

# Management in Non-Governmental Organizations

Basic Issues and Current Trends

Editors

Nihat Erdođmuş  
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*Management in Non-Governmental Organizations*  
*Basic Issues and Current Trends*  
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# Foreword

Non-governmental organizations play an important role in the development of social life in a country. Civil organizations contribute greatly to increasing the quality of life by enabling social interaction and increasing the dynamics of mobility. NGOs fill up the spaces that the state and the market leave empty for the sake of their functioning mentality and enable social needs to be met in a more suitable and qualified way.

Voluntary organizations, an important factor in our social history, improve the level of social organizing and represent the infrastructure of the solidarity system. Working for others forms the basis of the mentality for civil structures. The most basic factors behind volunteering are altruism, connection, and commitment. Thus, the structures and structuring of voluntary organizations must be more meticulous and nuanced beyond the known forms. A difficult task such as bringing success and values, commitment, and systematicity together must be considered in the formation of these structures. Structures that reckon only one aspect of these dualities make voluntary organizations face a difficult dilemma. If civil structures are structured in an excessively systematic and orderly manner, they might resemble meagre bureaucratic structures in time. Likewise, if they are not structured well enough, then there is a risk of them becoming lawless, unpredictable, and unstable structures. In this sense, the institutional management of NGOs requires a significant amount of knowledge and skills.

The Civil Society Academy we founded within the İLKE foundation has been working on the unique structuring and management of civil organizations for quite some time. We are glad to observe that works conducted on turning volunteers and our unique sense of responsibility into a structured and systematic model have given fruitful results. This book has been shaped by revising an effective work held at STA. We believe that this book, which has been designed as a guide for the institutional development of NGOs will be instructive for managers.

This book has been shaped by the quality and long-term contributions of many valuable people. But above all, you will witness the reflections of the nuanced and rigorous know-how of our mentor Prof. Dr. Nihat Erdoğan. We would like to also thank our professor for his guidance and contributions to voluntary organizations. We also thank Züleyha Sayın, for her devoted work as the editor throughout this process. Also, this multi-participant work would not have been completed without the contributions of our researchers, H. Merve Bircan Altınsoy and Ömer Faruk Aydemir. We thank them for their rigorous and fruitful work. Most importantly, we extend our biggest thanks to our authors who spared their limited and valuable time supporting and contributing to this book.

I hope these long-termed efforts and works will form the basis for a more efficient, qualified, and in-depth social structuring.

**Lütfi Sunar**

Chairman of the Board of Executives  
İLKE Foundation



# Preface

Today, the functioning of NGOs in a more organized and productive way without losing the volunteering spirit, while setting up systems for sustainability has become an important and primal issue. In order to do this, NGOs need to have a strategical management approach, form a proper institutional structure and functioning, set up management and supervision systems, possess sustainable financial sources, provide qualified professional and volunteer employment, and create suitable working environments. All of these indicate that NGOs need to adapt to the good management practices of our day and create management systems in line with this. Although various concepts such as good management and governance are used to define this matter, in this work, the concept of institutional management has been preferred to make the context and the topic clearer.

“The institutional capacities” of NGOs within the context of institutional management and the fact that they “increase the competence of volunteers and professional employees” in these institutions are one of the most important topics to be discussed beforehand. In civil society, scarcity of good management practices and lack of knowledge accumulation is striking. For this reason, the matter of good management and capacity building in NGOs requires producing works in practice and knowledge in this field. In other words, it is important for NGOs, within the context of capacity building, to set up holistic systems by considering contemporary systems and tools and produce knowledge regarding this matter.

## Management in Non-Governmental Organizations

NGOs must form different institutional structures and functioning as well as managerial styles according to the factors such as age, activity field, and scale. NGOs should consider the changes in the field they operate while setting up these systems. In this context, today's voluntary organizations need to put a fundamental management issue such as "managing the process of growth and change" on their agenda.

We can say that this book appeals to NGOs on different scales and primarily focuses on NGOs. Therefore, the content and samples are for growing NGOs. Other than that, no differentiation in separation such as the activity field of NGOs is made.

Many institutions and people contributed to preparing this book. First of all, we would like to thank ILKE Foundation for their support and contribution. We are grateful to Civil Society Academy's Executive Board for their close attention and appropriation. We'd like to thank ILKE's Researchers H. Merve Bircan Altinsoy and Ömer Faruk Aydemir who supported us at every stage of our work and made great contributions. As for the design of the book, we'd like to thank Furkan Selçuk Ertargin and everyone who pulled their weight including the translator and language editor. Lastly, we'd like to thank the participants of the Institutional Development Training Program who contributed to development of this book with their questions, comments, and experiences during the training.

We hope this book will be instrumental in the institutionalization of NGOs without compromising their spirit of volunteering.

**Nihat Erdoğan**  
**Züleyha Sayın**



## Story of the Book

The work you are reading is a story of a program and a book that grew together.

The ILKE Foundation has been providing training for non-governmental organizations (NGOs) for a long time. With the establishment of the Corporate Governance Academy (KYA) in 2017 within ILKE that later transformed into Civil Society Academy (STA), the content and form of this training aimed at capacity building of NGOs were restructured. Initially, two times a year, in spring and fall, training called “Institutional Development Training Program” (KGEP) was run. This training program was prepared for individuals with a management position in NGOs who had the desire to improve themselves both in management systems and management skills in NGOs.

We can list the aim of this program for volunteers and professionals in NGOs under four titles:

- Relaying scientific and systematic information about the basic functions of NGOs as an institution,
- Sharing information about the management systems of NGOs,
- Increasing managerial knowledge and skills of the employees who have a managerial duty in NGOs,
- Bringing NGO managers together and contemplating the management systems and approaches implemented in NGOs and passing down experience.

## Management in Non-Governmental Organizations

Courses for NGOs under this program are as follows:

- Institutional Management and Organization
- Voluntary Management
- Development and Management of Financial Resource
- Project Writing and Managing
- Digital Opportunities
- Media Communication
- Supervision

Over the years, the harmony of the courses themselves and their level of meeting the real needs of the participants increased and the program became systematic and holistic. As the program developed, the course materials matured and improved as well.

As the program aimed to bring a holistic and systematic viewpoint, attendance of the participants to all 3 day-program was determined as an admission requirement. In the beginning, it was thought that attendance to the entire program would be difficult, people frequently asked to attend the courses in line with their program or only a related course; however, in time, having explained its reason properly and explained the contribution of the program, these demands disappeared. The increasing interest shown towards the program resulted in making a choice among the applications and enlarging the size of the class that was considered before to some extent.

Right from the beginning, the lack of a manual on the management of NGOs had always been felt. This need and course note that improved in time-triggered the idea of writing a book. During KGEP, course presentation notes were shared with the participants in the form of a manual. These notes can be viewed as the first cores of this book. With the idea of presenting these notes to a large audience rather than constraining them to the program, the decision of turning them into a book was made.

This book was built upon the courses at KGEP. In addition to this, the content of the book was shaped by the addition of the subjects which were important for NGOs but excluded because of the time limitation of the program.

The adventure of this book is also the adventure of the Institutional Development Training Program (KGEP). They grew together hand in hand hence we hope that they would continue to do so.



# Civil Society Academy

İLKE Foundation for Science Culture and Education is working towards meeting the social needs of Turkey and solving its social problems. In this context, we have been doing volunteer work in the field of civil society for many years through conducting trainings and researches aimed at the capacity development of non-governmental organizations. At the beginning of 2017, we established the Corporate Governance Academy (KYA) in order to provide more systematic and institutional support in response to the need felt in the field of civil society.

From the day of its establishment, the Corporate Governance Academy organized training programs, conducted research and published works in order to support the institutional capacity development of non-governmental organizations along inculcating the spirit of volunteering. In this way, training support was provided on the issues that NGOs needed and significant contribution was made to the literature in the field. In December 2021, the Corporate Governance Academy entered a new period and was transformed into Civil Society Academy (STA) in order to expand its activities and make stronger contributions to the field.

Civil Society Academy (STA); was established to produce information on the issues, problems and needs of civil society and to present the information it produces to all its stakeholders. STA focuses on the capacity, production and communication capabilities of both local and international NGOs with the projects and research it develops.

Civil Society Academy is carrying out activities in three main areas for voluntary and non-profit institutions and organizations:

- Research and publication studies for the development of newer ideas in the field of civil society
- Training and activities for the development of NGOs
- Studies to support volunteerism and volunteers

STA aims at, improving the institutional development processes of non-governmental organizations with its trainings, projects and events; enhancing civic diplomacy, participation, dialogue and cooperation through its research works and reports; and creating the corpus of literature in the field of civil society through its publications.

The main activities of the STA are:

- Self-Assessment Model for NGOs
- Civil Society Bibliography Project
- Research on Change of Islamic NGOs
- Institutional Development Training Program (KGEP)
- Capacity Building Trainings
- The Agenda of Civil Society in Turkey Bulletin
- Civil Society Summit
- Turkey's Volunteer Force Oral History Project

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