

DESK RESEARCH:

SUSTAINABLE RECONCILIATION MODELS AND INDEPENDENT FINANCIAL SUPPORT MECHANISMS



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BACKGROUND

Currently there is increasing number of conflicts inside and between the countries of WB and Turkey as well as their neighbouring countries, what is usually based on ethnics and religions. In all documents that deal with peace and reconciliation policy at regional level, civil society is recognize as a main policy actor. Peace and reconciliation (P&R) topic in last 7-8 years became kind of “unpopular” in WB and Turkey. Civil society limited activism in this field and start to work on EU and NATO integration that become mainstream topics. This happened because of 4 main reasons: 1) most of the post-conflict donators that start to invest in reconciliation left the countries what reflect on CSO sustainability and increasing level of the CSOs competitiveness for limited funds, 2) ongoing process of transitional justice was not well accepted and welcomed by citizens of the region but was initiated and putted on political Agenda by civil society (one of CSOs biggest achievements in this policy); polarization happened thanks to wider non-affirmative public campaign through medias and continuous political populism and exploitation of this topic in daily politic rhetoric that have to blur current unacceptable socio-economic situation of citizens in the region; these facts still influence decreasing number of CSOs active in reconciliation field, 3) civil society becomes fragmented and contested. Limited funds and political climate at Western Balkan and Turkey countries influence strong interest – based as well ethnical fragmentation of civil sector where usually priority was given to promotion of national instead of transnational or inter-ethnic activism. CSO work in P&R field is often not welcomed by their governments but in many cases they are also judged by their colleagues and citizens because of hard straight – forward approach they have in advocating for transitional justice, 4) Currently there is lack of grass-root organization which are main actors and promoters of bottom – up approach in the implementation of reconciliation policy which working on interpersonal reconciliation on local level.

Divided Past – Joint Future project will try to find solutions for mentioned challenges in order to make civil society solidary regarding this policy area as well as to trigger some additional (re)thinking about the challenges we are facing for a years. This activity – desk research on different sustainable reconciliation models and independent financial support mechanisms/social innovations in P&R will be something new in the current policy foundation related to peace and reconciliation in the region of WB and Turkey. In order to ensure diversity of the funds dedicated to reconciliation policy as well as to research on different independent supporting mechanism for policy of our interest that could work in the region this research will be essential for establishment of the future independent financial mechanism in P&R field. Innovative part of this research is also try to explore the different models to approach business sector and influence them to invest in reconciliation policy.

Divided Past – Joint Future is regional peace and reconciliation platform that gather 18 partners organization around the advocacy initiatives in this field. Project is led by Youth Communication Center Banja Luka.

1. INTRODUCTION

Each country (4) Croatia, Austria, Netherlands and Turkey has to represent civil society background and current situation in their country.

2. GOAL

- Develop effective cross stakeholder approach for advocating societal reconstruction in the region of Western Balkan and Turkey
- Identify potential financial resources for organizations that are involved in the area of peace and reconciliation in order to strengthen its financial capacity as well as to run programs and activities in self-sustainable way

3. FOCUS:

a) Reconciliation models

- Good/inspiring practice from CSO-s to improve conflict situation, divided communities outside SEE region (different tools, thematic areas, target groups...)E.g. CMS – Taste of Home
- Best practice towards creating new models for civil society to approach conflict

- International Companies and their donors and partnership potential – history of working with civil society in their country
- Regional and local community foundations- their level of involvement in peace & reconciliation area and its potential in creating new programs and partnership
- Policy background e.g. tax exemptions...

b) Financial independent model, self-sustainability

- Advantages and shortcomings
- Potential donors
- Potential partners
- Income generation activities (social entrepreneurship)
- Approach to business sector and influence them to invest in reconciliation policy, local business actors involved as part of community, look for common benefits (positive examples, tips and tricks)

FOCUS ON THE COMPILATION OF INFORMATION GATHERED FROM AUSTRIA, CROATIA, NETHERLANDS AND TURKEY

a) Reconciliation models

- Good/inspiring practice from CSOs to improve conflict situation, divided communities and best practice towards creating new models for civil society to approach conflict

Partners from four countries: Croatia, Austria, Netherlands and Turkey agreed that term reconciliation, if we are going to have public who understand it, first have to provide its definition. It is important for the project which is implemented by 18 partners and even more so for readers of this document to understand the meaning of **reconciliation**.

Definition

In its Handbook on Reconciliation, the International Institute for Democracy and Electoral Assistance (IDEA) defines reconciliation as “a process through which a society moves from a divided past to a shared future.”¹ The handbook explains, “reconciliation is not an isolated act, but a constant readiness to leave the tyranny of violence and fear behind. It is not an event but a process, and as such usually a difficult, long and unpredictable one, involving various steps and stages. Each move demands changes in attitudes, in conduct and in the institutional environment.”²

Daniel Bar-Tal who defines reconciliation as “the psychological framework refers to a societal-cultural process that encompasses the majority of society members, who form new beliefs about the former adversary, about their own society, and about the relationship between the two groups. It is not a formal process, because it requires a change of societal beliefs.”³ Bar-Tal adds that the process of reconciliation “is not a necessary process in every intergroup conflict. It only applies to those intergroup conflicts that last for a long time (at least two decades) and involve extensive violence.”

The definitions of reconciliation tend to cover overlapping concepts such as, intergroup respect, trust, co-existence, justice, and peace. For the purpose of this report, partners chose to use Karen Brounéus’ definition in the SIDA 2003 report: “*Reconciliation is a societal process that involves mutual acknowledgment of past suffering and the changing of destructive attitudes and behavior into constructive relationships toward sustainable peace.*”⁴

Frameworks

Project strategies should support the idea that reconciliation is about improving the relationship between divided communities so they look past their differences after years on violence. In this report, we will adapt an approach suggested by the The United States Institute of Peace (USIP) in 2015, which evaluates the knowledge gap between reconciliation theory and practice in post-conflict settings.⁵ A framework can help us understand *how* projects serves communities and *why* their methods have been successful at aiding reconciliation processes.

- Trauma Healing

Projects and initiatives aimed at providing an outlet for conflict-related stress and anger. These projects include intergroup trust-building initiatives and release of positive energy. Trauma healing was presented as a necessary element in creating a common historical narrative or collective identity and fostering a culture of peace.

- 1 International Institute for Democracy and Electoral Assistance. “Reconciliation After Violent Conflict.”(2003): 19
- 2 Ibid. 22
- 3 Bar-Tal, Daniel. “From Intractable Conflict through Conflict Resolution to Reconciliation: Psychological Analysis.” Political Psychology 21, no. 2 (2000): 356
- 4 Brounéus, Karen. “Theory and Practice for Development Cooperation.” Published by SIDA (2003)
- 5 McKone, Kelly. “Reconciliation in Practice.” The United States Institute of Peace (2015).

- Exposure to the Other

Projects focused on activities that introduce people to the personalities, culture, and general lives of people on both sides of the division. They include: sports, peace education, arts, media and building social capital. The objective of these initiatives is to reduce fear and foster tolerance. Most projects have short-term and long-term objectives. When activities involved bringing people together from across lines of division, organizations also commonly discussed easing the tension between people who were unfamiliar with one another, laying the groundwork for intergroup tolerance, peaceful coexistence, respect and, in some instances, friendship. The short-term objective is to ease the tension between people who are unfamiliar with one another. The long-term objectives is that the intergroup understanding help contribute to harmony and diversity.

- Joint Development Projects

Joint development projects aim to promote reconciliation by bringing together members from two or more divided groups to jointly design and implement a mutually beneficial project. Projects include projects geared at economic development (i.e. Re-building schools), community volunteerism or business ventures analysis.

- Community Dialogue

According to McKone the diversity of related projects within this strategy makes it particularly ambiguous. Community dialogue projects target a broad range of participants and use numerous frameworks. The objectives for community dialogue vary, but at its heart is the notion of transforming people and relationships. Projects described this transformation at the individual, interpersonal, community and national levels.

- Documenting History

Historical documentation projects focus on analyzing the narrative of the past. A characteristic of many, if not all, post-conflicting contexts is the denial of the causes of the conflict and who perpetrated the violence. Through the collection of testimonials and other evidence from victims and sometimes perpetrators, this intervention strategy seeks to bring more historical narratives into society's understanding of the past and how the violence affected different individuals and groups. It has also proven to be an incredibly useful exercise to measure to what extent there exist a historical knowledge of "the other" before embarking on dialogue-centered projects. An understanding of historical narratives of the "other" allows participants to better understand the political position of those whom a project seeks to reconcile.

- Vertical Connections

Because individuals, communities, and local organizations are affected by both the positive and negative consequences of government policies and programs, several organizations seek to strengthen connections between decision makers and the people affected by those choices to help ensure that policies are inclusive and reflected the wishes of citizens. According to the USIP report, the three most common pairings were national leaders and private-sector leaders, youth and experts, and local leaders and private-sector leaders. Research Initiatives

This strategy is commonly used to by organizations looking to understand perceptions and attitudes of reconciliation. It creates reconciliation barometers, conflict analysis and case studies.

NETHERLANDS PRACTICE

The Netherlands, for its size, has one of the most diverse and active civil society sectors in the world. The Hague and Amsterdam, two cities with long traditions of supporting NGO work in the fields of human rights, peace-building, reconciliation, justice, and international sustainable development host the vast majority of the country's NGOs. The Hague in particular has long been the heart of The Netherlands and (and outside of Brussels, London, and Paris) Europe's NGO sector in fields ranging from transitional justice, reconciliation, and peace, to cultural heritage, education, volunteering, youth work, environmentalism, and poverty alleviation.

Organizations like Oxfam Novib, The Global Partnership For The Prevention of Armed Conflict, Greenpeace International, The Institute for Historical Justice and Reconciliation, Europeana, CORDAID, Global Human Rights Defence, Gender Concerns International, Institute for War and Peace Reporting, International Networks of Museums For Peace, Save the Children, The Hague Process on Refugees and Migration, Transparency International, United Network of Young Peace-builders, and Amnesty International all have significant presence in The Netherlands.

These organizations work alongside, and often combine their efforts where possible, with other intergovernmental organizations with visible presence in The Hague and its surrounding regions; for example, the International Criminal Court, The International Court of Justice at The Hague Peace Palace, the Organization for Security and Cooperation in Europe (OSCE) High Commission of National Minorities, and the European Parliament representation to The Netherlands as well as the many government ministries based in The Hague.

There has been a long tradition of NGOs in The Netherlands of working in regions where The Netherlands government has historically supported institutional investments; for example, of NGOs working in and with the societies represented by the International Criminal Court and International Criminal Tribunal Systems. This has meant a strong locus of attention given to transitional justice mechanisms in regions escaping armed conflict, like the Former Yugoslavia, East-Central Africa, and more recently regions like the South Sudan.

Dutch scope is purposefully global since its operations and good practice could be found in Africa, Asia, Europe, Latin America, North America, and Oceania. There are examples of selected projects that qualify in at least one of the frameworks outlined above, and have either been internationally recognized as "good practice" or in the qualified opinion partners of this project, could be considered future contenders for such accolades. Though the Divided Past - Joint Future project invariably focuses on a specific regional base, there is much to be gleaned from experiences throughout the globe, and there is even more to be gleaned from considering the diverse methods employed by organizations working in broadly the same field; namely that of peace-building and reconciliation. Findings throughout the world suggest that both reconciliation organizations and more broadly-engaged civic education models meet the criteria of best practice and may be of use for Divided Past - Joint Future. Civic education models encompass projects that educate formally or informally, share cultural practice or cultural heritage, or develop strategies to engage the public through civic spaces like museums and archives.

Bridging the theory-practice divide a constant challenge remains in the field of reconciliation, although the good practice suggests that coherent, successful, and varied CSO projects in locations as diverse as Cambodia to the United Kingdom have yielded positive benefits in reconciliation and peace-building processes on the ground.

There are projects illustrative of the varied projects in the field of civic education that operate across a diverse geographical, political, religious, economic, and social landscape and have yielded evident success in one or more of the thematic areas outlined above. They suggest that the methods outlined in the 2015 USIP report on reconciliation methods are a good theoretical starting point for future projects in the field. They also suggest that civic education and its related subfields have a distinguished role to play in reconciliation processes.

Examples of reconciliation **through education**

(formal and/or non-formal) projects such as

- Vocational training for unemployed youth (18-28 years of age) on a cross border basis in Northern Ireland and Republic of Ireland develop mutual understanding and respect between young people living on both sides of the border
- Bilingual pre-school program in several Macedonian communities for teachers, parents and children. They learn that language is not a barrier and divider but rather a communication tool that can contribute to improved understanding between people from different ethnic and linguistic backgrounds
- The Joint History project which is centered on education, on providing history-teaching materials for teachers in twelve countries in the Balkans reached over 400,000 students who were trained in delivering balanced discussion on sensitive shared historical issues across the countries involved
- Training of 500 young monks in Cambodia on Khmer Rouge history, Transitional Justice helped developed monk peacebuilding movements in Asia. Since the role of monks are very important in local communities monks act as multipliers by conducting their own workshops in the local communities about the topics they were trained in.
- Training of farmers in Uganda, Croatia, Guatemala in framing, marketing, increased productivity, marker etc bring to decreased domestic violence, higher respect for gender diversities, less conflicts related to the land.

Examples of **cultural heritage/cultural projects**

including Museums and Archive projects:

- Bringing together artists, musicians, filmmakers, poets, writers, photographers in a project in which they prepare art exhibitions and write about once shared history of two towns in Eastern Turkey and Armenia- towns of Kars and Gyumri
- Integration of 80 Arab teachers in Jewish elementary school teaching Arab language and letter in 752 classrooms to increase understanding, respect and appreciation of one another's language in Israel
- Collecting 270 stories of mothers' survivals in Sri Lanka after 25-years long civil war in order to present to the world, especially communities in Australia, Canada, UK where members of Tamil minority population emigrated
- Creating a shared economic social space in a form of a food market in South Ossetia/Georgia region where 25 new young employees produced cheese and bakery products which served villages across borders

Examples of **peacebuilding projects:**

- Training of key mobilizers in five states of South Sudan in facilitation skills, community mobilization and reporting skills in order to work in their communities on understanding community changes
- Facilitation of participation of Sudanese women to mobilize various actors in Sudan on consolidation of peace agenda on Darfur and participation of women in peace negotiations
- Building monuments in Guatemala by widows who survived civil war thus giving honor to the victims and their family members which reminds people of all the suffering the Maya population experienced during the arms conflict

All above mentioned examples of good practice in conflict situations and divided communities were also evaluated and their successes were measured by the Impact Indicators.

In measuring impact of reconciliation projects a focus is primarily given on *individual-level indicators* of reconciliation in this desk research report, which are meant to measure either changes within a person that affect only that person or changes in interpersonal relations between members of divided communities within a participant group. Types of individual-level indicators include:

- Individual empowerment in terms of people, and particularly youth and women, not being bystanders when someone needs help; to being able to withstand negative social pressures; to having self-confidence in making their voices heard; to contributing ideas about how to improve intergroup relations; and generally to demonstrating strong civic values

- Participant's motivation to continue promoting reconciliation either with their same participant group or with new groups. These indicators also served as measures of project sustainability after the intervention
- People's perceptions, attitudes, and behaviors about overall intergroup relations; including knowledge about the narratives, culture and history.

AUSTRIAN PRACTICE

Austria being a “country of associations” is ease at forming an association and operate them. Large number of 1,9 million Austrians volunteers are active in one of the following forms of association: fire brigades and similar voluntarily based associations; associations organized on confessional base (such as Catholic Caritas and Protestant Diakonie and similar church related organizations); organizations organized by or influenced by political parties. Unlike countries such as Germany and Netherlands, Austria does not have presence of large internationally active foundations or organizations.

Organizations that are the most active and the most known in peacebuilding and conflict resolution in Austria are: The Austrian Study Centre for Peace and Conflict Resolution; Center for Peace Research and Pedagogy at the University of Klagenfurt; International Fellowship of Reconciliation Austria; Herbert C. Kelman Institute for Interactive Conflict Transformation and Mauthausen Committee Austria. All of the mentioned organizations are involved in the following topics related to our main focus reconciliation:

- Research, training, education, specific courses, summer academies, theory and history of peace, annual meetings and conferences, peace museums, peace libraries, tourism and peace, campaigns, youth international projects, consultancies, peace mediation efforts, memorial and liberation ceremonies and similar.

All four organizations are characterized by alive and fruitful cooperation with numerous partners and stakeholders such as Csos, Institutes, private universities, state run universities and research institutions from all over Austria, former Yugoslav countries such as Centre for Nonviolent Action in Belgrade and Sarajevo.

International Fellowship of Reconciliation Austria is striking by its history- it was developed in 1919 as a response to war and is still active, having its main office in Utrecht, Netherlands. Its mission did not change over the past century much and still is “Perceiving the need for healing and reconciliation in the world, the founders of IFOR formulated a vision of the human community based upon the belief that love in action has the power to transform unjust political, social and economic structures.”

Examples of reconciliation **through education**

(formal and/or non-formal) projects

- Exploring and articulating values among youth in Austria belonging to different cultural backgrounds from EU to the Middle East; from rich to the poor, from domicile to migrants' populations
- Europe lost and found in war and peace – 1914-2014, a project involved youth and their teachers from 7 countries – Slovenia, Serbia, Bosnia and Herzegovina, Turkey, France, Germany, Austria to talk from a distance about the World War I
- The youthNET program consisted of 150 various activities for youth in West Balkan countries through which youth participated in conferences, capacity building training, seed money projects, EVS projects, youth exchanges study visits etc. Several hundred CSOs and several thousand of young people were involved
- Bringing together youth from Israel, Palestine, Ireland, Northern Ireland and Austria to discuss cross-border issues through theatre workshops
- Various projects for youth discussing human rights issues through Erasmus+/Youth in Action Funding including summer camps for youth gathered from Albania, Armenia, Azerbaijan, Israel, Kosovo, Montenegro. A Youth Peace Camp provides a safe space for participants to have a positive experience of living together where sharing of personal experiences and points of view is possible. Positive does not always mean easy. The purpose is not to provide an enjoyable and conflict-free atmosphere, but to enable participants to learn to unlearn prejudice; this process may be painful for some participants. The aim of a Youth Peace Camp is to engage young people and youth organizations from conflict stricken regions in dialogue and conflict transformation activities based on

human rights education and intercultural learning and to provide them with a positive experience in living and learning together.

Examples of **cultural heritage/cultural projects**

- *Art of reconciliation* is an example of many similar projects in which politicians, decision makers, business representatives, representatives of culture and wide public people get involved in organization of conferences, art exhibitions, summits etc. In addition, cultural festivals organized in small towns at borders of conflict zones (such as Tserakvi, a town on the border of Armenia and Azerbaijan) often seem to gain large public attention and what participants want to send to the global population is easily heard.
- Bringing musicians from all over the world together in the project Musicians Without Borders is a project in which musicians use the power of music to bridge divides, connect communities, and heal the wounds of war. Musicians without Borders' long-term commitment allows participants the time to develop skills and talents, process grief and loss, and build bridges of reconciliation in societies divided by recent or ongoing conflict. Professional music trainers are specialized in running community music projects with people dealing with trauma, fear and isolation as a result of war and conflict.
- Projects like Youth Orchestra, Dialogue through Film, Talk of the Island: Cyprus bi-communal radio programme are examples of successful projects in which participants are either media representative, film makers, radio employees or they are recipients of the above mentioned media. Various shows, films are broadcasted which are seen/approached by far larger audience than the "ordinary or typical" CSO project can reach. This kind of projects Austrian organization Interkulturelles Zentrum organized for communities in Cyprus, Israel, Caucasus etc.

Examples of **peacebuilding projects:**

- Organization of voluntary work by Austrian volunteers in Bosnia and Herzegovina provided an international volunteer to youth arts CSO. The project ran for 6 months from March 2015– August 2015. The volunteer organized and developed arts, music and drama workshops, classes, and activities alongside local staff and volunteers being visible in the community, promoting voluntary work and raising awareness of the opportunities of EVS in the local community. She also helped organize various events, festivals and music and arts camps in Brčko and the surrounding areas. The volunteer had a great deal of autonomy in planning and developing workshops which was supposed to help to build confidence, learn more about project management and leadership skills. Through these tasks the young Austrian volunteer saw the importance of civil initiatives within the society and it was meant to encourage the volunteer to start or support other initiatives. All of these activities aim to encourage and develop cooperation and communication between young people from Austria and Bosnia, while encouraging communication and dialogue at a local level between people from all backgrounds and ethnicities to promote understanding and tolerance. Using the arts as a tool, EVS volunteer will be able to connect with local young people, sharing creative experiences and recognising universal connections.
- The military service is still compulsory in Austria. However young men can choose between the military service or civil service abroad. Therefore, the non-profit association "Österreichischer Auslandsdienst" is a host organization which allows Austrians to work at Austrian Holocaust Memorial Services, Austrian Social Services or Austrian Peace Services in foreign countries. It is an organization acknowledged by the Austrian Federal Ministry of Labor, Social Affairs and Consumer Protection. Best practice aspects of this approach to reconciliation in Europe are:
 - 1) Austrian Social Servants are e.g. active in the following areas: Educational Projects: looking after pupils, providing learning aid, preparing and holding different lessons in school, preparing leisure activities as well as activities during break time and being responsible for other general administrative tasks. One example of our Educational Projects is the "Asociación Solidaridad para la Educación y la Cultura – Casa Hogar" (ASOL), in Guatemala. Environmental Projects: The aim is to raise awareness for environmental problems by organizing events, creating flyers, coordinating mass clean-ups, establishing contacts and cooperation with local NGOs and fundraisers. One example of our Environmental Projects is the "Tibetan Settlement Office" in India. Medical Care Projects: Organizing courses for advanced training and education, helping at the infirmary as well as being responsible for other general administrative tasks. One example of our Medical

Care Projects is the “Albert Schweizer Hospital” in Gabun. This project requires the appropriate specialized knowledge.

2) The Austrian Holocaust Memorial Service deals mainly with victims of National Socialism. Servants work at commemoration sites of the Holocaust, museums and historical research institutes such as the Simon Wiesenthal Center in Los Angeles, the Jewish Museum Berlin, the European Roma, Human Rights Centre in Budapest or Yad Vashem in Jerusalem. The work at the various locations consists mainly of designing and organizing guided tours, editing archives, lecturing in universities and schools and interviewing contemporary witnesses to preserve their experiences for future generations. Since several years, Austrian Holocaust Memorial Servants are also sent to locations in former immigration countries of groups persecuted by the Nazi regime, for example the Casa Stefan Zweig in Petrópolis, Brazil, the Center for Jewish Studies in Shanghai as well as the Jewish Museum of Australia in Melbourne. In the past two decades, hundreds of young Servants in twenty-two countries worldwide devoted themselves to the history of the Holocaust and have thereby contributed to the Austrian process of coming to terms with the past and the rapprochement of victims and minorities.

3) The purpose of the Austrian Peace Service is to support people in their endeavor against conflicts and tensions. An Austrian Peace Servant works on projects which are concerned with securing peace in conflict areas by analyzing the human rights situation, organizing workshops and trying to take measures like mediating between the conflict party

CROATIAN PRACTICE

Croatia is one of the former socialist countries in Central Eastern Europe that became EU member state in 2013. The transition to a democratic society and a free-market economy was progressing in the late nineties. The dominant central government in the former socialist structure dictated every aspect of the lives of citizens, made every decision for the whole society and every individual initiative and expression of opinions was controlled and restricted by the government. Although former political structure formally recognized space for citizen activism and created several models for citizens' participation. One of the specifics of Croatia (and all others Republics of the former Yugoslavia) was self-governance that allows workers to participate in managing, be involved in system of control processes and in decision making procedures important for companies.

At level of local communities for regular citizens it meant participation in active community life. There were several layers of institutions recognized and functioning in favor of citizens participation. The major one for local community was local community committee. This body was in charge of mobilizing citizens to create social, cultural and sport activities in community /neighborhood. However, nucleus for future civil society development in Croatia was in organizations such as Red Cross, fire brigade associations, national women associations. Citizens, who lived in such a society for many years or even their whole life, generally distrust or have no confidence in dealing with government authorities. The entire social, political, and economic system of the former Yugoslavia was built on a principle of citizen's participation at all levels and self-management of decentralized communes.

Post-war era in Croatia brought many new opportunities to a civil society development as well as development of projects within the broader reconciliation perspective. On one hand number of registered CSOs increased several times from the early nineties to the late nineties, mostly due to a wide spectrum of funding opportunities from international organizations that operated within the country during the arm conflict but long after the conflict also. Geographic areas in which conflict took place gained new knowledge and skills in proposal writing, community development, income generating projects, micro-credit lines etc, and generally speaking capacity building of CSOs.

Examples of reconciliation **through education/non formal education:**

- Projects led by teachers, psychologists, pedagogists and other similar professions in Croatia on reconciliation took place in less "sensitive" areas such as the coast, and hinterland, especially north coast area. Teachers from elementary school were engaged in numerous activities with an aim to discuss human rights, prejudices towards diversities, multiculturalism etc.
- Associations of psychologists trained so called paraprofessionals in order to prepare returnee populations deal with their neighbors of different ethnic and religious background once when they return to their homes
- Teachers who were refugees/displaced were trained in human rights, peacebuilding, respect diversities workshops
- Vocational training for farmers populations were organized in rural parts of Croatia for settled population and domicile populations that belong to warring parties.

Examples of **cultural heritage/cultural projects**

- There were several organizations in Croatia that talk about reconciliation through films, documentaries but they reached limited audience due to the political atmosphere of not supporting reconciliation. Cooperation was a word rather used then reconciliation.
- Few organizations such as cultural associations organized festivals to represent ethnic dances, songs, costumes and habits in areas in which two or more ethnic and religious groups live after the war together against their will
- Youth programs in form of international conferences took place abroad where youngsters from

warring countries (Croatia, Serbia, Bosnia and Herzegovina) worked together in workshops on human rights and dialogue

Examples of **peacebuilding projects**:

- Quite a number of CSOs in Croatia was formed in order to deal with peacebuilding projects, especially among youth population. Projects that involve youth in youth studies such as MiraMida (Center for Peace Studies), women workshops (Women Studies) focused that seminars and training on various ethnic groups that were in conflict in the period 1991-1995.
- Center for Peace and Non-violence organized ecumenical festival, mobile trauma healing teams, preschool programs for children of various national minorities living in the post-conflict areas.
- Legal support open for all ethnic groups was organized by over 10 peacebuilding CSOs throughout different geographic areas of Croatia. Despite the donors wish to help only one group- returnees, these organizations opened up their offices to public regardless of someone's religious, cultural or ethnic background which hugely increased respect for these organizations among general population
- Study visits to countries that were in conflict and joint projects influenced mainly youth and women in warring countries (Women in Black from Serbia and Women War Victims from Croatia were cooperating in activities and projects with the assistance from international volunteers.
- International Companies and their donors and partnership potential – history of working with civil society in their country

Involvement of large International companies and their donors in conflict areas are rare. In countries of former Yugoslavia and East Europe they barely existed. However, in other parts of the world there are good examples that may become good practices for other regions as well.

Such practice is a project in Caucasus countries in which the project's goal was two-fold: to energize policy debate on economic dimensions of peace-building within the region; and to strengthen the Caucasus Business and Development Network (CBDN), a group promoting regional economic cooperation between small – and medium-sized enterprises (SMEs) in Georgia, Armenia, Azerbaijan and Turkey, as well as Abkhazia, South Ossetia and Nagorny Karabakh, spanning across four conflict divides. CBDN facilitates contacts between entrepreneurs by supporting regional events such as exhibitions and festivals, and by piloting different models of collaboration.

For example, the 'Caucasus Brands' initiative brought together cheese, tea, honey and wine producers from across the Caucasus to create a common brand, symbolizing the potential of regional economic cooperation. A more recent CBDN initiative is Recipes for Peace, which explores the conciliatory power of food and culinary heritage to bring together divided communities on the Turkey-Armenia border. Three areas where the project worked:

1. regional dialogue for key business sectors and outreach;
2. regional cost-benefit analysis of the restoration of transport links across the Caucasus;
3. cross-conflict research into unregulated trade.

An evaluation highlighted the importance of the regional format and having the flexibility to adapt activities to a changing context, thus mitigating the political sensitivities of working across the conflict-divides. It also showed that the research process on cross-divide trade opened up new channels of dialogue, stimulated debate and broadened the circle of those engaged in dialogue. As for CBDN, the network was strengthened by the skills and energy of new participants, through new relationships and lines of communication that were created between business representatives from divided communities.

In the long-term, the establishment of these business networks has the potential to renew relations between societies and territories. The very same conducted evaluation issued a number of recommendations to further improve the project's capacity to strengthen economic development for peace across the region. For instance, acknowledging that political and legal barriers in the region prevent cross-divide for-profit partnerships, CBDN could explore cooperation on other causes that have a regional economic dimension, such as environmental protection. It also suggested carrying out a gender analysis of CBDN target groups across the region, in order to further engage economic groups from different sectors in a more gender-sensitive manner.

Cisco and the Cisco Foundation partner with civil society governmental organizations and community-based organizations to carry out many of their Corporate Social Responsibility programs. They support organizations that share their vision with funding, expertise, and technology through support for nonprofits. Cisco and Cisco Foundation provide cash, products, and people to support organizations with scalable, replicable, and sustainable solutions that use Internet and network technology to benefit individuals and communities around the world. Cisco social investments reduce hunger, increase access to education and technology, empower people living in poverty to get jobs and start their own businesses, and restore critical services for disaster victims. Technology Grants, Cash Grants Cisco focuses its social investments in areas of education, economic empowerment, and critical human needs.

Cisco's social investment programs focus on four areas where it believes Cisco CSR can add the most value and make a significant and lasting impact.

- 1) Access to Education Cisco's programs make use of networked technology to prepare people of all ages worldwide to succeed in a global, technology-driven society. Connected North: Connecting a remote Canadian community to education and healthcare. Networking Academy: Building the workforce of the future by training 1 million students each year in ICT. Networking Academy Dream Team: Providing hands-on opportunities for students and value for businesses. 21st Century Schools Initiative: A model of technology integration in education after a disaster
 - 2) Connected Healthcare Cisco collaboration technologies bring healthcare specialists to the patients who need them, reducing the stress and expense of traveling to receive care. Connected Healthy Children: Overcoming the global shortage of pediatric specialists. Connecting Sichuan: Rebuilding and reinventing healthcare after an earthquake strains health providers. Jordan Healthcare Initiative: A national initiative brings specialty care to rural towns
 - 3) Economic Empowerment Investing in human potential through programs that use ICT to connect challenged communities and underserved populations to resources that change lives. Community Knowledge Centers: A model for economic development through ICT access Girls in ICT Day: Attracting more girls and women to the technology field Palestinian Investment Commitment: Stimulating long-term, sustainable growth in a promising IT industry. U.S. Veterans Program: Training, connecting, and hiring veterans for high-demand jobs
 - 4) Critical Human Needs and Disaster Relief Speeding the delivery of essential resources through ongoing programs and disaster response. Be the Bridge: Employees fight social issues through volunteerism and gift matching Cisco Tactical Operations: Expertise and equipment to restore communications after disaster Project Samudaya: Flood-ravaged villages in India rebuilt with improved healthcare and education
- Regional and local community foundations - their level of involvement in peace & reconciliation area and its potential in creating new programs and partnership (and Policy background e.g. tax exemptions...)

Community foundations in Croatia

The organization and development of civil society in Croatian history has mostly been associated with the charitable work of the Church and wealthy citizens, while in the Middle Age, it was also conducted through the formation of endowments and brotherhoods. During the socialist period, civil activities of this nature did not exist.

From the early 1990s, civil society began to develop slowly, as citizens gradually became aware of the opportunities and ways in which civil society might function. The development of civil society was encouraged in the late 1990s, when the Associations Act was passed, while in 2003, the National Foundation for Civil Society Development was established. Today, the greatest number of associations in Croatia are connected with sport (over 10,000), culture (more than 3,600), the economy (over 3,000), technical matters (around 3,800) and social issues (around 2,000).

There are also health, humanitarian, human rights and ecological associations, and those that advocate child, youth and family protection. Veterans associations (and those for the victims of the Homeland War) grew out of the need to exercise specific legal rights and to preserve the memory of recent events. According to the Government for Office, statistics there are almost 53,000 registered associations of which only 2/3 has financial ID number (RNO) which means that they provide annual financial report to the government.

Number of foundations, however is extremely low in comparison with associations. This number changes on daily basis and represents a cumulative overall number of all registered organizations. Their status

in terms of activity can only be followed on local level where they have formally the obligation to submit reports on their annual assembly meetings or when changes in the statutes are adopted.

No systematic monitoring of their activities is set up on national level. The Ministry of public administration is responsible for the Registry database, which contains basic information on the organizations according to their main field of activity, subgroups of activities, location and county where the organization is registered. The existing categorization does not correspond with the CIVICUS categorization of civil society organizations. Changes can be expected in the future with regard to the registration and improvements in information management.

The general administrative affairs departments of government offices on regional level are responsible for the registration of associations as well as for their supervision. The request for founding an association has to be submitted to the respective government office located in the county where the association will have its seat. In the City of Zagreb, this is handled by the City office for general administrative affairs. In Croatia, the typical small CSO functions on voluntary basis, lacks professional infrastructure and has limited access to funds. Well developed, publicly present and fully professionalized CSOs are concentrated in Zagreb and are generally oriented towards advocacy and capacity building activities in the field of different rights. Croatian Civil Society organizations are financed from the State Budget, EU funds, Croatian, EU and international foundations, various donations and membership fees.

Peace and reconciliation movement in Croatia

Croatian Anti-War Campaign (ARK) was founded in July 1991 in Zagreb. The majority of founders of ARK were involved in various social movements (in relation to the environment, human rights, women's issues, peace values). From citizens association, founded in 1991, Croatian Anti-War Campaign has grown into a network of 25 independent, non-governmental, non-partisan and non-profit organizations (mainly human rights organizations and initiatives).

Its focus was on the protection and promotion of human rights, women's human rights, development and promoting a policy of peace, conscientious objection, peace education, and the promotion of non-violence and the spread of a culture of non-violence, the return of refugees and displaced persons, humanitarian work, psychological help for a variety of vulnerable social groups in Croatia. These organizations carry out prevention and oppose the violence in society and between countries. Their activities include peace education, non-violent conflict transformation, re-established communication and help in the process of reconciliation between divided groups, the confrontation of the military and other aspects of violence in society.

As the results of activities of Croatian Anti-War Campaign, number of organizations dealing with the protection of human rights such as; Center for Direct Protection of Human Rights, Center for Women War Victims, Delfin Pakrac, Center for Education and Counseling of Women (CESI), Volunteer Center Pakrac, Sunflower, ZaMir, and later the Centre for peace studies continued to work in different fields such as: human rights, volunteerism, gender equality and peace and reconciliation.

Key Supportive Institutions and Entities for CSOs in Croatia

The Government Office for Cooperation with NGOs – administrative body of the Government responsible for creating conditions for cooperation and partnership with non-governmental, non-profit sector, especially associations in Croatia

The Council for Civil Society Development – consultative body of the Government, responsible for the development of cooperation between the Government and CSOs in Croatia (12 representatives of government bodies are appointed, 12 representatives of citizens' associations are elected by the CSOs in a transparent procedure and 3 representatives of other CSOs (foundations, employers' associations and trade unions);

National Foundation for Civil Society Development– public institution for cooperation, networking and financing CSOs in Croatia.

Well-known associations are involved in reconciliation practice are : **Caritas** Croatia, a Catholic humanitarian organization that helps people in need or trouble, founded in 1934.; **GONG**, founded in 1997 to encourage citizens to participate actively in political processes, monitor elections and educate citizens on their rights and duties ; **Green Action** (Zelena Akcija), a CSO for environmental protection, founded in 1990; **Croatian Helsinki Committee for Human Rights**, which was for many years the leading association promoting human rights. Founded in 1993, it operated until 2003 as a representative of the International Helsinki Federation, and from then on as a national non-governmental organization; **Transparency International Croatia** primarily deals with suppressing national and international corruption and increasing government accountability;

During 2008, six Croatian non-governmental organizations established the Human Rights House Zagreb (HRH Zagreb). The HRH Zagreb is established with the aim to promote, develop and improve protection of human rights according to the UN Covenant on Economic, Social and Cultural Rights, UN Covenant on Civic and Political Rights, and the European Convention for the Protection of Human Rights and Fundamental Freedoms. **Center for Peace Studies** established in 1997 to work on protection of human rights, organize peace studies for youth and **B.a.B.e. (Be Active Be Emancipated)**, founded in 1994 to promote and protect women's rights and to promote gender equality;

Platform 112 is an initiative developed by 69 civil-society organizations in Croatia that are continuously working on protection of human rights, democratization, peace-building, combating corruption, and protecting public resources, especially the environment.

The Platform was established to monitor the status of human rights and the rule of law in the context of the finalization of Croatia's Accession Negotiations with the EU, demands a different Croatia – Croatia in which the rule of law represents the foundation of individual, institutional and political action. On the eve of parliamentary elections in December 2011, they have formulated 112 requests directed towards all political options and defined priorities and concrete measures for Croatia in which the rule of law is the basis for individual actions, institutions and political elites. They demand and expect consistency and political responsibility of the Government, an all other political actors and institutions, for real and durable improvements in five interrelated high –priority areas:

- Stable, accountable and democratic government institutions and equal access to justice;
- Quality of democracy;
- Fight against corruption and the public interest;
- Equality and dignity of all people;
- Legacy of war, dealing with the past and peacebuilding.

They closely monitor the work of the government during its entire mandate and keep the domestic and international public systematically informed on any positive shifts or setbacks in these areas, while calling the government to account in relation to undertaken commitments arising from international treaties, as well as in relation to the pre –election promises, on which they will also make their statements here.

The Zamah Foundation

Having vibrant, vocal and active CSO scene on human rights issues in Croatia, there were no community foundations registered in Croatia to work on similar issues. In comparison with almost 53.000 CSOs in Croatia, there are only 220 registered foundations with only a few being community development foundations.

Foundations that were formed during the conflict in Croatia were linked to either political parties or church (Catholic, Orthodox, Evangelists, Adventists, Lutherans and Islamic).

These foundations provided financial support to those CSOs that shared the same religion, beliefs and values as these churches. There were limited number of projects funded in east part of Croatia by Lutheran church foundations and Evangelist Church foundations that supported reconciliation between two ethnic groups – Serb and Croat and their support existed for more than ten years after the conflict.

Majority of Croatian foundations were registered with an aim to support scholarship to student who live in poverty, support specific students such as law students, drama students, economy etc or foundations that gather experts in certain field and support projects in the same field (medicine predominantly).

Despite the long medieval history of philanthropy in Croatia, the socialism era and then war conflict seems to destroy the mentality of continued giving for a certain cause that would be prolonged through generations. A program funded by the USAID through Academy for Educational Development (AED) supported establishment of a couple of foundations in Croatia: one at the coast and one in eastern part of Croatia. Both of them support citizens initiatives, small community projects and run projects funded by the EU funds, mainly in general support to local community initiatives towards well being of communities and their members.

b) Financial independent model, self –sustainability

- Advantages and shortcomings
- Potential donors
- Potential partners
- Income generation activities (social entrepreneurship)
- Approach to business sector and influence them to invest in reconciliation policy ,local business actors involved as part of community, look for common benefits (Positive examples, tips and tricks)

Example of the Zamah Foundation, Croatia

The Zamah Foundation experience with the business sector can be divided into two groups. The first group includes business representatives with whom Foundation cooperates for a longer period (such as; INA oil company, Holcim construction company, Sever – eco farming company, Zdravi Pinklec – company that gathers family household with domestic products, Trilix company, Avon cosmetic company, Atlantic Group).

The specificity of cooperation with the aforementioned companies is that the focus is on cooperation and on Strategic Philanthropy development. Therefore, other than requiring finances or in-kind donations, the Foundation has developed a long-term program to assist these companies in developing new forms of CSR enabling civil society organizations to have easier access, or to adjust their systems of financial support to associations. The most common and perhaps the easiest form of cooperation we have had with the business sector are the short-term donations for a specific purpose. Until nowadays, financial support was always related to specific events, which were publicly very visible and not too much related to sensitive topics such as: human rights, minority rights or reconciliation.

The maximum that can be expected from the business sector in Croatia does not exceed \$ 15,000 per action. According to our experience, most common donation amount that can be expected from the business sector in Croatia does not exceed 500 euros.

Based on our experiences with the business sector several factors are important to get their support and they are: building trust, capable management of organization, respected leadership, transparency, confidentiality, specific plans and the strategies and results that can be presented publicly. In addition, foundation was more successful in cooperating with companies with whom we spent more time, who had chance to meet our organization better and see what we do and which constantly send information about our results and us.

Best experience with the business sector tell us the following: business sector likes to give strategic (when they have similar interests to us); when it comes to the material, rather than financial provision, when it comes to smaller amounts; when topics are close to them and beneficiary groups are sufficiently attractive to them.

Examples of large and medium-sized enterprises that we have listed below are companies that have developed CSR and cooperate with civil society. Some of them have developed a complete documentation and public tenders. Other examples are chosen based on information on their number of donations, willingness in participating in social events, sponsorship program and openness in communication with their representatives.

NATIONAL NETWORK FOR CORPORATIVE SOCIAL RESPONSABILITY

National Network for Corporate Social Responsibility is an independent umbrella body composed of organizations from public, private and civil society organizations, which bring together the various stakeholders interested in the development of corporate social responsibility (CSR). The network was established in September 2010 with a view to intensify dialogue and partnership among organizations that implement CSR in order to create a joint action and to achieve synergistic effects in the development of corporate social responsibility.

Membership in the National Network for CSR is voluntary. NMDOP joining associations and partner organizations representatives of public, private and civil sector in Croatia which promotes corporate social responsibility while individual member firms or individual membership is not possible. Organizations can access the Network with the consent of all members, and if they meet the criteria set out in this report.

The objectives of the Network are:

- Increasing the number of local companies that strategically implemented CSR
- Integration of CSR in public policy
- Raising awareness of citizens about the value and importance of CSR
- Create your own good CSR practices

BUSINESS AND ITS RESPONSIBILITY TO THE COMMUNITY

LARGE COMPANIES

There are examples of the certain number of large companies that have developed sensitivity or have programs dedicated to the civil society sector. In addition, for the last 5 years, companies became more

open to the ideas of support some basic human rights projects, especially rights that are related to some vulnerable groups such as disabled children or people.

Atlantic Group, (5370 employees) as part of the wider community in which it works, is aware of the importance and needs of its own impact on the improvement of social conditions of community. Thus, company promotes the right values and ultimately the part of its profits return back into the community. Besides the wide range of donations to the number of projects, company provides significant amount of finances through sponsorship activities, primarily when it comes to the promotion of sports (where the largest funds and efforts are invested in supporting projects such as basketball club Cedevita and a healthy way of life and growing up). Atlantic Group is an active participant and organizer of a number of humanitarian actions and it systematically supports a whole range of organizations and associations concerned with the protection and assistance to vulnerable populations.

Although a company is open to providing donations and sponsorship, there is no clear public tender procedure or structure that will facilitate civil society organizations to approach company.

Regarding to their opinion on human rights, peace and reconciliations area, company provides funds to vulnerable groups and participate in helping immigrants. The owner of the company has tendencies and is open to support human rights projects.

<http://www.atlantic.hr>

The oil company INA (8500 employees) is a largest and one of the strongest company with fifty years long tradition of cooperation with the communities in which it operates. Their mission is to be the partner of choice to support the development and active participation in community life. According to their strategy, company management is open for dialogue, cooperation and participation in initiatives that contribute to a better quality of life, and are initiating joint projects with local communities.

Some of the program areas such as Demining Croatia; Cooperation with students and pupils; the "Space for your ideas" are examples of this companies engagement.

INA helps communities thru numerous donations, actions of INA Club volunteers and through other projects in which it is partner to communities. Most of the projects that received support from INA are focused on children, students' stipends and ecology. However, through CSR strategy, Company assigns facilities to CSO -s that are not in use and can be of public benefit. Company provides public tender for civil society organizations throughout the year. <http://www.ina.hr>

Zagrebačka banka d.d./commercial bank

Regarding the community support, the Bank has been recognized for longer period as one of the main partners of a civil society sector. One of the most prominent examples is the open public tender for projects, first time announced in 1999 and in a transparent and objective way provide financial assistance to worthwhile projects of associations and non-profit institutions. Since 2013, the Bank announces tender within the new program My Zaba Start.

Employees of the Bank and the UniCredit Group each year traditionally participate in the joint donation "Gift Matching Program" in order to sensitize the community for the problems and needs of its members and to provide support socially responsible initiatives. The project was in 2003, modeled and initiated by the UniCredit Foundation. In the case of vulnerable groups, there is a possibility that some human rights projects could be funded. www.zaba.hr

Hrvatski Telecom (Croatian T-Com)

Hrvatski Telekom is committed to participate in the development of society, where they put emphasis on the importance of investment and new technologies, and have decided to do business driven by innovation, vision and creativity. The HT Group regularly collaborates with educational, cultural, training, and scientific institutions, non-governmental organizations, in particular those taking care of persons with special needs and the disadvantaged, and with organizations promoting the values of civil society. In mid-2014, after the catastrophic floods in Slavonia, HT particularly committed itself to organizing help for the victims of flood. At the initiative of the Zamah employees, the collection and delivery of supplies to the areas affected by floods were organized.

Very often, company is open to support film festivals, especially international ones. Company provides public tender for civil society organizations throughout the year. donacije@t.ht.hr

<http://www.t.ht.hr>

Adris Group

The mission of the Adris Foundation is to promote corporate social responsibility and to contribute to the advancement of Croatian society.

"The original idea of the Adris Foundation was, and still is, to promote a culture of excellence, knowledge and solidarity in Croatian society. To advocate learning, work and commitment to the common good, to follow the idea of establishing a dialogue between ethical values and the achievements of modern science and to conquer the space of hope for new generations of Croatian people. This is the one of the largest corporate foundations and is extremely important part of civil society because they express awareness and responsibility towards the community and promote the concept of active participation in society. By improving social ties and promoting the national and common good, foundations contribute to building a more just and prosperous social environment, both by directly influencing the development of society and the state, and indirectly, by encouraging other segments of society to be responsible towards the environment in which they exist and operate.

Adris Group annually allocates one percent of its profits to the Foundation and it secured the initial funding of 10 million kuna (equivalent to 1.3 million Euros).

Erste&Steirmarkische bank d.d.

Erste Bank is the third largest bank in Croatia for five years in a row and by the Croatian Chamber of Commerce has been recognized as the best bank in Croatia. In addition to a successful business, Erste Bank gives great importance to the segment of corporate social responsibility and civil society in Croatia with an emphasis on projects that contribute to the quality of life of the community as a whole. Increased activity in this area, the Bank seeks to return to the community. In general, its social responsibility activities are classified into four main groups: customers, employees, society and community and the environment. What in this segment Erste Bank emphasizes is its relationship with art that is incorporated in its business strategy. The reason for nurturing these relationships is recognition of the importance of art as a very important aspect of community life. Projects in this area are more traditional Erste fragments. Project, the Bank seeks to help young and unestablished artists by purchasing their works of art, cash prize for the three best essays and organization of exhibitions, which they are trying to promote to the public. In addition to the benefits to young artists, competition and favors the Bank because it creates a corporate art collection, which is a growing, trend in the world's greatest financial institutions. With these investments, not only to reduce risk exposure, but also affects the perception of the public institutions providing subtle promotion among the target customers. <https://www.erstebank.hr>

MEDIUM COMPANIES

AVON

Multinational company Avon, founded in 1886 in New York, in its 125 years of business has become the world's largest company in direct sales of cosmetics with revenues of more than six billion US dollars in 2011. The company is present in more than 100 countries across all continents, and operates in Croatia since 1997. Today Avon in Croatia employs 37 people and has more than 13,000 of Avon "Ladies' products and 100,000 regular users as it puts on its leading position within the Danube region. Proud of its title of "the company for women," a long tradition of commitment to women at the same time is one of the most important factors of its competitive advantages, as well as the foundation of corporate social responsibility of the company. The fight against breast cancer, the project "Avon Breast Cancer Crusade" was launched in 1992 in the United Kingdom, and today includes programs to combat breast cancer in more than 50 countries around the world including the Republic of Croatia in which annually affects about 2,500 women. In addition to concern for the lives of people in the community, Avon pays special attention to the protection of the environment and care for the animals. Also, it points out that people are the source of their competitive advantages, and consequently encourages them to be more socially sensitive, and in their education using the latest innovative methods of knowledge transfer. The diversity of the humanitarian and philanthropic programs shows that Avon is actively working to become a leading global foundation with a focus on women and committed world leader of health and well-being of both women and the community at large. www.avon.hr

CEMEX Group d.d.

CEMEX Group is a global manufacturer of building materials that offer products and services to its customers worldwide. Cemex Group Croatia d.d., as part of a global group Cemex on the territory of the Republic of Croatia operates three cement factories located in the Tower - Saint George, Solin, Sveti Kajo and Klis. Cemex Croatia employs 424 people and has a share of around 38% (2014), the largest producer of cement in the Croatian market. Building materials industry is linked to the economic conditions and the economic cycles of each country in which the company operates. The lack of domestic investment and foreign investment, strengthening the pressure on prices of cement under the threat of increased imports of cheaper cement, high unemployment and pessimism that prevails in the Croatian society are just some of the threats to the environment in which CEMEX operates. Although the poor state of the

economy adversely affected the operations of Cemex, the company has not forgotten the importance of corporate social responsibility. As part of an industry that relies on natural resources, Cemex is imperative to be a leader in the sustainable development of the Croatian society. However, to this end the company turns to innovate the production process and the search for alternative energy sources. With this attitude developed and Lintar project realized by the agricultural veterans cooperative which produces olive oil, and have on disposal left over oil that can be used as a renewable energy source. The goal is to achieve sustainable development, and accordingly create the conditions for profitable and efficient operations of Cemex, but also improve the lives of the ordinary people.

KING ICT

Successful entrepreneurial story KING ICT, began in 1998 when it was established as a member of M SAN Group. KING ICT started as a distributor of computers and computer equipment which over the years grown into a leading regional system integrators. Company provides to their customers integrated informatics and business solutions, from consulting services to design, development, construction, management, enhancement and maintenance communication system. In the long term, the goal of the Group is to continue the transition from traditional providers of IT solution provider of business solutions tailored to the needs of users. One of the leading companies of the Croatian ICT industry, both in terms of results, it is known of a continuous pursuit of corporate social responsibility, which is achieved through an integrated system of environmental protection, support to local CSOs and is open for partnership with CSOs. Some of the initiatives of environmental management are: offering “green” products and technologies, separate waste collection, disposal of electronic waste, properly designed buildings and custom workspaces, and actively promoting environmental policy in cooperation with all stakeholders. Taking care of employees led by a specially established company group called “Support Office”, and investment in employee development are not missed even during the recession, during which the company’s largest savings generated just in the area of human resources. The best approach to the management is through a written form.

HARTMANN Ltd. CROATIA

Brødrene Hartmann A / S began its history in 1917 in Lyngby as a family business oriented to the production of paper bags. Today, more than 90 years later, company turned into an international corporation and is the world’s leading organization in the field of design, engineering and implementation of production technology molded fiber. The company Hartmann Ltd. in Croatia was established in January 1999 and the main activity of the company is the manufacture of paper and paperboard designing paper fibers. The company is a socially responsible business not seen as a new trend of modern business, but it represents the core of their existence and is fully integrated in the company, both in the production process, as well as the entire business policy and corporate sustainability strategy covers the areas where the company has impact on the environmental impacts of its products and activities, as well as the impact on people. Company Hartmann Ltd. Croatia reached the fourth of five levels of environmental management, in accordance with the model STEP @ Environment, and in the field of human and labor rights have taken all legal requirements, measures and activities, such as the use of standards of social responsibility SA 8000, which acquired four years ago . The main novelty in 2010 in the area of caring for its employee’s is introduction of the anonymous survey among all employees that in nine of the surveyed areas shows remarkable results. These results further confirm that the focus on employees, responsibility to protect the environment, and the openness and social sensitivity is the core values of the company. Gradually they became open towards cooperation with CSOs. <http://hr.hartmann.info/>

JADRAN- GALENIC Laboratory

Jadran - Galenic Laboratory (JGL), is a joint stock company for production and marketing of pharmaceutical and cosmetic products based in Rijeka. The company was founded in 1991 as the first fully privatized pharmaceutical stock company in Croatia, where the pharmaceutical industry has not only a long tradition, but also the necessary knowledge and skills, and very positive trends that promise to future development. In Croatia, the JGL is the third company in the national pharmaceutical industry, behind Pliva and Belupo, and represents one of the 200 most successful companies in the country. The transformation from a local laboratory according to one of the fastest growing pharmaceutical companies in the market occurred exclusively through organic growth - development of new products and new markets, with the dominance of exports in the sales structure of the result of years of effort and investment in competitive products, markets and customers. Today JGL’s portfolio includes more than 300 products, a focus on the development of generic medicines with benefit, which are marketed under our own brand names. In addition to effective access to business strategy, which is regularly adapted to market changes, the company’s success is attributed to employees, as the largest development potential of the company. The systematic care for employees is most evident through continuous investment in structured and targeted development of their knowledge and skills, as well as through an adequate system of wages

and compensation. In addition to these activities, the success of JGL to the development of environmental awareness and responsibility towards the community. The company goal is achieved through a developed system of sponsorships and donations through which supports projects that promote the spirit of friendship, education, civil rights and health, and to assist those who need it most. www.jgl.hr/

PIK VRBOVEC d.d.

PIK Vrbovec meat industry is a Croatian stock company from Vrbovec whose main activity is production and trade of meat and meat products. Today it is a leading company in the meat industry in Croatia and the region. Key factors of success are increased technological and health standards, and to all these standards effectively meet and implement a need to develop strong and socially responsible business. They were proactive human resource development, environmental protection and continuous cooperation with the local community principles of corporate social responsibility. The company attention is paid to the development of all employees, especially managers of all levels and through targeted development programs which are based on pre-defined competencies, and the development of each manager specific response to individual needs. Environmental management is carried out in accordance with the basic laws of environmental protection, and based on their own specificity prescribed policy of environmental management, health and safety. As for cooperation with the local community is concerned, the company annually allocates funds for sponsorships and donations to various organizations and individuals. www.pik-vrbovec.hr

HAUSKA & PARTNER GROUP

Hauska&Partner Group (H & P) is a consulting house for business consulting in organizational terms by 1990 in Austria, founded by Leo Hauska. The Group now operates with its own companies in Austria, Latvia and Croatia, which covers much of Eastern and Southern Europe. When in 2000 an international group H & M began with establishment of the new company for public relations in the Republic of Croatia, it did not have an easy job. In view of the past and a long association with the socialist political regime of the former Yugoslavia, the industry of public relations in Croatia was almost non-existent. Today, the situation is much improved. Leading companies in the sector of public relations are premise and Millenium promotion, while H & M is in the third place. In 2004, this international group recognized the importance of their role in society, and adopted a strategy of corporate social responsibility, which they achieved through the integration of social and environmental aspects of the commercial activities, and their associated relationships with relevant stakeholders. The company is one of the pioneers in advising on corporate social responsibility in Croatia and is in business, in the field of responsible advisor. It stresses the importance of excellence, reliability, contribution, versatility and passion and commitment to work so through investment in continuing education and evaluation of employees, management teams formed for individual projects, enabling every employee the full realization and integration into the company strategy in order to jointly contribute to the creation of even better practice responsible business and sustainability. www.hauska.com/hr

TAX RELIEF FOR DONATIONS IN 28 EU MEMBER STATES

Tax treatment of individual donors:

Country	Limit of incentive
Austria	Donations are deductible up to 10% of taxable income.
Belgium	Cash donations of €40 or more are deductible up to 10% of taxable income, with an absolute maximum of €376,350 for the tax year 2013.
Bulgaria	Donations are deductible at rates of 5, 15, or 50% of the income depending on the recipient. Total deduction cannot exceed 65% of the total income.
Cyprus	The full value of donations is tax deductible with no limits.
Croatia	Donations are deductible up to 2% of taxable income.
Czech Republic	Deductions up to 10% of taxable income, provided at least 2% of taxable base is donated, but not less than 1,000 CZK (approx.€35).
Denmark	Donations exceeding 500 DKK (approximately €70) and up to 14,500 DKK (approximately €1,950), the limit for the 2013 fiscal year, are deductible.
Estonia	Donations up to the value of 5% of the donor's total income can be deducted.
Finland	No tax incentives for individual donors

Country	Limit of incentive
France	Income tax reduction at 66% of the value of the gift (75% for specific donations), up to 20% of the donor's taxable income. Alternatively, wealth tax reduction of 75% of the value of the gift, but is limited to €50,000.
Germany	Tax deduction up to 20% of the yearly taxable income.
Greece	20% of the value of the gift may be deducted from the taxpayer's gross income up to 10% of the donor's total income.
Hungary	No tax incentives for individual donors.
Ireland	Tax credit of a blended rate of 31% for donations to approved charities, which is claimed by the charity, provided donor has paid sufficient tax to cover the claim amount. Minimum annual donation of €250 and maximum of €1m. If donor is associated with the PBO then maximum tax refund of 10% of her/his income tax applies.
Italy	Donations to ONLUS (Organizzazione Non Lucrativa di Utilità Sociale) are deductible up to 10% of income with a maximum of €70,000. Alternatively tax credit of 26% (for year 2014) for donations to ONLUS and other kinds of charities, up to the value of up to €2,065.
Latvia	Income tax deduction up to 20% of the donor's total taxable income.
Lithuania	No tax incentives for individual donors but they can allocate 2% of their income tax to an approved PBO.
Luxembourg	Tax deduction up to an annual aggregate maximum limit of 20% of the taxable income of the donor or €1,000,000, provided the donations have an aggregate value in excess of €120.
Malta	Cash donations made to certain organizations can be deducted with different caps of €50,000 or €60,000 or in some cases €100,000.
Netherlands	Donations can be deducted up to 10% of the donor's gross income. No deduction is possible for donations below 1% of the gross income or €60.
Poland	Donations of cash, shares, securities, real estate and in-kind donations are deductible up to 6% of the taxable base.
Portugal	Cash donations: income tax deduction up to 25% of the amount donated where there is no limit for corporate donors. Where there is a limit on deduction for corporate donors, the amount deducted by individuals should not exceed 15% of the value of the donor's total income tax.
Romania	Donors can direct 2% of their income tax to NPOs. Contributions (sponsorship) are deductible up to 5% of total income.
Slovakia	No tax incentives for individual donors.
Slovenia	Donors can direct up to 0.5% of their income tax.
Spain	Tax credit of 25% of the value of cash or in kind donations up to 10% of total taxable income.
Sweden	25% of a donation 200–1,500 SEK (approx. €25–170) is deductible and total gifts amounting to at least 2,000 SEK (approx. €225).
United Kingdom	Cash donations are deductible via Gift Aid or payroll giving schemes. The donor claims a deduction from taxable income or capital gains for the donation grossed up by the basic rate of tax (currently 20%). Gift Aid allows the charity to then reclaim the income tax deemed to be deducted from the donation from the tax authorities

Tax treatment of corporate donors:

Country	Limit of incentive
Austria	Deductions up to 10% of taxable income.
Belgium	Only cash donations (of more than €40), the exception being works of art donated to museums: up to 5% of the taxable income, with a maximum of €500,000 in 2013.
Bulgaria	Donations are not levied with a tax withheld at the source and lead directly to decrease of the financial result if they amount up to 10%, 15% or 50% (dependent on the recipient) of the positive financial result. The total amount of the deduction cannot exceed 65% of the total income.

Country	Limit of incentive
Croatia	In kind and monetary donations can be included in business expenses (which will decrease the tax base) up to 2% of the total revenue generated in the previous calendar year.
Cyprus	Whole amount of the donation can be deducted – subject to certain conditions. The same conditions are applicable as to individual donors.
Czech Republic	The donation can be a movable asset or real estate. The donation is deductible up to 10% of the tax base provided that at least 2% of the tax base is donated.
Denmark	Gifts to qualifying charitable organizations exceeding 500 DKK (approximately €70) up to 14,500 DKK (approximately €1,950) are deductible each year. The limit is adjusted annually and was 14,500 DKK for the fiscal year 2013.
Estonia	Total of donations deducted from taxable income may not exceed 3% of the sum of the payments made during the year, nor exceed 10% of the calculated profit of the latest fiscal year.
Finland	Monetary donations made by corporations, with a minimum amount of €850, are eligible for a tax deduction. Maximum amount depends on the recipient, divided in two categories. Maximum amount of a donation given to a publicly financed university or to a fund within the university is €250,000. Maximum amount of a donation given to a public-benefit foundation is €50,000.
France	A tax reduction equal to 60% of the donations to qualifying PBOs up to 0.5% of their annual turnover. Should there be no profits in the following years; the deduction can be carried forward over the next five years. The deduction may also be carried forward over the following five years, if the donations are beyond the 0.5% limit.
Germany	A tax deduction on the income up to 20% of yearly taxable income (or 0.4% of the sum of the turnover and salaries).
Greece	Cash donations are deductible up to a maximum of 10% of the taxable income.
Hungary	Up to 20% of the value of the donation (or the book value of the goods or services provided). 50% of the value if provided to certain national funds. An additional 20% of the value of the donation if provided under a long-term donation contract, up to the amount of the pre-tax profit on the aggregate.
Ireland	Donations over €250 are deductible in full.
Italy	Cash donations only. Up to 2% of income up to €1,032.91 for donations to ONLUS (Organizzazione Non Lucrativa di Utilita' Sociale) and other NGOs. No limits on donations to universities or university foundations. Donations to ONLUS can be deduction from income tax up to an amount not exceeding 10% of the total declared income. Maximum €70,000 per year. Alternatively, corporate donors can deduct from their declared income donations to ONLUS up to a maximum of €2065.83 or for an amount not exceeding 2% of the total declared income.
Latvia	A tax deduction of 85% of donated sums, up to 20% of total payable tax.
Lithuania	Corporate donors can deduct cash, in-kind donations, and even services offered. Exception is cash payments beyond 250 MLS for one single recipient. In some cases, double the amount of the donation may be deducted up to 40% of taxable income.
Luxembourg	Tax deduction up to an annual aggregate maximum limit of 20% of the taxable income of the donor or €1,000,000, provided the donations have an aggregate value in excess of €120.
Malta	Only donations to certain specific organizations would be deductible.
Netherlands	The amount of the donation can be deducted up to 50% of the profits with a maximum of €100,000 euro. Donations to cultural institutions can be taken into account for 150%. Maximum annual deduction in this case is €5,000.
Poland	Cash, shares, real estate and in-kind donations are deductible. Limit of incentive: 10% of the tax base.
Portugal	No limits on tax deduction when donations benefit state-supported foundations or represent endowment of private origin foundations pursuing social or cultural aims. Donations are calculated as a cost to the donor and rates range from 120-150% of the monetary value of the donation.

Country	Limit of incentive
Romania	Donations can be deducted up to 20% of the income tax, but not more than 0.3% of the turnover.
Slovakia	No tax incentives in place for corporate giving.
Slovenia	A tax deduction on the amount of donations up to 0.3% of the taxable income, but not exceeding the amount of the total tax base. An additional deduction of up to 0.2% of taxable income for donations to organizations established for cultural purposes or for protection from natural and other disasters.
Spain	Corporations can deduct from the amount of tax payable an amount equivalent to 35% of the deduction base, up to a limit of 10% of the taxable base for the corresponding period.
Sweden	No deductions in general. However, some donations can be deducted as business expenses.
United Kingdom	Money, land, and quoted shares are deductible. A 100% deduction from taxable profits can be claimed.

EXAMPLES FROM TURKEY

Turkey's society on its way to contemporary society

Civil society in Turkey

After Turkish Republic was founded in 1923, the state tried to modernize an “undeveloped” society by a state-centric mechanism and a top-down process. According to many researchers and historians, Turkish modernity has been a state-centric modernity since the beginning of the republican era. When we look at civil society concept in Turkish Republic, its weakness becomes clear. We see neither increase in political participation of social groups, nor a civil society that is independent from the state and able to demand protection of civil rights and freedom.

The term civil society was rediscovered by the Turkish intellectual milieu beginning in the 1980s, in the aftermath of the last, overt military intervention that suspended the democratic process once again. Along with this intervention, as if history was repeating itself, a new constitution was prepared and promulgated under the aegis of military leaders who continued to uphold the elitist tradition.

The principal concern of this new constitution, its predominant emphasis, was on the protection of the state and the survival of the regime. The new constitution, in addition, included prohibitive clauses with respect to almost every article related to individual rights and freedoms. Under such a legal framework, it is quite clear that civil society is still far from achieving a functional or authentic existence.

With respect to the case of Turkey, we find it appropriate to propose a somewhat novel differentiation: between the “appearance” of free organization, on the one hand, and the “reality” of free organization on the other.

In Turkey today, we have the former, but not the latter. Civil society in today's Turkey does appear to espouse the principle of free organization. We have not yet achieved, however, the full-fledged existence of civil society that exists in the West. Civil society in Turkey exists in name only; the people and the institutions, especially those of the less economically fortunate classes, do not have complete, unhampered freedom from the traditionally coercive, officially ideological, state bureaucracy. Discrimination still exists in Turkey, in an institutionalized fashion.

Our central thesis here is that—notwithstanding the fact that Turkey does [appear to] have a civil society on a superficial level with a plethora of non-governmental organizations that operate without any restrictions whatsoever—civil society remains underdeveloped and still constrained, to some extent, by the state. The Turkish state, with its almost “transcendental,” coercive nature still reflects, or is reflected by, an official ideology. This official ideology serves to impede the development of a civil society that could function with complete freedom.

The state allows—under the pretext of a democratic regime—the organizational appearance of civil society; it even encourages it. Yet, the dominance that the state exercises over individuals and groups in society results in the state very often ignoring those groups that it does not favor. It responds on a selective basis; it does not react in an egalitarian fashion to the different demands coming from the diverse institutions of civil society. One can observe, for example, the close relationship that exists between the inner circles of state power and certain big business associations, most prominently TÜSIAD (the Association of Turkish Industrialists and Businessmen). The government tends to respond to those sectors of society that help it to maintain its flow of income. One need only contrast the way in which the government courts big business with the treatment given to other sectors of civil society, most notably to MÜSIAD (the Association of Independent Businessmen), to understand the level of discrimination involved in the government's treatment of civic organizations. It can be seen that the relationships that make up the fabric of all Middle Eastern societies are maintained on the basis of a variety of forms of official discrimination. This pressing hegemony by government elites, often referred to as the “strong state,” serves to “hinder the making of effective civil society” (Heper, 1992: 189). Turkish society, therefore, is not a freely functioning civil society—not by a long shot.

So far, we have considered only the negative side of the picture. The purpose of this article, however, is not to claim that there is a total absence of civil society, but, rather, to underscore the way in which it has

not yet achieved a truly functional level. Indeed, one cannot claim that civil society does not exist, institutionally at least. While it is true that the 1980 military intervention “set out to destroy the institutions of civil society,” paradoxically, it “helped to strengthen the commitment to civilian politics, consensus -building, civil rights, and issue - oriented associational activities” (Toprak, 1996: 95). It can easily be observed that the revitalization of civil society has not been restricted to intellectual circles only, but has spread throughout different segments of society through the blossoming activity of numerous associations.

According to recent data, “at present, there are 54,987 non-governmental associations in Turkey that are active”. What is more, this plethora of organizations in civil society embraces almost all segments of the society, incorporating people from all walks of life, with widely disparate world-views, while, at the same time, these organizations have become increasingly issue-oriented, as distinct from the ideological orientations that characterized the organizations of the 1970s.

More issue-oriented and hence more conspicuous examples of non-governmental organizations are the following; i.e organizations concerned with human rights such as the İnsan Hakları Derneği (the Human Rights Association), an organization formed early on dating from as far back as 1946 (its activities invariably disquieting to the political authorities), the Türkiye İnsan Hakları Vakfı (the Turkish Human Rights Foundation), and, more recently, MAZLUM-DER (Organization of Human Rights & Solidarity for Oppressed People) formed mainly by people emphasizing Islamic thinking; b. women’s organizations: the Türk Kadınlar Birliği (the Turkish Women’s Union), the Kadın Haklarını Koruma Derneği (the Association for the Protection of Women Rights), the Hanımlar Eğitim ve Kültür Vakfı (the Foundation for Women’s Education and Culture), Mor Çati Vakfı (the Purple Roof Foundation for Women’s Shelter), especially distinguished by its provision of havens for abused women, as well as several other, more radical, or feminist organizations; and c. environmental organizations: in addition to the traditional Doğal Hayatı Koruma Derneği (the Association for the Protection of Wildlife), there is now the Türkiye Çevre Sorunları Vakfı (the Turkish Environmental Problems Foundation), TEMA, (the Turkish Foundation for Combating Soil Erosion, for Reforestation, and the Protection of Natural Habitats), others like it and, of special significance, the Yeşiller Partisi (the Green Party), not yet legally approved of by the authorities.

EXAMPLES

İnsan Hakları Derneği (İHD) (1986)

Human Rights Association İnsan Hakları Derneği, is an NGO advocating for Human Rights in Turkey founded by a group of 98 people in 1986. Its headquarters is in Ankara. The association defends basic human rights standing against death penalty, torture, militarism, struggling for fair trial, freedom of thoughts and belief, freedom of self-organization for everyone (no matter of the race, language, religion, color, sex, political opinion of a person). It has branches in 29 provinces of Turkey (Izmir, Istanbul, Adana among them) as well as 3 representatives.

The Helsinki Citizen’s Assembly Turkey (1993)

The Helsinki Citizen’s Assembly (hCa) is an organization of citizens dedicated to peace, democracy and human rights in Europe. It is a non-governmental organization, working on the notions of fundamental rights and freedoms, peace, democracy and pluralism. The Helsinki Citizens’ Assembly Turkey was founded in 1993.

hCa works in the following fields: European Union Integration process, Minority rights and multiculturalism, civilian approaches to conflicts, superiority of law, human rights and citizens participation, strengthening local democracy and civil society.

Amnesty International (2002)

The foundation of Amnesty International Turkey goes back to 1995 as an initiative of Amnesty volunteers in Istanbul. Later, initiatives in Ankara (1997) and Izmir were founded. In 2001, the volunteers applied to the Ministry of Interior of RT to found an official Amnesty Turkey. The branch was founded in 2002.

CSO’s in nowadays Turkey

The European integration process, political situation at the beginning of 2000’s, so called ‘peace process’ started by the negotiation between Turkish state authorities and PKK (Kurdish Workers’ Party) which created good conditions for human rights organizations’ work. However, the period seen as very democratic, didn’t last long.

In one of his recent statements, Turkey’s president Tayyip Erdogan stated that Turkey doesn’t need to become a full EU member state. This is because Turkey’s government is supposed to do reforms in human

rights sphere to be able to fulfill the European integration. In 2015, Erdoğan stated that the 'peace process' had been put to the fridge, which brought back armed conflicts between state and PKK. MP's and joint leaders of HDP (Peoples' Democratic Party) became targets. Turkish government removed immunity of Kurdish MP's. And on the 4th of November, 2016 joint leaders of HDP Selahattin Demirtas and Figen Yüksekdağ and 9 MP's were detained.

Examples of reconciliation

Support to the Armenia-Turkey Normalization Process is a programme implemented by a Consortium of eight civil society organizations from both countries with the financial assistance of the European Union under the Instrument for Stability.

The overall objective of the programme is to promote civil society efforts towards the normalization of relations between Turkey and Armenia and towards an open border by enhancing people-to-people contacts, expanding economic and business links, promoting cultural and educational activities and facilitating access to balanced information in both societies.

The Consortium partners include Civilities Foundation (CF), Eurasia Partnership Foundation (EPF), Public Journalism Club (PJC), Regional Studies Center (RSC) from Armenia; and Anadolu Kültür, the Economic Policy Research Foundation of Turkey (TEPAV), Helsinki Citizens' Assembly (hCa), and Hrant Dink Foundation from Turkey. The programme will include a series of activities such as media support, TV talk shows and citizen reporting to contribute to better mutual understanding.

One of the main pillars of the Programme is inclusiveness – to engage and support new actors in the dialogue process. To this end, the Consortium created a Grant Scheme to invite individuals and civil society organizations from Armenia and Turkey – other than the Consortium members – to propose and implement their own project ideas, which will contribute to the overall objective of the Programme and multiply the shared outcomes.

Turkish legal system

There is no specific regulation regarding "charities" neither in the Constitution nor in private or tax law; i.e. the concept of "charity" is not regulated and defined under Turkish law. However, regulations on types of charitable institutions are maintained in the Turkish legal order. In Turkish practice, the most important and common type of charitable institutions is the foundation (vakıf) which may generally be defined as the transfer of benefits arising from specific private assets to public property by allocating those assets to charitable, social or cultural services

- 1) Foundations are regulated in the Turkish Civil Code (TCC)
- 2) and the Foundations Law (FL)
- 3) The legal definition of a foundation is provided under Article 101 of the TCC. Accordingly, a foundation is defined as "a legal personality established by natural persons or legal entities by way of allocating their assets and rights to a specific and permanent purpose". Associations (dernek) can be considered as a second type of charitable institutions. The rules for associations are provided in the Turkish Civil Code and the Associations Act (AA)
- 4) Associations are legal entities founded by at least seven individuals who join their knowledge or activities for a specific and common non-economic goal (Art. 56, TCC and Art. 2(a), AA). Associations are not separately dealt with in this report; however, most of the tax information on foundations explained here is also applicable to public benefit associations. The right to establish associations and foundations is granted under Article 33 of the Turkish Constitution⁵. Accordingly, "everyone has the right to form associations, or become a member of an association, or withdraw from membership without prior permission. No one shall be compelled to become or remain a member of an association. (...) The provisions of this article are also applicable to foundations"⁶. Resident individuals and legal entities enjoy this constitutional right, if they comply with the procedure and conditions regulated in the TCC. Non-residents also benefit from the freedom of establishing foundations on legal and actual reciprocity basis (Art. 5, FL) ⁷. Foreign individuals who have a right to reside in Turkey are entitled to found an association or be a member of an existing one (Art. 93, TCC).

Tax treatment of business income

According to the Foundations Law, in order to support and realize their goals and earn income, foundations are entitled to establish business enterprises. However, income from business enterprises must be allocated to the main purpose of the foundation (Art.26, FL). Foundations are obliged to inform the GDF about their company establishments or purchases of company shares.

Donors

Under the ITL and CITL, donations and gifts made to foundations that do not have tax-exempt foundation statute are not deductible in calculating the taxable base of donors whether individual or corporate. Under certain conditions, however, charitable donations made in cash or in kind to tax-exempt statute foundations and public benefit associations are deductible. The allowable donation, for which a receipt must be obtained, may not exceed 5% (10% for the development priority regions) of the taxable income of the donor in the relevant taxable period (Art. 10(1)(c), CITL and Art.89(4), ITL)⁴

TOG experiences with private sector

TOG is one of the NGO's in the region with most experience in the cooperation with private sector. It has been working with the business sector many years building a long-term partnership with the companies. By looking at the big, medium and small companies, which TOG has had cooperation with; we can see the potential private sector donors in the region. There are also some recommendations on the work with business sector from TOG departments that will be shared below.

Big international companies involvement in TOG is seen very often, however we do not see those companies in the projects on peacebuilding, dialogue and reconciliation. Turkish-Armenian Reconciliation is also not an exception. This is what each head of TOG's departments (Resources development and Communication department, Projects Department, Education Department, Scholarships Department) said. The last political developments in Turkey made it even more difficult to "convince" the private sector to support projects in the above -mentioned topics.

TOG has many years of experience in the work with the private sector of Turkey. As you will see below, not only TOG works with the private sector implementing different projects with their support, but also organizes trainings for the private sector employees to raise the social awareness.

Though TOG works with private sector, it keeps its financial independence model: %75 of TOG's annual budget comes from private companies while %25 comes from individual donors. In 2015, TOG's annual budget was 16 million Turkish Liras, 11 million of which was sourced from conditional donations. A conditional donor is a company or an individual who set conditions before donating money. In other words, the conditional donors give the money to TOG to be used for a specific purpose.

BUSINESS AND ITS RESPONSIBILITY TO THE COMMUNITY

DenizBank founded in 1938 as a state-owned bank in order to provide funding for the developing Turkish maritime sector. Acquired by Zorlu Holding from the Privatization Administration as a banking license in early 1997, DenizBank was further acquired in October 2006 by Dexia, a leading financial group in Europe. Continuing its activities under Dexia umbrella for 6 years, DenizBank operates as from 28 September 2012 under the roof of Sberbank, the biggest bank in Russia. As of July 1st, 2013; consumer banking portfolio of Citi Turkey with more than 600 thousand customers and nearly 1400 employees were transferred to DenizBank.

Garanti Bank used to be TOG's main private sector supporter for many years. Established in 1946, Garanti Bank is Turkey's second largest private bank with consolidated assets of US\$ 88.8 billion as of December 31, 2016. Following the best practices in corporate governance, Garanti is controlled by two powerful entities, Banco Bilbao Vizcaya Argentaria S.A. (BBVA) and Doğuş Group with shares of 39.9% and 10.0%, respectively. Having shares publicly traded in Turkey, depositary receipts in the UK and the USA, Garanti has an actual free float of 50.06% in Borsa Istanbul as of December 30, 2016.

Fiba Group (Fiba Holding) is the sponsor to educational department of Community Volunteers' Foundation (TOG). The Fiba Group is a respected and well-known player in national and international markets and was founded in 1987. The Group controls an investment portfolio of high-value brand names in both financial and non-financial sectors. It is said in Fiba Group's website that the company makes every effort to contribute to the society by being involved in social responsibility projects across a wide range of areas.

HSBC is the main sponsor in the projects regarding children and their rights. HSBC Bank A.S. serves Turkey with a full range of products and services, an uncompromising dedication to customer satisfaction, and a commitment to making HSBC, as an international financial institution, Turkey's favourite bank. The bank enters the Turkish market in 1990. Social involvement: HSBC is supporting community development, environmental awareness and education projects at HSBC Turkey. "We are volunteers to look to the future of new generations with confidence" is said in HSBC Turkey's website.

Private sector supporters to the campaign of investment to the youth: here we can see that not only big

private sector organizations but also medium and small local private sector representatives, companies support TOG.

Aluform A.Ş., a member of Pekintaş Group, was established in 1996 as a Joint Venture investment with VAW-System Techick gmbH, an affiliated company of German industry giant VIAG group and Aluform runs under Turkish management since 1998. Aluform has all major fire, hygiene and insulation certificates required in export markets and performs R & D activities for continuous improvements in these topics.

Garanti Pension and Garanti Leasing are also among the supporters of “the investment to the youth” of Turkey. There are also smaller companies the profiles of which change: YDS Academy Language School, Sa-ba Endüstriyel Ürünler İmalat ve Ticaret A.Ş. (established as a corporation producing plastic-based products and semi-products for key industries in 1976), MUDO shop, etc.

Among others, a solid number of well-known shopping mall provide financial and material support to civil society organizations. Armada shopping mall, Carrefour shopping center, as well as Kanyon shopping mall.

Scholarship Department

TOG has a Scholarships Department, which is also supported by the representatives of private sector. This department gives scholarships to students of different groups. Among the sponsors there are TurkCell, Garanti Factoring, Optima Factoring, Ulker company, etc.

TOG Social Committee

TOG Social Committee is there to raise the visibility of TOG and to do fundraising for the youth. “We are volunteers of change not criticism” was the slogan that brought the social committee members together. For 9 years, they have been organizing monthly meetings on different topics. The money raised from the gatherings has been going to TOG.

TOG Bazar, organizes by the same committee, aims to raise social awareness consciousness of the companies and individuals who become part of the project. It gives a platform to the companies to present their products. A part of the income from the project (2015) was given to TOG Young Women’s Fund and was transferred to the young volunteers of TOG (in different parts of Turkey) to implement their social awareness projects in their communities.

TOG also organizes different” nights “and dinners like New Year’s gathering. These initiatives also let TOG to raise money from different private sector representatives and individuals.

There is state of emergency in Turkey after 15 July military coup attempt. European Convention on Human Rights is temporarily suspended in Turkey. And people who are even illegally detained are not able to apply to the court till the end of the emergency state.

Many researchers mention a couple of reforms Justice and Development Party adopted in the beginnings of European integration process (beginning of 2000’s). Some of the reforms were the ‘abolishment of the death penalty, right to the minorities for education and broadcast in their mother tongue. The picture has dramatically changed since then. Currently, Erdoğan mentions of bringing back the death penalty, almost whole Kurdish media is shut down. This situation creates atmosphere of fear (even for human rights organizations) and uncertainty. This is the political situation right now, the short description of which is enough to imagine the human rights organizations current position.

The Future of Turkish Civil Society: Problems and Prospects

The main obstacles that continue to impede progress towards a more authentic and truly functional civil society can be classified under different categories, all of which are a result of state hegemony over civil society. These include an unstable democratic process, bureaucratic centralization, intolerance of political opposition, state dominance over (or lack of respect for) civil rights and freedoms, and the ideological structure of state control.

Finally, the political impotence of civil society that continues because of Turkey’s state-centered tradition of power is continually reinforced by the perpetuation of an official ideology established over time, grounded in the constitution⁶, and further propagated by those segments of society who closely associate themselves with this official ideology. In fact, for the state to endorse any official ideology stands as an ironclad barrier, in and of itself, to the development of an authentic civil society. Official ideology, by definition, leads to intolerance to alternative thoughts and beliefs (even identities). Turkey’s political authorities are instinctively reactionary with respect to protecting the state from the influence of at least certain sections of the civil society. The establishment of an official ideology has led to a “security-first” state, which “has evolved at the expense of civil society and basic human rights, with the result that the

maturation of Turkish civil and democratic society lags far behind the country's level of economic and social development". The three human rights organizations mentioned previously in the text and other organizations working on in the field have been getting *external funding* for their activities. Looking at the statistics, we can clearly see that almost no state support has been provided to the human rights organizations.

Youth Communication Center

www.okcbl.org

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Educational Center – Kruševac (ECK)

www.ec.org.rs

Email: office@ec.org.rs

Forum MNE

www.forum-mne.com

Email: montenegro@forum-mne.com

Interkulturelles Zentrum (IZ)

www.iz.or.at

Email: iz@iz.or.at

Youth Cultural Center – Bitola (YCC- Bitola)

www.mkcbt.org.mk

Email: mkcbt@t-home.mk

Youth Resource Center (ORC)

www.omladina-bih.net

Email: orcuzla@bih.net.ba

Toplum Gönüllüleri Vakfı (TOG)

www.tog.org.tr

Email: info@tog.org.tr

The Zamah Foundation

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EUROCLIO- European Association of History Educators

www.euroclio.eu

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Institute for Social Research Zagreb (IDIZ)

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LENS

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MOVIT

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Progress Institute for Social Democracy

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Email: contact@progres.org.mk

Beyond Barriers Association (BBA)

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Email: office@beyondbarriers.org

Youth Peace Group Danube

www.ypgd.org

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Vojvodina Environmental Movement (VEM)

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War Trauma Center

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South East European Network (SEEYN)

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DIVIDED PAST JOINT FUTURE

- The past is just a shadow of the future -

Divided Past–Joint Future is a regional platform that aims for CSOs to be recognised as an important societal factor with strong capacity to implement peacebuilding and reconciliation agenda in the WB and Turkey.

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