THE ROAD NOT TAKEN

Two roads diverged in a yellow wood,
And sorry I could not travel both
And be one traveler, long I stood
And looked down one as far as I could
To where it bent in the undergrowth;

Then took the other, as just as fair,
And having perhaps the better claim,
Because it was grassy and wanted wear;
Though as for that the passing there
Had worn them really about the same,

And both that morning equally lay
In leaves no step had trodden black.
Oh, I kept the first for another day!
Yet knowing how way leads on to way,
I doubted if I should ever come back.

I shall be telling this with a sigh
Somewhere ages and ages hence:
Two roads diverged in a wood, and I—
I took the one less traveled by,
And that has made all the difference.

Robert Frost

This report has been prepared by Sabanci Foundation Director of Programs and International Relations Rana Kotan, Programs Consultant Cihan Yavuz and Programs Coordinator Özen Pulat, taking into account the evaluation of the Changemakers Program covering the period from October 2012 to May 2013.
EXECUTIVE SUMMARY

Changemakers project was launched in October 2009 in order to create awareness by making visible the stories and work of those who contribute to social development in Turkey, and to encourage a more sensitive and active citizenship. The current evaluation report covers the basic activities, outputs, outcomes and assessments of the 4th Season of the Changemakers project between October 2012 and May 2013.

Sabancı Foundation Changemakers Project was designed so that it would allow the stories of people who have contributed to the society through their work to be shared with the public at large. The webpage built to serve this end, people from all planes of society were asked to present themselves or people around them who made a change as candidates in the categories of Environment, Education and Training, Economic Development, Culture-Art, Health, Social Justice and Citizen Participation. As a result of disclosures made on different platforms and different media, there were 500 candidates in the first season, 300 in the second, 150 in the third and 125 in the fourth, totaling 1,075 individuals and institutions as candidates for Changemakers.

At the end of the preliminary evaluation based on certain criteria, the chosen candidates were presented to the Advisory Board. The board that consisted of experts from NGOs, the media, fields of communication and the academy, convened periodically and evaluated the candidates based on certain criteria and chose the individuals who will be part of the programme.

Videos of approximately 4 minutes in length, voiced by Cüneyt Özdemir and produced by Dipnot Production, were published on Youtube, Facebook and Twitter’s Changemakers channels, on www.farkyaratanlar.org and www.sabancivakfi.org webpages and hurriyet.com.tr news page on the web as 21 episodes between 5 October 2012 and 17 May 2013 every fifteen days. English and Turkish subtitles were inserted to the videos.

**Changemakers Program Season 4**

**OBJECTIVES**

- Promote visibility of those who work to bring social change
- Attract attention of media about social responsibility issues
- Encourage and reward innovative and successful ‘civil’ initiatives
- Inject trust in civil society work
- Influence decision-makers by promulgating exemplary work

**ACTIVITIES**

<table>
<thead>
<tr>
<th>Applications</th>
<th>Choice of Candidates</th>
<th>Production and Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>125 candidates from 34 provinces</td>
<td>21 Changemakers appeared on the show with their work in 13 provinces</td>
<td>45,000 followers were gained on the Internet and the social media and more than 2.5 million clicks were gained since the first season.</td>
</tr>
<tr>
<td>182 people participated in the closing events</td>
<td></td>
<td></td>
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<tr>
<td>89 pieces of news</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 special interviews with Changemakers and institutions</td>
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</tr>
</tbody>
</table>
OUTCOMES:

- **Sabancı Foundation** enabled the media to focus more on civil society work through the **Changemakers Programme**.

- **Changemakers strengthened its credibility**, the name of Sabancı Foundation offered a significant reference, and relations with the decision-makers were influenced positively.

- Sabancı Foundation has gained an experience of producing a programme that is shared on the Internet and social media, 45,000 followers were gained and more than 2.5 million accessed the platform.

- **Changemakers** has included some projects supported as part of the Sabancı Foundation Social Development Grant Programme and contributed to the larger awareness of these projects.

- The programme has revealed that **teachers, academicians** and **NGOs in Turkey are carrying out important work** in their immediate environment.

- The regular disclosures and communication work has created an opportunity for sharing Sabancı Foundation’s civil society work.

ABBREVIATIONS IN THE REPORT:

- **UNJP**: United Nations Joint Programme on Protecting and Promoting the Human Rights of Women and the Girl Child
- **NGO**: Non-Governmental Organization
- **SDGP**: Social Development Grant Programme
- **Programme Team**: The team composed of the Sabancı Foundation and Dipnot Production staff
APPLICATIONS

Activities

- There were regular calls for application on the Changemakers Facebook and Twitter pages.
- The mail groups consisting of the project representatives at the Sabancı Foundation, NGOs, SDGP and UNJP programmes were called for the Changemakers programme.
- The programme team has forwarded the Changemakers in line with the criteria and following up with the current news and activities to the programme’s web page.

Outcomes

- In Season 4, a total of **1,075 individuals were presented as candidates from 69 provinces** in Turkey. There were **500 applications from 54 provinces** in Season 1, **300 applications from 48 provinces** in Season 2, **150 applications from 46 provinces** in Season 3 and **125 applications from 34 provinces** in Season 4.

- In Season 4:
  - **Most of the applications** were from the Marmara region with **50 applications** and the Marmara Region was followed by the Mediterranean region with 18 applications.
  - **Least of the applications** were from the Black Sea region with 6 applications.
  - **The provinces with most of the applications** were the most developed (socially and economically) provinces like Istanbul, Ankara and Adana. Istanbul was the first in the list with 39 applications while Ankara had 14 and Adana has 12 applications.
  - **Education-Training** was the category for which most of the applications came from. After Education-Training, the most favourite categories were Citizen Participation and Economic Development.
  - **Environment** was the category for which the least amount of applications were made.

Changemakers Map

![Changemakers Map Image]
CANDIDATE SELECTION

Activities
- Those individuals who were candidate were subject to a preliminary evaluation by the Programme Team (Dipnot Production and Sabancı Foundation) based on the basic selection criteria:
  - **Personal Profile:** Social entrepreneurship, honesty and trustworthiness, having an inspiring story
  - **Quality of work:** Having a creative approach, providing "a new solution for an old problem" with his/her work, that it can be replicated
  - **Subjects:** Environment, education-training, economic development, culture-arts, heath, social justice, citizen participation
- As a result of the preliminary evaluation, a candidate pool and the profile information of the candidates were prepared to present to the Advisory Board.
- The Advisory Board convened periodically and used the same criteria to select the candidates who will be part of the programme. The members of the board were selected among representative of civil society, media, communication and academy:
  - Ayşen Özyeğin, AÇEV
  - Hülya Denizalp, Açık Radyo
  - İtr Erhart, Adım Adım Initiative
  - Korel Göymen, Sabancı University
  - Melih Özsöz, IKV
  - Yörük Kurtaran, TOG
  - Zerrin Koyunsağan, Sabancı Foundation
  - Zeynep Meydanoğlu, ASHOKA

Outcomes
In Season 4:
- 21 Changemakers out of 125 candidates in 13 provinces appeared in the programme.
- Most of the chosen candidates did their work in the Marmara region, which is followed by the Aegean region.
- Citizen participation and social justice were the categories for which most of the applications came from. There were no candidates from the culture-arts category.
- As for gender distribution, there were 5 women, 5 men and 11 projects and institutions out of the 21 chosen candidates.
- In the professional distribution, different from the previous seasons, there was an increase in the number of candidates from the NGO sector. The distribution is as follows:
  - %38 NGO employees (Association, foundation, cooperative/society employee, founder or president)
  - %14 educator (Academician and teacher)
  - %14 local government employer
  - %33 other professions
## Changemakers Selected in Season 4

<table>
<thead>
<tr>
<th>Changemakers Season 4</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Doğa İçin Çal</td>
<td>Environment</td>
</tr>
<tr>
<td>2 Gülçin Kaya</td>
<td>Citizen Participation</td>
</tr>
<tr>
<td>3 Tire Süt Kooperatifi</td>
<td>Economic Development</td>
</tr>
<tr>
<td>4 Afette Rehber Çevirmenler</td>
<td>Citizen Participation</td>
</tr>
<tr>
<td>5 Bedriye Hülya</td>
<td>Economic Development</td>
</tr>
<tr>
<td>6 Galata Diyalog Derneği</td>
<td>Social Justice</td>
</tr>
<tr>
<td>7 Alev Zehir</td>
<td>Social Justice</td>
</tr>
<tr>
<td>8 Bir Silgi Bir Kalem</td>
<td>Education-Training</td>
</tr>
<tr>
<td>9 Muş Kadın Derneği</td>
<td>Social Justice</td>
</tr>
<tr>
<td>10 Tülin Akın</td>
<td>Economic Development</td>
</tr>
<tr>
<td>11 Hakan Habip</td>
<td>Education-Training</td>
</tr>
<tr>
<td>12 Ömer Faruk Arınc</td>
<td>Social Justice</td>
</tr>
<tr>
<td>13 K. Demirel Sevgi ve Eğitim Derneği</td>
<td>Citizen Participation</td>
</tr>
<tr>
<td>14 Göktül Bakdik</td>
<td>Education-Training</td>
</tr>
<tr>
<td>15 Vakıflı Köyü Kooperatifi</td>
<td>Economic Development</td>
</tr>
<tr>
<td>16 Rasim Uyan</td>
<td>Citizen Participation</td>
</tr>
<tr>
<td>17 Çınardibi Kültür Merkezi</td>
<td>Citizen Participation</td>
</tr>
<tr>
<td>18 Sami Altunel</td>
<td>Social Justice</td>
</tr>
<tr>
<td>19 TOG GençBank</td>
<td>Citizen Participation</td>
</tr>
<tr>
<td>20 Lütfiye Kelleci Birer</td>
<td>Social Justice</td>
</tr>
<tr>
<td>21 Salih Yüce</td>
<td>Health</td>
</tr>
</tbody>
</table>

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Changemakers Season 4 Closing Event
All Changemakers together
Activities

Programme Production

- A total of 21 pages of text was written during Season 4; a distance of 9,000 km was travelled; 210 people were interviewed and 21 new programs were shot.
- In order to reach 100 Changemakers at the end of Season 4, 21 instead of 15 Changemakers were chosen.
- After reaching 100 Changemakers, the Changemakers program of the last 4 years was published in a book. 1,000 copies of the Changemakers book of 215 pages were published. The stories of 100 Changemakers were written again and they were published in the book with photographs.
- The QR codes for the Changemakers videos were prepared and included in the book so that the readers would be able to watch them. The codes are added at the end of each story in the book. Hence, readers with smart phones will be able to watch the Changemakers videos while reading.
- Like in other seasons, the Changemakers videos were compiled on a DVD in Season 4 as well.
- In order to shape the Changemakers program for the future, a needs analysis survey with the Changemakers of Season 4 was made. The survey aimed at finding out the problems of Changemakers during their work, their expectations from the Sabancı Foundation and what they needed to continue their work.
- All texts were translated into English, subtitles were added to the videos and they were published on www.farkyaratanlar.org, www.sabancivakfi.org, www.hurriyetdailynews.com, Facebook, Twitter and Youtube pages both in Turkish and English.

Communication Work

- The programs were shared with the mail groups of Sabancı Foundation employees, NGO employees, SDGP and UNJP project representatives on a weekly basis. The program information was also announced on Sabancı Holding SAHİ page.
- Programs of Season 4 were compiled on a DVD and it was shared with approximately 800 representatives of public, non-governmental and private sector institutions.
- During the working meeting of Akbank Thinking Club at Sabancı Center, a Changemakers presentation was delivered to university students who became members of the Akbank Thinking Club. After the presentation, the students’ questions on civil society and social entrepreneurship were answered.
- The “Social Entrepreneurship for Social Transformation” program produced and presented by Hülya Denizalp on Açık Radyo focused on the Changemakers program on May 28, 2013. The program focused on the work done in four seasons, how the 100 Changemakers were reached and the benefits of the Changemakers program on the chosen individuals and institutions.
Sabancı Foundation General Manager Zerrin Koyunsağan appeared in the “Kadının Çok İşi Var” (Women Have Many Tasks) program on Artı 1 TV and the “Yaşadıkça” (As We Live) program broadcast on TRT Radio to talk about the Changemakers program.

The Sabancı Foundation has made a banner to be published on the Hürriyet Daily News webpage. The project started on 18 October 2012 and ended in 31 December 2012 and the banner was shown 3.7 million (3,749,986) times.

21 press releases about the Season 4 of the Changemakers program were delivered and there were 89 pieces of news about the Changemakers program mentioning Sabancı Foundation in the printed media.

The 9 special interviews reached 6.8 million readers through the national media.

The closing event took place on 28 May 2013 with the participation of 182 people. Güler Sabancı and 20 Changemakers appeared in Cüneyt Özdemir’s 5N 1K program in a live broadcast and 35 Changemakers from the previous seasons watched the program on live. Changemakers also came together with the press representatives during the event and there were special interviews.

The ad for the program was published on Türkiye Kurumsal Yönetim Derneği Dergisi (Turkey Corporate Management Association Magazine) on a full page ad.

The English ad for the program was published on the March and June issues of the Alliance magazine.

Social Media Work:

A professional social media content management took place in Season 4. Content plans for 15 days were prepared and two pieces of content on the Twitter and Facebook accounts (photograph, video or inspiring quotes) were shared daily. The content was aimed to be inspiring and interesting. The videos were short so that they could be watched and shared easily.

All the videos prepared were published and archived on the Changemakers Youtube channel and on the www.farkyaratanlar.org webpage. Playlists for program categories were prepared and the videos were placed in these categories.

Changemakers organized a “Turkey without Barriers” campaign on its Facebook and Twitter pages for its users. As part of the campaign, the followers were asked to shoot examples of lives without barriers from all over Turkey and send them to the Facebook and Twitter pages of Changemakers. Users who sent photographs were sent a copy of the Changemakers book. The photographs sent covered elevator buttons in braille and university campuses for the visually-impaired people and swings designed for disabled children.
The closing event on 28 May 2013 was broadcast live on a special application on the Changemakers Facebook page. Those who could not watch the closing event on CNN Türk on TV were able to watch it on the Changemakers Facebook page.

A “Changemakers Application Form” application was added to the Changemakers Facebook page. Hence, access to Changemakers from Facebook was made more practical and easier.

Outcomes

As a result of all the work done, more than 2.5 million viewers reached the program on the internet and the social media. Almost 50,000 new viewers were gained only in Season 4.

Season 1, 2 and 3 had only 8 special news published about the Changemakers program, whereas in Season 4 there were 9 special news. Hence, the number of special news in Season 4 was tripled.

Since the Changemakers program was not broadcast on CNN Türk in Season 4 and since it was shared on the social media only, and thanks to a strong social media work, the number of news published on the traditional media increased. Season 3 had 43 pieces of news with the name Sabanci Foundation, whereas in Season 4 the number or news published was 89.

As seen in the graphs and charts below, there were some positive and regular improvements in the number of social media followers and interaction:

<table>
<thead>
<tr>
<th></th>
<th>Beginning of Season 4 (06.09.2012)</th>
<th>End of Season 4 (15.07.2013)</th>
<th>Increase (percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Facebook Followers</strong></td>
<td>32,450</td>
<td>34,371</td>
<td>%6</td>
</tr>
<tr>
<td><strong>Twitter Followers</strong></td>
<td>8,418</td>
<td>9,495</td>
<td>%13</td>
</tr>
<tr>
<td><strong>Total Video Views</strong></td>
<td>1,609,647</td>
<td>1,991,196</td>
<td>%24</td>
</tr>
<tr>
<td><strong>Facebook Comments</strong></td>
<td>616</td>
<td>938</td>
<td>%52</td>
</tr>
<tr>
<td><strong>Facebook Likes</strong></td>
<td>7,625</td>
<td>13,345</td>
<td>%75</td>
</tr>
<tr>
<td><strong>Facebook Shares</strong></td>
<td>1,899</td>
<td>4,870</td>
<td>%156</td>
</tr>
</tbody>
</table>

Note: All numbers are cumulative.
The results of the social media work were reflected on the **interaction with the Facebook page**. Facebook content in the beginning of Season 4 was liked by *7,625* times, whereas there were *13,345* likes at the end of Season 4 for Changemakers content.

There was a similar increase in the number of Facebook shares for Changemakers content. There were *1,899* content shares among Facebook followers in the beginning of Season 4, whereas at the end of Season 4 content shares increased up to *4,870*.

The **number of comments** has increased from *616* to *938*.

**How did Changemakers Program reach to people?**

- **45,000 followers in social media** (Facebook, Twitter, Youtube)
- **Citizen Participation** and **Education-Training** were the most popular areas.
- **100 Changemakers** were selected from **31** provinces.
- **More than 2.5 million views** for the videos
Gains of the Changemakers:

- During its closing event for Season 4, Sabancı Foundation Changemakers program, the Changemakers had a meeting on 28 May 2013 at Nişantaşı Mim Hotel so that they would know one another better, share their work and experience and build collaboration.

- A Need Assessment Survey was given to the participants at the beginning of the meeting to widen the scope of the Changemakers’ work, to build the required support and collaboration for sustaining their work and for sharing information and experience.

- Here is a summary of the outcomes of the Need Assessment:
  - Sabancı Foundation’s building a special grant program for Changemakers,
  - Building a grant system to encourage collaboration between the Changemakers,
  - Shaping the grant program for organizing training, meeting and workshop activities,
  - Bringing the Changemakers together at certain times throughout the year and enabling face-to-face communication,
  - Using social media more effectively to promote the work better,
  - Preparing sign-language versions of the Changemakers videos,
  - Sharing experiences in similar projects abroad.

Public Impact:

Here are some of the opinions gathered from the public regarding the program:

- As I see the Changemakers, my ambition gets stronger each year. I feel myself happy and I think about what I can do for humanity. (farkyaratanlar.org - Kadir Y.)

- The Changemakers program is one of those rare productions that create a positive impact on the viewers. As I get to know people who know about the program and who are influenced by it and who add meaning to their lives, I really feel thankful. The most important element in reaching democracy is the conscious citizen perception. You have taught all of us how to become citizens and how creating difference in our lives affect others... Thank you, to all your team members for their work... (farkyaratanlar.org - Ayfer Doğan)

- I wholeheartedly support Sabancı Foundation's project. This is a very successful and exemplary project. There is another thing that is of interest to me. The project's crying bride picture... The artist has really done a great job. Just a stroke of the pen, only a single line can depict the silent plight of women so well... (Hurriyet.com.tr – Cüneyt Göçmez)

- God bless the Sabancı Foundation for their work. The world needs more organizations such as this. (Hurriyet Daily News – Mara Macglothin)

Impact on the Sabancı Foundation:

- The Sabancı Foundation has gained experience through the production of the program on the Internet and the social media, social media content management and banner projects.

- This experience gained during seasons 3 and 4 of Sabancı Foundation’s Changemakers program, made it easier for Sabancı Foundation to increase its visibility in the social media. Sabancı Foundation Facebook and Twitter accounts were opened in October 2012. The Sabancı Foundation’s Changemakers program inspired other institutions as well. Vakıfbank, in its “Halden Anlamak” (Showing Sympathy) campaign, used people in the field civil society world and raised awareness in the field.

- In the International TEDx Talks Conference, during the “Critical Crossroads” session, Hakan Habip from the Changemakers, the founder of Science Heroes, Zumbara’s founder Ayşegül Güzel, B-Fit’s founder Bedriye Hülya have taken the word and delivered speeches. The Changemakers presenting in the TEDx Talks Conference have talked about the “Critical Crossroads” that directed them to the world of civil society.
Examples of Press Coverage for Season 4

Down Cafe fark yarattıyor

Sabancı Vakfı, toplumsal gelişmeye katkıda bulunabilenlerin özeliklerini "Fark Yaratılanlar" adlı bir halka duyuruyor. Otobüsün biri de "Hoggedin Bekbep Projesi" ile duyulayacak birlikte ise izleyici Sami Altundal oldu.

Emniyet müdürü oyuncaktan kurdulu

Sarango Vaktini yeniden "Fark Yaratılanlar" adlı toplumsal geliştirmeye katkıda bulunanların özeliklerini "Down Cafe" projesinin yarattığı emirliği ve fark yaratma sürecinin zihinsel sağlığı güçlendirmesi için öncülük eden, aile kurumlarının eleştirisinde, sosyal olarak fark yaratan projelerin ön plana çekmesi için duyuruluyor.

Cezayinindeki 479 çocuk için fark yaratan proje

Sabancı Vaktini İstanbul'un 2019 yılındaki toplumsal geliştirmeye katkıda bulunanlar için özeliklerini "Fark Yaratılanlar" projesi ile paylaşıyor. Proje, interactions'ın zihinsel sağlığı güçlendirmesi için öncülük eden projelerin ön plana çıkmasına yönelik bir girişim olarak tanımlanıyor. Projede, interactions'ın yeni bir proje adaylığı sunar ve Fantastic Milk'ın Destek Projesi ile birleştirildi.

Fark yaratları 4. yıldır bitirdi

Sabancı Vaktini, İstanbul’un 2019 yılındaki toplumsal geliştirmeye katkıda bulunanların özeliklerini "Fark Yaratılanlar" projesi ile paylaşıyor. Proje, interactions'ın zihinsel sağlığı güçlendirmesi için öncülük eden projelerin ön plana çıkmasına yönelik bir girişim olarak tanımlanıyor. Projede, interactions'ın yeni bir proje adaylığı sunar ve Fantastic Milk'ın Destek Projesi ile birleştirildi.

Sabancı’nın Fark Yaratılanlar’ı ‘dalya’ dedi

Sabancı Vakfı Mütevelli Heyeti Beşiktaş Gider Sabancı, "Fark Yaratılanların Türkiye’nin açısal yönünden bir dalya" olduğunu belirtti. Bu proje, interactions’ın zihinsel sağlığı güçlendirmesi için öncülük eden projelerin ön plana çıkmasına yönelik bir girişim olarak tanımlanıyor. Projede, interactions’ın yeni bir proje adaylığı sunar ve Fantastic Milk’ın Destek Projesi ile birleştirildi.

Engelliler için umut olmadı

Engelliler için umut olmadı

Yılmaz Araslı'nın Ardıçlı fark projesi, sosyal anlamda Nguyên ve Lou Zhe, famous for "Fark Yaratılanlar" projesi ile Türkiye’ye giriş yaptı. Proje, interactions’ın zihinsel sağlığı güçlendirmesi için öncülük eden projelerin ön plana çıkmasına yönelik bir girişim olarak tanımlanıyor. Projede, interactions’ın yeni bir proje adaylığı sunar ve Fantastic Milk’ın Destek Projesi ile birleştirildi.