



**STRATEGIC COMMUNICATION IN IZMIR BASED  
CIVIL SOCIETY ORGANISATIONS FROM THE  
INSTIGATORY THEORY OF NGO COMMUNICATION  
(ITNC) PERSPECTIVE**

**DENIZ JULIA DEMIRAL**

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## ABSTRACT

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Demiral, Deniz Julia

Master Program in Marketing Communication and Public Relations

Advisor: Assoc. Prof. Dr. Selin Türkel

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This thesis analyzes the strategic communication of Izmir based NGOs. The Instigatory Theory of Non-Governmental Organizations' Communication (ITNC), brings managerial and communicational skills together and by doing so helps to create a strategic communication process to the NGO basis which suits the aim of this

research. Strategic communication processes, the concept of civil society, organization structures and management are analyzed in a semi-structured interview method. The findings of the analyzes mostly show resemblances to the approach. The participant NGOs show that the relevant differences include managerial aspects and structures.

Keywords: ITNC, Strategic Communication, NGO, civil society



## ÖZET

# STK İLETİŞİMİNİN KIŞKIRTICI KURAMI (ITCN) PERSPEKTİFİNDEN İZMİR'DEKİ SİVİL TOPLUM KURULUŞLARININ STRATEJİK İLETİŞİMİ

Demiral, Deniz Julia

Pazarlama İletişimi ve Halkla İlişkiler

Tez Danışmanı: Doç. Dr. Selin Türkel

Ocak, 2021

Bu çalışma, İzmir'deki STK'ların stratejik iletişimini konu almaktadır. Araştırmanın amacı yönetim ve iletişim STK bazında bir araya getiren, STK İletişiminin Kışkırtıcı Kuramı (ITNC) perspektifi ile STK'ların stratejik iletişimini araştırmaktır. Stratejik iletişim süreci, sivil toplum kavramı, organizasyon yapısı ve yönetimi; yarı yapılandırılmış görüşme tekniğiyle incelenmiştir. Sonuçlar çoğunlukla ITNC ile

uyumluluęu kanıtlamıř olup, ynetim ve organizasyon aısından farklılıkları gz nne sermiřtir.

Anahtar Kelimeler: ITNC, Stratejik İletiřim, STK, sivil toplum



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## TABLE OF CONTENTS

ABSTRACT .....	iii
ÖZET .....	v
ACKNOWLEDGMENTS .....	vii
TABLE OF CONTENTS .....	viii
LIST OF TABLES .....	x
LIST OF FIGURES .....	xi
LIST OF ABBREVIATIONS .....	xii
INTRODUCTION .....	1
CHAPTER 1: CONCEPTUAL FRAMEWORK.....	3
<i>1.1 Civil Society and Civil Society Organizations.....</i>	<i>3</i>
<i>1.1.1 Non-Governmental Organizations .....</i>	<i>7</i>
<i>1.1.2 The History of Non-Governmental Organizations in Turkey .....</i>	<i>10</i>
<i>1.1.3 Strategic Communication of NGOs.....</i>	<i>17</i>
<i>1.2 The Theoretical Framework of NGO Communication .....</i>	<i>24</i>
<i>1.2.1 The Theories of NGO Communication.....</i>	<i>27</i>
<i>1.2.2 A New Approach: Instigatory Theory of NGO Communication.....</i>	<i>31</i>
<i>1.2.3 The Outcomes of the Instigatory Theory of NGO Communication.....</i>	<i>34</i>
CHAPTER 2: THE RESEARCH.....	38
<i>2.1 Strategic Communication in Izmir Based Civil Society Organizations from the     Instigatory Theory of NGO Communication (ITNC) Perspective.....</i>	<i>38</i>
<i>2.1.1 The Goal and Importance of the Research.....</i>	<i>38</i>
<i>2.1.2 The Research Questions.....</i>	<i>39</i>
<i>2.1.3 The Research Methods and Data Collection Process.....</i>	<i>41</i>
<i>2.1.3.1 Interview Method .....</i>	<i>44</i>



2.1.3.2 <i>Content Analysis Method</i> .....	44
2.1.4 <i>The Limitation of the Research</i> .....	46
CHAPTER 3: FINDINGS.....	47
3.1 <i>Strategic Communication</i> .....	48
3.2 <i>Responsibilities of an NGO</i> .....	52
3.3 <i>Structure of an NGO</i> .....	54
3.4 <i>The Management of an NGO</i> .....	57
3.5 <i>Economical System of an NGO</i> .....	59
3.6 <i>NGO's Benefits to Society</i> .....	61
CONCLUSION.....	64
REFERENCES .....	68
APPENDICES .....	75
<i>Appendix A – The interview form</i> .....	75

## **LIST OF TABLES**

Table 1. Correspondence of Ontological Principles and Questions.....	43
Table 2. Categories and Units of Content Analysis.....	45
Table 3. Definition of Participants.....	47
Table 4. Content Analysis Findings of the Category Strategic Communication.....	49
Table 5. Content Analysis Findings of the Category Responsibilities of an NGO.....	53
Table 6. Content Analysis Findings of the Category Structure of an NGO.....	54
Table 7. Content Analysis Findings of the Category the Management of an NGO.....	57
Table 8. Content Analysis Findings of the Category Economical system of an NGO.....	59
Table 9. Content Analysis Findings of the Category NGO's Benefits to Society.....	61

## LIST OF FIGURES

Figure 1. The Conceptual Map of ITNC.....	32
Figure 2. The conceptual model of ITNC by Oliveira.....	34
Figure 3. Ontological Principles of ITNC by Oliveira .....	37



## **LIST OF ABBREVIATIONS**

CSO : Civil Society Organization

ITNC : The Instigatory Theory of Non-Governmental Organizations' Communication

IQ : Interview Question

NGO : Non-Governmental Organization

OP : Ontological Principle

P: Participant

PR : Public Relations

RDT : Resource Dependence Theory

RQ : Research Question

## INTRODUCTION

Starting from the ancient Greek times, there have always been organizations that work for “the common good” in the society with the voluntary force behind them. With the rising of the democratic regime, which is also seen in the ancient Greek, the voluntary force and the search for “common good” have remained and evolved. This demand caused changes in the communication actions, strategies, and management system of Non-Governmental Organizations (NGOs) in an accelerated pace. Even so, the academic studies of NGOs’ communication did not develop at the same pace as the organization itself. The reason behind this could be that in a neo-liberal system, profit oriented organizations are considered more prominent regarding the nonprofit organizations. Therefore, the communication studies of nonprofit organizations stay in the background to profit organizations.

The Instigatory Theory of Non-Governmental Organizations’ Communication (ITNC) developed by Evandro Oliveira in 2019, is a new approach in the literature regarding the strategic communications of non-governmental organizations (NGOs). Oliveira framed up the definition of NGOs to a general one and mentioned in the theory “ontological principles” which constitute a conceptual model of strategic communication by NGOs. After these principles, he set off the main components of the ITNC as consider logics and management, ontological principles and perspectives of communication, manageable communication, and non-legitimation dynamics. These components give the strategic communication of NGOs a scientifically and practically direction.

Although it is impossible to give an exact number of NGOs operating in the world,

*“we can observe an expansion in the number of them over the last century not only of national and local scope but also at international level”* (Taylor, 2002)

which can be claimed as an indicator for the demand of civil society and NGOs. In the last centuries, the NGOs became global players worthwhile in sociopolitical and cultural areas with their own force, strategies, and their volunteers, which was the most important reason for their global player role. Starting with the Ottoman Empire, there was a tough process for civil society and NGOs in Turkey, scrutinized in the literature

research. The collapse of the Ottoman Empire, the independence war, and thereafter the establishment of the Republic of Turkey shaped the civil society and NGOs. In the 1990s, 2008 and 2017, there was a rise of the volunteerism in Turkey parallel to the inclination in the world (Ministry of Interior – General Directorate of Civil Society Relations, 2020).

Alongside with global changes and new inclinations towards co-existence and well being societies in the world, this thesis researches the communication of NGOs, analyzes their strategies and compares and contrasts their communication strategies with the ones of profit organizations. Following a literature review about the concepts of civil society, NGOs and their strategic communications, general communication strategies from the world, and Turkey, this thesis focuses on the Instigatory Theory of NGO Communication with a specific spotlight on Turkey. The population of this research is limited to Izmir based Turkish NGOs for the reason that Izmir has always been one of the cities where the civil society culture is elevated, in Turkey. The main objective is to question the strategic communication of the Turkish NGOs with the frame of the Instigatory Theory of NGO Communication.

In the first part, which aims to review the literature, non-governmental organizations will be conceptualized. After the explanations of civil society culture, the organizations themselves; their histories, structures, and their actual situations will be scrutinized. In the second part, the Instigatory Theory of Non-Governmental Organizations' communication by Evandro Oliveira will be explained in-depth as to build up the general perspective of the thesis. Following these concatenated reviews, the research part will follow.

## CHAPTER 1: CONCEPTUAL FRAMEWORK

### *1.1 Civil Society and Civil Society Organizations*

*“The term civil society comes from civilization, the rules of living in cities, and citizen’s rights and obligations” (Kaya, and Ayan, 2011).*

This lexical meaning shows that the demand of “rules for the common well being” comes with the Neolithic age when people started to live together and build citizenship. The term civil society is frequently used in the 20th century all around the world. The use of this term does not implicate that all states or citizens mean the same by using it.

As Kocka mentioned (2004); *“That, which we call ‘civil society’ in English, is społeczenstwo obywatelskie in Polish, shimin shakai in Japanese, and Zivilgesellschaft or Bürgergesellschaft in German. The meanings of these phrases are not identical in the different languages”.*

The diversity in the conceptualization of civil society has made it harder to understand and longer to build a civil society culture. These differences in using the term made it also complex to underline a final description of the concept. However, Kocka expressed the civil society in three ways which are;

*“(1) a type of social action, (2) an area or sphere connected to, but separate from, economy, state, and the private sphere and finally as (3) the core of draft or project that still has some utopian features” (2004).*

The social action here means a non-violent, non-conflict and particularly work for the common good. As mentioned, civil society does not just mean civilization anymore.

Habermas (1996) mentioned that; *“Civil Society is composed of those more or less spontaneously emergent associations, organizations and movements that, attuned to how societal problems resonate in the private life spheres, distill and transmit such reactions in amplified form to the public sphere”.*

Civil society is also seen as a key for changing the living conditions and social problems of the society according to their wishes. Therefore, civil society has been affected by many facts in history. Politics is one of the most important facts which has affected the term. The reason for that is,

*“civil society and political society affect each other so that both came to the position which is intended from the society itself” (Gevgirli, 1990).*

The social sphere of the citizens makes it possible to argue and ponder about common problems. Citizen’s rights and obligations are, then, an important milestone in civil society. This is also the reason why civil society and civil society organizations (CSOs) were visible in the ancient Greek.

As Gevgirli mentioned in his book (1990); *“civil society crosses many transition processes to get in its modern condition. The enlightenment philosophy, which includes reform and renaissance started these processes right before the industrial revolution”.*

With these historical transitions; national states, democratic regimes, and civil and political societies grow apace and built the right conditions for civil society culture.

*“From a social democratic perspective, it is underlined that a strong civil society needs a strong state and vice versa” (Kocka, 2004).*

Another important aspect of today’s civil society is that;

*“class, communities or ethnic groups are not the focal points of the concept; citizenship and the culture of being a citizen are rather accentuated” (Kaya, and Ayan, 2011).*

This aspect of the term ensures also to become significant in the 20th century.

*“In any case, in the past and in the present, certain social groups are very active in civil society and others are underrepresented” (Kocka, 2004)*

but whether they are a part of civil society movement or not, the term involve all citizens and try to help them.

The last aspects which will be mentioned here, are tradition and media. Like most conscious, civil society comes also from a social tradition. Therefore, the education and the conscious is that there should always be a demand for “common good” and “a better world design” must also be given first in the family, like all educations, and secondly in the education system of each country. Even if the political and social statuses are not appropriate to give this message, the education of the family, which stands here for the society itself, should show and be aware of their own power. The



last one is that civil society is more vocal via media and press. Political circumstances and the volunteering citizens built thus the base of civil society are important facts but with the reinforcement of media they can influence a wider target and they can also take their message more present. With the right communication strategy which also includes media and public relations, civil societies and thus CSOs can be more present in the future and work better for the common good.

The historical aspect of civil society shows us that the term is a dynamic concept and its meaning, is being reconstructed continuously. It points up that under the influence of capitalism and industrialism in the first half of the 19th century, the meaning of civil society changes in both ways the usage and definition in the literature. The meaning changes

*“more in the sense of a ‘middle-class society’ of the bourgeoisie than as ‘civil society’ made up of citizens”* (Kocka, 2004).

Around the 1980s, civil society had a come-back from the effects of capitalism and industrialism and become a power struggle against governments. Thus, it can be mentioned that the term reflects a kind of critique against capitalism and the management systems, which pullulate with it.

In parallel to the globalization process with the help of the facilities of Web 2.0 new “global civil society” culture emerged.

*“This global civil society culture also brings a practical solution to the existing communication organizing problems which many NGOs had”* (İki Sempozyum Türkiye’de Sivil Toplum Kuruluşları, 2004).

The usage of the Web by the citizens can create awareness in different countries that could not be imagined before. It brings on one hand, more power to civil society and local CSOs, and on the other hand, changes the working styles and discussions in a global area.

*“Although the ‘actors of civil society’ have less power than politicians and lobbyists, they too have the opportunity and do use strategic communication to affect the debate in the public sphere”* (Habermas, 2006).

This global working place is a chance for new financial support for civil society projects and CSOs, as well

Another point of view to the global civil society is that civil society works nevertheless in a national-state framework cause not all socio-cultural problems can be global ones. Also, the communication between all states in that perspective is still a problem for many countries. As Kocka mentioned;

*“We are still a far cry from a European – not to mention a global – civil society. There are many reasons for this but let me mention just one of them. Civil society is closely linked with the public sphere. The public sphere involves communication, and communication requires a common language. Multilingual Europe thus has a difficult hurdle to overcome before a European civil society can emerge”* (2004).

These different views of a global civil society culture points out that being global brings power and might given the chance of changing something; however, the first act should be to find solutions for the local problems in each country. For example, standing against legal discrimination or global warming are important problems for the whole world nowadays and therefore on the agenda of many CSOs. Nonetheless, when looking at the third world countries, it can be seen that safety, clean water and human rights are the major problems. This change of the agenda shows,

as Gevgirli mentioned, that, *“civil society includes contemporary lives and private organizations such as culture, social and political aims, etc.”* (1990).

By finding a solution to the local problems, these private organizations and their solutions will strengthen the awareness to global problems in the civil society.

As a final standing point, after civil society’s historical background, the scope of CSOs will be mentioned. CSOs can be seen as an organized group whose aim is to create an awareness about something that is on the agenda of the society.

*“Beyond being voluntary, self-generating, autonomous, and rule-abiding, the organizations of civil society are distinct from other social groups in several respects”* (Diamond, 1994).

The term does not include business or for-profit organization, which is the main distinction among the concepts. These organizations are working with the civil society culture for finding a solution in the social layer they choose. Their working areas take form with the problems of the society. For example, the working areas of a CSO can be comprehensive such as human rights, or more specific like women rights. CSOs

organization's schema and financial incomes separate them among themselves. Non-state and non-profit organizations, volunteer entities, foundations, associations, and trade unions are all under the term CSO which makes it an umbrella term. Non-governmental organizations (NGOs) are one of the organizations which are under CSO.

NGOs, *“are usually understood to be smaller, often membership-based organizations, operating without a paid staff but often reliant upon donor or NGO support, which tend to be (but are not always) issue-based and therefore ephemeral”* (Mercer, 2002).

Barely, the rising numbers and lifetime of NGOs show that these specifications make them sustainable instead of ephemeral.

Since ITNC prefers to use the term NGOs instead of CSOs in its conceptualization, this study is limited to NGOs rather than all CSOs. That is the reason why the next subtitle and this research front towards NGOs.

### ***1.1.1 Non-Governmental Organizations***

To summarize the concepts which is mentioned in the first title and thought of non-governmental organizations, they (NGOs) will be described in this section. Both terms, by their nature, have the same historical basics. Non-governmental organizations have also been a part of our societies starting from ancient Greek times.

*“Aristotle mentioned in the “zoon politikon” which stands for a political animal from the civis, that they were also the governmental institutes in that time either”* (Oliveira, 2019).

The zoon politikons labor for the “common good” is still the main starting point for NGOs in the 21<sup>st</sup> century. After the ancient civilizations, there was also a period of stagnation for NGOs in the world, due to the monarchy regime. This period was brought to an end with the rise of reform and renaissance and finally with the democratic regime.

*“Civil society had a positive connotation during the Enlightenment process”* (Kocka, 2004).

After the democratic regime conducted in most of the countries, the innovative thinking process led to the “common good” idea once again.

From another perspective, the mention from Aristotle does not mean that the NGOs stayed constant for years. There is a huge gap between the organizations which Aristotle mentioned, and which take place in the literature and are also actively working nowadays. The idea of NGOs with a modern perspective were not present until the laws and orders allowed them to be.

*“The first NGO in Europe was created in Amsterdam in 1767 as ‘the society for recovery of the drowned’” (Davies, 2014).*

In Turkish history, NGOs started to occur in Greater Seljuq Empire (between 1037–1194), continued to exist in different forms in the Ottoman Empire (starting from the 16th century till 1922) and finally turned out to modern organizations in the Republic of Turkey.

*In the 20th century, “the numbers of NGOs have grown up in many fields such as politics, culture, religion, etc.” (Skjelsbae, 1971).*

With increasing number of their volunteers and professional strategies, the NGOs became global players in the world. The NGOs have taken this role because of their working areas and communications are so broad that they became well-known among most of the public worldwide. This impact is a result of the globalization process. However, this process brings numerous global changes concomitantly, such as the threat of global warming, lack of human and children’s rights, etc. so that the NGOs have grown up in many fields and in many nations. The “universal” problems brought all nations to work together and seek and find out solutions to these global challenges. This grown-up process shows that the quest after well being, rights, and well being is higher than it ever was

To change something in society and finding a local or universal solution for the problems, NGOs carry out the philosophy of common well being with the culture of civil society and take place as a third sector after the public sector and the private sector. As Çotuksöken mentioned;

*“the reason why NGOs as organizations came together was that citizens become more conscious and they couldn’t overcome their problems themselves, so they needed each other’s help and support” (1998).*

This also means that civil society actions and volunteerisms needed to be organized, structured, and managed so that they could get their voice public.

As a basic organization, many citizen initiatives in history helped to build the culture of the NGOs in the present time. As mentioned before, the political and social construction of the states has to be developed in a more libertarian way, so that the third sector can progress itself.

*“This progress took time until 1767 in Europe” (Oliveira, 2019)*

and is also the reason why the history of modern NGOs’ are not based on the past as it is thought to be. The historical aspect of NGOs is also parallel to the civil society culture. Firstly, there was a national civil society and NGO culture, the second aspect was the accordance to the world changes like regimes, rights, etc. and finally in the modern time with the rise of globalization there is a global NGO aspect.

Once more, parallel to the civil society culture, NGOs still don’t have a common definition. All citizen initiatives, associations, foundations, unions, professional organizations, and cooperatives are in the interest area of NGOs. However, it should be mentioned here

*“cults and religious communities are uncountable in NGOs for the reason that they are non-assimilation to democracy and liberal values. One of the main conditions to become an NGO is secularization” (Kaya, and Ayan, 2011).*

The characteristic definition of NGOs by Oliveira (2019) will help to define and understand the organizations better. As he mentioned,

*“NGOs are organizations which can be described with the following seven characteristics; (1) formal, (2) independent, (3) societal, (4) civic, (5) altruistic, (6) intermediary, and (7) democratic”.*

The realization power for these characteristics comes with the volunteerisms which is the most important feature that distinguishes NGOs from the other organizations. Unlike the governmental-organizations, NGOs take their strength from the

volunteerisms that shape their financial, organizational, and communicational structures, as well. Therefore, NGOs apply as organizations that build by citizens themselves and also are open for everyone's ideas. The modern structure and management policy which NGOs have nowadays, does not change these structures.

In the 20<sup>th</sup> century, NGOs grew up in many fields such as politics, culture, religion, etc. according to the development of society. Another reason is that the awareness and faith from the volunteers grow up concomitantly. As NGO' main force, the volunteerism all over the world helped change the communication, organization, and strategies of NGOs. This innovation is also the basic answer to the question of "how NGOs get to be global players?" To take over these responsibilities and demands which came from the society, NGOs needed new financial sources. Therefore,

*"NGOs created a working method besides the cooperation with the government and international organizations"* (Kaya, and Ayan, 2011).

This new method does not mean that the ideas and activities of NGOs are under the influence of these organizations. They are still working and financiering for a common agenda and for the well being of the society.

After this literature review about civil society and its organizations, the next sub-title will shed a light on the NGO history and their current situation in Turkey.

### ***1.1.2 The History of Non-Governmental Organizations in Turkey***

Non-Governmental Organizations (NGOs) and civil society culture in Turkey are slightly different from Europe and the USA.

*"The constitution in Europe came with the help of NGOs from the society itself despite the fact that, starting from the Ottoman Empire, the constitution came mostly from the government"* (Kaya, and Ayan, 2011).

For understanding the civil society culture and NGOs in Turkey, the concept will be explained with an historical approach here.

*“The first organization in the history of Turkey was named as Turkish- Islamic guild (ahilik) during the time of the Seljuq Empire” (Kaya, and Ayan, 2011).*

This organization was built with religious order essentials by craftsman and had the aim to mediate between parties. After the changing requirements, this organization transformed to loge’s (lonca) and transferred into the Ottoman Empire time zone. Traditional mediation organizations mostly take place for a connection with the Empire and citizens. Foundations, cults, and religious communities were some of them, which did not have any similarities to the modern NGOs in terms of organization and communication.

The first step though the civil society was taken with the Rescript of Gülhane (Gülhane Hattı-ı Hümayun), which was signed in 1839, and also,

*“was the first legal framework in the history of Turkey which provided the condition for a civil society” (Gevgirli, 1990).*

After that, in the second half of the 19th century, the social structure of the Ottoman Empire came across some restrictions because,

*“for the first time, communication, press, media, and civil society supported each other and hereby they build a structural opposition against the governance” (Gevgirli, 1990).*

Though restriction process has grown steadily afterwards, the opposition and civil society structure have also grown stronger with the help of the media.

In the 1880s the young generation and opposition build a civil society culture with the framework of history and politics.

This new culture and milestone *“helped to get back constitutionalism and constitution for the second time in the Ottoman Empire’s monarchy” (Gevgirli, 1990).*

This development also provided, “*the first law of Community (Cemiyetler Yasası) in 1909, which gave society the right of gathering*” (Kaya, and Ayan, 2011).

Following that, the media and the civil society culture got more rights and liberty so that they could improve themselves. For example,

“*the Ottoman Workers Union (Osmanlı İşçi Sendikası) started to publish a newspaper named “Amele” which means “laborer”* (Haupt, and Dumont, 1977).

There have also been workers’ strikes more often in that time. This atmosphere where the civil society and media worked together for “common good” did not last long because of the First World War that initiated the fall of the Ottoman Empire. Thus, civil society activities and structures got into a stagnant process for a long time.

At the time of the Turkish War of Independence and the establishment of the Turkish Republic aftermath, civil society existed as an idea in the new government. It should also be mentioned here that the Turkish War of Independence itself is a civil society action for the reason that the action came from the society who resisted the established order. After the establishment of the Republic, the focus was mainly on the regime itself so that the progress of NGOs was postponed to future. However, some basic steps were taken in the establishment process:

“*NGOs like community centers, Turkish Language Society (Türk Dil Kurumu) and Turkish Historical Society (Türk Tarih Kurumu) have had important functions in the society those times*” (Kaya, and Ayan, 2011).

The time period between 1945 and 1960 represents a transition to a multi-party democracy, after the Republican People's Party's (Cumhuriyet Halk Partisi) single party administration from the very first years in the history of the Turkish Republic. With this transformation of the democratic culture, the civil society idea and NGOs became widespread until the late 1950s. An example of this furtherance is that

“*the numbers of the associations increased to 733 in 1946, which was 205 in 1938*” (Kaya, and Ayan, 2011).



In the multi-party democracy process, the Democratic Party (Demokrat Parti) took over with the slogan;

*“Enough, words belong to the nation!”* (Yorulmaz et al, 2019).

Nonetheless this election winning slogan *“turned into an oppressive management of the government on NGOs, media, politics, universities in the following years”* (Tahir-Gürçaglar, 2002).

Under this management style, citizens and NGOs started to demand a new constitution that was suitable for contemporary times. This process ended up with a military coup in 1960 followed by ruling of the Democratic Party and a new constitution was established in Turkey consecutively (Ahmad, 2003).

After that first military coup, which was on May 27th in 1960, a house of representatives formed up to work on a new constitution which was presented to the public vote in July 1961. The new constitution was accepted with 61,5% yes votes. The 1961 constitution was hereby the first one that Turkish citizens have voted for and it included the term social state for the first time. (Yorulmaz et al, 2019). From the perspective of civil society, rights such as meeting and demonstration, establishing an association and union, collective agreement, and strike, entered the constitution and hereby has given NGOs the chance to grow-up. This libertarian and safe atmosphere has indeed increased the number of NGOs.

Kaya, and Ayan (2011) mentioned the situation of the year 1970 as: *“The number of associations have increased up to 42.170 from 18.958 in ten years”*.

Another example, which shows the importance of civil society in those years and was also a milestone, is that the Worker’s Party of Turkey (Türkiye İşçi Partisi) being represented in the parliament in 1965. The civil society and NGO’s culture have merged into the citizens' life and ideas. At the end of the 1960s, social, economical problems and the rise in violence showed up in the society, which could also be seen as the effects of The Cold War Period on Turkey (Yorulmaz et al, 2019).

The current opposition Party of Justice (Adalet Partisi) accused the constitution of 1961 and wide rights and freedoms provided by that and pointed it out as the reason for the current problems. Subsequently the debate about a new constitution was brought on the agenda.

The memorandum of March 12th, which was a monition on the current sociological problems, was given in 1971 by the military to the government. However, this memorandum did not change the current situation regarding the problems in the society (Ahmad, 2003).

As in Üç Sempozyum: Sivil Toplum Kuruluşları (1998) mentioned, *“the memorandum was not against the government and their insoluble status, it was against the NGOs which were feared to bring a solution”*.

After the memorandum, the wide rights and freedoms those were obtained by the NGOs, were taken back. For example, the right to form a union was removed for the civil servants in 1971. (Grand National Assembly of Turkey, 2020). The radical changes in rights and organization culture of NGOs, the rise of the polarization in the young generation, the continuing economic and political problems in society were brought on the agenda once more; the debate about a new constitution has been started by the NGOs.

*“Coalition governments have been in charge between 1971-1980 in Turkey”* (Yorulmaz et al, 2019).

At those times, NGOs tried to regain their rights and find a solution to the above-mentioned problems.

The second military coup that was on September 12th, 1980, ended up with the coalition governments and started a new transitional stage in Turkey again. The new constitution, which was also named by its year of acceptance, was presented for the approval of the public opinion in 1982. This voting process had several different aspects when compared to the one in 1962.

As Soysal mentioned in a speech, the 1982 constitution could be summarized “that the foundation of state was not freedom but authority. The constitution of 1982 gave precedence to state and the public interest, so while it could be said that the state was the priority, human rights and freedoms came secondary and were regulated having the state in line” (AYAM, 2020).

People’s ideas and requests were no longer important for the government unless it was important for the state.

*“This attitude also changed the civil society culture and the space of NGOs accordingly. The new expectation of NGOs was that they work quietly in their limited workspace”*(Kaya, and Ayan, 2011).

For example, the law about the closing conditions from associations changed so the jurisdiction becomes more authorized towards the NGOs. These authorizations involved the originations schema and programs the management style of NGOs (Oktay, and Pekküçükşen, 2009). This progress is also mentioned in the political history books as politicization progress so that the citizens were just voting and letting the government govern. (Yorulmaz et al, 2019)

At the end of the 1980s, the military oppression on the nation declined and hereby the civil society culture came back with NGOs and their new structure.

*“The Spring Action (Bahar Eylemi) which took place at March, April, and May of 1989 with thousands of employees against their work conditions, was the most effective mass action since the second military pouch”* (Kaya, and Ayan, 2011).

In the 1990s, the organization of employees and civil servants increased again. However, in the first half of the 1990s, the Kemalists started to be organizing NGOs like Association of Kemalist Thought (Atatürkçü Düşünce Derneği), the Association for Supporting Contemporary Life (Çağdaş Yaşamı Destekleme Derneği), Modern Education Foundation (Çağdaş Eğitim Vakfı), etc...

As Keyman and Icduygu (2003) mentioned; *“In Turkey, the crisis of the strong-state tradition and the impacts of globalization have together contributed to the significant qualitative and quantitative increase in civil society organizations during the 1990s”*.

In 1995 and 2001 two extensive changes in the constitution have provided a better workplace for the NGOs and reinforced their rights.

According to Kaya, and Ayan (2011) *“These developments were positive for the evolution of NGOs, however there were still major socio-economical and political conflicts in the civil society culture of Turkey”*.

This historical background marks the evolution of NGOs and the civil society culture and throws them into a slow process.

Looking at NGOs and their progress in Turkey, it should be mentioned that the boundaries of term NGO is not driven by clear lines. When talking about NGOs in Turkey; associations, foundations, unions, and citizen initiatives, professional organizations and cooperatives should be included in their working area. Some of the definitions are presented below;

(1) Associations are explained in the law of associations as *“organizations which could organize at least with seven people or legal entity apart from sharing their profit, for a common and specific purpose which is not prohibited by the law”* (Information System of Regulations, 2020).

(2) Foundations are explained in the Turkish Civil Law as *“commodities that have a legal personality, adequate goods, and rights which used to a specific and continuous purpose”* (General Directorate for Foundations, 2020).

(3) The law on unions and collective bargaining agreements explained the unions as *“organizations which could organize at least with seven employees or employers to protect and improve their economical and social interest in their sector”* (Information System of Regulations, 2020).

In 2004 following the law of associations, the number of the NGOs in Turkey started to increase as a continuum of the conscience of the public within the process. It should also be mentioned that volunteerism increased with the Gezi Park Resistance in 2013 which was a milestone for the civil society in Turkey in the recent years.

### ***1.1.3 Strategic Communication of NGOs***

After the previous sub-titles where the term civil society, its position as an organization, and its circumstances in Turkey was mentioned, this part will primarily focus on the strategic communication of NGOs.

*“The right to communicate is a human right, however, it is often circumvented and reduced to ‘freedom of expression’ which is the right of those that already have the means to express themselves” (Gumucio, 2010).*

This right brings also the values of understanding and acting together for people in society.

*Gumucio (2010) mentions “as Nelson Mandela highlighted it is people that make the difference. Communication is about people. Communication for development is essential to make the difference happen”.*

This difference is also the key to NGO's success and finally for common well being. As their purpose, NGOs are human based organizations that act in the society for a strategic aim. Therefore, their communication processes also have to be compatible with contemporary. Gumucio mentioned the role of NGO communication as;

*“Communication should be their daily currency to relate to development issues and social change, but instead is generally ignored or misunderstood. There should be a perfect marriage between communication and non-governmental organizations to avoid red tape in their work, but instead, it is like a couple who don't get along because of the toothpaste or the toilet seat” (2010).*

All daily internal and external relationships of the NGOs need to be conducted not only with a managerial aspect but also with a communicational aspect.

*“NGOs, and indeed all kinds of organizations, need to realize that their relationships have a direct impact on their own ability, as well as the ability of entire sectors to succeed”* (Sommerfeldt, and Kent, 2015).

The ability of NGOs comes from their internal relations as well as from their third parties.

*“The missions of many voluntary, campaign, and grassroots-based groups would be difficult to accomplish without extensive communication among the vast networks of people and organizations that share the NGOs’ vision”* (Hue, 2017).

To build and act for a common vision, *“NGOs’ communication strategies must accommodate different stakeholders, including donors, beneficiaries, governments, and so forth, to achieve the NGOs’ organizational goals”* (Hue, 2017).

In other words, NGO’s *“have to communicate with various public like beneficiaries, volunteers and funding bodies and many more for achievement of organizational objectives”* (Bhati, 2013).

Strategic communication management comes to the frame to conduct these relations in a communicational aspect. Yet,

*“strategic communication involves attempts by organizations to communicate purposefully with stakeholders and publics as part of efforts to advance organizational goals and missions”* (Sommerfeldt, and Kent, 2015).

By using strategic communication, Public Relations (PR) takes an important role since PR aims to inform, educate, and create an understandable message. Therefore,

*“public relations potentially play an important role in creating, maintaining, and changing this process. Possible outcomes can be the building of relationships, trust, and social capital”* (Schwartz, and Fritsch, 2014).

Another aspect that conforms PR’s relationship to NGO’s is that

*“the concept of civil society is premised on communication and relationships as civil society activities of debate, deliberation, advocacy, risk management, and public relations strive for a balance between public, organizations, institutions, and government interests”* (Taylor, 2018).

The communication process maintained with PR, is on a two-way communication basis as needed by NGOs for their relationships.

As Bhati mentioned; *“a proper mix of PR tools can help NGOs ensuring that all stakeholders are reached effectively”* (2013).

The four models which are established by Gruning and Hunt in 1984 guide strategic communication towards the two-way symmetric model where dialogue, relations, and feedbacks become more important. Vlahović mentioned that;

*“The two-way symmetrical organisational communication model by Gruning and Hunt is to be used by a civil society organisation to explore perceptions to place messages and also to adapt its initial positioning. The two-way mixed motive model is a normative communication model in a cross-sector partnership”* (2013).

However, it can also be mentioned here that *“PR has many tools in its basket which has personal touch that increases trust and faith and at the same time allows NGO sector to reach public at very low cost”* (Bhati, 2013).

The usage of this tools gets NGO’s the personal touch and demonstrate their aim and vision to society, like activist PR being used as a common tool to demonstrate the aims and voice of NGO’s.

As Hoffmann mentioned; *“civil society activism to evolve, something fundamental is necessary: an arena in which voices can be raised and heard and in which government and society interact”* (2011).

This interaction is also needed for a democratic sphere so that NGOs can act for the common well being which is demanded from society.

Taylor mentioned the importance of this strategy as; *“small groups can use strategic communication such as boycotts, protests, speeches, and social media to draw attention to their messages in a civil society. That’s why public relations and corporate communication matter so much to civil society”* (2018).

By the usage of the tools that Taylor mentioned,

*“often, however, these efforts are confounded and thwarted by activists who do not act as publics should, in accordance with the nomothetic model of public relations practices”* (Dozier, and Lauzen, 2012).

This shows the importance of a strategic communication process because the image, aim and vision of an NGO are being protected by themselves in the eyes of the third parties.

Strategic communication processes can be applied in various ways for an NGO. It is important to find the right channel as well as the right message.

*“Independent communication channels, not owned by the government or corporate interests, provide an amplifier effect for participants in civil society. Channels for communication include print, electronic (radio and television), billboards, pamphlets, web, or social media”* (Taylor, 2018).

Gumucio (2010) mentioned the importance of the channels as; *“if NGOs intervene in the public sphere through mass media alone, they risk just adding messages to the information banks, without making a qualitative difference”*.



A strategic decision of the channels will carry the NGO one step further. Hereby, it should also be mentioned that

*“nonprofit organizations may serve as important and valuable news sources for local news media because voluntary associations provide a wide variety of services to local communities and interact with other community institutions and organizations”* (Nah, 2009).

To implement strategic communication with the local communities, the relationship with the media has an important role.

*“The relationship between the media and civil society organizations can be considered one of the main pillars in the success of public relations function of an organisation which has as its aim creating trust and achieving common understanding of the organisation with its stakeholders and publics it serves”* (Vlahović, 2013).

For building this relationship *“media development actors should draw upon their social networks, share information, and coordinate to accomplish shared goals”* (Sommerfeldt, and Kent, 2015).

Vlahović also mentioned that both sides, media and NGOs, should show trust and understanding to each other for building a better dialog. This type of partnership gives a change to both parties to make profit (2013).

As NGOs serve important values for the local community there is also the fact that in the 20<sup>th</sup> century,

*“many issues on NGO agendas are global in character, like world peace, global warming, social justice, or economic prosperity. These issues need to be addressed with operations and communications in more than one country”* (Schwartz, and Fritsch, 2014).

This fact is one of the reasons for many NGOs to choose mobile channels frequently.

*“The media has been an inevitable part of our lives for centuries and has remodeled itself several times during its evolution and growth”* (Kumar, and Thapa, 2015).

This evolution and the growing of Internet can be explained as follows;

*“The Internet-based technologies of the twenty-first century enable people to be directly involved in constructing their global identities. In other words, new technologies facilitate globalization “from below” because, for the first time, people, rather than states or corporations, control the flow and exchange of information”* (Comor, 2001).

Another explanation of Internet usage is that,

*“perhaps the core technology through which information will transform the ways in which people understand both the world and their identities in it”* (Comor, 2001).

Besides the understanding,

*“the internet provides democratic practices to citizens, groups, and communities which are marginalized and decentralized from mainstream news media to build a stronger civil society”* (Nah, 2009).

In this society, different social media platforms allow NGOs to communicate and engage with people across the Internet whereby people get motivated to act and care about the common well being. Thus, social media is an important tool for using PR actively. As the two-way symmetrical model suggested, interactive communication is possible with social media in a global way. PR and social media are about exchanging information

*“which supports arguments from public relations practitioners proclaiming positive outcomes through the use of social media”* (Nordström, 2012).

The success of being “online” is shaped with the reputation of the organization. In the time of Web, the results and contents of an google search is important for a person.

*“Recognizing the position of organizations and stakeholders within networks thus not only has benefits from managerial perspectives, but from community and civil society-building standpoints as well”* (Sommerfeldt, and Kent, 2015).

This perspective helped many countries to stand as a civil society and plead their voices. For acting together with the society, it is important that an NGO develop itself and stay abreast of the common media usages. As instance, in India;

*“Twitter, Facebook and other SNSs and blogs have also played a significant part in bringing people together in peaceful demonstration, candle protests and so on”* (Kumar, and Thapa, 2015).

Another reason for using the Internet is that, social media tools and Web sites usage can also ensure financial opportunities for NGOs. The social media accounts or Web sites can be created by the organization itself if the necessary knowledge is provided. However, even if the organization uses help from third parties, the costs will be significantly lower than traditional communication tools.

Gumucio suggest that; *“NGOs should outsource to universities that have communication departments with emphasis in communication and social change, rather than using advertising agencies to promote important development issues as if they were a soft drink or a travel destination”* (2010).

Besides these benefits, researches about the Internet and social media usage of NGOs shows that;

*“currently, civil society organisations use communication models that are not always the most efficient ways of communicating with journalists, and, in addition fail to closely monitor and evaluate media coverage or evaluate it from the point of view of social interest”* (Vlahović, 2013).

Nordström’s (2012) research shows that *“environmental NGOs seem to be making use of social media for communication purposes but not utilizing the social media features for two-way symmetric communication to their full potential”*.

He argues that the organizations use of the social media mostly in an asymmetric-model way.

As Bhati (2013) mentioned; “*improving internal staff relations*’, as PR objectives is not being given much importance by the NGO sector in contrast to ‘profit making organizations’ which have set up Employee Relations departments”.

To sum up, communication strategies should be flexible enough to be adapted in both traditional media and social media.

NGO’s “*need to develop both types of media relations in order to be able to communicate successfully and efficiently with their publics and use media for their organisational goals*” (Vlahović, 2013).

“*The strategies must also be based on techniques and approaches that will help NGOs access a wide variety of audiences through suitable appeals and communication channels*” (Hue, 2017).

Therefore, “*they would be wise to recognize the potential of new media tools for enhancing two-way communications with publics and lay out their public relation strategies accordingly*” (Seo, Kimb, and Yang, 2009).

The following subtitle covers the theoretical studies towards the NGO communication and links them to the new approach, Instigatory Theory of Non-Governmental Organization’s Communication.

### ***1.2 The Theoretical Framework of NGO Communication***

As the previous chapter remarks, strategic communication of NGOs might be studied from various perspectives. Borrowed from other social sciences’ disciplines such as psychology and sociology, some theoretical aspects may contribute to the understanding of the communication processes. There are also particular communication theories that focus on NGO communications.

When examining the literature about strategic communication of NGOs, it can be said that the communication was not directly addressed as strategic or specific to NGOs. Particularly communication and media theories were used together with NGOs communication. For example, Waisbord suggested (2011) in his research about NGOs in Argentina, Brazil, and Mexico that;

*“studies have found that NGOs have developed media publicity-seeking strategies, and that they have become more sensitive to the role of the media in contemporary politics”.*

He also suggested in his research that NGO communication related to traditional public relations and government communication in a journalistic perspective. Likewise,

Powers (2016) suggested that; *“NGOs most often perform the roles associated with representative liberal and democratic participatory ideals of journalism, while marginalizing deliberative and radical traditions”.*

Another important aspect for the practitioners was the use of social media networks and their benefits for NGOs.

Meriläinen, and Vos (2011) suggested that *“the changing environment calls for new agenda-setting tactics and online communication strategies”.*

Likewise, Sommerfeldt (2013) mentioned that *“NGOs must engage the mass media to communicate publicly”.*

As Castells (2008) argued, *“it is through the media that civil society organizations reach broader publics, mobilize support, and put pressure on governments, corporations, or other actors”* (2013).

As accentuated in the previous sub-title, the researches about social media usage by NGOs, discuss economical and communicational benefits in majority.

*“Social media are widely used as one-direction platforms conveying messages from the NGOs to their audiences”* (Lentz, 2011).

Sommerfeldt, and Xu research social media network usage in China with a systems approach. They mentioned that;

*“in an environment such as China, where NGOs are inextricably linked to the state, and where digital communication is closely monitored, a systems approach to understanding evaluation practice is necessary”* (2016).

The researching of “a system” for social media and all communication actions here, pointed out that a strategic communication process was needed for NGOs.

With the rising numbers and international awareness about NGOs, global communication began to be mentioned by practitioners. For example,

Hume, and Leonard (2014) mentioned that *“it was determined that INGOs do not manage internal communication strategically. However, there is evidence that the implementation of strategic internal communication could help INGOs address several of their challenges and have an impact on their over-all effectiveness”*.

Thrall, Stecula, and Sweet concluded that *“most NGOs lack the organizational resources to compete effectively for either traditional news coverage or for public attention and that the Internet is unlikely to resolve the problem of global communication”* (2014).

Finally, another aspect for practitioners was and still is the resource mobilization framework. Batti (2014) describes communication and resource mobilization as;

*“many NGOs are not able to communicate effectively who they are, what they do, and their achievements. This inability to communicate means the visibility of the organization is poor and they are not able to effectively market their programs. This eventually affects their capacity to mobilize resources”*.

Likewise, Azcárate, and Balfors (2013) argue that; *“organizational capacities can be developed and mobilized with strategic dialogues, which can be enabled and fostered with network strategic assessment approaches”*.

Appel, and Schnable (2019) were also researched with the framework of resource mobilization and mentioned that;

*“even support organisations that serve NGOs in international development note that they mostly provide their membership with organizational management capacity building such as fundraising, monitoring, and evaluation, communication and marketing”*.

This mentioned framework is correlated with the Resource Dependence Theory which will be mentioned in the following sub-title.

The remarked differences in the literature about communication by NGOs show the lack of strategic communication. The effort to provide a systematic framework to the communication with media, press, organizational and communicational theories by the previous researchers gives also rise to the Instigatory Theory of Non-Governmental Organizations' Communication.

The following sub-title will tend to explain some of the relevant theories briefly, and afterward the Instigatory Theory of Non-Governmental Organizations' Communication (ITNC), as a new theoretical approach, will be explained in detail.

### ***1.2.1 The Theories of NGO Communication***

As the nature of social sciences, disciplines that deal with attitudes and behaviors of the individuals and masses forming society, might share common theories. The theories mentioned under this sub-title are from disciplines of communication, media, psychology, sociology and philosophy. While thinking about a communication strategy, either in a profit or non-profit organization, it is beneficial consider a relevant and proper theoretical approach.

Following a chronological order, the first theory to be considered is called "Cybernetics" which was developed by Norbert Wiener in 1948. It is a transdisciplinary approach that explains a system with its participants, structures, possibilities, and feedbacks. The main aim of the theory is to understand and define the systematic changes by pursuing a closed loop of action and feedbacks. This system loop is beneficial for understanding managements systems, organizations structures, adaptation processes, learning, etc. in social sciences. The communicational aspect as mentioned by Wiener is;

*"that society can only be understood through a study of the messages and the communication facilities which belong to it; and that in the future development of these messages and communication facilities, messages between man and machines, between machines and man, and between machine and machine, are destined to play an ever increasing part"* (Craig, and Muller, 2007).

The use of Cybernetics by NGOs can be categorized as managerial, communicational, and relational. To look at the benefits and effects of NGO strategies or actions; the organization can render as a system and so by, the feedbacks can test if the results match the main aim of the NGO. However, communication strategies can also follow the cybernetics system and can be re-built with the feedbacks from the society. ITNC utilized cybernetics as a theoretical aspect for its operational model perspective that will be explained in the next sub-title.

“The Theory of Collective Action” by Mancur Olson which was established in 1965, concerned with strategic communication, as well.

*“It's referring to actions that are made by groups in common sense and aim. Instances of collective action that might be labeled ‘classic’ in a theoretical sense, such as joining interest groups or voting, are accompanied now by a variety of new kinds of actions”* (Flangin, Stohl, and Bimber, 2006).

However, social identity and common well being are still the main abuttals of collective actions.

*“Understanding contemporary collective action thus requires recognizing how people are interacting and what opportunities are afforded them, along with examining what organization and structure fit their behavior and help facilitate collective actions”* (Flangin, Stohl, and Bimber, 2006).

Therefore, this theory is not just about the communication strategy of an NGO it is also about their organizational goals and objectives. To provide a common idea or a change in the society, NGOs use mobilization of volunteers and their participation which create a collective action. As communication strategies help to fulfill the organizational goals, aims, and changes in society, they also guide the collective action. The Theory of Collective Action is used for examining the two-way communication processes, movements of advocacy networks and activist groups by NGOs (Johnson, and Prakash, 2006).

The third theory that attempts to explain strategic communication is the “Resource Dependence Theory” (RDT) by Jeffrey Pfeffer and Gerald R. Salancik in 1978. The theory explains how the external resources of organizations affect the behaviors of an



organization. Every organization needs external resources to survive in their economic system.

*“RDT postulates that the environment provides ‘critical’ resources needed by the organization. To be able to understand organizational behavior one must first of all clarify which resources are the critical ones” (Werner, 2008).*

The status of these resources affects the power, sustainability, and credibility from the messages and goals of an organization.

*“One central hypothesis in RDT says that whoever controls resources has the power over those actors who need these resources” (Werner, 2008).*

However, according to the arguments of the theory,

*“decisions and actions in organizations have a feedback effect, i.e. above all on the resource situation and the demands of powerful groups” (Werner, 2008).*

RDT is based on profit-organizations and their environments. On the other hand, the resources of an NGO also affect their behaviors and therefore their messages and goals. As NGOs take economical nourishments from donations, volunteer participation, stakeholders and partnerships, they have to deal with these third parties, besides the society. Therefore, the strategic communication plan of an NGO also includes messages for stakeholders who are providing the necessary resources.

The fourth theory is a more recent one that is called the “Social Network Theory” by Manuel Castells and it has been established in 1996.

*“Social network theory is one of the few if perhaps the only theory in social science that is not reductionist” (Kadushin, 2004).*

A network is basically a relationship.

*“The simplest network contains two objects, 1 and 2, and one relationship that links them” (Kadushin, 2004).*

A social network, however, is a structure, which consists of its actors, groups, and their interactions. The theory explains how and why some relationships are built. From a network perspective, the quality of an organization’s relationships is likely to have

effects at the dyadic level, as well as on the network level. However, the consequences of a message which is created by an NGO can be understood and researched easier.

As Sommerfeldt, and Kent (2015) mentioned; *“an advantage of network research is that the perspective recognizes that relationships within a social system have consequences for each member of that system”*.

The members of the system who are the potential audiences, the consequences, and the influences of the message which are sent are topics of the social network theory. Therefore, the strategic communication of NGOs can also be studied from the social network theory’s perspective.

It can be mentioned that *“organizations build relationships based on what they do to or for each other”* (Freeman, and Audia, 2006).

This fact brings the final theoretical approach for this subtitle, which is “Communicative Ecology” developed by Jo A Tacchi, Don Slater, and Greg Hearn in 2003. The main point in the theory is to look up in which environment the communication process is occurring.

The theory tries to *“understand the whole structure of communication and information in people’s everyday lives”* (Gush, 2017).

The theory builds a relationship between new media, its participants, and communication strategies.

*“Communicative ecologies place media technologies in the context of all the ways of communicating that are significant locally, including face-to-face interaction”* (Gush, 2017).

The media also enables NGOs, as Freeman, and Audia (2006) pointed, an easier way to reach their audiences whereby the NGO ensures public agenda and common topics to new media. With the fact that society used the new media in mind, NGOs have to come up with the technologies and media platforms. Therefore, the strategic communication plan of an NGO also has to be flexible, modern, and proper in the community ecology.

To sum up this part, it should be remarked that from the early days of communication researches many theories and models have been developed and some of them are beneficial in explaining the strategic communication of NGOs. As their nature and aims, NGOs are organizations that live and act with communication. Whereas, societies or smaller groups will never be stable or have the same opinion. Therefore, in establishing and maintaining strategic communication system for NGOs, theories from different social sciences' disciplines might be helpful as well as communication theories. All theories together will frame up the actions, values, believes, and ideas from society and so guide them to the right communication actions. The following subtitle will tend to explain the Instigatory Theory of Non-Governmental Organizations' Communication (ITNC).

### ***1.2.2 A new approach: Instigatory Theory of NGO Communication***

The Instigatory Theory of Non-Governmental Organizations' Communication (ITNC) developed by Evandro Oliveira in 2019, is a new approach in the literature regarding the strategic communications of non-governmental organizations (NGOs). He firstly set ontological principles (OP) about NGOs then, he explains the main components that are logics and management, perspectives of communication, manageable communication, non-legitimation dynamics. Thus, the ITCN does not only bring a new approach in strategic communication; but it also describes the management, operational, and conceptual models concerning the NGOs.

To understand the perspective of Oliveira, figure 1 shows the conceptual map of the theory. This sub-title will begin with the titles of the map and will continue with the principles of ITNC.

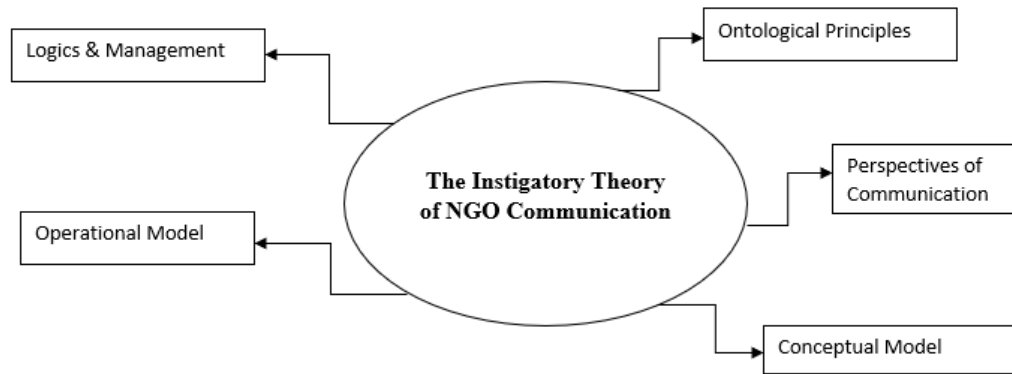


Figure 1. The Conceptual Map of ITNC

The logic and management part of the theory explains the managerial skills and processes of an NGO. ITNC suggests that NGOs have a dual management dynamic which means that the constant management process includes two dominant coalitions in it (Oliveira, 2019). Oliveira suggests that these two sides are management itself and volunteers, which have both managed the process with donors, members, and supporters. The dominant logic in this management process is always a product of the interaction of both sites. However, the managerial process of an NGO is, therefore, more active and includes adaptive logic methodologies for success. These managerial variables construct the NGO management as an ongoing process.

As Oliveira (2019) mentioned; “*NGO strategic communication is the practice of communication to reach set goals, create the organization, perform civic relations and fulfill its mission*”.

The perspectives of communication in which the ITNC is framed, includes four types:

1. Formal communication which is managed,
2. Communication that is not directly managed,
3. Public communication and specificities,
4. Operational context.

The formal communication, which is managed, has similarities to corporate communication in the way that a planned message or communication plan is used for

building relationships with the market and environment. However, formal communication includes the sections; the organization itself, the market, and the public relation. The organization itself is mentioned here as its goals, aims, and image whereby the planned message is representing these to the environment. The market represents the audiences with their public agenda and trend topics. Finally, public relations represent the process and activities for managed formal communication. The communication that is not directly managed includes the opinions and world of mouth communications of volunteers and supporters. The reason behind this description is that communication is not directly managed and that the opinions of volunteers and supporters are supporting the NGO's goals and aims. The main message by this way of communication is similar to the NGO's strategic communication plan. However, the message contents, audience, and media usage are not planned by the NGO. The third type, public communication, and specificities refer to three the public relations advantages;

*“formal-juridical communication, regulating the relationships between state organizations; service communication and administrative of civic communication”*  
(Oliveira, 2019).

This type also includes activist PR of an NGO because the relationships are included here. The final type of operational context includes norms, beliefs, values of a social group distance by NGOs. This type of communication is mostly from inside to outside which is regarding to the team inside the NGO. The beliefs, norms, values, and ideas inside the NGOs come together and effect the final message which is sent to the outside.

The conceptual model part from ITNC brings the world view and management logic aspects together in the frame of management and communication strategies. The management aspect here includes PR with its two-way asymmetric model and the linguistic turn of management (Oliveira, 2019). Figure 2 shows the conceptual model of the theory with its strategic communication and management goals.

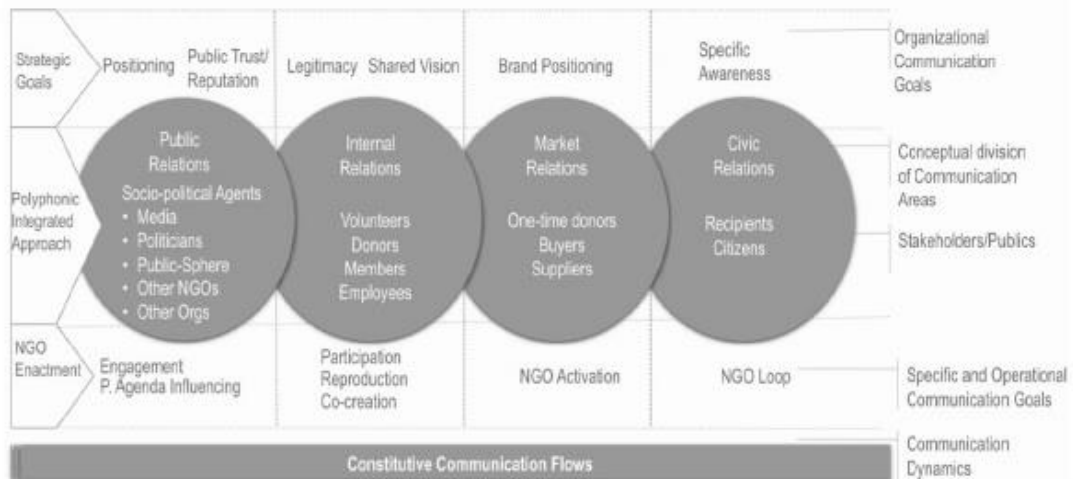


Figure 2. The conceptual model of ITNC (Source: Oliveira, 2019)

After the conceptual model, Oliveira introduces the operational model of ITNC. The operational model is framed with dual management dynamics and the Cybernetic Theory. These theoretical aspects lead to an operation that is not linear and stable. The operation involves citizens who can enter or exit whenever they want at different times and operational levels of the NGO. Member communication is therefore centralized in the operational model likewise the one-time donation processes that also creates an engagement and relationship between the citizens and organization. The orders and feedbacks from the operational model can be depicted in a cybernetic journal where management and communication strategies act together (Oliveira, 2019).

The final part includes the ontological principles of ITNC which will be described in the next subtitle together with other outcomes of the theory.

### ***1.2.3 The outcomes of the Instigatory Theory of NGO Communication***

Oliveira mentioned that “with the agenda-setting and public agenda influencing operational approach came the emergence of a new generation of NGOs that fit the time” (2019).

The outcomes of the Instigatory Theory of NGO Communication describe the new time and consequences of NGOs. The outcomes start with the ontological principles (OP) which are shown in figure 3. The OPs give systematic attention to NGOs and

describe their norms, beliefs, aims, communication, and economic systems in a worldview design.

Oliveira (2019) pointed out the main components of the ITNC as “*logics and management, ontological principles and perspective of communication*”.

After these, manageable communication, non-direct management communication, communication dynamics, public communication, and legitimation dynamics fill up the frame. He summarizes its outcomes, besides the OPs, in five general points which will be mentioned below one by one.

The first point is logics and management, as mentioned previously, dual management dynamics is a principle of the theory. He described the management system by NGOs as “NGO dual management dynamic”. The reason, therefore, is that in one side professionalized management skills have an important role, on the other side the managerial function includes a volunteer-base (Oliveira, 2019).

The second point is about the perspectives of communication. He divided NGO communication into three divisions as public relations, marketing communication, and internal communication. Public relations and marketing communication are referred to as building civic relations (Oliveira, 2019).

The conceptual model is the third point of the outcomes. As mentioned previously, the model remarks on the importance of communication together with managerial skills. This model has a flow dynamic which also helps for activism by NGOs.

The fourth outcome is the operational model. The importance and difference of this model is that it is conceptualized based on the Cybernetic approach and the micro and macro groups are seen as active actors in the operation of an NGO. This circularity also affects the motivation and communication inside the organization (Oliveira, 2019).

The last outcome is the fact that which Oliveira (2019) mentioned as:

*“NGOs are living, changing systems and they find their survival in the possibility of reinventing themselves. Therefore, the call for action directed towards all NGOs and scientists is to keep discussing and trying out and researching features beyond the proposals included in the ITNC. When they do this, we will be able to develop it further and accomplish the last step using adaptive logics applied to theorization strategy”.*

Finally, the conceptual framework of civil society, NGOs, NGO communication, and the ITNC is completed. As seen from the literature review, it is important to understand the differences of an NGO from other organizations and to study the strategic communication processes of an NGO. The changing order of public agendas and the demands of society shows the importance and usefulness of NGOs in the new world order. Communication scholars and practitioners should give more attention to this topic and as Oliveira (2019) suggested and try to make developments on the subject. With the aim of making a relevant contribution to the area, the following research is developed.



1. Civic relations are a social communicative function of an agent that directly or indirectly performs the civic exercise of pursuing and seeking the common good. (2.4)
2. Non-governmental organizations (NGOs) are formal, independent, societal, voluntary and civic groups of people that pursue the *common good* for the interests of non-members. (3.3)
3. NGOs are driven by an interpretation dynamic as an intermediary actor of civil society. They aim to develop a democratic society by performing civic *relations*, as well as maintaining the values of democracy: liberty, equality, diversity, participation and solidarity. (4.5)
4. NGO strategic communication is the practice of symbolic social action (communication) to reach set goals, create the organization, perform civic relations and fulfill its mission. (4.5)
5. NGOs are booming agents focusing on *reflexive self-identity* and overcoming the sense of *fragmentation* and *dispersal*. (5.1)
6. NGOs have a link with *coordinated engagement* on a global level. NGOs drive the post-scarcity system. (5.1)
7. NGOs are collective actors, and when individual actors reproduce the *structure* they are at the same time *communities of interpretation*. (5.2)
8. NGOs are communities of *social integration* and perform *reflexive self-regulation* of the system. (5.2)
9. NGOs are *innate system integrators and constitute entities of social change*, they are *the natives of social change*. They are the being; the *doing* and the *acting*. (5.3)
10. NGOs can be framed within the concepts of *substantivism* and within an actor analysis of NGOs as collectivities and individuals acting in the name of an organization, falling into one of three categories: *market*, *redistribution* and *reciprocity*. (5.4)
11. NGOs can be framed within market, non-market and non-monetary economies, and act in the interplay of that triad. (5.4)
12. NGOs are *economic collectives contributing to the prevention of a market society*, meaning they keep alive the idea that the nature of the earth is not produced by mankind, as labor cannot be stored or detached from life, and that money is a creation of banking and state finance, and is fictitious. (5.5)
13. Donating, volunteering, participation, involvement in political questions or advocacy are key dimensions of prosocial behavior by individuals. (5.5)
14. Division between the act of donating once and donations that are given under relational premises demand a breakdown of the stakeholders' monetary donors. (5.5)
15. The distinction between a supporter or volunteer that only donates time, support and money and a person that only makes the transaction in terms of the value they receive in return calls for a division of the group of stakeholders that are donors in a broad sense into different subgroups (5.5)
16. Donations are social facts moved by *conviction*; such as beliefs, values and attitudes that encourage altruism, and by *community*, such as social pressure and solicitations for contributions. (5.5)

Figure 3. Ontological Principles of ITNC (Source: Oliveira, 2019)

## **CHAPTER 2: THE RESEARCH**

### ***2.1 Strategic Communication in Izmir Based Civil Society Organizations from the Instigatory Theory of NGO Communication (ITNC) Perspective***

Following the previous chapter, which introduced the concepts of civil society, NGOs, communication strategies, and the Instigatory Theory of NGO Communication (ITNC), this chapter will cover the primary research of this thesis. The relevant literature review shows that various communication approaches could be used by NGO's strategic communication. However, to create the right message for the right audiences and to generate interest for a special topic, strategic communication has to be used and integrated into the management system as the ITNC theory describes. The major goal of this research is to question and analyze the aforementioned process through Izmir based NGOs.

This section covers the goal and importance of this study, the research method, data collection processes, limitations and the findings.

#### ***2.1.1 The Goal and Importance of the Research***

This study aims to analyze the strategic communication of Izmir based NGOs from the perspective of the ITNC. The starting point for this research was the curiosity concerning the Turkish NGOs communication processes. The lack of primary information regarding this subject encouraged me towards searching for the existence of strategic communication processes of NGOs. The research is limited with the NGOs based in İzmir. The city is selected for the reasons that, it is the third metropolis in Turkey and therefore is a great host for NGOs. The second reason is that it has an established culture of civil society throughout its history.

Roughly outlined, the research tends to unveil three issues; (1) the structure and perspectives of NGOs' communications, (2) the viewpoints of Izmir based NGOs concerning the concept of civil society, and (3) their management processes. While searching these issues, the ITNC will guide the research with the sixteen ontological principles and the operational model. Each ontological principle served in questioning the NGO description, common aims and actions, internal, and external communication processes. The operational model of the theory was utilized to find answers about the internal processes in the NGOs.

The importance of the research is based on ITNC, that is a new approach in the literature regarding the strategic communications of NGOs. The theory brings managerial and communicational skills together and by doing so, helps to create a strategic communication process of the NGO basis which suits the aim of this research. The time when the research was done, there was no study depending on the ITNC in Turkey. This remarks the importance of this study and hopefully it will help to understand the strategic communication processes of NGOs and will inspire further research. With the help of the findings, this research aims to contribute to the communication literature, particularly of that regarding the civil society organizations.

The next sub-title of this chapter explains the research questions that are operationalized based on the ITNC.

### ***2.1.2 The Research Questions***

In order to scrutinize the interlinkage between strategic communication processes and management of NGOs some research questions are posed. The questions are operationalized based on the premises of the ITNC.

The first question, which basically initiates this research, is about the NGOs strategic communication utilization and their perspectives towards this. This issue is also noticed in the ITNC's ontological principles as the fourth outcome.

**RQ1:** Do the NGOs depend on strategic communication to reach their internal and external goals?

Another important aspect of this research is the existence of Public Relations in the strategic communication processes, which brings us to the second question. As mentioned in the previous chapter, Public Relations is an important aspect of NGO communication within the organizational context, according to ITNC.

**RQ2:** Is Public Relations taken as an important key for NGOs communication by NGOs management?

The third research question is relevant to the practical part of the Theory. It is concerned with the flexibility of strategic communication. Between the NGO communication and the public agenda there is a two-way interaction that necessitates flexibility of the communication programmes. This issue is accentuated in the ITNC as the first ontological principle, as well.

**RQ3:** Are NGOs using a strategic communication plan that is flexible enough to be re-built according to the demands of the society?

The term NGO itself, its meaning for NGO's management is another important milestone for NGO communication. Only when the civil society concept and its importance is understood, the communication and all the managerial processes can be accomplished strategically. Therefore, values and beliefs of the society and their reflections on organizations are significant aspects to be considered. These points of view are observed in the ontological principles and operational model view from ITNC, which leads the research to the following questions:

**RQ4:** Are self-regulation, social integration, and flexibility essential in NGO managements?

**RQ5:** Are social behaviors such as donating, volunteering and participation reflected and protected in the organization of the NGOs?

**RQ6:** Do the NGOs withstand the sense of fragmentation and dispersal in society?

**RQ7:** Do the NGOs consider their local and global responsibilities while leading the social change?

**RQ8:** Are the NGOs, with their stakeholders and donors, a part of a market, non-market and non-monetary economic systems?



To sum up this part, depending on eight research questions this research is going to delve deeper into the strategic communication of Izmir based NGO's while scrutinizing their managerial structures. Subsequently, the next sub-title will outline the research methods and the data collection process.

### ***2.1.3 The Research Methods and Data Collection Process***

In this research the unit of analysis is organizations. All the NGOs that are located in Izmir formed the research universe. As to define the universe and then, the sample, the database and contact e-mails of these NGOs were obtained from the Administration of Civil Society Relations from Izmir Province (İzmir İl Sivil Toplumla İlişkiler Müdürlüğü). The main list from this database includes 6.604 NGOs that actively work in Izmir. After reaching the data, the NGO's that are not based in Izmir, that have their headquarters in another city, and the that have not declared their e-mail addresses to the administration were eliminated. Consequently, the final list of 2.947 active NGOs was constituted. In the beginning of December 2020, twenty-three NGOs from different fields and different structures, which were considered appropriate, were selected from the final list and were invited to an interview via e-mail. Eleven of the invited NGOs returned to the invitation according their availability and convenience.

In order to find answers to the research questions, the interview method is chosen. Because an interview is a suitable method to reach in-depth information about a topic, building a two-way communication process which allows flexibility and adaptation for different and instantly changing conditions.

*“More specifically, as interviews are interactive, interviewers can press for complete, clear answers and can probe into any emerging topics. Hence, interviewing is expected to broaden the scope of understanding investigated phenomena, as it is a more naturalistic and less structured data collection tool”*  
(Alshenqeeti, 2014)

The data collection process will involve semi-structured interview method. By using this method, the researcher follows the prepared interview form whereby, when it is necessary, some additional questions or changes of words are achievable without guidance.

Barribal, and While (1994) mentioned that the method is “*well suited for the exploration of the perceptions and opinions of respondents regarding complex and sometimes sensitive issues and enable probing for more information and clarification of answers*”.

The productivity of findings will be based on the semi-structured interview method and the answers will be standardized to be compared to each other, to create a meaning. In other words,

*“it is this equivalence of meaning which helps to standardize the semi-structured interview and facilitate comparability”* (Barribal, and While, 1994).

Qualitative and quantitative research analysis are differentiated by their research techniques and their validity and reliability measures.

*“Guba and Lincoln pointed out that in qualitative research, rather than the validity and reliability, trustworthiness should be considered”* (as cited in Başkale, 2016)

They explain trustworthiness under four main criteria which are; credibility, dependability, confirmability and transferability. Hence to explain the validity and reliability of this research, the term of trustworthiness, which is broader concept, is preferred.

The interview, including ten questions, will be introduced in this part.

As Opdenakker (2006) mentioned; *“besides Face-to-Face (FtF) interviews, interviewing by telephone is popular too. But also interviewing using the Internet is rising”*.

The participant NGO’s representatives are going to be invited to online interviews via Zoom, an electronic conference programme. The NGOs will be described as anonymous in the findings and the result part regarding to ethical concerns. The dependability of the research is searched with the triangulation method from the trustworthiness. As Başkale explained, data-based triangulation is a method in which various data groups are used for dependability. The NGOs, which participated in the interview, are concerned with different areas such as agriculture, publicity,

advertisement, business, education, help-based fields and youth-based fields. These diversities help ensure the dependability of the research.

The interview questions were operationalized upon, the research questions, mentioned in the previous headline, that were corresponding the ontological principles of ITNC and generated from the conceptual part and perspectives of communication parts of the theory. The table below (Table 1) illustrates the connection between the ontological principles of ITNC, the interview questions and research questions. The interview form is attached in the appendices part of the thesis. (Appendix A)

Table 1. Correspondence of Ontological Principles and Questions

Ontological Principle Number	Research Question Number	Interview Question Number
OP4	RQ1	IQ1,2,4
OP4	RQ2	IQ1
OP1	RQ3	IQ3
OP7	RQ4	IQ10
OP3,5,8,13,16	RQ5	IQ5,6
OP2,3,9,10	RQ6	IQ8
OP6	RQ7	IQ7
OP11,12,14,15	RQ8	IQ9

Following the transcription of interviews, the raw data will be analyzed by content analysis method.

Content analysis *“is a technique that enables analysis of ‘open-ended’ data to be structured for the purpose of diagnosis”* (Harwood, and Garry, 2003).

The analysis *“enables the reduction of phenomena or events into defined categories so as to better analyze and interpret them”* (Harwood, and Garry, 2003).

The interview and content analysis processes will be explained in detail under the next sub-titles. The findings will be given in the subsequent chapter.

### ***2.1.3.1 Interview Method***

In December of 2020, interview appointments were made with the returned eleven NGO representatives, according to their availability and convenience, via e-mail. As mentioned, semi-structured interviews were conducted. All interviews were recorded with the permission of the participants. All research questions were asked in the same order. The information that the obtained data will be used for scientific purposes and will not be shared with third parties, was given to each participant. Regarding the concept of trustworthiness, internal validity can be proven with the interview conditions. (Başkale, 2016) The voluntary participation, permission for recording the interview, the order of the asked research questions and, similar answers at the end of the process contribute to internal validity. As all interviews are finished, the answers are written down and prepared for content analysis. In the content analysis process, the answers are standardized to be compared to each other so that they would create a meaning.

The content analysis processes will be explained in detail under the next sub-title.

### ***2.1.3.2 Content Analysis Method***

The content analysis process started after the interviews were finished and were written down. As a first step, the units and categories of the content analysis are constituted proper to the research questions. The created units and categories are finalized with a contrast of the collected answers, which are standardized in this step. They were inserted into an excel sheet to facilitate the coding process. The below table (Table 2) shows the categories and units of the content analysis.

The first category is strategic communication. It includes the units; strategic communication plan, inhouse, outsourcing, the role of PR, demands of society, campaign management, organization's goals, organization's vision, organization's beliefs, fund raising (donations), and supporters. The second category is defined as, the responsibilities of an NGO. Its units are; towards the world, towards the society, towards both above and towards public agenda. The third one is the structure of an NGO with the units; internal communication plan, civil society perception, social harmony, social beliefs, social values, volunteering, donation actions, the motivation of goals, and corporate structure. The fourth one is about the management of an NGO



with the units; innovative, participant, professional, democratic, honest, transparent, suitable to vision and mission, equitable, traceable, code and rules. The fifth category is the economic system of an NGO with the units; pecuniary resources, spiritual resources, donors, supporters, and continuity of donations. The final and sixth category is NGO's benefits to society with the units; common well being, solution for problems, attention for problems, voice creation, development, democracy, non-profit, and information contribution.

Table 2. Categories and Units of Content Analysis

Strategic Communication	The Responsibilities of an NGO	Structure of an NGO	The Management of an NGO	Economic System of an NGO	NGO's Benefits to Society
Strategic Communication. Plan	Towards the world	Internal Communication Plan	Innovative	Pecuniary Resources	Common well being
Inhouse	Towards the society	Civil Society Perception	Participant	Spiritual Resources	Solutions for problems
Outsourcing	Towards for both above	Social Harmony	Professional	Donors	Attention for problems
Role of PR	Towards public agenda	Social Values	Democratic	Supporters	Voice creation
Demands of Society		Social Beliefs	Honest	Continuity of Donation	Development
Campaign Management		Volunteering	Transparent		Democracy
Organization's Goals		Donation actions	Suitable to vision & mission		Non-profit
Organization's Vision		Motivation of goals	Equitable		Information contribution
Organization's Beliefs		Corporate Structure	Traceable		
Fund raising (donations)			Code & Rules		
Supporters					

After these categories and units were utilizable to the answers, the coding process started.

As mentioned, “*the next step in analysis would be to code all highlighted passages using the predetermined codes*” (Hsieh, and Shannon, 2005).

Each answer sheet was read more than once and coded to the proper unit. To enhance the internal validity, two answer papers were also coded by another person and the final coding's were compared with each other. There was a rapport contingency percentage of 85,71 between the units of the research. The reasons of the contingency and the final decisions about them were discussed. The final criteria of trustfulness for this research which is confirmability is supplied with this step because, as Başkale mentioned;

*“the prejudgments of the researcher are to bare minimum”*. (2016)

After that, the coding process ended. Some notes and aspects from the participants have been noted down in the abovementioned excel sheet. These will also be included in the findings part.

The limitation of the research will be explained under the next sub-title.

#### ***2.1.4 The Limitation of the Research***

The limitation of this research can be described as that only Izmir based organizations formed the research universe. After the data elimination process on the obtained database from the Administration of Civil Society Relations from Izmir Province (İzmir İl Sivil Toplumla İlişkiler Müdürlüğü), NGOs were selected from the final list according to their availability and convenience which will make this study not generalizable. In order to have generalizable results, the preliminary data from this research can be tested with a greater and representative sample chosen from all over the country.

The next chapter includes the findings from each category and their units. After the findings, the results will be discussed in the conclusion chapter.

### CHAPTER 3: FINDINGS

Following the previous chapter, which introduced the goal and importance of the research, the research and data analyzing process; this chapter will cover the relevant findings. As abovementioned, both the interview and the research questions related to each other and to the ontological principles of the Instigatory Theory of NGO Communication (ITNC). In this chapter, the findings generated from the answers of these questions will be mentioned within the categories and units of a content analysis.

The NGOs, which participated in the interview, came from different areas such as agriculture, publicity, advertisement, business, education, help-based fields, and youth-based fields. For the interview process Zoom was frequently used with nine participants. Two participants wanted to send their answers written via e-mail first, and some questions were verified in a debate by telephone. The interview duration time depended on the answers of participants with the general time period as forty minutes. All interviews were recorded with the permission of the participants. The interviews which took place by zoom were recorded in the program itself. The written e-mails were covered with their own texts.

Table 3. Definition of Participants

Participant	Channel	NGO's Field	Interviewee's position
P1	Zoom Meeting	Education	Press & PR Specialist
P2	Zoom Meeting	Youth-based	Chairperson
P3	Written Answer	Environmental	Press & PR Specialist
P4	Zoom Meeting	Help-based	Chairperson
P5	Zoom Meeting	Agriculture	Press & PR Specialist
P6	Zoom Meeting	Publicity	Press & PR Specialist
P7	Zoom Meeting	Agriculture	Chairperson
P8	Written Answer	Business	Secretariat
P9	Zoom Meeting	Youth-based	Chairperson
P10	Zoom Meeting	Advertisement	Board Member
P11	Zoom Meeting	Business	Assistant Secretary General

The representatives of the participated NGOs had job definitions such as chairman of the NGO, board member of the NGO, assistant secretary general of the NGO, Press and Public Relations (PR) specialist and secretariat of the NGO.

*“From the perspective of establishing credibility, researchers must ensure that those participating in research are identified and described accurately” (Elo et al, 2014).*

The answers of participated NGO’s will be processed anonymously. The participants are coded with the character “P” in table 3.

### ***3.1 Strategic Communication***

The first content category, which is strategic communication, includes the answers of the interview questions between one and three. Therefore, the category also conceptualized the research questions between one to three. Table four shows the findings of the content analyses for these mentioned questions.

Eight of the participant NGO’s mentioned that they have been utilizing a strategic communication plan for their communication processes. The other three organizations mentioned that they do not follow a strategic communication plan and believed that their organization needed one and that it could carry their communication one step further. As P7 mentioned; “we do not have a current strategic plan. However, we believe that it could help us in carrying our communication process one step further. That is also the reason why we have started to work on it”. P4 said that they could not build such a plan because neither the knowledge inside the organization nor their economic conditions allowed them to utilize it.

The communication planning was mostly conducted in-house as mentioned by the interviewees. Where six of them deal with the communication of the NGO via an employee working for the organization, four of them got this service and know-how from an outsource. They make a compromise with third parties for a certain period of time and get their strategic communication plan from them. P10 mentioned that they do not actually have a strategic communication plan. However, they used to have one and are planning to activate it again when their campaigns and activities starts over. Until then, they will continue to use in-house planning processes for daily communications and news distribution. This answer can be interpreted as, that they see communication more in a tactical base and therefore, they do not have a sustainable strategic communication management progress.

Table 4. Content Analysis Findings of the Category Strategic Communication

		P	P	P	P	P	P	P	P	P	P	P	n	%
		1	2	3	4	5	6	7	8	9	10	11		
Strategic Communication	Strategic Com. Plan	x	x	x		x	x		x	x		x	8	72,7
	Inhouse			x			x		x	x	x	x	6	54,5
	Outsourcing	x	x			x		x					4	36,3
	Role of PR											x	1	9,09
	Demands of Society	x	x	x	x	x	x		x	x	x	x	10	90,9
	Campaign Management		x		x		x		x	x		x	6	54,5
	Organization's Goals	x		x	x	x	x	x	x	x	x	x	10	90,9
	Organization's Vision	x	x				x	x	x	x	x	x	8	72,7
	Organization's Beliefs		x	x			x			x	x	x	6	54,5
	Fund raising (donations)	x			x								2	18,1
	Supporters	x		x						x			3	27,2

Only one participant mentioned the role of PR in the communication processes. This organization frequently uses the press and writes down press releases about their campaigns. They also have a printed magazine where they describe themselves and their actions. The remaining ten participants did not mention the use of PR but explained the role of PR which is to inform, educate, and create an understandable message in their answers. This fact shows that all participants take advantage of some PR strategies even if they do not consider these activities as PR. P1, who was one of the abovementioned interviewees, taking PR as a media relations management task mentioned that, PR was a tool on their strategic communication plan that they did not have at the moment. PR is seen in the same way by most of the interviewees. It is seen in a reductionist and old-fashioned perspective by which PR ensures only media relations such as press relations. The goals of PR get involved with communication goals.

“The demands of society” unit is one of the most mentioned one in this category. All participants except one, agreed that the demands of society was important for their strategic communication process. They believe that creating a message about the demanded topic and having a flexible communication plan which enabled them

sharing a relevant message, was important. P1 mentioned the recent earthquake and told that they used all of their communication channels regarding to get and share information. P6 also mentioned the earthquake and pointed that they used feedbacks or questions from their audiences to understand the demands of society. The demands of society can be of different shapes such as problems, assistance, information, or even natural disasters like P1 and P6 mentioned. With natural disasters or important developments, strategic communication processes have to be adapted quickly. Problems or the need for assistance which comes from the society can be handled in a short time period by organizations.

Including communication processes to campaign management was mentioned by six of the participants. They said that including communication is an important factor for the success and creating a voice for their campaign. The remaining participants did not mention their campaigns and actions together with their communication plan nevertheless three of them had also mentioned that they did not have a strategic communication plan. P11 told that they included communication processes on all their campaign managements starting from their preparation process. They believed that the sense of belonging increases with this strategy. P9 mentioned that they used their website up to date for sharing campaigns and activities. As the interviewees mention, the success of a campaign is related with strategic communication usage. This success gets precedence for NGOs because they need the resources which are related with the campaigns for their continuity.

The belief that strategic communication affects organization's goals positively is the second most mentioned unit in this category, with ten positive answers. P2 did not mention that their organizational goals were affected by strategic communication but declared their visions and beliefs did instead. P5 said that reaching more people with a strategic communication plan contributed to reaching the organizational goals. P11 mentioned that one of their goals was to build relationships between the third parties and supporters. In their opinion, this goal could only be reached via a strategic communication process that includes an integrated communication plan for the parties. Eight of the interviewees mentioned a positive effect of strategic communication over the organization's visions. This finding can be interpreted as that organizations are more focused on their goals than their vision. It can also emerge the question how the

organization goals and visions relate to each other and can be pointed for further researchers. The positive effect of strategic communication on understanding and continuing organizations believes, was mentioned six times. The organizations which believed that strategic communication has a positive effect on goals, vision and beliefs are four; P6, P9, P10, P11. P9 mentioned that the effects of strategic communication by organizational goals, vision and believes make the organization itself stronger. These participants also have something in common which is that they are using communication in campaign management and giving importance to the demands of society. P6 said that their beliefs, vision and goals are shared with their audiences for organizational success and recognition. Strategic communication affects both, it makes beliefs, vision and goals more understandable and helps to work for them.

Two of the interviewees stated about the effects of strategic communication on raising funds and donations, nevertheless reaching the supporters was mentioned three times. P4 told that they used their communication process for special donation actions regarding their aims and goals. P1 mentioned both facts and told that reaching to supporters helped increasing donations as well. P4 noted that they used their strategic communication plan also for contacting their supporters. Herewith, the findings of each unit from strategic communication are specified. For the connection between these findings and the relevant research questions, the consequent paragraph will explain the results.

The first research question of this thesis, “Do the NGOs depend on strategic communication to reach their internal and external goals?” can be answered positively depending on the findings of the first content category. The findings indicated that the practice of strategic communication was seen positively correlated by organizational goals with ten remarks of the participant NGOs. Also, the internal goals which are related with their visions and beliefs are remarked by more than half of the participants. Another aspect concerning this research question, which was internal communication, is categorized under “structure of an NGO”. Therefore, this question will be considered in the following sections respectively.

The second research question “Is Public Relations taken as an important key for NGOs communication by NGOs management?” can also be affirmatively answered. As

mentioned above, there is a role of PR in strategic communication processes in each organization even if ten of them do not recognize it and call it PR. The reductionist and old fashion perspective of PR by the interviewees, shows that the awareness of the term is not high by participants. The term ensures media relations, press relations and connection with organizations audiences. This fact will be discussed in the conclusion of the thesis. These results show that the OP4 from the ITNC which is;

*“NGO strategic communication is the practice of symbolic social action (communication) to reach set goals, create the organization, perform civic relations and fulfill its mission”* (Oliveira, 2019), is provided by Izmir based organizations.

The third and final research question regarding the strategic communication category “Are NGOs using a strategic communication plan that is flexible enough to be re-built according to the demands of the society?” was answered 90,9 % affirmatively by the interviewees. The demands of society” unit that was built upon the answers concerning this question, was one of the most remarked ones. Only one participant mentioned neither the fact of demands of the society nor the flexibility for it, in their strategic communication processes. This result showed that the OP1 from the ITNC which is

*“civic relations are a social communicative function of an agent that directly or indirectly performs the civic exercise of pursuing and seeking the common good”* (Oliveira, 2019), is provided by Izmir based organizations as well.

The demands of the society have great significance by strategic communication of the participant NGOs, as they noted. The society demands and therefore, the common well being is provided by their strategic communication. For providing these facts they use a flexible strategic communication programme and add the feedbacks from the society in it.

### ***3.2 Responsibilities of an NGO***

The second category of the content analysis is named as “responsibilities of an NGO”. This content category includes the answers of the seventh interview questions (IQ7) based on the research questions seven (RQ7) and operationalized upon the sixth ontological perspective (OP6). Table 5 indicates the coding of relevant findings. The



units for this category include the units towards the world, towards the society, towards both of them and towards public agenda.

Table 5. Content Analysis Findings of the Category Responsibilities of an NGO

		P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 10	P 11	n	%
The Responsibilities of an NGO	Towards the world													
	Towards the society													
	Towards for both above	x		x	x	x	x	x	x	x	x	x	10	90,9
	Towards public agenda						x			x	x		3	27,2

Ten of the participants mentioned that NGOs have a responsibility towards both the society and the world. P1 mentioned that not just the NGOs but also the people that have a responsibility towards the world. Therefore, NGOs automatically take the responsibilities against both, the society and the world. P2 which mentioned none of the categories said that, “I believe that the responsibility of NGOs is no longer valid. According to me, the reason might be that in Turkey and in the geography nearby the responsibilities from NGOs is decreasing. The economic conditions of NGOs are the main reason for it. I believe that social enterprises will take the place of NGOs”.

Three of the participants stated that besides the society and world, NGOs have a responsibility against the public agenda. P6 said that the issues on the public agenda were concerning all of us. If we stand as an NGOs in society, we must act and be concerned like one. As NGOs stand as a role model in the society for both, local and international common well being the fact which P6 mentioned describe their responsibilities likeliest. The findings of this category and these units reflect the answer for the seventh research question, which is “Do the NGOs consider their local and global responsibilities while leading the social change?” with an answer of 90,9 % affirmatively by the interviewees. Ten of eleven participants remark that NGOs have a responsibility towards society and the world. As the answer of P6 underlined, the participant NGOs tended to act with this responsibility. This result demonstrates that the OP6 from the ITNC which is,

“NGOs have a link with coordinated engagement on a global level. NGOs drive the post-scarcity system” (Oliveira, 2019), is also provided by Izmir based organizations.

### 3.3 Structure of an NGO

Structure of an NGO which is the third category of the content analysis, includes the answers of the interview questions four to six (IQ4, IQ5, IQ6). The category also conceptualized the research questions one and five (RQ1, RQ5). Table 6 shows the findings of the mentioned category.

Table 6. Content Analysis Findings of the Category Structure of an NGO

	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 10	P 11	n	%
Internal Communication Plan	x		x			x		x	x	x	x	7	63,3
Civil Society Perception	x		x	x	x	x	x	x			x	8	72,7
Social Harmony					x	x			x	x		4	36,3
Social Values	x	x		x	x							4	36,3
Social Beliefs	x			x		x						3	27,2
Volunteering	x		x			x	x	x	x	x	x	8	72,7
Donation actions	x											1	9,09
Motivation of goals							x	x	x	x	x	5	45,4
Corporate Structure	x		x	x		x	x	x	x	x	x	9	81,8

The first unit that is internal communication plan stands for the internal communication and internal goals of the organization. Seven participated NGOs mentioned that they had an internal communication plan. P8 told that the internal communication is predominantly conducted via planned meetings and working groups where each participant shares their opinions transparently. The other participant NGOs who remarked on an internal communication plan also regulated the communication with meetings, groups etc. Both, P2 and P4 mentioned that they did not need an internal communication plan regarding their organization sizes. However, all of the participants mentioned that they had a formal communication inside the organization with e-mails, WhatsApp groups, shared calendars and cloud systems.

The civil society perception inside the organization is remarked eight times. P1 mentioned that the work inside an NGO merely occurred when team members shared the civil society perception and volunteerism. P2 said that the civil society perception in their organization was not on a high level. However their projects and organization structure helped their team members to increase their civil society perception. Social harmony was mentioned by four NGOs likewise social values. P9 told that the team members holding the same opinion inside an organization, created social harmony and a respectful environment. Social harmony and values were mentioned at the same amounts, but the NGOs mentioning that were different. Only P5 mentioned both and said that social harmony and values should absolutely be involved within an NGO. Social beliefs were mentioned three times during the interviews. The unit social beliefs represented the awareness of common well being, togetherness and equitably in society. P4 said that this believe made the goals attainable and provided continuity of an NGO. Volunteering was remarked eight times likewise civil society perception. As abovementioned, P1 noted to have used both terms in their work and activities. P6 told that volunteerism and participation was the most important factor for handling their projects and activities, even for economic problems successfully. Donation action was remarked one time by P1 with the explanation that they needed donations for accomplishing their activities and this should be clear inside the organizational structure, as well. Motivation of goals was mentioned five times. P11 stated that the management of their NGO, made interviews before they select a new management as well as during their administration. This factor was said to have increased the motivation and the values of their organization's members. The final unit of this category, which was corporate structure, represented a structured process where both the management and team members act with this structure inside the organization. This unit is the most remarkable one in this category with nine mentions by participated NGOs. The other two participants, P2 and P5, also mentioned that transient civil society actions could create a difference in society without a corporate structure. However, P5 mentioned that these actions could only be short termed one without a structure. For continuity, a structure may be an advantage for NGOs. P10, who mentioned the necessity of a corporate structure, also told that the structure should not come across with volunteerism and civil society perception inside the organization. Three of these terms have to exist together in harmony.

The findings of this category and these units also reflect the answer for the first research question, which is “Do the NGOs depend on strategic communication to reach their internal and external goals?” and for the fourth ontological principle with an answered of 63,36 % affirmatively by the interviewees. The internal communication plan and with it, internal goals are supplied by participant NGO’s. Research question five which is; “Are social behaviors such as donating, volunteering and participation reflected and protected in the organization of the NGOs?” is partially confirmed. As the results show, volunteering was answered 72,7 % affirmatively and participating was reflected by the answers of the participant NGOs. These behaviors are protected with civil society perception, which was answered 72,7 % affirmatively, inside their organization. However, donating was mentioned just by one participant (9,09 %) with the economic consequences instead of values. These results could sum up as the third, fifth, eight and thirteenth OP from ITNC, which are given below, are provided by Izmir based organizations.

*“OP3: NGOs are driven by an interpretation dynamic as an intermediary actor of civil society. They aim to develop a democratic society by performing civic relations, as well as maintaining the values of democracy: liberty, equality, diversity, participation and solidarity.*

*OP5: NGOs are booming agents focusing on reflexive self-identity and overcoming the sense of fragmentation and dispersal.*

*OP8: NGOs are communities of social integration and perform reflexive self-regulation of the system.*

*OP13: Donating, volunteering, participation, involvement in political questions or advocacy are key dimensions of prosocial behavior by individuals” (Oliveira, 2019).*

However, the sixteenth OP which is;

*“Donations are social facts moved by conviction, such as beliefs, values and attitudes that encourage altruism, and by community, such as social pressure and solicitations for contribution” (Oliveira, 2019), is not provided for Izmir based NGOs.*

### 3.4 The Management of an NGO

The management of an NGO which is the fourth category, included the answer of the interview question ten (IQ10). The category also conceptualized the research questions four (RQ4) and the seventh ontological principle. Table seven shows the findings of the mentioned category.

Table 7. Content Analysis Findings of the Category the Management of an NGO

		P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	n	%
		The Management of an NGO	Innovative	x					x	x		x	x	x
	Participant			x		x	x	x	x	x	x	x	8	72,7
	Professional			x			x	x	x			x	5	45,4
	Democratic			x	x	x	x	x	x	x		x	8	72,7
	Honest	x				x							2	18,1
	Transparent	x	x	x	x	x		x					6	54,5
	Suitable to vision, mission												5	45,4
	Equitable		x	x								x	3	27,2
	Traceable							x				x	2	18,1
	Code & Rules											x	1	9,09

An innovative management style is remarked six times by the participants. P9 mentioned that they always tried to catch up to the innovations. In the first years of their organizations, they concerned a SMS system for reaching their members which was the first usage in Izmir. To follow the innovations, they constituted their administration processes with persons of different ages so that the innovation can start from top. P1 told that they changed their organization logo recently, against some objections from inside. They told that the communication processes and the recognition level increased with this change. This step, as P1 mentioned, was the step that made the organization to believe and trust in innovation process.

A democratic management style and participation are the most remarkable units with eight mentions by participated NGOs. All NGOs are in the common idea that, that NGOs should be organizations which epitomize society's democracy and participation. Therefore, they started with their own management style. A professional management

style is remarked by five NGOs. Four of them had an election inside their organization with their own criteria to ensure participation and professionalism at the same time. Honest is mentioned two times by P1 and P5. They agreed that honesty at the administration level is one of the most important facts. Transparent was mentioned six times. All the participated NGO which remarked transparent had the same idea that management and economic processes had to be conducted with transparency. That the management is suitable to vision and mission was mentioned five times. P10 told that their administration level has changed recently to be suitable towards their vision and missions. However, they told that the consciousness of 'us' instead of 'I', was created in the organization with this change. Equitable was mentioned three, and traceable was mentioned two times by participated NGOs. P11 which mentioned both, believes that these values build trust among team members and third parties which also brings success for the organization. The unit code and rules were inserted by P11 who told that their management process is professional. Besides these values, P11 argued that competence was also an important necessity for their management process.

The findings of this category showed that; besides innovation, democracy, participation and suitable vision and mission; Izmir based organization are giving attention to credibility. Not all the participated NGOs explain this attention with the same words, however, all of them believe that transparency, equitable, traceable, and honesty is important for managerial skills. The fourth research question which is "Are self-regulation, social integration, and flexibility essential in NGO managements?" is partially confirmed. Self-regulation and social integration were answered 72,72 % affirmatively with the unit participant. These were essentials for Izmir based organization. However, flexibility was not mentioned by any of the participant NGOs. Instead of flexibility, transparency was answered 72,72 % affirmatively. This result could be associated with the conditions in Turkey and will be discussed in the conclusion part. The OP7 which correlated to this category is

*"NGOs are collective actors, and when individual actors reproduce the structure, they are at the same time communities of interpretation"* (Oliveira, 2019).

It is also partially confirmed because the findings showed that the participant NGOs were individual actors, however, they were not communities of interpretation.

### 3.5 Economical System of an NGO

Economical system of an NGO which is the fifth category, included the answer of the interview question nine (IQ9). The category also conceptualized the research questions eight (RQ8) and the OPs 11,12,14 and 15. Table eight shows the findings of the mentioned category.

Table 8. Content Analysis Findings of the Category Economical System of an NGO

		P	P	P	P	P	P	P	P	P	P	P	n	%
		1	2	3	4	5	6	7	8	9	10	11		
Economical System of an NGO	Pecuniary Resources	x	x	x	x	x	x	x		x	x	x	10	90,9
	Spiritual Resources	x		x		x		x			x		5	45,4
	Donors	x	x					x	x	x			5	45,4
	Supporters	x			x	x	x	x				x	6	54,5
	Continuity of Donation								x	x	x	x	4	36,6

The pecuniary resources of an NGO were mentioned ten times by the participated NGOs. All of the NGOs representatives have agreed upon the fact that pecuniary resources are needed for continuing the campaigns and goals of their organization. P2 and P6 told that without the right pecuniary resources, spiritual resources do not help the organization to reach their goals. Even though P8 did not mention pecuniary resources, the unit of donors and the continuity of donation are mentioned by P8, which can count as pecuniary resources. The unit spiritual resources was mentioned by five participant NGOs. P1 and P7 told that, spiritual resources were equally important as pecuniary resources. They said that without the right support and volunteerism which ensured spiritual resources, pecuniary resources could not be used for organizational goals and aim. For resources, donors were mentioned five and supporters were mentioned six times. P1 and P7 who mentioned both groups, showed their ideas of resources once more. The reason why supporters were remarked more than donors could be that, as the participant NGOs mentioned, they found their resources for one project or campaign generally and they started this process all over again for new ones. The continuity of donation was remarked by four NGOs who also told that they used monthly contribution processes for it.

All participating NGOs also mentioned that the economical government support is too few for the NGO's in Turkey. P2 mentioned that even governments and municipalities

have not a common idea to provide support to NGOs. P5 accentuated that cooperation between them and other NGOs, sometimes municipalities, helped them to conduct projects.

The findings of this category showed that pecuniary resources, answered 90,9 % affirmatively, were more important for the participated NGOs. Supporters were more important with 54,5% affirmatively, than donors (45,4%). The findings for continuing donation with 36,6% affirmatively, showed that participant NGOs found or created their own resources and worked more project oriented. The research question, related to this category is “Are the NGOs, with their stakeholders and donors, a part of a market, non-market and non-monetary economic systems?” answered with 90,9 % for pecuniary resources and 54,5% for supporters affirmatively. Spiritual resources, pecuniary resources and governmental support were all mentioned by the answers of participated NGOs. The economic system was described likewise in the ITNC with the OPs 11,12,14 and 15 which are given below. Therefore, they are confirmed for Izmir based NGOs too.

*“OP11: NGOs can be framed within market, non-market and non-monetary economies, and act in the interplay of that triad.*

*OP12: NGOs are economic collectives contributing to the prevention of a market society, meaning they keep alive the idea that the nature of the earth is not produced by mankind, as labor cannot be stored or detached from life, and that money is a creation of banking and state finance, and is fictitious.*

*OP14: Division between the act of donating once and donations that are given under relational premises demand a breakdown of the stakeholders’ monetary donors.*

*OP15: The distinction between a supporter or volunteer that only donates time, support and money and a person that only makes the transaction in terms of the value they receive in return calls for a division of the group of stakeholders that are donors in a broad sense into different subgroups” (Oliveira, 2019).*



### 3.6 NGO's Benefits to Society

The sixth and final category were NGO's benefits to society. This category included the answer of the interview question eight (IQ8), and the research questions sixth (RQ6). The ontological principles 2,3,9 and 10 were related with this category. Table nine shows the findings of the mentioned category.

Six participating NGOs mentioned common well being in the interviews. P5 told that the common well being was created by every step-in life with a trustful and objective line. P9 remarked that the main goals for an NGO was to work for a common well being and create voice for a specific topic. The unit solution for problems was mentioned five times. P1 mentioned that their NGO tried to find solutions for their audiences and give them moral and material support. They also pointed out that; the moral support can influence the found solution for a problem more than imagined. While finding a solution, they also try to create attention for the topic with their communication strategies. Attention for problems is also remarked five times by the participating NGOs. P1 and P3 mentioned both solutions and attention. P3 remarked that their projects helped to find a solution and created attention to their project topic. P8 said that NGOs created a common ground to show the invisible problems in society.

Table 9. Content Analysis Findings of the Category NGO's Benefits to Society

		P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9	P 10	P 11	n	%
NGO's Benefits to Society	Common well being					x	x	x	x	x	x		6	54,5
	Solutions for problems	x		x	x					x	x		5	45,4
	Attention for problems	x		x		x			x			x	5	45,4
	Voice creation			x	x		x	x	x		x	x	7	63,6
	Development		x				x			x			3	27,2
	Democracy			x			x	x		x		x	5	45,4
	Non-profit							x			x		2	18,1
	Information contribution											x	1	9,09

Voice creation was the most remarked unit with seven remarks, in this category. P6 mentioned that they worked for voice creation together with other NGOs and parties. Like the answer of P3 most of the participated NGOs mentioned voice creation together with the unit's attention for problems and, solution for problems. The unit development here represented the devolution of society and was remarked three times.

P2 who just mentioned this unit, told that, they acted for a devolution instead of common goodness in society. The unit of democracy, which was remarked five times, represented the advance of democracy in society. P7 said that NGOs with their volunteers and vision helped to develop democracy in society. Non-profit was a unit which was created with the mentions of P7 and P10. P10 said that, the awareness of non-profit and the importance of it in society could only been shown with NGOs. The final unit which is information contribution was created with the mention of P11. They told that NGOs helped to contributed information about a specific topic or civil society itself in society.

The findings in this category was related to the sixth research question which is, “Do the NGOs withstand the sense of fragmentation and dispersal in society?” By working to withstand the sense of fragmentation and dispersal in society, NGOs created voices in society and helped so their audiences could be understood. The unit voice creation was answered 63,6 % affirmatively. The other units which were related to withstand the sense of fragmentation and dispersal in society, were answered 45,4 % affirmatively by participated NGOs. The ontological principles given below, were related to these research questions and are also confirmed for Izmir based NGOs.

*“OP2: Non-governmental organizations (NGOs) are formal, independent, societal, voluntary and civic groups of people that pursue the common good for the interests of non-members.*

*OP3: NGOs are driven by an interpretation dynamic as an intermediary actor of civil society. They aim to develop a democratic society by performing civic relations, as well as maintaining the values of democracy: liberty, equality, diversity, participation and solidarity.*

*OP9: NGOs are innate system integrators and constitute entities of social change, they are the natives of social change. They are the being; the doing and the acting.*

*OP10: NGOs can be framed within the concepts of substantivism and within an actor analysis of NGOs as collectivities and individuals acting in the name of an organization, falling into one of three categories: market, redistribution and reciprocity” (Oliveira, 2019).*

The findings of the research show that the participated NGOs are acting and thinking mostly likewise as the ITNC theory described. To sum up the research questions and their results it can be mentioned again that, six of the research questions are confirmed. The fourth research question is partially confirmed. Because self-regulation and social integration are essentials for Izmir based NGOs, but flexibility is not a value which was mentioned so is not one of them. Instead of flexibility, credibility was remarked several times with several words in the management of an NGO. This result could relate to the current situation in Turkey and will be discussed in the conclusion part. Research question five is also partially confirmed. The reason for this is that, participating and volunteering are reflected by the participated NGOs and protected with civil society perception inside their organizations, but donation was mentioned just by one of the participants with economic consequences instead of a value in the structure of an NGO. The ontological principles seven and thirteen which were connected to these research questions, were also partially confirmed for Izmir based NGOs.

The findings of this research will be discussed in the following conclusion part, with a particular focus on the partially confirmed research question.

## CONCLUSION

This study aimed to analyze the strategic communication of Izmir based NGOs from the perspective of the Instigatory Theory of Non-Governmental Organizations' Communication (ITNC). By doing that, the use and constitutions of NGOs' communication act, the perspectives of Izmir based NGOs regarding the concept of civil society organizations, and their management processes were analyzed with a semi-structured interview method. Eleven NGOs located in Izmir participated in the interviews. The findings of the interviews were transcribed and analyzed via content analysis depending on the literature and relevant theory.

The results pointed out that there was a similarity between the participant NGOs of this study and the ones that were described in the ITNC. Differences between the theoretical aspect and the practice by the participant NGOs are found to be in their managerial aspects and structures. As the ITNC conceptualized, NGO's management processes included the concepts of self-regulation, social integration and flexibility. The participants mentioned self-regulation and social integration in the interviews. However, flexibility was described only within their communication actions and strategies for the demands of society. Instead of flexibility, terms like honest, transparency, equitability and traceable were mentioned. All of these terms will be mentioned hereafter as 'credibility'. The results indicated that, for the participants, the credibility of an NGO's management was more important than the flexibility. This result may relate to the perspectives of NGO's in Turkey, their environmental and social conditions. As entire participant NGOs mentioned, economical resources were crucial for them to ensure their continuity. The governmental and private sector supports given to NGOs were limited. Therefore, NGOs have to find resources for their campaigns in collaboration with other NGOs and international funds. To obtain such support, credibility and specially transparency gained more importance for the organizations. Another reason is that the civil society culture in Turkey is affected by external factors and still needs to mature and improve.

Regarding the fact, Heper, and Yıldırım (2011) mentioned as follows: *"In Turkey, such lingering impediments as populism, clientelism, and opportunism seem to have prevented the members of civil society from entertaining an idea of a common good,*

*and this has become an obstacle for the development of a dynamic consensus when needed. This state of affairs must also have had an adverse impact on the development of trust among the members of civil society and, consequently, on the building of horizontal linkages among the members of civil society”.*

Regarding the environmental and social conditions in Turkey, it can be said that, NGOs mostly managed their campaigns and their structure adhering to economic resources. This fact may be the reason of the lack of development in civil society culture. If the economic conditions enhance, the progress of NGOs will likely develop as the ITNC theory describes.

The second difference between the theoretical aspect and the practice is about the structure of an NGO. As the ITNC suggested, participating and volunteering were reflected by the participated NGOs and protected with civil society perception inside their organizations.

*As Oliveira mentioned (2019); “In terms of donations, there are various intrinsic motives and eight forces: awareness of need (1); solicitation (2); costs and benefits (3); altruism (4); reputation (5); psychological benefits (6); values (7); and efficacy (8). These can be grouped into conviction and community, as well as communication needs and rhetoric”.*

These groups describe not only the motives of donations, they also illustrate that donation is a value of citizens to get involved in the civil society culture. However, only one participant mentioned donating with an economic aspect instead of a value in the structure of an NGO. This approach might be potentially linked to the abovementioned civil society perception in Turkey. Donation is still seen from both, citizens and NGOs, as an economic resource and not as a part of civil society value.

From the communicational perspective, three inferior results can be concluded. The first one is that; Public Relations (PR) is seen in an old-fashioned and reductionist way except one of the participant NGOs. According to the interview answers, participating NGOs were using the tools of PR in their communication. In order to inform, educate, and create understandable and mutual messages these NGOs utilized communicational skills. However, they never mention PR among the tasks they are fulfilling within this

process. They perceive PR as synonymous with media relations and press relations as P1 mentioned. Further research about it and support of knowledge from universities could change this limited point of view of NGOs. The second result is that the participating NGOs try to use communication skills even if not from a strategic perspective. They believe that organization's goals can be provided better with strategic communication. Their knowledge and opportunities are not able to use strategic communication in that way as ITNC describes. Again, this could be related to the economic circumstances and the civil society culture in Turkey. The final point here is that none of the participated NGOs describes communication actions and skills as the theoretical framework until the ITNC suggested. Communication is seen neither in a journalistic perspective nor in a resource mobilization framework.

The research result, which were limited by the information gathered from eleven organizations, proved that NGOs that use strategic communication tend to have more innovative and participatory managements and are leading to a change in society. Nevertheless, all the participants who mentioned that they followed strategic communication processes did not remark the above-mentioned managerial tenets. Therefore, besides strategic communication; civil society perception and the responsibilities of an NGO might also be connected with innovation and participation. About these further studies are needed. From a boarder perspective it can be said that, for leading a change in society all managerial tenets have separately an importance. These facts can be combined with the effectiveness of strategic communication. With this information in mind, it would be best for NGOs to give importance to all relevant managerial tenets and integrate them in a sustainable model for their organization.

As mentioned in the previous chapter, the limitation of this research was that only Izmir based organizations formed the research universe. After the data elimination process, NGOs were selected from the final list according to their availability and convenience. The NGOs that participated in the interviews were from different areas such as agriculture, publicity, advertisement, business, education, help-based fields and youth-based fields. In order to have generalizable results, the preliminary data obtained via this research should be tested with a greater and representative sample chosen from all over the country,

The discussions provided in this thesis may guide further studies relevant to strategic communication and ITNC. As the findings of this study displays, the ITNC builds a conceptual framework of NGOs and includes many aspects for researchers. Alongside strategic communication; managerial, economical and structural aspects can be researched as intertwined concepts of an NGO. The sub-titles added on the conceptual map of the ITNC can be used for it. Further researches about this topic will help us to understand the operational and conceptual models of NGOs. It can be said here that, with more researches and attention to NGO communication, the gap in the literature will be filled. The practitioners will help both, the NGOs and themselves by creating an understandable civil society culture. As in Turkey where civil society culture still needs to grow and be understood better, all the parties within the civil society should work together.

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## **APPENDICES**

### ***Appendix A - The interview form***

Dear Participant,

I am getting a master's degree in Marketing Communication and Public Relations at the Izmir University of Economics. My graduation thesis is about the strategic communication of non-governmental organizations in Izmir. The data which will be obtained from this interview is going to be used for only scientific purposes and will not be shared with third parties.

This interview includes ten questions. The time of it is depends on your answers. I would like to record our meeting with your permission.

As you know, strategic communication includes planned communication actions to the target audience with the aim of the organization's goals and values. Strategic communication is constituted to find the right target audience and reach them with an effective message on the right channel.

With this information in mind, I would like to start with the strategic communication questions part of the interview.

#### **(Chapter 1- Strategic Communication by Non-Governmental Organizations)**

1. How do you create your strategic communication plans in your organization?
2. What is the connection between strategic communication and an organization's goal in your opinion?
3. How do the demands of society affect your communication plans?
4. How do you manage internal communication in your organization? Is there any special plan for it?

#### **(Chapter 2- Management Paradigm of Non-Governmental Organizations)**

5. How do you evaluate the civil society perception in your team?
6. What are the values of a non-governmental organization?
7. Nowadays, the activities of NGOs are getting more interest and are changing the public agenda. How would you describe the responsibility of an NGO towards the world?
8. What kind of benefits does an NGO provide to society? Is organizational structure important by providing these benefits?
9. What are your opinions towards the economical position of NGOs?
10. What are your opinions about NGO management?

Thank you for your participation.