

# ADIM ADIM (STEP BY STEP) SROI ANALYSIS 2015

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yap

Author: Sabiha Ceyda ÖZGÜN



# Statement of Report Assurance

Social Value International certifies that the report

## ADIM ADIM SROI ANALYSIS

published on 17/02/2021, satisfies the requirements of the assurance process.

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Awarded 17/02/2021

A handwritten signature in black ink, appearing to read "Ben Carpenter".

Signed

Mr Ben Carpenter  
Chief Executive Officer  
Social Value International



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## PREFACE



Adım Adım is Turkey's biggest "benevolent family". Tens of thousands of volunteer runners, hundreds of thousands of donors, millions of donations, over 100 NGOs and thousands of beneficiaries... All stakeholders have come together to achieve one main goal; to decrease inequality through physical activity, mainly through running.

The culture of volunteering is one of the most important elements of decreasing inequality and increasing human

welfare. Adım Adım SROI Analysis demonstrates the tremendous value that volunteering can bring. In fact, this result is supported by the increasing number of Adım Adım volunteers. We all know that "trust" and "solidarity" are the prerequisites of donation. We are delighted to note that people are more than willing to donate when approached by our volunteers, which is testament to Adım Adım's policy of transparency.

We would like to warmly thank the author of this SROI Analysis Report, Ceyda Özgün, who is the Social Impact Coordinator of Etkiyap and who carried out this study voluntarily, and to Eker Inc. Co. for supporting us for the assurance submission.

We hope our model will be used by other communities facing inequality, and that the Adım Adım family will continue to create value for its stakeholders to achieve its ultimate goal of decreasing inequality.

**İ. Renay ONUR**  
**Co-Founder, Ashoka Fellow**

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## ABOUT ADIM ADIM

Adım Adım (Step by Step) was established in March 2008 as the first civil society formation to introduce and promote the collective charity run in Turkey.

The Adım Adım Formation builds, manages and develops platforms that bring together non-governmental organizations and volunteers, who want to run for charity.

It organizes large-scale marathons, one in Istanbul and one in Antalya, held twice a year. Training organizations (details of the activities are presented on pages 18-19) are held regularly for volunteer runners. Volunteer Runners, who come from many different provinces throughout Turkey such as Istanbul, Ankara, Bursa and Izmir, can follow up the training program from Adım Adım's social media accounts. Additionally, the internal message system created by Adım Adım sends information to volunteer runners about training days and hours.

Bringing together donors and non-governmental organizations, Adım Adım has a system of functioning that doesn't touch money.

## ADIM ADIM DOES NOT TOUCH MONEY!

NGOs that fulfill transparency criteria can join AA with their well defined targeted projects.



The campaign period begins and Volunteer Runners explain potential donors which NGO and project they will run for and why they prefer that NGO's project. Volunteer Runners reach individual donors via social media and online donation letters.



Volunteer Runners who register with AA screen the projects of NGOs and make a choice.



Donors make donations directly to NGOs that they want to support with a secure online system.



**What is SROI?**

Social Return on Investment (SROI) is a framework for measuring and accounting for the value created or destroyed by our activities – where the concept of value is much broader than that which can be captured by market prices. SROI seeks to reduce inequality and environmental degradation and improve wellbeing by taking account of this broader value. (The Seven Principles of SROI, The SROI Network)

**SEVEN PRINCIPLES of SROI**

- 1- Involve stakeholders
- 2- Understand what changes
- 3- Value the things that matter
- 4- Only include what is material
- 5- Do not over-claim
- 6- Be transparent
- 7- Verify the result

report is intended for both internal and external stakeholders.

**THE LIMITS OF THE REPORT AND ANALYSIS**

The sphere of influence of the Adım Adım Formation is considerable. The final point of the activities extends to the beneficiaries of the projects carried out by the NGOs with the donations they collect through Adım Adım, and potentially even to the families and relatives of the beneficiary groups. Due to a focused scope the SROI Analysis is framed with the stakeholder groups that directly invest in and benefit directly from Adım Adım, which are specified in the Stakeholder Involvement section on page 8.

**ABOUT THE REPORT and THE SROI ANALYSIS**

This report includes the social impact measurement of the Adım Adım Formation covering one year pertaining to 2015. The SROI (Social Return on Investment) analysis was used as a framework based on seven principles<sup>1</sup> of the SROI that are reflected in the whole report. In accordance with these principles, all information about Adım Adım's social impact measurement is stated with transparency.

**PURPOSE and AUDIENCE**

The Adım Adım SROI analysis was carried out to see the impact created by this charity formation activity, to identify the outcomes that can be positive, negative, intended or unintended to allocate resources as good as possible. So, Adım Adım will be able to manage and maximize or optimize its social value by informing decisions about where to direct resources.

This SROI Analysis helps to inform decisions and encourage for expending in Turkey and abroad.

The analysis is also designed as a tool to support to in spreading awareness of Adım Adım. In other words, this

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<sup>1</sup> A Guide to Social Return on Investment, The SROI Network, 2012

Another limitation is that this report was prepared in accordance with the Report Assurance Criteria, May 1, 2016 and adjusted in accordance with Assurance Standard as much as possible. The most important limitation is about valuation. The outcomes are ranked from stakeholder perspective and attached with financial proxies by using revealed preference and cost-based approaches. However, weighting importance of outcomes from stakeholder perspective and then monetizing the outcomes is the best way to inform decision making process. It gives the most reliable results. Next time “anchoring method” will be used which brings monetary and nonmonetary approaches together. So, the relative importance of outcomes will be known and will inform decision making process.

## THE TYPE OF THE SROI ANALYSIS

There are two types of SROI:

- Evaluative, which is conducted retrospectively and based on actual outcomes that have already taken place.
- Forecast, which predicts how much social value will be created if the activities meet their intended outcomes<sup>2</sup>.

The SROI Analysis of the Adım Adım Formation was carried out as evaluative analysis.

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<sup>2</sup> A Guide to Social Return on Investment, The SROI Network, 2012

## EXECUTIVE SUMMARY

The fact that the culture of donation in Turkey has not developed sufficiently was revealed by surveys conducted in 2004 and 2015 by the Third Sector Foundation of Turkey (TÜSEV). In the duration between the two surveys, it was determined that there was no increase in the rates of donations to non-governmental organizations.

According to the 2015 survey, the sum of all aids and donations made in one year in Turkey is calculated as TL 228 per person. This amount of donation works out at 0.8% of Turkey's gross domestic product (GDP)<sup>3</sup>. According to a 2004 study, 0.9% of average household income is allocated to direct aid<sup>4</sup>.

The rate at which donors' choose non-governmental organizations as the means of reaching those in need was 12% in 2004, while this rate decreased to 10% in 2015<sup>5</sup>. According to the report, when the donations made through NGOs (about TL 16.70 per person) are evaluated, the donation rate is 0.06%<sup>6</sup>.

As can be understood from the results of the survey, individuals in Turkey aid and donate, but they prefer not to make these donations to NGOs. The lack of donations through NGOs has been concentrated on four main reasons: low donation amounts (52%), irregular donations (26%) and lack of trust in such institutions (13%) or not knowing the institutions (5%).

These surveys illustrate that the NGOs have difficulty reaching individual donors who have a significant share in donations, which they need to carry out their activities. This is where Adım Adım comes into play, acting as a platform that brings together individual donors with non-governmental organizations. According to the TÜSEV Deputy Secretary General, Liana Varon, a great deal of work falls to the volunteers, who are the target audience of the NGOs, to fill the gap between the NGOs and individual donors. Ms. Varon, who takes the view that volunteer runners attract attention during the marathon period and raise awareness, points to two important risks:

1. The charity run reaches saturation point: During Adım Adım's campaign period, NGOs are able to reach individual donors whom they would normally have difficulty attracting for fundraising. In addition, they collect a high volume of donations from corporate teams. It was pointed out that if reaching the same donors through the same volunteer runners reaches the saturation point, this could lead to a reduction in resources for NGOs, and the NGOs should be prepared for this situation. In case the charity run carried out by the NGOs, which shape their activities by relying on marathons held twice a year, reaches the saturation point, the possibility that being unable to access the same source of funding could cause significant difficulty in the realization of projects should be taken into account.

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<sup>3</sup> Individual Giving and Philanthropy in Turkey, TÜSEV Pub., September 2016, page 13

<sup>4</sup> Philanthropy in Turkey: Citizens, Foundations and the Pursuit of Social Justice, TÜSEV Pub., 2006, page 107

<sup>5</sup> Individual Giving and Philanthropy in Turkey, TÜSEV Pub., September 2016, page 42

<sup>6</sup> Individual Giving and Philanthropy in Turkey, TÜSEV Pub., September 2016, page 66

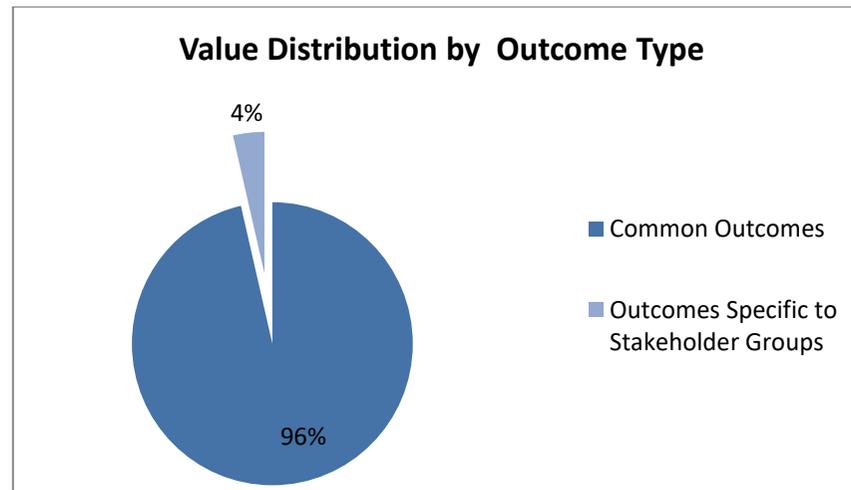
2. **Trust relationship:** For the NGOs, it is the regularity of the donations rather than the amount of the donations which is of the utmost importance. In the Adım Adım system, individual donors donate by trusting volunteer runners; they do not contact the NGOs to which they donate during the campaign period. As a result, a regular donation cycle is not formed, constituting a risk for the NGOs.

Adım Adım is aware of these risks and helps the NGOs engage with individual donors and create a regular donation cycle. It was revealed in the SROI analysis that charity runs, which are organized to fill the gap between individual donors and the NGOs, and to ensure that the NGOs have access to their target audience, create value not only for the NGOs, but also for all stakeholders of Adım Adım.

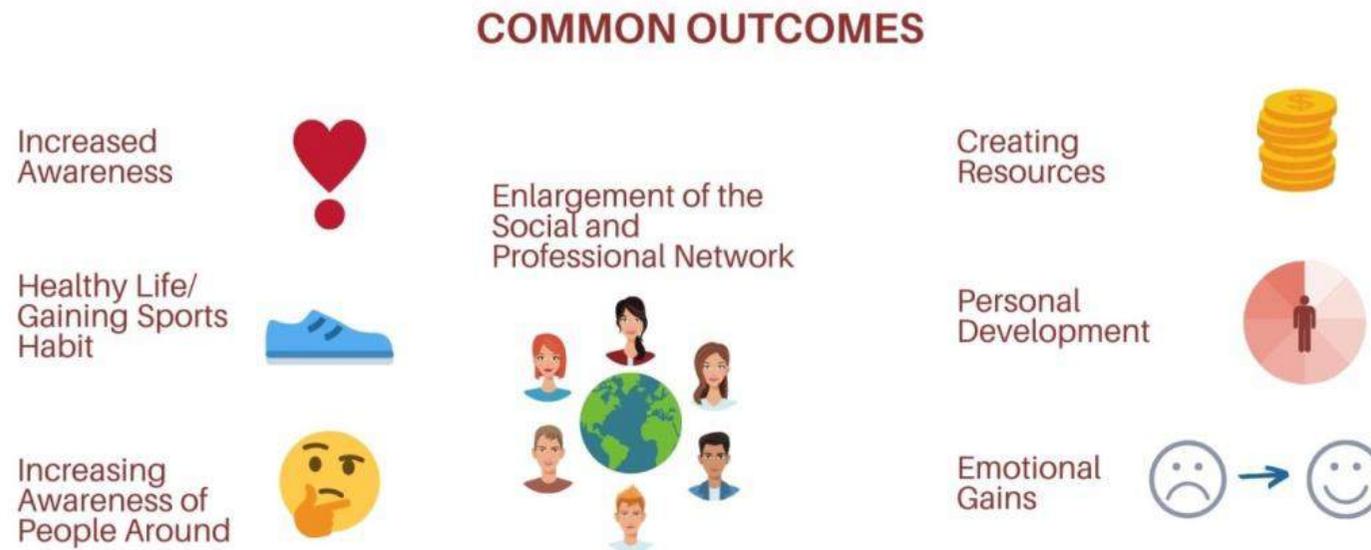
**When the evaluation of the changes in all stakeholder groups was calculated in the analysis, the SROI rate was calculated as 1:5,56. In other words, each TL 1 investment made in the Adım Adım Formation delivers TL 5,56 of social value.**

The changes/outcomes occurring for stakeholder groups are examined under two different heading; (1) Common outcomes and (2) Outcomes specific to stakeholder groups. It is seen that 96% of the changes with a total financial proxy value of TL 5,36 belong to the common outcomes.

Outcomes (Changes)	Value (TL)
Common Outcomes	5.36
Outcomes Specific to Stakeholder Groups	0.20

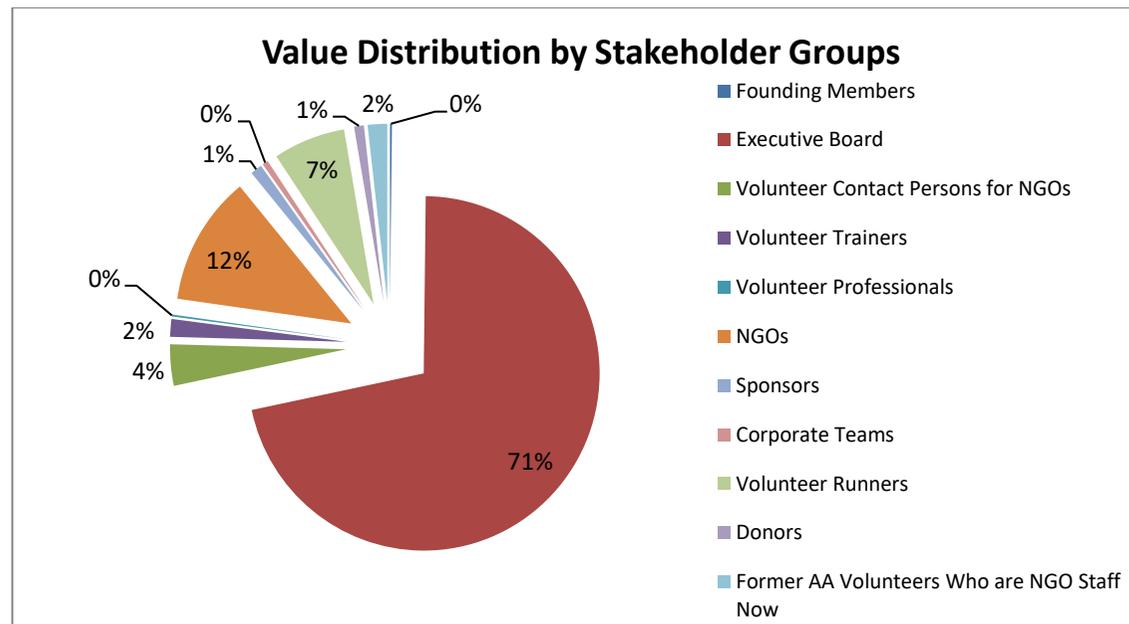


Common outcomes are the changes that are expressed in more than one stakeholder group. The share in the value distribution shows that common value has been created in each stakeholder group in the Adim Adim formation. As can be seen in the Activities section on the page 18 of the report, Adim Adim volunteers were classified according to their different fields of activity. However, the fact that the common results have a 91% share, this could be interpreted as that the changes that occurred, especially for volunteers, resulted from being part of the Adim Adim formation rather than the activities they carried out.



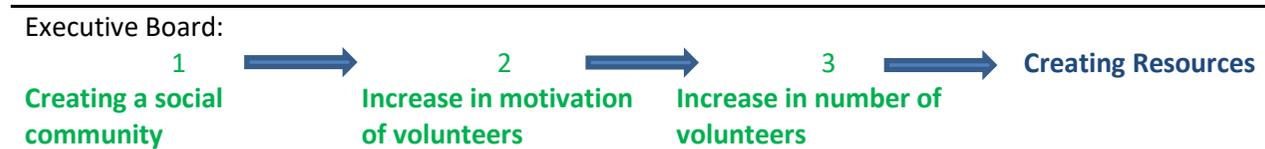
The changes created by the Adim Adim activities, the details of which are included in the report, and the distribution of the value of these changes according to stakeholder groups are included in the table below.

Stakeholder Groups	Value (TL)
Founding Members	0.01
Executive Board	3.99
Volunteer Contact Persons for NGOs	0.21
Volunteer Trainers	0.09
Volunteer Professionals	0.01
NGOs	0.66
Sponsors	0.06
Corporate Teams	0.03
Volunteer Runners	0.37
Donors	0.05
Former AA Volunteers Who are NGO Staff Now	0.10

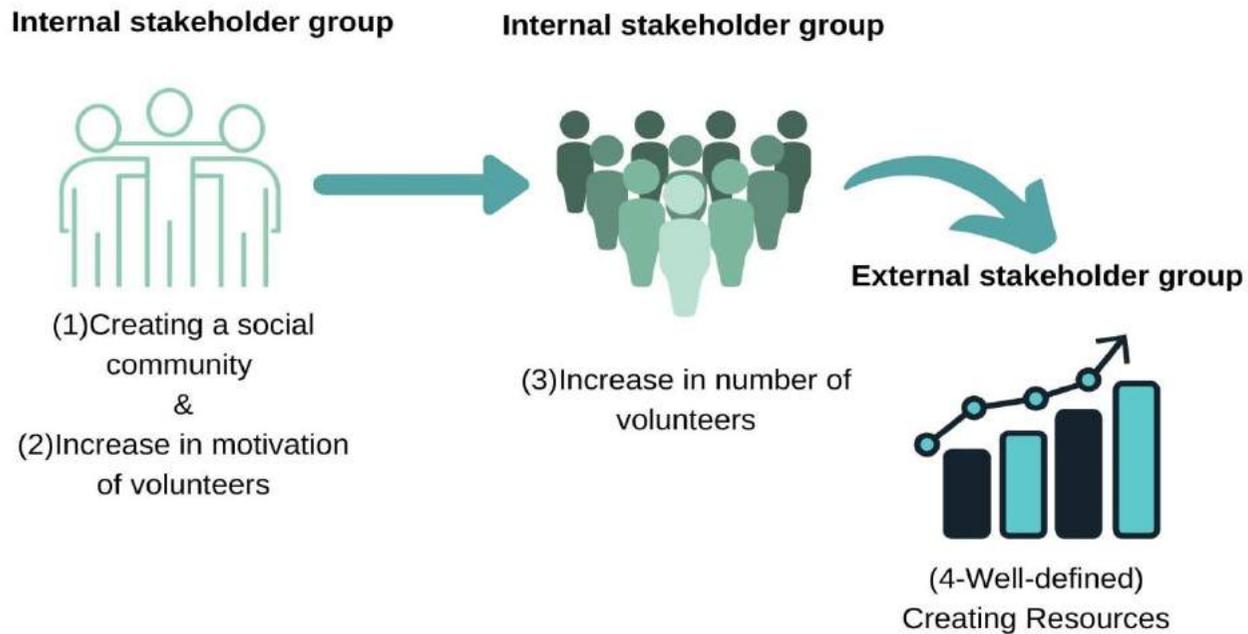


As shown in the table, the highest value occurred for the Executive Board group. As defined on page 19 under the heading of “Activities”, Executive Board group is responsible from sustainability of Adim Adim. Its activities are designed to develop and provide continuance of the system. One of the well-defined

outcomes belongs to Executive Board group, which is “Creating Resources” (discussed in detailed on page 35), makes the Executive Board’s value portion higher than other stakeholder groups. As shown on page 35 chain of event for Creating Resources outcome related with Executive Board is different from other chain events in terms of generated value to internal stakeholders turned into generated value to external stakeholders.



Being part of a social community, higher motivation and expanding the community are the changes to internal stakeholder groups (volunteers). The last ring of the chain, which is called well-defined outcome, is the change to external stakeholders. Creating Resources outcome generates value for NGOs by keeping volunteers in the system by generating value to them.



Creating resources is the backbone of whole Adım Adım system. “Resources” refers both human resources (volunteers for NGOs) and financial (donations for NGOs) resources. In order to achieve this outcome Executive Board’s activities are designed to create valuable conditions to internal stakeholders because creating value for external stakeholders is depended on volunteers. As discussed on page 35 “Creating Resources” is an intended and part of short/medium term outcome of ToC (see page 18).

## STAKEHOLDER INVOLVEMENT

Carrying out the stakeholder involvement, which constitutes the backbone of the SROI analysis, in the form of one-to-one phone interviews brings advantages and disadvantages. The one-to-one interviews are necessary to determine the well-defined outcomes clearly and achieve realistic results. However, in cases where stakeholder groups consist of hundreds or thousands of people, the number of stakeholders interviewed remains limited.

Given that Adım Adım has such a wide sphere of influence, the stakeholder groups which invest in Adım Adım (this investment can be in the form of time, services and/or money) and which directly benefit from Adım Adım, are included in the analysis. The stakeholder groups identified within this framework and the numbers of stakeholders interviewed are as follows:

STAKEHOLDER GROUPS	QUANTITY		REASON FOR INCLUSION	COMMUNICATION METHOD
	Interviewed	Total		
<b>Founding Members</b>	5	5	The founder group of the Adım Adım formation	One-to-one interview by phone
<b>Executive Board</b>	16	16	The group that takes the administrative decisions of the Adım Adım formation	One-to-one interview by phone
<b>Volunteer Contact Persons for NGOs</b>	25	38	The group manage the relationship between the Adım Adım formation and the NGOs and which establishes a bridge between the NGOs and the donors.	One-to-one interview by phone
<b>Volunteer Runners</b>	43	242 7	The group collecting donations on behalf of the NGOs through running	One-to-one interview by phone
<b>Corporate Teams</b>	2	3	The group collecting donations on behalf of the organization by establishing a running team for the NGOs, like volunteer runners	One-to-one interview by phone
<b>Donors</b>	23	366 59	The group donating to the NGOs by responding to requests for donations from volunteer runners	One-to-one interview by phone
<b>NGOs</b>	8	8	The main beneficiary group	One-to-one interview by phone
<b>Volunteer Trainers</b>	5	9	The group ensuring that the volunteer runners are running in the most correct way	One-to-one interview by phone

<b>Volunteer Professionals</b>	3	6	The group ensuring that the Adim Adim formation fully complies with laws and regulations, prepares promotional materials and plays a role in increasing recognition level of AA	One-to-one interview by phone
<b>Sponsors</b>	2	2	The group which supports the Adim Adim formation with products and financially	One-to-one interview by phone
<b>Former AA Volunteers Who are NGO Staff Now</b>	4	5	The group whose career changed after the experience of being involved in the Adim Adim formation	One-to-one interview by phone
<b>TOTAL</b>	136			

Keeping the donors and volunteer runners - the two stakeholder groups with which it was not possible to have one-to-one interviews with all of them - separate, a rate of 75% stakeholder participation was achieved. It was identified that the interviews with the volunteer runners and donors groups had reached the saturation point, which means given answers to the impact questions were same-nothing new was heard.

Although it is possible to reach more stakeholders with written questionnaires, written questionnaires were not the preferred means of communicating with stakeholders, given the risks such as the difficulty in identifying chain of changes (if any), not being able to express all changes occurring and because it would be harder to determine which impacts cause deeper change to the lives of the stakeholders in the most correct way.

As a result of financial constraints, it was difficult to conduct face-to-face interviews. Therefore, all stakeholders were interviewed by telephone.

***Explanation regarding quantity of Volunteer Runners and Donors:***

For this analysis, one on one interviews were preferred. However, this preference limited the number of interviewed stakeholders for groups, which are Volunteer Runners and Donors. Although it is not possible to reach out 2,427 volunteer runners and 36,659 donors, written surveys can be helpful to collect more data, so to increase rigorous level.

After reaching the saturation point<sup>7</sup>, collecting data from other members of stakeholder groups with using written survey is possible. Findings from the interviews can inform the development of a questionnaire for the rest of the stakeholders.

In the future if this evaluation will be repeated again the number of Volunteer Runners and Donors will be huge to interview one on one. Therefore, after reaching the saturation point, a written survey will be prepared for each stakeholder group separately.

<sup>7</sup> Saturation point is the point that stakeholders' answers are repeated. In other words, when saturation point is reached no new outcomes are being discussed by stakeholders.

Still, there may be limitation for Donors group. This limitation can be occurred because of cultural (or religious) reasons. Most of the donors do not want to talk about financial support that they give. This is the major reason for reaching out small amount of Donors for interviews. It was planned that 129 donors would be interviewed but only 23 of them wanted to talk and discuss about the value created by Adım Adım. This limitation is expected because in Turkey people prefer to donate with no name.

### **THE PROCESS OF DETERMINING THE STAKEHOLDER GROUPS**

The main stakeholder groups were determined by identifying the groups which invest (for example in terms of time, service or money) in the Adım Adım Formation. Because of the wide sphere of influence of the Adım Adım Formation, limits of the analysis were drawn as the main stakeholder groups. These main groups are the Adım Adım Volunteers, the NGOs, Corporate Teams, Sponsors and Donors.

In the analysis, classification within stakeholder groups was based on the activities carried out by stakeholders. Without segmentation, six stakeholder groups<sup>8</sup> can be considered as the Adım Adım Volunteers. However, they engage in different activities due to the responsibilities they undertake within themselves. Activities and resources do not vary depending on a segmentation of stakeholders such as age, gender, educational status, race, and career. Therefore, the segmentation was carried out based on only the activities in which stakeholders are involved.

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<sup>8</sup> Founding Members, Executive Board, Volunteer Contact Persons for NGOs, Volunteer Trainers, Volunteer Runners, Volunteer Professionals

# STAKEHOLDER IDENTIFICATION

**QUESTION 1:**  
**WHO HAVE INVESTED IN ADIM ADIM?**

- **VOLUNTEERS**  
Investment type: Time & Service
- **NGOs**  
Investment type: Time
- **CORPORATE TEAMS**  
Investment type: Time & Money
- **SPONSORS**  
Investment type: Money
- **DONORS**  
Investment type: Money

**QUESTION 2:**  
**ARE THERE ANY DIFFERENCE BETWEEN ACTIVITIES THAT STAKEHOLDERS ENGAGED? (WITHIN THE SAME STAKEHOLDER GROUP)**

- VOLUNTEERS**
- Founding Members
  - Executive Board
  - Volunteer Contact Persons for NGOs
  - Volunteer Runners
  - Volunteer Trainers
  - Volunteer Professionals

**QUESTION 3:**  
**ARE THERE ANY OTHER STAKEHOLDER GROUPS THAT MAY BE AFFECTED BY ADIM ADIM'S ACTIVITIES AND/OR AFFECTED ADIM ADIM?**

- Former Adim Adim Volunteers Who are NGO Staff Now

How were they affected?



They were volunteer runners in the past. So their awareness increased towards NGOs and their beneficiaries.

They asked themselves "why am I giving my service to private sector in which rich people get richer?" Then they decide to serve for community. They quit from their job and started to work in an NGO.

**QUESTION 4:**  
**WHO ELSE MIGHT BE AFFECTED BY CHANGES THAT ARE EXPERIENCED BY THE IDENTIFIED STAKEHOLDERS**

- Volunteers' families, colleagues and friends

How are they affected?



People around volunteers are affected by volunteers' increased awareness. Their awareness and knowledge about NGOs increased.

- NGOs' beneficiaries



How were they affected?

NGOs carried out projects for their beneficiaries with the resources created by Adim Adim's activities.

A new group of stakeholders emerged during the stakeholder interviews. After taking part in the Adim Adim Formation, the stakeholders who decided to continue their careers in a third sector were included in the analysis as the 'Former AA Volunteers Who are NGO Staff Now' group.

### Explanation Regarding the Excluded Stakeholder Groups

Families, colleagues and competitors, who are potential sub-stakeholder groups, were excluded from the analysis. This was because they were not experiencing material outcomes. For this reason, the focus was on those people who directly invest in the Adim Adim and the groups which directly benefit from the Adim Adim – they were included in the analysis. In any future analysis, it may be worth looking more deeply at the change that happens for family, colleagues and competitors.

Adim Adim volunteers' families and colleagues, and sponsors' competitors are highly likely to be affected by Adim Adim's activities indirectly. Volunteers' families and colleagues are the witness of changes that volunteers have experienced. During the interviews stakeholders were asked whether anyone was affected by the changes that they had experienced. 28% of stakeholders implied that their colleagues may be affected because they said they were asked why they were running, what Adim Adim is about, what goodness movement is, etc. As they were asked about the system and wanted know more about Adim Adim, stakeholders thought that their colleagues who were interested in Adim Adim may gain different perspective. Similarly, families of stakeholders witness the changes that stakeholders have experienced too. 84% of stakeholders think that their families are affected positively by the changes that they have experienced. When they were asked how their families were affected or any changed was occurred for them, they stated that especially their children were affected positively. As a parent they were happy to see that their children has learned what donation is, why people should make donations, the importance of being a good person, etc.

However, potential that negative changes should be considered. For example, as volunteer runners they may spend less time with their partners and/or children.

Sponsors' competitors are the other potential sub-stakeholder group. A short discussion was made during the interviews about whether the competitors may be affected from the changes that sponsors had experienced. This question could not be answered because there were no evidence to say competitors were affected positively or negatively. However, in order to identify spillover effects of Adim Adim, it is worth considering including competitors into impact analysis in future.

As indicated above, whilst these peripheral changes were occurring they were not seen as material the key stakeholders and hence were not included in this analysis.

### Confidentiality of Stakeholders

In the interviews conducted to determine the impact of Adim Adim, the stakeholder groups were informed that their names and contact information would be kept confidential, and the information was given of the communication channels through which they would be able to reach the impact measurement team. Detailed information on the analysis and purposes of the analysis was given to each stakeholder.

## TOPICS INCLUDING STAKEHOLDER VOICE

In order to conduct the analysis in the soundest manner possible, the questions, which are given in detail in the Annex section of the report, were asked to each individual in all stakeholder groups. These questions were prepared with the aim of maximising stakeholder participation in the analysis. The topics, in which stakeholder participation is ensured in accordance with the questions asked and the answers received, were as follows:

- The expected changes while joining the Adım Adım
- The type of investment made in the project (time, service, money)
- Which activities they involved
- Positive and negative outcomes/changes
- Whether there are any persons/institutions that contributed to the outcome(s)
- Whether the outcomes could be achieved anyway
- The importance level of the outcomes from the perspective of the stakeholder (ranking)
- Whether outcomes are sustainable or not (duration)

The outcomes in the impact analysis are based on the stakeholders' own statements. No outcomes which were not expressed by the stakeholders was included in the analysis based on assumptions. In addition, the outcomes expressed by any one stakeholder were not assumed to be valid for the entire stakeholder group. Possible changes pertaining to stakeholders which could not be interviewed were not included in the SROI Analysis (impact calculation).

## VALUATION OF THE INPUTS

Majority of the stakeholders, 71%, are volunteers which mean their investment type is time. Valuation of volunteers' time is determined as net minimum wage which is TL 1000 in 2015. The reason for representing time value with net minimum wage is it can refer to all stakeholders' opportunity cost of time. All stakeholders are adult so each of them has equal opportunity to work in a minimum wage job.

It is identified that each volunteer spends 1-3 hours for voluntary work in a day. However, this is not a rigid condition. Stakeholders may spend only one or two full days in a week, or they may spend half an hour each working day in a week. It depends on their work load. When stakeholders are asked how much hour they spend in a day they answered as it depends but approximately minimum one hour and maximum three hours in a day. This indicates that volunteers invest their approximately 10 hours in a week which means two working days in a week. Monetary value of one day work in a minimum wage job is TL 50 (TL 1000 divided into 20 working days). So, for one-month monetary value of volunteers' investment equals to TL 400 (TL 50 X 8 –days in a month). One-year monetary value of one volunteer's time is TL 4800 (TL 400 X 12-months).

In addition to time investment, an input cost occurred during the formation of Adım Adım Bursa Group. So, cost of one year of visiting Bursa Group every weekend including travel costs and accommodation costs is TL 19,200 (TL 150 travel cost for each visiting, TL 250 accommodation cost for each visiting).

For the Founding Members group there is no infrastructure cost occurred. Adım Adım is a “platform” or “formation”. So, there are no establishment costs and no rent or bill costs of an office. The costs of establishing online platforms both for external and internal communication are paid by sponsors. These input costs take place on the “Sponsors” part of the table below.

Monetary value of service and money are quite clear. Volunteer Professionals group’s investments are based on their own professional jobs. So, their service investments are monetized according to cost of their services.

INPUTS	STAKEHOLDER GROUP	MONETARY VALUE OF INPUTS
<b>Time</b>	Founding Members	4,800 X 5 (quantity) = TL 24,000
	Executive Board	4,800 X 16 (quantity) = TL 76,800
	Volunteer Contact Persons for NGOs	4,800 X 25 (quantity) = TL 120,000
	Volunteer Trainers	4,800 X 5 (quantity) = TL 24,000 + TL 19,200 (Bursa Group formation cost) = TL 43,200
	Volunteer Runners	4,800 X 43 (quantity) = TL 206,400
	Former AA Volunteers Who are NGO Staff Now	4,800 X 4 (quantity) = TL 19,200
	NGOs	NGOs are excluded from putting monetary value on time investment because of two reasons. (1) It is part of their regular jobs. If Adım Adım would not exist, they would engage similar activities anyway. So there is no opportunity cost for their time. (2) They are the main beneficiary of the Adım Adım's activities. Therefore, again there is no opportunity cost for their time.
<b>Service</b>	Volunteer Professionals	<p>The Volunteer Professionals group supports the Adım Adım in two fields:</p> <ol style="list-style-type: none"> <li>1) Design support - social media, printed materials, T-shirt design</li> <li>2) Legal contracts, preparation of necessary documents for runners, providing necessary contacts with local administrations, brand registration consultancy and the preparation of protocols between the NGOs and Adım Adım.</li> </ol> <p>The financial value of the service inputs were determined by asking the stakeholders interviewed directly. It was determined that if they performed these services for a fee instead of providing voluntary support, the service fee would be TL 4,500.</p>
<b>Money</b>	Sponsors	As stated on the impact map, sponsors provided TL 105,000 of financial support for Adım Adım.
	Corporate Teams	Corporate Teams provided financial support as an organization equal to the amount of the donation amounts collected by volunteer runners who collected donations by participating in the marathon on behalf of their organizations. The total amount of this support was TL 9,725 as stated on the impact map.
	Donors	For donors, the investment value was determined as the total amount of the donations made directly in 2015, amounting to TL 3,679,593.

## EXPLANATION ON THE TERMS USED IN THE SROI ANALYSIS

With regard to the determination of the stakeholder groups in the SROI analysis, the activities stated by the stakeholders in the interviews conducted and the outcomes are analysed, and the change created is evaluated. In other words, financial proxies are assigned to the created outcomes / impacts.

It should be borne in mind that all of the outcomes expressed by the stakeholders may not only be because of Adim Adim's activities. There might be other people and/or institutions may contribute the changes mentioned other than Adim Adim. In order to accurately measure the impact of the Adim Adim, the following should be evaluated; what and how other factors played a role in obtaining the outcomes, how the outcomes of the activities changed over time, and whether or not the outcomes obtained from the Adim Adim have been replaced by other events. The aim in this section of the SROI process is not merely to understand the change brought about by the activities, but also the real role of the activities in creating valuable change in human life. The factors considered for this are:

1. **Deadweight** - A measure of the amount of outcome that would have happened even if the activity had not taken place. For example, there is often the chance the people could have experienced the same changes by working with another organisation, or even without the support from anyone.
2. **Attribution** – An assessment of how much of the outcome was caused by the contribution of other organisations or people. It is unlikely that our activities are the only thing in a person's life that helps them to change.
3. **Duration** – How long (usually in years) an outcome lasts after the intervention, such as length of time a participant remains in a new job.
4. **Drop Off** – The deterioration of an outcome over time.

\*\*As Adim Adim is a formation that continues its activities, the duration and the rate of drop off were determined based on the assumptions.

5. **Displacement:** An assessment of how much of the outcome has displaced other outcomes. For example, if our activities prevent people experiencing the same changes somewhere else we should take account of this.

There is no displacement factor for the outcomes of the activities performed at Adim Adim. It was determined that the outcomes caused by the Adim Adim activities had not displaced any other outcome. So, as stated in impact map displacement is %0.

The statements from the stakeholders were taken as a basis in determining the five elements above.

## APPROACHES USED IN SORI ANALYSIS

In the evaluation process, financial values are revealed by attributing monetary value to the impacts/outcomes that do not have a market price. Two different methods were used in the evaluation of positive and negative impacts resulting from the interviews with the stakeholder groups;

1-The **revealed preferences** approaches examine the way in which people reveal their preferences for goods or services through market production and consumption, and the prices that are therefore given to these goods (explicitly or implicitly). In order to value changes to outcomes for people, we can compare these to goods or services that could provide a similar change (substitute prices)<sup>9</sup>.

2- **The cost based approaches** consider the market trade-offs (or costs avoided) associated with maintaining a change in an outcome<sup>10</sup>.

It is also possible to determine the financial proxy of the outcomes by using stated preference method with which financial proxy is determined by stakeholders directly. This method was trialled in the first phase of the interviews conducted with the stakeholders. However, due to the fact that the stakeholders were against measuring the outcome they obtained in terms of money in response to the question of “what is the monetary value of this outcomes for you?” in the one-to-one interviews by phone, the financial proxy of the outcomes was determined by the revealed preferences and cost based methods.

The limits of the methods used should not be overlooked. The market value of the services that needs to be purchased to achieve the same outcome may not be exactly equal to the value of that outcome. In order to minimize this risk, the services, which will yield the closest outcomes to the outcomes stated by the stakeholders, were investigated in the analysis. Financial proxies were determined by reaching out to the service providers and by explaining the desired outcome.

## MATERIALITY

A material outcome is an issue that will influence the decisions, actions and performance of an organization or its stakeholders. In other words, it has passed a threshold that means it influences decisions and actions.<sup>11</sup> In accordance with the 4<sup>th</sup> principle of the SROI, the SROI analysis requires only including the material outcomes. There are two filters, relevance and significance, to understand whether an outcome is material or not.

### 1. *Relevance - identify issues*

Outcomes are included if they are relevant and are relevant if the activity contributes to the outcome and:

- stakeholders perceive an outcome as important to them;
- peers are already managing the outcome and have demonstrated its value;

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<sup>9</sup> Standard on applying Principle 3: Value the things that matter, October 2019, p.12

<sup>10</sup> Standard on applying Principle 3: Value the things that matter, October 2019, p.12

<sup>11</sup> Supplementary Guidance on Materiality, The SROI Network, November 2011

- the organization has a policy to include the outcome;
- there are existing social norms that demand it; or
- there are financial consequences to the organisation for not including this outcome in the analysis.

If an outcome is relevant then it should be screened that whether it is significant or not.

## 2. Significance – Prioritise issues:

The significance of outcomes determines the magnitude of the impacts. The significance of outcomes based upon the quantity, duration, value and causality (deadweight and attribution). If an outcome is lower in valuation than other outcomes, this is a sign that this outcome is not significant. Likewise, if the quantity of an outcome is very low compared to other outcomes, this indicates that the outcome is not significant. If the deadweight and attribution are too high when compared to other outcomes, this is another sign that the outcome is not significant. Materiality analysis is done for each well-defined outcome in the report.

## THEORY OF CHANGE

Adim Adim has three main inputs to carry out its activities. Those inputs also can be thought as capitals that Adim Adim uses to organize marathones.

### Definitions of forms of capital

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- **Human capital** – People’s competencies, capabilities and experience, and their motivations to innovate, including their:
  - o alignment with and support for an organization’s governance framework, risk management approach, and ethical values
  - o ability to understand, develop and implement an organization’s strategy
  - o loyalties and motivations for improving processes, goods and services, including their ability to lead, manage and collaborate

- **Financial capital** – The pool of funds that is:
  - o available to an organization for use in the production of goods or the provision of services
  - o obtained through financing, such as debt, equity or grants, or generated through operations or investments

- **Social and relationship capital** – The institutions and the relationships within and between communities, groups of stakeholders and other networks, and the ability to share information to enhance individual and collective well-being. Social and relationship capital includes:
    - o shared norms, and common values and behaviors
    - o key stakeholder relationships, and the trust and willingness to engage that an organization has developed and strives to build and protect with external stakeholders
    - o intangibles associated with the brand and reputation that an organization has developed
    - o an organization’s social license to operate
- 

*\*The International <IR> Framework, The International Integrated Reporting Council (IIRC), 2013*

Volunteers are the human capital of Adim Adim. They invest their time and take a role to contribute to the organization of two main marathons. Adim Adim's Volunteers are divided into six segments:

- Founding Members
- Executive Board
- Volunteer Contact Persons for NGOs
- Volunteer Runners
- Volunteer Trainers
- Volunteer Professionals

As mentioned under the "FINDINGS" heading, each stakeholder group's activities/responsibilities are different. Those activities cover governance framework, risk management approach, and ethical values that are managed by Founding Members and Executive Board. These two groups of Volunteers' segment are also directly responsible from loyalties and motivations for improving processes, goods and services, including their ability to lead, manage and collaborate of volunteers. Understanding, developing and implementing Adim Adim's strategy are almost under the responsibility of each segments of Volunteers. Sponsors are the stakeholder group that provides the financial capital for Adim Adim. Their support provides establishing transparent and easy to access systems for donors and NGOs. Also, financial capital provides connection/communication systems among volunteers and between NGOs and donors.

Donors, Former AA Volunteers Who are NGO Staff Now, NGOs and Corporate Teams are the social capital of Adim Adim. The relationship between those stakeholders and Adim Adim is vital to enhance individual and collective well-being. As stated on table above (Definitions of forms of capital) Adim Adim and those stakeholder groups members share common values and norms. Additionally, their relationship is based on trust and willingness to engage that Adim Adim has developed and strives to build and protect.

## THEORY OF CHANGE

### INPUTS



HUMAN



FINANCIAL



SOCIAL

### OUTPUTS

Although details of outputs are given under 'Findings' heading, activities of Adım Adım can be stated in three main headings.

Developing policy



Communication



Cooperation



## SHORT/MEDIUM TERM OUTCOMES

FOR NGOs

**Financial Resource**

Increase donations from individual donors

**Human Resource**

Increase number of volunteers

FOR INDIVIDUALS (VOLUNTEERS)

**Inclusion**

Increase awareness to motivate people for taking action & to be part of a solution of social problems

**Sports for a Good Cause**

Using sports as a tool for a good cause

## LONG TERM OUTCOME

CONTRIBUTION TO INCREASE IN DONATION CULTURE IN TURKEY



## ACTIVITIES

The activities which each stakeholder group carries out in connection with their position and responsibilities in the Adim Adim Formation differ. The activities of all stakeholder groups are set out in the table below in order to examine the relationship between activities and outcomes.

Stakeholder Groups	Activity	Number
Founding Members	<ul style="list-style-type: none"> <li>*Developing Principles</li> <li>*Ensuring the motivation of donors and runners</li> <li>*Ensuring the eligibility of the designated mission</li> <li>*Contributing to the AA's development</li> </ul>	The activities carried out do not have a specific number. Each activity is dynamic has no significant framework that is repeated during the year.
Executive Board	<ul style="list-style-type: none"> <li>*Informing / directing runners and the NGOs for fundraising</li> <li>*Collection and tracking of data</li> <li>*Promoting Adim Adim on different platforms and ensuring it becomes widely known</li> <li>*Providing social media sharing support</li> <li>*Organization of trainers and workouts</li> <li>*Arrangement of sponsor relations</li> <li>*Support to corporate teams</li> <li>*Organizing social events</li> <li>*Coaching volunteer contact persons for NGOs</li> <li>*Brand and communication strengthening efforts</li> <li>*HR management</li> </ul>	The activities carried out does not have a specific number. Each activity is dynamic has no significant framework that is repeated during the year.
Volunteer Contact Persons for NGOs	<ul style="list-style-type: none"> <li>*Building a bridge between the NGO, the volunteer runners and Adim Adim</li> <li>*Finding new volunteer runners and corporate teams for the NGOs</li> <li>*Promoting the NGO and its project</li> <li>*Providing social media sharing support</li> <li>*Directing volunteer runners and the NGOs</li> </ul>	Before and after the marathon (during the campaign)

Volunteer Trainers	<ul style="list-style-type: none"> <li>*Training the volunteer runners</li> <li>*Training the new volunteer trainers</li> <li>*Providing information about the NGOs and Adim Adim to the volunteer runners in the post-training social activities</li> <li>*Answering runners' questions and Informing them about the run</li> <li>*Managing material shared on social media regarding training and making training announcements</li> <li>*Creating the Adim Adim Bursa Group</li> </ul>	<p>*1-1 ½ hours of training 2 days a week</p> <p>*The activities other than training sessions carried out do not have a specific number; however, stakeholders make use of their every available moment to carry out the activities.</p>
Volunteer Professionals	<ul style="list-style-type: none"> <li>*Design of material shared on social media / printed materials, t-shirts</li> <li>*Providing legal counselling for legal contracts</li> <li>*Providing counselling for brand registration</li> <li>*Preparation of necessary documents for runners</li> <li>*Supporting the preparation of necessary protocols between the Association / Foundation and Adim Adim</li> <li>*Supporting the procedures related to government institutions and municipalities</li> </ul>	The activities carried out do not have a specific number.

NGOs	<ul style="list-style-type: none"> <li>*Communicating with volunteer contact persons for NGOs and promoting the activities by going to the institutions together</li> <li>*Participating in training</li> <li>*Promoting the project in the marathon period</li> <li>*Bringing volunteer runners together the beneficiary group</li> <li>*Attending the charity run</li> <li>*Supporting the runners in the stages of information and running</li> </ul>	Before and after the marathon (during the campaign)
Sponsors	<ul style="list-style-type: none"> <li>*Providing promotional support to Adım Adım through the brand communication channels</li> <li>*Attending the runs as a team</li> <li>*Providing event and material support in line with the budget</li> <li>*Providing promotional support by putting the Adım Adım logo on the product</li> <li>*Transferring the income obtained from product sales to the NGOs at the determined percentage as support</li> </ul>	<ul style="list-style-type: none"> <li>*Before and after the marathon (during the campaign)</li> <li>*Year-round (sales of products continue throughout the year)</li> </ul>
Corporate Teams	<ul style="list-style-type: none"> <li>*Taking part in the marathon as a corporate team</li> <li>*Being an equal donor</li> <li>*Trying to increase the number of employees participating in the marathon by talking about Adım Adım in the organization</li> <li>*Providing transportation support to employees attending the marathon</li> <li>*Providing a budget for participation in the marathon for organizing employees</li> </ul>	Before and after the marathon (during the campaign)
Volunteer Runners	<ul style="list-style-type: none"> <li>*Promoting the NGO and its project</li> <li>*Requesting donations by donation letters ("Donation letters" are e-mails regarding why they ask for donation and for whom)</li> <li>*Attending trainings</li> </ul>	<ul style="list-style-type: none"> <li>*Before and after the marathon (during the campaign)</li> <li>*1 ½ hours of training twice a week</li> </ul>

Donors	Donating	At least once a year, at most twice
Former AA Volunteers Who are NGO Staff Now	<ul style="list-style-type: none"> <li>*Creating a running group in the NGO where they work</li> <li>*Including the NGO where they work into the roof of Adim Adim</li> <li>*Including an NGO which it is connected to, into the roof of Adim Adim</li> <li>*Having close relationships with the NGOs in the processes related to Adim Adim and taking a step in the world of civil society</li> </ul>	The activities carried out do not have a specific number.

## OUTCOMES

The interviews conducted with 11 different stakeholder groups found that although the activities involving stakeholder groups were different, at least three out of the seven outcomes were common for up to eight stakeholder groups.

Due to its position in the Adim Adim, outcomes specific to the stakeholder groups were identified. For this reason, the findings are analysed in two separate sections, Common Outcomes and The Outcomes Specific to Stakeholder Groups.

The tables below show the outcomes both common and specific to stakeholder groups. As shown on the tables 73% of outcomes are intended which are related with Theory of Change. There are other outcomes that are occurred as unintended but expected. There is no unexpected outcome stated by stakeholders during the interviews.

Outcomes (Common)	Intended	Unintended	Expected	Unexpected
Increased Awareness	✓		✓	
Creating Resources	✓		✓	
Healthy Life / Gaining Sports Habit	✓		✓	
Increasing Awareness of People Around	✓		✓	

Enlargement of the Social and Professional Network	✓		✓	
Personal development		✓	✓	
Emotional Gains		✓	✓	

Outcomes (Specific to stakeholder groups)	Intended	Unintended	Expected	Unexpected
<b>Founding Members:</b>				
To create the 'Goodness Movement' model	✓		✓	
<b>NGOs:</b>				
Raising Awareness	✓		✓	
<b>Sponsors:</b>				
Realization of Non-Commercial Objectives	✓		✓	
Ensuring that the Target Audience Uses the Products	✓		✓	
<b>Corporate Teams:</b>				
Increased Employee Motivation	✓		✓	
<b>Donors:</b>				
Emotional Gains-Happiness/Inner Peace	✓		✓	
<b>Former AA Volunteers Who are NGO Staff Now:</b>				
Rapid Adaptation to Working in a NGO		✓	✓	
Guiding Private Sector for CSR Practice		✓	✓	

As can be seen from the table which sets out the activities, the activities of each stakeholder group are different. The only common ground for these stakeholder groups is to be a part of the Adim Adim formation. Despite the range of different activities, seven common outcomes - expressed by different stakeholder groups - were identified. The common outcomes are stated separately for each outcome with respect to which stakeholder groups they are common to.

The table below shows how information stated by stakeholders are analysed. First, all common well-defined outcomes are listed. Then, each stakeholder who stated related outcome inserted in the table. So, it can be seen that which stakeholder groups have experienced which common outcomes and how many stakeholders have experienced these outcomes.

**IMPORTANT NOTE:** Names were not used when quoting stakeholders and when showing which stakeholders had experienced which changes, due to stakeholder confidentiality. Instead, numbering was used in addition to the initials of the stakeholder group's name.

Stakeholder Groups	Increased Awareness	Creating Resources	Healthy Life / Gaining Sports Habit	Increasing Awareness of People Around	Enlargement of the Social and Professional Network	Personal development	Emotional Gains
<b>Founding Members</b>	----	---	---	---	---	---	---
<b>Executive Board</b>	EB2, EB6, EB7, EB10, EB15	EB1, EB4, EB10, EB11, EB14	EB4, EB5, EB6, EB8, EB11, EB14	EB1, EB3, EB12, EB14	EB2, EB3, EB6, EB7, EB8, EB9, EB10, EB11, EB12, EB13, EB16	EB1,EB2, EB5,EB6, EB8,EB11, EB13,EB15, EB16	EB1,EB2,EB3, EB5,EB6,EB8, EB9,EB10, EB11,EB12, EB13,EB14, EB15,EB16
<b>Volunteer Contact Persons for NGOs</b>	VC2, VC3, VC4, VC5, VC7, VC13, VC16, VC17, VC20, VC21, VC25		VC2, VC4, VC5, VC8, VC9, VC11, VC13, VC15, VC16, VC17	VC10, VC14, VC19, VC22, VC23, VC24	VC4, VC5, VC6, VC9, VC10, VC11, VC12, VC17, VC18, VC22, VC23, VC24	VC6, VC7, VC9, VC15, VC19, VC20, VC21, VC22, VC24, VC25	VC1, VC3, VC5, VC13, VC14, VC16, VC22
<b>Volunteer Trainers</b>	VT1, VT2, VT3		VT5, VT6	VT4, VT5, VT6	VT3, VT6	VT2, VT4	VT1, VT3, VT4, VT6
<b>Volunteer Professionals</b>				VP3	VP1, VP2	VP2	VP2
<b>NGOs</b>		N1, N2, N3, N4, N5, N6, N7, N8			N2		
<b>Sponsors</b>	S1, S2						
<b>Corporate Teams</b>	CT1						
<b>Volunteer Runners</b>	VR1, VR14, VR17, VR18, VR21, VR27, VR28, VR33, VR34		VR4, VR9, VR14, VR15, VR16, VR21, VR23, VR26, VR30, VR31, VR34, VR35, VR39, VR42	VR2, VR3, VR4, VR5, VR6, VR7, VR8, VR10, VR12, VR15, VR16, VR20, VR22, VR23, VR24, VR25, VR26, VR29, VR30, VR31, VR32, VR36, VR38, VR39, VR40, VR41, VR42, VR43	VR10, VR13, VR14, VR16, VR17, VR18, VR22, VR34, VR38, VR39, VR40, VR41, VR43	VR3, VR4, VR7, VR8, VR16, VR17, VR19, VR20, VR24, VR26, VR27, VR28, VR36, VR41, VR42	VR1, VR2, VR4, VR5, VR6, VR7, VR9, VR10, VR12, VR14, VR15, VR16, VR17, VR18, VR19, VR20, VR22, VR23, VR25, VR27, VR30, VR32, VR33, VR34, VR35, VR36, VR37, VR38, VR40, VR41, VR44
<b>Donors</b>	----	----	----	----	----	----	[D1-D23]
<b>Former AA Volunteers Who are NGO Staff Now</b>		FV1, FV3	FV3			FV1, FV3	FV2, FV3, FV4

## WELL-DEFINED OUTCOMES - COMMON OUTCOMES

### 1-Increased Awareness

Who Experienced/Which Stakeholder Groups Experienced the Change	The Chain			Well-defined Outcome
<ul style="list-style-type: none"> <li>•Volunteers: 28 (total quantity)</li> <li>- Executive Board -5 (quantity)</li> <li>- Volunteer Contact Persons for NGOs -11 (quantity)</li> <li>- Volunteer Runners -9 (quantity)</li> <li>- Volunteer Trainers - 3(quantity)</li> <li>•Sponsors – 2 (quantity)</li> <li>•Corporate Teams -1 (quantity)</li> </ul>	<b>1</b> Getting know NGOs closer	<b>2</b> Understanding wide range of NGOs’ operations fields & beneficiary groups	<b>3</b> So their perspective have changed by experiencing that everyone can do something for others & being volunteer is a serious responsibility.	<b>Increased Awareness</b>
<p>As mentioned before “Adim Adim Volunteers” stakeholder group consist of six segments. People who belong to 4 different volunteer segments experienced “Increased Awareness” well-defined outcome.</p>	<p>There are more than one NGO that collaborate with Adim Adim. Therefore, stakeholders meet with those different NGOs in person. They witness their operations, challenges, needs and their effort for self-expression closer. Knowing NGOs closer results in understanding diversity of social problems and needs. Stakeholders meet with different NGOs that operate in different fields. For example, they see that even two NGOs working field is children with cancer, they work for different needs of beneficiaries. This shows to stakeholders that even one main field has many different branches which indicates the variety of problems that need to be solved. This variety shows to stakeholders that there is space for everybody who wants to make contribution to solving social problems. As a volunteer of Adim Adim, stakeholders have responsibilities and their contributions are counted on. As a result, they have become aware of that being volunteer is beyond having a hobby. They have to spare time and effort which is not very different from being a professional. It does not matter whether contribution is small or big. It does matter taking it seriously.</p>			<p>The chain is valid for Sponsors and Corporate Teams stakeholder groups. Both groups announce CSR activities that they engage internally. This was done again during their collaboration period with Adim Adim. Therefore, their employees experience same chain of events. The first two parts of the chain is exactly same with Volunteers stakeholder group. There is a slight difference in the third part of the chain. Employees understand that every single person can do something for others and this does not have to be a significant contribution on an individual basis. Very small contributions can become a very big contribution in total, that’s all matters. This perspective is also emphasized by the TÜSEV Deputy Secretary General, Liana Varon. During the interview she</p>

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talked about the importance of little but consistent contributions (donations). She says “Donating TL 5 every month is more effective than donating TL 500 for once.” She also added that people think TL 5 is worthless, too small to create an impact and because they cannot effort for higher donation they just do not make donation. Therefore, awareness about “small changes leads bigger changes” is an important change which has a potential to lead long term changes about donation culture.

Individual basis increase in awareness reflects directly companies’ image. The representatives of those companies stated that companies are consisting of individuals. “If their awareness is increased then we can say our company’s awareness is high” said one of the representatives of stakeholder groups.

So, here the chain of events starts with knowing NGOs closer and ends with increased awareness. This well-defined outcome is directly related with short term outcomes that are stated in ToC (Theory of Change) of Adım Adım. Increasing awareness is the beginning point of long term outcome which is “contribution to increase in donation culture in Turkey”. Therefore increase in awareness is an intended and expected outcome.

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### **How much change?**

“Increased Awareness” is a very subjective outcome. Each stakeholder has experienced it in different levels undoubtedly. Identifying the amount of change per stakeholder is important in order to make better decisions while managing the activities. During the interviews stakeholders were not asked directly about the amount of change that they had experienced. However, stakeholders talked about the level of awareness before joined Adım Adım and after joined Adım Adım. 75% of stakeholders mentioned that they thought being volunteer was like leisure. 82% of stakeholders mentioned that their little contribution would not make any difference. So their help would not be needed. After joined Adım Adım, according to their own statements, awareness regarding effectiveness of small contributions and seriousness of volunteering has increased. Even if the amount of increase in awareness was not scaled by stakeholders, it is understood from their expressions that (let’s assume there are three level of awareness: (a) no awareness, (b) some awareness, (c) lots of awareness) awareness level is increased significantly and can be assumed that “lots of awareness” is achieved. However, two factors should be considered: (1) It should be considered that if there is sub-group “some awareness” level. Having looked at expressions of stakeholders in the interviews, it seems there no sub-groups in terms of level of the outcome. However, those are stakeholders’ own expressions. Meaning they may feel like “lots of awareness” is occurred when they compare their own awareness before and after joining Adım Adım. (2) Volunteers share equal conditions in Adım Adım. So their improvement level may be close to each other which mean there may not be sub-groups in terms of level of outcome. This situation shows that each outcome should be scaled well in order to increase the quality of data.

For the future analysis, measuring the amount of change should be done with a scale. By this way, even if the outcome is subjective (meaning hard to measure with numbers), the amount of change will be scaled by stakeholders which will inform decision making processes.

Indicators	
Subjective	Objective
<ul style="list-style-type: none"> <li>• Changing of perspective</li> <li>• Feeling that being capable of solving social problems</li> <li>• Increased faith in projects of NGOs</li> <li>• Planning to be a volunteer in an NGO apart from Adim Adim</li> </ul>	<ul style="list-style-type: none"> <li>• Experience that volunteer activities require a professional approach and diligence</li> <li>• Switching to a minimal lifestyle</li> <li>• Witnessing that problems are resolved when action is taken</li> <li>• Increased willingness to volunteering</li> <li>• Seeing that small contributions have big results</li> <li>• Small donations from individual donors add up to a large sum in total</li> <li>• Learning that social problems are in various fields</li> <li>• Not hesitating to donate small amounts of money</li> </ul>

#### **Quotations from stakeholders to support indicators**

EB6: *“When I got involved, there was an increase in awareness of volunteering. I figured out the details in my head, which are required by volunteering.”*

VC17: *“This is my first volunteering experience. I was involved starting from the promotional side of the work and switched to the technical side. This work requires diligence.”*

VR21: *“I realized that I could solve others’ problems by doing a simple activity.”*

VR14: *“When I got into it, I understood that, even if each donation is small, they eventually add up to make something big.”*

VT3: *“When I got to know the NGOs, I started to see things from a different angle. For example, I gained knowledge and awareness about immigrants and their needs.”*

VR28: *“I see the pre-project and I can follow up the post-project.”*

VR33: *“I ran for AKUT (the Search and Rescue Association). I didn’t know them before, and I wouldn’t have even thought about donating.”*

EB10: *“I did not know that there were so many NGOs before.”*

CT1: *“After establishing the corporate team, a donation box was offered. The donation rate increased for both white and blue collar personnel.”*

CT2: *“If one day my company will decide not to attend the marathon as a corporate team, I will continue to be a volunteer runner.”*



### **Information about stakeholders who did not experience “Increased Awareness”**

Increased awareness is an expected outcome. Therefore, during the interviews when a stakeholder do not mention about increase in awareness, that stakeholders were asked whether they have experienced this outcome. Those stakeholders answered that question as they have awareness and because of this awareness they wanted to be part of Adım Adım. Some of stakeholders have volunteering experience, some of them are looking for an opportunity to contribute NGOs and some of them are do not want to limit themselves with one NGOs and reach out more NGOs. The common point is they all have knowledge about NGOs, being volunteer is a serious responsibility not a hobby and aware that they can play a role for solving a social problem by contributing small amounts.

For the stakeholder groups Founding Members and Former AA Volunteers Who are NGO Staff Now this question is not valid. Their awareness is obvious as founders of Adım Adım and Adım Adım volunteers many years ago. So excluding these two stakeholder groups, NGOs, and Donors %32 of stakeholders have already awareness.

### Materiality Analysis of “Increased Awareness”

Relevance Criteria	Yes	No	Description
Policy based performance	•		An increase in awareness is a targeted outcome within the scope of the Adım Adım Formation policy. It is the most important outcome to reach long term outcome which is increasing donation culture in Turkey.
Stakeholder behaviour and concerns	•		Stakeholders stated that it was a change brought about by getting to know the NGOs closely, taking part directly in their activities, witnessing the changes brought about by voluntary activities and directly contacting those in need.
Societal norms	•		Individuals with awareness and a developed sense of volunteering are considered important by society.
Direct short term financial impacts	•		Although this outcome has no financial impact for the stakeholders, the conscious donations made by stakeholders outside their activities in the Adım Adım Formation as a result of the increase in awareness created a short term direct financial impact on the NGOs.
Peer based norms		•	It is an outcome experienced for the first time by stakeholders as it is the first formation that combines philanthropy with sport, and which can provide continuity.
Conclusion	•		

Significance criteria				
Stakeholder Group(s)	Quantity	Value	Deadweight *	Attribution *
Executive Board	28	TL 36,096	9%	7%
Volunteer Contact Persons for NGOs				
Volunteer Trainers				
Volunteer Runners				
<b>Conclusion</b>	Normal	High	Low	Low
Sponsors	2	TL 7,695	0%	5%
<b>Conclusion</b>	High	Normal	Low	Low
Corporate Teams	1	TL 97,600	30%	0%
<b>Conclusion</b>	Normal	High	Low	Low

\*The deadweight and attribution rates specified for the significance criteria reflect the arithmetic average of the stakeholder groups.

### The Deadweight, Attribution, Duration and Drop off Analysis

Stakeholder Group	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Executive Board	5	5%	8%	2	10%
Volunteer Contact Persons for NGOs	11	13%	5%	2	15%
Volunteer Trainers	3	0%	7%	2	10%
Sponsors	2	0%	5%	2	10%
Corporate Teams	1	30%	0%	2	10%
Volunteer Runners	9	7%	18%	2	15%

**The Deadweight Analysis:** The question of “were there other ways of achieving this outcome if you had not been involved with Adım Adım?” was asked to stakeholders in order to determine the deadweight of the outcome of the awareness increase. If stakeholder answered that it would not be to this degree, but there were other ways of achieving the same outcome, the stakeholder was asked to give a rating, with 1 being the lowest and 10 being the highest. In line with the responses given within each stakeholder group, the deadweight of the outcome of the awareness increase was determined for the relevant stakeholder group by taking the average of the deadweight rate specified by the stakeholders.

51% of the 31 stakeholders who stated that the outcome was an increase in awareness said that there was no other way for them to have achieved the same change. When we look at each stakeholder group individually, 80% of the stakeholders from the Executive Board group, 18% of the stakeholders from the Volunteer Contact Persons for NGOs group, 100% of the stakeholders from the Volunteer Trainers group, 100% of the stakeholders from the Sponsors group, and 55% of the stakeholders from the Volunteer Runners group said that there was no other way for them to achieve the same change outside Adım Adım.

Although the rates vary between stakeholder groups, the deadweight did not exceed 50% in any of the stakeholder groups. This demonstrates that stakeholders were of the opinion that there was no other platform which could raise their awareness to the current level, apart from Adım Adım.

It is very common for large-scale private companies in Turkey, especially those that are the signatories of the UN Global Compact, to participate in the Corporate Social Responsibility projects. The Corporate Teams, which form the stakeholder group with the highest deadweight rate, said their organizations would certainly be involved with a Corporate Social Responsibility Project if Adım Adım did not exist, as another way to achieve the same result – and that their employees would therefore gain a certain level of awareness, even if at a lower level.

**The Attribution Analysis:** In order to determine the attribution rate of the outcome of the Increased Awareness, stakeholders were asked the question of “Do other parties have a role in achieving this outcome, apart from Adım Adım?”. If the stakeholder answered 'yes', the stakeholder was asked to give a rating from 1 to 10 with 1 being the lowest and 10 being highest. In line with the responses given within each stakeholder group, the attribution rate of the outcome of Increased Awareness was determined for the relevant stakeholder group by taking the average degree of attribution reported by the stakeholders.

It was found that the attribution rate was relatively low in all stakeholder groups. This indicates that the outcome for the Increased Awareness was only caused by Adim Adim activities, with a rate close to 100%. 45% of the stakeholders stated that there was no third party which was instrumental in the change.

The stakeholders stated that parties other than Adim Adim, which had a role in the outcome of the Increased Awareness, even if it was low, were friends and / or family members who introduced the stakeholders to Adim Adim.

**The Duration Analysis:** In order to determine the duration of the outcome of the Increased Awareness, stakeholders were asked the question of “how long does the impact of this outcome last for you, from the moment you are disconnected with Adim Adim?”. In line with the responses given within each stakeholder group, the duration of the outcome of Increased Awareness was quite high.

According to the statements of the stakeholders, gaining awareness is a lasting outcome and is an impact that will last a lifetime. It was stated in the interviews conducted that once they realised that small contributions could solve social problems and needs and effect big changes, and that volunteering required discipline, this was a change which would not diminish over time. However, having knowledge does not mean a constant change unless norms change. According to Milenko Martinovich’s article published in Stanford News adopting new behaviors is not easy because of societal norms<sup>12</sup>. This article discusses about the norms that help for changing behavior. If people expose to a dynamic norm they are more likely to adopt new behavior. Martinovich talks about the studies of Gregg Sparkman and Gregory M. Walton. ““Showing how norms are changing can give people a model of how they can change too, and lead to a circumstance where many people change,” said Walton”. Additionally according to article Sparkman said “Just learning that other people are changing can instigate all these psychological processes that motivate further change. People can begin to think that change is possible, that change is important and that in the future, the norms will be different. And then, if they become persuaded and decide to change, it starts to become a reality.” Considering Walton’s and Sparkman’s studies, stakeholders will be exposed static norms if they quit from Adim Adim. Therefore, duration of the outcome will decrease eventually.

**The Drop off Analysis:** When determining the drop off rate, stakeholders stated that they should take part in another formation that had characteristics equivalent to the structure of Adim Adim in order to obtain the same or a similar outcome. Stakeholders also reported that they would seek a philanthropic activity, even if it was not similar to what was offered by Adim Adim, as a result of the awareness gained. In line with this information, by taking into consideration that the platforms bringing philanthropy and sport activities together started to be established after Adim Adim, and there are only a limited number of such platforms, drop off rates were determined as 10% in the Executive Board, Volunteer Trainers and Corporate Teams groups. The 15% drop off

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<sup>12</sup> Martinovich, Milenko, Changing behaviors may be easier when people see norms changing, Stanford research finds, Stanford News, October 6, 2017, <https://news.stanford.edu/2017/10/06/change-behaviors-changing-perception-normal/>

rate in the Volunteer Runners and Volunteer Contact Persons for NGOs groups was determined based on the determination that the stakeholders in this group would be more likely to seek similar activities and be more motivated to participate in philanthropic activities.

### **Financial Proxy and Valuation Method**

Changes stated by the stakeholders in the context of awareness are the changes that are possible by actively taking part in the area of civil society and coming together with the beneficiary groups. Considering the time and effort spent by the stakeholders for their activities within Adım Adım, the financial value of working voluntarily in Non-Governmental Organizations for 4 hours a week over the duration of 1 year was determined as the financial proxy of this outcome.

According to the Turkish Statistical Institute data, the average hourly wage of a white collar employee is TL 188. Accordingly, the financial proxy of the awareness increase was calculated as  $192 \times 188 = \text{TL } 36,096$ .

For Sponsors stakeholder group, this outcome can be achieved CSR trainings for employees. CSR Association of Turkey prepare corporate trainings and aiming increase awareness of employees and motivate corporates to engage more strategic CSR activities. Therefore, cost of training, which is TL 7,695, was determined as financial proxy of “increased awareness” outcome for the Sponsors.

Corporate Team stakeholder group’s financial proxy was determined as the amount of collected by 50 volunteer runners who are the employees of the company. Corporate Team’s volunteer runners played the main role in increasing awareness of employees. Their achievement of collecting donation for NGOs took attention of other employees and they experienced the change. Therefore, the amount of donations collected by company’s volunteer runners, which is TL 97,600, was determined as financial proxy of increased awareness for Corporate Team.

**2- Increasing Awareness of People Around**

Who Experienced/Which Stakeholder Groups Experienced the Change	The Chain				Well-defined Outcome
<ul style="list-style-type: none"> <li>•Volunteers: - 41 (total quantity)</li> <li>-The Executive Board – 4 (quantity)</li> <li>-Volunteer Contact Persons for NGOs - 6 (quantity)</li> <li>-Volunteer Trainers - 3 (quantity)</li> <li>-Volunteer Runners – 28 (quantity)</li> <li>•Volunteer Professionals - 1(quantity)</li> </ul>	<b>1</b> 	<b>2</b> 	<b>3</b> 	<b>4</b> 	<b>Increasing Awareness of People Around</b>
Getting know NGOs closer Understanding wide range of NGOs' operations fields & beneficiary groups So their perspective have increased Awareness changed by experiencing that everyone can do something for others & being volunteer is a serious responsibility.					

For more than half of stakeholders who have experienced this well-defined outcome, have experienced “Increased Awareness” previously. This indicates that other stakeholders who have experienced “Increased Awareness” as well-defined outcome may take action in the future and increase other people’s awareness around them.

“Increased Awareness” is the first well-defined outcome as discussed above. For some stakeholders, this outcome goes one step further and as a consequence of increased awareness they affect people around them an increase those people’s awareness too. Volunteers tell their friends, colleagues, families, and relatives about the NGOs under the umbrella of Adim Adim. So, people who has no idea which NGO works in which field learn about NGOs’ operations and beneficiaries. Stakeholders’, who use social media actively, posts make people curious. People ask questions about NGOs and ask how they can contribute to stakeholders who share posts about NGOs and marathon campaign. Stakeholders who experience “Increasing awareness of people around” has become an ambassador of NGOs and sometimes this more effective than NGOs’ own campaigns. This is directly related with trust. People’s prejudices towards NGOs are eliminated including transparency, how NGOs use donations and whether they use it for beneficiaries who are really need related service.

%57 of stakeholders experienced this outcome dependent to “Increased Awareness”. Those stakeholders belong to segment groups of Adim Adim Volunteers which are The Executive Board, Volunteer Contact Persons for NGOs, Volunteer Trainers and Volunteer Runners. This situation indicates that some of Adim Adim Volunteers has gone one step further to undertake responsibility of being ambassadors of NGOs.

So here the chain of events starts with getting know NGOs closer and end with increasing awareness of people around. This outcome is both intended and expected.

It could be considered that “Creating Resources” and “Increasing Awareness of People Around” outcomes may dependent. At first glance it might be thought that people whose awareness is increased by Adim Adim volunteers contribute to resource creating. Therefore, this outcome might goes one step further and this chain might ends with

“creating resource” outcome. However, this is not valid in this case. In this case, those people whose awareness is increased by Adim Adim volunteers learn about NGOs, their activities, and diversity of working fields. This outcome is about informing people about NGOs and their activities. Still, this should be taken into consideration that in the long term this outcome may lead a contribution to increase in donation culture which is an important part of Adim Adim’s ToC. Therefore, in future analysis it would be important to identify whether this outcome linked with creating resource outcome. Because, if this will be the case then it means Adim Adim is one step closer to the long term outcome of ToC.

### Indicators

#### Subjective

- Being aware of social capital
- Eliminating prejudice about NGOs

#### Objective

- Increasing number of people around who know Adim Adim
- Reaching out people who have never volunteered in their life
- Increasing number of people around who know donors’ rights
- Having friends who want to know Adim Adim closer

### Quotations from stakeholders to support indicators

SS14: “There is a section on Volunteering and Philanthropy in the healing book, which sold 9,000 copies.”

SS10: “I observed that the awareness of those around me is increasing. More people have asked about Adim Adim.”

EB12: “I got to know an NGO I never knew about and learned what they were doing, and I told those around me about it.”

VR4: “When I called people, I noticed that I had the power to break their prejudice. I wasn’t aware of this power before. I have become aware of my social capital.”

VC23: “I wanted to convey Adim Adim to more people, and I aimed to raise awareness. Social media is a good tool.”

VR26: “My awareness raising skills improved.”

### Materiality Analysis of “Increasing Awareness of People Around”

Relevance Criteria	Yes	No	Description
Policy based performance	•		Adim Adim’s policy includes contributing to the development of the donation culture. Accordingly, creating awareness among the people around the internal stakeholders of Adim Adim would be a desired outcome.
Stakeholder behaviour and concerns	•		The stakeholders claimed that the awareness of those around them increased as their awareness increased.

Societal norms	•	Increasing awareness of civil society activities and their importance is a social norm.
Direct short term financial impacts	•	This outcome has no direct financial impact.
Peer based norms	•	In order to promote NGOs and spread awareness of their activities, work is carried out by the NGO volunteers, especially the NGOs themselves.
Conclusion	•	

<b>Significance criteria</b>					
<b>Stakeholder Group(s)</b>	<b>Quantity</b>	<b>Value</b>	<b>Deadweight *</b>	<b>Attribution *</b>	
The Executive Board					
Volunteer Contact Persons for NGOs					
Volunteer Trainers	42	TL 413	14%	8%	
Volunteer Runners					
Volunteer Professionals					
<b>Conclusion</b>	Normal	Normal	Low	Low	

*\*The deadweight and attribution rates which are specified for the significance criteria reflect the arithmetic average of the stakeholder groups.*



### The Deadweight, Attribution, Duration and Drop off Analysis

Stakeholder Group	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Executive Board	4	13%	10%	4	15%
Volunteer Contact Persons for NGOs	6	8%	3%	4	50%
Volunteer Trainers	3	10%	5%	5	10%
Volunteer Runners	28	8%	10%	4	20%
Volunteer Professionals	1	30%	10%	5	20%

**The Deadweight Analysis:** The deadweight rate is found to be higher in the Volunteer Professionals Group than in other groups. This is because the stakeholder will retain a relationship with the NGO which they know and trust, and will therefore continue to work as an ambassador of the NGO they are volunteering for, even without Adim Adim. In other groups, the fact that the stakeholder's own awareness increased and that the stakeholders had become closely involved with NGO's activities having got to know these activities closely with Adim Adim and were thus able to confidently explain the NGOs to those in their social environment - thereby serving as the NGOs' ambassadors - also played a part in increasing awareness among those around them. The stakeholders who had been introduced to the charity work by the stakeholders involved with Adim Adim expressed that if they had not been involved with Adim Adim, their means of achieving this outcome would have been extremely limited, and that they were easily able to tell those in their environment about the activities of NGOs because Adim Adim is a platform that has inspired confidence over the years, and because the power they drew from this trust.

**The Attribution Analysis:** The attribution rates are low in all stakeholder groups. Based on the direct connection with their involvement in Adim Adim, stakeholders stated that friends or family members who had been directed to Adim Adim had played a role in this outcome. The stakeholders also stated that their friends and family circles had played a role in the announcement of Adim Adim, and thus the NGOs.

35% of the stakeholders stated that third parties or institutions had no share in this outcome.

**The Duration Analysis:** It was determined from their own statements that the stakeholders in the Volunteer Professionals Group would maintain their relationship with the NGOs individually in case they became disconnected from Adim Adim. In other stakeholder groups, stakeholders expressed that the stakeholders had grown to know certain NGOs closely while they had been involved with Adim Adim, and that even though they were no longer involved with Adim Adim, they would seek to carry out voluntary work with the NGOs they know and would continue to seek support from those in their environment for these NGOs. This shows that the impact of the outcome will be long-lasting. However, without the environment which would have been provided by Adim Adim and the support they would have provided to each other, it could also be considered that the outcome would diminish after a certain point.

**The Drop off Analysis:** The Volunteer Contact Persons for NGOs stakeholder group established a closer relationship with the NGOs than other groups because they worked with them on a one-to-one basis. Because of the social environment they have acquired, they are closer to the fundraising activities through sport - and more inclined to take part - compared to other stakeholder groups and the drop off rate of outcome is higher than for other stakeholder groups.

"AS AA VOLUNTEERS' AWARENESS IS INCREASED, THEY ACT LIKE NGOs' AMBASSADORS. THEIR SHARINGS AND SOCIAL MEDIA POSTS AFFECT PEOPLE AROUND THEM "

LIANA VARON / TÜSEV DEPUTY SECRETARY GENERAL



### Financial Proxy and Valuation Method

The stakeholders advocated the NGOs in their social environments like voluntary ambassadors. They informed people about NGOs, NGOs' operations and beneficiaries (so informed about variety of social problems), donors' rights about tracking their donations and asking for transparency. In other words, the stakeholders have created "an invisible network" between the NGOs and potential individual donors. For this reason, a sum of TL 413 - the cost of "creating an informal network for charities" that is included the Global Value Exchange<sup>13</sup>, was assigned as the financial proxy of "Increasing Awareness of People Around".

<sup>13</sup> <http://www.globalvaluexchange.org>

### 3- Creating Resources

Who Experienced/Which Stakeholder Groups Experienced the Change	The Chain			Well-defined Outcome
<ul style="list-style-type: none"> <li>•Volunteers: 51 (total quantity)</li> <li>-Executive Board - 5 (quantity)</li> <li>-Former AA Volunteers Who are NGO Staff Now - 2 (quantity)</li> <li>-Volunteer Trainers – 1 (quantity)</li> <li>-Volunteer Runners – 43 (quantity)</li> <li>•NGOs – 8 (quantity)</li> </ul>	<p><b>For Executive Board:</b></p> <p style="text-align: center;"><b>1</b>      <b>2</b>      <b>3</b></p> <p>Creating a social community      Increase in motivation of volunteers      Increase in number of volunteers</p>			<p><b>Creating Resources</b></p>
<p>Five Volunteers segments and NGOs have experienced “Creating Resources” well-defined outcome. The chain of events is different for each stakeholder group. “Resource refers to both human resource (volunteers) and financial resource (donations).</p>	<p><b>For NGOs:</b></p> <p style="text-align: center;"><b>1</b>      <b>2</b>      <b>3</b></p> <p>More effective communication with donors      Increase in recognition level      Reaching out individual donors just with one organization (marathon)</p>			
<p>For each stakeholder group, this part of the analysis is crucial because it can set an example for other organizations that operate in third sector about creating resources’ preconditions. This analysis shows that creating resource requires more than asking for donation or asking for voluntary work.</p>	<p><b>For Former AA Volunteers Who are NGO Staff Now:</b></p> <p style="text-align: center;"><b>1</b>      <b>2</b>      <b>3</b></p> <p>Transferring their experience in Adım Adım to the their new career in the NGOs      Forming a runner team      Reaching out corporate and individual donors</p>			
	<p><b>For Volunteer Trainers:</b></p> <p style="text-align: center;"><b>1</b></p> <p>The formation and continuity of the Adım Adım Bursa Group</p>			
	<p><b>For Volunteer Runners</b></p> <p style="text-align: center;"><b>1</b></p> <p>Reaching out individual donors</p>			
<p>Creating resources occurred as well-defined outcome for three different segments of Volunteers group and NGOs with different chain of events. Activities of <b>Executive Board</b> keep volunteers in the system. All volunteers are crucial for providing human resource to NGOs. Especially volunteer runners’ motivation to stay in the system is crucial for creating financial resource for NGOs because volunteer runners are the group that reaches out individual donors</p>				

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directly (as seen in the activities of stakeholder groups). As a result of Executive Board's activities a social community is occurred and this social environment keeps volunteers in the system. This is supported by "Enlargement of the Social and Professional Network" outcome. This outcome indicates that social community is valuable for stakeholders and this is something that they did not have before Adim Adim. "Then, what happened?" question was asked to stakeholders and they said "Other people around them want to join this community". So, number of volunteers increase each year. In Adim Adim system, the higher number of volunteers, the more human and financial resources.

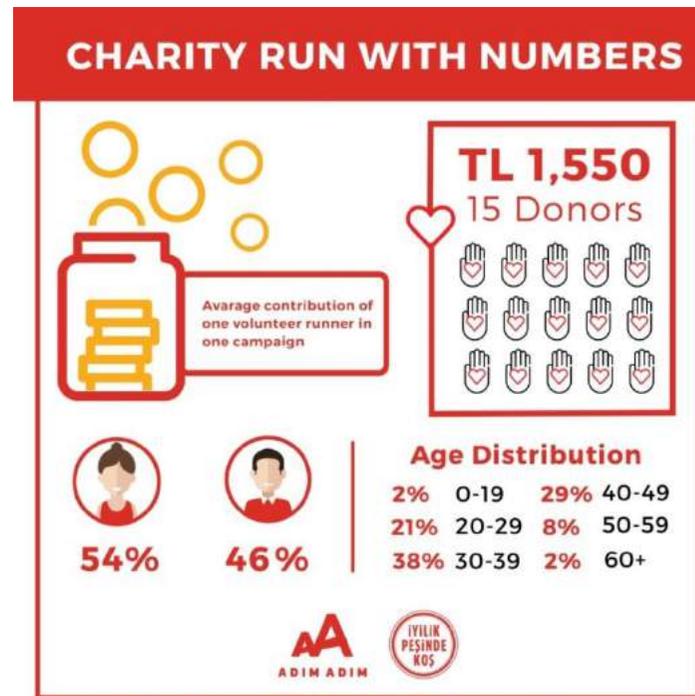
**Former Adim Adim Volunteers Who are NGO Staff Now** group know the system of Adim Adim very well. So that they can organize their organization, which is the NGO that they work for, easily for a marathon campaign. They transfer their experience to the NGO that they work for. So that, they can form a runner team easily to carry out the marathon campaign. Because they make preparations well, they can contact with both individual donors and corporate donors effectively. As a consequence, this stakeholder group creates resource for the NGO that they work for.

The formation and continuity of the Adim Adim Bursa Group, which was identified in **Volunteer Trainers** stakeholder segment, is an important change for Adim Adim's short term outcome of ToC. Establishing Adim Adim groups in different cities means more volunteer runners. More volunteer runners mean more donations for NGOs. Therefore, as a consequence of the formation and continuity of the Adim Adim Bursa Group, financial resource for NGOs has increased. Formation of Adim Adim Bursa Group change ends up with creating resource as a well-defined outcome.

For **NGOs** reaching out individual donors is one of the most challenging operations. Working with Adim Adim make this process easier and they can communicate with donors directly and express themselves much better. Communicating with donors effectively make them known by more people (potential donors). They promote their campaign before marathon, during marathon and after marathon. So with one marathon campaign NGOs are able to reach out individual donors. As a consequence NGOs create financial resources by using human resource of Adim Adim volunteers.

**Volunteer Runners** are the main group that reach out individual donors by sending donation letters and sharing posts. Volunteer runners tell potential individual donors which good cause they are running for. They explain the project and how much donation is needed. Because they send those donation letters to people who know volunteer runners in person, this is not a one way communication. Potential donors can ask questions directly about NGOs

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and their projects. As discussed under the heading of Donors (page 82) some people donate because the letter is sent by their friends. Additionally, volunteer runners send e-mails about the results of the project to people who donate that specific project. Because they are informed regularly by volunteer runners they do not hesitate to donate. As a consequence of reaching out individual donors, resource creation is achieved by volunteer runners.

Creating resource in terms of human and financial is a both intended and expected outcome. It is the most important part of ToC of Adim Adim.

#### Indicators

##### Subjective

Executive Board:

- Running has become a meaningful activity for volunteers

##### Objective

- Volunteer runners participating in the marathon for more than 3 years, they run for 3 different NGOs
- Increase in the number of volunteers

#### Quotations from stakeholders to support indicators

EB14: "You are not stuck inside four walls - you are training outdoors, with breakfast after the run and you are always together. The effect of this is huge."

Volunteer Trainers:

- Expanding of "goodness movement"

- NGOs visited Bursa to meet with Bursa Group's volunteers
- Transformation from running for sports to running for 'good'

**Quotations from stakeholders to support indicators**

VT6: "With the support of the trainers, we were able to explain the sport + kindness formation."

Volunteer Runners:

- Not only reaching out individual donors but also reaching out their hearts and gaining their trust
- Reaching out minimum 17,750 people
- Achieving to make 2,158 people donate to NGOs

**Quotations from stakeholders to support indicators**

VR3: "Contacting with people directly via detailed e-mails about the projects and beneficiaries works. People don't hesitate when they know their support is needed."

VR17: "It's great to create resource for someone I don't know personally but I know he/she needs it."

VR22: "My posts are seen by hundreds of people. They may not donate for this marathon but they will eventually."

VR 24: "Being transparent is everything if you ask for money. This what we do in Adim Adim."

NGOs:

- Fundraising based on earning donor trust
- Depending on Adim Adim's transparency and openness, individual donors donate without hesitation
- 7% of the total donations, from 8 NGOs in 2015, were because of Adim Adim
- 32% of total donation amount to come from individual donations
- Promoting the project at once and reaching individual donors, instead of an individual donation campaign that would be spread all year round
- Increasing the number of individual donors and being in contact with them

**Quotations from stakeholders to support indicators**

N1: "Our search for donors on a project basis continues throughout the year. Adim Adim has a very high impact at once. "

N2: "Adim Adim takes the NGOs after selecting them - it examines the institutions. Going through the filter of Adim Adim is an important reference."

Former AA Volunteers Who are NGO Staff Now:

- As an NGO being part of Adim Adim easily
- Being confident about creating resource with the help of Adim Adim
- The inclusion of a new NGO in Adim Adim
- Reaching individual donors for the project of the relevant NGO and collecting the necessary volume of donations for the project
- Finding a corporate team together with Adim Adim
- Creating resources for the NGO's project with the corporate team

**Quotations from stakeholders to support indicators**

FV1: "We created the running team for the NGO I am currently working with, and included it in Adim Adim."

FV3: "I learned "corporate team" concept in Adim Adim."

### Information about stakeholders who did not experience “Creating Resources”

The question of “what happened to others?” can be asked for Former Adim Adim Volunteers Who are NGO Staff Now stakeholder group. %50 of stakeholders in this group have experienced “creating resource” outcome. The other half of stakeholders work for big NGOs which have organizational structure. So, because in those NGOs there is separate department for resource creation, stakeholders have not experienced creating resources outcome.

### Materiality Analysis of “Creating Resources”

Relevance Criteria	Yes	No	Description
Policy based performance	•		Creating resources is within the scope of Adim Adim’s primary purpose and policy. It the main reason formation of Adim Adim.
Stakeholder behaviour and concerns	•		The stakeholders stated that creating resources was directly or indirectly the result of the Adim Adim activities. Within the marathon fundraising is the direct consequence of being part of Adim Adim. For NGOs, reaching out potential individual donors and promoting their projects are indirect results of being part of Adim Adim.
Societal norms	•		Supporting NGOs or those in need directly through donations is a social norm.
Direct short term financial impacts	•		Creating resources outcome has a direct financial impact.
Peer based norms	•		Fundraising through sports activities started to be carried out by different groups after Adim Adim.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight *	Attribution *
Executive Board	5	TL 1,151,750		
	1	TL 89,534	10%	10%
	43	TL 155,568		
NGOs	8	TL 3,679,593		
Former AA Volunteers Who are NGO Staff Now	2	TL 54,000		
<b>Conclusion</b>	High	High	Low	Low

\*The deadweight and attribution rates which are specified for the significance criteria reflect the arithmetic average of the stakeholder groups.

### The Deadweight, Attribution, Duration and Drop off Analysis

Stakeholder Group	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Executive Board	5	6%	7%	5	10%
Volunteer Trainers	1	0%	10%	1	100%
Volunteer Runners	43	10%	12%	1	100%
NGOs	8	18%	14%	1	100%
Former AA Volunteers Who are NGO Staff Now	2	15%	5%	5	15%

**IMPORTANT NOTE:** The quantity of Volunteer Runners is taken as 1 on the impact map. This is because the amount taken as a financial proxy is the total amount of donations collected by 43 volunteer runners by reaching the individual donors. The financial proxy determined for the outcome is multiplied by the quantity when calculating the SORI rate. To avoid excessive valuation, the quantity is taken as 1 on the impact map.

**The Deadweight Analysis:** The question of “were there other ways of achieving this outcome if you had not been involved in Adim Adim?” was asked to stakeholders in order to determine the deadweight of the outcome of Creating Resources. If the stakeholder answered that would not be to this degree, but that there were other ways of achieving the same outcome, the stakeholder was asked to give a rating from 1 to 10, with 1 being the lowest and 10 being the highest. In line with the responses given within each stakeholder group, the deadweight of the outcome of Creating Resources was determined for the relevant stakeholder group by taking the average of the deadweight rate specified by the stakeholders.

It was determined that the deadweight of the Creating Resources outcome expressed by 5 stakeholders in the Executive Board, who are responsible for ensuring the motivation of volunteer runners and the NGOs, for ensuring that volunteer runners stay in Adim Adim and for teaching the intricacies of fundraising, was low for these five stakeholders. The stakeholders stated that they would make efforts to create resources for the NGOs even if Adim Adim did not exist, but that their individual efforts would be very limited based on their past experiences. 60% of the stakeholders from the Executive Board group stated that it would not be possible to provide the Creating Resources outcome through other means outside Adim Adim.

A similar situation exists for Former AA Volunteers Who are NGO Staff Now. They stated that the idea of reaching out to those in need was always in their minds and that the desire to contact NGOs through their own efforts could enable them to engage in fundraising activities, but added that their individual efforts would be limited. In addition, creating significant resources for the NGOs by including these NGOs where they work as a professional into the Adim Adim roof, shows that there is no significant alternative of achieving the Creating Resources outcome through a similar method (a charity run) outside Adim Adim.

For Volunteer Runners in the interviews conducted with the stakeholders, it was determined that the environment created by Adim Adim, synergy, the support and guidance on preparation of donation letter and tracking are the factors that stand out in reaching individual donors and increasing the number of individual donors reached to. It is understood from the stakeholder statements that it would be very difficult to achieve the same outcome if it was not for

Adım Adım. Adım Adım's transparency and accountability criteria make it easy for volunteer runners to seek donations for their chosen NGO. As it is imperative to provide trust to reach to individual donors, it was stated by the stakeholders that if it was not for Adım Adım, volunteer runners would only be able to ask for donations for an NGO they trust from their close circles, but there will be no continuity.

Similar to Volunteer Runners, for Volunteer Trainers when we look at the formation process of the Adım Adım Bursa Group, it is seen that the organization of the Bursa Group would not have been possible if it were not for Adım Adım. A volunteer from the Adım Adım Istanbul team went to Bursa every weekend for two years and attended the training at 8AM each morning, provided a regular flow of information with the Executive Board, made announcements through social media to ensure the word was spread, and ensured the expansion of the trainer team through which the formation of the Bursa Group started. For this reason, if it were not for Adım Adım, it is clear that there would have been no other way to form a platform such as the Bursa Group, which brings sports and philanthropy together. Therefore, the deadweight of this outcome was determined as 0%.

It was determined that the deadweight of the Creating Resources outcome is slightly higher for the NGOs than other stakeholder groups. The main reason for this was stated by the stakeholders that the NGOs are obliged to create resources in order to sustain their activities and those NGOs whose budgets allow employment for Creating Resources. It was stated by the stakeholders that it would not be possible to reach individual donors at the same rate without Adım Adım; and therefore the deadweight of the Creating Resources outcome is low. 25% of the NGOs stated that there was no different means of achieving the same outcome.

**"THERE IS NO OTHER FORMATION  
LIKE ADIM ADIM THAT CAN CREATE  
RESOURCES THIS MUCH."**

LIANA VARON / TÜSEV DEPUTY SECRETARY GENERAL



**The Attribution Analysis:** In order to determine the attribution rate of the Creating Resources outcome, the stakeholders were asked the question of "Do other parties have a role in achieving this outcome, apart from Adım Adım?". If the stakeholder answered 'yes', the stakeholder was asked to give a rating

from 1 to 10 with 1 being the lowest and 10 being the highest. In line with the responses given within each stakeholder group, the attribution rate of the Creating Resources outcome was determined for the relevant stakeholder group by taking the average of the degree of attribution stated by the stakeholders.

It was found that the players who had a role in obtaining the Creating Resources outcome, other than the Adım Adım Formation, were limited in their capacity to direct stakeholders to Adım Adım and to promote Adım Adım. Therefore, the attribution rate was found to be very low in all stakeholder groups. 20% of the stakeholders of the Executive Board group and 88% of the NGOs stated that there were no third parties who had a share in or who had contributed to the outcome.

The attribution rate was determined for Volunteer Trainers on the basis of the direct statement of the stakeholder, who founded the Adım Adım Bursa Group and is currently in charge of the Bursa Group. When establishing the Adım Adım Bursa Group, the attribution rate was determined as 10% due to the contribution of the support he received from his family and company.

For Volunteer Runners when looked at whether there were other actors who had a part in the outcome apart from Adım Adım for the outcome of reaching to individual donors, it was determined that there were family members/colleagues/friends who introduced the volunteer runners to Adım Adım or who supported them to become volunteer runners in Adım Adım. Although, attribution rates for each stakeholder are close, they not exactly the same for every stakeholder, for this reason, the attribution rate was determined by taking the average of the attribution rates for each stakeholder.

**The Duration Analysis:** In order to determine the duration of the Creating Resources outcome, the stakeholders were asked the question of “how long does the impact of this outcome last for you from the moment you are disconnected with Adım Adım?”. In line with the responses given within each stakeholder group, the duration of the Creating Resources outcome was determined for the relevant stakeholder group by taking the average of the duration stated by the stakeholders.

Since the Creating Resources outcome for the Executive Board and Former AA Volunteers Who are NGO Staff Now is mainly concerned with teaching and learning, the stakeholders stated that the impact of the relevant outcome would last for many years. However, the stakeholders stated that the NGOs would not be able to attract the same high volume of resources, which the NGOs had obtained from individual donors, on their own after their relationship with Adım Adım had ended. For this reason, the outcome duration of the outcome was determined as 1 year.

The outcome duration was determined for Volunteer Trainers group as one year and the drop off rate was determined as 100% due to the fact that the Adım Adım Bursa Group will cease to exist in the event of the end of the Adım Adım Formation.

As Volunteer Runners, within a platform, a system that provides direct transfer of the received donations to the relevant NGO by choosing from the projects belonging to many different NGOs that meet the criteria of transparency, by sending donation letters to people they know and don't know by sending

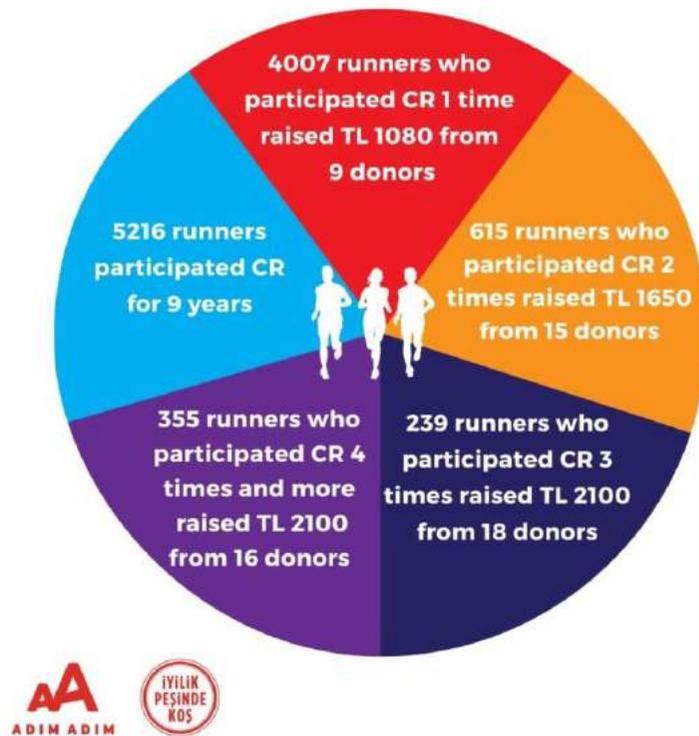
donations, as well as collecting donations by assuring the donor can ensure continuity due to volunteer runners taking part in the Adim Adim formation. Therefore, the outcome duration was determined as 1 year, and accordingly the drop off rate was determined as 100%.

**The Drop off Analysis:** When determining the drop off rate, the stakeholders' desire to take part in philanthropic activities and their motivation to go to efforts to create resources for the NGOs if Adim Adim did not exist or after their relationship with Adim Adim had ended were taken into consideration. Based on that, the impact of the creating resources outcome can be considered to be long for the stakeholders of the Executive Board and Former AA Volunteers Who are NGO Staff Now groups, and given the stakeholders stated that they would go to efforts to use their information to attract resources, even if Adim Adim did not exist, the drop off rate was determined as 13% for the Executive Board and 10% for Former AA Volunteers Who are NGO Staff Now.

### **Financial Proxy and Valuation Method**

Although the Creating Resources is a common outcome for the stakeholders in five different groups (three of them are segments of Adim Adim Volunteers), it was determined that the emergence of the relevant outcome in the five groups was different. For example, stakeholders of the Executive Board stated that the relevant outcome would be “to teach the creation of resources and to ensure the continuity of volunteer runners”; stakeholders in the Former AA Volunteers Who are NGO Staff Now groups stated that the relevant outcome would be “to learn how to create resources during the time they take part in the Adim Adim, and to implement this in the NGO they work with”, while the NGOs stated the relevant outcome as one of “creating resources based on earning donor trust”. Volunteer Runners and Volunteer Trainers activities caused directly raising donation in terms of creating resources. For this reason, financial proxies were assigned to the Creating Resources outcome of the stakeholder groups separately.

For *the Executive Board*, creating resources effectively is taught by the Executive Board, with teaching of the intricacies of reaching individual donors through individuals along with the many details ranging from being transparent to the language used with both NGOs and Volunteer Contact Persons for NGOs, who are in a one-to-one relationship with the NGOs and Volunteer Runners, and by transferring the experiences of the past years. Continuity is a key element in donation. Ensuring the continuity of Volunteer Runners means both reaching out to more individual donors and providing resources for many more different NGOs. For this reason, it was determined that ensuring the continuity of volunteer runner participation in the Adim Adim Formation was a key point in creating resources.



As in 2015, the education fee, which ensures the maintenance/ increase of the number of participants with driving force/motivation multiplied by the number of people remaining in the system and who continued the charity run was attributed as the financial proxy of the outcome of creating resources, and in 2016 was calculated as TL 1,151,750 of (TL 850 x 1,355).

*The NGOs:* The NGOs' fundraising depends entirely on donor trust. One thing which also emerged in the interviews conducted with donors was that although sharing is an act that comes from within, and that people want to help and are aware of the beneficiary groups, there is a problem of trust due to past cases of abuse. Donors also stated that investigating non-governmental organizations that request donations requires time and energy, and that this method of donation was therefore not popular among donors. Adim Adim's transparency criteria, the fact that the money is directly transferred to the NGO's projects, which are identified and whose framework is clearly drawn out, and the fact that donors can track that their donations to ensure they go to the right place eliminates this problem regarding trust.

Participating in a platform with transparency rules and gaining the trust of volunteer runners first of all and reaching out to individual donors through volunteer runners enabled the NGOs under the roof of Adım Adım to raise the considerable sum of resources which they would need to realize their projects. The requests for donations from volunteer runners succeeded in persuading individual donors and directly enabled NGOs to raise resources. Accordingly, a total of TL 3,679,593 - which is the amount of donations collected in 2015- was assigned as a financial proxy.

Former AA Volunteers Who are NGO Staff Now: This group managed to generate resources by reaching out to individual and corporate donors more effectively by using all the information they acquired during their time in the Adım Adım Formation in order to develop resources in the NGOs where they work professionally. Accordingly, a total of TL 54,000, which is the average annual wage of a Resource Development Coordinator for 1 year (12 months at TL 4,500 per month), was assigned as a financial proxy.

Volunteer Trainers: The value of the change/ outcome created by the Adım Adım Bursa Group can be determined by the sum of donations collected by the Adım Adım Bursa Group in 2015. The financial value of the formation was taken into account when determining the financial proxy of the value of the existence of the AA Bursa Group. Therefore, TL 89,534 - the sum of the donations collected in 2015 - was determined as the financial proxy.

Volunteer Runners: Reaching individual donors by sending a donation letter that began with promotional efforts intensifying during the campaign periods is an area, where NGOs have it very difficult. The value of volunteer runners reaching to individual donors to explain the projects of the NGOs, informing them about their chosen NGO and its activities, and ultimately raising donation needed for projects (financial proxy) was determined as TL 155,568, the amount of donations collected by the volunteer runners who were interviewed in 2015.

**4- Healthy Life / Gaining Sports Habit**

Who Experienced/Which Stakeholder Groups Experienced the Change	The Chain			Well-defined Outcome
<ul style="list-style-type: none"> <li>•Volunteers: 33 (total quantity)</li> <li>-Executive Board - 6 (quantity)</li> <li>-Volunteer Contact Persons for NGOs - 11 (quantity)</li> <li>-Volunteer Trainers – 2 (quantity)</li> <li>-Volunteer Runners – 14 (quantity)</li> <li>•Former Adim Adim Volunteers Who are NGO Staff Now - 1 (quantity)</li> </ul>	<b>1</b> Starting sport for a good cause	<b>2</b> Keeping balanced diet	<b>3</b> Both sport and balanced diet have turned into a life style	<b>Healthy Life / Gaining Sports Habit</b>
<p>%67 (4 out of 6) segments of Adim Adim Volunteers stakeholder groups have experienced Healthy Life / Gaining Sports Habit well-defined outcome. All segments' stakeholders described the same chain of events during the interviews.</p>	<p>Stakeholders who experience 'healthy life/gaining sports habit' outcome stated that their motivation for running is based on 'being part of a philanthropic activity'. In other words they want to do something for community. Doing it by running creates a win-win situation. Starting sport directly affects people's diet. They eat much more healthy food and stay away from harmful food like fast food. Also, they quit from bad habits. Stakeholders are informed about balanced diet and about running trainings regularly. They do not try to find the right way of having balanced diet or running training while preparing for marathon by themselves. They are supported by Adim Adim. So, starting sport (running) triggered eating healthy and balanced diet. In time sports and balanced diet have turned into a life style for stakeholders.</p>			
<p>So here the chain of events start with starting sport for a good cause and end with a healthy life/gaining sports habit. This outcome is both intended and expected. It is the most important part of ToC of Adim Adim for volunteers.</p>				

Indicators	
<b>Subjective</b>	<b>Objective</b>
<ul style="list-style-type: none"> <li>•Feeling healthier</li> <li>•Feeling good spiritually and physically</li> <li>•Getting in good condition</li> </ul>	<ul style="list-style-type: none"> <li>•Losing weight</li> <li>•Fewer health problems, being less sick</li> <li>•Benefiting from the presentations of nutritionists, eating healthily by raising awareness of nutrition among runners</li> <li>•Being able to run longer distances</li> <li>•Start running consciously / to gain knowledge about the run, to start the sport with Adim Adim</li> </ul>

**Quotations from stakeholders to support indicators**

VC2: "I lost weight and started to live a healthy life."

VR9: "It positively affects my own health."

VR16: "I attended training on the beach. I realized that I couldn't run. I got up early in the morning and started training myself. I was happy when I got good results in the races."

VC13: "I had a difficulty doing sport on my own. When it became a group, it provided motivation."

VT5: "I love sport, but it's hard to be motivated alone. Thanks to Adım Adım, I never lost my connection with running. It became a habit of doing sport when we were together."

FV3: "I am actually quite weak in the running part of it - I wouldn't run if it wasn't for a good reason."

VR26: "I'm not an athlete. I ran the half-marathon at most, but sport entered my life. It feels good both spiritually and physically."

### Information about stakeholders who did not experience "Healthy Life / Gaining Sports Habit"

Stakeholders can be divided into two groups: (1) Start sports with Adım Adım with the motivation of goodness. For this first group goodness is the starting point and sports have come to their lives later (with Adım Adım). (2) Sports is already a lifestyle and start to use it for goodness. For this second group running is the starting point and goodness have come to their lives later (with Adım Adım). So, stakeholders who did not mention about healthy life/gaining sports habit were asked whether they experience this change. Some of them have been runners for many years, some of them have been doing sports regularly and some of them have been member of a running group.

### Materiality Analysis of "Healthy Life / Gaining Sports Habit"

Relevance Criteria	Yes	No	Description
Policy based performance	•		Adım Adım has a policy of collecting donations through sport.
Stakeholder behaviour and concerns	•		Stakeholders stated that regular training encouraged healthy living and a habit of doing sport.
Societal norms		•	The habit of doing sport is not a social norm.
Direct short term financial impacts		•	The outcome of the healthy living / sports habit has no direct financial impact.
Peer based norms	•		Sports that can be done as a group get more attention in Turkey. It is known that it has a significant impact that allows continuity of sports.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight *	Attribution *
	34	TL 4,224	50%	14%
Conclusion	Normal	Normal	High	Low

*\*The deadweight and attribution rates which are specified for the significance criteria reflect the arithmetic average of the stakeholder groups.*

### The Deadweight, Attribution, Duration and Drop off Analysis

Stakeholder Group	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Executive Board	6	50%	7%	4	10%
Volunteer Contact Persons for NGOs	11	50%	5%	4	25%
Volunteer Trainers	2	50%	5%	5	10%
Volunteer Runners	14	50%	11%	4	10%
Former AA Volunteers Who are NGO Staff Now	1	50%	40%	5	10%

**The Deadweight Analysis:** The question of “were there other ways of achieving this outcome if you were not involved in Adım Adım?” was asked to stakeholders in order to determine the deadweight of the outcome of the Healthy Life / Gaining Sports Habit. If the stakeholder answered that it would not be to this degree, but that there were other ways of achieving the same outcome, the stakeholder was asked to give a rating from 1 to 10, with 1 being the lowest and the 10 being the highest. In line with the responses given within each stakeholder group, the deadweight of the outcome of Healthy Life / Gaining Sports Habit was determined for the relevant stakeholder group by taking the average deadweight rate specified by the stakeholders.

In all stakeholder groups, it was stated that doing sport had become meaningful with Adım Adım, that being able to support those in need by running had increased motivation and that doing sport as a group had provided continuity in their activity. The fact that the sport is combined with philanthropy for Volunteer Runners and Volunteer Trainers, who have the lowest deadweight, also demonstrates that Adım Adım creates a unique experience for its stakeholders. However, there are so many collective running groups in different cities such as Ankara, İzmir, İstanbul, Bursa and Antalya. This outcome is directly the consequence of running and it is highly likely that it can be achieved by joining a collective running group too. Therefore, gaining the same outcome’s deadweight ratio is higher than the ratios that stakeholders expressed.

**The Attribution Analysis:** It was determined that the parties who had a share in the Healthy Life / Gaining Sports Habit outcome other than Adım Adım had received support from the stakeholders' families, colleagues, and managers.

In the Former AA Volunteers Who are NGO Staff Now Group, it was determined that the attribution rate was high due to the main purpose of the relevant stakeholder's participation in Adım Adım. The combination of stakeholder's philanthropy motivation with the search for group sports played a major role in

his participation in Adım Adım. The role of many institutions, in which he participated, which had allowed him to participate in Adım Adım increases the attribution rate.

In interviews, 36% of stakeholders in the Volunteer Runners group, 16% in the Executive Board group and 50% in the Volunteer Trainers group expressed that there were no third parties which had a contribution in the outcome.

**The Duration Analysis:** The fact that sports and healthy life have become a habit demonstrates that the impact of this outcome will continue, even if the stakeholders end their relationship with Adım Adım. However, some stakeholders mentioned that the impact of the outcome would decrease over time with the elimination of factors such as running in groups, doing it for the benefit of those in need and the organisation of regular training sessions associated with this activity.

**The Drop off Analysis:** Drop off rates were determined as 10% based on the statements from the stakeholder groups that they would be seeking platforms like Adım Adım, but there are no sports platforms that are combined with philanthropy such as the Adım Adım Formation. In the Volunteer Contact Persons for NGOs Group, the drop off rate was determined as 25%. Considering that this group is more involved with NGOs, the stakeholder statements would indicate that these stakeholders have a high level of potential to combine their sports habits with acts of philanthropy, as they learned in Adım Adım.

### **Financial Proxy and Valuation Method**

It was determined that the outcome of Healthy Living and Sports Habits was, to a significant degree, due to the fact that the training is carried out in groups and socialization is possible. Stakeholders mentioned that the fact that Adım Adım includes nutritionists in its organizations, and that volunteer runners are advised of nutrition, plays a major role in gaining the Healthy Living Habit.

During the interviews, it was mentioned that the Sports Habit outcome was seen in stakeholders whose participation in Adım Adım was about both sports and philanthropy. Stakeholders who had participated with a focus on sport stated that they were looking for group sports and were already running, and this activity had gained meaning with Adım Adım. The stakeholders participating in Adım Adım for philanthropic purposes stated that while they could not run at all, they had progressed to be able to run a half marathon, and that they were allocating time to running outside the Adım Adım training sessions. In both cases, the involvement of stakeholders in a collective sporting activity led to the Healthy Life / Gaining Sports Habit. For this reason, a figure of TL 4,224 was assigned as the financial proxy of the total of one year's approximate expenses, calculated from being in the running group once a week (TL 10 for entry into the training area, TL50 for travel costs, TL8 for the parking and TL20 for a meal on weekdays after work before training).

**5- Enlargement of the Social and Professional Network**

Who Experienced/Which Stakeholder Groups Experienced the Change	The Chain	Well-defined Outcome
<ul style="list-style-type: none"> <li>•Volunteers: 40 (total quantity)</li> <li>-Executive Board – 11 (quantity)</li> <li>-Volunteer Contact Persons for NGOs – 12 (quantity)</li> <li>-Volunteer Trainers - 2 (quantity)</li> <li>-Volunteer Runners – 13 (quantity)</li> <li>-Volunteer Professionals – 2 (quantity)</li> <li>•NGOs<sup>14</sup> - 1 (quantity)</li> </ul>	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">1</div> <div style="text-align: center;">→</div> <div style="text-align: center;">2</div> <div style="text-align: center;">→</div> </div> <p><b>For Adim Adim Volunteers:</b> Meeting new people who have different jobs and belong to different social communities</p> <p>Being part of a community whose members meet on a common ground: Goodness</p>	<p><b>Enlargement of the Social and Professional Network</b></p>
<p>4 segments of Adim Adim Volunteers group have experienced the outcome. Additionally, with a different chain of event, one of the NGOs has experienced the same outcome.</p>	<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="text-align: center;">1</div> <div style="text-align: center;">→</div> </div> <p><b>For NGOs:</b> Having access to corporate donors</p>	<p>There is so much diversity in terms of social status, gender, age, economic level, job and background of people in Adim Adim. Meeting new people for stakeholders is really “new” for them. When they were asked “then what happened?” they said that they have become close friends which lead being a member of a community. What makes this change important to stakeholders is this community is working together to contribute solving social problems. Most of the stakeholders live in metropolitans. They mentioned that it is not easy to meet with people who have good hearts in metropolitan life style. So this community is valuable for them. Stakeholders stress that when they meet with people who are very different from each other at first glance, they understand that diversity is a wealth. According to them for a union the only thing that is needed is goodness. There is no relation between age/gender/social status etc. and working together for goodness. Being part of a community results in enlargement of social and professional network which is the last part of the chain of events (well-defined outcome). Stakeholders have become know people who are working in different sectors, have different skills, have different experiences. So, stakeholders have access to information or opportunities that their new social and professional network can provide them.</p> <p>One of the NGOs has experienced enlargement of network too. Its experience of this well-defined outcome is based on an activity of “Volunteer Contact Persons for NGOs” stakeholder group. The related activity is “Finding new volunteer runners and corporate teams for the NGOs” as stated under the heading of Activities on page 18. NGOs have met with potential corporate donors. Once they have connection with corporations those corporations have</p>

<sup>14</sup> It is referred as "Enlargement of Network" on the Impact Map.

become their potential project partners apart from Adım Adım. In Turkey most of the companies in private sector engage in CSR activities. Most of those activities are carried out by collaboration with NGOs. NGOs have found a chance to introduce themselves, their projects and their capacities of operation to corporations. Therefore, meeting with corporations are valuable social asset for NGOs. As a consequence of having accesses to corporations with Adım Adım lead an enlargement network of NGOs.

This well-defined outcome is expected and intended. There is indirect relation between ToC of Adım Adım and this well-defined outcome. As shown on the Theory of Change schema on page 16 one of the Adım Adım's short/medium term outcome is providing human resources meaning increase number of volunteers. Social and professional network is one of the reason why stakeholders stay in the system as discussed on pages 34-35. Well-defined outcome (number 3) Creating Resources' first chain is "creating a social community". Networking underlies social community and social community provides social and professional networking. This loop is valuable for both Adım Adım itself and volunteers. By the end of the day this outcome has an significant role to keep volunteers in the system, which means more resources for NGOs.

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### Indicators

#### Subjective

- Feeling that having a new family
- Quality of social life
- The environment of trust
- Being with people with common values
- Spiritually satisfying environment

#### Objective

- Meeting new people and institutions
- The emergence of other projects with the created network
- Making new friendships
- Meeting not only for running training but also for dinner, cinema etc.
- Meeting nice people who work without self-interest, and working with them for a common purpose

#### The NGO:

- Having chance to introduce itself to companies by visiting them with Adım Adım
  - A company seeking to carry out CSR project apart from the marathon period wants to work with the NGO
- 

### ***Quotations from stakeholders to support indicators***

EB3: "Thanks to Adım Adım, different contacts reach us. Other projects are also emerging."

EB11: "I have met the General Managers and Members of the Boards of Directors of the NGOs. I see different perspectives and we work with very special people."

VR10: "The atmosphere is very different. You have very fulfilling conversations with people you have never met."

VR18: "Social relations are of a very good quality, and I meet good kind hearted people."

EB13: "My social life shifted to Adım Adım. I find the environment that suits my life."

EB9: "You are together with people trying to create a transformation."

VP2: "I have met people I wouldn't normally meet. I have had special friendships - we have the same values."

VC10: "When I see the AA logo, my eyes light up and I'm all ears - I say it is one of us. Occasionally there are announcements that someone needs blood, and everybody rushes to help. We have become a family."

VR38: "We started going to each other's homes, and we even go on holiday together."

VT3: "I met amazing people. It is like a new family."

N1: "Adım Adım becomes a tool to meet these companies. There are supporting institutions in the races, but we would not have gone to these institutions if it weren't for Adım Adım."

### Information about stakeholders who did not experience "Enlargement of the Social and Professional Network"

59% of stakeholders who did not mention about this outcome were asked whether they have experienced it. Being part of Adım Adım system provides network clearly. However for those stakeholders it is not an outcome (or a change) for them. Equivalent of network is accessible for them. Most of the stakeholders live in İstanbul, so they can access social activities easier. Additionally, in İstanbul there are groups for outdoor sports activities. So people can find a chance to network by joining those groups. Stakeholders who haven't experienced this outcome emphasize that even if social and professional networking has equivalent, coming together with people on common good basis is rare.

### Materiality Analysis of "Enlargement of the Social and Professional Network"

Relevance Criteria	Yes	No	Description
Policy based performance		•	Although it is an expected outcome that the Adım Adım volunteers would see their social circles enlarge, it is not part of the Adım Adım policy.
Stakeholder behaviour and concerns	•		The stakeholders stated that both their social and professional environments had expanded, and the network was formed by taking part in the Adım Adım Formation.
Societal norms	•		It is a social norm for the individuals belonging to the same formation to support each other.

Direct short term financial impacts	•	This outcome has no direct financial impact.
Peer based norms	•	There are many different platforms where individuals come together for a common purpose. The development of social and professional circles for the newcomers to these platforms is an expected outcome.
Conclusion	•	

<b>Significance criteria</b>				
<b>Stakeholder Group(s)</b>	<b>Quantity</b>	<b>Value</b>	<b>Deadweight *</b>	<b>Attribution *</b>
Executive Board	40	TL 3,640	11%	8%
Volunteer Contact Persons for NGOs				
Volunteer Trainers				
Volunteer Runners				
Volunteer Professionals				
NGOs	1	TL 413		
<b>Conclusion</b>	Normal /Low	Normal	Low	Low

*\*The deadweight and attribution rates which are specified for the significance criteria reflect the arithmetic average of the stakeholder groups.*

#### The Deadweight, Attribution, Duration and Drop off Analysis

<b>Stakeholder Group</b>	<b>Quantity</b>	<b>Deadweight (%)</b>	<b>Attribution (%)</b>	<b>Duration (Year)</b>	<b>Drop off (%)</b>
Executive Board	11	8%	11%	4	11%
Volunteer Contact Persons for NGOs	12	21%	5%	4	10%
Volunteer Trainers	2	0%	5%	4	10%
Volunteer Runners	13	14%	17%	4	10%
Volunteer Professionals	2	10%	0%	2	10%
NGOs	1	10%	10%	5	10%

**The Deadweight Analysis:** It was determined that the deadweight rate was low in all stakeholder groups. It is understood from the stakeholder expressions that the fact that the Adim Adim formation combine philanthropy with sports has a significant impact on this outcome. The fact that the volunteers come together regularly to do a sporting activity, and the people who pursue kindness and have the same mind-set act as a union from the perspective of an act of philanthropy strengthened the bond between them. The fact that the Adim Adim formation - which is open to all - has a fundamentally meaningful goal has enabled individuals of different ages, different professional groups and of different economic conditions to come together and establish a strong bond between them. As a result of this diversity, the Adim Adim volunteers have widened their environment both socially and professionally.

39% of stakeholders stated that if it weren't for the Adim Adim formation, they would not have the opportunity to be in an environment as diverse as Adim Adim, even if there were other ways to enlarging their social environment, because there is no formation/platform where they could meet individuals who are very different from each other but who become one in the common denominator of kindness.

In the Volunteer Contact Persons for NGOs Group, the high desire for stakeholders to volunteer in the NGOs means they would be able to find an environment where they can meet different individuals who come together under the common dominator of kindness; however, it is also understood that it is unlikely that they would acquire the social and professional network which they found in Adim Adim, as they will participate in work that does not have continuity.

**The Attribution Analysis:** The attribution rates are seen to be low in all stakeholder groups. Based on its direct connection to their participation in Adim Adim, stakeholders expressed that the friends/family members who directed them to Adim Adim had a role in this outcome. 34% of the stakeholders stated that no other persons or institutions had a role in the change.

**The Duration Analysis:** The duration of the outcome in the Volunteer Professionals Group was found to be lower than for other groups. According to the stakeholder statements, they stated that the duration of the outcome would be short because the motivation of being in Adim Adim would disappear.

In other stakeholder groups, it is seen that the duration of the outcome was long-lasting. The stakeholders stated that the duration of the outcome would be long because they would maintain the friendships they had made outside the Adim Adim activities. Because during their time in Adim Adim they had learned the platforms where they can meet those who come together with a common denominator of kindness, and that they know that they can continue to develop their environment in this direction, it was considered that the duration of the outcome would be long-lasting.

**The Drop off Analysis:** It was determined that the outcome drop off rate was close in all stakeholder groups. It is quite possible to obtain the outcome of the Enlargement of the Social and Professional Network outside the Adim Adim Formation. However, considering the intense pace of work and responsibilities that the stakeholders have in their lives, which they had talked about during the interviews, it could be considered unlikely that the stakeholders would have the motivation to participate regularly in a social environment as in the Adim Adim Formation, the drop off rate was determined as low.



### **Financial Proxy and Valuation Method**

It was determined in the interviews that diversity within Adım Adım created benefit for the stakeholders. The stakeholders expressed that the concept of 'kindness', which is the common denominator, is an element that provides the strength of communication between them. Regardless of age, work, gender and the economic position, it was found when acting in the same mind-set, the acquaintances which occurred during the Adım Adım activities enabled the stakeholders to identify each other as people in their '(social) circles'. Stakeholders can achieve this outcome by participating in social clubs according to their own frame of mind or social activity, but the fact that not every social club will create social benefits and that it will not provide exactly the same outcome to the stakeholders should be taking into account. It is possible to join social clubs free of charge. Therefore, in order to avoid excessive valuation, the costs to be spent on eating and drinking in cafes where the meetings are held were assigned as the financial proxy of TL 3,640 over one year, with an average of TL 75 per week considering the trip/travel expenses of the social club.

The NGOs also stated that taking part in Adım Adım enabled them to create a network. The financial proxy of the Enlargement of the Social Network of the NGOs, both institutionally and individually, was assigned as TL 413, which is the cost of 'creating an informal network for charities'.

6- Personal Development

Who Experienced/Which Stakeholder Groups Experienced the Change	The Chain	Well-defined Outcome
<ul style="list-style-type: none"> <li>•Volunteers: 37 (total quantity)</li> <li>-Executive Board – 9 (quantity)</li> <li>-Volunteer Contact Persons for NGOs – 10 (quantity)</li> <li>-Volunteer Trainers -2 (quantity)</li> <li>-Volunteer Runners -15 (quantity)</li> <li>-Volunteer Professionals – 1 (quantity)</li> <li>•Former AA Volunteers Who are NGO Staff Now – 2 (quantity)</li> </ul>	<p style="text-align: center;">1</p> <p style="text-align: center;">Learning new soft skills</p>	<p style="text-align: center;">➡</p> <p style="text-align: center;"><b>Personal Development</b></p>
<p>5 segments of Adim Adim Volunteers out of 6 have experienced Personal Development well-defined outcome. While determining the chain of events each stakeholder described different kind of soft skills. Soft skills are varied and related to activities that stakeholders are responsible for.</p> <p>%50 of stakeholders who belong to Former AA Volunteers Who are NGO Staff Now group have experienced the outcome in addition to Adim Adim Volunteers. Apparently, segments of stakeholder groups do not matter so much for this outcome. Soft skills can be gained related to various activities. As shown under the “Indicators” heading the soft skills are almost same with each other even if the segments are different, so the activities that they engaged.</p>	<p>Different segments of Adim Adim volunteers learn different soft skills because of their different responsibilities which means they engage different activities (under the heading of Activities on page 18). Stakeholders’ answers to the question “then what happened?” indicates that even if those soft skills are different from each other all of them put soft skills down as personal development. Personal development may lead another change for stakeholders. So they were asked “then what happened?” At this point not all of the stakeholders but majority of them (77%) stakeholders indicated that personal development is part of daily life and it is not easy to say how it has been reflected to their life and how this reflection cause a change in short term. Therefore “personal development” is determined as well-defined outcome in order to contribute management of impact better.</p> <p>This well-defined outcome is expected but not intended. There is no relation between ToC of Adim Adim and this well-defined outcome.</p>	

Indicators	
Subjective	Objective
<ul style="list-style-type: none"> <li>•Development of empathy skill</li> <li>•Learning to be a volunteer</li> <li>•Development of communication skills</li> <li>•Expanded vision</li> <li>•Increased self-confidence</li> <li>•Increased sense of responsibility</li> <li>•Increased creativity</li> <li>•Increase of general knowledge</li> <li>•Gaining discipline</li> </ul>	<ul style="list-style-type: none"> <li>•Understanding the lives of disadvantaged people</li> <li>•When asking for donations, being able to express oneself better because it is possible to understand the other person</li> <li>•Becoming more persuasive</li> <li>•Focusing on the solution, not the problem</li> <li>•Learning to use social media effectively</li> <li>•Improved presentation skills in front of a group</li> <li>•Learning to ask for donations</li> <li>•Using different perspectives gained in a professional sense</li> <li>•Making training sessions more colourful</li> <li>•Being able to approach events from different perspectives</li> <li>•Being able to create time for activities such as regular participation in training sessions, sending donation letters, following up donors</li> </ul>

### ***Quotations from stakeholders to support indicators***

*EB1: "Empathy is a great deficiency in Turkey. Adım Adım improves this. Volunteers get in touch with and understand disadvantaged people."*

*EB11: "I have never volunteered before. My task in Adım Adım requires contact with different organizations and seriousness, and professionalism."*

*EB13: "Time management and using time effectively has a positive effect on business life."*

*EB8: "Dealing with something other than work contributed a great deal to me. The diversity in Adım Adım has broadened by general knowledge."*

*EB15: "I'm in the communication team. For this reason, I must be very careful and attentive when communicating. Good results can be obtained when I have strong communication with the people I can reach. This increases my self-confidence."*

*VC24: "My task in Adım Adım involves giving a presentation. I gained this skill here. I'm more confident while speaking in front of people"*

*VC7: "Information seminars are held within AA, for example on what it means to be a volunteer."*

*VC20: "My task in Adım Adım requires organizing, addressing people and traveling. All this increases my sense of responsibility."*

*VT2: "I also work as a personal trainer. I became more creative when I trained the runners with Adım Adım."*

*VR24: "I broke out of my inhibitions and improved my ability to communicate with people at all levels in the community."*

*VR26: "My powers of persuasion would not have developed without Adım Adım."*

*VR27: "I listen to their problems and feel their pain. No one can say they will always stay healthy."*

VR42: "I started to live in a more disciplined way with Adım Adım. There are training sessions to attend, and letters of donation to send. All this brought order and discipline to my life."

VR19: "You see different problems and their solutions. All this diversity has expanded my vision."

VP2: "It was exciting to perform acts of kindness. We made a contribution by running. I ran 3km at first and my self-confidence improved."

VP2: "I learned a lot in Adım Adım, it really improved my vision."

FV1: "You learn to ask for donations because communication develops in Adım Adım. You also improve your empathy skills."

FV3: "I am actively volunteering now. I work on projects for children and women. I learned to communicate."

### Materiality Analysis of "Enlargement of the Social and Professional Network"

Relevance Criteria	Yes	No	Description
Policy based performance		•	Even though the activities carried out by the volunteers contribute to their personal development in different ways, and this is an expected outcome, it is not part of the Adım Adım policy.
Stakeholder behaviour and concerns	•		Stakeholders stated that the activities they carry out regarding their responsibilities in Adım Adım contributed to their personal development.
Societal norms	•		Characteristics such as being able to empathize, high communication skills and being disciplined are the characteristics that increase the prestige of people in society.
Short period direct financial impacts		•	This outcome has no direct financial impact.
Peer based norms	•		Stakeholders volunteering outside Adım Adım stated that volunteering contributed to their personal development, especially in respect to the ability to empathize.
Conclusion	•		

Significance criteria				
Stakeholder Group(s)	Quantity	Value	Deadweight *	Attribution *
Executive Board	9	TL 657		
Volunteer Contact Persons for NGOs	10	TL 516	12%	8%
Volunteer Trainers	2	TL 950		
Volunteer Runners	15	TL 838		
Volunteer Professionals	1	TL 500		
Former AA Volunteers Who are NGO Staff Now	2	TL 800		
Conclusion	Normal	Normal	Low	Low

\*The deadweight and attribution rates which are specified for the significance criteria reflect the arithmetic average of the stakeholder groups.

### The Deadweight, Attribution, Duration and Drop off Analysis

Stakeholder Group	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Executive Board	9	13%	8%	4	11%
Volunteer Contact Persons for NGOs	10	7%	3%	5	10%
Volunteer Trainers	2	10%	5%	5	10%
Volunteer Runners	15	6%	14%	4	15%
Volunteer Professionals	1	20%	0%	5	10%
Former AA Volunteers Who are NGO Staff Now	2	15%	15%	5	10%

**The Deadweight Analysis:** When we look at the details of the Personal Development outcome, it can be seen that being able to empathize and increased communication power is an outcome that occurs in each stakeholder group.

It was determined as a result of stakeholders' own expressions that volunteering activities developed empathy and the necessity to communicate frequently for the activities within the Adim Adim Formation allow these skills to develop. It is understood from the interviews that if they did get involved with Adim Adim, there would have been other ways to improve these skills, but they would not have made a special effort to improve these skills. In other words, the outcomes of the Personal Development do not create motivation for the stakeholders to participate in Adim Adim, and it was determined that they would not attempt to seek the gains for their personal development in other ways, because their main purpose was philanthropy. 43% of the stakeholders stated that there was no other way to achieve the changes in personal development.

However, deadweight ratios were determined by considering that they can achieve similar outcomes if they take part in volunteering work.

**The Attribution Analysis:** It is understood from the stakeholder statements that the share of other parties who have a role in achieving this outcome, except for Adim Adim, is very low because the outcome of Personal Development arises from Adim Adim's activities.

41% of the stakeholders stated that there were no third parties or institutions which had a contribution in this outcome.

**The Duration Analysis:** Although the duration of outcome varies depending on the outcome of Personal Development details, the stakeholders stated that the outcome had a long outcome duration because it contained 'learning'.

**The Drop off Analysis:** While determining the drop off rate, the potential for stakeholders to participate in volunteering activities outside Adim Adim was taken into consideration.

## Financial Proxy and Valuation Method

Since the outcome of Personal Development occurs in different forms and different subjects in each stakeholder group, the outcome valuation of each stakeholder group was performed separately. Basically, the cost of the Personal Development training sessions was assigned as the financial proxy in all stakeholder groups. The Personal Development training sessions are provided by many different educational organizations and consultants. In order to ensure transparency, the fees of those organizations and consultants which post their tuition fees on their websites were taken as a basis.

Executive Board: The average of the training fees of the two different institutions was TL 657, and this was assigned as the financial proxy to the following training sessions; time management (TL 90 with kariyerakademi.net and TL 500 with istanbulegitimler.com), gaining motivation and self-confidence (TL 500 with istanbulegitimler.com), self-motivation training (TL 950 with istanbulegitimler.com) and effective communication and communication with empathy (TL 950 with istanbulegitimler.com).

Volunteer Contact Persons for NGOs: An average of TL 516 was found for the fees of four different institutions, which provide the following training; Time management (TL 90 with kariyerakademi.net and TL 500 with istanbulegitimler.com), gaining motivation and self-confidence (TL 500 with istanbulegitimler.com), self-motivation training (TL 950 with istanbulegitimler.com), effective communication (TL 950 with istanbulegitimler.com), problem solving (TL 90 with kariyerakademi.net), social media education (TL 850 with the SEO Academy), and the social media content workshop (TL 199 with the Digital Marketing School), and this amount was assigned as the financial proxy.

Volunteer Trainers: An average of TL 950 was found for the following training; creativity training (TL 950 with istanbulegitimler.com) and empathy in communication (TL 950 with istanbulegitimler.com), was assigned as the financial proxy.

Volunteer Runners: An average of TL 838 was found for following training; gaining motivation and self-confidence (TL 500 with istanbulegitimler.com), self-motivation training (TL 950 with istanbulegitimler.com), effective communication and communication with empathy (TL 950 with istanbulegitimler.com), and this amount was assigned as the financial proxy.

Volunteer Professionals: An amount of TL 500 (istanbulegitimler.com), which is the cost of motivation and self-confidence gain training, was assigned as the financial proxy.

Former AA Volunteers Who are NGO Staff Now: An average of TL 800 was found for the following training; gaining motivation and self-confidence (TL 500 with istanbulegitimler.com), effective communication and communication with empathy (TL 950 with istanbulegitimler.com) and this amount was assigned as the financial proxy.

**7- Emotional Gains**

Who Experienced/Which Stakeholder Groups Experienced the Change	The Chain	Well-defined Outcome
<ul style="list-style-type: none"> <li>•Volunteers: 57 (total quantity)</li> <li>-Executive Board – 14 (quantity)</li> <li>-Volunteer Contact Persons for NGOs – 7 (quantity)</li> <li>-Volunteer Trainers – 4 (quantity)</li> <li>-Volunteer Runners -31 (quantity)</li> <li>-Volunteer Professional – 1 (quantity)</li> <li>•Former Adim Adim Volunteers Who are NGO Staff Now - 3 (quantity)</li> <li>•Donors – 23 (quantity)</li> </ul>	<p style="text-align: center;"><b>1</b></p> <p>Finding chance to pay back to community</p>	 <p style="text-align: right;"><b>Emotional Gains</b></p>
<p>4 segments of Adim Adim Volunteers out of 6 have experienced Emotional Gains well-defined outcome. While determining the chain of events each stakeholder described different kind of emotional gains. Happiness is the most stated outcome as expected.</p>	<p>Being part of Adim Adim provide to make contribution to solving social problem. 87% of stakeholders who experience this outcome mentioned that they feel tired about the consequences of capitalism and Adim Adim is not about “taking”. It is about “giving” and “sharing”. Therefore, volunteers of Adim Adim think that they find an opportunity to “give” society with Adim Adim. This change leads another change for all stakeholders who have experienced “finding chance to pay back to community”. %100 of them experience emotional gains which are feeling good and happy, sense of peace, sense of inclusion, spiritual satisfaction and so on. This outcome is also supported by Aristotle. “According to Aristotle, eudaemonia is more than just a pleasurable hedonic experience; eudaemonia is a state in which an individual experiences happiness from the successful performance of their moral duties.”<sup>15</sup> There is another finding about people who are happy tend to give society more. Authors of Feeling Good about Giving: The Benefits (and Costs) of Self-Interested Charitable Behaviour say “By asking participants to recall a previous time they spent money on others, we were able to observe that the prosocial spending recollections led to an increase in happiness. Furthermore, by allowing participants to make a future spending decision, we were able to show that this increase in happiness shaped spending decisions, such that happier people were more likely to make to make prosocial spending choices in the future.”<sup>16</sup></p>	
<p>Former Adim Adim Volunteers Who are NGO Staff Now stakeholder group experienced emotional gains stronger than Adim Adim Volunteers group. The main reason is third sector’s activities and consequences of its activities are at the centre of their life. They work for NGOs professionally so they are happy to have a job that contributes to society.</p>		

<sup>15</sup> Anik, Lalin, Lara B. Aknin, Michael I. Norton, Elizabeth W. Dunn, Feeling Good about Giving: The Benefits (and Costs) of Self-Interested Charitable Behaviour, 2009, page 7  
<sup>16</sup> Anik, Lalin, Lara B. Aknin, Michael I. Norton, Elizabeth W. Dunn, Feeling Good about Giving: The Benefits (and Costs) of Self-Interested Charitable Behaviour, 2009, page 12

Donors stakeholder group is the key group in determining the total impact of the Adim Adim. Distinctly from other stakeholder groups “Emotional Gains” is the only well-defined outcome that is experienced by donors.

“If giving makes people happy, and happy people give more, then one means of increasing charitable donations is simply to inform people of this loop, making a rational appeal that self-interested giving can lead to higher well-being.”<sup>17</sup> This loop is observed in Adim Adim. Emotional gains may contribute to staying in the system for volunteers. However, there is no evidence “emotional gains” is the main factor that keep volunteers in the system because stakeholders are not asked about the reasons that keep them in the system.

Donors are the main stakeholders of Adim Adim in order to achieve its both short term and long term outcomes indicated in ToC. As the well-defined outcome “emotional gains” occurs as a consequence of donating which means for stakeholders paying back to community. As discussed above for other stakeholder groups, for Donors this outcome is also supported by Aristotle. “According to Aristotle, eudaemonia is more than just a pleasurable hedonic experience; eudaemonia is a state in which an individual experiences happiness from the successful performance of their moral duties.”<sup>18</sup> Surveys conducted have demonstrated that spending money to help meet the needs of someone else, regardless of how small the amount is, gives people more satisfaction than if they spend on themselves<sup>19</sup>. Therefore, it is an expected outcome. Additionally, it is an intended well-defined outcome. Sustainability of Adim Adim depends on donors’ continuous support. Once they trust the NGOs and/or volunteer runners they experience happiness/inner peace which is priceless for stakeholders as they mentioned during the interviews.

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## Indicators

### Subjective

### Objective

<sup>17</sup> Anik, Lalin, Lara B. Aknin, Michael I. Norton, Elizabeth W. Dunn, Feeling Good about Giving: The Benefits (and Costs) of Self-Interested Charitable Behaviour, 2009, page 13

<sup>18</sup> Anik, Lalin, Lara B. Aknin, Michael I. Norton, Elizabeth W. Dunn, Feeling Good about Giving: The Benefits (and Costs) of Self-Interested Charitable Behaviour, 2009, page 7

<sup>19</sup> Anik, Lalin, Lara B. Aknin, Michael I. Norton, Elizabeth W. Dunn, Feeling Good about Giving: The Benefits (and Costs) of Self-Interested Charitable Behavior, 2009, page 4

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<ul style="list-style-type: none"> <li>•Spiritual satisfaction</li> <li>•A sense of happiness and peace</li> <li>•A sense of success</li> <li>•A sense of being useful</li> <li>•Increased morale</li> <li>•Increased motivation</li> <li>•Trust in Adım Adım</li> <li>•Elimination of hesitation</li> </ul>	<ul style="list-style-type: none"> <li>•Being beneficial to oneself and the country</li> <li>•See the outcomes of the work done</li> <li>•To contribute</li> <li>•To be a volunteer <sup>20</sup></li> <li>• Appreciation</li> <li>•Seeing that there are good people in the world, an increased belief in society, seeing that people can bring benefit and help each other</li> <li>•Using the workforce for societal needs</li> <li>•Finding the opportunity to work in accordance with the desire to do something for his country</li> <li>•The desire not to return to the private sector</li> <li>•Donating because of the trust in the volunteer runner / Donating to support his friend</li> <li>•Being able to support a different NGO each time</li> <li>•Seeing what is being contributed to and what for, and being able to follow up / to have visibility of what is done</li> <li>•Being able to transfer resources for the needs of others</li> </ul>
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### ***Quotations from stakeholders to support indicators***

VT1: *"You are communicating with the people you support. The spiritual satisfaction of being beneficial is very high."*

EB5: *"Seeing others happy makes me happy."*

VR14: *"I received a letter from Ardahan once, saying that with my contribution, we had received mobile education. I also shared this letter with the donors."*

VR16: *"Sports has an impact on happiness."*

VR18: *"I did not know that giving would bring happiness."*

VC1 *"Appreciation of what is done evokes a sense of success in oneself."*

VR19: *"Running to a goal, doing good, and feeling useful is motivating."*

EB9: *"While we were in despair in today's conditions, this changed with Adım Adım. There was a return to hope."*

VC16: *"The world is not such a terrible place after all. There are also good people in the world."*

FV3: *"I used to spend my money on eating out and traveling abroad. Now I try to spare some from my salary to help."*

FV2: *"I'm not working to make the rich richer anymore."*

D8: *"My donation brought me satisfaction. I can see the outcome."*

D9: *"It gives peace when he sees that the money has reached its intended beneficiary."*

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<sup>20</sup> The relationship between volunteering and happiness has been revealed in a number of research studies. Anik, Lalin, Lara B. Akin, Michael I. Norton, Elizabeth W. Dunn, Feeling Good about Giving: The Benefits (and Costs) of Self-Interested Charitable Behaviour, 2009, page 4

D11: “Delivering directly by hand is the best way. Even so, it is a laborious job. On our behalf, Adim Adim ensures that the donation reaches the intended recipient.”

D2: “Trust is important. A donation letter came from two of my friends. I donated because I trusted them.”

D3: “Thanks to Adim Adim, I become aware of the projects of the NGOs. I donate for different subjects each time.”

D5: “I donated because I trusted my friend who sent a donation letter. Otherwise I wouldn't have donated.”

### Materiality Analysis of “Emotional Gains” of Donors

Relevance Criteria	Yes	No	Description
Policy based performance	•		Collecting donations by reaching individual donors is Adim Adim’s primary goal, and is part of its policy.
Stakeholder behavior and concerns	•		Stakeholders stated that the volunteer runners made donations based on the donation letters sent.
Societal norms	•		Donating to non-governmental organizations is a social norm.
Direct short term financial Impacts	•		The donations made had a direct financial impact on the NGOs in the short term.
Peer based norms	•		Donating is something we see all over the world, depending on the willingness of people for sharing.
Conclusion	•		

### Materiality Analysis of “Emotional Gains” of Other Stakeholder Groups

Relevance Criteria	Yes	No	Description
Policy based performance		•	Although the activities carried out by the Adim Adim volunteers would be expected to contribute to their personal development in different ways, and this is an expected outcome, it is not within the Adim Adim policy.
Stakeholder behaviour and concerns	•		It was stated by the stakeholders that the activities they carry out regarding their responsibilities in Adim Adim had contributed to their personal development.
Societal norms	•		Characteristics such as being able to empathize, strong communication skills, and being disciplined increase the prestige of people in society.
Direct short term financial Impacts		•	This outcome has no direct financial impact.

Peer based norms	•	Stakeholders doing volunteering work outside Adim Adim stated that volunteering contributed to their personal development, especially with respect to their ability to empathize.
Conclusion	•	

<b>Significance criteria</b>				
<b>Stakeholder Group(s)</b>	<b>Quantity</b>	<b>Value</b>	<b>Deadweight *</b>	<b>Attribution *</b>
Executive Board	57	TL 36,096	11%	7%
Volunteer Contact Persons for NGOs				
Volunteer Trainers				
Volunteer Runners				
Volunteer Professionals				
Former AA Volunteers Who are NGO Staff Now	3	TL 6,046.50	10%	17%
Conclusion	High	High	Low	Low
Donors	23	TL 36,096	56%	36%
Conclusion	High	High	High	Low

*\*The deadweight and attribution rates which are specified for the significance criteria reflect the arithmetic average of the stakeholder groups.*

#### **The Deadweight, Attribution, Duration and Drop off Analysis**

<b>Stakeholder Group</b>	<b>Quantity</b>	<b>Deadweight (%)</b>	<b>Attribution (%)</b>	<b>Duration (Year)</b>	<b>Drop off (%)</b>
Executive Board	14	11%	9%	1	100%
Volunteer Contact Persons for NGOs	7	11%	7%	1	100%
Volunteer Trainers	4	5%	5%	1	100%
Volunteer Runners	31	8%	12%	1	100%
Volunteer Professionals	1	20%	0%	1	100%
Former AA Volunteers Who are NGO Staff Now	3	10%	17%	5	10%
Donors	23	56%	36%	1	100%

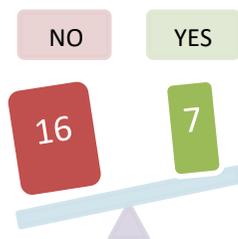
**The Deadweight Analysis:** Since emotional gains are mainly due to philanthropy, it can be considered that if the stakeholders had not taken part in Adım Adım, they could gain this outcome with any charity activity. However, according to the stakeholders' statements, the energy generated by working collectively and the recognition of Adım Adım's achievements across Turkey formed the basis of their motivation to take part in this charity movement. Stakeholders stated that they could carry out volunteering work in an NGO which they trust even if they did not take part in Adım Adım, but added that this voluntary work would not have the same impact for them. Therefore, the deadweight rate is low in all stakeholder groups. 45% of the stakeholders stated that they could not achieve the same outcome in different ways.

For Donors group deadweight ratio is different than other groups. All of the stakeholders interviewed are individuals who have been immersed in a culture of donation since their childhood. It is understood that when they have the time, they engage in voluntary activities, even if they cannot gain continuity; and if it is not possible to find the time, they attach importance to contributing to society's welfare by making donations. However, it was also found that it is not easy for individual donors to trust, after some of Turkey's large NGOs, having gained the trust of the society, used the donations for different purposes in recent years, in what was the subject of much scandal. Therefore, the stakeholders stated that it was the first requirement for donors to ensure that donations are used in accordance with their stated purpose. When determining the deadweight rate, setting out from the question of "Would donors donate to the NGOs under the umbrella of Adım Adım, even if a letter of donation had not come from Adım Adım?", the two questions directed to the stakeholders, and the distribution of answers, were as follows;

a. Would you still donate to any NGO even if a letter of donation had not come from Adım Adım? (donating any NGO if Adım Adım would not exist would not receive that "donation letter")

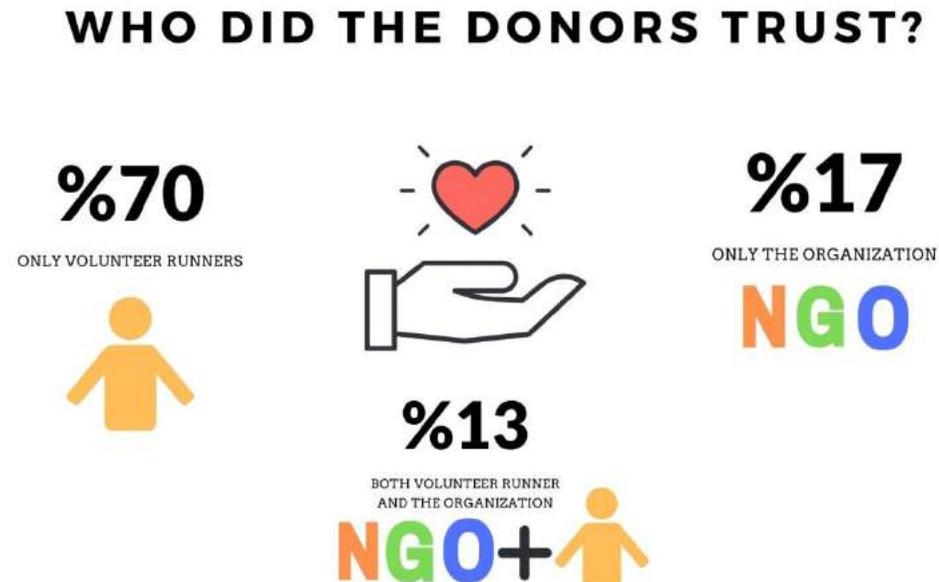


b. Would you donate to the same NGO, even if a letter of donation had not come from Adım Adım? (donating same the NGO that they donated via "donation letter if Adım Adım would not exist or would not receive that "donation letter")



It was determined that 17% of the donors donated because of the volunteer runners in Adim Adim, and that 83% of them would donate in some way, even if they had not received a donation letter. This outcome shows us that the culture of donation has been developed, and that Adim Adim reaches individuals who make regular donations easily, and Adim Adim also reaches individuals who do not make regular donations, while serving as a vehicle for them to make donations.

The fact that 60% of donors had searched and reached the NGO under the umbrella of Adim Adim, without receiving a donation letter from the Adim Adim volunteer runner, and that the donors stated that they would carry out the donations, is the most important indicator that the NGOs can effectively reach individual donors through Adim Adim.



70% of the donors had only donated because of the trust they had in the person who sent the donation letter and/ or to support voluntary runner. The fact that 13% of the donors knew the NGO they were going to donate to was instrumental in making donations, in addition to the trust they had in the person who sent a letter of donation. 17% donated only because they trusted the relevant NGO.

In light of this data, the deadweight rate for stakeholders who would not donate to the relevant NGO if it was not for Adım Adım was determined as 0%. The deadweight rate for stakeholders who would still have donated to the relevant NGO if it had not been for Adım Adım was determined as 100%. A rate of 50% of stakeholders claimed 'I would donate, but I would not donate to that NGO', and the average was taken.

**The Attribution Analysis:** The attribution rates appear to be low in all stakeholder groups. Stakeholders stated that their friends and family members who directed them to Adım Adım had played a role in this outcome, based on their direct involvement with Adım Adım. 30% of the stakeholders stated that the third players had no share in this outcome.

Based on the Donors' attribution rate, it is seen that an awareness of sharing and solidarity among stakeholders, which had been instilled in them by their families since their childhood, stands out as being important. Stakeholders participating in corporate social responsibility activities organized by their companies in the organizations where they work added that these activities had an impact on the awareness of donating. Different stakeholders identified different parties (apart from Adım Adım) who had a contribution in the outcome. Therefore, the attribution rate of the stakeholder group was determined by taking the average of the attribution rates determined for each stakeholder.

**The Duration Analysis:** As a result of emotional gains in the Former AA Volunteers Who are NGO Staff Now stakeholder group, stakeholders expressed a desire to work professionally in different NGOs and they had the courage to accept offers to work in the NGOs. When viewed from the indicators of the changes or increases in motivation and happiness, and the sense of peace - all of which can be described as emotional gains - it is seen that the duration of impact is more permanent. The main reason for this is that the stakeholders continue the activities, which they carried out while in the Adım Adım Step family, professionally in the NGOs. Pursuing kindness is an activity that is done professionally for this stakeholder group. Therefore, the emotional gains outcome is a permanent outcome for the Former AA Volunteers Who are NGO Staff Now.

In volunteer stakeholder groups, it is observed that the duration of the outcome in the Emotional Gain outcome depends on the activities including the stakeholders who are within the Adım Adım framework. It is understood from their own statements that the Emotional Gain outcome would not continue if the stakeholders' relationship with Adım Adım ended.

It's similar for Donors group's duration. Because the outcome duration is directly related to the donation letter sent by the Adım Adım volunteer runners, the outcome will end with the end of donor's connection with Adım Adım. Therefore, the duration was determined as one year and, accordingly, the drop off rate was determined as 100%.

**The Drop off Analysis:** The outcome drop off rate of the Emotional Gain outcome, which is based on philanthropy for three Former AA Volunteers Who are NGO Staff Now, was determined by taking into account the fact that the charity has become the work of the stakeholders.

### **Financial Proxy and Valuation Method**

Spiritual satisfaction, increased morale and a sense of peace and happiness stand out when we look at the content of the emotional gains.

A sense of success and increased motivation were cited by stakeholders. The fact that what is done is visible, provided satisfaction, felt useful and was appreciated all supported motivation and a feeling of success. Stakeholders stated that there was an increased sense of doing good and had started to help by reaching out to those in need outside Adım Adım. It was found that seeing that people can be useful and helping each other was a factor in boosting morale among stakeholders.

Stakeholders felt an increase in their morale, happiness, spiritual satisfaction and a sense of peace as they see that they are useful.

It is also possible for stakeholders to obtain the emotional gains outcome by working voluntarily in the NGO. Therefore, the average hourly labour cost of white collar workers (TL 188, according to the TURKSTAT Hourly Labour Cost Index), was taken as a basis, and by considering that the stakeholders will work voluntarily for four hours a week, an amount of TL 36,096 (192 hours per year at an hourly labour cost of TL 188) was assigned as the financial proxy.

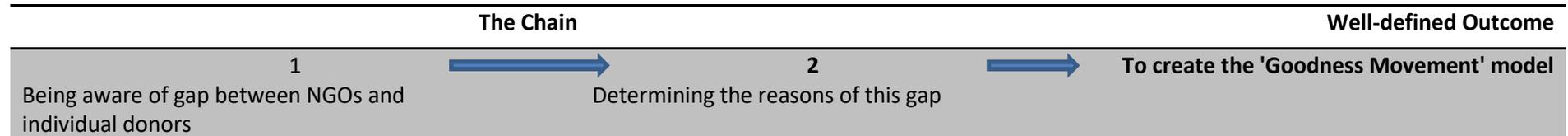
It was determined that the Emotional Gains outcome occurring for the Former AA Volunteers Who are NGO Staff Now stakeholder group played a role in stakeholders changing sectors. For this reason, the cost of the career change program (TL 6,046.50) was assigned as the financial proxy of the outcom

## WELL-DEFINED OUTCOMES - SPECIFIC TO STAKEHOLDER GROUPS

There are also outcomes that are specific to stakeholder groups, which means that outcome is not occurred for another stakeholder group. These arise from the fact that each stakeholder group is in a different position, providing different contributions, having different responsibilities and being involved with different activities in Adim Adim. In this section of the report, the analysis of the outcomes that are specific to stakeholder groups are given.

### Founding Members

The outcome arising from the activities of the Founding Members group constitutes the building block of Adim Adim; it is to create the 'Kindness Movement' model and ensure its continuity, which brings sports and philanthropy together, and which brings multiple NGOs and projects to donors through a single organization.



Founding members of Adim Adim are people who have network with third sector. This network provided knowledge about challenges that NGOs struggle with. There are two main challenges for NGOs: (1) Reaching out individual donors and (2) Building trust. These two main challenges cause a loop. NGOs try to operate with very limited donations because they cannot get donation from individuals. This problem is based on trust. In the past there were big corruption incidents related with NGOs which were well-known and gained people's trust. Therefore people have prejudice towards NGOs and they hesitate to donate. So NGOs has difficulties reaching financial resources. Because they cannot reach financial resources they cannot promote themselves and because they cannot promote themselves they cannot reach out individual donors and because they cannot reach out individual donors they cannot reach regular donation. This loop goes on like that and causes a gap between NGOs and individual donors.

Founding members determined this loop and tried to find a solution. The common feature of the founding members is they are all runners. They all aware of charity run organizations around world. So they decided to apply the model in Turkey with one difference. They established the model for multiple NGOs. They decided to organize charity run not only for one single NGO but any NGO that fulfills the transparency criteria. With this transparency system they target to build trust towards NGOs. If donors want they can track their donation. Additionally, they published the donors' right to inform donors that they can ask (they should ask) for accountability. This was not enough to increase donation amount. They needed to attract individual donors to reach out them. It was obvious that just asking for donation did not work, it was boring and people do not want to listen. In order to attract their attention they decided to bring sports and philanthropy together. So a platform has been established in which people who run just for sports can contribute as being a volunteer runner and/or people can donate without hesitation because they can track their donation no matter how much they donate. As a result a "goodness movement"

model has born. Creation of goodness model is the end of change because stakeholders answer “so then what happened?” question as “then it has been growing.”

This well-defined outcome is directly related with the long term outcome of Adım Adım, which is contribution to increase in donation culture in Turkey. As mentioned under the “Executive Summary” heading donation rate in Turkey has decreased in time instead of increasing. Adım Adım’s long term goal is a positive transformation of donation culture.

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### Indicators

#### Subjective

- Ensuring the continuity and growth of the system
- Ensuring transparency
- Better communication between NGOs and individual donors

#### Objective

- Increase in the number of NGOs under the umbrella of Adım Adım
  - An increase in the number of volunteer runners
  - Volunteer runners have the opportunity to run for a different NGO in each marathon
  - The NGOs find a platform to reach individual donors based on ensuring transparency
  - The NGOs have learned how to use new systems which facilitates direct access to individual donors
  - To ensure that the NGOs collect donations by creating a specific project and make their financial statements public, and ensure that the donations of donors are not used outside their intended purpose.
- 

### Quotations from stakeholders to support indicators

FM2: “There was distrust towards NGOs where donors were unsure how their donations were being used. It is important that the NGOs become transparent.”

FM3: “Philanthropy was not strong in Turkey. We have put forward a mission and vision. We have always sought to overcome the negative perception surrounding NGOs.”

FM2: “It was very important that Adım Adım created a system without actually being in direct contact with the money. Avoiding contact with the money has inspired confidence. Donations are made directly to the donors’ NGO of choice. The NGOs are also able to know about their individual donors and communicate with them.”

FM1: “It brings great pleasure and satisfaction to witness the formation of the model, its realization and its growth.”

FM4: “We have managed to bring the people who are fundraising together with the people who do sport.”

### Materiality Analysis of “To create the 'Goodness Movement' model”

Relevance Criteria	Yes	No	Description
Policy based performance	•		Reaching individual donors through sports and creating a model which will generate resources by introducing the NGOs to both volunteers and individual donors, as well as ensuring the continuity of the model is the priority issue and policy of Adım Adım.
Stakeholder behaviour and concerns	•		The model formation refers to the formation of Adım Adım directly, and this is expressed by the Founding Members.
Societal norms	•		Creating a continuous resource for non-governmental organizations which generate solutions to social problems is a social norm.
Direct short term financial Impacts	•		Adım Adım doesn't touch the money. The donations collected are transferred directly to the NGOs. For this reason, there is a short-term direct financial impact for the NGOs.
Peer based norms		•	It is not possible to conduct peer assessment because there is no other platform which introduces its volunteers to multiple NGOs by bringing together sports and philanthropy but which also provides continuity with the social environment it creates.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	5	TL 16,785	20%	40%
Conclusion	High	High	Low	Low

#### The Deadweight, Attribution, Duration and Drop off Analysis

Outcome	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Creating the Kindness Movement Model	5	20%	40%	5	5%

**IMPORTANT NOTE:** The quantity is taken as 1 on the impact map. This is because the value taken as a financial proxy is the total cost of creating a model. The financial proxy determined for the outcome is multiplied by the quantity when calculating the SORI rate. To avoid excessive valuation, the quantity is taken as 1 on the impact map.

**The Deadweight Analysis:** In the interviews conducted with the Founding Members, it was understood that the necessity of creating a model which is similar to Adım Adım had been in the minds of all stakeholders for a long time.

The founding members are aware that creating resources for the NGOs by reaching out to individual donors through running, an activity that increases endurance, is primarily about gaining the trust of individual donors. With this in mind, they created a system which does not touch money, when designing the Adım Adım Formation. In this way, it became easier for volunteer runners to ask for donations for the NGOs, and donors were given the opportunity to see what their donations were used for.

Although the deadweight rate varies for each stakeholder, it is understood from the stakeholders' statements that it would be very difficult to create an organization of the same size, taking into account the point at which the whole Adım Adım Formation has reached. Therefore, the average of the deadweight rate determined separately based on the statements of all stakeholders was taken and the deadweight rate of the formation of the 'Kindness Movement Model' was determined as 20%.

**The Attribution Analysis:** The main reason for the high attribution rate for the Founding Members when compared to other stakeholder groups was that many different institutions and individuals from outside the Adım Adım Formation played a role in this outcome during the founding phase. The attribution rate of the NGOs, athletics trainers and the experts, whose views were taken into account when creating the platform, was determined as 40%, considering their role in the model formation.

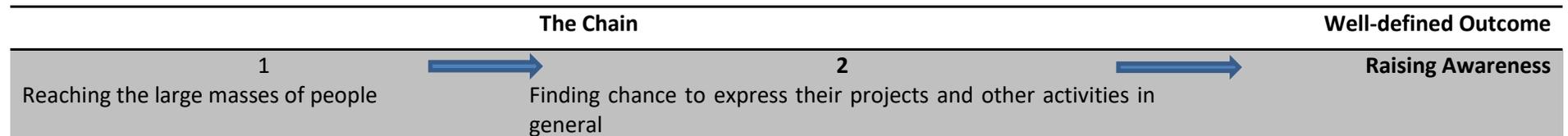
**The Duration and Drop off Analysis:** The outcome duration was determined as 5 years given that the model formation process brought about experiences which contained 'learning' for all stakeholders. The drop off rate was determined as 5% due to the lack of the movements involving sports and philanthropy outside the Adım Adım Formation.

### **Financial Proxy and Valuation Method**

The cost-saving method was used when determining the financial proxy of the outcome of the Kindness Movement Model formation. When establishing the Adım Adım Formation, the most basic services purchased were determined to be Professional services. These services were designated as Association Consultancy, Resource Development Consultancy and Communication Consultancy. An amount of TL 16,785, the total cost of all these consultancy services, was assigned as the financial proxy of the outcome.

## Non-Governmental Organizations

### Raising Awareness



NGOs have difficulty to reach individuals to express themselves (their field of operation). With Adim Adim NGOs have reached many people and let them know what they are doing. In addition to explaining what is done for the project, having the opportunity to explain the NGO's activities in general. It's important to explain why regular small donations are more useful than one time donation. Usually, people understand the importance of NGOs operations during crisis times. For example, a NGO work in search and rescue field is donated if an earthquake occurs. NGOs also find opportunity to explain why it is important to donate not only during crisis times. Additionally, they find a chance to remind people that each individual is a candidate of a beneficiary.

So, as shown above as a result of reaching the large masses of people NGOs had a chance to express themselves both projects and their operations in general, had a chance to talk about important issues about NGOs, and had a chance to answer questions. This two way communication caused raising awareness of people which is important step for short/medium term outcomes of Adim Adim's Toc. This is the reason why raising awareness is both intended and expected well-defined outcome.

#### Indicators

##### Subjective

- Being known by thousands of potential donors and beneficiaries
- Finding chance to explain vital points
- Finding chance to build trust

##### Objective

- Being able to explain that small amounts save lives
- Being able to explain that
- The opportunity to answer questions of potential donors

#### *Quotations from stakeholders to support indicators*

N5: "Adim Adim brings us together with the general public."

N4: "Taking part in Adim Adim is something prestigious. We were able to show our transparency and explain that our association needed donations."

N6: "The projects which we realized with the donations collected through Adim Adim have become wide-reaching and enabled us to raise awareness about the environment."

#### **Information about stakeholders who did not experience "Raising Awareness"**

Only one NGO have not experienced “raising awareness” outcome. That NGO is very well known NGO in Turkey and its operation field (environment) is supported both by individual donors and corporate donors well.

### Materiality Analysis of “Raising Awareness”

Relevance Criteria	Yes	No	Description
Policy based performance	•		Raising awareness by the NGOs is part of Adim Adim’s policy.
Stakeholder behaviour and concerns	•		The stakeholders stated that they had raised awareness through the promotional activities carried out together with Adim Adim.
Societal norms	•		Raising awareness and gaining self-awareness of social problems is a social norm.
Direct short term financial Impacts	•		Some of the individual donors who gained awareness became regular donors of the NGOs.
Peer based norms		•	Peer assessment is not possible as Adim Adim is the only platform generating effective resources for the NGOs by bringing together sports and philanthropy.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	7	TL 35,000	16%	7%
Conclusion	High	High	Low	Low

### The Deadweight, Attribution, Duration and Drop off Analysis

Outcome	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Raising Awareness	7	16%	7%	5	30%

**The Deadweight Analysis:** In 2015, the outcome of raising awareness in 7 out of the 8 NGOs under the Adim Adim roof occurred because Adim Adim Formation volunteers served as ambassadors for the NGOs and because of their intensive promotional efforts, especially during marathon periods. The NGOs stated that they reached a wider audience through communication efforts conducted through social media, the publicity generated by going to institutions and the information about the NGOs, which was spread through the individual efforts of the volunteers.

**The Attribution Analysis:** The attribution rate for both outcomes remained below 10%. This shows that raising awareness outcomes was achieved by Adım Adım at a very high rate. Other parties had no role in obtaining this outcome except for the moral support that the stakeholders received from their social network.

**The Duration and Drop off Analysis:** Raising awareness is a permanent outcome according to NGOs. Once people learn about their working field they will not forget about it even if they do not donate.

The drop off rate of the outcome of raising awareness was determined by taking into account the work that the NGOs carry out to reach individual donors, in particular, or the work that they will carry out if their relationship with Adım Adım ends.

### **Financial Proxy and Valuation Method**

The revealed preferences method was used when determining the financial proxy of the outcome. The consequences of ‘What would happen if it weren’t for Adım Adım?’ for the level of awareness that the NGOs created together with Adım Adım for individual donors was investigated. For this reason, middle-level managers and senior executives who worked professionally at four different NGOs were consulted. An amount of TL 35,000, the cost of creating the same outcome through the public spotlight<sup>21</sup>, as stated in the stakeholder interviews, was determined as the financial proxy.

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<sup>21</sup> Public spotlights are kind of a TV commercial with a content of information for public good. For example public spotlights can be about importance washing hands or it can be about organizations that work for public good.

## Sponsors

### 1-Realization of Non-Commercial Objectives

The Chain	Well-defined Outcome
1	Realization of Non-Commercial Objectives
<p>Reaching a wider audience</p> <p>Both stakeholders have connection with running. One of them produces running shoes and outfits, the other one supports running for its own employees and produces fast moving consumer goods for sportspersons. So collaboration with Adim Adim is a good opportunity to reach wider audience based on running. In addition to this, just like other private sector companies they are both looking for a CSR activity to engage. They want to show that they are responsible companies, they care about society and contribute to society. This is important for any company in all over the world to have a social license to operate. Therefore, Adim Adim is a good platform for both sponsors to realize their non-commercial objectives by taking the chance of reaching wider audience.</p> <p>This well-defined outcome is related with ToC of Adim Adim in terms of financial inputs. This outcome creates a win-win situation. Adim Adim reaches financial inputs and sponsors reach wider audience so they can realize their non-commercial objectives.</p>	
Indicators	
Subjective	Objective
<ul style="list-style-type: none"> <li>•Taking part in a CSR project which produces effective outcomes</li> </ul>	<ul style="list-style-type: none"> <li>•Being able to reach more than one NGO through a single organization within the scope of CSR work</li> </ul>

#### *Quotations from stakeholders to support indicators*

S1: "We are also a 'good' brand. In this sense, we overlap with Adim Adim."

S1: "We had the opportunity to show that we were involved in the formation of kindness with our running culture."

S2: "Our brand has a different stance in the market. In this sense, Adim Adim was compatible with our stance."

### Materiality Analysis of “Realization of Non-Commercial Objectives”

Relevance Criteria	Yes	No	Description
Policy based performance	•		Providing institutional support to the NGOs is a part of Adım Adım’s policy.
Stakeholder behaviour and concerns	•		The stakeholders stated that they achieved this outcome by contributing to multiple NGOs simultaneously through a single organization together with Adım Adım.
Societal norms	•		It is a social norm that institutions are sensitive to social problems and contribute to resolve those problems.
Direct short term financial Impacts		•	This outcome has no direct financial impact.
Peer based norms		•	Peer assessment is not possible as Adım Adım is the only platform that creates effective resources for many different NGOs by bringing together sports and philanthropy.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	2	TL 7,500	0%	5%
Conclusion	High	Normal	Low	Low

### The Deadweight, Attribution, Duration and Drop off Analysis

Outcome	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Realization of Non-Commercial Objectives	2	0%	5%	1	100%

**The Deadweight Analysis:** Both sponsors, which are companies operating in the private sector, mean creating social benefits from non-commercial objectives and contributing to increasing the welfare of the society. Today, such work are carried out by almost all companies within the scope of corporate social responsibility. For this reason, there seems to be other ways for sponsors to realize their non-commercial objectives, besides sponsoring Adım Adım. However, it was found in the interviews conducted that what makes Adım Adım different from other sponsorships for the sponsors is the fact that Adım Adım brings sports and philanthropy together. Also, Adım Adım comes to the fore by supporting more than one NGO at the same time. It has been determined that since each NGO operates in a different area, Adım Adım has a unique place for the sponsors who have the opportunity to support many different areas such as

environment, education, health, child welfare, and the well-being of disabled people by supporting a platform. For this reason, it was determined in line with the stakeholder statements that there was no other way for sponsors to achieve the same outcome if it was not for Adım Adım.



**The Attribution Analysis:** A stakeholder stated in the interviews conducted that there were no factors beyond Adım Adım which played a part in the outcome he obtained. The attribution rate was determined by considering the fact that there may be an actor outside Adım Adım who was a vehicle for the other stakeholder to get involved with Adım Adım.

**The Duration and Drop off Analysis:** The duration was determined by taking into account the unique structure of the Adım Adım Formation. In line with the statements of the stakeholders, even though it is possible to achieve non-commercial objectives through sponsorship by other means, since there is no other way to support multiple projects through a single platform other than with Adım Adım, the outcome duration was determined as 1 year. Accordingly, the drop off rate is 100%.

### **Financial Proxy and Valuation Method**

The revealed preferences method was used when determining the financial proxy of the outcome of realization non-commercial objectives. Carrying out social benefit-oriented, non-commercial oriented work stated by sponsor companies is also an outcome that is possible to achieve with the cooperation to be established with the Private Sector Volunteers Association. For this reason, a figure of TL 7,500 (the annual membership fee of the Private Sector Volunteers Association) was determined as the financial proxy of the outcome.

## 2- Ensuring that the Target Audience Uses the Products

The Chain	Well-defined Outcome
1	<b>Ensuring that the Target Audience Uses the Products</b>
	
<p>Reaching a wider audience</p> <p>Both sponsors produce products for sportspersons so their target consumers are people who are interested in sports, especially runners. Adim Adim provides a great platform to reach out this target group. Therefore reaching a wider audience caused to promote their products to sportspersons in Adim Adim. There is a spillover affect here. Adim Adim volunteers use sponsors' products and if they are satisfied with quality of the products they recommend other people around them. As sponsors know that they are aware of that their products are reached much more people than number of Adim Adim volunteers.</p> <p>This well-defined outcome is related with ToC of Adim Adim in terms of financial inputs. This outcome creates a win-win situation like "Realization of Non-Commercial Objectives" does. Adim Adim reaches financial inputs and sponsors reach wider audience so that their products are used by target consumers.</p>	

### Indicators

#### Subjective

- High potential for product recommendation within Adim Adim

#### Objective

- Adim Adim volunteers use the products apart from not only during the marathons but also in their daily life.
- Products appear in social media posts of volunteers

### Quotations from stakeholders to support indicators

S1: "We are a brand with high loyalty and recommendation power. Adim Adim is a group that recommends each other."

S2: "Our goal is to increase the use of our products. The volunteers of the Adim Adim are matched with our brand stance and our target customer."

### Materiality Analysis of "Ensuring that the Target Audience Uses the Products"

Relevance Criteria (Outcome 2)	Yes	No	Description
Policy based performance	•		Providing institutional support to NGOs is a part of Adim Adim's policy.
Stakeholder behaviour and concerns	•		The stakeholders stated that they achieved this outcome by contributing to multiple NGOs simultaneously through a single organization together with Adim Adim.

Societal norms	•	It is a social norm for institutions to be sensitive to social problems and to contribute to resolve those problems.
Direct short term financial Impacts	•	Sponsors are socially sensitive and, as well as showing this to end users by becoming a sponsor in Adim Adim, delivered their product quality directly to end users, which they also achieved by providing product support. It was determined in the interviews conducted with the Adim Adim volunteers that there was a preference for sponsor products. Therefore, this outcome is known to have a direct financial impact, but the extent of the financial impact is unknown.
Peer based norms	•	Peer assessment is not possible as Adim Adim is the only platform creating effective resources for many different NGOs by bringing sports and philanthropy together.
Conclusion	•	

Significance criteria	Quantity	Value	Deadweight	Attribution
	2	TL 115,194	0%	5%
Conclusion	High	High	Low	Low

### The Deadweight, Attribution, Duration and Drop off Analysis

Outcome	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Ensuring that the Target Audience uses the Products	2	0%	5%	1	100%

**The Deadweight Analysis:** It is clear that Adim Adim provides a unique area of support for both sponsors, due to their connection to running as an activity, the voluntary profile of Adim Adim and the fact that it has gathered a wide array NGOs working in many different fields under its roof. According to the stakeholders' statements, the corporate culture and the Adim Adim policy overlaps and thanks to the potential for recommendation within Adim Adim, the volunteer sponsors with a customer base, who has a high level of loyalty, had the opportunity to have their products experienced and thus, promoted their products. This shows that it is not possible for the stakeholders to have the same outcome in other ways.



**The Attribution Analysis:** A stakeholder stated in one of the interviews that there were no factors other than Adım Adım in the outcome he obtained. The attribution rate was determined by considering the fact that there may be an actor outside Adım Adım who served as a vehicle for other stakeholders to become involved with Adım Adım.

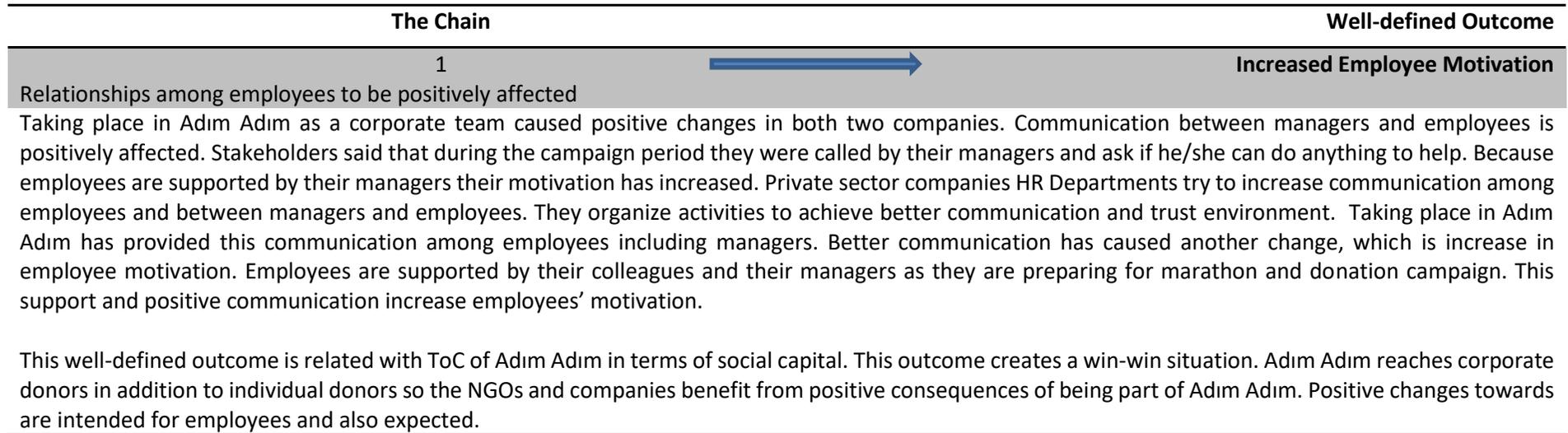
**The Duration and Drop off Analysis:** As a platform, Adım Adım continues to attract an increasing number of volunteers with each passing year. This provides sponsors with the opportunity to promote their brands to new volunteers every year and to strengthen their ties with old volunteers. Since the continuity of all these opportunities depends on the continuity of the sponsors' connection with Adım Adım, the outcome duration was determined as 1 year. The drop off rate was determined as 100%.

#### **Financial Proxy and Valuation Method**

When determining the financial proxy of the outcome of “Ensuring that the Target Audience uses the Products”, the market value of the products was used directly. An amount of TL 115,194 - the financial value of the product-based opportunities provided by the sponsors for volunteer runners - was determined as the financial proxy of the outcome.

**Corporate Teams**

**Increased Employee Motivation**



<b>Indicators</b>	
<p><b>Subjective</b></p> <ul style="list-style-type: none"> <li>•Doing good matters</li> </ul>	<p><b>Objective</b></p> <ul style="list-style-type: none"> <li>•Seeing concrete results – how collected donations contributes to beneficiaries life</li> <li>•There is festivity during the marathons</li> </ul>

**Quotations from stakeholders to support indicators**

CT1: “Doing good together within the company helps motivation.”  
 CT2: “There is a common excitement when preparing for the run.”  
 CT1: “Our relations within the organization were positively affected. Managers with whom I had no contact with previously - and who I did not never expect to hear from – called me and said that they wanted to support me.”

### Materiality Analysis of “Increased Employee Motivation”

Relevance Criteria	Yes	No	Description
Policy based performance		•	Increased motivation among the volunteer runners in corporate teams is an expected outcome, but it is not part of Adım Adım’s policy.
Stakeholder behavior and concerns	•		Stakeholders stated that this outcome was achieved by joining Adım Adım as a corporate team.
Societal norms	•		The public is appreciative of efforts by private sector companies to encourage their employees to participate in volunteer activities for the benefit of society.
Direct short term financial Impacts		•	This outcome has no direct financial impact.
Peer based norms	•		Today, large-scale companies in the private sector encourage their employees to participate in activities carried out for the benefit of society, and they set up special groups for their volunteer employees within the organization and include the activities of these groups in their sustainability reports.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	2	TL 2,066	25%	0%
Conclusion	High	Normal	Low	Low

### The Deadweight, Attribution, Duration and Drop off Analysis

Outcome	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Increased Employee Motivation	2	25%	0%	3	10%

**The Deadweight Analysis:** As a result of the interviews conducted with the stakeholders, it was stated that the social responsibility projects in which employees will participate voluntarily are developed and these projects are presented to the management by the employees themselves. Accordingly, the project, which will be supported institutionally, is determined and organized by the employees' own efforts. Therefore, if it weren't for Adım Adım, a social responsibility project would still have been developed by the employees and supported institutionally. However, having a philanthropic movement combined with sport activity places Adım Adım as a unique organization, which provides everyone with the opportunity for an experience which goes beyond conventional volunteering. As stated in the stakeholder statements, it was determined that the fact that Adım Adım is a more dynamic group creates a greater impact than supporting any charity. Therefore, the deadweight rate was determined as 25%.

**The Attribution Analysis:** The individual interest of the stakeholders in running activities was transformed into institutional participation at the Adım Adım Formation. With individual efforts, a team was set up within the organization and support from the management was obtained. Therefore, the stakeholders stated that there were no factors or parties outside Adım Adım and the Organization in the benefit obtained.

**The Duration and Drop off Analysis:** The execution of the social responsibility projects developed and submitted for the management's approval by employees each year again depends on the leadership of the employee who developed the project. Asked about the impact if the institutional participation in the Adım Adım Formation were to come to an end, one of the stakeholders stated that the outcome time required for the motivational increase would be short term (1 year), while another stakeholder stated that the outcome would be permanent (5 years). Therefore, the outcome duration was determined as an average of 3 years. The drop off rate was determined as 10%, considering that organizations will continue to allocate budgets to social responsibility projects and the activities where their employees will participate voluntarily.

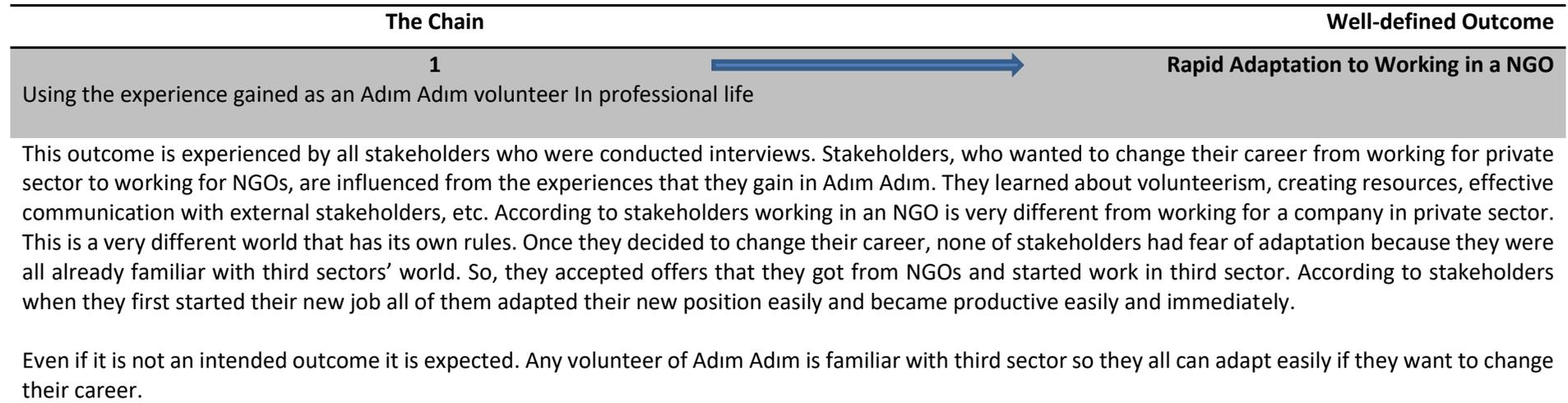
#### **Financial Proxy and Valuation Method**

The revealed preferences method was used when determining the financial proxy of the outcome of increased employee motivation. Many companies organize a wide array of different events and activities to increase the motivation of their employees. The average fee of events or activities which would create a similar outcome was taken by consulting with three different companies, with a figure of TL 2,066 determined as the financial proxy (Company A: TL 2,300, Company B: TL 3800, Company C-just transportation fee: TL 98)

### Former AA Volunteers Who are NGO Staff Now

In the discussions among stakeholders which started to work in the non-governmental organization after volunteering in the Adim Adim Formation, the Rapid Adaptation to Working in a NGO, the Incremental Workload and Guiding the Private Sector for Their CSR Practice outcomes are determined.

#### 1 - Rapid Adaptation to Working in a NGO



Indicators	
Subjective	Objective
<ul style="list-style-type: none"> <li>•Having a volunteering and altruistic soul, and having this consciousness while starting to work in NGO</li> <li>•Gaining an NGO consciousness in Adim Adim</li> </ul>	<ul style="list-style-type: none"> <li>•To learn about asking for donations at Adim Adim</li> <li>•To learn how to raise awareness</li> <li>•To harness the power of social media for donations and social needs</li> <li>•To learn about fund raising at Adim Adim</li> </ul>

#### Quotations from stakeholders to support indicators

- FV1: “In Adim Adim, I learned what can be done and what cannot be done. For example, I learned about transparency and sustainability...”
- FV3: “At Adim Adim, I learned about volunteering, fund raising and modelling.”
- FV4: “NGOs would have been unfamiliar to me if it weren’t for Adim Adim.”

#### Materiality Analysis of “Rapid Adaptation to Working in a NGO”

Relevance Criteria	Yes	No	Description
Policy based performance		•	As an outcome of the experiences of Adim Adim volunteers, getting NGOs to know better and staying in touch outside Adim Adim's activities have been included in Adim Adim's policy. Encouraging individuals to work in non-governmental organizations in a professional capacity is not something included Adim Adim's policy.
Stakeholder behaviour and concerns	•		Stakeholders stated that the experience they gained in Adim Adim had contributed to their decision to work professionally in a non-governmental organization.
Societal norms	•		It is a social norm for individuals to use their knowledge and experience to contribute to public welfare.
Direct short term financial Impacts	•		Stakeholders' income changed when they continued their professional lives in non-governmental organisations.
Peer based norms		•	It is not possible to conduct a peer assessment because there is no other platform which introduces their volunteers to different NGOs by bringing sport and charity together, which can also provide sustainability with the social environment it has created.
Conclusion	•		

Significance criteria	Quantity	Value	Deadweight	Attribution
	4	TL 16,500	15%	15%
Conclusion	High	High	Low	Low

#### The Deadweight, Attribution, Duration and Drop off Analysis

Outcome	Quantity	Deadweight (%)	Attribution (%)	Duration (year)	Drop off (%)
Rapid Adaptation to Working in a NGO	4	15%	15%	5	10%

**The Deadweight Analysis:** Stakeholders' themselves stated in the interviews that working in the private sector made them unhappy and using their workforce to make others rich made them feel uncomfortable. It was therefore determined that they had a unique experience after meeting Adim Adim, in terms of the bond they had established with the volunteers they met in the Adim Adim Formation and also in terms of getting to know NGOs better.

The deadweight rate can differ for each stakeholder. Two stakeholders stated that without Adım Adım, they could be working as volunteers in a different non-governmental organization. In this way, the possibility of finding a professional work opportunity by working in a third sector is considered. The other stakeholders stated that without Adım Adım, the possibility of finding a third sector would be too distant for them.

Within the period of volunteering in the Adım Adım Formation, all stakeholders stated themselves that they had learned the requirements of the third sector such as fund raising, using active methods on collecting donations, and the third sector's institutionalism. Stakeholders stated that the use of what they learned at Adım Adım in NGOs where they began to work professionally and what they had learned about NGO's work process while they were in Adım Adım had speeded up their adaptation when they started to work. However, they also stated there would have been no other way of gaining similar outcome, changes and benefits without Adım Adım.

Considering all of these impacts, the average of deadweight rates determined for each stakeholder and the deadweight rate of the Rapid Adaptation to Working in a NGO outcome was determined.

**The Attribution Analysis:** In this outcome, which every stakeholder achieved, it is determined in the interviews that stakeholders' families, the previous institutions they worked and the clubs they had joined at university had an impact, although the contributions outside Adım Adım differ.

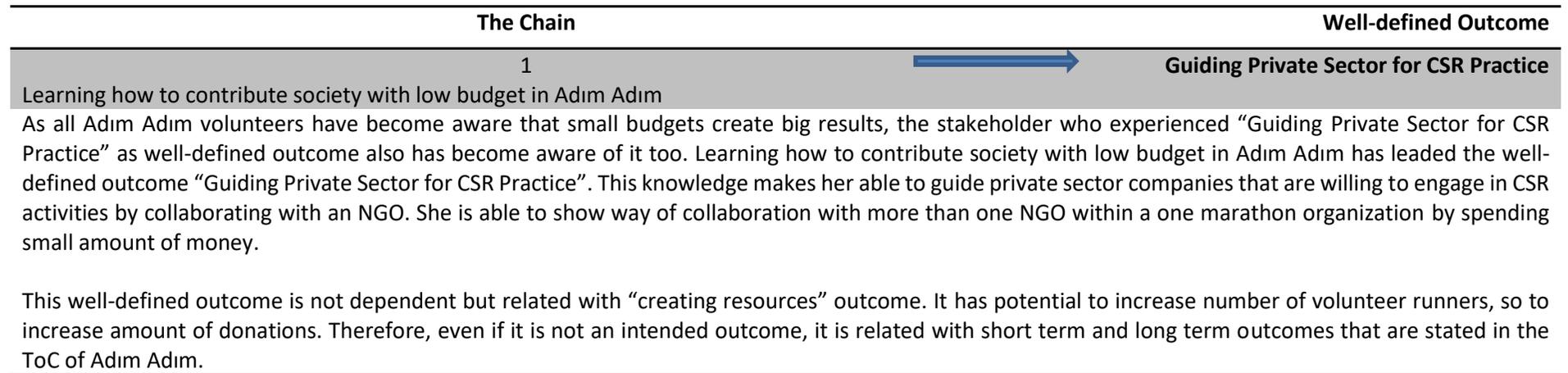
Even though the roles of these actors had quite a limited role in the Rapid Adaptation to Working in a NGO outcome, their main roles were in giving stakeholders a lead in achieving this outcome. Therefore the attribution rate was determined as 15%.

**The Duration and Drop Off Analysis:** The rise of this outcome in the period in which stakeholders were involved with the Adım Adım Formation as volunteers was caused by the "learning" content of this outcome. If the stakeholders were to end their involvement with Adım Adım, it was determined that the duration of the outcome would be long-lasting. As a result, the duration was determined as 4 years, and the drop off rate was determined as 10% considering the external factors that stakeholders' social and business lives are exposed to.

### **Financial Proxy and Valuation Method**

The cost saving method is used in determining the financial proxy of the Rapid Adaptation to Working in a NGO outcome. Middle level and senior managers from different NGOs were interviewed to determine the average adaptation period of a new Volunteer Contact Persons for NGOs to the NGO business life and the cost of this period. Within the scope of these findings, it was determined that TL 16,560, the average salary of a white collar Volunteer Contact Persons for NGOs who has been working for 4 months, was the financial proxy.

**2- Guiding Private Sector for CSR Practice**



Indicators	
Subjective	Objective
<ul style="list-style-type: none"> <li>•Showing the private sector companies that they can carry out CSR activities without a high budget</li> </ul>	<ul style="list-style-type: none"> <li>•Holding Adım Adım up as an example</li> </ul>

***Quotations from stakeholders to support indicators***

*FV3: “I have learned to guide the private sector into undertaking social responsibility projects without dipping into their pocket. I explain them corporate teams of Adım Adım.”*

**Materiality Analysis of “Rapid Adaptation to Working in a NGO”**

Relevance Criteria (Outcome 3)	Yes	No	Description
Policy based performance		•	Guiding The Private Sector in CSR Practice is not a part of Adım Adım’s policy for stakeholders who continue their professional business lives in a third sector by getting to know NGOs better during their volunteering period in the Adım Adım Formation

Stakeholder behaviour and concerns	•	The stakeholder stated that this outcome came about by starting to work in an Former AA Volunteers Who are NGO Staff Now
Societal norms	•	The third sector's Guidance to The Private Sector is an expected and welcome behaviour for society.
Direct short term financial Impacts	•	The stakeholder's guidance to the private sector regarding the possibility of performing CSR practice caused a short term direct financial impact for the related companies.
Peer based norms	•	It is not possible to conduct a peer assessment because there is no other platform which introduces their volunteers to many NGOs by bringing sport and charity together, and which could also provide sustainability through the social environment that it created.
Conclusion	•	

Significance criteria	Quantity	Value	Deadweight	Attribution
	1	TL 4,000	10%	10%
Conclusion	Low	Normal	Low	Low

#### The Deadweight, Attribution, Duration and Drop off Analysis

Outcome	Quantity	Deadweight (%)	Attribution (%)	Duration (Year)	Drop off (%)
Guiding Private Sector for CSR Practices	1	10%	10%	5	10%

**The Deadweight Analysis:** Private sector firms' work in the context of institutional social responsibility is usually carried out with the collaboration of an NGO. There is a direct relationship with Adim Adim when a stakeholder who had participated in Adim Adim as a volunteer and then continued their professional life in a third sector would guide private sector in regard to carrying out CSR projects with a lower budget. The budget for participating in Adim Adim as an institutional team is low for the firms, but the social benefits are high. For this reason, the deadweight rate was determined as 10%.

**The Attribution Analysis:** There are different players outside Adim Adim who have had a role in the outcome of guiding the private sector in their CSR practices. However their roles are limited to introducing stakeholders to Adim Adim and providing moral support. For this reason, the attribution rate was determined as 10%.

**The Duration and Drop off Analysis:** The outcome was included as "learning". For this reason the outcome period will be long-lasting if the stakeholder ends their relationship with Adim Adim. The period is determined as 5 years and the drop off rate is determined as 10% in this respect.

### **Financial Proxy and Valuation Method**

The cost saving method was used to determine financial proxy of the outcome of Guiding the Private Sector in CSR Work. When the stakeholder is guiding the private sector, it removes the CSR consulting cost which the firms need. For this reason, two different consultancy firms were interviewed, and a figure of TL 4,000 (the average cost of similar services: Company A: TL 4,500, Company B: TL 3,500) was determined as the financial proxy.

### **Explanation Regarding Negative Outcomes**

All stakeholder groups were asked whether they had experienced any negative or unexpected outcome. Short answer was no. However, stakeholders' expressions conducted to make further research about negative outcomes that might be experienced by some people that pointed out new stakeholder group. Interviewed stakeholders (Volunteers) said "If Adım Adım would cause a negative outcome, I would not be part of this platform." This expression pointed out that people who are not volunteer of Adım Adım anymore may be experienced negative outcomes. Eight former volunteers were interviewed in order to identify whether any negative outcome occurred for them as a result of Adım Adım activities. However, those stakeholders were not volunteer of Adım Adım for different personal reasons like moving to another country.

Seven Volunteer Runners mentioned about demoralization. This sounded a negative outcome at the first place. However, according to the stakeholders' expressions demoralization was caused because of their personal expectations. When they sent donation letters to their close friends, they expected that those friends would donate. However, not all close friends or relatives donated. So they experienced demoralization. They were asked whether demoralization caused any change for them. Six of stakeholders said no. They continue to send "donation letter" in each marathon period. One of the stakeholders just updated his e-mail list for sending "donation letter". So, there is no significant consequence of demoralization.

## RISK FACTORS

While determining the deadweight, attribution and drop-off rates, excessive assertion risk can emerge. Even though stakeholders' views are directly referred to while determining these rates, they can contain excessive assertions. The emotional bonds that exist between stakeholders and Adim Adim can lead them to believe there is no other way to achieve the outcomes in any other way. Additionally because there is no need to seek different ways of reaching the outcomes, they can assume that the deadweight rate is low.

Adim Adim was the only model in Turkey in the period analysis made which brings sports and charity together. This situation means it is impossible to compare outcomes, especially the deadweight and drop off rate. Similar organisations take place outside Turkey as a "charity run". However, research conducted by TÜSEV indicates the differences in the donation culture between Europe, America and Turkey, demonstrating that a comparison of the outcomes would come up with unreliable information.

## SENSITIVITY ANALYSIS

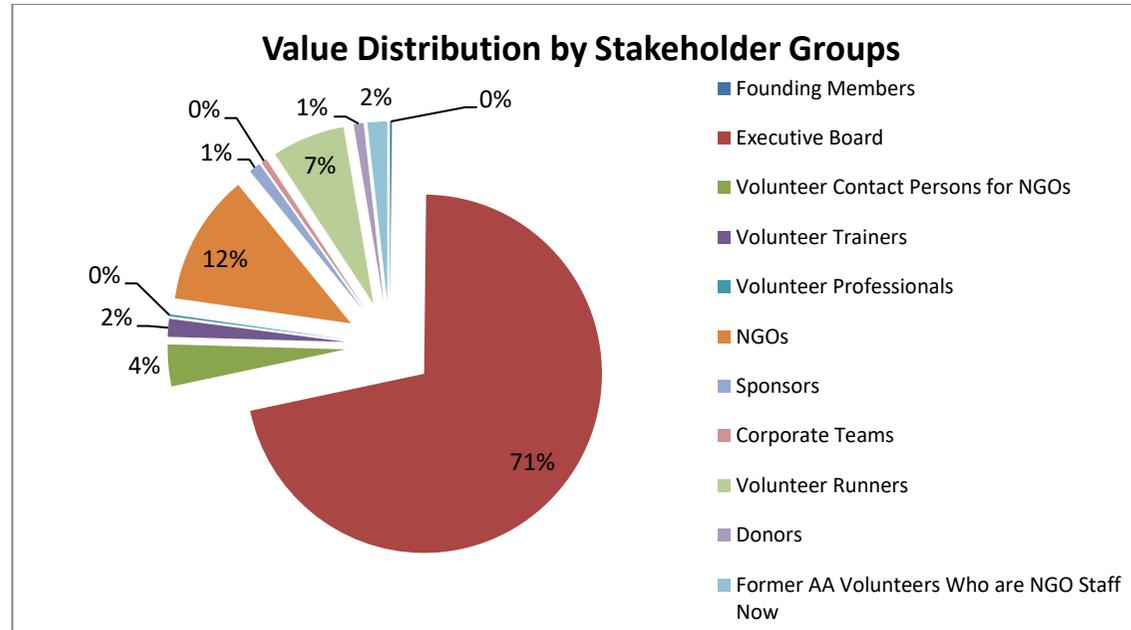
In SROI Analysis, even though the data is based on stakeholders' own statements, the deadweight, attribution and drop off rates contain assumptions. It is important to assess the extent to which results would change if we changed some of the assumptions we made in the previous stages. The aim of such an analysis is to test which assumptions have the greatest effect on the model. For an SROI Analysis the standard requirement is to check changes to:

- estimates of deadweight, attribution and drop-off;
- financial proxies;
- the quantity of the outcome; and
- the value of inputs, where you have valued non-financial inputs.

To determine the extent that the SROI rate was affected by these assumptions and to determine whether these rates could cause over-valuation, the deadweight, attribution and drop-off rates were tested after doubled up. In the evaluation of outcomes, the "revealed preferences" and "cost saving" methods were used. Therefore, the SROI rate was tested by reducing the values determined in the financial proxy by 50%, although more than one cost research study was conducted while determining the market value of the outcomes. Additionally, input value of volunteers are doubled up. This is done only for volunteer segments because they are the only group that have non-financial input.

There was no increase or decrease has been made for the outcomes with financial proxy of donations.

When applied to all outcomes, the minimum SROI rate was 1:1,97, meaning that even if all discount factors data is changed by doubling up and financial proxies are halved, the SROI rate was not 1:1.



As can be seen in the figure illustrating the distribution of value according to stakeholders, the highest value result was for the Executive Board. NGOs and Volunteer Runners have approximate values and they are the second and third highest valued stakeholders. The table below sets out how the SROI rate was affected by systematically changing the deadweight rate, attribution rate, the drop-off rate and the value of the changes for these 3 groups. Inputs value of Executive Board and Volunteer Runners are doubled up and all three groups' financial proxies are halved while changing the discount factors. Additionally, all durations are increased to minimum level (1 year).

The sensitivity analysis examines the extent to which the SROI rate is affected by increasing all these rates to the greatest extent. This therefore prevents excessive assertions at the same time.

Stakeholder Groups	Outcome (The Change)	Description	Deadweight Rate	Attribution Rate	Drop Off Rate	Duration
Executive Board	Increased Awareness	Both the deadweight and attribution rates of the outcome of the rise in awareness was quite low in the interviews. The deadweight rate has been increased to the highest possible rate considering that stakeholders can communicate with non-governmental organisations in many different ways even though it this was not stated by stakeholders during the interviews. Similarly, the attribution rate has been increased to the highest possible rate in view of the possibilities which can contribute to stakeholders' awareness, such as public service ads and any volunteering activities of those close to the stakeholders. The SROI rate is above 1:1 as a result of these changes.	50%	50%	30%	1
	Creating Resources	There will be no important changes in the deadweight and attribution rates because creating resources for the executive board is contingent upon improving the knowledge and motivation of the Volunteer Runners with regard to collecting donations and keeping them in Adim Adim. To examine the extent that SROI rates can be affected, these rates have been increased by 100% and the sensitivity of the resource creating outcome was checked.	12%	14%	-	1
	Healthy Life /Gaining Sports Habit	This outcome's deadweight has increased to the highest possible rate, considering the availability of group sports opportunities, especially in large cities, and even though sport habits are dependent on Adim Adim, according to the stakeholders' statements. Considering that there are many channels that could contribute to their access to these opportunities, the attribution rates are changed at a higher rate. The SROI rate is higher than 1:1 as a result of these changes.	90%	30%	-	1

	Enlargement of the Social and Professional Network	The extent to which stakeholders reach this outcome is directly related to their participation in Adim Adim. However, considering the different ways of achieving the same outcome by excluding the charity aspect of Adim Adim, one might think that stakeholders can expand their social environment by joining different communities. Based on this, both the deadweight and the attribution rates increased to highest possible rate. As a result of these changes, the SROI rate is higher than 1:1.	50%	50%	20%	1
	Increasing Awareness of People Around	In interviews, it was determined the different ways of reaching the same outcomes were limited. However for testing the sensitivity of the outcome, both deadweight and the attribution rate have been raised to the highest possible rate. The SROI rate is above 1:1 after these changes.	50%	30%	20%	1
	Personal Development	There is no significant change observed in SROI rate even though both the deadweight rate and attribution rate of the self-development outcome were increased by 100%.	100%	100%	-	-
	Emotional Gains	Even though the Emotional Gains outcome is directly related to stakeholders' activities within Adim Adim, the outcome deadweight rate has been increased to the possible highest rate for the purposes of testing the sensitivity of the SROI rate. The SROI rate is above 1:1 as a result of these changes.	50%	-	-	1
	<b>When the changes of the rates were applied simultaneously for all outcomes, the SROI ratio is 2,07</b>					
<b>NGOs</b>	Raising Awareness	Both the deadweight and the attribution rate have been increased to the highest possible rates given that NGOs could use different channels for raising awareness if it weren't for	50%	%50	-	1

		Adim Adim. The SROI rate was higher than 1:1 as a result of these changes.				
	Creating Resources	No significant changes were observed in the SROI rate, even when it was assumed that providing the same outcome for the resource creating outcome was possible outside Adim Adim.	100%	-	-	-
	Enlargement of Network	This outcome is directly related to Adim Adim because Adim Adim accompanied NGOs when they went to the institutions where they established a connection, and these institutions reached NGOs and made collaboration after campaign period. However both the deadweight and the attribution rate have been increased to the highest possible rate for testing the sensitivity of outcome. SROI rate is above 1:1 as a result of these changes.	50%	%50	%30	1
<b>When the changes of the rates are applied simultaneously for all outcomes, the SROI ratio is 4,91.</b>						
<b>Volunteer Runners</b>	Increased Awareness	Both the deadweight rate and attribution rate of the raise of awareness outcome were quite low in the interviews. Even though it was not mentioned by the stakeholders during the interviews, given the many ways stakeholders and NGOs can communicate, the deadweight ratio was increased to the highest possible rate. Similarly, the attribution rate was increased to the highest possible rate considering the possibilities that can contribute to stakeholders' awareness such as public service ads and any volunteering activities of the people around stakeholders. The SROI rate was above 1:1 as a result of these changes.	50%	50%	30%	1

Creating Resources	Because reaching out to individual donors as a volunteer runner in Adım Adım is directly related to trust in Adım Adım, stakeholders stated that the means of creating the same outcome outside Adım Adım was very limited. No changes were made because the highest possible rates are used in this analysis for this outcome.	-	-	-	-
A Healthy Life /Gaining Sports Habit	This deadweight of this outcome has increased to the highest possible rate, considering the availability of opportunities for group sport activities, especially in large cities, and even though sport habits are related to Adım Adım according to the stakeholders' statements. Considering that there are many channels that can contribute to their access to such opportunities, the attribution rates are changed at a higher rate. The SROI rate was above 1:1 as a result of these changes.	90%	30%	-	1
Enlargement of the Social and Professional Network	This outcome for stakeholders is directly related to their participation in Adım Adım. However, considering the different means of achieving the same outcome by excluding the charity aspect of Adım Adım, one might think that stakeholders can expand their social environment by joining different communities. Based on these claims, both deadweight and the attribution rate increased to highest possible rate. As a result of these changes, the SROI rate is above 1:1.	50%	50%	20%	1
Increasing Awareness of People Around	In the interviews, it was determined that the different ways of obtaining the same outcomes were limited. However for testing the sensitivity	50%	30%	30%	1

	of the outcome, both the deadweight and the attribution rates were raised to the highest possible rate. The SROI rate exceeds 1:1 after these changes.				
Emotional Gains	Even though the emotional gains outcome is directly related to stakeholders' activities within Adım Adım, for testing the sensitivity of the outcome, the deadweight rate was increased to the highest possible rate. The SROI rate exceeds 1:1 as a result of these changes.	50%	-	-	-
Personal Development	No significant change is observed in the SROI rate even though both the deadweight rate and attribution rate of the self-development outcome were increased by 100%.	100%	100%	-	1
<b>When changes in the rates are applied simultaneously for all outcomes, the SROI ratio is 1:5,29.</b>					

As shown on the 'Value Distribution by Stakeholder Groups' chart on page 94, Executive Board group's value is higher than other groups significantly. As discussed on page 8, 'Creating Resources' outcome is the major reason of this high value. In order to test how this outcome affects the total impact, SROI ratio is calculated without 'Creating Resources' outcome of Executive Board. If this outcome is not counted the SROI ratio is 1,76. Another test is done with not counting the Executive Board's value which decreases the SROI ratio to 1,58.

## CALCULATION OF THE SROI

### Calculation of the Impact

The formula is given below to calculate impact by including deadweight, attribution, drop off, and displacement.

Impact = (outcome quantity x financial proxy) \* (1 – deadweight) \* (1 – attribution)

Impact in year 1: This is the same as the impact calculated at the end of the project.

Impact in year 2: impact = year 1 – drop off %

Impact in year 3: impact = year 2 – drop off %

Impact in year 4: impact = year 3 – drop off %

Impact in year 5: impact = year 4 – drop off %

### Calculating Social Return on Investment

In this stage, the Net Present Value (NPV) is calculated first. The NPV and SROI rate is calculated in accordance with the formulas below.

NPV = present value of benefits (PV)\* – value of investment

\*PV = value of impact in year 1 / (1+r) + value of impact in year 2 / (1+r)<sup>2</sup> + value of impact in year 3 / (1+r)<sup>3</sup> + value of impact in year 4 / (1+r)<sup>4</sup> + value of impact in year 5 / (1+r)<sup>5</sup>

r = discount rate (The official data from the Central Bank of Turkey is used)<sup>22</sup>

SROI RATIO = Present Value / Value of Inputs

Net SROI RATIO= Net Present Value / Value of Inputs

<sup>22</sup><http://www.tcmb.gov.tr/wps/wcm/connect/TCMB+TR/TCMB+TR/Main+Menu/Para+Politikasi/Reeskont+ve+Avans+Faiz+Oranlari>

The source of the formulas' is The SROI Network guide book<sup>23</sup>. **When the related values are inserted in the formula, the SROI ratio is calculated as 1:5,56.**

## DATA VERIFICATION

Stakeholders were involved in the verification process of this analysis. A meeting was held to share SROI Analysis results, ensure stakeholder participation in the analysis process and to verify results and to resolve any mistakes. Among the stakeholder groups, only the donors did not participate in this meeting.

In total 75 stakeholders attended the meeting. During the five-hour meeting the following subjects were discussed in detail:

- ✓ **Outcomes (changes):** Because the majority of the identified outcomes are common, this section was carried out with the whole group. Chain of events were discussed and well-defined outcomes were confirmed by stakeholders.
- ✓ **Financial proxies:** In parallel with well-defined outcomes financial proxies were discussed. Because the revealed preference approach was used stakeholders were asked whether those proxies reflect the value of the outcome.
- ✓ **Deadweight and Attribution rates:** Both deadweight and attribution rates were discussed for each identified outcome. It was a good chance to confirm that whether any of those outcomes would have happened even if Adım Adım was not exist and how much of the outcome was caused by the contribution of other organisations or people.
- ✓ **Duration and Drop off rates:** In parallel with deadweight and attribution rates duration and drop off rates were discussed. Duration discussion part was clear but drop off part was confusing for stakeholders. It was not easy to perceive the amount of deterioration of the outcomes over time. The hardest part for stakeholders was assuming Adım Adım would not be exist anymore or assuming they would not be part of Adım Adım anymore. Because of the attachment is very strong it was hard to make assumptions.

In view of the feedback from stakeholders set out during the meeting, revisions to the financial proxy and the changes that would have a significant impact on SROI were carried out. For the Executive Board stakeholder group "Creating resources" outcome's financial proxy was revised. The financial proxy of creating resources was determined as the donation amount raised by volunteer runners who were in the Adım Adım system for three and more than three years. The related financial proxy amount was TL 4,142,491. During the discussion of financial proxies, stakeholders thought that this financial proxy did not reflect the value of the outcome. Because the main content of the outcome was keeping volunteers in the system the financial proxy should be about this.

Therefore after a quick research a suitable financial proxy was found from GVE (Global Value Exchange). The proxy was determined as the cost of the education fee, which ensures the maintenance/ increase of the number of participants with driving force/motivation. It was calculates as in 2015, the education fee, which ensures the maintenance/ increase of the number of participants with driving force/motivation multiplied by the number of people remaining in the

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<sup>23</sup> A guide to Social Return on Investment, January 2012, The SROI Network

system and who continued the charity run was attributed as the financial proxy of the outcome of creating resources, and in 2016 was calculated as TL 1,151,750 of (850 x TL 1,358 (quantity) ).

If financial proxy of Executive Board's creating resource outcome would not be reconsidered the SROI ratio would be 1:16. After revision the ratio is 1:6. So, the revision contributed to reach the most accurate results very much.

In addition to the participation of stakeholders in the verification process of the information placed in this report, the report was sent to Social Value International for the assurance.

## ANNEX

### ANNEX 1: Question Sets by Stakeholder Groups

In order to increase quality of data collection process the Standard on applying Principle 1 : Involve Stakeholders, Version 2.0 should be used. It can be downloaded from Social Value International. Questions to ask during both qualitative and quantitative data collection are discussed with examples in the Standard.

#### DONORS

- 1- How often do you donate to non-governmental organisations? How many times did you donate in 2015?
- 2- What were the main factors or expectations influencing your decisions when donating?
- 3- Do you donate through an organization /campaign, or independently of any announcements?
- 4- If it were not for the İyilik Peşinde Koş (Run For Good Causes) organisation, would you have donated to the NGO which you had donated to through Adım Adım?
- 5- Do you think Adım Adım contributes to a culture of donation on an individual basis?
- 6- Is there anybody who helped you donate to Adım Adım, or did you find this platform by yourself (was there any person or institution which contributed in you becoming an AA donor)?
- 7- How did being a donor contribute to you, or how did it made positive or negative, or expected or unexpected changes for you?
- 8- Are there people around you who are affected by these changes ?
- 9- Were there any other ways to make the aforementioned changes happen?
- 10- If we suppose the Adım Adım platform has ended, would there be any change in your donating habits?

#### CORPORATE TEAMS

- 1- How often do you donate to the non-governmental organisations? How many times did you donate in 2015?
- 2- Do you have a separate component for 'donation' in your organisation's annual budget planning?
- 3- Would you prefer to participate in an organisation for donating, or would you rather be in a peer to peer communication with the related NGO?
- 4- What factors or expectations shaped your decision to participate in the Adım Adım as a company?
- 5- If it were not for Adım Adım, would you donate to the NGO that you donated to through Adım Adım?

- 6- Did you experience the changes you expected from being involved in the Adım Adım with the corporate team? (with the positive or negative, expected or unexpected changes it caused, or the contributions to the institution )
- 7- Was there another way which you could have achieved the same outcomes of participating in the Adım Adım, if it were not for this organization? What other ways could you experience the same outcomes?
- 8- Do you think that Adım Adım contributes to the culture of donation on a corporate basis?
- 9- Is there anybody who helped you donate Adım Adım, or did you find this donation platform by yourself (Is there any person/institution which contributed in you becoming a donor?)
- 10- Supposing the Adım Adım organization has ended. Would there be any change in your donating habits?

### **NGOs**

- 1- Could you explain your collaboration process with Adım Adım ?
- 2- What were your expectations when you decided to collaborate with Adım Adım?
- 3- To what extent were your expectations fulfilled after your collaboration? What positive or negative, expected or unexpected changes occurred?
- 4- What percentage of the total donations that you received in 2015 were made through Adım Adım?
- 5- If you did not have any collaboration with Adım Adım, would it have been possible to collaborate with another platform that could provide similar changes?
- 6- What kind of work would you have to do if you were trying to make same changes provided by this collaboration in your own right?
- 7- Was there another way which you could have achieved the same outcomes of participating in the Adım Adım, if it were not for this organization? What other ways could you experience the same outcomes?
- 8- Do you think Adım Adım contributes to a culture of donation on a personal and corporate basis?
- 9- Have other persons/ institutions contributed in the changes provided by this cooperation?
- 10- Let's suppose that the Adım Adım organization has ended. How long do these outcomes last? Is this time accountable for you?

### **SPONSORS**

- 1- Could you define the support you provide to the running organization through Adım Adım?
- 2- What expectations did you have which led you to decide to offer this support?
- 3- What are the changes that you experienced? (Positive, negative, expected or unexpected?)
- 4- Did other people or institutions contribute in the changes you experienced?
- 5- Hypothetically, the collaboration between you and Adım Adım ended this year. Do you think the changes provided during your period cooperation will continue to have an impact? How long? Is this time accountable for you?

- 6- If you had not collaborated with Adım Adım, would it have been possible to have achieved the similar changes that this organizations provided you with? What were the other ways of having same outcomes?
- 7- Do you think Adım Adım has contributed to the culture of donation on a personal and corporate basis?

#### **ADIM ADIM VOLUNTEERS**

- 1- Could you describe your responsibility at Adım Adım?
- 2- What expectations did you have when you started to work as a volunteer?
- 3- As a volunteer, which positive or negative, or expected or unexpected changes did you experience?
- 4- Have people around you been affected by these changes?
- 5- Did any other people or institutions contribute in these changes?
- 6- If it were not for Adım Adım, is there any other way that you could experience the changes you mentioned?
- 7- Let's suppose your collaboration with Adım Adım is ending this year. Do you think the changes made during your collaboration will continue to have an impact? How long? Is this time accountable for you?
- 8- If you were performing your work professionally rather than voluntarily, what financial value would your work have had?

## ANNEX 2: Ranking the Results and Financial Proxy References

Stakeholder Groups	Rankings	Outcome	Financial Proxy		Reference
Founding Members	1	To create the 'Goodness Movement' model	Association Consultancy (Establishment TL 1,000 + Management TL 500x12)	16,785 ₺	NGO Master
			Fund Raising Consultancy (TL 3,000)		
			Communication Consultancy (TL 6,785)		İletişim Cini (Communication Genie)
Executive Board	1	Creating Resources	Number of people who remained in the system after 2016 and continued to do the charity run after 2015 x the driving force / motivation and the training fee which enables the number of participants to be maintained or increased (850 x TL1,355)	1,151,750 ₺	GVE (Global Value Exchange)
	2	Increased Awareness	Volunteering work in the NGO (192 hours per year x labour cost of TL 188 per hour)	36,096 ₺	TUIK Hourly Labour Cost Index
	3	Emotional Gains	Volunteering work at NGO (192 hours per year x labour cost of TL188 per hour)	36,096 ₺	TUIK Hourly Labor Cost Index
	4	Healthy Life/Gaining Sports Habit	Costs of joining running group: TL10 for entry to training area, TL50 for travel costs, TL8 for parking and TL20 for weekday meal after work be-fore training to total TL88 (One-year cost-per-trainer participation fee)	4,224 ₺	Adım Adım
	5	Enlargement of the Social and Professional Network	Annual social club membership	3,600 ₺	toplanski.com
	6	Personal Development	Personal Development training	657 ₺	istanbulegitimler.com & kariyerakademi.net
	7	Increasing Awareness of People Around	Creating an informal network for charities	413 ₺	GVE (Global Value Exchange)
Volunteer Contact Persons for NGOs	1	Increased Awareness	Volunteering work in NGO (192 hours per year x labour cost of TL188 per hour)	36,096 ₺	TUIK Hourly Labor Cost Index
	2	Emotional Gains	Volunteering work in NGO (192 hours per year x labour cost of TL188 per hour)	36,096 ₺	TUIK Hourly Labor Cost Index

Volunteer Trainers	3	Healthy Life /Gaining Sports Habit	Costs of joining running group: (TL10 for entry to training area, TL50 for travel costs, TL8 for parking and TL20 for weekday meal after work be-fore training to total TL88 (One-year cost-per-trainer participation fee)	4,224 ₺	Adım Adım
	4	Enlargement of the Social and Professional Network	Annual social club membership	3.600 ₺	toplanzi.com
	5	Personal Development	Personal Development trainings	516 ₺	istanbulegitimler.com & kariyerakademi.net & Dijital Pazarlama Okulu & SEO Akademi
	6	Increasing Awareness of People Around	Creating informal network for charities	413 ₺	GVE (Global Value Exchange)
	1	Creating Resources	Donation amount collected by Bursa Adım Adım in 2015	89,534 ₺	Adım Adım
	2	Increased Awareness	Volunteering work in NGO (192 hours per year x labour cost of TL188 per hour)	36,096 ₺	TUIK Hourly Labour Cost Index
Volunteer Professionals	3	Emotional Gains	Volunteering work in NGO (192 hours per year x labour cost of TL188 per hour)	36,096 ₺	TUIK Hourly Labour Cost Index
	4	Healthy Life /Gaining Sports Habit	Costs of joining running group: TL10 for entry to training area, TL50 for travel costs, TL8 for parking and TL20 for weekday meal after work be-fore training to total TL88 (One-year cost-per-trainer participation fee)	4,224 ₺	Adım Adım
	5	Enlargement of the Social and Professional Network	Annual social club membership	3,600 ₺	toplanzi.com
	6	Personal Development	Personal Development training	950 ₺	istanbulegitimler.com
	7	Increasing Awareness of People Around	Creating an informal network for charities	413 ₺	GVE (Global Value Exchange)
	1	Emotional Gains	Volunteering work in NGO (192 hours per year x labour cost of TL188 per hour)	36,096 ₺	TUIK Hourly Labour Cost Index
	2	Enlargement of the Social and Professional Network	Annual social club membership	3,600 ₺	toplanzi.com
	3	Personal Development	Personal Development training	500 ₺	istanbulegitimler.com

NGOs	4	Increasing Awareness of People Around	Creating informal network for charities	413 ₺	GVE (Global Value Exchange)
	1	Creating Resources	Amount of Adım Adım sourced Donations of 8 NGOs	3,679,593 ₺	Adım Adım
	2	Raising Awareness	Public Service Ad fee	35,000 ₺	Financial Affairs Coordinator who worked in three different NGOs + General Manager of an another NGO
Sponsors	3	Enlargement of Network	Creating an informal network for charities	413 ₺	GVE (Global Value Exchange)
	1	Ensuring that the Target Audience Uses the Products	Discount rate provided for Adım Adım Volunteer Runners x Number of Volunteer Runners + distributed product price x number of products	115,194 ₺	Sponsors
	2	Increased Awareness	CSR Training Program (participation cost for 3 employees)	7,695 ₺	Türkiye Kurumsal Sosyal Sorumluluk Derneği (Corporate Social Responsibility Association of Turkey)
Corporate Teams	3	Realization Non-Commercial Objectives	Membership of Private Sector Volunteers Association	7,500 ₺	ÖSDG (PSVA)
	1	Increased Awareness	Average amount of donations collected by 50 volunteer runners	97,600 ₺	Adım Adım
	2	Increased Employee Motivation	Activities to promote employee motivation	2,066 ₺	Average price of motivational activities received from the 3 different organization companies
Volunteer Runners	1	Creating Resources	Amount of Donations	155,568 ₺	Donors
	2	Increased Awareness	Volunteering work in NGO (192 hours per year x labour cost of TL188 per hour)	36,096 ₺	TUIK Hourly Labor Cost Index
	3	Emotional Gains	Volunteering work in NGO (192 hours per year x labour cost of TL188 per hour)	36.096 ₺	TUIK Hourly Labor Cost Index

Donors	4	Healthy Life /Gaining Sports Habit	Costs of joining running group: TL10 for entry to training area, TL50 for travel costs, TL8 for parking and TL20 for weekday meal after work be-fore training to total TL88 (One-year cost-per-trainer participation fee)	4,224 ₺	Adım Adım	
	5	Enlargement of the Social and Professional Network	Annual Social Club Membership	3,600 ₺	toplanzi.com	
	6	Personal Development	Personal Development training	838 ₺	istanbulegitimler.com & kariyerakademi.net	
	7	Increasing Awareness of People Around	Creating an informal network for charities	413 ₺	GVE (Global Value Exchange)	
	1	Emotional Gains-Happiness/Inner Peace	Volunteering work in NGO (192 hours per year x labour cost of TL188 per hour)	36.096 ₺	TUIK Hourly Labor Cost Index	
	Former AA Volunteers Who are NGO Staff Now	1	Creating Resources	Cost of employing a Fund Raising Coordinator for a year (TL 4,500 x 12)	54,000 ₺	Financial Affairs Coordinator who worked in three different NGOs
		2	Rapid Adaptation to Working in a NGO	Average monthly salary of a white-collar NGO staff for 4 months	16,560 ₺	Financial Affairs Coordinator who worked in three different NGOs + General Manager of an another NGO
		3	Emotional Gains	The cost of the career changing program	6,046.50 ₺	GVE (Global Value Exchange)
		4	Healthy Life /Gaining Sports Habit	Costs of joining running group: TL10 for entry to training area, TL50 for travel costs, TL8 for parking and TL20 for weekday meal after work be-fore training to total TL88 (One-year cost-per-trainer participation fee)	4,224 ₺	Adım Adım
		5	Guiding the Private Sector in their CSR Practice	CSR Consultancy	4,000 ₺	Average of the wages received from the 2 different CSR consultancy firms
6		Personal Development	Personal Development Training	800 ₺	istanbulegitimler.com & kariyerakademi.net	