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THE ENVIRONMENTAL PROBLEMS
FOUNDATION OF TURKEY
Its History and Programs with
Recommendations for the Future

David Runnalls
December, 1983

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I. THE PAST

The Environmental Problems Foundation of Turkey was founded in February, 1978 as a voluntary non-profit organization under Turkish Foundation Law.

Purposes

The purposes of the Foundation are as follows:

- (a) "To engage in activities and develop public opinion in such a way as to arrive at positive solutions to problems involving human beings and their environment. These problems include the mental and physical health of persons, and the air and water pollution, waste products, noise, traffic, misuse of nature and wastage of energy and natural resources, population growth, migration from rural to urban areas, rapid urbanization and similar problems, which are beginning to threaten the economic and social life of our country.
- (b) To this end, to arrange for publications, to organize conferences, seminars and panel discussions, and to participate in such activities.
- (c) To engage in, or have others engage in, research covering all aspects of environmental problems, to cooperate with persons or

organizations working toward such ends, and to support these persons and organizations in every way when necessary.

- (d) To undertake, or have others undertake, projects of broad socio-economic scope in cities and rural areas for the purpose of preserving and enhancing nature, particularly forests, soil, water and the beauty and variety of flora and fauna ^{1/}

Governing Body

The Foundation has no membership, but is governed by 5 Trustees, elected by the 7 members of the Board of Founders. The Chairman of the Board of Trustees is the highest official of the Foundation. The Board has most of the responsibilities of the Boards of similar organizations in the United States -- it approves the budget and the accounts, it hires and fires the Secretary-General and is generally responsible for the affairs of the Foundation.

The Board meets regularly and is knowledgeable about the affairs of the Foundation (I met four of the five members while in Turkey). The four outside members are all significant figures in Turkish public life^{2/} all are former Ministers in the Government) and must be counted as real assets to the Foundation. However, as the section on Fundraising indicates, the potential of this asset is at the moment greater than its reality.

^{1/}Environment Law of Turkey, EPFT, 1983.

^{2/}Appendix C

Staff

The Secretary-General is the main full time salaried official -- in fact he is the Foundation's only professional staff member. Most of the achievements of EPFT -- and I will argue later that those achievements are indeed substantial, are due to the hard work, writing skills and flair for public relations of its Secretary-General, Mr. Engin Ural.

The remainder of the staff consists of a full time secretary and an office assistant/driver.

Financial Management

The Board is responsible both for approval of the annual budget and the end of year accounts. By all accounts, it exercises this function with considerable care.

The day to day financial management of the Foundation seems adequate. Although I do not read Turkish, I was able to trace, with the help of the Secretary-General, bills to vouchers to check stubs to the General Ledger.

Turkish law requires the publication of the balance sheet of all Foundations, but does not require an audit by an outside firm of public accountants. Instead, the General Directorate on Foundations performs this function, charging the Foundations 5% of their net income for the service.

I attach my own (admittedly inaccurate) translations of both the Balance Sheet and Income and Expenditure Account for 1982 as Appendices A and B.

Style of Operation

More important than the "statutory" functions of course, is what might generally be termed the style of the Foundation.

- (1) It is admittedly élitist, aiming to reach decision-makers via the press, radio and television, seminars and conferences, and face to face meetings with government officials. This has always been a matter of deliberate Foundation policy. When EPFT was founded, the Board and Secretary-General could have established an Association (with members either nationally or in local chapters), or a self-perpetuating Foundation. Conversations with Board Members revealed that the latter course was chosen for 3 reasons: (a) It is easier under Turkish law for Foundations to accept donations and grants; (b) Foundations (a long established concept in Turkey dating back to early Ottoman times) are taken more seriously by decision makers; (c) Membership is not a common concept in Turkey. Several interviewees cited the experience of the Turkish Organization for the Protection of Nature and Natural Resources. Despite a dynamic and dedicated Director, after some 20 years, it has approximately 200 members.

(2) Use of the Press and Publications

The Foundation has published over 15 books in its relatively short existence, along with 22 issues of its newsletter in Turkish and 6 in English. A standard print run for the books is 1000 -- I was assured that this was the norm for technical books in the country. Books are sold in bookstores and directly by the Foundation. During my brief stay in Ankara, I noticed a small

lack of payment makes it almost impossible to gauge the effectiveness of the newsletter with its audience. I am therefore recommending to EPFT, that in the absence of subscription revenue, it send a questionnaire to the newsletter's readership, designed to measure its utility.

The Foundation makes extremely effective use of the written press. Turkey has 6 major national papers in Turkish and one in English. Unlike other English language papers in continental Europe, however, the Turkish Daily News is owned and produced by Turkish nationals. The publisher of the Daily News told me that the EPFT might well be the most effective non-governmental group in Turkey in reaching both the Turkish speaking press and his new paper. EPFT's technique is very sophisticated, relying on custom made "exclusives" for individual papers, rather than blanketing the media with press releases.

(3) Conferences and Seminars

I was unable to evaluate at first hand the effectiveness of this portion of EPFT's program. However, if the publications resulting from their conference on population and the environment are any indication, this is another strong area. The two day conference was attended by 5 Ministers and the papers, published as Population and Environment Conference, are of high quality. The list of participants is also impressive.

(4) Access to Technical Expertise

The Foundation's Secretary-General is a lawyer and none of its Board members is an environmental scientist by training. Yet it produces books on fairly technical subjects. This is done through the judicious use of what appear to be highly qualified consultants (33 in all worked on the Environmental Profile). The process of selecting these consultants remains shrouded in mystery, at least as far as I am concerned. I am therefore recommending the establishment by the EPFT Board of some sort of Advisory Body, composed of representatives of a number of environmental sciences, population studies and energy experts. The very existence of this body on a regular basis could enhance the scientific credibility of EPFT and provide the Board and Secretary-General with timely advice.

(5) Contacts with the Government

There is ample evidence that EPFT has combined its access to the press with its contacts within government to affect official policy. After a public campaign by EPFT, environmental protection was included in the new Turkish constitution of 1982. The Foundation then published three pamphlets and convened a group of lawyers to prepare a draft environmental protection law. The law, finally enacted in August of 1983, was based almost exclusively on the EPFT draft.^{1/}

^{1/} Environmental Law of Turkey; EPFT., 1983.

(6) Choice of Subjects

The Foundation began with environmental subjects, then when money was available for population, it held a population conference. Now it is holding an energy conference with Canadian money. Many of the critics with whom I spoke felt that the Foundation should concentrate its very limited staff and financial resources in the area where it is unique - environmental affairs - and not stray into areas where a number of other private groups are operating effectively in Turkey, i.e. population.

I must say I found the EPFT response to this quite persuasive. On the one hand, they pointed out that all private sector organizations needed to adjust their programs in a pragmatic fashion to accord with the interests of donors. The real test should be whether or not the organization had moved too far away from its original intentions. They also stated that, although there were some organizations in Turkey concerned with family planning and fertility control, that EPFT had identified a niche for itself in the population field by working on overall population policy in relation to the environment.

Finally, the Board and Staff both stressed the philosophy of EPFT. They feel that the environment is not a single identifiable subject area related to pollution control. The natural and man made systems which

together constitute the environment of Turkey are bound to be impacted by population growth, rural-urban migration, cultivation practices, forestry practices and energy policies. As long as the end point of their work is the condition of the natural and man made environment, they feel that these other issues are legitimate objects of their concern.

Part of the reason for this impression rests on the lack of a long term plan for EPFT. Program decisions appear to the outside world to be made on an ad hoc and unstructured basis. In addition, the lack of finance from Turkish sources to support the basic operating costs of EPFT, lends credence to the assumption that the Foundation will always need to gear its program decisions to the priorities of outside donors. The recommendations of this report are designed to help the EPFT overcome these obstacles.

A Brief History of EPFT (1973-83)

The Foundation was established in 1978 partly with support of the Development Foundation of Turkey, which provided free office space and secretarial help and partly through donations from Turkish Rotary Clubs. It began to publish its newsletter and to establish its credibility with the government in 1978.

In 1980 EPFT organized a photography contest and began the preparation of the environmental profile of Turkey and an extensive comparative survey of environmental law.

In 1981, the Foundation published two books on environmental law and submitted its proposal for an Environmental Protection Law to the Government. It also published two children's books on the environment as well as the seminal Environmental Profile of Turkey - the first survey of its kind in the country.

In 1982, it organized a conference on Population and the Environment and published the proceedings as well as three other books. The environmental protection article proposed by EPFT was included in the new Turkish Constitution.

In 1983, the Foundation saw its proposed environmental law adopted, published the revised version of the Environmental Profile and began preparations for its conference on new and renewable sources of energy.

These activities were complemented by regular publication of the EPFT Newsletter in Turkish and, since April, 1982, in English. The one full time staff member and the four volunteer Board Members wrote frequent articles for the press, travelled abroad to establish and maintain regular contacts and appeared frequently before Turkish audiences.

All in all, I feel that this is a remarkable record for a small organization. This feeling was echoed by everyone with whom I talked, inside and outside the country. There were criticisms of the Foundation, but all agreed that it was extremely cost-effective and energetic.

Finance during this period was provided by the Development Foundation of Turkey, small private donations, Appropriate Technology International, Battelle Institute, and the International Institute for Environment and Development. All of the outside monies were provided as restricted project grants, although in some cases, the restrictions were comparatively loose. I shall return to this subject in the next section.

II. THE FUTURE

The Purpose of Longer Term Financial and Program Planning

The development of a longer term plan for a private voluntary organization should not be promoted as a way of looking at the future with great precision. These organizations are essentially promoters of issues and solutions with the press and decision-makers as well as reactors to government policies and initiatives. They have few financial resources and no statutory powers to compel governments and the private sector to act. They must therefore be alert for appropriate opportunities to spread their message. These opportunities may be created by studies or campaigns conducted by the organization itself (i.e. EPFT and the new environmental law) or they may arise from totally unforeseen circumstances (i.e. the opportunities for the advocates of new and renewable energy arising from the events after 1973). This places a premium on flexibility.

This flexibility should not, however, provide an excuse for not looking at the future in a systematic way. An overall review by the Board, the staff and outside supporters of EPFT's program in the context of Turkish environmental problems is timely. The organization is just over five years old and, it has firmly established itself as part of the Turkish political scene. Yet it is still a fragile plant. It has no guaranteed budgetary support over more than a one year period, it is too dependent upon outside donors. Finally, it shares a common problem with a great many other non-profits - its success depends upon the talents and energy of one man - its Secretary-General.

Based on my discussions with the staff and Board, I have attempted to lay out the skeleton of a five year prospectus for EPFT. As with all exercises of this type, it is more specific for the first and second years, and much less so for the last year. A financial plan for the "core" functions of the EPFT is an essential accompaniment of this program document. It has been carefully costed, based upon historical experience. The project budgets were guesstimates.

The reader should be aware that these ideas have only been discussed in outline with the Board of EPFT. They will doubtless be modified after this report has reached Ankara.

The Prospectus

In its first five years, EPFT has demonstrated a substantial capacity to stimulate public and governmental discussions of environmental issues. This Prospectus hopes to build upon these skills. I would foresee the newsletter, regular publications and convening of high level seminars and conferences remaining as the basic techniques of the Foundation's programme.

I would suggest, however, that considerably more effort be devoted to maintaining the documentation center - the only one of its kind in Turkey. I would also suggest that the Foundation concentrate on two more prospective audiences for its work - the academic community and the private sector.

Expansion of the Constituency

Turkey has an enviable record among developing countries for its emphasis on high quality technical education. EPFT's publications and seminars have so far been very successful in engaging first class academics - particularly from universities in the Ankara area. But this seems to have been done more as an attempt to produce a quality product - albeit a worthy aim - than as an attempt to create a constituency for the environment in general, and EPFT in particular - in the universities.

I would argue that this constituency is of potential importance to EPFT for 2 reasons. First, everyone seems to agree that there is still insufficient public support for environmental protection and nature preservation in Turkey. Experience in other countries indicates that students, particularly in the life sciences, are much more likely to become interested in these areas than other members of society. Second, Turkey may be moving from a period where the prime need at the governmental level was consciousness raising to one where it may be technical expertise. The new law contains several references to monitoring and environmental impact assessment. Both are areas which demand substantial technical skills.

The proposed scientific advisory board to EPFT would be a first step toward creating this constituency. Better publicity for, and access to, the documentation center for students would be another useful step. The key, however, could well be contained in the recommendations for follow-up activities to the new environmental law (see p. 17).

If the Foundation is to become less dependent upon outside sources of financial support, it seems essential to expand its contacts with the private sector in Turkey. My contacts with this sector were limited to 2 meetings in Istanbul and so I cannot pretend to have a comprehensive view of private industry. Yet, I felt that two points emerged clearly from these meetings. The first is that the new law and its at least partial enforcement would create a new market in Turkey for imported pollution control equipment and technical expertise. The firms likely to benefit from that market were familiar with the role of EPFT in the passage of the law and its future role as the main environmental watchdog on the government. Secondly, there was a feeling that Turkish industry was gradually being taken over by a generation of post war educated technocrats. It was felt that these men are likely to be more sensitive to environmental problems than their predecessors, although a major job of education still must be done.

There is a dual strategy that could emerge from these assumptions. EPFT should consider holding one or more prestigious conferences for senior private sector people on subjects of interest to them: the cost of pollution control, economics and the environment (OECD is organizing a major conference by that name next year), or the potential market for antipollution technology. It should use its distinguished Board and their contacts to ensure the prestigious nature of the conference. Following the Conference, Board members would follow up with interested firms for donations to EPFT. It is essential that some strategy of this sort be adopted if the financial plan on p. 23 is to succeed.

Consolidation of the Program

In this section, I have made a number of fairly specific suggestions for the future direction of the EPFT program. These suggestions are provided to the EPFT Board as a way of stimulating discussion. No one would pretend that a body as small as EPFT could perform all of these activities, at least not without major increases in staff and budget. Furthermore, some of them may be inappropriate to Turkish economic and political conditions. They are therefore offered as a menu, from which the Board can pick and choose, add or discard, as it chooses. The cost estimates assigned to each are little better than guesses and are offered more as indicators of the level of effort required than as ingredients of a financial plan.

In its initial phases, EPFT concentrated exclusively upon what would be narrowly defined as environmental protection issues. Population and its impact on the environment were added in 1982. This past year has seen the beginning of a project on new and renewable sources of energy. These are all important subjects, relevant to EPFT's mandate, and in areas where the Foundation enjoys a comparative advantage. I would recommend that future activities be directed to consolidate and strengthen these areas and that EPFT restrains itself from entering new areas for the next few years. Within the three categories, I would recommend that priority be given to environmental protection, followed by population and that a lower priority be assigned to future initiatives in new and renewable energy.

Environmental Activities

(1) The publication of the newsletter and the environmental profile are the bases of the Foundation's reputation in this field. These activities must be continued. I would suggest that they be augmented by greater attention to the library and documentation center.

(2) Implementation of the new law: The Foundation has established the basis for systematic environmental protection in Turkey by drafting and promoting the new law. It will doubtless continue to promote its implementations and enforcement.

As with all basic laws, the Turkish Environment Law is often very general in its wording. EPFT might want to consider a number of projects designed to improve public and governmental knowledge of the law.

(a) Parliamentary Briefings. Turkey is once again governed by an elected parliament. Parliamentarians, and many of the new Ministers, have little experience in government and might benefit from a number of short, factual and reliable fact sheets on Turkish environmental problems and the new law. These could be accompanied by oral briefings or seminars as the EPFT Board saw fit. This should be a relatively simple project as most of the information is contained in the recently revised environmental profile. Estimated cost - \$5,000.

- (b) Environmental Training. If the new law is to be implemented on a major level, the manpower implications are very substantial. Environmental scientists and technicians of all types would be required in both the public and private sectors. The Foundation might want to consider an analysis of these needs and the capacity of the Turkish academic community to fill them. A subsequent Conference could make recommendations to the Government. Very unofficial soundings indicate that TUBITAK, The Scientific and Technical Research Council of Turkey, would be prepared to examine a proposal in this area. This project could help to expand the Foundation's constituency in the university community. Estimated cost - \$20,000.
- (c) The Environmental Pollution Prevention Fund. Section four of the new law provides for an environmental pollution fund. I feel that the Foundation should find an early opportunity to promote the discussion of the uses the fund. The fund seems to have very real sources of income and very general categories of expenditure. At first glance, it could become a source of income for EPFT. However, if the experience of other countries is anything to go by, it is likely to be expended on very "traditional" activities conducted by traditional organizations in the absence of more imaginative suggestions.
- (d) Environmental Impact Assessments. Article 10 of Section 3 calls for a series of environmental impact assessments, Article 11 for operating permits and notification requirements. These are areas

about which considerable experience exists in Europe and North America. EPFT should consider bringing this experience to bear (through literature reviews, seminars or technical exchanges) in Turkey. This might well be the suitable topic for exploring the use of the new Fund's resources. Estimated cost \$30,000.

- (3) National Conservation Strategy. Further along in the five year period, EPFT might wish to consider the preparation of a National Strategy for Turkey. Based on the World Conservation Strategy prepared by the World Wildlife Fund and the International Union for the Conservation of Nature, a number of countries are preparing national strategies.

An NCS could perhaps best be described as a plan for the rational and efficient management of scarce renewable natural resources. As such, it is particularly appropriate as a complementary exercise for countries which prepare five year economic plans. It is multidisciplinary in its preparation and would offer numerous opportunities for collaboration with other Turkish private voluntary groups as well as several Ministries. If the Board is interested in pursuing this initiative, the IUCN in Gland has a range of materials outlining the preparation of an NCS. Estimated cost - \$75,000.

- (4) Air Pollution in Ankara. As every resident of the city is aware, Ankara has perhaps the worst air pollution of any city in the world. Despite Japanese offers of scientific and technological help, it is not at all obvious that a great deal is being done about the problem. The Secretary-General of EPFT is convinced that the time is ripe for the

Foundation to produce a technical study of the problem, accompanied by specific recommendations for its relief.

EPFT feels that the problem can be alleviated by producing more electricity and more public gas and by alterations in the present heating system. This will take time and will be costly. However, believing that support can be received from many sources and that Turkey can accomplish such a project, EPFT wants to undertake a pre-feasibility survey that will make known how these two alternatives (electricity and public gas) can be utilized and how much they will cost. When such a pre-feasibility study is put on the table, public interest may increase and international and/or foreign organizations or governments will be able to present their proposals and advice for help. Unless this pre-feasibility report is prepared, the discussion on Ankara's air pollution could continue for years. Estimated cost - \$25,000.

Population

- (1) Population, Urbanization and Housing Conference: The objective is to organize a conference similar to the "Population and Environment Conference" organized by EPFT in 1982. And to bring into public attention and to the attention of those concerned, the effects of the rapid population growth on urbanization and, especially on the housing bottleneck.

Housing and urbanization problems are always on the agenda of the country. Yet emphasis has never been placed on rapid population growth.

EPFT believes that the population factor has also to be discussed. Most of the decision-makers look at this problem simply as an economic issue.

During the preparation period of the conference, EPFT will ask scholars to prepare papers to be presented in the conference. But even the presentation of these papers will require a small team. EPFT will organize the participation of some university professors, State Planning Organization experts, local governments (municipalities) authorities and the government representatives. Each scholar will prepare his paper after a consultation period.

The conference, its reflections in the press, conference proceedings and the publications will make a great contribution to public understanding of the problem in Turkey. Estimated cost - \$75,000.

- (2) Population Growth and Turkish Economy: The objective is, after a team-work survey, to come up with a reference book to be used by interested people from sections, consequent to a research that deals with the effects of rapid population growth on issues like environment, energy, employment, agricultural production, housing, public service sector, etc. The survey will graphically demonstrate all developments in those areas.

EPFT will organize a team for the project. The team will consist of economists, agricultural experts, demographers, etc. Coordination of the project and publication of the findings will be EPFT's responsibility. Estimated cost - \$40,000.

(3) Population Handbook: The objectives of the proposed project are the following:

- ° To compile accurate population data on Turkey in order to project the impact of rapid population growth on the social and economic development of the nation;
- ° To present that information in a style that is concise, easily understood and graphically displayed in a format that is attractive, compact and easily used;
- ° To publish and distribute this book to target groups who have direct or indirect impact on the formulation of population policy.

After a survey, EPFT will publish an easily readable book and this book will address two fundamental questions:

- ° What is the nature and extent of the population problem in Turkey?
- ° How will rapid population growth effect the social and economic development of Turkey in the next three or four decades?

Estimated cost - \$10,000.

Renewable Energy

With support from IDRC in Canada, the Foundation is presently organizing a fact finding survey, followed by a Conference on new and renewable sources of energy in Turkey. At the time of my visit, preparations were still at a very early stage. It is therefore extremely difficult to predict whether or not there are any major follow-up activities to be undertaken.

However, based on the extensive experience of IIED in this area, it is likely that one major problem will emerge - technology transfer. There is a major debate amongst the suppliers of renewable energy technology and energy conservation technology, the providers of venture capital, local entrepreneurs and local governments about who is to blame for the failure to transfer renewable technology developed in Europe and North America to developing countries. We found that the only way to make any real progress in this areas was by bringing together representatives of all of the actors involved for a two-day workshop. The workshops began with a series of case studies on the end uses of energy in the country to focus on the kinds of technology needed. If these technologies were available, the remainder of the workshop was devoted to identifying and analyzing the barriers preventing their transfer. This has proven to be a remarkably successful and useful format in Jamaica, Kenya and the Philippines. A summary report of the workshops is enclosed. If the Foundation decided to proceed with such a workshop, we would make available all of the materials from our workshops.

Other possible energy projects will need to await the EPFT Conference scheduled for May of 1984.

Financial Planning

I am recommending to the EPFT Board that future financial planning in the organization be based on two sets of budgets - one for unrestricted funds and one for restricted. Initially, unrestricted funds would be sought to cover the basic "core" costs of the Foundation - those costs necessary to keep the Foundation in existence and with a minimum level of activity. We estimated these costs to be of the order of \$32,000 per annum. Remaining funds for project activities would come from funds restricted for use on those projects. When requesting project funds, however, it is important to try and recover an overhead percentage, to cover the cost of the core staff and facilities devoted to that project.

Annual Core Budget (Unrestricted Funds)

I. Salaries

Secretary-General + secretarial and other admin. staff
and fringes \$15,000

II. Other Direct Costs

Travel \$ 500
Office supplies 1,200
PTT 1,700
Photocopying & duplication 500
Rent and utilities 2,500

III. Improvements to premises, acquisition of office
equipment, etc. \$ 1,000

IV. Public Education and Outreach

Newsletter \$ 6,000
Library and documentation center 1,500
Sale of publications (advertising, etc.) 1,500

Total Core Budget \$31,500

The fear of most donors is that they will end up underpinning an organization's basic costs for an indefinite period. Although they may be expected to understand how difficult it is to raise money for these purposes in Turkey, they will want to see much greater progress in raising funds domestically than has been seen to date. I therefore explored the following "sliding scale" of support with one Board Member and the Secretary-General:

Outside Donors Turkish Sources

Year 1	\$30,000	-
Year 2	25,000	\$ 5,000
Year 3	20,000	10,000
Year 4	10,000	20,000
Year 5	5,000	25,000

They both thought that the Turkish side of the ledger was realizable, given a good deal of hard work by all Board members and a very real attempt by the Foundation to create a constituency in the Turkish private sector.

It is possible to foresee a contribution from outside donors of roughly the required amount for the first year (1984). Other years are less certain and would likely be contingent in some way upon a firm commitment by the EPFT to secure the Turkish financing.

Project Budgets are much harder to predict, given that each of the project ideas needs a good deal more work once the Board has decided upon its priorities. I have given some indicative figures, but they are very rough. Because of the uncertainty about the number of projects to be undertaken, it has proven impossible to do any sensible manpower planning. However it is clear to me that the Foundation must expand its professional staff as soon as its resources permit. It would be presumptuous of me to suggest to the Board who they should add to the staff, but I would suggest that a young, more technically inclined person would make an ideal complement to the Secretary-General.

Summary of Recommendations

The following recommendations are submitted for consideration by the EPFT Board:

- 1) Development of a method, probably a questionnaire, for determining the effectiveness of the questionnaire.
- 2) Establishment of a group to provide scientific advice and expertise to EPFT.
- 3) Production of an Annual Report.
- 4) Development of a brochure outlining the philosophy and program areas of EPFT.
- 5) Consideration should be given to expanding and publicizing the existence of the documentation center.
- 6) Efforts should be made to build a solid constituency in the academic community -- both with students and faculty.
- 7) An effort should be made to create a constituency in the private sector in Turkey.

- 8) The three basic program areas -- environment, population and energy should be retained as the basis of the program. A medium term plan of concrete projects within these areas should be developed. Suggestions are contained on pp. 17-22 of this report.

- 9) Financial planning in EPFT should be revamped to segregate the core budget necessary to keep the Foundation in operation from the project budgets. Project budgets should contain overhead components.

- 10) The Board should consider a phased expansion of core support from Turkey.

Appendix A

EPFT Balance Sheet
As of December 31, 1982

<u>Assets (Turkish)</u>			<u>Liabilities (TL)</u>	
Cash at Bank		10,595,670	Initial Capital	40,000
Unrestricted fund	9,441,262		Increase since founding	11,503,131
Restricted fund	1,154,408			
Petty Cash		13,050	Restricted grants committed	1,154,408
Inventory & fixed assets		2,030,819		
Real Estate		<u>58,000</u>		
Total Assets		12,697,539	Total Liabilities	<u>12,697,539</u>

Appendix B

Income and Expenditure Account
as of December 31, 1982

<u>Expenditures</u>		<u>Income</u>	
Program Costs of which	7,127,223	Brought Forward	5,775,423
Admin Expenses	3,014,111	Grants Received	10,148,657
Public Educ. Prog.	2,704,829		
Conference Costs	1,408,283	Books & publications sales	169,640
Cost of fixed assets	1,135,374	Miscellaneous	9,000
Cash in Bank committed	10,595,670	Bank Interest	2,584,314
		Profit on Exchange	184,243
Total	18,871,277		18,371,277

Appendix C

Members of the Board of Trustees

Dr. Necmi Sönmez

Chairman
Professor of Agriculture
Ankara University
Former Minister of Rural Affairs

Cevdet Aykan

Former Minister of Health and Social
Welfare

Serbulent Bingöl

Member of the Board, Koray Construction
Ltd.
Former Minister of Energy and Natural
Resources

Muslik Far

Member of Supreme Educational Council
Former Minister of State

Engin Ural

Secretary-General

Appendix D

Interviewees

Dr. Sönmez, Mr. Bingöl, Mr. Fer, Mr. Ural.

Tansu Gürpınar	Environmental Undersecretariat
Ilhan Cevik	Publisher, Turkish Daily News
Lawrence Benedict	First Secretary, U.S. Embassy
William Meagher	Labor Attaché, U.S. Embassy
Dr. Ilhan Akalan	Director, Environmental Research Group, Turkish National Scientific Organization
Cemil Ozgul	Director General of Meteorology
Hironas Matsutani	First Secretary, Japanese Embassy
Erdoğan Erkan	Kavala Group
Osman Kavala	Kavala Group