

TURKISH WOMEN's NGOs:
A SOCIAL NETWORK ANALYSIS

A THESIS SUBMITTED TO
THE GRADUATE SCHOOL OF SOCIAL SCIENCES
OF
MIDDLE EAST TECHNICAL UNIVERSITY

BY

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IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR
THE DEGREE OF MASTER OF SCIENCE

IN
SCIENCE AND TECHNOLOGY POLICY STUDIES

JULY 2007

I hereby declare that all information in this document 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.

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ABSTRACT

TURKISH WOMEN's NGOs: SOCIAL NETWORK ANALYSIS

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July 2007, 109 pages

This study analyzes the current situation women's NGOs in Ankara in terms of the organizational structure and networks. A total of 28 interviews were realized with active women's NGOs located in Ankara on identification of not only organizational structure such as age, type, focus, target group, ICT infrastructure but also communication and collaboration pattern. Both descriptive analysis and network analysis were performed. The main concern is whether women's NGOs collaborate with each other? Results demonstrate that women's NGOs in Ankara mostly use informal linkages based on friendship but do not work with each other in the same projects or campaign. Main reasons behind reluctance to collaborate with the women's NGOs are loss of autonomy, performing the same activities, lack of trust, and ideological differences.

Keywords: NGO, network, organizational structure.

ÖZ

TÜRK KADIN STK'ları SOSYAL AĞ ANALİZİ

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Bilim ve Teknoloji Politikası Çalışmaları

Tez Yöneticisi: Müge Özman

Temmuz 2007, 109 sayfa

Bu çalışma, Ankara'daki kadın STK'ların organizasyonel yapısı ve sosyal ağlarını ele alarak mevcut durumunu tespit etmeyi amaçlamaktadır. Bunu yapmak üzere, Ankara'da bulunan 28 kadın STK ile yaş, organizasyon türü, hedef kitlesi, amacı, enformasyon ve iletişim teknolojileri ile yakınlığı gibi organizasyonel yapıyı içeren değişkenler kadar, bu çalışmadaki kadın STK'ların organizasyon içi ve organizasyon dışı iletişimi ve işbirliği yapısı da incelenmektedir. Gerek tanımlayıcı analiz gerekse sosyal ağ analizi bu çalışmada kullanılan metodlardır. Analiz süresince temel amaç, bu çalışmadaki kadın STK'ların birbirleriyle işbirliği kurup kurmadıklarını ortaya çıkartmaktır. Yapılan analizlerin sonuçları göstermektedir ki Ankara'daki kadın STK'ları arasındaki ilişkiler, arkadaşlığa dayalı ve dolayısıyla kurumsallaşmamış düzeyde sıkı ancak birlikte bir projeyi üstlenmek veya birlikte bir kampanya/etkinlik düzenlemek anlamında zayıftır. Ortak çalışma konusundaki isteksizliği doğuran nedenler arasında, organizasyonel otonominin kaybolacağı korkusu, diğer kadın STK'larla aynı faaliyet alanlarında çalışma, karşılıklı güven eksikliği ve ideolojik farklılıklar olarak sayılmaktadır.

Anahtar Kelimeler: STK'lar, sosyal ağ, organizasyonel yapı.

ACKNOWLEDGEMENTS

I would like to thank to my supervisor, Assist. Prof. Müge Özman and also want to thank Assoc. Prof. Erkan Erdil and Assis. Prof. M. Teoman Pamukçu with their valuable comments on this thesis.

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LIST OF ABBREVIATIONS

- TKB Türk Kadınlar Birliđi (The Turkish Women's Federation)
- TÜKD Türk Üniversiteli Kadınlar Derneđi (Turkish University Women's Association)
- TKKD Türk Kadınları Kültür Derneđi (The Cultural Association of Turkish Women)
- TAD Türk Anneler Derneđi (Turkish Mothers' Association)
- KASAUM Ankara Üniversitesi Kadın Sorunları Araştırma ve Uygulama Merkezi (Ankara University Women's Studies Research Center)
- KDV Kadın Dayanışma Vakfı (Foundation for Women's Solidarity)
- IRIS İris Eşitlik Gözlem Grubu (Woman Watch Group)
- GUKAM Gazi Üniversitesi Kadın Çalışmaları Araştırma ve Uygulama Merkezi (Gazi University Women's Studies Research Center)
- ÇKGV Çağdaş Kadın ve Gençlik Vakfı Toplum Merkezi (Contemporary Women And Youth Federation)
- CKD Cumhuriyet Kadınları Derneđi (Association of Women for the Republic)
- EKD Emekçi Kadınlar Derneđi (The Federation of Woman Workers)
- BASKENT Başkent Kadın Platformu Derneđi (The women Platform of the Capital)
- KAOS Kaos GL Kültürel Araştırmalar ve Dayanışma Derneđi (Kaos GL Association)
- KKDD Kadınları Koruma ve Dayanışma Derneđi (The Association for the Protection of Women Rights)
- AKRD Ankara Kadın Ressamlar Derneđi (The Association of Woman Artists)
- KBDD Kadınlar Birliđi ve Dayanışma Derneđi (Association for Union and Solidarity of Women)

G.O.P. SOROPTIMIST GaziOsman Paşa Soroptimistleri Derneđi (G.O.P. The Federation of Soroptimist Clubs)

KGPD Kadın ve Gençlik Platformu Derneđi (The Association of Women and Youth Platform)

HUKSAM Hacettepe Üniversitesi Kadın Sorunları Araştırma ve Uygulama Merkezi (Hacettepe Women Studies Research Center)

EMEK SOROPTIMIST Emek Soroptimistleri Derneđi (Emek The Federation of Soroptimist Clubs)

TKKD Türkiye Kadınlar Konseyi Derneđi (National Council of Turkish Women)

KA-DER Kadın Adayları Destekleme ve Eğitim Derneđi (Association for Educating and Supporting Women Candidates)

CHAPTER 1

INTRODUCTION

For decades, the concept of civil society has been subject to many discussions. According to Anheier and Carlson (2002), the main distinction on civil society is based on political and economic terms of the concept. Some definitions of the civil society primarily focus on political aspects of the civil society such as power relations between state and society. The other part highlights the role of economic institutions in explaining the concept. The motivation behind these arguments is based on the desire of “independence”. Owing to autocratic regimes did not lead to develop “independent and autonomous” structure; it was difficult to construct civil society. On the contrary, democratic regime offered equality, participation to political decision making, and flexible social atmosphere which improved relations among actors in the society. To illustrate, economic transactions such as trade and commerce between “private citizens” developed and trust between parties could be built on (Anheier and Carlson, 2002). In the light of these transformations, a variety of sub-concepts such as connections among people and organizations, tolerance, and trust became key points for illustration of civil society.

According to Anheier and Carlson (2002), civil society includes three bodies namely institutions, organizations, and individuals. In this study, I will focus on one of the components of organizations, “non-governmental organizations” (NGOs). Although there are various definitions considering NGO field, the common point which majority of the interpretations share is that NGO refers to “non-profit” and “voluntary organization” which is organized at “local”, “national” “international” in the frame of “specific issue” such as women, health, human rights, arts and culture and so on. In this study, NGOs will be dealt with considering their closeness to local knowledge, need to

eliminate ineffectiveness of the state and need to find solutions for structural adjustment in the society. NGOs, as a key player of the society may play crucial role in access to local knowledge through face to face communication with target group. Additionally, NGOs may create solutions to the problems which stem from the ineffectiveness of the state. With the help of consciousness – raising actions such as e-mail groups, street demonstrations, and signatory campaigns, awareness in any issue may be created in the local context and influencing the national policy on the problematic field may be possible with the contribution of the mediator. Similarly, NGOs may produce a set of solutions to problems which the target group confronts with.

It is argued in the NGO literature that short- term improvement programs such as sustaining direct aid which is launched with the underestimation of the actual problem, is resulted in failure in most cases or some of the programs which have a motto as “supporting the poor” are initiated as projects which are designed under serious limitations such as time, human capital, lack of support of the other organizations and target group as well. In all these discussions, NGOs are mentioned as “panacea” which displaces the state. However, main targets of NGOs are to provide responsiveness and efficiency rather sustaining equity and accountability (Sanyal, 1994). Therefore, NGOs are only parts of a long term project. Additionally, as a key player of the civil society, cooperation among NGOs which work in the same field may provide efficient solutions to problems and responsiveness to need of target group may become possible. For example, in order to support to political participation to women in the society, NGOs who focus on this issue may come together, discuss the drawbacks of the current situation, and prepare a preliminary report. In this study, the type of relations among women’s NGOs in Ankara is examined in detail in Chapter 5.

There are considerable numbers of studies on why networking among NGOs matters in the context of development of civil society. According to Mendizabal (2006), networking basically offers four functions to NGOs: “filter”, amplify”, “invest”, and

“convene”. First function means that organizations should make a decision on their priorities. For example, a woman NGO which gives a priority to violence against women should seek for a related source such as information, human capital, and so on. The second function is that organizations may understand each other and have information about activities of the other organization with the help of networks. Thirdly, networks not only provide information exchange but also resource transfer. Finally, networks enable different people to come together on a common purpose.

There is a growing attention on women’s NGOs around the world because gender inequality and violence stay as problems around the world. The aim of this study is to analyze the current situation of women’s NGOs in Ankara and research centers in public and private universities in terms of their organizational structure and networks. Main research questions that this study will deal with are a) What are the structural characteristics of women’s NGOs and research centers in Ankara such as means of which they use to communicate each other and ICT infrastructure b) Are they linked to each other? c) What type of links do they have? d) What are the effects of collaboration on their activities? e) What kind of limitations for networking do the women’s NGOs confront with? In following chapters, the definition of NGOs, limitations of NGOs, women’s NGOs networks in developing countries, and women’s NGOs networks in Turkey will be analyzed. In Chapter 4, the survey which is designed for women’s NGOs in Ankara will be introduced. In the survey, both organizational level data and networks will be examined in detail.

In Chapter 2, the definition of NGO will be elaborated in the context of civil society discussions. Main concerns and problems pertaining to women’s NGOs in developing countries will be inquired. Networking, as a coping mechanism may offer effective and permanent solutions for women’s NGOs in developing countries. Network approach will be discussed according to benefits for NGOs. Afterwards, women’s NGOs networks in developing country cases will be analyzed in the frame of state-NGO relations and

international links. With the contribution of network approach to the civil society literature, it is realized that there is a strong need for NGO-state complementarities in order to influence policy on women issue. Additionally, opportunities and constraints of being a part of a global network will be mentioned. Finally, the use of ICTs in women's NGOs networks will be dealt with in the last section of the chapter.

In Chapter 3, current situation of NGOs in Turkey will be analyzed concerning the evolution of NGOs in historical context. Constraints such as lack of knowledge, experience and, financial resources, weak state- NGO relations, organizational hierarchy and a strong need for people who will participate in NGO activities will be introduced. Furthermore, NGO networks in Turkey will be examined in the light of these limitations.

In Chapter 4, survey conducted for 28 women's NGOs in Ankara will be examined. The survey is composed of five dimensions: profile, communication and collaboration pattern, network analysis, geography, and open-ended questions. Firstly, the profile of the organizations such as type, age, target group, focus of the organizations, technical infrastructure, and profile of members of the women's NGOs will be explored. Secondly, communication and collaboration patterns will be investigated in the light of the survey results. Main research questions are means of communication within the organization and among organizations. Collaboration pattern will be assessed in terms of a) the profile of the organization in the collaboration b) criteria in partner selection c) the role of organization in the partnerships, d) the effect of partnerships, e) barriers to collaboration, and f) to what extent collaboration is important for women's NGOs in the survey. Fourthly, the effect of geographical proximity on collaboration and the location of the target group will be demonstrated. Finally, determination of women's NGOs which each woman NGO in this study is reluctant to collaborate, level of organizational hierarchy, and critical factors for success of the projects will be discussed in open-ended questions. Questions related to network analysis will be assessed in the following chapter.

In Chapter 5, relations among 28 women's NGOs in Ankara will be mentioned in two ways: informal networks and formal networks. Informal networks are based on friendships. Organizations may improve relations through exchange visits, general meetings or e-mail lists. Informal networks will be analyzed relating to the results of the previous chapter which provide explanations for the shape of the network.

Formal networks which are associated with joint projects or campaigns will also be investigated in this study. Two measures in network analysis namely centrality and density will be used in this study in order to reveal the most influential actors. Differences between formal and informal networks will be discussed in the light of the survey results. This study claims that not only strong informal networks but also formal networks which are set up with contracts, projects, and so on are necessary to adjust the policies on women.

CHAPTER 2

THEORETICAL FRAMEWORK

In this chapter, the concept of NGO and its relation with the network approach will be discussed in the first section in the context of civil society discussions. Main activities of women's NGOs in developing countries and networks of women's NGOs will be analyzed. It is emphasized in the literature that the use of ICTs provides efficiency for networks of organizations. In the final section, the role of ICTs in women's NGOs network will be mentioned.

2.1 Definition of an NGO

In this study, non-governmental organizations (NGOs) are considered as key players of civil society. In its broadest sense, non-governmental organizations refer to "purposeful", "role-bound social units" (Fowler, 1992). In addition to these functions, they work voluntarily without making profit. Similarly, NGOs are defined as voluntary organizations formed by individuals to perform variety of functions and roles (Karns, et. al., 2004).

In order to understand what NGO means as a key player of the society, its relation with civil society should be emphasized. According to Kaldor (2003), there are mainly three terms in which the civil society evolved. First term which is called "activist term" enables individuals and groups interact to each other. In the second term of the concept, civil society plays a mediator role between state and the market. According to this term which neo-liberalist perception of civil society was dominant, NGOs are defined synonymous with the third sector which "differentiate themselves from governments and commercial enterprises in that purposes are driven by values whereas the primary objectives of governments are to control and regulate and those of businesses are to

make profits for the owner” (Lewis, 1998). With the last version of the civil society, “post-modern” term, offers an alternative perspective which differs from both activist and neo-liberal definitions of the civil society that are Western-oriented. This post-modernist view connoted the need of worldwide conceptualization of civil society by questioning why civil society was known only in a few capital cities.

Following Kaldor (2003), in early discussions of civil society which various issues such as environment, situation of women in the society, and human rights were the main concern, the concept of civil society was perceived as a mechanism which works in collaboration with the state in democratization process. Hence, civil society plays a key role in redistribution of power rather than struggle for power. In the last version of the civil society which refers to collaborative process, it points to non-governmental and non-economic institutions outside the state (Habermas, 1991). In the light of the same reasoning, network approach with benefits for the organizations will be analyzed in order to clarify NGO networks.

2.2 Network Approach

In this section, benefits of network and motivations for collaboration will be analyzed. These are a) definition of networking b) type of activities which stimulates networking between organizations, c) fundamental drivers for networking, and d) resource-dependence theory and exchange theory.

2.2.1 Definition of Network

Network is defined as a set of relationships between individuals, groups, and organizations which is based on trust and reciprocity (Powell, 1990). Network refers to stable pattern of interaction and exchange between individuals or organizations (Ansell, 2006). Pluknett (1990) argues that a network can be identified as a mechanism which

brings individuals or organizations together with a common purpose. Engel (1993) highlights that networking addresses conscious effort of network participants in order to build up permanent relations. Following Engel (1993), four types of activities are defined which strengthen networking. These are “provision of services”, “mutual learning”, “advocacy”, and “management unit”. In the first stage, participant of the network introduces itself by using communication tools such as websites, newsletter and so on. In the second stage, network actors come together by meetings, workshops, and visits in order to exchange information in detail. Third stage refers to ongoing activities through network. In the last stage, networks become institutionalized with the contribution of management unit which facilitates the networking process. All network activities are organized by this unit like attracting human capital or providing institutional resources which are required. Powell (1990) emphasizes the importance of “reciprocal”, “preferential”, and “mutually supportive actions” which organizations engage in the network. According to Hall (1986), networks are crucial considering the distribution of power, the construction of interests, identities and the dynamics of interaction.

The conceptual background of the network theory is embedded in different disciplines such as sociology, anthropology, and role theory. Common point which these theories share is based on interaction and communication between actors (Tichy, Tushman, and Fombrun, 1979). Wasserman and Faust (1995) state that the social network analysis is mainly based on four situations: interdependence, linkages between actors, the effect of network structure, and continuity of relations among actors. Interdependence means that participants of the network are related to each other. In other words, actors are interdependent but also autonomous. The flow of information and resources become available with the contribution of linkages between actors. The structure of network environment such as social, economic, and political environment provides opportunities or constraints for actors. Finally network requires continuous relations among actors.

There are some studies which use different terminology but refer to social network theory. To illustrate, in social capital definition of Bourdieu (1986), he emphasizes the importance of “actual and potential resources which are based on sustainable network ownership”. According to Coleman (1988), social capital refers to resources which are available for social actors. Social capital is explained in terms of obligations and expectations, which depend on trustworthiness of the social environment, information-flow capability of the social structure, and norms accompanied by sanctions. The realization of network form of organizations becomes much clearer with Putnam. Putnam (2001) highlights the necessity of the sum of networks, social contacts, the trust and reciprocity of relations. Following Putnam (2001), voluntary organizations are needed in order to create social capital. The necessity of generalized trust and the norms of reciprocity are also discussed in explanation of social capital in Fukuyama (2001). Social capital is defined as an informal norm which promotes co-operation between individuals. Considering civil society, social capital creates flexible atmosphere which substitutes the limitations of government.

2.2.2 Benefits of Networking

Organizations need to improve networks in order to enhance opportunity and to access important information and resources that could not be obtained and to mitigate time consuming. For organizations, becoming a part of a network, the relevant question is how network involvement can benefit the organization. According to Engel (1993), fundamental drivers to networking are a) upgrade, b) upstream, and c) upshift. Firstly, civil society actors want to improve their performance through collective action, when they perceive a lack of access to relevant knowledge to be a critical factor hampering their work. Secondly, they want to diversify their activity fields and target population. To illustrate, sharing strategies and deep understanding by addressing global problems through knowledge of their local, national and regional contexts are possible. Thirdly, they want to increase their power in order to influence policy making. Gilchrist (2004)

states that the basic functions of the network are enabling people to share ideas, consolidate relationships, exchange goods and services, and cooperate. Following Gilchrist (2004), networks are important because it triggers collective action and multi-agency partnerships through dispersed communication channels. Therefore, network participants can learn from each other by the means of these opportunities which the network creates. According to Ranaboldo and Pinzas (2003), network facilitates a) exchanges and interrelations of information, b) reciprocal support for the achievement of certain aims, c) the development of a common identity and a feeling of belonging which strengthens institutionalism and the achievement of larger interventions with more repercussions.

2.2.3 Why do organizations collaborate?

The concept of interorganizational relations is perceived as a mechanism which goes over relations among non-profit and non-governmental organizations (Park, 1996). There are mainly four frameworks on interorganizational relations namely resource dependence, exchange theory, the social class, and the institutional perspectives (Mizruchi and Galaskiewicz, 1994). In this study, only resource dependence model which is based on exchange of information, organizational infrastructure as money and human capital, and exchange theory which mentions the reciprocal advantages of being a part of a network will be dealt with.

According to Mizruchi and Galaskiewicz (1994), resource dependence model is developed through environment which organizations operate in turmoil and uncertainty. Some resources such as money, human capital, and social legitimacy are required for organizational activities (Pfeffer, 1981). Organizations which lack of these essential assets may choose to be a part of resource-dependent relations which the other organization controls. Additionally, organizations may also follow a strategy of using the other organization's links to obtain resources from the environment. Indeed, in

“exchange theory”, Cook (1977) mentions the importance of mutual benefits of interorganizational relations. For instance, acquiring resource from other organization fosters the power of the other organization which has the control over the resource (Pfeffer, 1981). In consequence, this type of exchange relations between organizations designed in this theory necessitates organizational interdependence and strengthens specialization (Aldrich, 1974). Moreover, dependency to other organizations for the resources makes focal organizations more influential (Galaskiewicz, 1985). Hence, the centrality of the organization is strongly related to its role in exchange.

According to Oliver (1990), six determinants which motivate organizations to establish interorganizational relations are highlighted. These are a) necessity, b) asymmetry, c) reciprocity, d) efficiency, e) stability, and f) legitimacy. Firstly, organizations may establish linkages with other organizations in order to meet the legal requirements. Secondly, asymmetry refers to resource-dependence theory with power emphasis. Reciprocity offers cooperation, collaboration, and coordination among organizations rather than domination which is built on power and control. The motivation of setting network relations is to sustain efficiency in the organizations. Environmental uncertainty is generated by resource scarcity, a lack of a perfect knowledge about environmental fluctuations, and availability of exchange partners in the interorganizational field. Uncertainty prompts organizations in order to achieve “stability”, “predictability” and “depend-ability” in their relations with others. The establishment of interorganizational relations for purposes of increasing legitimacy can originate from an organization’s motives to improve its reputation, image, and prestige.

In the last three decades, network approach became important in conceptualization of civil society and understanding the structure of mechanisms which are shaped in civil society. According to Taschereau and Bolger (2007), civil society can be analyzed in the context of network approach¹. To illustrate, effective networking among

¹ See STEP(2006) for Turkey, explained in next section.

organizations is subject to three main processes: external environment, network capabilities, and motivations/ needs. Following Taschereau (2007), open political space, availability of information and communication technologies, and existence of donors and funds make the network more effective. Additionally, informal leadership, collective identity and legitimacy, technical expertise, facilitating participation, managing and serving the network, and continued with network capabilities, needs of participants of the organization have to be taken into account. For instance, barriers to information gathering might be reduced through sharing knowledge and expertise, increasing visibility, communications and management systems and adaptive capacity.

2.3 Women's NGO Networks

There is an increasing attention on women issues around the world. For many years, especially in rural areas, woman has not been seen as a part of social life. Improvement programs which aim to increase the number of working women lacked of long-term problem solving approach. In essence, women who are employed in agriculture and informal sectors were motivated to work in jobs which require traditionally feminine skills. It implies that traditional roles of the women and men play important role in this process. Owing to the control of the money is in the hands of men, women cannot reach the resources directly. In that sense, the existence of the local actor such as NGO which coordinates and intervenes to the micro credit program may be crucial for the development of equal conditions for men and women living in developing countries.

As a part of the development strategy, NGOs cooperate with other organizations in dealing with these problems. There are various types of NGO networks such as networks among NGOs and other organizations. In STEP (2006) report which is initiated as a project for analyzing civil society in Turkey, the importance of collaboration among NGOs in creating civil society culture is mentioned. Moreover, four main dimensions such as structure, atmosphere, values and impact are discussed. Structure measures

participation to civil society. Atmosphere refers to environmental conditions which the civil society is shaped. Values symbolize tolerance, networking, democracy and governance in the society. Impact indicates if NGO activities for creating civil society make sense. In this section, firstly, some examples of women's NGOs movement in selected developing countries are provided to show that networks among organizations provide benefits such as implementation of effective policies. Secondly, main deficiencies which the organizations have are analyzed. Networks among women's NGOs in Turkey will be analyzed in the light of survey results in Chapter 5.

Women's NGOs in developing countries aim to improve the situation of women in working life and to change patriarchal structures. According to Oduol and Kabira (1995), in the case of Kenya which the women movement was initiated by women's NGOs, three problematic issues which shape the movement were gender-based division of labor, traditional patriarchal structure, and strict political atmosphere. Women's NGOs set up advocacy networks which are "created in order to promote the causes and interests of the network members with a specific goal in mind" (Liebler and Ferri, 2004). In Kenya, advocacy networks occurred in three forms: informal groups, formal organizations, and individuals. Moreover, there is a strong collaboration among women's NGOs and research centers. Women's research centers in Kenya contributed to the movement with publications such as newsletter and brochures for raising collective consciousness in the society. Other case is women movement in China which the collaboration with research organizations and advocacy networks. Women movement is developed through professional women's organizations. The most dominant actors are the All-China Women's Federation (ACWF) with locally autonomous branches and research organizations which apt to use advocacy networks in order to encourage women employment and participation in politics (Zhang and Wu-xu, 1995). Advocacy networks through informal meetings and street demonstrations were also effectively used in order to exchange ideas in the case of Chile. In this country, the number of women's NGOs has been increased in response to the need to change the status of

women and the quality of life in the country (Frohmen and Valdes, 1995). There is a variety of issues that organizations engage in like solidarity, participation, health, handicrafts, work, education, human rights, food, and violence against women. During transition to democratic regime, women's NGOs in Chile gave priority to consciousness-raising activities such as workshops and leadership training.

According to Blondet (1995), lack of financial resources is the main problem of women living in Peru. State shows reluctance to allocate money for women from the national budget. Therefore, local NGOs make connections with international aid agencies in order to provide funds. Mendez (2002) claims that connections across borders are also crucial in the context of women movement in Nicaragua for women's NGOs which must find ways to money. For instance, networking programs which aim to improve the situation of women by providing micro-credit or loan use are initiated by the international organizations (Goetz and Gupta, 1996). Besides, international links not only offers tangible resources but also capacity-building strategies for the organizations. In the case of Russia, women's movement which targets the equality of men and women in the public sphere developed through cooperation between international organizations and local women's NGOs with the help of three activities such as task, target, and terms of involvement. Firstly, the organizational infrastructure support like improving relations with media which strengthens the potential networking was provided. Secondly, in order to build the organizational capacity for the network, training and travel programs which aimed the exchange of ideas with people from the other organizations were promoted. The target group of the Western assistance consisted of NGOs, individual activists, scholars, and journalists. Thirdly, term of involvement in these activities was proactive which enables the target group to participate actively in identifying goals and methods of a particular project. The capacity building program also required multidimensionality which offers different types of services and process-oriented organization which facilitates continuing training to the organizations.

Similarly, collaborative relations with international NGOs play a crucial role in learning within the organizations (McMahon, 2002). Local NGOs in Poland and Hungary could learn how to write proposals and take money with the help of western assistance. Stark, Vedres, and Bruzt (2005) highlights the importance of global links and local roots. It is argued that organizations with transnational ties more likely stick to their domestic society than their counterparts without transnational ties. Moreover, transnational advocacy networks can help resource-poor NGOs construct new domestic movements in their country (Tarrow 1998). According to Moghadam (1999), organizations engage in “information exchange”, “mutual support”, “lobbying”, “advocacy”, and “direct action” toward the realization of their goals of equality and empowerment for women, social justice and democratization in the society at large with the help of transnational linkages.

Women’s NGO movement in Latin America was dominantly based on opposition to the state in 1980s and later the cooperation between NGO and the state was started to be discussed in 1990s (Ewig, 1999). Although women’s NGOs had lack of financial resources and coped with powerful international organizations, health policy for female population is succeeded with collaboration between state institutions and women’s NGOs. It is important to point that the development of state-NGO cooperation depends to a great extent on the type of state (Atack, 1999). For example, it is easier for NGOs to cooperate with democratic states which accept their autonomy and independence.

These examples show that in different countries, women’s NGOs do not work in isolation; rather they are usually part of networks, in relation with other organizations. In recent years, women networks are also supported by activities of UN. The Convention on the Elimination of All Forms of Discrimination against Women and to the Committee on the Elimination of Discrimination against Women (CEDAW) is one of the most important efforts which became the central part of campaigns for human rights in many countries.

Although improvement programs which focus on women issues in these countries increase the motivation of women movement, women's NGOs have to cope with some problems such as weak links with the society, uncoordination, and dependency of the movement. In the case of Russia which the civil society was led by the western assistance, activities of women's NGOs were recognized by only a small part of the society through informal relations such as friendships because of the despotic regime of the country which did not allow any independent and collective movement. Furthermore, western type of NGOs emerged since local cultural context, needs, and interests were underestimated. Therefore, norms of women movement were determined globally (Richter, 2002). Additionally, a significant number of studies highlights that transnational linkages without local context may create resource dependency (McMahon, 2002), inequality to access information (Kaldor, 2003), problems which stems from cultural distinction (Hudson 2001), and underestimation of domestic society of national women's NGOs (Mendelson and Glenn, 2002). Women's NGOs in Peru was subject to the similar situation since the women movement did not emerge as unified action because of the traditional order of the society and state policy (Blondet, 2005). Therefore, activities of women's NGOs remained marginalized because of weak links to their society. The problem of women's NGOs was based on the uncoordination and fragmentation in Chile (Frohman and Valdes, 1995). Consequently, in these country cases, women's NGOs did not define themselves independently from the state because of the effect of the past regimes and traditions. From all above, these limitations of the women movement made the aim of the movement difficult to be understood.

2.4 ICTs and Women's NGOs Networks

There is an increasing attention on the importance of information and communication technologies in making women network more effective considering minimization of transportation costs and access to a wider population. Recent research suggests that "ICTs have the potential for empowering women, enabling women activism and

resistance to male power” (Madge, 2006 quoted from Harcourt, 1999, Sutton and Pollock 2000, Youngs, 2001). Empowerment of women is a mechanism which provides knowledge sharing, avenues for women to come together, builds up consensus on issues that affect them and acts strategically to maximize benefits through different approaches (Nath, 2001). With the help of ICT, information exchange becomes easier for women (Madge, 2006 quoted from Kramer and Kramer, 2000; Pudrovska and Ferrere 2004; Vehvilaen, 2001). Some studies seek “how ICTs offer new opportunities for women to develop as entrepreneurs and innovators” (Madge, 2006 quoted from Martin and Wright, 2005). Others suggest that “cyber spatial technologies can enable a radical renegotiation of gender relations and challenge patriarchal hegemony” (Madge, 2006 quoted from Haraway, 1985, Jenson, de Castell and Bryson, 2003, Travers, 2003).

Although spread of ICTs as e-mail and mobile-phone resulted in transformations in communication techniques, the conventional way still exists (Kaufer and Carley, 1993). There are mainly three problems related to ICT field. These are lack of technical infrastructure, use of ICT, strategic use of media, and lack of gender-based ICT policies.

Firstly, there is a strong need for technical infrastructure in organizations especially in developing countries. According to Udo and Eduho (2000), in order to unravel the problem of ICT in African Nations, technology transfer to these countries may be implemented. On the other hand, technology transfer is not possible because these countries lack of socio-technical infrastructure such as skilled personnel and electricity. Additionally, some women’s groups in developing countries are less advantageous considering technical infrastructure. In the case of ICT project which was initiated in Tanzania for resource- poor civil women’s groups to share information and to enlarge participation to civil society, only well-resourced women’s NGOs could network each other.

Secondly, the use of ICT tools in developing countries is still weak. Instead of using ICT tools, majority of the organizations still use personal contacts and face to face communications (Taylor, 2002). Bonder (2002) states that the problem of ICTs in the organizations is more likely related to efficient use than lack of technical infrastructure. In the case of Latin American and Caribbean countries, it is determined that women's NGOs do not use e-mail lists and web pages frequently. Another important barrier to use of ICT in women's NGOs is the lack of information about how the use of the communication technology will help the organization achieve its goals.

Thirdly, strategic use of media tools is also important challenge for women's NGOs. According to Mayer, Pillsbury and Mukenge (2002), organizations generally use poster or brochure to distribute information on a specific issue without searching what people know about it. Then, these organizations complain about the reluctance of people. The use of media requires reciprocity in order to provide the well-suited message for the target population. Additionally, it is claimed that these organizations do not put their effort into which way is the best for convincing people to accept new information and changing their attitudes.

Fourthly, lack of gender-based ICT policies results in challenges for empowerment of women (Jorge, 2002). It is argued that there is no emphasis on gender specific projects which attempts to improve ICT skills of women in the country. As a policy recommendation, women's NGOs should be included in decision-making mechanism in order to produce ICT policies which aim to improve computer literacy among women.

To recapitulate, the aim of this chapter is to analyze the concept of NGO with reference to the term of civil society. It can be concluded that as a key player of the civil society, NGOs may play crucial role in influencing the policies in any problematic field. In order to understand how NGOs influence the policies? , the network theory was mentioned in this chapter. Considering NGO field, the network theory claims that improving relations

with the other actors in the society such as state, research centers in the universities, and international organizations provides benefits such as attracting attention of the society to a specific issue, and influencing policies. In this study, women's NGOs networks were dealt with. For country cases discussed in this chapter, some of them contributed to the women movement through creating advocacy networks. During this process, they collaborated with other organizations. Not only creating consciousness-raising but also sustaining aid with the help of networks became possible in these cases. However, women's NGOs confronted with some deficiencies such as underestimation of links with local society. Some of the problems occurred because of the dominance of the state in the creation of civil society. Some regulations were made from top to bottom. Additionally, the existence of international organizations is criticized because it annihilates the sense of the civil society by triggering resource dependency. In the same light of reasoning, projects which focus on women issue were implemented without taking into consideration the local culture. As discussed in the network theory, the importance of ICT infrastructure in order to get rid of transportation costs is mentioned. In this last section of the chapter, the problems of women's NGO in terms of ICT field were discussed.

In the following chapter, the current situation of field of NGO in Turkey will be discussed in terms of limitations. Networks of the organizations are impeded with the deficiencies that organizations have. These are problems of sustainability, need of knowledge and experience and human capital, organizational hierarchy and so on.

CHAPTER 3

NGOs in TURKEY

3.1 Current Situation of NGOs in Turkey

Development of civil society in Turkey had started with charity organizations in the Ottoman Empire period which is far from the current meaning of civil society. Since 2000s, civil society has been similar to developed countries which develop as an independent movement. According to Somer (2000), the most important problem of weak civil society is that it is emerged through bureaucratic tradition which puts the state at the center of the society. Following Somer (2000), civil society can be created if the bureaucratic tradition of Turkish state was effectively transformed and institutions pertaining to the Western economic and political organization were adopted.

Although increasing awareness of social issues in the society and flexible political environment led NGOs to work independently in 2000s, the number of non-governmental organizations which has a specialization on any problem area is inadequate. There are mainly two structures which carry NGO character: charity and associations. Charity is defined as “organizations and institutions which provide resources to those who need help”. Associations have many definitions. One of them is that associations are “formal organizations of people”. Other one highlights that “a group of people who meet for a common purpose”. The most important distinction between charities and associations is memberships. Associations have members which pay monthly or yearly fees. The number of associations is higher (94.7 %) than charities (5.35 %) in Turkey (STEP, 2006). However, the great numbers of associations are organizations which work on construction of mosques, social aid, and neighborhood considering the historical evolution of NGOs operating in Turkey (STEP, 2006).

Figure 3.1.1 demonstrates the number of NGOs from selected fields such as arts and culture, tourism, health, women, human rights, education, and environment. As displayed in Figure 3.1.1, the number of women’s NGOs in Turkey is quite high because each organization prefers to be a new entity instead of performing activities under the umbrella of other women NGOs. Additionally, although there are valuable activities targeting women issues, some problems such as inequality still exists. The contribution of new NGOs may provide benefits such as new ideas and mechanisms.

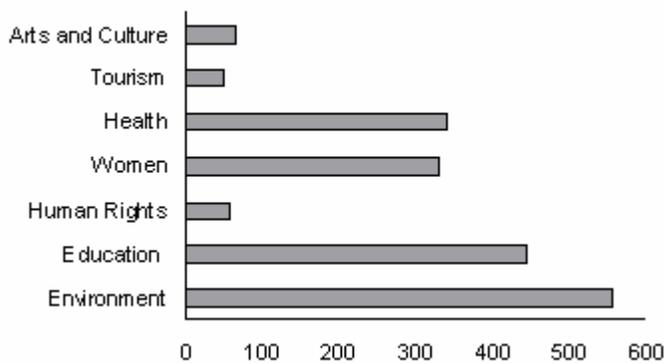


Figure 3.1.1 The number of NGOs in Turkey

Source: Sivil Toplum Geliştirme Merkezi (<http://www.stgm.org.tr/veritabani.php>)

The distribution of women’s NGOs in Turkey is uneven. As shown in the Figure 3.1.2, the considerable number of women’s NGOs is located in western part of the country.

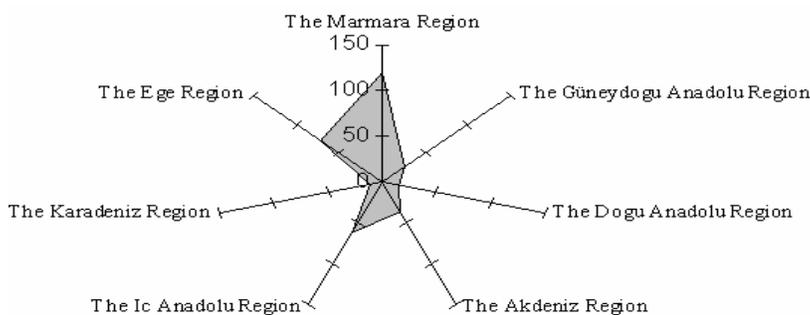


Figure 3.1.2 Distribution of Women’s NGOs in Turkey

Source: Sivil Toplum Geliştirme Merkezi (<http://www.stgm.org.tr/veritabani.php>)

Different types of NGOs can shape in different societies. One distinction which basically emphasizes two types of NGOs in Turkey is used in STEP (2006). First type of NGOs is familiar to Ottoman tradition which at very early times of the empire witnessed organizations acting as charity. The short term solution was the main concern whereas the modern types of organizations focus on both of them. Second type of NGO was emerged from the historical practice. The relation between state and society was problematic due to dominant role of the state in modernization process. Therefore, especially in 1990s and 2000s, NGOs were concerned with individual rights and solidarity issues in order to eliminate control of the state. Following this taxonomy, in this study, NGOs in Ankara will be dealt with in terms of two dimensions: function and linkages. Functionality is divided into two parts: philanthropy and consciousness rising. Philanthropy is in the same line with charities. Second one points to raise consciousness considering women issues in the country. The types of activities are general meetings, e-mail lists, newsletter, and so on. According to results of the organizational structure of the women's NGOs in Ankara, a considerable number of them (53,6 %) focus on both consciousness raising and direct aid. This result points to the changing structure of the NGOs in the country. However, in order to reach a common conclusion in the national context, the survey is needed to conduct in the other locations of the country.

3.2 Women's NGOs in Turkey

There is a considerable number of women's NGOs organized in different fields. Considering historical evolution of the women's NGOs in Turkey, it dates back to 1923s, which the education and employment issues were the main concerns. With establishment of the Turkish Republic, activities which focus on women's rights and participation to politics of women were subject to discussion. As mentioned in Esin (2000), in this term, Türk Kadınlar Birliği Derneği (The Turkish Women's Federation) which was established in 1924 and oldest organization this study contributed to the activities on gaining political rights. After the single party regime, the number of

women's NGOs increased since the establishment of autonomous organizations were permitted. Women's NGOs such as Soroptimist Kulüpleri (The Federation of Soroptimist Clubs), Türk Üniversiteli Kadınlar Derneği (Turkish University Women's Associations), Türk Anneler Derneği (Turkish Mothers' Association) were established. In 1970s, with the influence of leftist politics, inequality became the main concern. Emekçi Kadınlar Birliği (The Federation of Woman Workers), Kadın Ressamlar Derneği (The Association of Woman Artists), Türk Kadınları Kültür Derneği (The Cultural Association of Turkish Women) emerged in that period. In 1980s, which is known as depolitization process, women's NGOs tried to continue their activities by organizing street demonstrations, campaigns, and meetings on consciousness-raising .

According to Sancar and Bulut (2006), 1990s, the number of women's NGOs were increased which focus on different issues such as women's rights, violence, inequality, political participation, participation to working life of women and so on. During this period, women's NGOs in Turkey played a crucial role in forcing equality legislation and participated in social, economic, and political configuration of decision in the country. In 2000s, women's NGOs became strategic partners of the equality policies of the government. There were some legal reforms considering gender equality. As mentioned in Sancar and Bulut (2006), these were :

- a) Constitution Article 10-Amendment 14 (2004) which mention that “The family is the foundation of Turkish society and is based on equality between spouses”
- b) Penal Code (2004) which emphasizes gender equality and protection of women's human rights through the efforts of civic campaign designed by women's NGOs in Turkey as a result of the *Platform for TPC*
- c) Civil Code (2002) which highlights the equal division of property acquired during marriage. The legal minimum age for marriage is determined as 18. The head of the family is no longer the husband. Spouses have equal rights over the family abode. Spouses have equal representative powers
- d) Family Protection Law (No. 4320) (1998) that a new law against a domestic violence
- e) Optional Protocol to CEDAW: Optional Protocol to “ Convention on Elimination of All Forms of Discrimination Against Women” (CEDAW) prepared by UN
- f) Labor Code (No. 4857) (2003) It is prepared to provide gender based job security
- g) Municipal Law (No.5393) According to this law, “ metropolitan municipalities

and municipalities with larger than 50,000 population shall establish shelters for women and children.

3.3. Limitations of NGOs in Turkey

Although increasing number of NGOs on women issue seems promising to develop civil society culture in the country, NGOs in Turkey are confronted with some problems and limitations. According to the literature, barriers to the development of civil society through NGO activities stem from both internal and external environment of the organization. These are lack of knowledge and experience/ skills, money, weakness of state –NGO relations, high level of hierarchy and its affect on decision-making processes, and inadequate human capital in the organizations.

3.3.1. Knowledge and Experience

Some women’s NGOs in Turkey complain about the legal procedures and lack of knowledge and experience in having access to financial resources. According to Kentel (2002), the most important problem is to share knowledge and experiences with the other NGOs after the project implementation. In Turkey, there is lack of knowledge diffusion through the entire society.

3.3.2. Financial Constraints

Lack of domestic or organizational resources triggers the need of external resources. NGOs tend to use the resources coming from abroad in order to sustain themselves, while they can underestimate their priorities for the sake of financial resources (Kentel, 2002). There are four reasons for financial limitations of NGOs which are mentioned in the literature. These are lack of connection with the organizations which provide resource, the age of the NGOs, the form of donors and insufficiency in project preparation.

Firstly, the importance of networking in finding resources was discussed in the previous chapter. NGOs with limited internal resources may look for opportunities outside of the organizations. Ünsal (2006) mentions the importance of key actors like municipalities or public institutions in the society which have the information about which resource is available or who receives support from public funds. Therefore, some NGOs which have strong linkages with these institutions may be more advantageous than the other organizations that do not have such kind of relations.

Secondly, the age of the organization may also be the other impediment to obtain resources (Ünsal, 2006). Relatively young organizations are not subject to funds since they are not known by the other organization which provides funds. Another possibility is that young organizations tend to be isolated since they believe that they will never be able to receive funds.

Thirdly, internal or international donors are the important funding mechanism for NGOs. According to STEP (2006), in Turkey, donors are usually in the form of direct aid to individuals. On the other hand, the rates of donors which are given to the civil society organizations are low. This result is parallel to the traditional way of thinking about civil society in Turkey.

Fourthly, one of the finding mechanisms is projects but some organizations declare that since it requires paper work and procedural information they cannot apply for the EU projects. On the other hand, there are some “professional women’s NGOs” which are experienced in project preparation. Therefore, two possible reasons behind the problem which most of organizations cope with come into mind. Firstly, some organizations do not have the information who knows what outside the organization. The second possibility is that professional organizations do not share information, resources, and money with less experienced organizations.

3.3.3. State and NGO relations

Being a partner with the government has both advantages and disadvantages (Güder, 2004). Advantages are that collaboration facilitates implementation of policies which are suggested by NGOs. On the other hand, the NGO can be subject to increasing control of the state.

The collaboration between women's NGOs and Turkish Government is quite new. Building national machinery for women's rights (NWM) which is an official body for discussing the status and problems of women in the country was the important regulation considering women issue. Although these improvements seem promising regarding collaboration among women's NGOs and the state, there are still some problems such as sustaining financial support to NGOs. Some regulations can be considered as a barrier to provide money to NGOs. According to Bikmen (2004), although philanthropy is not a new concept for Turkey, regulations on philanthropy are weak because any company who wants to give funds to any NGO is subject to 5% reduction tax whereas this rate is 10 % in Europe. Additionally, there is a limitation about giving money to organizations. NGOs in Europe who receive money from any company should be organizations who work for public utility.

3.3.4. Organizational Hierarchy

Other important point is related to organizational hierarchy. According to STEP survey results (2006), respondents were asked to answer to what extent the organizations follow democratic procedures in decision-making process. It was concluded that most of the organizations have hierarchical structure and participants of the organizations play minor role in decision-making processes. According Talukdar and Compongara (2000), non-hierarchic organizations with completely autonomous individuals can respond relatively quickly because it annihilates time consuming. Additionally, non-

hierarchic organizations are fault tolerant. As mentioned in Dees (1998), tolerance to mistakes in the organizations is perceived as a part of learning process rather personnel tragedy in the organizations with social entrepreneurs.

3.3.5. Human Capital

In Turkey, membership to NGOs is weak due to lack of resources, interest among people, and general low levels of participation to NGO activities. Studies which focus on NGO membership in Turkey indicated that higher levels of membership to NGO were observed in fields such as culture, art, and education. Although the number of women's NGOs is quite high as shown in Figure 3.1.1, woman NGO membership had the lowest level in the same study (STEP, 2006). The mismatch between these two facts indicates two possibilities. First one is that some of women's NGOs in Turkey are still young which are established after 1990s. Similarly, the great number of women's NGOs in this study is young organizations. Old organizations may be advantageous considering the number of members because they are recognized by the extant population. Another possibility behind this contradiction may be the lack of data which shows the number of active members in the organizations. Data related to number of members to organizations is available on the web sites of some institutions such as Dernekler Dairesi Başkanlığı (Department of Associations) or information can be asked through visits. However, if the main concern is to reveal the participation, then the number of active members who participate in the activities of the organizations is not reachable because it is a kind of qualitative data which should be collected by the organizations. Lack of organizational database such as the number of active members, active volunteers, and information on activities in a year makes the analysis difficult.

Another important problem which NGOs in Turkey has encountered has been the low level of people who work in the voluntary activities. According to World Values Survey (2001), only 0,1 percent of people declared that they belong to women's NGOs. In this

study, one of the organizations stated that there is a strong need for people who will join to our activities regularly.

3.4 NGO Networks in Turkey

It is clear that cooperation is necessary for the growth, increased power, public recognition, effectiveness and reputation of the women's movement (Achrol, 1996). There are many benefits of being a part of network for the organizations which work on the same issue. Three benefits of network such as economical advantages, organizational enhancement, and creation of "associative life" are mentioned in Fukuyama (2001). In the economical aspect, networking avoids resource consumption such as time and money. Secondly, networking supports organizational enhancement in two ways: transfer of knowledge and skills from one organization to the other and knowledge creation (Hardy, et al., 2003). Hence, problem-solving capacity of the organization improves with the help of networks. As a result of the learning process, organizations can magnify their ability to address issues that have negative effect on their beneficiaries and networking fosters problem-solving capacities of the organizations. Thirdly, adaptation of participative and associative civil society perception is difficult in societies which there are low level of trust. Networking improves trust between organizations (Hofstede, 2001). According to Granovetter (1985), mutual trust in a relationship reduces the development of opportunistic intentions. Trust between organizations also enables both parties of the network to understand the goals of the action and improve a common language (Achrol, 1996).

However, there are some organizational limitations in Turkey in constructing networks. These are 1) reluctance to collaboration 2) weak international relations 3) problems of sustainability 4) low level of participation to voluntary organizations 5) low level of trust and lack of common interest 6) interlocking, and 7) managerial insufficiency. Current NGOs are reluctant to collaborate with each other (STEP, 2006). Cardenas (2000)

argues that capability of the organization determines the level of network participation. Therefore, the society which is reluctant to collaborate as observed in the case of Turkey conceives networking as time consuming, costly and complex. Following STEP (2006), although umbrella organizations are important in influencing political processes by networking, the rate of becoming together under an umbrella organization is low in Turkey. NGOs are not willing to share their knowledge and experience with other NGOs. Following STEP (2006), 82 % of people found NGO relations insufficient. Existing relations are based on friendships. The most common collaborative efforts between the organizations are information exchange and mutual visits. For women's NGOs in Turkey, the exchange of information is a natural form of creating a linkage between organizations when it is needed. Dominance of large NGOs is another barrier to collaboration which creates reluctance for the rest of the organizations.

As mentioned in Chapter 2, links with international organizations play a crucial role for domestic NGOs. According to Stark, et al. (2005), problems which stem from lack of assertiveness can be overcome through new local and transnational ties that will give these organizations the power for the joint action. Nonetheless, in Turkey links to international organizations are very limited and existing linkages are developed in conferences but networking through access to fund is at low level (STEP, 2006).

Problems of sustainability play a crucial role in networking between organizations. Organizations need both financial resources and human capital. The most common networking between organizations is based on money transfer. However, organizations cannot sustain themselves because of absence of skilled staff and technical infrastructure (Ünsal, 2006). Knowledge flow may become possible with skilled personnel in the organizations since skilled members may have extant networks.

Participation to NGO in Turkey is inadequate (Cardenas, 2000). Following Cardenas (2000), it is suggested that promoting participation to NGOs, improving partnerships,

encouraging memberships will provide suitable conditions for the development of network among NGOs in Turkey. In that case, improvement of knowledge, skills and awareness makes networking between organizations possible.

Especially in socio-cultural context, the rate of trust among people in Turkey is low. According to World Values Research (2001), only 18.6 percent stated that most people can be trusted. Second point which Cardenas (2000) emphasizes is that the necessity of building partnerships based on trust and mutual respect should be compatible to local realities like the openness of the policy environment, the levels of experience and sophistication of the network, and the technical, human and financial resources available to the network. Additionally, for example donor type of relationship between organizations should meet the needs of both sides and network should be built on common interests of the participants.

According to Ünsal (2006), cooperating with similar organizations results in interlocking. Therefore, organizations which stick to each other may underestimate the importance of other opportunities which does not exist in the current network. There is a strong need for encouraging emerging ideas and organizations in the society.

The last point which determines the structure of the networks is limited management capacities. For instance, organizations may not have well-defined goals, mission or prospects.

To sum up, the situation of NGOs and women's NGOs were discussed in this chapter. Firstly, there are organizational limitations such as knowledge and experience, financial constraints, weak state-NGO relations, organizational hierarchy, and human capital. This created a chicken-egg problem considering network since these limitations may also create difficulties in improving relations with outside of the organization. However, it may also possible to unravel these problems with the help of networks. For example,

financial problems can be eliminated through working with funding organizations in the same projects. Additionally, as a result of this project, resource-poor organizations not only sustain funding but also strengthen organizational capacity by exchange of knowledge and experience. However, being a part of a network requires initial preparation such as willingness to cooperate. As discussed in this chapter, the reluctance to collaborate, low level of participation to voluntary organizations, weak international linkages, interlocking and managerial insufficiency are the main deficiencies considering networks.

In the next chapter, organizational structure of women's NGOs in Ankara such as age, type, target group, focus, ICT infrastructure will be analyzed. In order to reveal the perception of the organizations on collaboration issue and learn the current situation, some questions such as barriers to collaboration, effect of partnerships, criteria in partner selection, and the type of partners were designed. Additionally, means of communication within and among organizations will also be dealt with.

CHAPTER 4

DESCRIPTIVE ANALYSIS

In this study, the main concern is to identify the structure of women's NGOs in Ankara and analyze the network relations. For this purpose, surveys were made with 28 women's NGOs located in Ankara. Ankara was chosen as a location because of its strategic importance for the country. Firstly, it is the capital city of Turkey and geographically close to the public institutions and government. Secondly, Ankara has the highest number of women's NGOs per capita in Turkey. In Ankara, population per woman NGO (63,450) is higher than the population per woman NGO in Istanbul (83,672)².

In selection of sample, NGO database of STGM (Sivil Toplum Geliştirme Merkezi) (Civil Society Development Center (2006), Uçan Süpürge (Flying Broom) NGO Database (2002), Sivil Toplum Kuruluşları Rehberi (NGO Guide) (2005) and British Council NGO Database (2003) were used. According to these databases, among 52 women's NGOs, the most active NGOs were selected by searching news on the internet. Additionally, every of them were called in order to check whether the information is true or not. As a result, 28 women's NGOs located in Ankara were interviewed. In fact, the preliminary study revealed that there is strong need for an updated database on NGO. A lack of database is also mentioned in Sancar and Bulut (2006).

Surveys are composed of mainly five dimensions. These are:

- a) Profile of the organizations:

² See <http://www.tuik.gov.tr>

Organizations are examined in terms of type, age, target group, funding sources, technical infrastructure, the aim of activities, educational level of members, age of members, sphere of activity, and activity tools.

b) Networks of the organizations:

Networks and network analysis will be given in chapter 5. Women's NGOs in Ankara are analyzed in terms of their relations with the other organizations. In this study, relations are classified as informal and formal networks. Informal networks basically refer to friendship among organizations. Formal networks are described as working together with the organization in the same activity.

In this section, which women's NGOs are perceived as friends and those which women's NGOs work with in the same project or campaign are discussed.

c) Communication and collaboration among organizations

In order to elaborate the communication pattern of women's NGOs in Ankara, questions in the survey were built on to reveal the ways and means of communication. Those questions are getting informed about the activities of other women's NGOs, means of knowledge diffusion to the public, ways of information dissemination through members of organization, and the effectiveness of communication tools.

Questions related to collaboration aim to realize the ideas of organizations about collaboration. The questions are the profile of other parties in partnership, criteria in partner selection, the role of the organization in partnerships, the effect of partnerships, barriers to collaboration, and the importance of collaboration.

d) Geography

In this part, it was questioned if the location of the organization matters for the collaboration. It was also asked whether the location of the target group is important for the women's NGOs in planning their main activities.

e) Open-Ended Questions

There are mainly three open ended questions. First question aims to identify the organization which the women's NGOs in this study are reluctant to collaborate. The second one is designed to determine the level of hierarchy in the organization. Critical factors for collaboration were looked over in the last question.

In this chapter, the results of profile of the organizations, communication tools of organizations, geography, and open-ended questions are given. Networks of the organizations will be analyzed in the next section.

4.1 Profile of women's NGOs in Ankara

In this section, women's NGOs are described in terms of types, age, target group, funding, autonomy, focus, technical infrastructure, profile of members, activities and activity tools. Some of indicators are shown in Table 4.1 in order to observe each organization.

Table 4.1 Profile of women's NGOs in Ankara

Names of Organizations	Type	Age	Target Group
Türk Kadınlar Birliği Derneği (The Turkish Women's Federation)	Association	1924	women and children
Türk Üniversiteli Kadınlar Derneği (Turkish University Women's Association)	Association	1949	women
Türk Kadınları Kültür Derneği (The Cultural Association of Turkish Women)	Association	1966	women, youth and children
Türk Anneler Derneği (Turkish Mothers' Association)	Association	1959	women and children
Ankara Üniversitesi Kadın Sorunları Araştırma ve Uygulama Merkezi (Ankara University Women's Studies Research Center)	Research Center	1993	women and men
Kadın 2000(Women2000 Women's Human Rights Information&Documentation Center)	Initiative	1999	women
Kadın Dayanışma Vakfı (Foundation for Women's Solidarity)	Charity	1993	women
İris Eşitlik Gözlem Grubu (Woman Watch Group)	Enterprise Group	2000	women and men
Gazi Üniversitesi Kadın Çalışmaları Araştırma ve Uygulama Merkezi (Gazi University Women's Research Center)	Research Center	1996	women and youth
Çağdaş Kadın ve Gençlik Vakfı Toplum Merkezi (Contemporary Women and Youth Federation)	Charity	1994	women and youth
Cumhuriyet Kadınları Derneği (Association of Women for the Republic)	Association	1997	women
Emekçi Kadınlar Derneği (The Federation of Woman Workers)	Association	2006	women
Başkent Kadın Platformu Derneği (The women Platform of the Capital)	Association	1995	women
Kaos GL Kültürel Araştırmalar ve Dayanışma Derneği (Kaos GL Association)	Association	2005	gay and lesbiens
Ankaralı Feministler (Feminists in Ankara)	Initiative	2005	initiative
Kadınları Koruma ve Dayanışma Derneği (The Association for the Protection of Women Rights)	Association	1994	women
Ankara Kadın Ressamlar Derneği (The Association of Woman Artists)	Association	1970	women
Kadınlar Birliği ve Dayanışma Derneği (Association for Union and Solidarity of Women)	Association	1994	women
GaziOsman Paşa Soroptimistleri Derneği (G.O.P. The Federation of Soroptimist Clubs)	Association	1989	women
Kadın ve Gençlik Platformu Derneği (The Association of Women and Youth Platform)	Association	2001	women and youth
Hacettepe Üniversitesi Kadın Sorunları Araştırma ve Uygulama Merkezi (Hacettepe Women Studies Research Center)	Research Center	2001	women, youth,children, and men
Emek Soroptimistleri Derneği (Emek The Federation of Soroptimist Club)	Association	1976	women, youth,and children
ODTÜ Kadın Çalışmaları Yüksek Lisans Programı (METU Gender and Women Studies Graduate Program)	Graduate Program	1994	women
Çankaya Kadın Sorunları Araştırma ve Uygulama Merkezi (Çankaya University Women's Research Center)	Research Center	1998	women,men, and youth
Kadın Adayları Destekleme ve Eğitim Derneği (Association for Educating and Supporting Women Candidates)	Association	1997	women
Türk Kadınlar Konseyi Derneği (National Council of Turkish Women)	Association	1959	women
Kırkörük (Cooperative for Combatting Violence Against Women)	Cooperative	2005	women
Uçan Süpüre (Flying Broom)	Non-profit organization	1996	women,men, and children

4.1.1 Type of Organization

Representatives of the women's NGOs in this study were asked to determine the type of organization. As shown Table 4.1, there are eight different types of organization. However, a significant number of NGOs (57, 1 %) in this study are associations (see Table, 4.1.1). In the literature, associations are defined as "any group of people who have joined together for a particular purpose, ranging from social to business, and usually meant to be a continuing organization. It can be formal with rules and laws, membership requirements and other trappings of an organization, or it can be a collection of people without structure". This result is not surprising considering the great numbers of organizations are associations in Turkey which is perceived as a advantage considering legitimacy. Associations are legal entities which are sustained by membership fees. Although it is indicator of a limited financial structure, they are in a good situation comparing to informal groups such as initiatives. Four organizations in this study are research centers working in the university.

Table 4.1.1 Type of Organization

Type of Organization	N	Percent
Charity	2	7,1
Association	16	57,1
Cooperative	1	3,6
Research Center	4	14,3
Initiative	2	7,1
Enterprise Group	1	3,6
Graduate Program	1	3,6
Non-profit organization	1	3,6
Total	28	100,0

4.1.2 Age of organizations

The organizations in this study were established during various stages of the contemporary women's movement. As Table 4.1 demonstrates that there is a great variation between ages of organizations. On the other hand, 75 percent of the organizations were established between 1989 and 2006 which indicates that women's NGOs in this study are quite young. (see, Table 4.1.2)

This situation may bring some disadvantages. As mentioned in the previous section, young organizations may confront with problems based on finding resources since they are not known by the other organizations (Cardenas, 2006). Lack of experience may create another problem for the young organizations on how to improve relations with the environment. On the other hand, it might not be the case for some of the young organizations because the representatives/members or volunteers of the young NGOs might be the people who work for the other NGOs.

Table 4.1.2 Year of Organization

	N	Percent
1924-1948	1	3,6
1949-1969	4	14,0
1970-1988	2	7,1
1989-2006	21	75,0
Total	28	100,0

4.1.3 Determination of Target Group

In this part, representatives were asked to declare the target group of the organization. In the survey, there are four categories in order to realize if there is a variation on target group or specialization on women. The categories are women, child, youth, and men. As Table 4.1.3 indicates that 43 percent of the sample does not target only women whereas the majority of women's NGOs concentrate on women issue. This result shows

that a considerable number of women’s NGOs tend to diversify their target group and perceive the women issue in a broadest sense including other groups. During the interviews, most of the organizations agree on that “the women issue can not be dealt with excluding rest of the society. That’s why, we try to improve programs which include men and youth as well.”

Table 4.1.3 Determination of target group

Type of target group	N	Percent
Women	16	57,1
Women and youth	2	7,1
Women and children	2	7,1
Women-children-youth	2	7,1
Women and men	2	7,1
Gay and lesbien	1	3,6
Women-men-children-youth	1	3,6
Women-men-youth	2	7,1
Total	28	100,0

4.1.4 Source of Funding

The funding sources are grouped in terms of international, internal, domestic private and domestic public sources. The majority of organizations (64, 3%) rely on internal sources. This result is supported by the fact that most of the organizations are associations which are funded by membership fees. Four organizations are sustained through both international projects and internal resources. (see, Table 4.1.4)

Table 4.1.4 Source of Funding

	N	Percent
International	2	7,1
Internal	18	64,3
International and domestic public funds	1	3,6
International and internal funds	4	14,3
Internal and domestic private funds	1	3,6
Others	2	7,1
Total	28	100,0

4.1.5 Determination of autonomy

Whether the organization is representative of the other organization was asked to women's NGOs in this study. As shown in Table 4.1.5, the majority of organizations (71, 4%) are autonomous organizations. Only five of them are agents which depend on the central organizations. This point is quite important for this study because it confirms that answers of the study are independent.

Table 4.1.5 Determination of autonomy

	N	Percent
Representative	5	17,9
Branch	1	3,6
Independent organization	20	71,4
Head organization	2	7,1
Total	28	100,0

4.1.6 Focus of the Organizations

In this part, representatives of the organization were asked to evaluate their activities in terms two criteria namely direct- aid and consciousness- raising. Direct aid means that

organizations may help the target group by providing money. Second one, consciousness-raising refers to on-going activities to create awareness in any issue. Assessing activities of women's NGOs, quite majority of women's NGOs (53,6%) concentrate on both consciousness-raising and direct aid. However, 39,3 percent of women's NGOs in Ankara who focus on only consciousness raising are quite young organizations established between 1989 and 2006.(see, Table 4.1.6).

Table 4.1.6 Focus of the organizations

	N	Percent
Consciousness raise	11	39,3
Direct aid	2	7,1
Both	15	53,6
Total	28	100,0

4.1.7 Technical Infrastructure

As mentioned in the previous section, Taschereau (2007) claims that the availability of information and communication technologies makes network more effective. Therefore, women's NGOs in this study were asked if they have website or not. How often the website is updated is also questioned. According to results, 71, 4 % of the women's NGOs do not have website. Only two organizations stated that they weekly update their websites (see, Table 4.1.7). It refers to poor infrastructure and use of ICT. This has an effect on diffusion of their activities and networking.

Table 4.1.7 Technical Infrastructure: Do you have a website?

	N	Percent
Yes	8	28,6
No	20	71,4
Total	28	100,0

4.1.8 Profile of Members: Age and Education level

As displayed in the Table 4.1.8, regarding age of members in the organizations, the majority of the organizations have members at different ages. On the other hand, there is a considerable number of members who are around middle ages. The majority of women's NGOs are university graduates. Having members at middle ages may be more advantageous with regard to experience. Additionally, high educational level among members may provide to organizations such as knowledge creation through networks.

Table 4.1.8 Age and Educational level of members

		Educational Level of Members			Total
		High School Graduate	University Graduate	Mixed	
Age of members	20-35		1	1	2
	35-50	3	7		10
	50 +	1	3		4
	Mixed	1	7	4	12
Total		5	18	5	28

4.1.9 Sphere of Activity

In this part of the survey, respondents were asked to rank from 1 to 5 the importance of each field. In Figure 4.1.9, numbers on horizontal axis represents average values. According to activity types of organizations, the majority of women's NGOs focus on

education. On the other hand, there is a considerable number of women's NGOs which engage in women rights and violence.

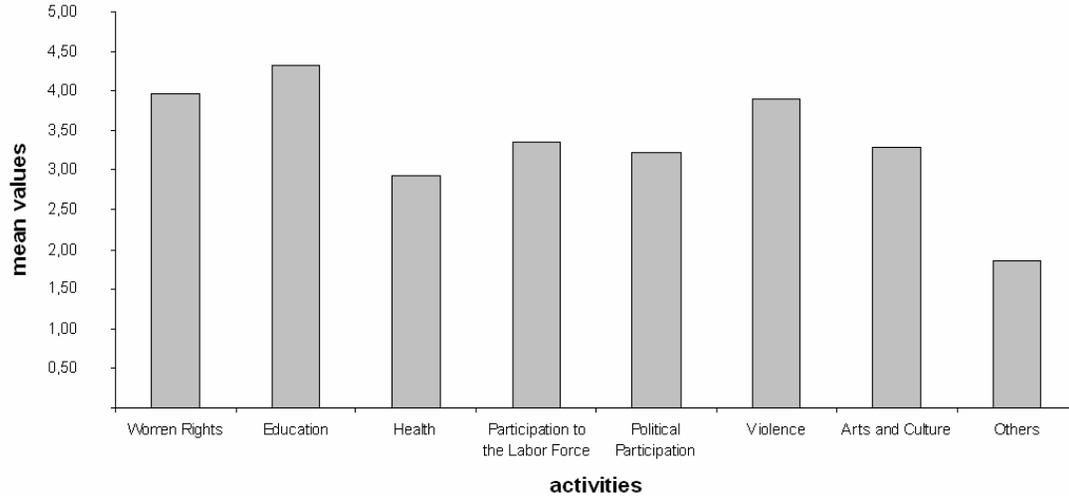


Figure 4.1.9 Sphere of Activity

4.1.10 Activity Tools

Representatives of the women's NGOs were asked to determine activity tools for achieving their goals. These are physical support, consultancy, training, seminars/conference/meetings, broadcasting knowledge, cultural activities, organizing people, and others. According to Figure 4.1.10, women's NGOs in this study most frequently use seminar, conference, meeting, and consultancy.

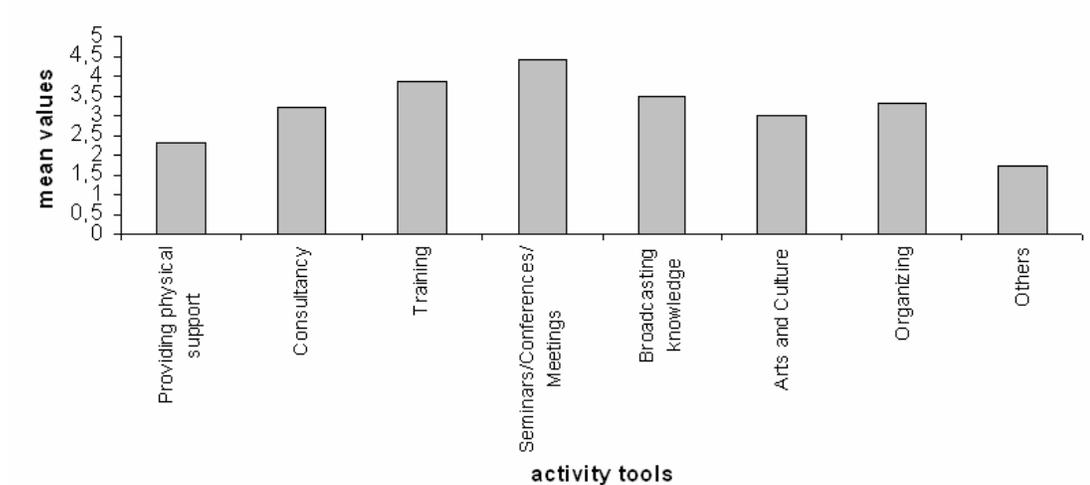


Figure 4.1.10 Activity Tools

4.2 Communication and Collaboration Pattern among Women’s NGOs

In this section, the communication and collaboration pattern are analyzed. In communication pattern, women’s NGOs are evaluated in terms of tools to information flow through outside. Moreover, how the members of organizations are get informed, are questioned.

In collaboration part, women’s NGOs are analyzed in terms profile of the women’s NGOs in collaboration, criteria in partner selection, the role of organization in partnership, effect of the partnership, barriers to collaboration, and to what extent being a partner is crucial for the organizations.

4.2.1 Getting information about the activities of other women’s NGOs

In this question, representatives were asked to explain the mechanism that they get information about activities of other women’s NGOs. According to Figure 4.2.1, there is not so much variation between scores. Women’s NGOs mostly use e-mail list, personal links, and general meetings in order to communicate with the other organizations.

Although most of them are members of the e-mail list, they do not efficiently use this mechanism. For example, one of the interviewees stated at first that she is subscribed to the main email lists. Soon after, she was mentioning that she “receives so many messages that mostly she just deletes them without reading”.

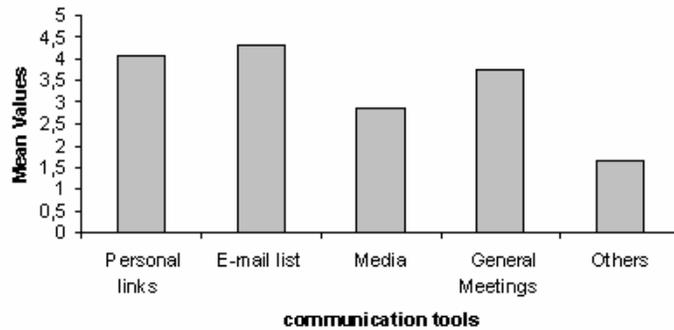


Figure 4.2.1 Getting information about the activities of other women’s NGOs

4.2.2 Assess the use of each tool to disseminate information outside the organization

Although the scores of information diffusion through the outside of the organizations do not differ from each other, the most important tool that women’s NGOs use for the communication is personal connections.

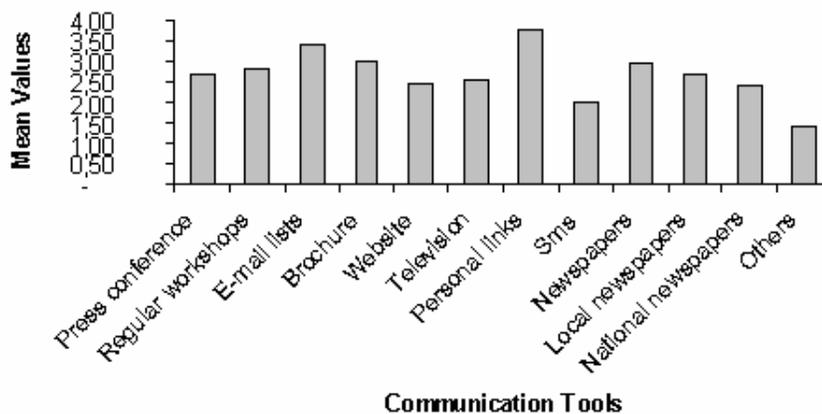


Figure 4.2.2 Assess the use of each tool to disseminate information outside the organization

4.2.3 Information Tools in the Organization

According to Figure 4.2.3, women's NGOs in Ankara distribute information through telephone and meetings to their members. This situation brings both advantages and disadvantages. To illustrate, face to face communication may improve relations through friendships. On the other hand, it is costly considering women' NGOs in different locations. Owing to its advantages such as elimination of transportation cost and reaching a wider population, use of ICT is important. Therefore, having ICT infrastructure such as e-mail communication, having regularly updated websites is complementary to face to face communication.

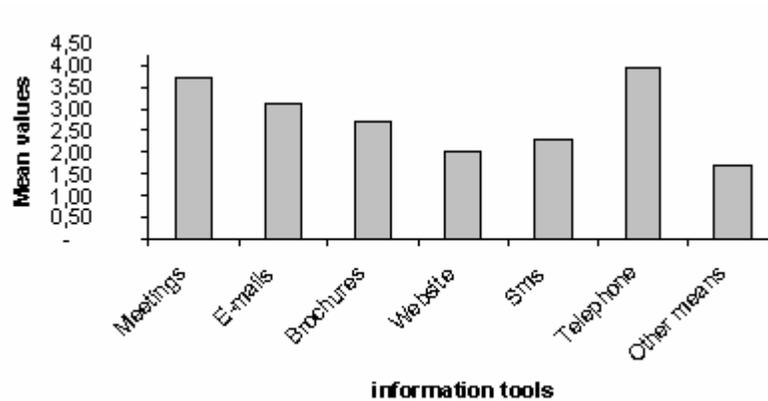


Figure 4.2.3 Information Tools in the Organization

4.2.4 Assess the effectiveness of each tool in communicating with other organizations

According to Figure 4.2.4 the most efficient tool which the organization uses is telephone and e-mail. Women's NGOs rarely use sms in order to communicate with other organizations.

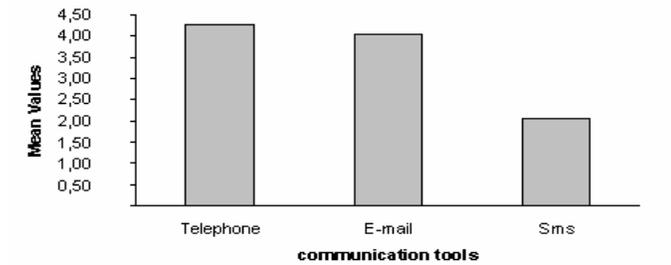


Figure 4.2.4 Effectiveness of each communication tool

4.2.5 Collaboration patterns among organizations

In this part of the survey, representatives of the women’s NGOs were asked to rate from 1 to 5 the importance of each type of partner in terms of frequency of partnership. According to Figure 4.2.5, women’s NGOs in this study mostly participate in the activities with other women’s NGOs because informal networks are rich. Women’s NGOs make a lot of meetings, seminars together (see, pg. 43). They do it with other women’s NGOs as seen in a dense informal network (see, pg. 58). Universities and international organizations are also important actors for collaboration.

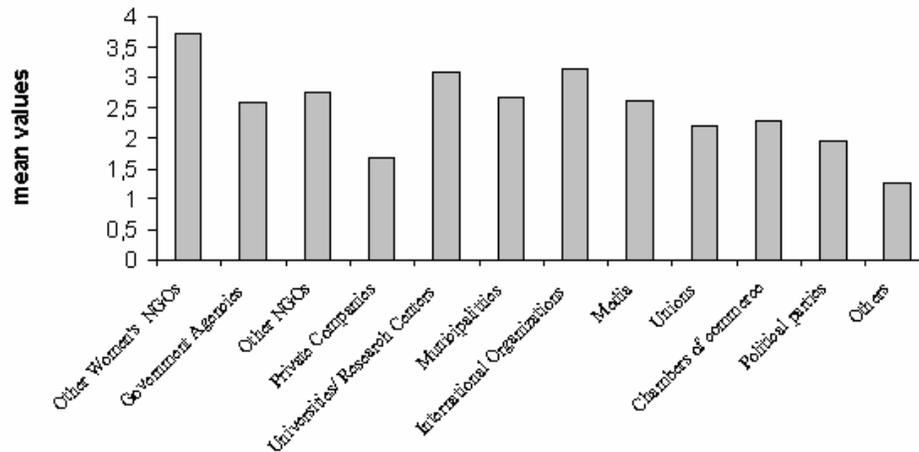


Figure 4.2.5 Profile of organizations which the women’s NGOs participate in the same activity

4.2.6 Criteria in Partner Selection

In this question, representatives of the women's NGOs were asked to identify the critical factors in partner selection. According to Figure 4.2.6, access to complementary knowledge and experience, common goals and ideology, and complementarities are the most critical factors for women's NGOs. This shows what they obtain from networks is to improve relations with organizations which are experienced in women issue. Women's NGOs in this study prioritizes shared ideology which may result in the problem of homophily which means that similar organizations communicate each other.

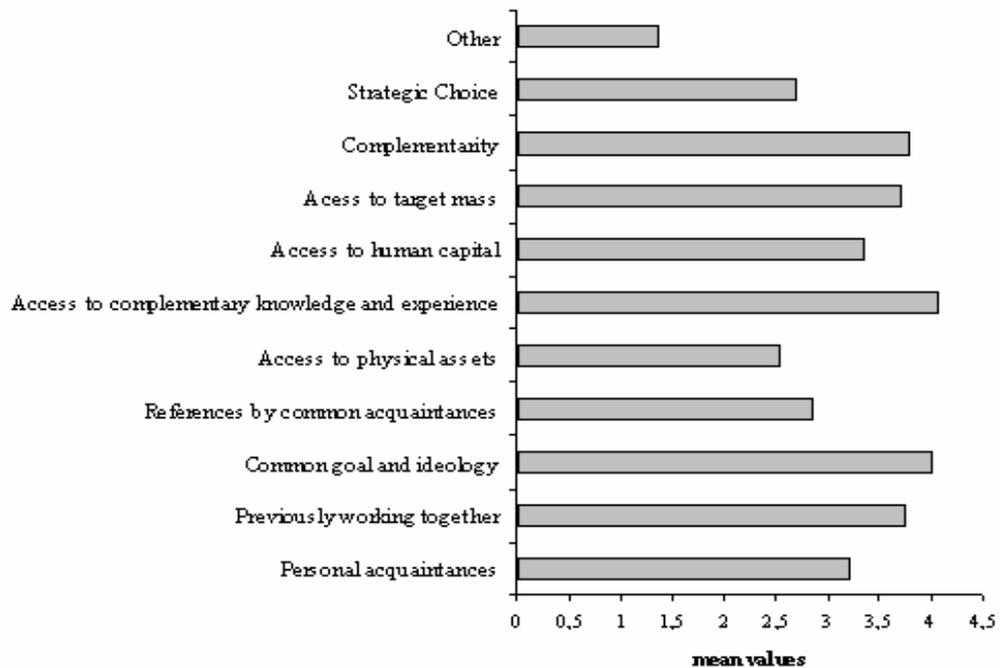


Figure 4.2.6 Criteria in partner selection

4.2.7 The role of organization in the collaboration

According to Figure 4.2.7, women's NGOs which are subject to interview were asked their role in the partnerships. The most important contributions of organizations are to access to their networks, consultancy, and human capital.

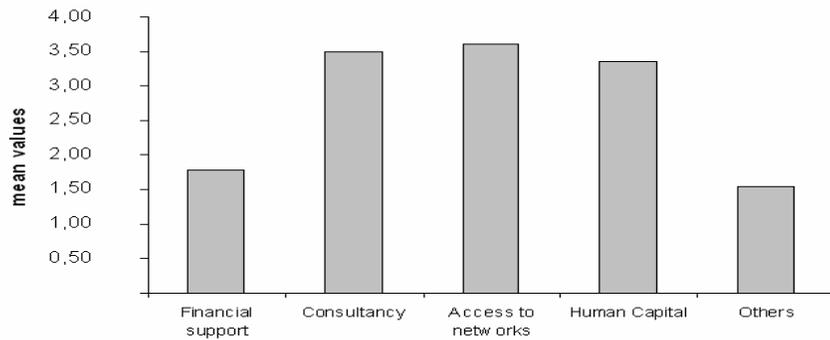


Figure 4.2.7 The role of organization in the collaboration

4.2.8 The effect of collaboration

In this question, representatives of the women’s NGOs were asked to determine the effect of collaboration to the organization. As demonstrated in Figure 4.2.8, organizations perceive that collaboration increases their power and legitimacy. Additionally, access to information on organizations on projects and activities, access to information on new projects/activities, and learning are also important contributions of collaboration to the women’s NGOs.

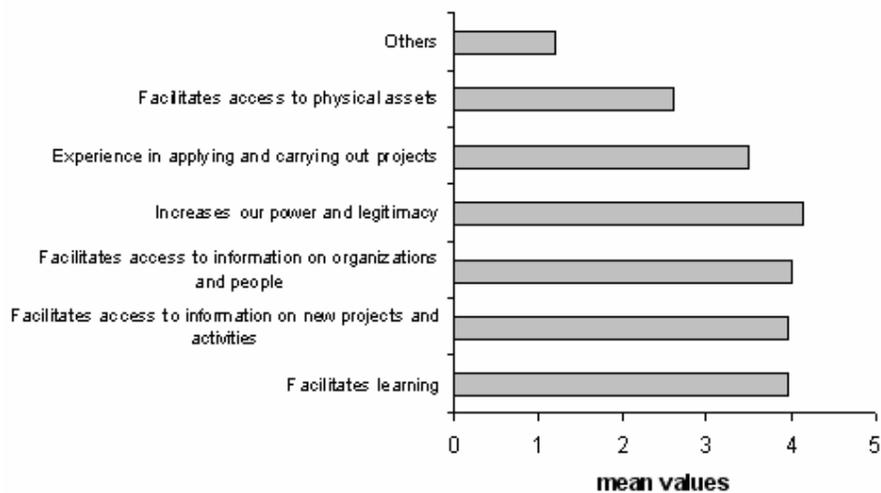


Figure 4.2.8 The effect of collaboration

4.2.9 Barriers to collaboration

In this question, barriers to collaboration with other women’s NGOs were asked to representatives of the women’s NGOs. Figure 4.2.9 the most important barriers is that the other party did not meet the responsibilities which may result in lack of trust between actors. Ideological differences between parties follow this.

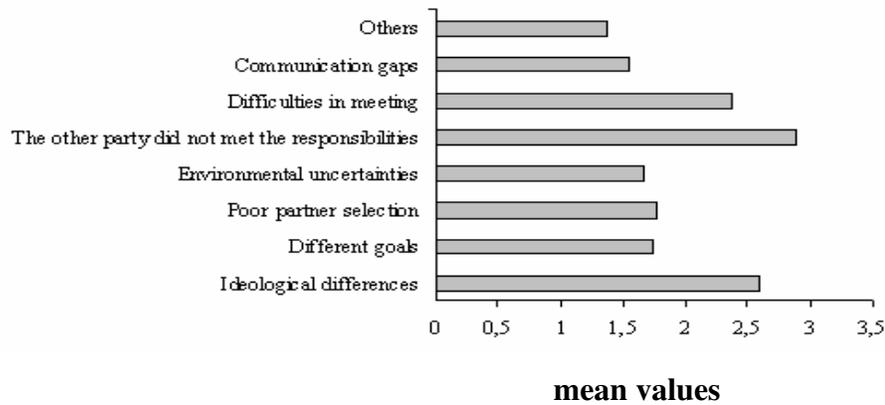


Figure 4.2.9 Barriers to collaboration

4.2.10 To what extent being a partner is crucial for organizations

As demonstrated in Figure 4.2.10 to what extent being a part of collaboration is important for the organizations was asked to women’s organizations in this study. According to results, it depends on the project.

Table 4.2.10 To what extent being a partner is crucial for organizations

	N	Percent
Very important	7	25,0
Important but not crucial	7	25,0
It depends on project	14	50,0
Total	28	100,0

4.3 Geography

In this section, location of the other organization in partnership and the location of target group are questioned. In both questions, location is classified in terms of same city, other cities, and anywhere.

4.3.1. Location of the partners

In this question representatives of the women’s NGOs were asked to identify the location of the organizations which they work with. The question was “how far is the organization which you collaborate from your location?”. According to geographical proximity of the organizations, women’s NGOs collaborate with organizations from different locations.

Table 4.3.1 The location of the partners

	N	Percent
Organizations in the same city	8	28,5
Mixed	18	64,3
Organizations in the other cities	1	3,6
Total	27	96,4
Missing Value	1	3,6
Total	28	100,0

4.3.2 Location of the target group

As mentioned in Table 4.1, there is a variation in target of women’s NGOs. For example, some organizations may focus on women while the remaining part concerns different groups in addition to women such as youth, men, and child. In this question, representatives of the women’s NGOs in this study were asked to determine the location

of the target group. According to Table 4.3.2, the majority of the women’s NGOs declared that the location of the target does not matter.

Table 4.3.2. The location of the target group

		N	Percent
	Geographically close	8	28,6
	Far	1	3,6
	Both	18	64,3
	Total	27	96,4
Missing	Value	1	3,6
	Total	28	100,0

4.4 Open-ended Questions

In this section, open-ended questions are discussed. These are the identification of women’s NGOs which the women’s NGOs in this study are reluctant to collaborate, organizational hierarchy, and critical factors in success of the projects.

According to results of the descriptive analysis, the majority of the organizations emphasize that the most important barriers to collaboration are different ideologies, problems with the other party who did not meet the responsibilities, and difficulties in meetings. In order to analyze this pattern in detail, respondents were asked to describe the NGO which they never want to work with. Although it is confronted with reactions, in some cases, it was possible to receive related answers.

There are mainly four different types of attitudes considering responses: 1) jealousy and opportunistic behavior of the actors in the organization, 2) reluctance to collaboration 3) acting in different fields which are not compatible to the organization’s target, 4) ideological differences among NGOs

First challenge in partner selection is jealousy and opportunistic behavior of the actors. To illustrate, the respondent from one of women's NGOs in this study declared that "We, as a women's NGO, do not prefer to work with organizations that prioritize individual benefits rather than objectives of the organization". Another respondent claimed that "in accordance with my professional experience in this field, women's NGOs are jealous in sharing information which is the most important barrier to collaboration".

Secondly, there are two women's NGOs that highlighted the importance of being motivated to collaboration and openness. Both representatives agreed that "collaboration is crucial in order to generate solutions in the light of different ideas".

Thirdly, acting in different fields which is not compatible to the organization's target is another barrier to collaboration. As respondent noted that "we are open to work with organizations of which focus on the same field with us. We are reluctant to work with women's NGOs which are interested in different fields especially in politics".

Fourth distinction in partner selection is the role of ideological differences. In this study, four types of organizations are included in this study: religious, research organizations, Kemalist and Leftist organizations. Two types of ideology are recognized by the women's NGOs. For the first group of organizations, being a supporter of Kemalist ideology is stated as a priority. For instance, the respondent from this group claimed that "we cannot imagine an organization which is against Kemalist ideology. That's why; it is not a related question for us". The second group explained that "it is not possible to work with organizations which have nationalist perception on women issue". To illustrate, one of them complained that it is difficult to find a common sense with organizations which follow nationalist approach".

Representatives of the women's NGOs were asked if they perceive their organization as hierarchic. According to results, organizational structure is at middle level of hierarchic.

Representatives of the women’s NGOs were asked to determine the critical factors for the success of the project. According to Figure 4.4.1, most of the indicators including funding, organizing, creativity, cultural barriers, spreading information, predicting future conditions, finding partners, finding skilled human capital, and experience are important for the organizations. Only legal barriers seem to be less critical factors. It can be implied that women’s NGOs in this study find legal arrangements adequate concerning NGO field.

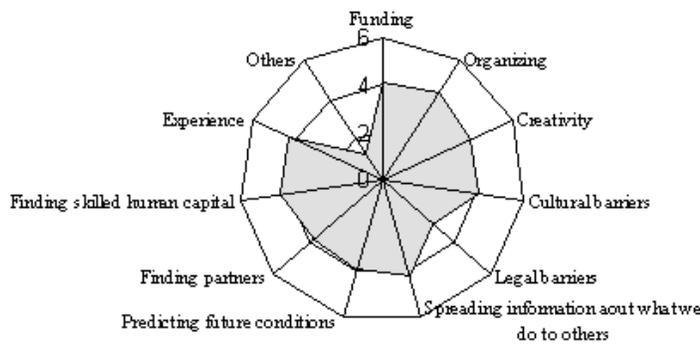


Figure 4.4.1 Critical factors for the success of the projects

In this chapter, women’s NGOs in Ankara were analyzed in terms of organizational structure. In order to go through the results of descriptive analysis, organizations were asked to determine the features of the potential partners in order to reveal the reasons behind reluctance to collaborate. Organizations were also examined through level of hierarchy. Since networks require flexible organizational structure, whether organizations are hierarchic or not were questioned. Finally, critical factors in success of the projects were determined.

As mentioned in the NGO literature, there is a strong need for cooperation among NGOs in order to influence policies related to women issue. However, it is determined that collaboration among NGOs is still weak. According to Sanyal (1994), NGOs tend to behave as competitor because they are dependent upon the donations and it triggers the idea that an NGO which does not share its knowledge and experience with the others is

the most effective one. In the next chapter, women's NGOs in Ankara will be analyzed in terms of two measures: informal linkages which are based on acquaintanceship and formal networks which refer to joint projects. The logic behind two different networks is to observe the relationships among organizations in detail. In order to enrich the context of this study, if there is linkage with the other organizations excluding women's NGO will also be questioned.

CHAPTER 5

NETWORK ANALYSIS

In this chapter, network analysis is carried out using section 2 of the survey (see, page 28.). As mentioned in previous section, network is defined as “a pattern of social relations over a set of persons, groups, or organizations” (Alystene, 1997).

In this study, two types of relations were investigated among 28 women’s NGOs in Ankara. These are informal networks and formal networks. Informal network is based on friendship. Organizations may improve their relations through general meetings, exchange of visits, workshops, conferences, and so on. In order to reveal the informal network pattern among women’s NGOs in Ankara, a list of women’s NGOs in five big cities from different regions of Turkey was prepared according to NGO database which was mentioned in the previous chapter. These cities were Ankara, İstanbul, İzmir, Diyarbakır, and Adana. Each representative of 28 women’s NGOs in the sample was asked to check the other women’s NGOs in the list which are perceived as “friends”.

Formal network means that organizations work in the same project or campaign which each participant has the responsibility. The question was “if you are a partner of any current joint project or campaign or finished project in the last year, can you write down your partners, the subject of the project and activities which you perform with your partners”. We had a list of actors such as the other women’s NGOs, government agencies, the other NGOs which work in the different fields, political parties, universities, media, international organizations and others.

5.1. Networks

In this section, two networks which show informal and formal linkages and one additional network which is only a derivation from the second are introduced in the light

of the answers given by representatives of 28 women's NGOs. Figure 5.1.1 shows informal networks which almost all women's NGOs know each other. Some common platforms as TCK Platformu (Platform of Turkish Criminal Code) and Kadın Kurultayı (General Meeting of Women), of which members are women's NGOs in this study, enable them to know each other. TCK Platformu (Platform of Turkish Criminal Code) is a type women's coalition which aims to improve the laws of Turkish Criminal Code concerning women issue. Participants of the coalition come together at the meetings and discuss the ways of reforms. Similarly, Kadın Kurultayı (General Meeting of Women) is a general meeting about the current situation of women in the society, problems and opportunities. Additionally, as supported in survey question which investigates the activity tools, women's NGOs mostly use seminars, conferences, and general meetings to share their ideas and experiences (see pg.43).

Figure 5.1.2 represents formal networks which demonstrate links with other organizations. Red nodes show women's NGOs and yellow nodes give other organizations. According to the Figure 5.1.2, the formal network structure among women's NGOs in Ankara is quite different from informal networks. Women's NGOs collaborate with other organizations such as government agencies, universities, international organs, media, other NGOs, political parties in the same project or campaigns, but they hardly collaborate with each other. To show this, only women's NGOs nodes were left on Figure 5.1.3 which demonstrates that there is small number of women's NGOs in Ankara which work in the same projects as partners. In order to explain this network in detail, the name and the content of the projects were examined. For instance, Türk Kadınlar Birliği Derneği (The Turkish Women's Federation) has the highest number of linkages with the other women. One of the projects is with KASAUM (Ankara University Women's Studies Research Center) which is based on to encourage the political participation of women which has been initiated in 2003. Furthermore, Türk Kadınlar Birliği Derneği (The Turkish Women's Federation) is linked with Ka-der (Association for Educating and Supporting Women Candidates) through the European Women's Lobby as members of Executive Committee. As members of the committee,

these two organizations follow the improvements related to women such as equality policies and prepare reports. Türk Kadınlar Birliği Derneği (The Turkish Women's Federation) has the joint activities with Kadın Dayanışma Vakfı (Foundation for Women's Solidarity) and Başkent Kadın Platformu Derneği (The Women Platform of the Capital) as members of CEDAW Executive Committee. Kadın Dayanışma Vakfı (Foundation for Women's Solidarity) has a project with Kırkörüük(Cooperative for Combatting Violence Against Women) about violence. G.O.P. Soroptimist and Emek Soroptimist as members of Turkish Soroptimist Clubs which is organized by professional women do projects each other excluding other women' NGOs. Cumhuriyet Kadınları Derneği (Association of Women for the Republic) and Türk Üniversiteli Kadınlar Derneği (Turkish University Women's Association) which follow the same ideology work together.

In-depth analysis of informal and formal network with the centrality and density measures will be introduced in section 5.2.1 and 5.2.2. In the first section, central actors of the each network will be analyzed. Centrality is useful measure for identification of the individual actors which play broker role in the network (Ansell, 2006). These central actors may also be influential in social policies for women. Secondly, the measure of the density refers to cohesion of the network. Therefore, more ties between people addresses a tighter structure which is more cohesive (Nooy, et al, 2005). In a dense network which points the strong relations between actors, information flow may become easy.

In section 5.3, organizational features of the central actors in formal and informal networks will be represented. In section 5.4, why do women's NGOs do not collaborate with each other will be discussed in detail.

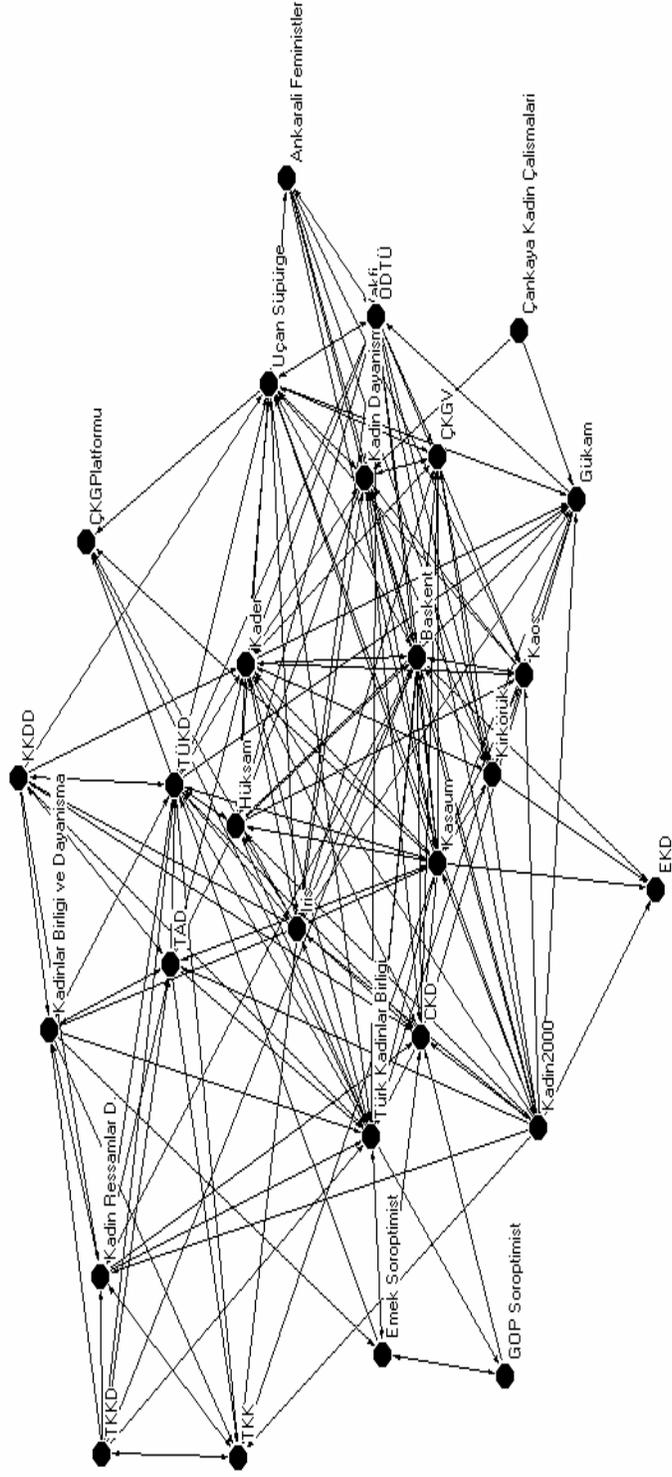


Figure 5.1.2 Formal Network among women's NGOs and other organizations

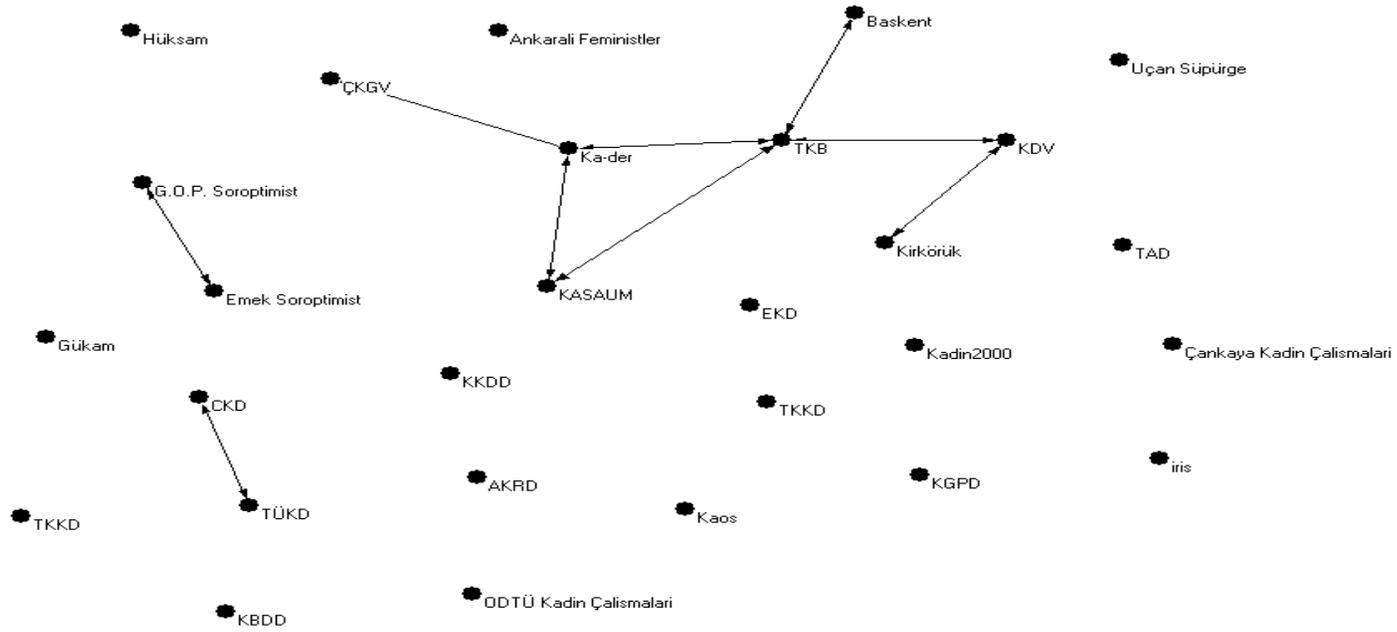


Figure 5.1.3 Formal Network deleting non-woman NGOs

5.2 Social Network Analysis

In this section, informal and formal networks will be analyzed in terms of centrality and density measures. There are various measures of centrality including degree, closeness, and between-ness. Explanation of these three measures can be found in Appendix C1. Each aspect of centrality will be discussed. Additionally, central actors will be examined in terms of organizational features. For instance, the type of organization may provide advantages to find partners or access to information or broad population, and so on.

5.2.1 Informal Network

In this section, informal networks will be analyzed in terms of centrality and density measures. Main points in these sections are 1)what does centrality measure? 2)What is the importance of central actors in the network? 3) What are the main indicators of centrality? and 4) why density matters for the organizations?

5.2.1.1 Centrality

Centrality is an important measure if creating a common sense in any issue is the main concern. According to Lauman and Pappi (1976) and Galaskiewicz (1979), “the more central the organization, the greater it’s reputation for influence and community”. Therefore, central actors in both informal and formal networks play a crucial role in policy change. According to Galaskiewicz and Wasserman (1989), the central organizations are more advantageous than isolated organizations because companies give more money to specific organizations which are widely known. There are mainly three measures for centrality namely degree, closeness, and between-ness.

Degree centrality is the simplest and most intuitive one. It measures an individual's centrality according to the number of connections to others. Central individuals have strong connections to other network members while peripheral individuals do not (Degeenne and Forse, 1999). Hence, the degree of an actor is important since it implies that central actors have the most ties to other actors in the network (Wasserman and Faust, 1994).

Figure 5.2.1.1 shows the star network, which actor A has more opportunities and alternatives than other actors because it has the highest number of linkages in the network. To illustrate, actor A is the center of the action which means A is in direct contact with other participants of the network.

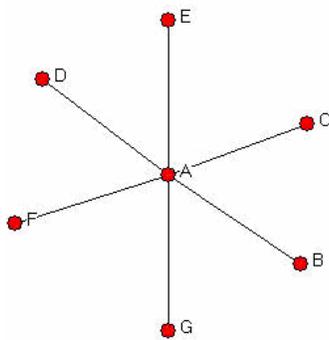


Figure 5.2.1.1 Star Network

In this study, KASAUM (Ankara University Women's Studies Research Center) and Türk Kadınlar Birliđi Derneđi (The Turkish Women's Federation) have the greatest degrees and might be regarded as the most visible actors in the network (see Appendix A1). These actors are known by the most of the women's NGOs in the sample. Moreover, they are seen as "major channels of relational information" (Wasserman and Faust, 1994). Considering friendship network, KASAUM (Ankara University Women's Studies Research Center) and Türk Kadınlar Birliđi Derneđi (The Turkish Women's Federation) may disseminate information on general meetings or may find resources with the help of their strong personal links easily. These results are supported by the answers given

during the interviews. Türk Kadınlar Birliği Derneği (The Turkish Women’s Federation) is the oldest organization which is established in 1924 and the number of members is about 10,000 which prove that Türk Kadınlar Birliği Derneği (The Turkish Women’s Federation) is recognized by a large population. According to representative, Türk Kadınlar Birliği Derneği (The Turkish Women’s Federation) has 78 branches throughout the country. KASAUM (Ankara University Women’s Studies Research Center) is a research center in the university. Therefore, the organization may access to a large population. During the interviews, the representative from KASAUM (Ankara University Women’s Studies Research Center) added that we use most of activity tools written here but “we also coordinate some of the general meetings through making women together.” This statement also indicates that KASAUM (Ankara University Women’s Studies Research Center) as a research center has a wide informal network. Both KASAUM (Ankara University Women’s Studies Research Center) and Türk Kadınlar Birliği Derneği (The Turkish Women’s Federation) prioritized seminars, conferences, and meetings as activity tools. However, as a general overview of this informal network, network centralization (% 35.61) is moderate by the rule of thumb (see Appendix A1). Although degree centrality makes sense for determination of most visible actors in the network, this method is criticized that shows connections to immediate neighbors.

Second way of evaluating the centrality of an individual actor is to make judgment about her closeness to others (Hanneman, 2005 and Degeenne and Forse, 1999). In some cases, the position of the actors is more important than the links that it has. The idea is that people are more central if information may easily reach them (Noor, Mrvar, and Batagalj, 2005). Closeness centrality is measured according to the formula below:

$$C_c(n_i) = \left[\sum_{j=i}^g d(n_i, n_j) \right]^{-1} \quad (5.2.1.2)$$

$[C_c(n_i)]$ shows closeness of the actor, $d(n_i, n_j)$ is the number of lines in the linking actors i and j . The total distance that i is from all others is $\sum_{j=1}^g d(n_i, n_j)$, and $j \neq i$

According to closeness centrality measures, KASAUM (Ankara University Women's Research Center), İris Eşitlik Gözlem Grubu (Woman Watch Group), Kadın2000 (Women2000 Women's Human Rights Information & Documentation Center) and Türk Üniversiteli Kadınlar Derneği (Turkish University Women's Association), and Ka-der (Association for Educating and Supporting Women Candidates) seem the most central actors (see Appendix A2). İris Eşitlik ve Gözlem Grubu (Woman Watch Group) is an initiative group. Representatives of the organization have strong links with the media because of their work experiences which may explain their closeness to other women's NGOs. Kadın2000 (Women2000 Women's Human Rights Information & Documentation Center) is an organization which provides information and documentation on women studies. Türk Üniversiteli Kadınlar Derneği (Turkish University Women's Association) is the second oldest organization in this study and continues organizational activities by supporting young female students.

Between-ness offers more precise way of measuring an individual's centrality. The main concern in both degree and closeness centrality is the reachability of the actor in the network. However, between-ness centrality is based on determination of the intermediary which plays a central role in transmission of information through network (Nooy, et al., 2005). Freeman (1984) suggests that some weakly connected individuals may still be essential for certain transactions. If the organization has greater intermediary values to all members of a network, this organization may easily control the communication flow and independence of others to communicate. Following Freeman (1984), these organizations may influence the other organizations by withholding and / or distorting information. Central actor is also in a better position to coordinate information for the entire group. Similarly, Wasserman and Faust (1994) claim that interactions between two actors might depend on the other actors in the network, especially the actors who lie on the paths between the two actors. These "other actors"

potentially might have some control over the interactions between the two actors. As demonstrated in formula below, the actor between-ness index for n_i is the sum of estimated probabilities over all pairs of actors (Wasserman and Faust, 1994).

$$C_B(n_i) = \sum_{j < k} g_{jk}(n_i) / g_{jk} \quad (5.2.1.3)$$

With considering Freeman betweenness centrality, KASAUM (Ankara University Women's Studies Research Center), Türk Kadınlar Birliği Derneği (The Turkish Women's Federation) and Türk Üniversiteli Kadınlar Derneği (Turkish University Women's Association) are central actors (see Appendix A3). Regarding informal network relations in this study, it can be seen that there is a lot of variation in actor betweenness from 0 to 101,687. Despite this, overall network centralization is relatively low (35, 6 %). KASAUM (Ankara University Women's Studies Research Center), Türk Kadınlar Birliği Derneği (The Turkish Women's Federation) Türk Üniversiteli Kadınlar Derneği (Turkish University Women's Association) seem to be more powerful than others. There are some common points among these organizations considering survey results. To illustrate, both Türk Üniversiteli Kadınlar Derneği (Turkish University Women's Association) and Türk Kadınlar Birliği Derneği (The Turkish Women's Federation) are the oldest organizations. As mentioned above, KASAUM (Ankara University Women's Studies Research Center) is a women's research center in the university. Therefore, it may have advantages in terms of closeness to resources such as recent academic projects and researches, money, and human capital. Power and legitimacy which stem from being a part of university are other opportunities. Additionally, KASAUM (Ankara University Women's Studies Research Center) can easily reach wider population.

5.2.1.1 Density

This is a measure of how inter-connected a network is. A network where all the actors are connected to all the other actors has density of 1,0. In this study, density degree of the informal network is 0.28 which presents a relatively dense network. According to

literature, dense networks provides some benefits such as sustaining civil society and improve relations between civil society actors that generate trust and cooperation and triggers to civic engagement and participation.

(Newton, 2001). Furthermore, high level of density may provide the opportunity for preserving or maintaining resources (Lin, 1999).

5.2.2 Formal Network Analysis

In this section, representatives of the women's NGOs in this study were asked to give the information of their partners which they work together in the same project or campaign. Partners are classified as other women's NGOs, other NGOs, government agencies, political parties, universities, media, international organizations, and so on. Main concern is whether women's NGOs in Ankara work with the other women's NGOs.

5.2.2.1 Centrality

According to degree centrality scores, Ka-der (Association for Educating and Supporting Women Candidates), Gaziosmanpaşa Soroptimistleri Derneği (G.O.P. The Federation of Soroptimist Clubs) and Türk Kadınlar Birliği Derneği (The Turkish Women's Federation) seem the most central actors in the formal network (see, Appendix, B1). There are some commonalities between these actors such as the number of members, the age of organization, projects or campaigns in a year that the organizations take part in. As mentioned above, Türk Kadınlar Birliği (The Turkish Women's Federation) is the oldest organization in the network. Additionally, it has the highest number of members (10,000). Ka-der (Association for Educating and Supporting Women Candidates) has the highest number of campaigns in a year. Representative of Gaziosmanpaşa Soroptimistleri Derneği (G.O.P. The Federation of Soroptimist Clubs) has a strong link with Gazi University.

According to closeness centrality which measures the shortest path between vertices, Ka-der (Association for Educating and Supporting Women Candidates) and Gaziosman Paşa Soroptimistleri Derneği (G.O.P. The Federation of Soroptimist Clubs) seem the most central actors in the network (see Appendix B2). Similarly, betweenness scores represent the same organizations as central actors (see, Appendix B3).

5.2.2.2 Density

Density measure of the formal networks is too low (0.016) which means that formal network does not represent a tight structure. Considering the benefits of dense network which is emphasized in dense informal networks in this study, sparse networks with low level of density measure may refer to a disadvantageous situation. However, according to literature which focuses on the importance of central actors in the network, dense networks have lack of diversity considering information. According to Burt (2004), opinion and behavior are more homogeneous within groups than between groups so people connected across groups are more familiar with alternative ways of thinking and behaving. Brokerage across the structural holes between groups provides a vision of options. Additionally, dense networks represent a picture which almost every actor is linked to each other which does not necessarily propose advantages. For instance, having linkages with the actor which is part of a clique obviates time and energy consumption.

Some other organizations in the formal network such as Belediyeler (municipalities), Milli Eğitim Bakanlığı (Ministry of Education), and T.C. Kadının Statüsü Genel Müdürlüğü (The Directorate General of Women's Status) may play brokerage role . For example, Belediyeler (municipalities) link Gaziosmanpaşa Soroptimistleri Derneği (G.O.P. The Federation of Soroptimist Clubs) and Ka-der which are the central actors of the formal organizations. Additionally, T.C. Kadının Statüsü Genel Müdürlüğü (The Directorate General of Women's Status) links Gaziosmanpaşa Soroptimistleri Derneği (G.O.P. The Federation of Soroptimist Clubs) to Hüksam (Hacettepe Women's Studies

Research Center). As mentioned in previous sections, research centers are important because they may have the advantage of accessing a wide population. Therefore, T.C. Kadının Statüsü Genel Müdürlüğü (The Directorate General of Women's Status) can encourage joint projects or activities between these two NGOs.

5.3 Challenge: Dense informal networks sparse formal networks

In Chapter 1, improving networks are mentioned in term of benefits and motivation of organizations to collaborate. In order to understand how organizations use networking, women's NGO networks in developing country cases were dealt with. As observed in these cases, women's NGOs collaborate with the other organizations in order to create consciousness-raising, to find financial support and to improve organizational capacity. Finally, the role of ICT infrastructure was also mentioned in providing effective solutions.

In Chapter 2, NGOs networks in Turkey were examined in terms of limitations such as reluctance to collaboration, weak international linkages, problems of sustainability, interlocking, managerial insufficiency, and lack of human capital considering the low level of participation to voluntary organizations.

In Chapter 3, the organizational structure such as age, type, target group, focus, ICT infrastructure of 28 women's NGOs in Ankara. Additionally, means of communication within and among organizations were questioned. In order to reveal the perceptions of organizations on collaboration, questions like criteria in partner selection, barriers to collaboration, effect of collaboration were discussed. In open-ended questions, organizational hierarchy, most important factors for the success of the projects and reluctance to collaboration were evaluated in the light of the answers.

In this section, it is found that 28 women's NGOs in Ankara are linked to each other with informal networks. However, they do not collaborate with each other in the same project or campaign. The aim of this section is to explain why informal and formal

networks are different from each other. In this study, there are four reasons for this mismatch between formal and informal networks. These are loss of autonomy, performing the same activities, lack of trust, and ideological differences.

Firstly, women's NGOs in this study may have the fear of loss of autonomy if they work with other women's NGOs in the same projects or campaigns. This may be explained in Oliver (1991). According to the Figure 5.3.1, types of activities were arranged in terms of those which require less intensity and high autonomy, and others which necessitate high intensity and loss of autonomy. In personal meetings, organizations have high level of autonomy. However, loss of autonomy starts with exchange of resources. This means that 28 women's NGOs are linked to each other as friends because it does not require any cost. However, this still does not explain why women's NGOs have intensive relations with other types of organizations rather than with themselves.

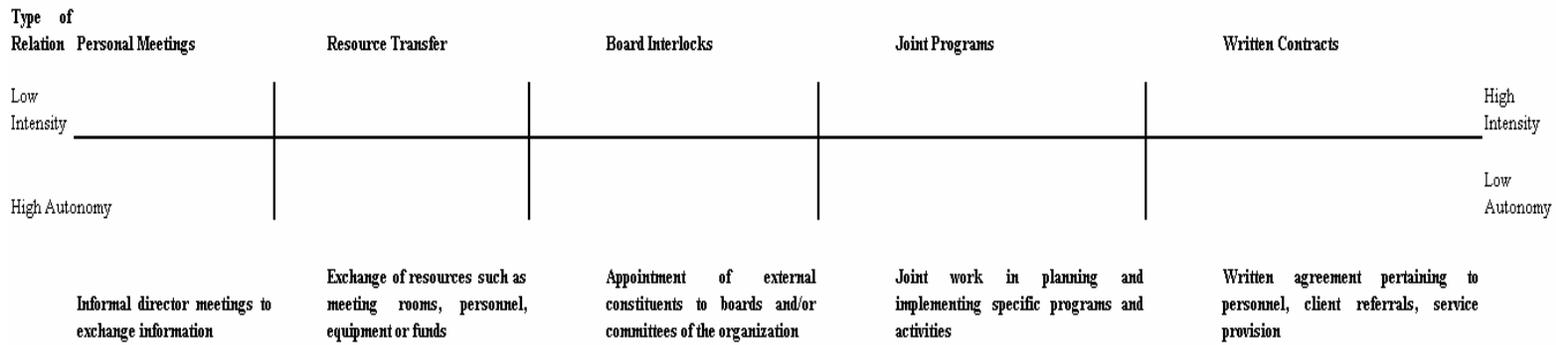


Figure 5.3.1 Scale of interorganizational intensity and autonomy loss.

Source: Oliver, C. (1991). Network Relations and Loss of Organizational Autonomy, *Human Relations*, Vol. 44, No.9, pp. 943-961.

Second reason for being reluctant to collaboration is performing same activities. In order to detect whether organizations are similar or not, relatedness among women's NGOs in terms sphere of activity and activity tools were calculated. Respondents were asked to rank from 1 to 5 the importance of each field (see, section 4.19 and 4.1.10). These scores were used in cosine index. This index includes numbers from 0 to 1. Obtaining zero means that women's NGOs absolutely perform different activities from each other. If organizations get score 1 which means those women's NGOs do the same activities. Cosine index shows the relatedness between two NGOs n and m. It is given by;

$$\cos(mn) = \frac{\sum_{i=1}^K \gamma^{ni} \gamma^{mi}}{\sqrt{\sum_{i=1}^K \gamma^{ni^2}} \sqrt{\sum_{i=1}^K \gamma^{mi^2}}}$$

As demonstrated in Figure (5.3.2), women's NGOs are concentrated in the interval 0,8-1 in terms of the sphere of activities which means that women's NGOs in Ankara are not differ from each other considering their activities.

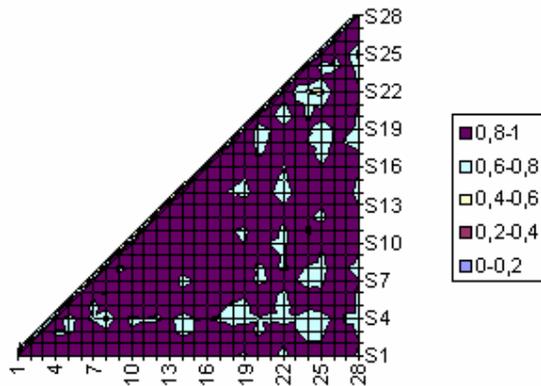


Figure 5.3.2 Relatedness of the sphere of activity of women's NGOs in Ankara

Whether women's NGOs use the same activity tools or not is also questioned. In Figure (5.3.3), there is a small number of NGOs who are differentiated according to activity tools. Consequently, it can be implied that women's NGOs in this study are

similar to each other. In other words, there is no need to collaborate with other women’s NGOs since they are not complementary to each other.

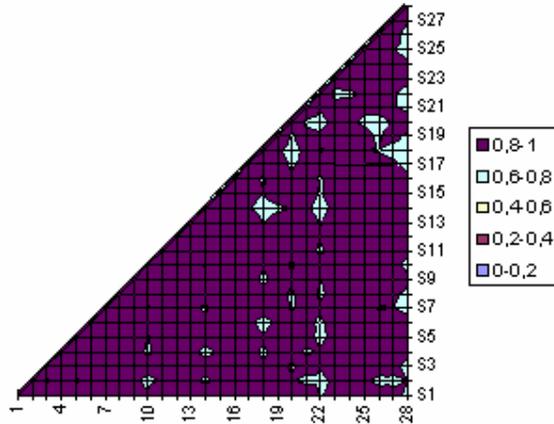


Figure 5.3.3 Relatedness between activity tools of women’s NGOs in Ankara

Although they are not differentiated from each other, women’s NGOs diversify their activities within the organization. As shown in Figure 4.1.9, there is no concentration in an activity. Yanacopulos (2005) claims that organizations diversify their activities because they may have the fear of being dependent to the other organizations. However, the diversification of activities does not decrease its dependence on the environment. Similarly, women ‘s NGOs work with the organizations such as other NGOs, government agencies, political parties, media, universities, and international organizations but not women’s NGOs.

Thirdly, ideological differences may be another barrier to collaboration. According to result of the question “can you describe an NGO which you do not want to work with?”, some of the women’s NGOs perceive ideological differences. Our next question was “please rank barriers to collaboration from 0 to 5”. Results revealed that ideological differences are the one of most important the barriers (see, pg. 49).

Finally, important problem is related to trust which is emphasized in social network literature. The most important barrier to collaboration is that other party did not meet the responsibilities. It implies that women’s NGOs do not trust each other.

5.4 Discussion

In this section, central actors of informal and formal networks are discussed in detail. Considering betweenness centrality scores, Ka-der (Association for Educating and Supporting Women Candidates) and Türk Kadınlar Birliđi Derneđi (The Turkish Women's Federation) are the central actors in both formal and informal networks which imply that having informal links may offer formal links as well. On the other hand, there are some networked organizations such as KASAUM (Ankara University Women's Studies Research Center), Gaziosmanpařa Soroptimistleri Derneđi (G.O.P. The Federation of Soroptimist Clubs) Türk Üniversiteli Kadınlar Derneđi (Turkish University Women's Association), İris Eřitlik ve Gözlem Grubu (Woman Watch Group), , Kadın2000 (Women2000 Women's Human Rights Information&Documentation Center) which have different positions in each network.

KASAUM (Ankara University Women's Studies Research Center), a research center in the university, is the most central actor in informal network but not formal network. This means that KASAUM (Ankara University Women's Studies Research Center) can reach larger population because of its position. However, this does not necessarily means KASAUM (Ankara University Women's Studies Research Center) collaborate with other organizations in the same project. Similarly, Gaziosmanpařa Soroptimistleri Derneđi (G.O.P. The Federation of Soroptimist Clubs) is the most central actor after Ka-der (Association for Educating and Supporting Women Candidates) in formal network. However, it is in a weak position considering informal network. As shown in Figure (5.1.2), Gaziosmanpařa Soroptimistleri Derneđi (G.O.P. The Federation of Soroptimist Clubs) mostly collaborates with other organizations rather than women's NGOs. Therefore, they may not need to have friendships with women's NGOs.

Additionally, Gaziosmanpaşa Soroptimistleri Derneği (G.O.P. The Federation of Soroptimist Clubs) only collaborates with Emek Soroptimistleri Derneği (Emek, The Federation of Soroptimist Clubs) which is a woman NGO. This implies that they prefer each other rather than other women's NGOs (see, pg. 60 , Figure 5.1.3)

CHAPTER 6

CONCLUSION

It is a well known fact that building social networks among NGOs provides opportunities for organizations. According to Liebler and Ferri (2004), “networks enable NGOs to be self-confident, independent, creative, and effective organizations that make a difference in the lives of people, communities, and countries”. Indeed, NGOs can improve their organizational capacity through exchange of resources such as money, skills, and so on. It is possible to access broaden population with the contribution of networks. Therefore, alternative solutions are generated regarding target group. With the help of networks, an organization can create political influence in a specific field. Networks enable the organizations to understand each other effectively and it improves communication skills.

In this study, 28 women’s NGOs were analyzed in terms of their organizational structure such as profile of the organization, communication and collaboration patterns, networks, geography, and open-ended questions which are based on identification of reluctance to collaboration among NGOs, organizational hierarchy and critical factors for success of the project.

According to results of the survey, women’s NGOs in this study are mostly young organizations. Most of the organizations are associations. A quite majority of them concentrate in only woman issues. They sustain themselves through internal funding. A majority of them focuses on both consciousness-raising and direct aid. However, a considerable number of women’s NGOs concerns consciousness- raising. Women’s NGOs in this study have difficulty in technical infrastructure. Only a small number of women’s NGOs have web sites. However, they are in a better situation considering educational level of members. Most of the members have a university degree. Women’s NGOs in this study are open to members from different ages. There is great diversification in terms of the sphere of activities within an organization. On the other hand, most of the organizations perform in the fields such

as women rights and education. A quite majority of the organizations gives priority to seminars, conferences, and general meetings as activity tools.

In the second part of the survey, communication tools among and within organizations were determined in order to realize how information flow. Additionally, collaboration pattern of the women's NGOs were also examined. Most of the organizations use personal links and e-mail list in order to get information about activities of the other organizations. Women's NGOs in this study mostly use personal links to disseminate knowledge through outside. Additionally, meetings and telephone are the most frequent communication tools in order to inform members of the organizations. The most efficient tool in communication is telephone.

Profile of the organizations which the women's NGOs participate in activities together, criteria in partner selection, the role of organization in collaboration, the effect of collaboration, barriers to collaboration and to what extent collaboration is crucial for the organizations were questioned in collaboration part of the survey. Firstly, majority of the women's NGOs in this study gives priority to women's NGOs as partners. Secondly, access to knowledge and experience, common goals and ideology, and complementarities are determined as the most crucial factors in partner selection. The roles of the organizations in the collaboration are access to their networks, human capital and consultancy. The effect of partnership are to access to information on people and organizations, access to information of new projects and experience, and learning. Main barriers to collaboration are ideological differences and other part did not meet the responsibilities. Finally, women's NGOs in this study were asked to declare to what extent collaboration is important for their activities. They stated that there is no specific contribution. It depends on the project. In essence, this point is supported by sparse formal networks among women's NGOs in this study. Other important points may be the reactive notion of the activities of the women's NGOs. As inferred from the answers to the second question, "if it depends on the projects, please tell me in what type of projects the collaboration becomes important", women's NGOs mostly follow short term reactions instead of being creative in producing long term solutions.

In the third part, the location of the partners and target groups were determined. Organizations do not give importance to the location of partners for collaboration which means that women's NGOs in this study are open to partners from different locations. Similarly, there is no specific location of target group which is identified by the women's NGOs.

In fourth part, open-ended questions were discussed in the context of collaboration, organizational hierarchy, and factors for successful projects. The first question was based on the determination of other women's NGOs which women's NGOs in this study are reluctant to collaborate with. According to the results, four attitudes were identified: ideology, jealousy and opportunistic behavior, reluctance to collaboration, and acting in different fields. Concisely, some of the women's NGOs highlighted the importance of ideological difference which may create barrier to collaboration for them. Some of them explained that collaboration may not be possible because of the jealousy between organizations. Only two organizations emphasized the importance of openness to collaboration. Remaining women's NGOs in this study declared that acting in different fields which do not concern women issue is important barrier to collaboration.

In the network part of the study, 28 women's NGOs in Ankara were analyzed in terms of their informal and formal networks. Informal networks were measured according to friendship among women's NGOs. Formal networks were based on working together in the same projects with the other organizations. These are other women's NGOs, other NGOs, government agencies, political parties, universities, media, and international organizations.

According to results of the networks, women's NGOs were strongly linked to other women's NGOs by informal networks. This result is also supported by answers given in communication pattern. As mentioned before, women's NGOs mostly use personal links to disseminate information. The reasons behind this may be lack of ICT infrastructure and skills, age of the members, and cost of internet.

Formal network introduces a different relation pattern among women's NGOs. Women's NGOs do not collaborate with each other in the same project or campaign. They mostly prefer to work with other organizations. Why do informal and formal networks different?

According to Atack (1999), there is a great heterogeneity and variety among development of NGOs considering geography, size, type of activity, and ideology or motivation which may create barriers to collaboration. In this study, five barriers to collaboration were identified. These are the fear of loss of autonomy, implementation of same activities, ideological differences, and lack of trust.

Firstly, organizations may fear of loss of control if they work with the other women's NGOs in the same project or a campaign (Oliver, 1991). They prefer to stay as "friends" because it is costless. They are reluctant to collaborate in the same project because signing contract necessitates mutual responsibilities.

Secondly, in addition to these barriers to collaboration among women's NGOs in Ankara, there are no complementarities among NGOs considering their activities. During the interviews, it was concluded that women's NGOs perceive themselves differently from each other. However, those NGOs do the same activities with the other women's NGOs.

Thirdly, women's NGOs perceive ideological differences. Sharing common goals and ideology are the most important factors in partner selection. Organizations are reluctant to work with other organizations from different ideology.

Finally, shared values such as trust, honesty, reciprocity, and solidarity are crucial for effectiveness and sustainability of NGO activities. In this study, lack of trust among organizations is determined because organizations perceive each other as competitors. For example, they tend to capture all projects which are initiated by international organizations and do not want to share the resources with the others. Therefore, relations with other parties remain at informal level which means that they

come together in general meetings but not collaborate with each other in the same projects or campaigns.

From all above, the interorganizational relations show that considering being a partner in the same project, women's NGOs in Ankara are much more linked to other organizations such as international organizations, NGOs operating in different fields, government agencies, political parties, universities, and so on. In these women's NGOs which work with other organizations, a small number of them did one project or took funds from EU at least one time. According to statement of representative from one of the NGOs in this study "same organizations become partners of EU projects. Partners from EU tend to call the same organization for the other projects. Hence, it turns a vicious circle".

Although being connected to other organizations in formal projects is advantageous, networking among NGOs is also desired in order to create political influence in the country. Specialization in an activity such as women's rights, education, health and so on may provide opportunities for the women's NGOs in Ankara. For example, specialization may trigger joint-projects among women's NGOs which are experienced in different issue related to women. On the other hand, there are socio-cultural issues such as lack of trust and jealousy between actors which also play crucial role in partnerships. In order to create more flexible social atmosphere, central actors in the networks may initiate some programs to improve trust between NGOs or government agencies may encourage women's NGOs to work together.

For further research, this study is conducted only for Ankara. There is a considerable number of active women's NGOs located in different cities such as Istanbul. However, Ankara has the highest number of NGOs among them. Therefore, it will be complementary to this study if the current situation of the other women's NGOs is analyzed.

Another important point is that the term of "social entrepreneurs". The social entrepreneurship considering women's NGOs field necessary in order to investigate whether there are important actors among them or not. In this study, central actors

were determined which are potential brokers. Therefore, it would be also examined if there is a relation between having central position in the network and social entrepreneurships.

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APPENDICES

APPENDIX A1 - Centrality Measures for informal network

Degree Centrality

	1	2	3
	Degree	Nrm Degree	Share
Kasaum	20.000	74.074	0.065
Türk Kadınlar Birliği	19.000	70.370	0.061
Türk Üniversiteli Kadınlar Derneği	17.000	62.963	0.055
Ka-der	17.000	62.963	0.055
İris Eşitlik ve Gözlem Grubu	17.000	62.963	0.055
Kadın2000	16.000	59.259	0.052
Başkent Kadın Platformu	16.000	59.259	0.052
ODTÜ Kadın Çalışmaları Y. L. Programı	15.000	55.556	0.048
Cumhuriyet Kadınları Derneği	14.000	51.852	0.045
Kadın Dayanışma Vakfı	14.000	51.852	0.045
Uçan Süpürge	13.000	48.148	0.042
Hacettepe Üniversitesi Kadın Sorunları araştırma ve Uyg. Mrkz.	13.000	48.148	0.042
Türk Anneler Derneği	11.000	40.741	0.035
Çağdaş Kadın ve Gençlik Vakfı Toplum Mrkz.	10.000	37.037	0.032
Kaos GL	10.000	37.037	0.032
Gazi Üniv. Kadın araş. Mrkz.	10.000	37.037	0.032
Ankara Kadın Ressamlar Derneği	10.000	37.037	0.032
Kadınlar Birliği ve Dayanışma Derneği	9.000	33.333	0.029
Kadınları Koruma ve Dayanışma Derneği	9.000	33.333	0.029
Kırkörük	9.000	33.333	0.029
Türk Kadınları Konseyi Derneği	8.000	29.630	0.026
Türk Kadınları Kültür Derneği	7.000	25.926	0.023
Ankaralı Feministler	7.000	25.926	0.023
Emek Sorptimistleri Derneği	5.000	18.519	0.016
Çağdaş Kadın ve Gençlik Platformu Derneği	5.000	18.519	0.016
Ankara Emekçi Kadınlar Derneği	4.000	18.519	0.013
Gaiosmanpaşa Soroptimistleri Derneği	3.000	11.111	0.010
Çankaya Kadın Çalışmaları Araş. Mrkz	2.000	7.407	0.006

Network Centralization = 35.61%

Homogeneity = 4.27%

Descriptive Statistics for each measure

	1 Degree	2 NrmDegree	3 Share
Mean	11.071	41.005	0.000
Std Dev	4.884	18.088	0.000
Sum	310.000	1.148.148	0.000
Variance	23.852	327.188	0.000
SSQ	4.100.000	56.241.426	0.000
MCSSQ	667.857	9.161.277	0.000
Euc Norm	64.031	237.153	0.000
Minimum	2.000	7.407	0.000
Maximum	20.000	74.074	0.000

APPENDIX A2

Closeness Centrality

Reach Centrality	1	2	3	4
	OutdwReach	IndwReach	nOutdwReach	nIndwReach
Kasaum	23.5	20.167	0.839	0.196
İris Eşitlik Gözlem Grubu	22.5	16.667	0.804	0.286
Kadın2000	21.667	13.583	0.774	0.173
TÜKD	21	18.333	0.75	0.054
Ka-der	20.333	20.667	0.726	0.738
Başkent	19.833	18.833	0.708	0.369
KDV	19	19.667	0.679	0.226
Hüksam	18.833	16	0.673	0.482
ODTÜ	18.5	18.5	0.661	0.571
TAD	18	16.083	0.643	0.107
KKDD	17.5	13.5	0.625	0.375
TKKD	17.333	11	0.619	0.065
TKB	17.167	21.5	0.613	0.036
Uçan Süpürge	18.5	18.5	0.613	0.625
Ankaralı Feministler	16.667	13.917	0.595	0.333
Kırkörük	16.167	16.167	0.577	0.107
Kaos GL	16.167	15.75	0.577	0.327
ÇKGV	15.5	18.333	0.554	0.339
Gükam	15.333	16.5	0.548	0.286
KBDD	15.333	15.167	0.548	0.19
CKD	15.167	20	0.542	0.375
AKRD	14.833	16.167	0.53	0.458
Emek Soroptimist	14.667	13.667	0.524	0.31
Çankaya	13.25	1	0.473	0.036
TKKD	11.917	17.167	0.426	0.53
GOP Soroptimist	11.25	13.167	0.402	0.327
ÇKGP	1	16	0.036	0.405
Ankara EKD	1	14.583	0.036	0.31

Descriptive Statistics for each measure

Mean	16.09	16.09	0.57	0.31
Std Dev	5.09	3.85	0.18	0.18
Sum	450.58	450.58	16.09	8.64
Variance	25.9	14.81	0.03	0.03
SSQ	7976.05	7665.7	10.17	3.55
MCSSQ	725.14	414.8	0.92	0.89
Euc Norm	89.31	87.55	3.19	1.88
Minimum	1	1	0.04	0.04
Maximum	23.5	21.5	0.84	0.74

APPENDIX A3

Betweenness Centrality

	1	2
	Betweenness	Betweenness
Kasaum	101.687	14.485
TKB	75.615	10.771
TÜKD	75.545	10.761
Ka-der	46.496	6.623
KDV	45.910	6.540
Başkent	43.017	6.128
İris	38.289	5.454
CKD	28.415	4.048
TKK	25.356	3.612
TAD	19.317	2.752
TKKD	17.610	2.508
ODTÜ	15.018	2.139
Uçan Süpürge	11.333	1.614
AKRD	11.191	1.594
Emek Soroptimist	9.337	1.330
Gükam	7.389	1.053
KBDD	6.000	0.855
Hüksam	5.631	0.802
ÇKGV	4.839	0.689
Kadın2000	3.649	0.520
Kırkörük	2.987	0.426
KKDD	1.805	0.257
Kaos GL	0.983	10.140
Ankaralı Feministler	0.413	0.059
G.O.P. Soroptimist	0.167	0.024
ÇKGP	0.000	0.000
Çankaya Kadın Çalışmaları	0.000	0.000
Ankara EKD	0.000	0.000

Descriptive Statistics for each measure

	1	2
	Betweenness	nBetweenness
Mean	21.357	3.042
Std Dev	26.357	3.755
Sum	598.000	85.185
Variance	694.710	14.097
SSQ	32.223.451	653.880
MCSSQ	19.451.879	394.718
Euc Norm	179.509	25.571
Minimum	0.000	0.000
Maximum	101.687	14.485

Network Centralization Index= 11,87

APPENDIX B 1 - Centrality Measures for Formal Network

Degree Centrality

	1	2	3
	Degree	NrmDegree	Share
Ka-der	13.000	11.111	0.059
G.O.P.Soroptimist	11.000	9.402	0.050
TKB	8.000	6.838	0.036
KGPD	7.000	5.983	0.032
CKD	7.000	5.983	0.032
KDV	6.000	5.128	0.027
Gükam	6.000	5.128	0.027
TAD	6.000	5.128	0.027
KASAUM	6.000	5.128	0.027
TÜKD	5.000	4.274	0.023
KBDD	5.000	4.274	0.023
İris	4.000	3.419	0.018
Emek Soroptimist	4.000	3.419	0.018
ÇKGV	4.000	3.419	0.018
Kaos	4.000	3.419	0.018
TKKD	4.000	3.419	0.018
AB Projesi	4.000	3.419	0.018
KSGM	3.000	2.564	0.014
Uçan Süpürge	3.000	2.564	0.014
İçişleri Bk.	3.000	2.564	0.014
Hüksam	3.000	2.564	0.014
Başkent	2.000	1.709	0.009
AKRD	2.000	1.709	0.009
WHO	2.000	1.709	0.009
Kadın2000	2.000	1.709	0.009
Çankaya Bld.	2.000	1.709	0.009
TKKD	2.000	1.709	0.009
Belediyeler	2.000	1.709	0.009
M.E.B.	2.000	1.709	0.009
SBD	1.000	0.855	0.005
SHÇEK	1.000	0.855	0.005
Küresel Fon	1.000	0.855	0.005
Mama Cash	1.000	0.855	0.005

Rest of the organizations have the same values with SBD, SHÇEK, Küresel Fon, and Mama Cash.

Descriptive Statistics for each measure

	Degree	NrmDegree	Share
Mean	1.864	1.594	0.000
Std Dev.	2.033	1.738	0.000
Sum	220.000	188.034	0.000
Variance	4.134	3.020	0.000
SSQ	898.000	656.001	0.000
MCSSQ	487.831	356.367	0.000
Euc Norm	29.967	25.613	0.000
Minimum	0.000	0.000	0.000
Maximum	13.000	11.111	0.000

APPENDIX B2

Closeness Centrality

Closeness Centrality	Farness	nCloseness
Ka-der	7.577.000	1.544
Belediyeler	7.582.000	1.543
G.O.P.	7.589.000	1.542
TKB	7.604.000	1.539
KASAUM	7.611.000	1.537
İçişleri	7.616.000	1.536
AB	7.622.000	1.535
ÇKGV	7.624.000	1.535
UNFPA	7.630.000	1.533
Balkan Network	7.630.000	1.533
Elçilikler	7.630.000	1.533
UNDP	7.630.000	1.533
Avrupa Kadın Lobisi	7.630.000	1.533
İsveç	7.630.000	1.533
Arı Hareketi	7.630.000	1.533
BM	7.630.000	1.533
KSGM	7.636.000	1.532
Emek Soroptimist Derneği	7.637.000	1.532
M.E.B.	7.639.000	1.532
ODTÜ	7.642.000	1.531
İl Sağlık Müdürlüğü	7.642.000	1.531
Sağlık Bk.	7.642.000	1.531
Gazi	7.642.000	1.531
Bilkent	7.642.000	1.531
İl Millî Eğitim Müdürlüğü	7.642.000	1.531
KDV	7.647.000	1.530
Başkent	7.655.000	1.528
SHÇEK	7.657.000	1.528
BM Nüfus Fonu	7.657.000	1.528
UAÖ	7.657.000	1.528
TMK	7.657.000	1.528
KGPD	7.663.000	1.527
Mahalli İdareler G.M.	7.664.000	1.527
Danimarka Elçiliği	7.664.000	1.527
UN Ortak Programı	7.664.000	1.527
Hüksam	7.669.000	1.526
TKKD	7.673.000	1.525
Matra-Hollanda	7.677.000	1.524
Hacettepe Univ.	7.677.000	1.524
Dışişleri Bk.	7.677.000	1.524
Çankaya Kam Çalışmaları	7.689.000	1.522
H.Ü.	7.690.000	1.521
TOBB	7.690.000	1.521
IOM	7.700.000	1.519
Transact	7.700.000	1.519
Kırkörük	7.700.000	1.519
Ankara Univ.	7.700.000	1.519
Ankara Martı	7.708.000	1.518
WHO	7.710.000	1.518

APPENDIX B2 Continued		
Ankara Valiliđi	7.716.000	1.516
Büyükelçilikler	7.716.000	1.516
Beypazarı Bld.	7.716.000	1.516
ATO	7.716.000	1.516
Keçiören Bld.	7.716.000	1.516
Kültür Bk.	7.726.000	1.514
CKD	12.523.000	0.934
TÜKD	12.525.000	0.934
Ataçğ Oluşum	12.533.000	0.934
A.D.D.	12.533.000	0.934
27 Mayıs Derneđi	12.533.000	0.934
ÇYDD	12.533.000	0.934
Ulusal Eğitim Derneđi	12.533.000	0.934
Körler Fecerasyonu	12.533.000	0.934
SYV	12.535.000	0.933
Ulusal Eğitim Derneđi	12.535.000	0.933
Çesav	12.535.000	0.933
Lösev	12.535.000	0.933
TAD	13.104.000	0.893
Gükam	13.104.000	0.893
Hydra	13.109.000	0.893
Arçelik	13.109.000	0.893
Kocaeli Bld.	13.109.000	0.893
Bizimköy Vakfı	13.109.000	0.893
Kocaeli Valiliđi	13.109.000	0.893
İstanbul Lions	13.109.000	0.893
Meteksan	13.109.000	0.893
Adalet Bk.	13.109.000	0.893
Ankara Belediyesi	13.109.000	0.893
BWP	13.109.000	0.893
Kocaeli Üniv.	13.109.000	0.893
Deleware Univ.	13.109.000	0.893
KBDD	13.221.000	0.885
Poetnza Mrk.	13.225.000	0.885
Manchester Toucan Ltd.	13.225.000	0.885
DYKDD	13.225.000	0.885
Dođa Derneđi	13.225.000	0.885
Dođal Yaşam-Der	13.225.000	0.885
İris	13.338.000	0.877
Kaos	13.338.000	0.877
TKKD	13.338.000	0.877
Michigan Univ.	13.341.000	0.877
ICW	13.341.000	0.877
EICW	13.341.000	0.877
GAP	13.341.000	0.877
ILO	13.341.000	0.877
Global Fund for Women	13.341.000	0.877
DSİ	13.341.000	0.877
Küresel Fon	13.341.000	0.877
Mama Cash	13.341.000	0.877
TV8	13.341.000	0.877
TRT	13.341.000	0.877
Dünya Bankası	13.341.000	0.877
Uçan Süpürge	13.455.000	0.870
Çankaya Bld.	13.456.000	0.870

APPENDIX B2 Continued		
AKRD	13.456.000	0.870
Hürriyet	13.457.000	0.869
Eczacıbaşı	13.457.000	0.869
Nivea	13.457.000	0.869
KKDD	13.458.000	0.869
İngiliz Kültür Derneği	13.458.000	0.869
Kadın2000	13.572.000	0.862
SBD	13.573.000	0.862
CVME	13.573.000	0.862
Hong-Kong Univ.	13.689.000	0.855
Üniversiteli Genç Kadınlar	13.689.000	0.855
EKD	13.689.000	0.855
ODTÜ Kadın Çalışmaları	13.689.000	0.855
Ankara Feministler	13.806.000	0.847

APPENDIX B3

Freeman Betweenness

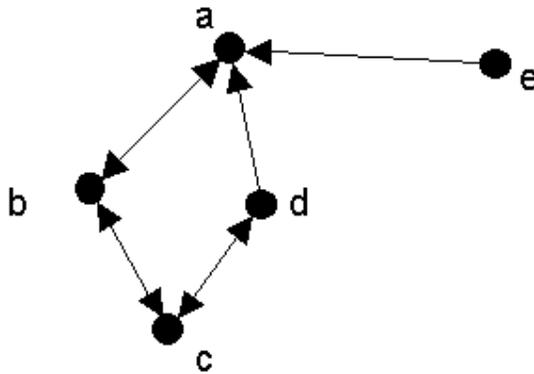
	1	2
	Betweenness	nBetweenness
Ka-der	991.333	14.609
G.O.P. Soroptimist	889.000	13.101
Belediyeler	720.000	10.610
AB Projesi	416.000	6.130
TKB	407.000	5.998
KGPD	270.500	3.986
KDV	208.333	3.070
KASAUM	158.333	2.333
ÇKGV	156.000	2.299
İçişleri Bk.	105.000	1.547
Emek Soroptimist	105.000	1.547
KSGM	88.000	1.297
Başkent	53.000	0.781
TKKD	53.000	0.781
CKD	45.000	0.663
Hüksam	42.500	0.626
TÜKD	34.000	0.501
TAD	15.000	0.221
Gükam	15.000	0.221
KBDD	10.000	0.147
WHO	7.000	0.103
TKKD	6.000	0.088
Yris	6.000	0.088
Kaos	6.000	0.088
Uçan Süpürge	3.000	0.044
AKRD	2.000	0.029
Çankaya Bld.	2.000	0.029
Kadın2000	1.000	0.015

APPENDIX C1

We have three measures for centrality: degree, closeness, and betweenness³.

Degree: “Degree centrality is simply the number of nodes that a given node is connected to. If the network consists of who knows whom, degree centrality is the number of people that a given person knows”.

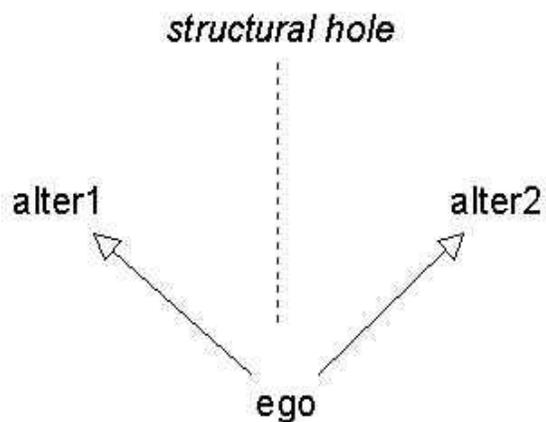
Closeness centrality: Closeness centrality can be measured through using “total graph-theoretic distance” to other nodes in the network. As demonstrated in the figure, node “e” has a closeness score of 8 because it is one link away from “a”, two links away from “b” and “d”, and three links away from “c”. The bigger the number the less central they are.



Betweenness centrality: “Betweenness centrality is defined as the number of geodesic paths that pass through a node. It is the number of “times” that any node needs go through a given node to reach any other by the shortest path”.

³ See Borgatti (1996) <http://www.analytictech.com/mb021/graphtheory.htm>

“Structural hole” can be given as an example. As shown in the figure below, structural hole is a gap in the network because alter 1 and alter 2 are not linked to each other but each of them has linkages with ego of the network. Therefore, ego of the network may exploit the situation . There are mainly two benefits of being in the middle. First one is information flow. Ego of the network has information from different groups. Second one is being able to control of the actors who are not linked to each other. For example, if ego is a woman NGO that two other NGOs try to make project together but they are not able to conncet each other. Ego of this network may lead each of them to know each other through explaining their intentions and can also be a reference.



APPENDIX C2

PROFILE No. _____

P1. Name of the organization: _____

P2. Location/ Town _____

P3. Do you have an e-mail address: _____

P4. Do you have a website: _____ P4 If yes, how often is your website is updated? _____

P5. Telephone Number: _____

P6. Fax number: _____

P7. Are you representative of any central organization? 1. Representative 2. Agent 3. Name: _____ 4. Location: _____

If yes, please give the information of the central organization, i.e name and the location

P8. Target Group of the organization 1. Women 2. Children 3. Men 4. Youth

P9. Focus of the organization? 1. Consciousness raising 2. Direct Aid 3. Both

P10. Type of the organization: _____

P11. Year of the organization: _____

P12. Average age of the members: 1. 20 - 35 2. 35 - 50 3. 50 + 4. her yastan

P13. Educational level of the members: 1. Primary school 2. High School 3. University 4. Mixed

P14. Number of members

1. The number of members who regularly visit the office of the organization _____
2. If the organization is association, the number of members _____
3. The number of volunteers _____
4. The number of volunteers who work for the organizations regularly _____
5. The number of people which work in the current project _____

P15. Source of Funding: International Domestic Private Funds Domestic Public Funds Internal

P16. Technical Infrastructure: 1. Number of computers: _____ 2. How many people do use the computers? _____

P17. Please indicate the number of projects that you join in a year? _____

INTERORGANIZATIONAL COMMUNICATION

N1. Connection with the other organizations (i.e working with the other organizations in the same project, campaign or being agent of the central organization)

- 1. All activities are performed with the other organizations
- 2. More than half of the activities
- 3. Half
- 4. Less than half
- 5. We perform activities alone but we have formal/ informal linkages with the other organizations
- 6. We perform activities alone and we do not have formal/informal linkages with the other organizations

N2. Who are the partners of the current activity? (it should be a joint activity of which every party has the responsibility and if there is no current joint activity, activities which are performed in the last year are also welcome.

1. Subject of the activity? 2. Activity tools (see the list in the attachment 2)

OTHER WOMEN'S NGOs	GOVERNMENT AGENCIES	POLITICAL PARTIES	INTERNATIONAL ORGANIZATIONS
	OTHER NGOs	UNIVERSITIES	OTHER
		MEDIA	

N3. Please indicate the name of the platform or group that you participate in.

N4. Please determine the NGOs given in the list which you perceive as friends.

N3. Field of activities/ Activity tools

Activity tools

1. Providing physical support
2. Consultancy
3. Training
4. Seminars/Conferences/Meetings
5. Broadcasting knowledge
6. Arts and Culture
7. Organizing
8. Others.....

Activity fields

1. Women Rights
2. Education
3. Health
4. Participation to the Labor Force
5. Political Participation
6. Violence
7. Arts and Culture
8. Others.....

PROFIL

P18. Sphere of activity

	never	little	sometimes	much	a great deal
1. Women Rights					
2. Education					
3. Health					
4. Participation to labor force					
5. Political participation					
6. Violence					
7. Arts and culture					
8. Others.....					

P19. Activity tools

	never	rarely	sometimes	very often	always
Providing physical support					
2. Consultancy					
3. Training					
4. Seminars/Conferences/Meetings					
5. Broadcasting knowledge					
6. Arts and culture					
7. Organizing					
8. Others					

INTERORGANIZATIONAL COMMUNICATION

N5. Profile of the organizations which you participate in the same activities

	never	rarely	sometimes	very often	always
1. Other women's NGOs					
2. Government agencies					
3. Other NGOs					
4. Private Companies					
5. Universities/Research Centers					
6. Municipalities					
7. International organizations					
8. Media					
9. Unions					
10. Chambers of commerce					
11. Political parties					
12. Others, please indicate the name of the orgs.....					

N6. What are the criteria in partner selection?

	never	little	somewhat	much	a great deal
1. Personal acquaintances					
2. Previously working together					
3. Common goal and ideology					
4. References by common acquaintances					
5. Özellikle bu kurumun sağlayacağı avantaj					
51. Access to physical assets					
52. Access to complementary knowledge and experience					
53. Access to human capital					
54. Access to target mass					
6. Teklif geliyor genelde					
7. Birbirimizi tamamlama düşüncesi (esit katılım)					
8. Strategic choice					
9. Others.....					

N7. Describe your role in partnerships?

	never	rarely	sometimes	very often	always
1. Providing physical assets					
2. Consultancy					
3. Access to networks					
4. Providing human capital					
5. Others					

N8. Please rank the effect of partnerships for your activities

	never	little	somewhat	much	a great deal
1. Facilitates learning					
2. Facilitates access to information on new projects					
3. Facilitates access to information on organizations					
4. Increases our power and legitimacy					
5. Experience in applying and carrying out projects					
6. Facilitates access to physical assets					
7. Others.....					

N9. Please rank barriers to collaboration from 0 to 5.

	never	rarely	sometimes	very often	always
1. Ideological differences					
2. Different goals					
3. Poor partner selection					
4. Environmental uncertainties					
5. The other party did not meet the responsibilities					
6. Difficulties in meetings					
7. Communication gaps					
8. Others					

N10. To what extent being a partner is crucial for your organization

1. Very important
2. Important but not crucial
3. It depends on the project

N11. If you mark (d) for the previous question, please indicate the type of activities of the collaboration is crucial.

COMMUNICATION TOOLS

K1. What type of tools do you use in order to get information from the activities of the other organizations?

	never	rarely	sometimes	very often	always
1. Personal Links					
2. E-mail list					
3. Media					
4. General Meetings					
5. Others					

Please indicate the name of the e-mail list.

K2. What type of tools do you use in order to disseminate information through outside?

	never	rarely	sometimes	very often	always
1. Press conference					
2. Regular workshops					
3. E-mail list					
4. Brochure					
5. Website					
6. Television					
7. Personal links					
8. Sms					
9. Newspapers					
Local newspapers					
National newspapers					
10. Others.....					

K3. How do you distribute information through members?

	never	rarely	sometimes	very often	always
1. Meetings					
2. E-mails					
3. Brochures					
4. Website					
5. Sms					
6. Telephone					
7. Others.....					

K4. Please assess the effectiveness of the each tool in communication

	never	little	somew	much	a great c
1. Telephone					
2. E-mail					
3. Sms					

GEOGRAPHY

C2. Please indicate the location of the organization of which you work with?

- 1. Organizations in the same city
- 2. Mixed
- 3. Organizations in the other cities

C3. Which cit

C4. Please indicate the location of your target group.

- 1. Geographically close
- 2. Far
- 3. Both

IDEAS and COMMENTS

F2. Please indicate the level of the hierarchy in your organization

--	--	--	--	--

F3. What are the critical factors in project success?

	Never	if/ife	some/yn/af	much	a great deal
1. Funding					
2. Organizing					
3. Creativity					
4. Cultural barriers					
5. Legal barriers					
6. Spreading information about what we do to others					
7. Predicting future conditions					
8. Finding partners					
9. Finding skilled human capital					
10. Experience					
11. Others...					