



Civil Society Organisations' Perception And Practice Of Social Impact Measurement In Turkey



Koc University Social Impact Forum

KUSIF

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**CIVIL SOCIETY
ORGANISATIONS'
PERCEPTION
AND PRACTICE
OF SOCIAL
IMPACT
MEASUREMENT
IN TURKEY**

PURPOSE OF THE SURVEY

'Social Impact Measurement' is rapidly capturing the interest of civil society organizations both in the world and in Turkey; many civil society organizations are thinking about the best ways to measure and express their impact; and work on this.

Since its establishment in 2012, the Koç University Social Impact Forum (KUSIF) has advocated for the use of social impact measurement as a means of increasing the impact of civil society organizations and funder institutions; encouraged good impact measurement practices; and tried to motivate various organizations to overcome the difficulties they face regarding this issue. In this context, in 2014 we, with the help of the Open Society Foundation, started a project titled, "Social Impact Measurement for Civil Society Organizations in Turkey". Our main goal in this project was to find a reliable and appropriate approach for civil society organizations in Turkey which aim to increase social well-being of the society, to identify the impact they create and measure it, and, ultimately, to develop a useful guide.

While working on developing our measurement approach, we were hampered by the fact that there is no comprehensive research on social impact measurement in Turkey and the scarcity of the projects regarding the issue. This led us, as KUSIF, to the conclusion that, first, we must know in detail what the civil society organizations in the field do about social impact measurement, and map the various needs and demands of the organizations regarding this issue.

In accordance with this goal, we conducted an initial survey study, and then we performed several focus groups complimentary to this effort. In this article, the focus will be on the survey study, which is the first stage of this project, and findings will be shared.

THE METHODOLOGY OF THE SURVEY STUDY

It is hard to come up with a definition that will cover all aspects of the concept of civil society. This concept is usually specified in reference to social relations fields such as, households not controlled by the government, mass communications tools, market, volunteer organization and social

movements. Civil society, which indicates the field of activity for the individuals outside of the control of political devices, is also used as "the name of the field, where communities of people can move within without being forced by any power, where they can define themselves and the arrangement of complex relationships that are formed in the name of family, interest, faith and ideology, which make up this field." (Walzer, 1992, p. 37).

In this project, civil society organizations (NGOs) were defined as "organizational associations formed by the citizens without the tutelage of the government, for the common benefit and the good of the society, within civil rights and freedoms." (Keyman, 2006, p.17). When selecting the sample for our survey, we thought about the given definition of the NGOs and decided on the criteria below, and we limited our research stage only to the NGOs that fit these criteria. These criteria are listed below:

- a) active and/or can run a project in the field
- b) receives outside funding/grant and/or individual donations, fees
- c) has reporting processes
- d) has visibility

When selecting our sample, our first criteria was the requirement of the NGOs to run projects for the target audience they work with. It is common knowledge that in the Department of Associations in Turkey, there are more dissolved associations than active ones and most of the ones that are listed as active do not show regular activity. Therefore, the active status and the project running of the selected NGOs became a criteria. By project running NGOs we mean projects with defined activities, goals and time frames.

Secondly, it was expected for NGOs to work with a budget while running their projects. NGOs with a money flow, receiving funds, grants, donations and/or collecting membership fees were included in the sample. The biggest factor here is that funders and the donators play an essential role for the sustainability of the NGOs as stakeholders. Since it is known that the stakeholders are especially important for issues like reporting and measurement, the presence of a budget was included in the list of criteria. (Ogain, 2012).

Thirdly, NGOs with reporting processes were selected. It was expected for them to prepare at least yearly, monthly activity reports. The presupposition here is that NGOs with any reporting precedence would be more interested in being a part of the research, and they would also have the experience, ability and the information to answer the survey questions. NGOs without any reporting practices were left outside the scope of this research.

Finally, NGOs with up-to-date information on their websites regarding their activities were selected in the sample. Updated information flow on the website of the NGOs was considered as a sign that NGOs are active, and it shows that the target audience is not only limited to a specific group of people. Therefore, in our sample at least an up-to-date website and available communication information on the website were expected. The distribution of the survey was achieved through this information, and, later, all sampled NGOs were called by telephone.

Informal meetings were held with civil society funding providers such as TÜSEV (Third Sector Foundation of Turkey) and STGM (Civil Society Development Center) who support matters like democratic management of civil society organizations, correct use of resources, reporting and transparency. Also, a list of NGOs and information were handed out by grant giving organizations like World Bank, European Union, Sabanci Grant Program. Filtering all lists and information provided, a total number of 256 NGOs were chosen to be reached/be included into the sample.

This number, which was also supported by the staff of the grant giving organizations and by the opinions of the various experts who help NGOs, established the scope of our research.

All the NGOs that were included in the sample were called on the telephone for the sending of the survey. During this process it was discovered that some of the NGOs were no longer continuing their activities, some did not fit our sampling criteria and some lacked communication information. In the time period between December 2014 and March 2015, as a result of the correspondences, surveys were sent to 200 NGOs that fit the criteria. Of that 200, 91 participated, and only 89 among them could be taken into evaluation. Considering that our sample size was 200, a desired

ratio was easily achieved with a participation ratio of 44.5%. (Denscombe, 2014, p. 26).

Nevertheless, there are some limitations to this research. The most important among these is about how well the differences between monitoring-evaluation reports and social impact analysis reports are understood by our sample. Although the differences between these two reporting types are explained in the beginning of the survey, considering that only a few NGOs in Turkey have published social impact reports, the probability of participating NGOs viewing social impact measurement the same as monitoring-evaluation efforts and sometimes the same as activity reports, should be taken into consideration. This problem was foreseen during the construction process of the survey and the concept meant by social impact measurement was detailed in different questions in order to minimize the effects of this problem on the findings of the survey.

The effects of the “social desirability”— factors that explain the tendency of the participants in various studies and surveys to give answers that are socially desirable or answers would make one desirable for the society—were minimized in the context of our survey with the help of open ended questions and through the construction of the questions.

SECTIONS OF THE SURVEY

Our survey consisted of five sections. In the first section, questions about the demographic features of the selected organizations were asked, and their primary fields of activity were brought up. In the second section, the organizations’ approach towards social impact measurement were questioned. In the third section, the depth of the reporting activities and the prevalence of monitoring-evaluation and/or social impact analysis of the selected organizations were assessed. In the fourth section, how monitoring-evaluation and/or social impact measurement is done, where it is shared, which measurement methods are used, how much budget is reserved, which contributors provide the budget, with which motivations and for whom do the NGOs go through with monitoring-evaluation and/or social impact measurement, was researched; and in the last section, a list of the problems and the needs the organizations face while doing monitoring-evaluation and/or social impact measurement, was made. The results of our survey which we deem meaningful are as follows.

THE RESULTS OF THE SURVEY

Section One

The demographic features of the sample

The first section of the survey revealed the demographic features and the main areas of activity of the selected organizations. The demographic features of the 89 NGOs that were evaluated based on these are given below.

Executive structure: 51% are associations, 40% are foundations. 9% are organizations, platforms and initiatives that are connected to a university.

Year of establishment: 91% of the sample are NGOs that were founded before the year 2010. The most common timeframe for the establishment of the 89 NGOs was between the years 2006-2010, with a ratio of 29%. 20% of the NGOs that make up the sample were founded between the years 1991-1995.

Geographical distribution: The provinces that the sample is most concentrated in are, in order, İstanbul (53), Ankara (23), İzmir (3). 8% of the sample stated that they have offices abroad, and 38% stated that they have domestic offices.

Geographical distribution of the areas they work in: The areas they work in are mostly on a national scale. 90% of the NGOs stated that, geographically, they do work on a national scale, while 48% said international, 34% said regional and 15% said they do local work.

SIZE OF THE YEARLY BUDGET

| | | |
|---|-----------|-----------------------------------|
| Don't know their cash budget for the year 2013 | 31 | 34,8% |
| Did not answer the question | 18 | 20,2% |
| NGOs that know their cash budgets; | | |
| between 0 - 500k | 22 | 24.7% (3.3% is below 100k) |
| between 500k - 1 million | 2 | 2,2% |
| between 1 million - 5 million | 13 | 14,6% |
| between 5 million - 10 million | 1 | 1,1% |
| between 10 million - 20 million | 2 | 2,2% |

89 of the NGOs, 34.8% expressed that they did not know about their cash budget for the year 2013. 20.2% did not answer the question, whereas the rest of the findings are as follows: Between zero - 500k, 24.7% (3% below 100k); between 500k - 1 million, 2.2%; between 1 million - 5 million, 14.6%; between 5 million - 10 million, 1%; between 10 million - 20 million, 2% Turkish Lira (TRY).

Relationships with national and international networks: 64% have national and international relationships.

Primary target audience: Young people, children and women, in that order. In the question that investigated the target audience of the NGOs where they could select more than one option, young people came first with a ratio of 63%, followed by children with 53% and women with 45%. Among the NGOs that selected the young people option, there are organizations that only work with young people as well as the ones that include young people as stakeholders in the activities they work on with their target audience.

Main areas of activities of the organizations: The main areas in order are: education with 49%, human rights at 43%, social services with 40%, reinforcing civil society at 36% and women at 35%.

Activities of the organizations, social intervention types: Based on the social intervention types, the leading ones are capacity enhancement

and skills development with 65%, policy development and implementation at 65%, knowledge development with 64%, behavior change with 56%. The smallest ratio is found in enabling system and infrastructure development with 28%.¹

Sources of income: The most significant sources of income in their budget are international grant institutions with 46%, individual donors at 38%, membership fees at 31% and fund/grant giving national institutions with 30%.

Internet use and visibility: 97% of the participants stated that they actively use a web site. Facebook is the most preferred social media outlet with 90%. Twitter is the communication channel used by 72% of the participants while LinkedIn is at 20%. In addition, those that marked the section “other” have specified Instagram and electronic mail.

NUMBER OF ACTIVE VOLUNTEERS OR MEMBERS

| Number of Volunteers | |
|--------------------------------|----|
| None | 10 |
| between 1-100 people. | 44 |
| between 101-1000 people. | 19 |
| 1001 and over | 11 |
| Not included in the evaluation | 4 |

While searching for a link between the demographic features of the organizations in our sample and their social impact measurement practices, we could not reach a meaningful figure in most of the cases. However, we did reach some meaningful data and results, which were connected under several headings below.

There is no significant link between the year of establishment of the organizations and the likelihood of them engaging in social impact analysis/ monitoring-evaluation. There is no consistent ratio between the establishment year and organizations that measure their impact, spending time and resources on it. For example, it is stated that 25% of the organizations established before the year 1984 measure their impact; 50% of the ones founded 15 years later, between 2001-2005, measure their impact; whereas only 8% of the ones founded right after, between 2006-2010, measure their impact. These varying ratios did not confirm our assumption that a long-established organization could be a leader in the case of impact analysis.

According to the data of the Department of Associations, active organizations are concentrated in the cities Istanbul, Ankara and Izmir. Based on this, the geographical distribution of our sample is parallel to Turkey in general.

In the sample, the ratio of the ones not answering or stating that they do not know in response to the question asking about last year’s budget, is 55%. The reason for such a high ratio could be that those who take the survey might not have financial information, or this information could be inaccessible by the members of the NGO. The high ratio of organization not answering the question prevented us from

¹ McKinsey & Company. *Learning for Social Impact: What Foundations Can Do*. 2010. Taken from <http://mckinseysociety.com/downloads/tools/LSI/McKinsey_Learning_for_Social_Impact_white_paper.pdf> (10.06.2015)

- a) Knowledge development: Discovering, developing, interpreting or sharing knowledge to solve existing or expected problems. For example, medical research, policy research, traditional wisdom...
- b) Service / product development and delivery: Providing goods and services to fulfill unmet needs of constituents For example, anti-malaria bed nets, soup kitchens, distributing food to the poor..
- c) Capacity enhancement and skills development: Helping organizations or individuals strengthen their capabilities. For example, vocational training, technical assistance...
- d) Behavior change: Sharing information and providing motivation to assist individuals to change their behavior for positive social benefits. For example, seatbelt campaigns, handwashing campaigns...
- e) Enabling systems and infrastructure development: Establishing systems and infrastructure that facilitate social change. For example, networking opportunities, development of IT systems...
- f) Policy development and implementation: Impacting policymaking processes on local or national level. Promoting or resisting a change in government, multi-lateral, or corporate policy. For example, grassroots campaigns, lobbying...

drawing conclusions about a significant link between the size of the budget capacity and social impact analysis practice.

Results that would support our assumption that memberships to national or international networks, or relationships with them, would increase social impact measurement, could not be reached.

It is detected that among the five main areas of work in the sample, organizations that work in the field of human rights measure their impact less than the average of the sample.

It was not possible to find a significant link between social intervention types and social impact measurement practice. Similarly, the information on active number of volunteers and members, internet use, and sources of income did not provide enough data or deviation from the sample average to find significant links.

Section Two

In the second section, the approaches of the organizations towards social impact measurement were investigated. Based on this,

The impact of social impact measurement in introducing themselves to third parties: 28% of the NGOs stated that have difficulties introducing themselves to 3rd parties. Among the NGOs that reportedly use social impact measurement, this ratio drops to 14%. 92% of the NGOs believe that social impact measurement would help them while introducing themselves to 3rd parties. This ratio improves to 100% among the NGOs that reportedly use social impact measurement.

This outcome shows us that practicing social impact measurement helps NGOs introduce themselves to 3rd parties.

OPINIONS ON THE POTENTIAL POSITIVE OR NEGATIVE ASPECTS OF SOCIAL IMPACT MEASUREMENT

| Question/Answers (%) | Strongly agree | Agree | Undecided | Disagree | Strongly disagree |
|---|----------------|-------|-----------|----------|-------------------|
| 1- Social impact measurement makes organizations more effective. | 59,55 | 34,8 | 3,3 | 1,1 | 1,1 |
| 2- Social impact measurement allows projects or organizations to see areas of improvement. | 59,5 | 38,2 | 1,1 | 0,0 | 1,1 |
| 3- Social impact measurement reveals the distance travelled towards the desired social change. | 55,0 | 37,0 | 6,7 | 0,0 | 1,1 |
| 4- Social impact measurement provides motivation for the staff and volunteers. | 42,7 | 48,3 | 6,7 | 1,1 | 1,1 |
| 5- Social impact measurement mobilizes more people by providing information on the impact created by the project or the organization. | 46,0 | 46,0 | 6,7 | 0,0 | 1,1 |
| 6- Social impact measurement ensures transparency and accountability. | 49,4 | 33,7 | 15,7 | 0,0 | 1,1 |
| 7- Social impact measurement makes it easier to receive funds/grants. | 48,3 | 31,4 | 16,8 | 2,2 | 1,1 |
| 8- Social impact measurement benefits the civil society by revealing the methods used by the organizations for social change. | 49,4 | 40,4 | 5,6 | 3,3 | 1,1 |

95% of the NGOs stated that social impact measurement would make their organization more efficient, while 98% stated that it would help them see areas of improvement. 92% of the NGOs have stated that they agree with the statement, “social impact measurement mobilizes more people by providing information on the impact created by the project or the organization.” These ratios are a bit different for the organizations that reported practicing social impact measurement. The ratio of those that agree that social impact measurement makes their organization more efficient is the same as the ratio of our sample, while all of the organizations believe that social impact measurement helps them see the areas of improvement and mobilize more people.

The following statements were met with extreme approval by the NGOs: 92% agreed that “social impact measurement reveals the distance travelled towards the desired social change”; 91% agreed that “social impact measurement provides motivation for the staff and volunteers”; and 90% agreed that “social impact measurement provides motivation for the staff and volunteers.” These ratios increase further when compared among the NGOs that reportedly use social impact measurement. 96% stated that social impact measurement provides motivation for the staff and volunteers, while all of them agreed that social impact measurement reveals

the distance travelled towards the desired social change and benefits the civil society by revealing the methods used by the organizations for social change.

Among the statements which are presented regarding the benefits of social impact measurement, relatively undecided responses were given to the statements about the benefits of social impact reporting to receive funds/grants and about the benefits to accountability. 17% of the NGOs are undecided about social impact measurement making it easier to receive funds/grants. And, again, regarding the issue of social impact measurement ensuring transparency and accountability, 16% of the NGOs are undecided. The responses to these statements are also similar among the NGOs that reportedly practice social impact measurement. Agreement to the statement that social impact measurement ensures transparency and accountability is 83% in the sample and 86% among the ones that practice social impact measurement, while the ratio of indecision is different by 2 percent. Agreement to the statement about social impact measurement making it easier to receive funds/grants shows the ratio of 79% in the sample and 78% among the ones that practice social impact measurement. On the other hand, the ratio of indecision is 6 percentage points higher among the ones that practice social impact measurement.

THE VIEWS OF THE NGOS ON THE FUNCTIONALITY OF SOCIAL IMPACT

| Question/Answers (%) | Strongly agree | Agree | Undecided | Disagree | Strongly disagree |
|---|----------------|-------|-----------|----------|-------------------|
| 1- Social impact measurement is expensive. | 4,4 | 26,9 | 47,1 | 21,3 | 0,0 |
| 2- The budget required for social impact measurement takes away from the budget that will be used for running impact creating programs and activities. | 2,2 | 3,3 | 19,1 | 62,9 | 12,3 |
| 3- Social impact measurement is deceiving. | 1,1 | 1,1 | 20,2 | 61,8 | 15,7 |
| 4- Social impact measurement is functionless. | 1,1 | 0,0 | 4,4 | 59,5 | 34,8 |
| 5- NGOs do not need to measure social impact to see the change they create. | 1,1 | 2,2 | 8,9 | 58,4 | 29,2 |
| 6- Funders and donators to the NGOs do not pay attention to social impact measurement reports. | 0,0 | 7,8 | 22,4 | 52,8 | 16,8 |
| 7- There is a pressure on NGOs to show the change created by their activities. | 5,6 | 30,3 | 26,9 | 31,4 | 5,6 |

These results show that NGOs view social impact measurement mostly as an intra-organizational learning tool, and believe that it will increase staff motivation by showing the impact of the activities, and, at the same time, they think that they will benefit the civil society more by practicing social impact measurement. The fact that organizations that practice social impact measurement report more positive views, once again showed us, based on tested information, that social impact measurement is a beneficial process for the NGOs.

On the other hand, although social impact measurement is critical for easier access to funding/grants and for increased accountability, the fact that the ratio of indecision is higher among the organization that reportedly practice social impact measurement makes us think that there are no positive developments regarding this issue.

95% of the sample reported that social impact reports are functional. This ratio is 100% for organizations measuring their social impact. NGOs that showed strong agreement to the functionality of social impact—indicated by selecting the option *strongly agree*—is the highest with a ratio of 35% in the sample and 45% among the NGOs that reportedly practice social impact measurement. 88% of the NGOs emphasized that there is a need for social impact measurement to observe the change created. 78% of the sample stated that they did not agree with the statement that social impact measurement is deceiving, and this ratio increases to 96% among the organizations that reportedly practice social impact measurement.

Only 6% of the NGOs agreed with the statement, “the budget required for social impact measurement takes away from the budget that will be used for running impact creating programs and activities” while 19% remained undecided and 75% stated that they disagree. On the other hand, among the organizations that reportedly practice social impact measurement, 100% stated that they disagree with this statement.

Among the 89 NGOs, those that think social impact is expensive made up 31% of the sample. The statement that showed the most indecision was again this one with a ratio of 47%. Therefore, while the NGOs that

believe that a budget is required for social impact measurement are the majority, there is also a large group that believe that it is expensive. Organizations that reportedly practice social impact measurement, agreed with the statement that social impact measurement is expensive, with a ratio of 41%, which is higher than the broader sample. However, the ratio of the ones that disagree with this statement also increased to 32%.

Compared to the rest of the sample, organizations that reported practicing social impact measurement are 10% more undecided about whether or not funders or donators pay attention to social impact measurement. Also, the NGOs in the sample disagreed with the statement that there is pressure on the NGOs to show the change they create, with a ratio of 37%, while this ratio increases to 41% among the organizations that reportedly practice social impact measurement.

In light of this data, there is a large scale belief that social impact is functional, while there is a more skeptical approach towards its costs. The reason for this suspicion could be that social impact analysis is a newly developing field, not yet established in the culture of the organizations, therefore making them think that it would be expensive; and for the NGOs that report that they practice social impact measurement, the different methods they use could be the reason some find it expensive while some do not. Even though they were aware of its functionality and impact, the organizations that reportedly practice social impact measurement were skeptical about whether funders pay attention to it, and they expressed that they felt less pressured by their superiors about this issue.

NGOs views on funders’ stance on social impact analysis:

70% of the sample stated that funders and donators pay attention to social impact measurement reports. The statement with the highest amount of difference in opinions was “there is a pressure on NGOs to show the change created by their activities.” Among the responses to this statement—*agree*, *undecided*, *disagree*— all had the same number of selections.

This result shows us that there is no imposed pressure on the civil society, which generates resources from many places in various forms,

regarding social impact measurement. The reason for this could be that there is no systematic expectation of impact analysis by the funder institutions in Turkey. The reports they expect from the organizations they fund, are still related to the outputs of the activities, and, even if they desire to observe change, there is no reporting system in place to address this.

Section Three

In the third section, the depth of the reporting activities and the prevalence of monitoring-evaluation and/or social impact analysis of the selected organizations are assessed. According to this;

While designing a project, 74% of the NGOs always consult the board of directors for opinions, and 9% do it often. Another group of people who are consulted during project design are experts (48% *always*, 45% *often*). Target audience and stakeholders are also commonly consulted for their opinions. The groups who are consulted the least are institutions that provide financial support (26% *always*, 31% *often*) and volunteers (33% *always*, 33% *often*).

These results show that NGOs consult many stakeholders, who are indispensable for social impact analysis, during project design; however, nearly half of the NGOs do not consult institutions that provide financial support and volunteers who will make the projects possible.

28% of the NGOs stated that they dedicate time and resources to measure their impact; 36% want to measure their impact but lack the time and/or resources; while 26% stated that they do not have the necessary skills to do it. NGOs that selected the option "other" have expressed issues like the difficulty of the measurement of the field, abstract issues they work with (discrimination, gender equality, working against labeling, etc.), and long term efforts.

85% of the NGOs stated that they do reporting regarding the outputs of their projects. 82% stated that they prepare monitoring evaluation reports. Only 25% of the NGOs stated that they do social impact reporting of their activities. Among the organizations, the ones that do social impact reporting represent 21%. Only a quarter of the survey participant NGOs asserted that they prepare broad social impact reports that include

the stakeholders. Most of the reporting efforts only consist of summarizing and interpreting the outputs of the projects.

Additionally, among those that dedicate time and resources for social impact measurement, 50% stated that they prepare social impact reports based on their projects and activities (on average 25%), whereas 32% stated that they prepare reports on the broader social impact of their organization. 91% of the NGOs stated that they prepare monitoring-evaluation reports on their projects/activities.

These results indicate that even the NGOs that claim to dedicate time and resources to impact measurement produce a limited number of reports that show generation of broader social benefit. Furthermore, these reports do not measure or track changes in stakeholders or the target audience..

Section Four

In the fourth section, the contents of all reporting done by the organizations, including social impact reporting, how monitoring-evaluation and/or social impact measurement is done, where it is shared, which measurement methods are used, how much budget is reserved, which contributors provide the budget, with which motivations and for whom the NGOs go through with monitoring-evaluation and/or social impact measurement, is researched.

Measurement methods: It is observed that qualitative methods are used in the reports with a ratio of 73%; quantitative methods are used with a ratio of 51%; whereas with a ratio of 65% only the outputs of the activities are used. The least used method is the monetization method, with a ratio of 18%. NGOs that dedicate time and resources to measure their impact stated that they use qualitative methods in their reports 31% more compared to others.

Preparers of the reports: In 78% of the NGOs there is no one whose main duty is monitoring-evaluation and impact measurement.

Considering that the general tendency of the survey is reporting based on outputs, the fact that there is no staff member who is working on measurement and evaluation could be seen as one of the reasons social impact analysis is missing from established organizational culture.

Among the NGOs that reported measuring their impact, 41% stated that there is a person or a division in their organization whose main duty is monitoring-evaluation or impact measurement. The fact that there are dedicated personnel who work on social impact measurement allows an NGO to measure a higher amount of impact (19%) compared to organizations which lack dedicated, expert personnel. Monitoring-evaluation and/or social impact measurement reports are prepared by staff members in 81% of the NGOs, by volunteers in 39% and by experts outside of the organization in 29%.

Although impact reporting does not depend on dedicated personnel working on this issue, employing such a person increases the likelihood of doing impact reporting. When monitoring-evaluation and/or social impact reports are prepared by staff members who are not professionals in this area or by volunteers, the lack of knowledge and skill causes emerging reports to be output based, miss the stakeholders and only measure short term changes.

Sharing monitoring-evaluation and social impact measurement reports: 75% of the NGOs share their reports in their yearly activity reports, 63% share them in reports prepared for the institutions that provide financial support and 52% share them in their websites.

Target audience of the monitoring-evaluation and social impact measurement reports: 81% of the NGOs prepare reports for the institutions that provide financial support, 76% prepare reports for the management and 44% prepare reports for the staff members of the organization. NGOs that reported measuring their impact stated that they prepare reports mostly for their management (81%), and for institutions that provide financial support (68%).

Based on these findings, it is observed that NGOs have a tendency to prepare reports for their management and their funders. The efforts for accountability towards their funders and managers accompanies the motivations of NGOs to learn, improve and develop social impact measurement, and the funders' demands for reports showing impact appear to encourage the NGOs to practice social impact measurement.

The change created by preparing monitoring-evaluation and social impact measurement reports: 70% of the NGOs stated that their trust in the effectiveness of the activities has increased as a result of the monitoring-evaluation and social impact measurement reports. 45% stated that their organization's reputation has increased, 44% stated that their services have improved and 44% stated that their relationships with their sponsors have improved for the better. After the changes within their organization, as a result of the monitoring-evaluation and social impact measurement reports, 24% stated that their volunteer numbers have increased, whereas 21% stated that their resources have increased. It is concluded that funders do not pay attention to the monitoring-evaluation and social impact measurement reports and do not consider them as a criteria for funding.

Among the NGOs that reported preparing a social impact report for their organization, the trust in their activities - similar to the other NGOs that practice other reporting methods- has increased with a ratio of 79%. Among the NGOs that practice impact measurement, 58% stated that their organization's reputation has increased; 58% stated that their relationships with their sponsors have improved for the better.² In the general scope of the sample, NGOs that practice impact measurement show more positive changes in the areas mentioned above.

The impact of the budget on monitoring-evaluation and social impact measurement reports

26% of the NGOs stated that they have not set aside any money for monitoring-evaluation/social impact measurement in the last budgetary year (2013), while those that said they have dedicated less than one percent of their budget made up 40% of the participants. In our sample, the NGOs dedicating 4 to 6% of their budget for monitoring-evaluation/social impact measurement are 8%, those dedicating 7 to

² Another finding that supports this outcome: The organizations who selected the statement, *we measure our impact, we dedicate budget and resources for it*, reported with levels higher than the survey average that as a result of the measurement efforts, their trust in their activities has increased by 82%, they are 59% more effective in creating the desired change and their internal processes to reach their goals are 55% more efficient.

10% of their budget are 2%. Those that dedicate above 10% of their budget are only 2%, and they expressed that they dedicate 16% of their budget. In our sample, only 12% stated that they spend more than 4% percent of their budget for monitoring-evaluation/social impact measurement.

The organizations around the world that practice social impact measurement and the academics who do research on this field express their opinions that 5% to 10% of the budget should be dedicated to measure the impact of projects and activities.³ According to the findings of our study, very very few of the NGOs that are active in Turkey, that reportedly measure their income, dedicate at least 5% or more of their budget for this purpose. This result shows us that the NGOs in Turkey that are engaged in social impact measurement efforts, despite the constraints of their budgets, are mostly motivated by seeing their own impact and by making their services more effective.

In addition, 69% of the participant NGOs stated that institutions or individuals that provide financial support to them do not dedicate a budget for social impact measurement efforts, and the ratio of NGOs that say, *we measure our impact, we dedicate time and resources for it*, but do not dedicate a budget for it, drops to 55%.

3 Many institutions, like the United Nations and Global Fund, make it mandatory in their project application forms to have a portion of the budget between 5-10% to be dedicated to monitoring-evaluation. For example:

UNAIDS. *National Aids Programmes: A Guide to Monitoring and Evaluation.* Geneva: UNAIDS, 2000.

World Health Organisation. *Monitoring and Evaluation Toolkit: Hiv/Aids, Tuberculosis and Malaria.* 2004, p.8. Taken from <http://www.who.int/hiv/pub/epidemiology/en/me_toolkit_en.pdf> (06.06.2015)

UN Women. "Fund for Gender Equality" *Online Application Guide*, 2015. Taken from

<<http://www.unwomen.org/~media/headquarters/attachments/sections/trust%20funds/fundgenderequality/fge%20cfp2015%20guide%20and%20faq%20%20final%20english.pdf>> (06.06.2015)

USAID. *Performance Monitoring and Evaluation Tips. Guidelines for Indicator and Data Quality.* (1998). Volume: 12. Taken from

<http://www.who.int/management/district/monitoring_evaluation/GuidelinesIndicatorDataQuality.pdf> (05.06.2015)

Among the ones that measure their organization's social impact and report that they dedicate time and budget for this, there is not anyone that dedicated a significant portion of the last year's budget. This shows us that a budget is not a must for monitoring-evaluation and social impact reporting. Along with this, it is concluded by the findings of our survey that another factor which encourages those who practice social impact measurement is funders' dedication of a portion of the budget specifically for the purposes of monitoring/evaluation and social impact measurement.

Funders who support monitoring-evaluation and/or social impact analysis:

According to our research, 61% of financial supporters of NGOs' /social impact measurement are international institutions that provide funds/grants.. This ratio is followed by national institutions, with 46%. These ratios are similar in organizations that do not settle with monitoring/evaluation and engage in social impact measurement.

For the last 5 years, 57% of the organizations report no change in their monitoring-evaluation and/or social impact measurement efforts, whereas 42% report an increase in this. NGOs present various reasons for this increase. The first of these reasons, with a ratio of 67%, is the desire of the NGOs to better design and execute their future projects/services. Following this, with a ratio of 47%, is NGOs becoming aware of the change created by their services through measurement, and, with 42%, the funders supporting measurement/evaluation efforts.

Section Five

In the fifth section, a list of the problems and the needs the organizations face while doing monitoring-evaluation and/or social impact measurement is made.

70% of the NGOs pointed out lacking enough financial resources as a difficulty they face in monitoring-evaluation and/or social impact measurement, while 56% indicated that they lack the necessary expertise and skills. 20% of the NGOs stated that their management does not consider measurement a priority.

73% of the NGOs stated that they find trainings on measurement methods most beneficial to be able to do their own social impact measurements. 68% of the

participants believe that receiving financial support regarding social impact measurement would be beneficial, 65% believe receiving guidance in social impact measurement would be helpful, 58% believe sharing knowledge and experience with similar organizations would be helpful and 50% believe that accessing Turkish sources on social impact analysis would be beneficial.

The fact that more than half of the NGOs replied positively to the all options in this section shows that the need is present in all areas and indicates that capacity efforts on this issue must be focused on the aforementioned headings.

ANALYSIS OF THE FINDINGS

The survey showed us that of the 89 participant NGOs only 21% could do a social impact analysis of their projects and activities, and only 25% could do a social impact analysis of their organization. 10% of these are the same organizations, meaning that 36% of the NGOs claim they can do a social impact analysis, which is more in depth than a monitoring-evaluation effort. On the other hand, the ratio of the ones that state that they measure their impact and dedicate time and resources to it is around 28%. Although the difference is minor, the issue mentioned in the limitations section, the fact that the understanding of impact measurement is varied, is the reason for different responses given to these complimentary questions.

Among the participant NGOs in our survey, the overall tendency is output based reporting with 85%. The fact that 78% of the organizations lack a person whose main duty is monitoring-evaluation or impact measurement shows that social impact measurement is not a part of the organizational culture.

Various benefits of the social impact measurement are known by many NGOs. However, the fact that NGOs often leave too little budget for measurement and lack an expert in their organization to handle this indicates that organizations are not pushed hard enough to take action to include a broad social impact measurement, which would cover main stakeholders as well, into the organizational culture.

Our survey also shows that the funders of the NGOs do not have social impact analysis prioritized enough in

their agendas, and, considering that NGOs do reporting mostly for their funders/financial supporters, it indicates that NGOs are not given proper encouraging initiatives by their funders regarding this issue and they do not face any sanctions. NGOs participating in our survey think social impact analysis does not have to be an expensive effort depending on the chosen methods (depending on variables, such as, data collection methods, scope, prevalence, duration, etc.), yet, it is an effort that requires time and budget planning. Also, the high perceived cost of the social impact measurement by the NGOs could be an issue related to the fact that in the current situation most of the NGOs need support from an outside organization or individual to do it and this becomes an added budgetary item for them.

Another piece of data that supports this finding is the fact that the most common difficulty the NGOs face while doing monitoring-evaluation and/or social impact analysis is the lack of financial resources. In that case, it can be said that the most encouraging element in the development of social impact analysis is financial resources, and the providers of financial support should be more explicit in requiring this oversight .

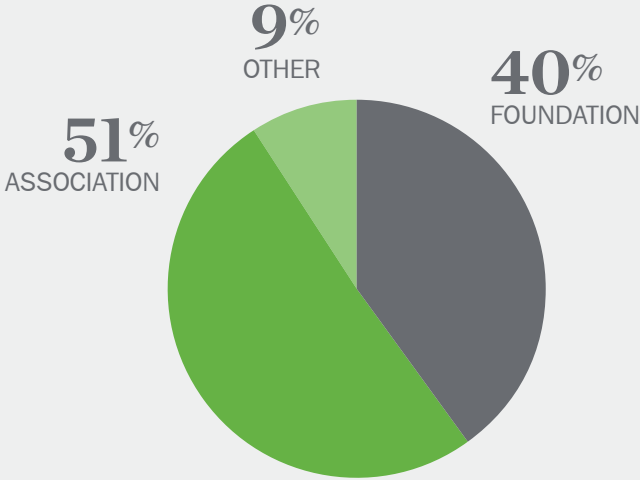
Another important finding is that NGOs that practice social impact analysis, or want to do it, primarily do so with the purposes of improving themselves, making their work more effective and seeing the areas of development of their organizations. The belief that this effort would make it easier to receive funds/grants is relatively less prominent.

Consequently, the survey shows us that besides the financial support needed by the funders to do social impact measurement, the NGOs also need support in various areas such as training on various measurement methods, consultancy services and access to sources in Turkish. Our conclusions —such as the fact that NGOs are highly motivated for this, that social impact analysis is now an esteemed value in the field of civil society, the desire of the NGOs to learn about areas of development and, maybe even more importantly, increasing demands of the funders and the managers about this issue— announced to us the good news that, in the context of civil society in Turkey, social impact measurement is open for future development and progress and provided us with valuable data to prepare the roadmaps of all stakeholders of this field.

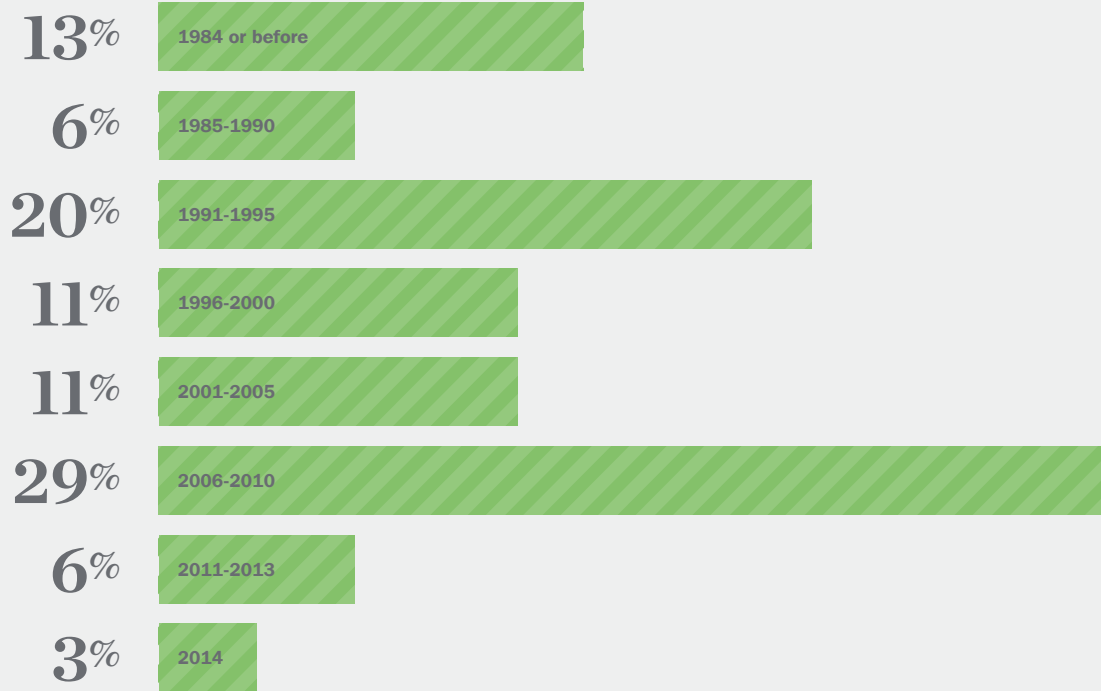
GRAPHICS

Graphics are based on answers provided by survey's closed-ended questions

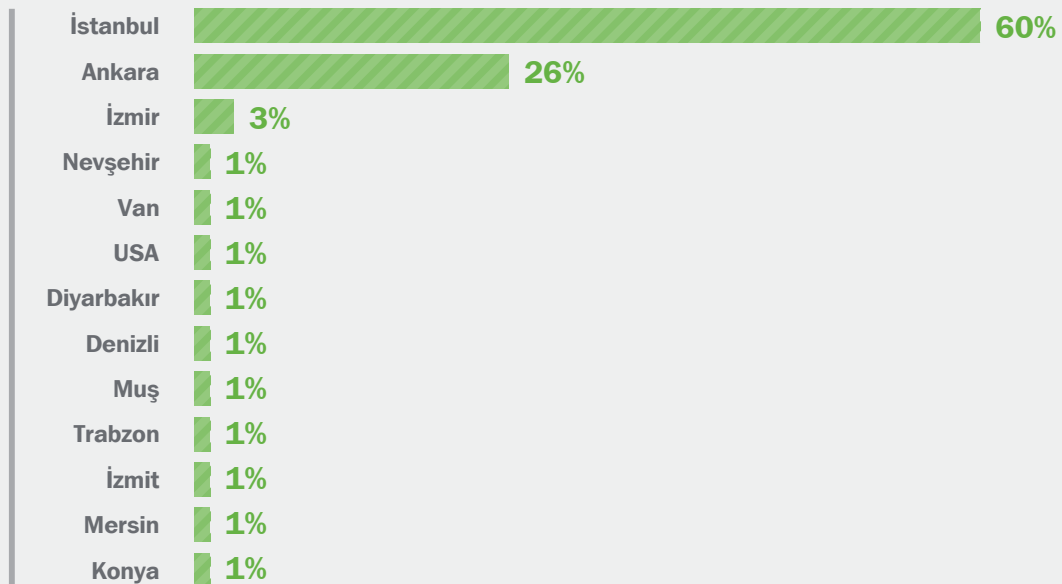
Which one fits the official structure of your organization best?



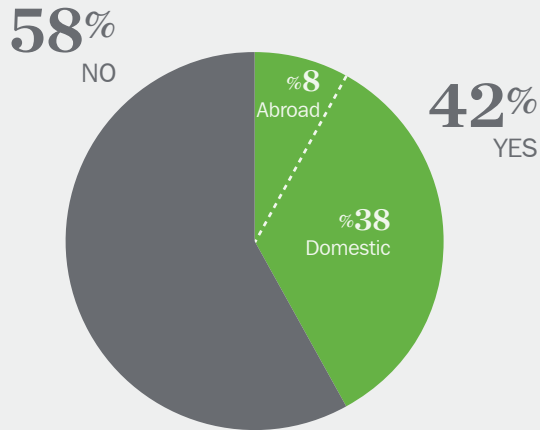
When was your organization established?



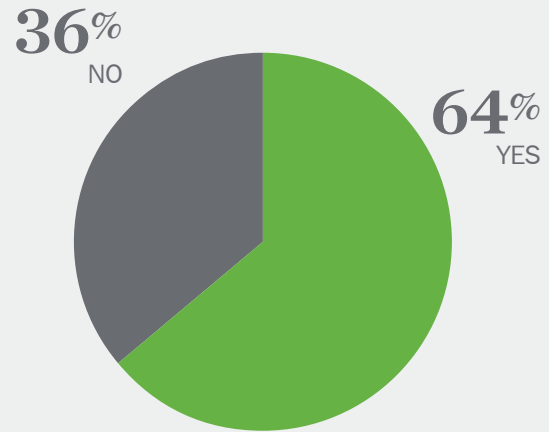
Where is your organization's central office?



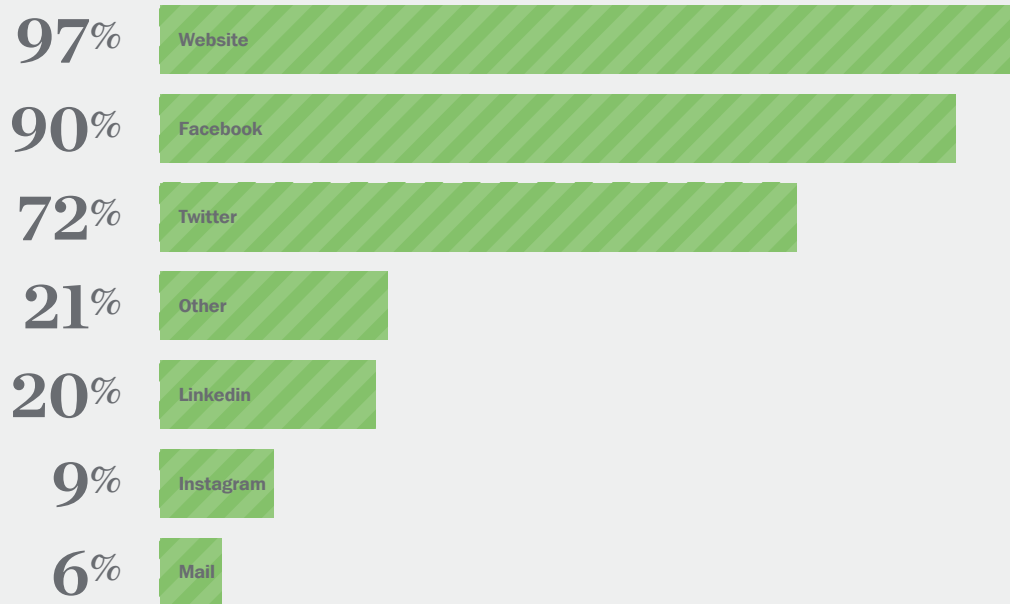
Does your organization have any other offices besides the central office?



Are there any other institutions (federations, memberships, umbrella organizations) that your organization is a member of?

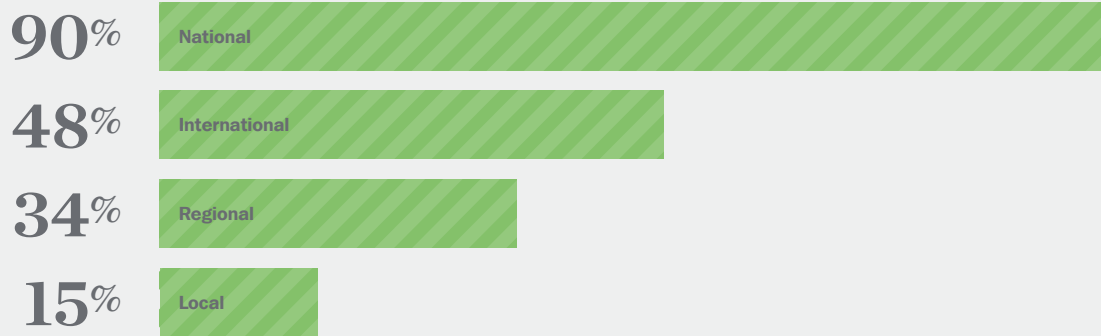


Which communication channels does your organization use?



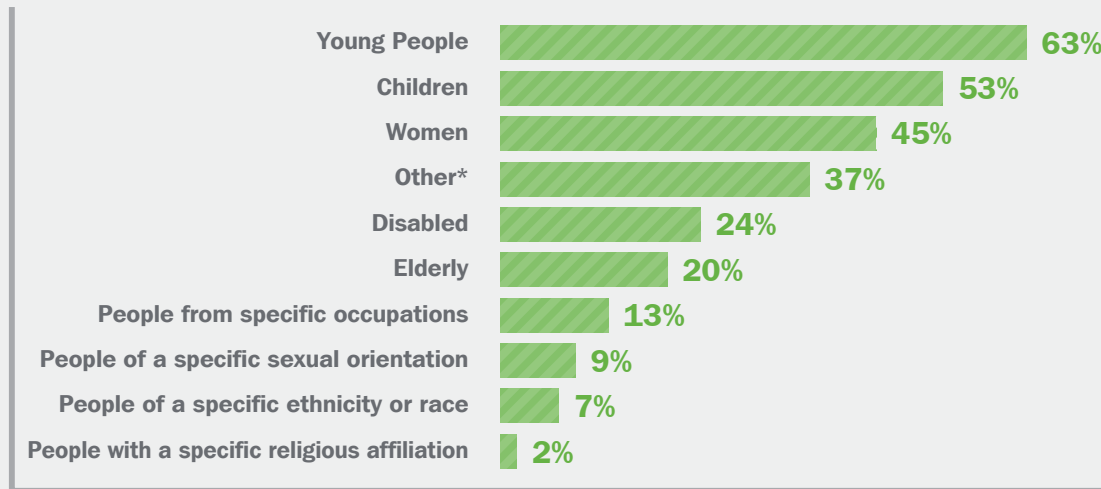
How would you describe the main areas of your work geographically?

(You may select more than one option)



Which is (or are) the primary target audience of your organization?

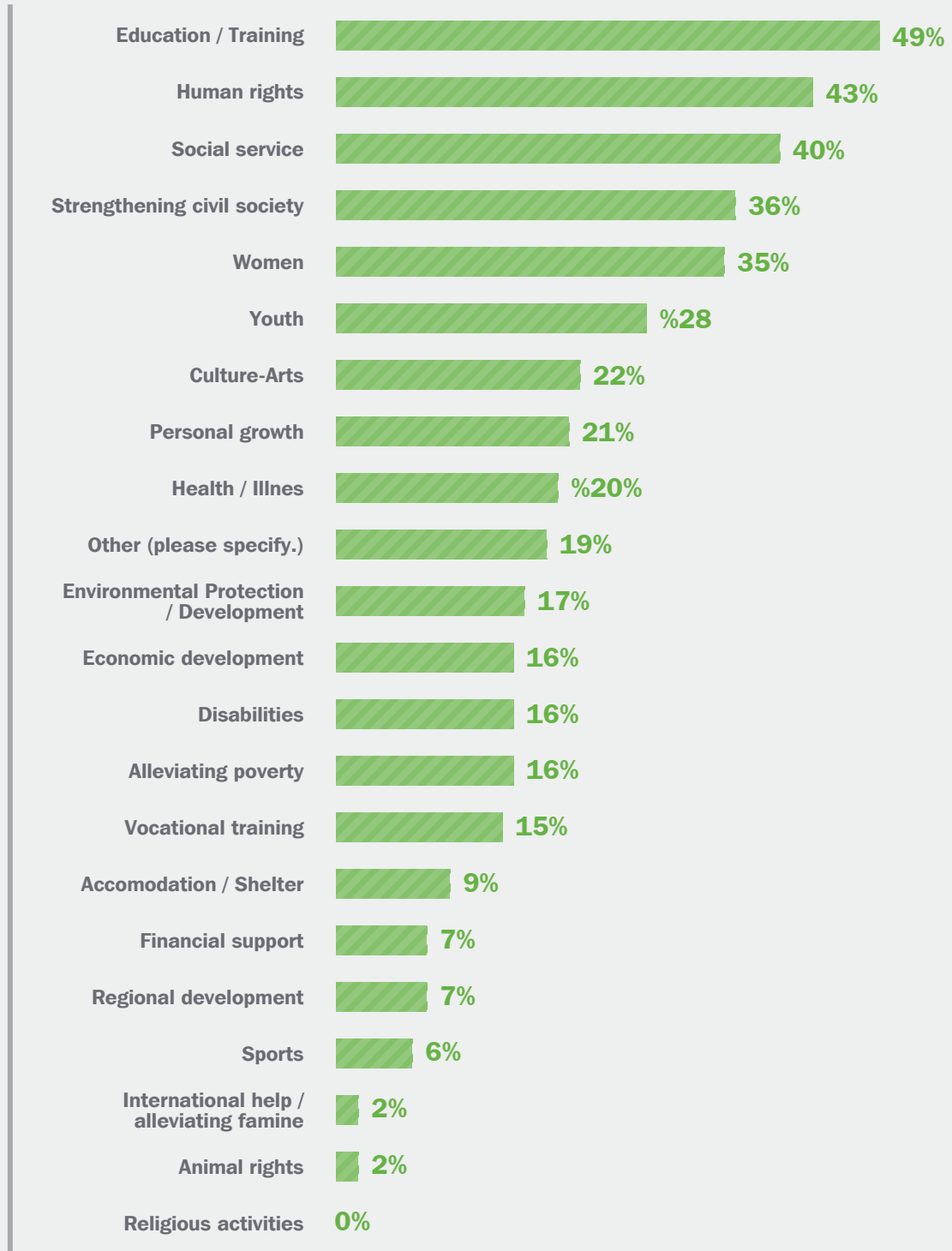
(You may select more than one option)



* Most of the mentions in the other section are more specific subgroups of above categories above, such as, disable young people, or refugees, animals, and groups like adults working with children etc.

Which is (or are) your organization's primary area of work?

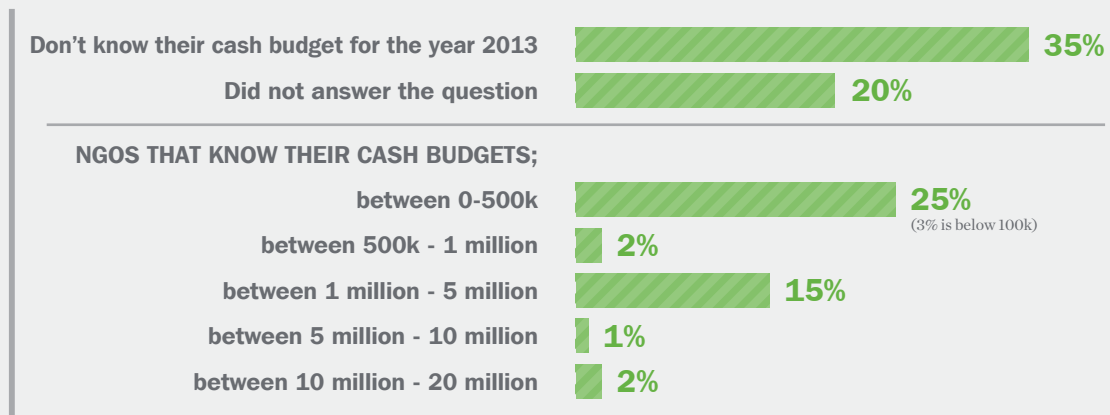
(You may select more than one option.)



Which social intervention type below fits the activities of your organization?

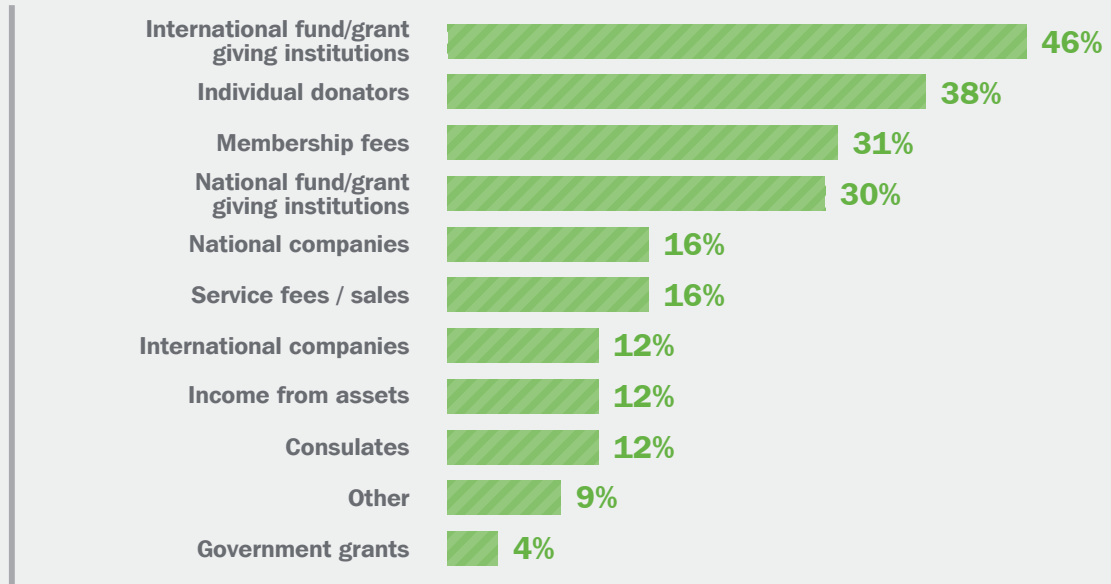


What was the total size of your budget for the year 2013? If possible please specify your real and cash budgets separately in Turkish Lira? If you don't know it, you may type "not known".

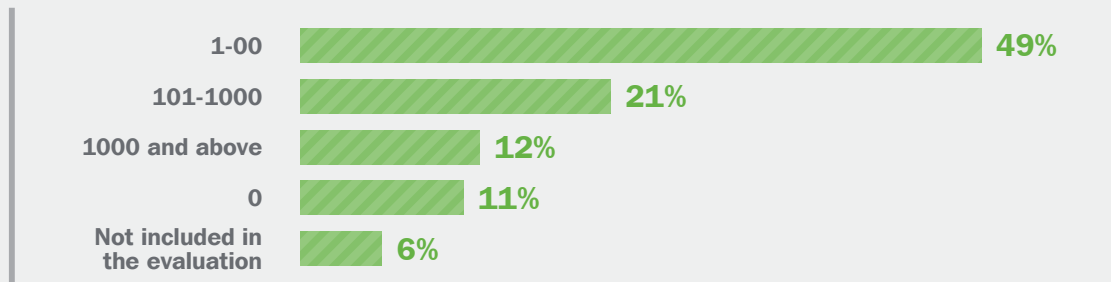


Which are the biggest sources of income in your budget?

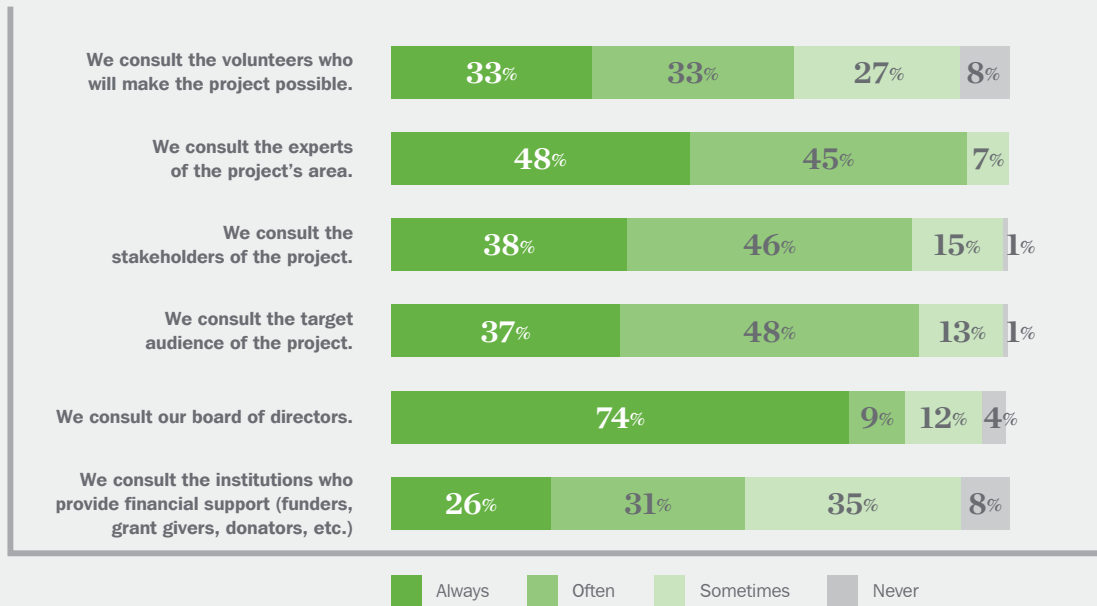
(You may select three options at most)



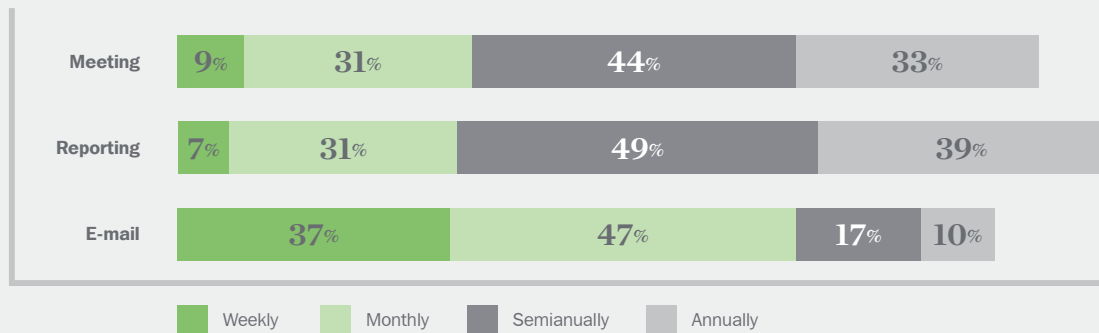
What is the number of active volunteers/members in your institution?



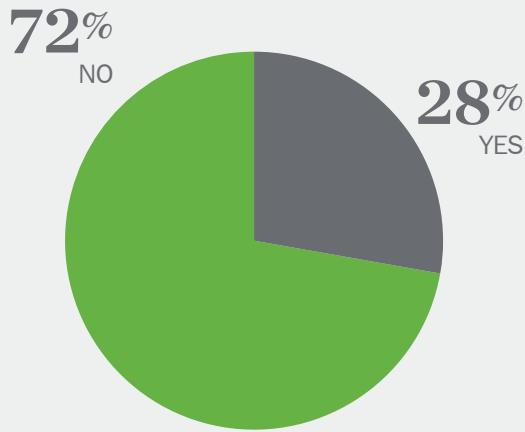
How often do you consult the stakeholders while designing a project?



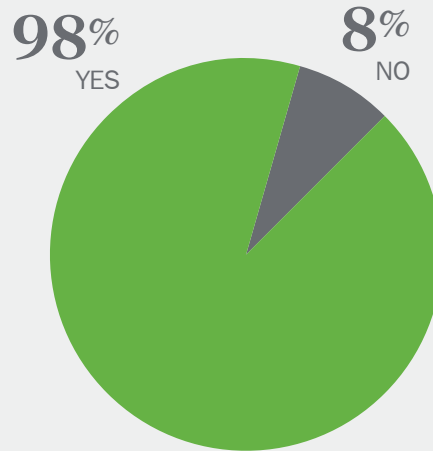
How often and how do you communicate with the institutions who provide financial support (fund/grant provides, private companies, etc.)? (You may select more than one option.)



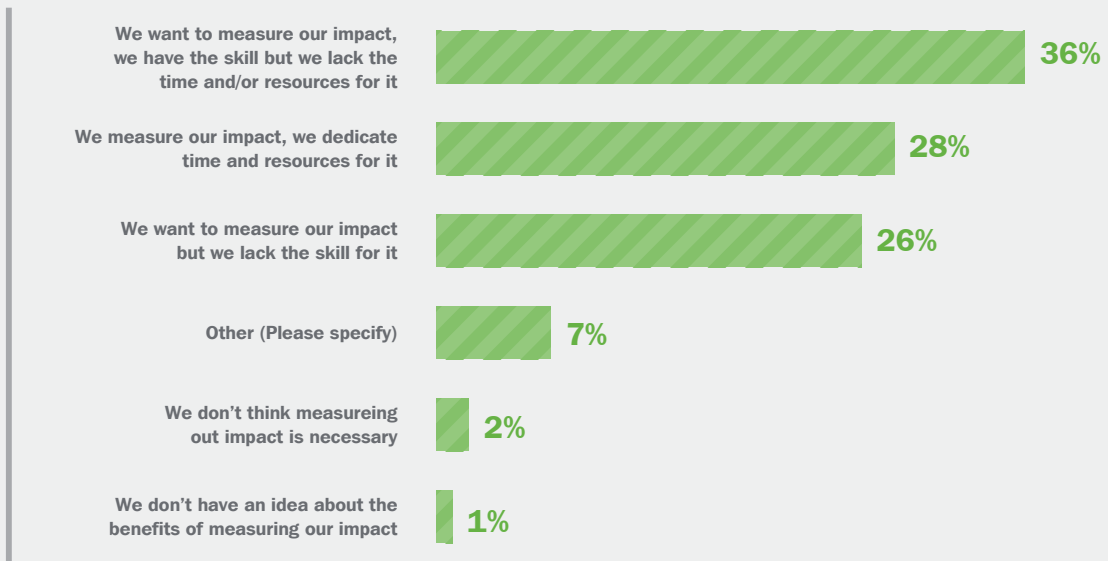
Do you face difficulties when explaining the social benefits of your organization to 3rd party individuals or institutions?



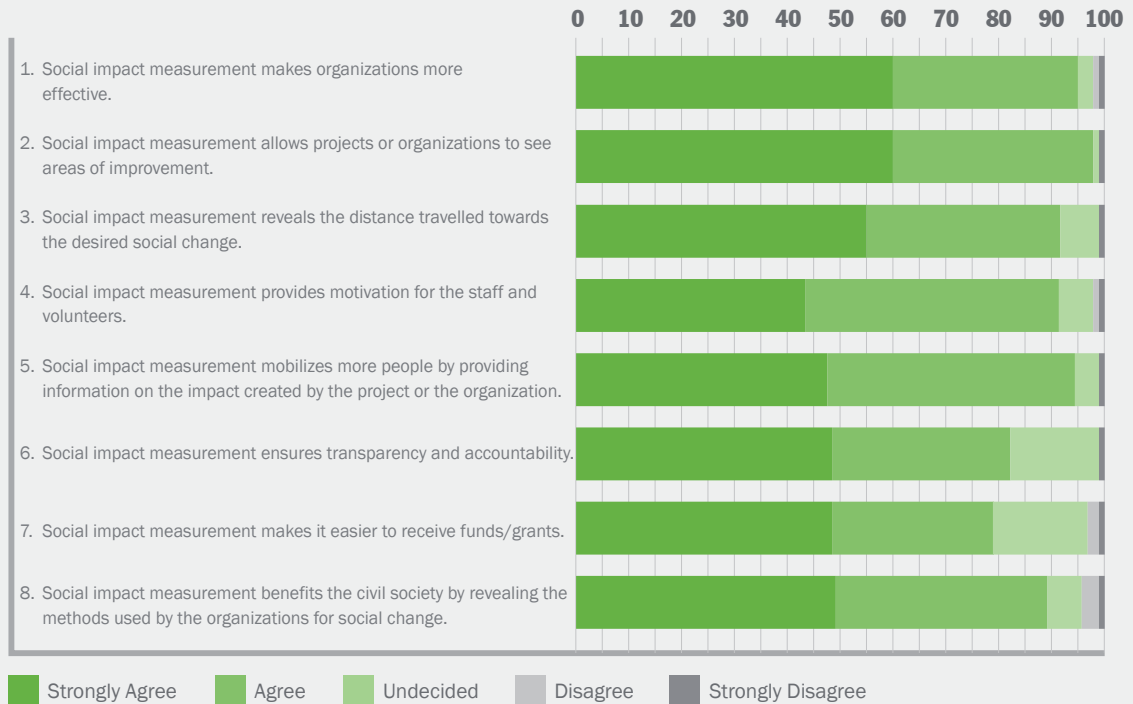
Do you think measuring your impact would be helpful when explaining your organization to 3rd party individuals or institutions?



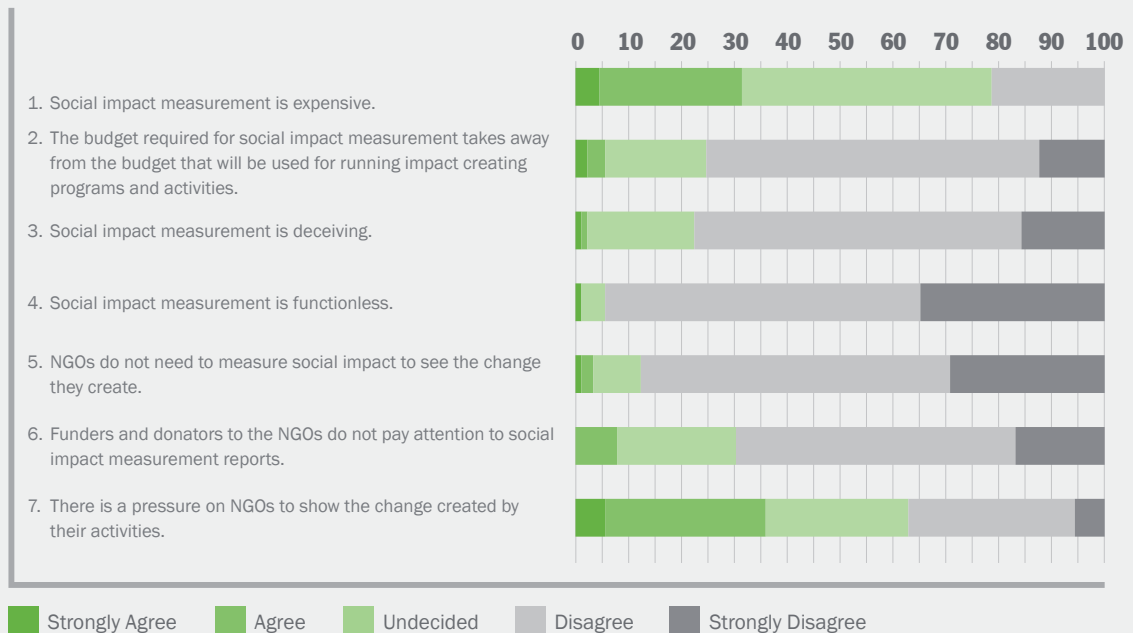
How would you define your organization's current approach towards social impact measurement?



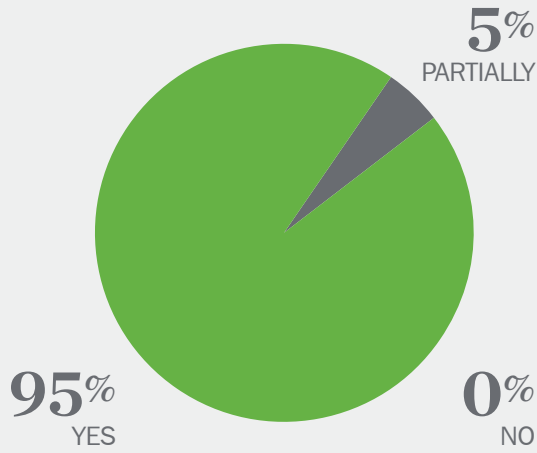
Please mark each option below according to your views.



Please mark each option below according to your views.

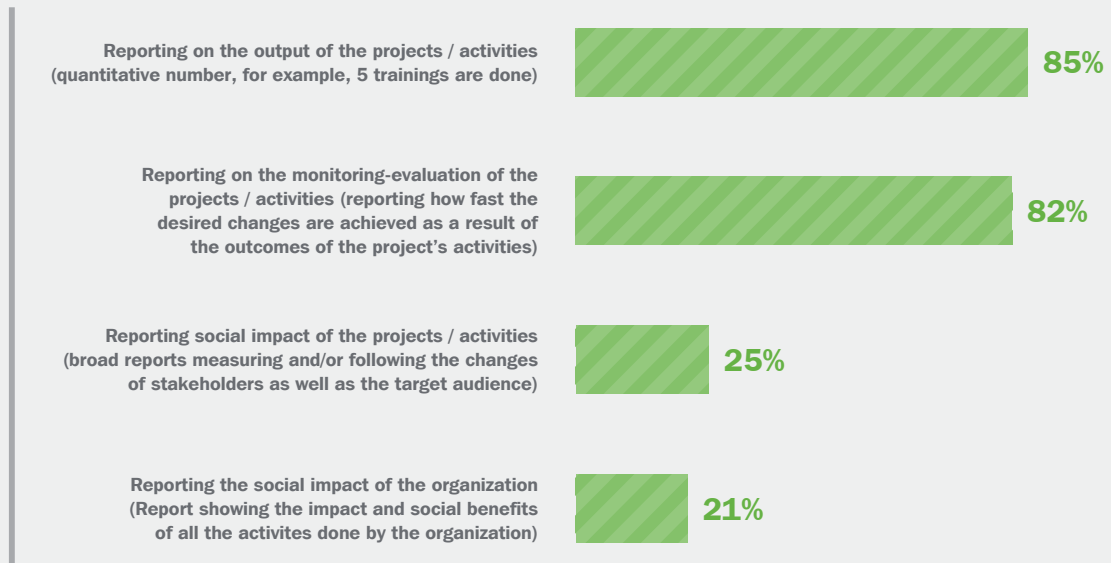


Do you do reporting of your activities/projects?



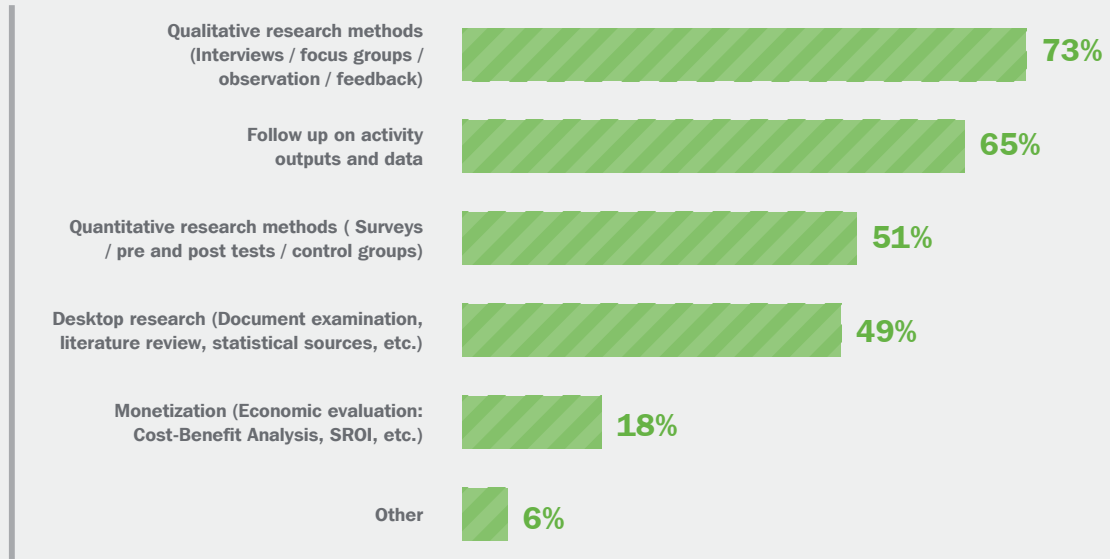
What type of reporting activities do you do in your organization?

(You may select more than one option.)



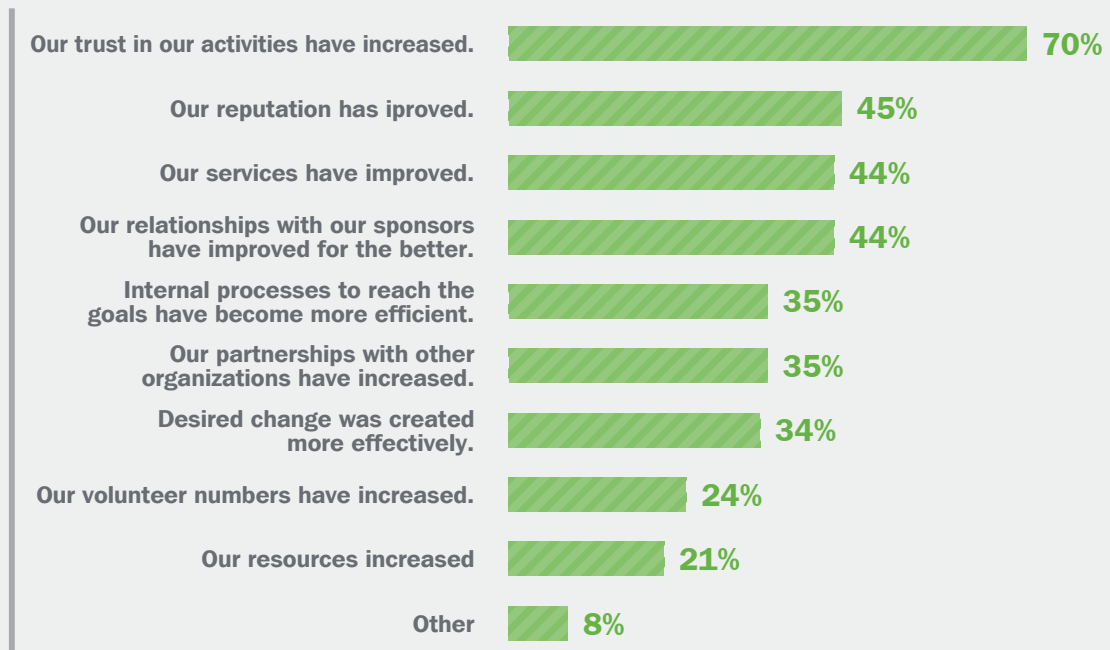
Which research / measurement methods do you use while preparing these reports?

(You may select more than one option.)

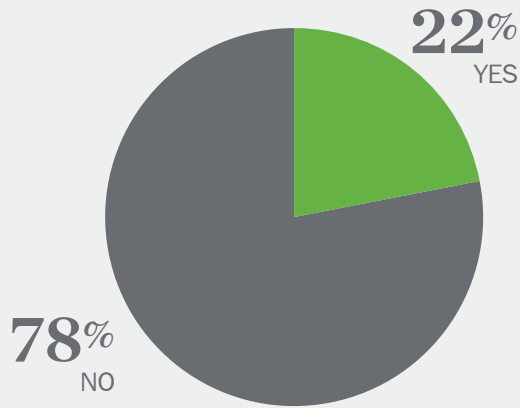


What has changed in your organisation as a result of monitoring-evaluation findings and/or your social impact report?

(You may select more than one option.)

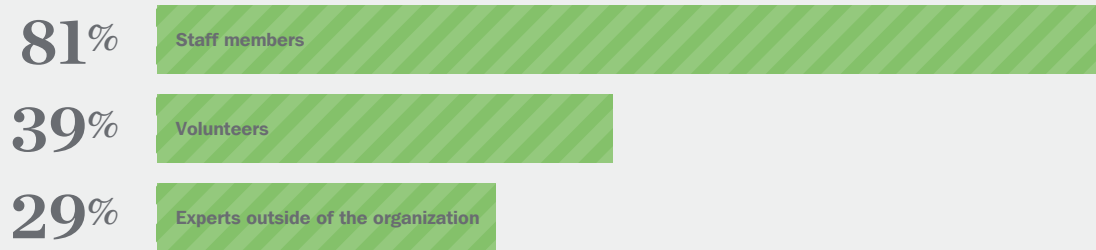


Is there a person or a division in your organization whose main duty is monitoring-evaluation or impact measurement?

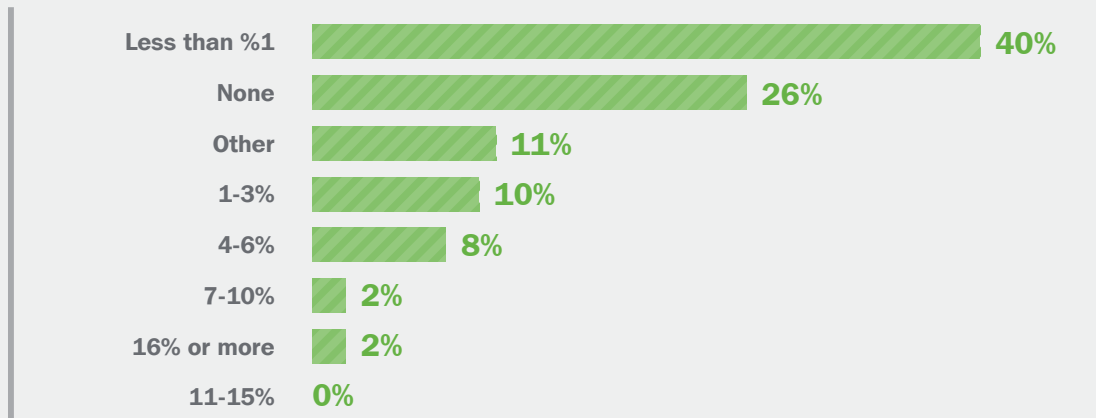


Who prepares your monitoring-evaluation or impact measurement reports?

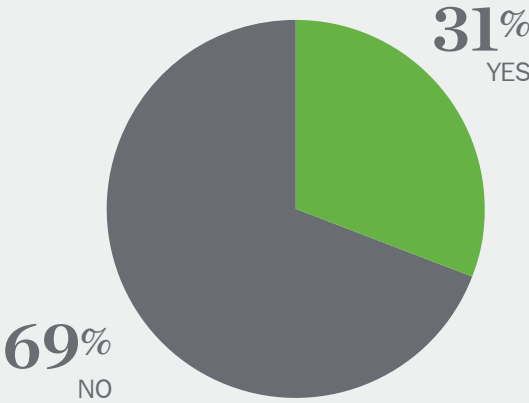
(You may select more than one option.)



In the last budgetary year, what portion of your budget did you use for monitoring-evaluation and/or social impact measurement?

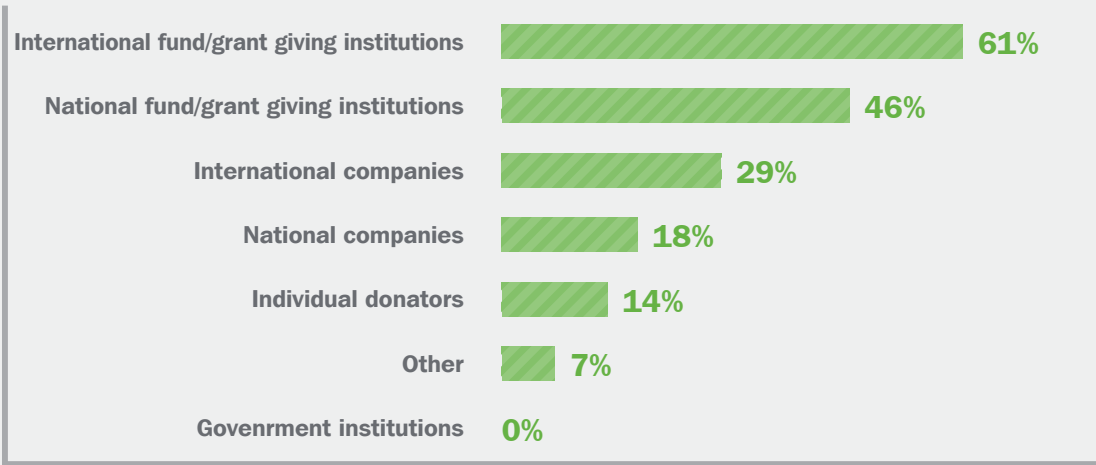


Do your financial supporters (fund / grant providers, donators, private companies, etc.) dedicate a budget for monitoring-evaluation and/or social impact measurement activities?

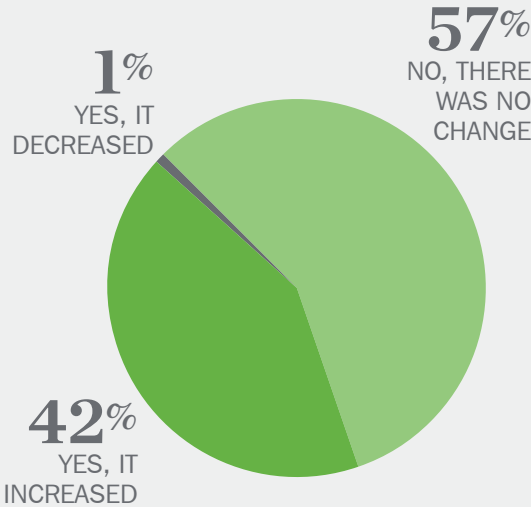


Who are your financial supporters who dedicate a budget for monitoring-evaluation and/or social impact measurement activities?

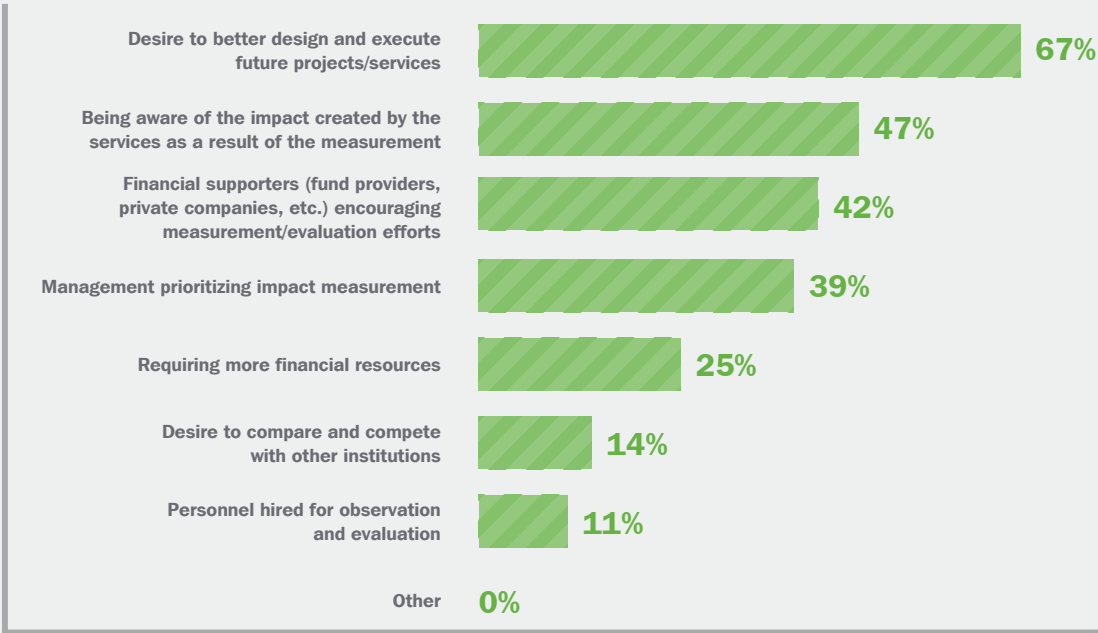
(You may select more than one option.)



Has there been a change in your organization's monitoring-evaluation and/or social impact measurement efforts in the last 5 years?

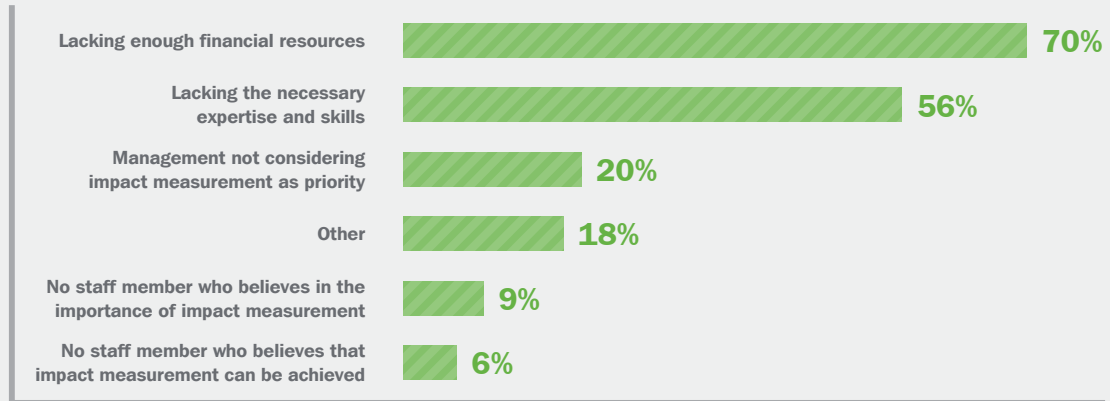


What are the main reason(s) of this increase? (You may select more than one option) * Those who answered yes in the previous question



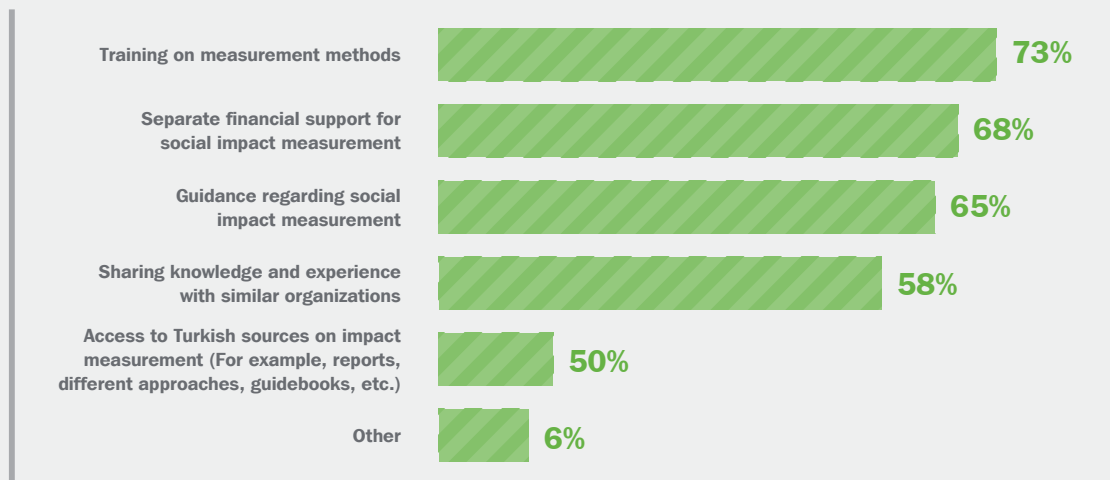
What are the difficulties you face during monitoring-evaluation and/or social impact measurement?

(You may select more than one option.)



Which options below do you find most beneficial to be able to do your own impact measurement?

(You may select more than one option.)



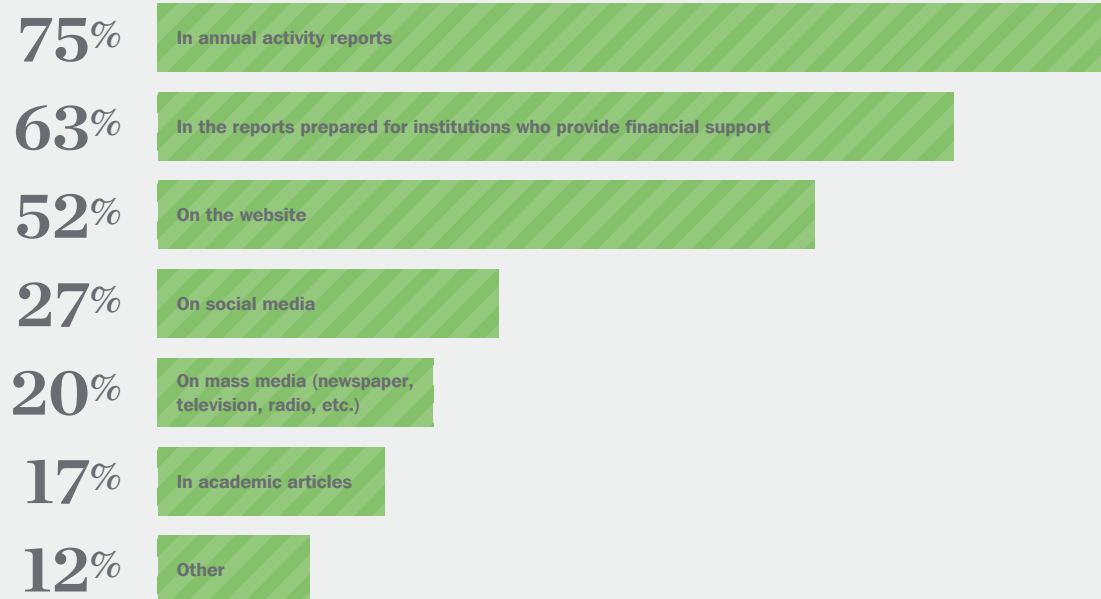
For which stakeholders do you prepare your reports for?

(You may select more than one option.)



How does your organization share / convey your social impact report and/or monitoring and evaluation results?

(You may select more than one option.)



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