society can further good governance, first, by policy analysis and advocacy; second, by regulation and monitoring of state performance and the action and behavior of public officials; third, by building social capital and enabling citizens to identify and articulate their values, beliefs, civic norms and democratic practices; fourth, by mobilizing particular constituencies, particularly the vulnerable and marginalized sections of masses, to participate more fully in politics and public affairs; and fifth, by development work to improve the wellbeing of their own and other communities (2004, p.3).

These roles can be ideals for CSOs in TR63 region because almost all of them have founded recently and have mainly institutionalization problems. On the other hand, CSOs in TR63 region have important functions and activities to improve local participation, delivering social services, raise awareness on specific issues and get together for specific purposes stated in their Foundation documents.

In the following tables, there are list of scope of activities of associations in Hatay, Kahramanmaraş and Osmaniye provinces in addition to total numbers of associations and their members in these provinces. In this sense, according to March 2016 Turkstat datas, there are 1.476 associations and 38.421 members of these associations in Hatay province,

1.040 associations and 27.871 members of these associations in Kahramanmaraş province, 628 associations and 9.713 members of these associations in Osmaniye province. In these three province scope of activities of associations are similar. Associations in Hatay, focus mainly issues on humanitarian aid, sports and professional solidarity. Associations in Kahramanmaraş focus mainly issues on religious activities, professional solidarity, sports and humanitarian aid. Similarly, associations in Osmaniye focus mainly issues on professional solidarity, sports and religious activities.

It can be claimed that the main scope of activities of associations represent the situation of provinces. For example, humanitarian aid is the most common scope of activities of associations in Hatay because immigration has become main issue in Hatay since Syrian crisis and war begin in 2011. There are over 250.000 Syrian refugees in Hatay as almost 10 % of total refugees in Turkey. Therefore, humanitarian aid especially for Syrian refugees has become most important issue in Hatay. On the other hand, religious activities are the most common field for associations in Kahramanmaraş. In this sense, conservative structure of this province is prominent. Similarly, issues of professional solidarity is common for three province because solidarity is one the main cultural elements for Mediterranean and Anatolian people.

Table 17: Scope of Activities of associations in Hatay, 2015

Scope of Activities of Associations in Hatay, 2015		
Scope of Activities	Number of Associations	Number of Members
Protection of Nature and Animals	48	210
Children	1	-
Disabled People	18	496
Education and Research	109	538
Supporting Societal Values	15	859
Rights and Advocacy	27	981
Zoning, Town Planning and Reconstruction	10	71
Humanitarian Aid	381	8.709
Supporting Public Institutions and Employees	22	180
Culture, Art and Tourism	89	564
Professional Solidarity	290	18.717
Health	24	320
Martyr's Relatives and Veterans	7	747
Sports	303	3.516
Self-access and Community Development Centers	16	408
International Cooperation Institutions	5	-
Older people and Kids	1	-
Religious Activities	93	1.022
Opinion Based	17	1.083
Total:	1.476	38.421

Source: <https://www.dernekler.gov.tr/en/home-links/Distribution-associations-According.aspx>

Table 18: Scope of Activities of associations in Kahramanmaraş, 2015

Scope of Activities of Associations in Kahramanmaraş, 2015		
Scope of Activities	Number of Associations	Number of Members
Protection of Nature and Animals	42	1.100
Children	1	-
Solidarity with Turks Abroad	7	95
Disabled People	15	435
Education and Research	28	183
Supporting Societal Values	46	507
Foods, agriculture and animal husbandry	7	16
Rights and Advocacy	7	114
Zoning, Town Planning and Reconstruction	4	22
Humanitarian Aid	145	1.945
Supporting public institutions and employees	19	222
Culture, art and tourism	55	149
Professional Solidarity	188	16.802
Health	17	452
Martyr's relatives and veterans	2	-
Sports	185	2.957
Self-access and community development centers	24	229
International cooperation institutions	2	-
Religious Activities	237	2.296
Opinion Based	9	347
Total:	1.040	27.871

Source: <https://www.dernekler.gov.tr/en/home-links/Distribution-associations-According.aspx>

Table 19: Scope of Activities of associations in Osmaniye, 2015

Scope of Activities of Associations in Osmaniye, 2015		
Scope of Activities	Number of Associations	Number of Members
Protection of Nature and Animals	33	435
Solidarity with Turks Abroad	3	-
Disabled People	6	-
Education and Research	45	526
Supporting Societal Values	12	327
Rights and Advocacy	8	52
Zoning, Town Planning and Reconstruction	7	49
Humanitarian Aid	40	592
Supporting public institutions and employees	9	39
Culture, art and tourism	34	295
Professional Solidarity	135	2.488
Health	8	107
Martyr's relatives and veterans	5	275
Sports	131	1.975
Self-access and community development centers	15	418
Older people and kids	1	-
Religious Activities	131	1.805
Opinion Based	5	330
Total:	628	9.713

Source: <https://www.dernekler.gov.tr/en/home-links/Distribution-associations-According.aspx>

4.5.2. Main Problems

Main problems of CSOs in TR63 Region are similar with the problems of CSOs in Turkey. These problems are mainly composed of financial, technical problems in terms of institutionalization. Qualified human source is also another problem.

According to Burhan KERİMOĞLU, who is the chairman of both the Hatay Thalassemia and Sickle-Cell Anemia Association, and Thalassemia Federation of Turkey, the main problem of CSOs in the region is firstly financial. They have difficulties implementing their activities due to lack of hot money. Secondly, the lack of knowledge of the members of board of council of CSOs about project management is another problem. They do not have chance to get knowledge from experts because he claimed that there are not so much contact or information meetings prepared by public institutions and most of them are short run and not enough for them. Moreover, co-financing in the project demanded by CSOs is also related with financial problems.

Erol OHTAMIŞ also states that institutional capacities of CSOs are controversial in TR63 Region as well as Turkey. The main problems are administrative and human capital of CSOs. In this aspect, Project preparation and implementation capacity of CSOs are not enough. To strengthen this capacity, scope of technical support of RDAs can be expanded as well as financial support. Moreover, competitive edge for CSOs can be provided by diversifying support models.

With reference to Serdar ÇINAR, the head of Sectorial Support and Programming Unit of DOGAKA, after dealing with the financial and institutionalization problems of CSOs in TR63 Region, it can be possible that CSOs can take a role at the regional policies effectively. The important thing is to provide sustainable supports for the CSOs. In this sense, cooperation can be provided to get qualified human source in CSOs between related ministries such as Ministry of Interior, Ministry of Development and Ministry of Labor and Social Security.

Mehmet OĞUL who is the ex-head of Monitoring and Evaluation Unit of DOGAKA, claims that the most important problem of CSOs in the TR63 region is institutionalization. In this sense, lack of qualified personnel and financial incomes are the main reason of this

problem. Economically strong CSOs are mainly professional organizations with public institution status because they have regular incomes. Moreover, businessmen associations have also strong financial capacity due to its members. He also states that cooperative culture is weak in the region because working or cooperating together culture is not settled. It is also sociological issue. Furthermore, he claims that some people use CSOs for their own purposes such as getting position and becoming president. To deal with this issue Ministry of Interior can put some conditions.

The project executers in Antakya Chamber of Industry and Commerce, Ecem Gaye Ekşi and Alaattin ESKİOCAK, claim that professional organizations with public institution status are leading to other CSOs in terms of project preparation, execution and coordination. In this sense, their role is crucial for especially associations dealing with financial problems. They are also helping private companies and public institutions in project application process.

Selçuk YILMAZ, planning expert at Ministry of Development, states that although CSOs are non-profit oriented organizations, they should carry on their activities by using techniques of profit-oriented organizations which having understanding as minimum cost-maximum profit. In this context, they can also act as social entrepreneurship by using social innovations. By using these methods, they can create awareness, and become viable. In this process, Development Agencies can help to motivate them.

4.5.3. Main Relations with Public Institutions

Until the last two-three decades, the centralization policies and power of state were so explicit in Turkey. With the EU Accession process; decentralization policies and participation of stakeholders have come to agenda of Turkey in terms of governance and new public administration. After this process, civil society organization have also become popular because they have been new actors in cooperation, participation, decision-making mechanisms of some new public institutions and mechanisms. All of these processes have affected the relations between CSOs and public institutions in TR63 Region as well as Turkey. People live in the provinces of TR63 Region show much respect to state and public institutions. With the increase in the number of CSOs in TR63 Region, people have had a chance to represent some groups, ideologies as well as functioned in almost all areas. However, the relations with classical public administrations are limited because of

hierarchical structure of bureaucracy in the region and difficulties in the accession to these public employees. With these mentioned process these limits are lifted notably but not completely. Therefore, it can be claimed that there are still some borders between state and civil society in the region. On the other hand, the new institutions giving priority to participation, project culture and development are crucial for lifting these borders.

Rıdvan KURTİPEK states that supports to civil society have increased since the AK Party came to power in Turkey. European Union Accession process has also effected on this issue. This process is coherent with the policies of the government. CSOs are supported in almost all areas. There have been programs for increasing corporate capacity of CSOs. These programs have been executed by many ministries and public institutions such as Ministry of Development, Ministry of European Union, Ministry of Labour and Social Security, Ministry of Family and Social Policies, Ministry of Interior Department of Association, Development Agencies and governorships. These institutions have not only executed support programs for CSOs but also organizing symposiums, conferences by inviting CSOs and providing participation of CSOs to decision-making mechanisms. These issues are also valid for TR63 Region.

4.5.4. Main relations with DOGAKA

The relations between CSOs in TR63 Region and DOGAKA are based on three main elements. First of them is the situation of CSOs in the organs of DOGAKA namely in Development Board and Executive Board. The second is the benefiting from supports of DOGAKA. The third is cooperation and coordination between them.

According to first element, CSOs are important part of Development Board of DOGAKA because about 42 percent of members in the Council consist of them. However, the most of CSOs in the Council consist of professional organizations with public institution status as having about 60 percent. 35 percent of CSOs are associations and rest of them consists of unions in the Development Board. In this sense, it can be expressed that foundations, Trade unions and cooperatives have not taken place in this council. The reason of this situation can be lack of corporate capacity of this institutions or their lack of interest to this council beside political will of government.

According to second element, Development Agencies are crucial for CSOs due to their support programs. In this sense, CSOs in TR63 Region are benefiting technical and support programs of DOGAKA. 81 CSOs' projects have been supported in terms of Technical Support Program among 369 technical support projects in total between 2010 and 2015. 118 CSOs' projects have been supported in terms of SODES Program among 442 SODES project. 14 CSOs' projects have been supported in terms of Direct Activity Support Program among 44 projects. 14 CSOs' projects have been supported in terms of programs within the Call for Proposals among 320 CfP projects.

According to third and last element, there are training programs, conferences, seminars about project cycle management, incentives and supports, institutionalization, entrepreneurship, project writing, EU projects information meetings, have been arranged for the CSOs by DOGAKA in terms of cooperation and coordination.

4.6. Evaluation

In this part, firstly TR63 Region and Eastern Mediterranean Development Agency (DOGAKA) have been introduced. Secondly, the situations of CSOs in Development Board and Executive Board of DOGAKA beside supports of DOGAKA for CSOs have been analyzed. Thirdly, CSOs in TR63 Region with their situation, problems and relations with public institutions as well as DOGAKA have been analyzed.

Although the relationship between CSOs in TR63 Region and DOGAKA can be seen as positive, there are legislative restrictions to increase relations between them. In this sense, Kurtipek states that financial and economic sides of DAs have become more prominent rather than social side since the Foundation of DAs. For him, it can be criticized because there is not so much place for CSOs in the administrative organs of DAs and Chambers are also mainly economic institutions.

The main relations of DOGAKA with CSOs in TR63 Region based on their roles in Development Board and Executive Board of DOGAKA and their utilization of DOGAKA Support programs. There are also training programs, coordination and information meetings between them.

There are mainly pleasure of CSOs in TR63 Region about workings and supports of DOGAKA. In the interviews and survey results as stated above-parts, CSOs in TR63 Region states that they have been mainly satisfied by the coordination, cooperation and support mechanisms of DOGAKA. There are also some demands to increase these mechanisms. For progress in their corporate capacity and qualified human source, financial and technical supports of DOGAKA are crucial.



CONCLUSION AND RECOMMENDATIONS

In this thesis, the relationship between RDAs and CSOs has been analyzed within their main concepts, explanations, legislations, and their perspectives in an analytical approach. In this sense, in the first part the main arguments, characteristics, history and situation of RDAs in world as well as Turkey were analyzed. In the second part, the main arguments, characteristics, history and situation of CSOs were analyzed. In the third part the relationship between them were analyzed by focusing coordination, cooperation and support mechanism by explaining perspectives of both. In the last part, the relationships between them were analyzed by focusing DOGAKA active in TR63 Region.

Within the scope of thesis 100 surveys and 25 interviews were made with the authorities on RDAs and CSOs. Moreover, the experiences of author of this thesis as working in Expert position at Monitoring and Evaluation Unit of DOGAKA for 3 years affected thesis by presenting the realistic and practical approach. The importance of this thesis arises from its uniqueness by analyzing the relationship between Development Agencies and CSOs, and analyzing Eastern Mediterranean Development Agency in a comprehensive approach.

There are mainly three assumptions derived from this thesis. Firstly, although there is important opportunity for CSOs in Development Board, the council is not active in decision making of Agencies because it can only make recommendations. Secondly, CSOs are represented by professional organizations with public institution status in Executive Board of Agencies which cover more than one city. This is also controversial because chambers of commerce and Industry as professional organizations with public institution status are not real CSOs. The main characteristics of CSOs are to become private (separate from state), nonprofit distributing, self-governing and voluntary organizations. In this sense, Chambers are established by law and the memberships of them are compulsory therefore they should not be considered as CSOs. If they are not considered as CSOs, it can be claimed that there are not representation of CSOs in Executive Boards as a decision making mechanisms of Agencies which covering more than one city. Lastly, although there are different support mechanisms of Agencies for CSOs, the main supports for CSOs are technical supports and financial supports for CSOs are not enough because the

financial supports are mainly for SMEs as private companies and public institutions. Moreover, the rate of supporting CSOs in financial way is high in Eastern Mediterranean Development Agency (DOGAKA) due to its execution of SODES program as a pilot agency. In this sense, it can be claimed that the execution of SODES project by Agencies is more favorable than governorships due to human source capacities and project selection and management processes of Agencies.

Law on the Establishment and Duties of Development Agencies numbered 5449 was approved by the Council of Ministers in 25.01.2006. In this sense, although there were judicial process, Development Agencies has completed 10 years in total by 2016 since approval date. However, in operation, most of Agencies have been active for 6-7 years. In these years, there are many workings for their regional development in the scope of their legislation. For the regional development, CSOs are also crucial in terms of governance and new public management approach via participation and accountability. In this sense, the increasement of their corporate capacity, solution of their financial problems, human resource developments are important. After these developments for CSOs, they can be more powerful, independent from state within the scope of legislation in a force and make a big contribution for regional development.

To improve the relationships between DAs and CSOs, firstly legislative amendment should be made by including both of them. In this context, definitions and characteristics of civil society organizations should be stated in CSOs' law. After defining CSOs, secondly, the relationship between them should be stated in the legislation of DAs. Development Board of Agencies should be made attractive and more active by restructuring this organization in terms of members, rights of members and function. In this sense, recommendation function should be taken into consideration more by putting some sanctions or linking them with decision of Executive Board. Thirdly, the membership structure of Executive Boards of Agencies should be amended. In this sense, CSOs can take more roles in decision making mechanism of Agencies like Agencies covering one city. With the increasement in metropolitan municipalities in Turkey as well as economic development in cities, the potential of Anatolia in terms of civil society should be used. Lastly, some support programs of Development Agencies can be used on behalf of CSOs. According to support tables of Agencies stated in part 3 of this study, Development Agencies have supported

2.865 projects of CSOs among 15.183 projects at all with 0,19 rate since their Foundation until 2016, in terms of project number. Moreover, they have funded 339.526.751,38 TL for CSO's projects among 2.714.872.154,99 TL at all by having 0,13 rate in terms of amounts for the same period. In this sense, the rate of support amount of all Agencies in Turkey is only 0,13. There are various objectives of Development Agencies stated in law numbered 5449, some of them are enhancing the cooperation among public sector, private sector and civil society organizations, ensuring the efficient and appropriate utilization of resources and stimulating local potential. In this sense, to achieve these objectives CSOs are crucial and their main problems are institutional problems as lack of financial, technical and qualified human sources. Development Agencies can contribute more to CSOs to solve these problems by coordinating and cooperating with Ministry of Interior Department of Association. In this context, there is not particular institution for CSOs in the administrative structure of Turkey. Therefore, Department of associations can be particular institution by amending structure of it and combining related institutions with CSOs. Thus, coordination and cooperation can be made more with specific institutions.

As stated in 2016 Action Plan of the 64. Government of Turkey, there are workings for improving administrative, supervisory and financial structures of Development Agencies. It is planned to make this new regulations in June, 2016. It is hoped that this regulation brings more flexibility to Development Agencies in terms of decentralization and governance. In this sense, as stated in this study, the relationship with civil society organizations can be indicated in this legislation. There have been positive and favorable workings of Development Agencies since their foundation. They have important roles for the regional development. In this sense, their development also triggers development of civil society organizations because regional development is not only economic development of the region. Social development is also crucial. In terms of democratization and participation in the road of EU for Turkey, these institutions should be improved as a public policy of the government.

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APPENDICES

Appendix-1

The list of Interview

Number	Position	Interview Date
1	Head of Department of European Union Economic and Social Cohesion at Ministry of Development	25.03.2016
2	Head of Income Distribution and Social Inclusion Department at Ministry of Development	25.03.2016
3	Rector of Osmaniye Korkut Ata University, the head of Development Council of DOGAKA	17.11.2015
4	Chairman of Osmaniye Chamber of Commerce and Industry and the member of Executive Board of DOGAKA	17.11.2015
5	Secretary-General of Eastern Mediterranean Development Agency (DOGAKA)	11.12.2015
6	Head of Monitoring and Evaluation Unit of DOGAKA	10.12.2015
7	Head of Sectoral Support and Programming Unit of DOGAKA	11.12.2015
8	Head of Project Management Unit of DOGAKA	11.12.2015
9	Planning Expert at Ministry of Development	25.03.2016
10	Coordinator of Kahramanmaraş Investment Support Office	17.11.2015
11	Coordinator of Hatay Investment Support Office	17.11.2015
12	Coordinator of Osmaniye Investment Support Office	17.11.2015
13	President of Kahramanmaraş Women Entrepreneurship Association	17.11.2015
14	Kahramanmaraş Provincial Director of Science, Industry and Technology	17.11.2015
15	Expert at the Monitoring and Evaluation Unit of DOGAKA	11.12.2015
16	Chairman of the Hatay Thalassemia and Sickle-Cell Anemia Association, and Thalassemia Federation of Turkey	05.04.2016
17	President of Antakya Volunteers 2006 Association	17.11.2015
18	President of Osmaniye Olive Producer Union	17.11.2015
19	Member of Board of Hatay Young Businessmen Association	17.11.2015
20	President of Elbistan Chamber of Commerce and Industry	17.11.2015
21	Expert at KARACADAĞ Development Agency and the ex-head of Monitoring and Evaluation Unit of DOGAKA	07.04.2016
22	Project Coordinator at Antakya Chamber of Commerce and Industry	08.04.2015
23	Rector of Mustafa Kemal University	17.11.2015
24	Project Executer at Antakya Chamber of Commerce and Industry	08.04.2016
25	Member of Osmaniye Women Platform Association	08.04.2016



Appendix-2

The Relationship between Regional Development Agencies and Civil Society in Turkey: The example of Eastern Mediterranean Development Agency

Interview Form

Applicant Name:

Position:

Interview Date:

Province:

Sector:

Question 1: What do you think about the role of Development Board in Development Agencies? How about the situation of civil society organizations in Development Board?

Question 2: Do you think that Chambers of Industry and Commerce as a professional organization with public institution status represent civil society institutions in Executive Board of Development Agencies? If your answer is yes, is it enough to represent civil society?

Question 3: What do you think to increase the roles of civil society organizations in the Executive Board? Can you explain methods of this?

Question 4: How do you see the perception of civil society in Development Agencies? What do you think about the cooperatives and unions?

Question 5: What do you think about supports of Eastern Mediterranean Development Agency to civil society? Do you think these supports are adequate? What do you suggest on this issue?

Question 6: How do you see the activities of civil society organizations in TR63 Region? Do you think that CSOs in TR63 Region have project culture? What do you think about the role of DOGAKA for this issue?

Thank you for your attendance.

This master thesis topic and interview forms are prepared by Mehmet Turgut Yılmaz. Responsibility for the context belongs to only author and it does not certainly reflect the views of T.R. Eastern Mediterranean Development Agency and T.R. Yildirim Beyazıt University.



Appendix-3



The Relationship between Regional Development Agencies and Civil Society in Turkey: The example of Eastern Mediterranean Development Agency

Survey Form

Dear participant;

This survey was prepared to be used in the thesis named “The Relationship between regional development agencies and civil society in Turkey: The example of Eastern Mediterranean Development Agency” at T.R. Yıldırım Beyazıt University, Institute of Social Sciences, Political Science and Public Administration Master’s Thesis (Eng.) Program. You can contribute to this thesis by sharing your views and evaluations. You can ensure that your answer is evaluated in this thesis. Thank you for your participation.

Mehmet Turgut YILMAZ

E-mail: uzman.dogaka@gmail.com

General Information about Thesis Topic: This thesis analyzes the relation between regional development agencies and civil society in Turkey by specifying on the example of Eastern Mediterranean Development Agency. Although Regional Development and civil society has broad meaning, this study mainly focus on social and economic regional development and civil society organizations in Turkey by looking of legal structure and context of regional development agencies as a public policy. In this sense, after giving main concepts and arguments on civil society and regional development agencies, the relationship between these institutions will be analyzed in TR63 Level 2 Region, which covers Hatay, Kahramanmaraş and Osmaniye provinces by polling and having an interview with civil society organizations in this region and authorities on the issue of regional development agencies.

This master thesis topic and survey form are prepared by Mehmet Turgut Yılmaz. Responsibility for the context belongs to only author and it does not certainly reflect the views of T.R. Eastern Mediterranean Development Agency and T.R.Yıldırım Beyazıt University.

Applicant Name:

Position:

Province:

Hatay

Kahramanmaraş

Osmaniye

Sector:

Public

Private

civil society

Questions:

Question 1: Development Board is important platform for discussing the problems of TR63 Region and solving these problems.

Agree

Neutral

Disagree

Question 2: The representation of institutions in Development Board is important.

Agree

Neutral

Disagree

Question 3: Which sector is most active in Development Board?

Public

Private

civil society

Question 4: Which sector is the most active in Executive Board of Development Agencies?

Public

Private

civil society

Question 5: Biannual meetings of Development Board are adequate.

Agree

Disagree. Meeting can be times in a year.

Question 6: How long can meetings of Development Board continue?

Half Day

1 day

2 day

... day

Question 7: Support for the meetings of Development Board by the Agency is adequate.

Agree

Disagree, Agency can support.....

Question 8: The number of members of Development Board is adequate.

Agree

Disagree. It should be....

Question 9: There are some institutions which should be situated in Development Board, although they are not members of it.

- Agree.should be situated in Development Board
- Disagree. Existing institutions are adequate.

Question 10: Although there are important missions for civil society organizations in the founding legislation of Development Agencies, CSOs have been in shadow of public and private sector.

- Agree Neutral Disagree

Question 11: The rate of benefiting of CSOs by supports of RDAs is less than public and private sector.

- Agree Neutral Disagree

Question 12: What kind of civil society organizations does benefit from the supports of Development Agencies? (1 minimum, 5 maximum)

Associations: 1 2 3 4 5

Foundations: 1 2 3 4 5

Cooperatives: 1 2 3 4 5

Unions: 1 2 3 4 5

Professional Org.with Public instit. Status: 1 2 3 4 5

Question 13: The representation of civil society by only the professional organizations with public institution status in Executive Board is inadequate.

- Agree Neutral Disagree

Question 14: Development Agencies should provide more support for the improvement of CSOs.

- Agree Neutral Disagree

Question 15: The effectivity of CSOs in the Executive Board of Development Agencies should be improved.

- Agree Neutral Disagree

Question 16: The perception of CSOs in Development Agencies should be increased more than associations and foundations.

Agree Neutral Disagree

Question 17: The new regulations should be made to get support of cooperatives and unions in terms of CSOs from RDAs.

Agree Neutral Disagree

Question 18: Please scale the types of CSOs in TR63 Region below stated in terms of institutional capacity and effectivity. (1 minimum, 5 maximum)

Associations: 1 2 3 4 5

Foundations: 1 2 3 4 5

Cooperatives: 1 2 3 4 5

Unions: 1 2 3 4 5

Professional Org. with Public Institution Status: 1 2 3 4 5

You can write your views and evaluations about the relationship between civil society and Development Agencies.

Thank you for your participation.