



REPUBLIC OF TÜRKİYE

ALTINBAŞ UNIVERSITY

Institute of Graduate Studies

Politics and International Relations

**THE INFLUENCE OF TURKISH AND KOREAN
NGOS ON CULTURAL DIPLOMACY**

Soukaina KASMI

Master's Thesis

Supervisor

Assoc. Prof. Dr. Akif Bahadır KAYNAK

Co-Supervisor

Prof. Dr. Prof. Dr. Gülçin TAŞKIRAN

İstanbul, 2025

THE INFLUENCE OF TURKISH AND KOREAN NGOS ON CULTURAL DIPLOMACY

Soukaina KASMI

Politics and International Relations

Master's Thesis

ALTINBAŞ UNIVERSITY

2025

The thesis titled THE INFLUENCE OF TURKISH AND KOREAN NGOS ON CULTURAL DIPLOMACY prepared by SOUKAINA KASMI and submitted on 30/12/2025 has been **accepted unanimously** for the degree of Master of Arts in International Relations.

Prof. Dr. Gülçin TAŞKIRAN

Co-Supervisor

Assoc. Prof. Dr. Akif Bahadır KAYNAK

Supervisor

Thesis Defense Committee Members:

Assoc. Prof. Dr. Akif Bahadır
KAYNAK

Department of International
Relations,

Altınbaş University

Asst. Prof. Dr. Deniz TÜRKER

Department of Political
Science and Public
Administration,
Altınbaş University

Assoc. Prof. Dr. Emek YILDIRIM
ŞAHİN

Department of Political
Science and Public
Administration,
Artvin Çoruh University

I hereby declare that this thesis meets all format and submission requirements for a Master's thesis.

I hereby declare that all information/data presented in this graduation project has been obtained in full accordance with academic rules and ethical conduct. I also declare all unoriginal materials and conclusions have been cited in the text and all references mentioned in the Reference List have been cited in the text, and vice versa as required by the abovementioned rules and conduct.

Soukaina KASMI

Signature



DEDICATION

First of all, I would like to thank everyone who directly or indirectly contributed to this thesis process and made it possible for this difficult time, which is very suitable for being a master's student in a foreign country, to be concluded positively.

Moreover, I would like to give special thanks to some precious people without whom this thesis would be impossible. Next, I would like to express my special thanks to Altınbaş University for encouraging a research-oriented environment and for providing the resources and educational community necessary for academic development. My intellectual journey has been profoundly developed by the faculty and the larger scholarly community.

In addition, I extend my deepest appreciation to Prof. Gülçin TAŞKIRAN, who not only provided her friendly guidance over the years but also contributed greatly to my progress with her academic support during the thesis process. Lastly, I would like to thank Assoc. Prof. Akif Bahadır KAYNAK, with whom I have been honored to work on my thesis, has always broadened my intellectual horizons and expressed his belief in my potential.

Thirdly, I also wish to honor the contributions of Sayul (South Korea) and Diplomasi Vakfı (Türkiye). Their clarity and eagerness to share information played a crucial role in framing the core research questions and understanding NGO engagement in cultural diplomacy.

Last but not least, my heartfelt thanks go to my parents, Khadijah and Mohamed, for their constant belief in me and emotional support from afar. Their encouragement helped me persevere through every challenge. I also owe much to my brothers Tarik, Amine and my sister Jihad, and also to my dear friends Chaima, Khaoula, Safiya whose encouragement has always been a source of strength despite physical distance.

This thesis is devoted to all advocates of cultural dialogue and mutual understanding. It reflects a belief in civil society's role as a force for peace and partnership, and I hope it contributes meaningfully to the values it seeks to promote.

ABSTRACT

THE INFLUENCE OF TURKISH AND KOREAN NGOS ON CULTURAL DIPLOMACY

KASMI, Soukaina

M.A., Politics and International Relations, Altınbaş University,

Supervisor: Assoc. Prof. Dr. Akif Bahadır KAYNAK

Co-Supervisor: Prof. Dr. Gülçin TAŞKIRAN

Date: 12/2025

Pages: 75

This thesis examines the specific roles of "Diplomasi Vakfi" and "Sayul," two Turkish and Korean NGOs, in cultural diplomacy within the context of soft power. The conceptualization of this structure commences with an examination of the histories of the two NGOs, Sayul and Diplomasi Vakfi, alongside their functions in public diplomacy, the future of cultural diplomacy, and its challenges. The research study analyzes the responsibilities, objectives, and potential future projects of each NGO to determine how they contribute to national democratic governance and executive authority. I also looked at the concerns, issues, and restrictions that these nonpartisan groups confront in today's society and how they affect different enterprises.

The major problem that motivates this thesis is: In what ways do Turkish and Korean NGOs promote cultural diplomacy, and how do their tactics embody the soft power approaches of their respective nations ? To address this query, the thesis conducted a qualitative contextual analysis, utilizing subject matter assessments from academic sources, government papers and documents, and media coverage relevant to both NGOs, Diplomasi Vakfi and Sayul. The data additionally demonstrate that the two NGOs use different but complimentary techniques. Sayul uses youth-based and participatory techniques, while Diplomasi Vakfi uses official and policy-driven projects. Therefore, they both show how NGOs play a crucial role in promoting both global cultural involvement and national soft power.

Finally, I drew conclusions and summarized how my research advances the study of cultural diplomacy, and I provided suggestions for future policymakers and NGOs.

Keywords: Cultural Diplomacy, Soft Power, Non-Governmental Organizations, Turkey, South Korea



TABLE OF CONTENTS

	<u>Pages</u>
ABSTRACT	vi
LIST OF TABLES.....	xii
ABBREVIATIONS.....	xiii
1. INTRODUCTION	1
1.1 RESEARCH QUESTIONS	2
1.2 RESEARCH ISSUES	3
1.3 RESEARCH GOALS	3
1.4 EXTENT AND RESTRICTIONS	3
2. CULTURAL DIPLOMACY AND SOFT POWER THEORETICAL FRAMEWORK	5
2.1 INTRODUCTION TO CULTURAL DIPLOMACY	5
2.1.1 Definition and Extent of Cultural Diplomacy	5
2.1.2 Historical Development of Culture Diplomacy and The Difference Between Cultural Diplomacy, Cultural Relations, and Public Diplomacy	5
2.1.3 Difference Between Cultural Diplomacy, Cultural Relations, and Public Diplomacy	6
2.2 THEORETICAL FOUNDATIONS OF SOFT POWER.....	6
2.2.1 The Inception of Soft Power and Joseph Nye	6
2.2.2 Values, Distinctions, Culture, and Foreign Policy as Resources of Attraction.....	7
2.3 CULTURAL DIPLOMACY AS AN INSTRUMENT OF SOFT POWER.....	7
2.3.1 Role of Governments vs. NGOs.....	7

2.3.2 The Involvement of NGOs and Civil Society in Soft Power	8
2.4 STRATEGIES AND PRACTICES OF CULTURAL DIPLOMACY	8
2.4.1 Education, Scholarships, and Academic Exchange Programs	8
2.4.2 Mass Culture and Media (e.g. Turkish TV Series, Virtual Platforms, Kpop).....	9
2.5 ACADEMIC DISCUSSIONS AND THEORETICAL PERSPECTIVES	9
2.5.1 Critical Approaches : Power Dynamics and Cultural Imperialism	9
2.5.2 Interconnected Globalism and Civil Society Perspectives.....	10
2.6 OBSTACLES AND SHORTCOMINGS	10
2.6.1 Utilization of Culture for Political Purposes	10
2.6.2 Conflicts Between Government-Led and NGO-Led Efforts :	11
3. CULTURAL DIPLOMACY AND NGOS.....	12
3.1 NGOS IN INTERNATIONAL RELATIONS : A STRUCTURAL FRAMEWORK	12
3.1.1 Definitions and Frameworks of NGOs	12
3.1.2 NGOs as Non-governmental Actors in International Politics.....	13
3.1.3 Duties and Domains of Impact : Public Engagement, Social Norm Shaping, and Cultural Framing	13
3.2 THE IMPLEMENTATION OF CULTURAL DIPLOMACY AND NGOS	14
3.2.1 Citizen Diplomacy and Cross-Border Connections :	15
3.2.2 Complementary and Non-Traditional Roles in State-Sponsored Cultural Diplomacy:	15
3.2.3 NGOs As Promoters of Cultural Heritage and Soft Power :.....	16

3.3 POTENTIALS AND LIMITATIONS FOR NGOS IN CULTURAL DIPLOMACY :	16
3.3.1 Advantages: Adaptability, Originality, and Civic Legitimacy.....	17
3.3.2 Limitations : Identification Issues, State Intervention, and Financing Dependency:.....	17
3.3.3 Organisational Freedom vs. State Coordination : A Balanced Connection	18
4. THE CASE STUDY	19
4.1 RESEARCH DESIGN	19
4.1.1 Strategies for Gathering Data	20
4.1.2 The Case Study Method	22
4.1.3 Methods of Data Analysis	23
4.1.3.1 Theoretical codebook development (structured coding)	23
4.1.3.2 Pilot coding (inductive coding)	24
4.1.3.3 Final codebook for the whole content analysis	25
4.1.4 Ethical Considerations.....	26
4.2 CASE STUDY ANALYSIS : SAYUL IN KOREA.....	28
4.2.1 Sayul's Evolution and Historical Context	35
4.2.2 Sayul Purposes and Major Projects	37
4.2.2.1 Major goals	37
4.2.3 Sayul Purpose in Progressing on Cultural Diplomacy in South Korea.....	38
4.2.4 Difficulties and Limitations	40
4.3 CASE STUDY ANALYSIS : DIPLOMASI VAKFI IN TÜRKİYE	41

4.3.1 Diplomasi Vakfi's Development and Historical Context	41
4.3.2 Their Goals and Important Programs	44
4.3.3 Their Important Role in Advancing Cultural Diplomacy in Türkiye	47
4.3.4 Challenges and Limitations.....	47
4.4 COMPARATIVE EVALUATION.....	48
4.4.1 Sayul and Diplomasi Vakfi's Comparative Methods	48
4.4.2 Impacts on Different Industries.....	51
4.4.2.1 Domain of academia and research.....	51
4.4.2.2 Cultural and tourism domain.....	51
4.4.2.3 Media and communication sector.....	52
4.4.2.4 NGO and nonprofit domain.....	52
4.4.3 Results on the Role of NGOs in Cultural Diplomacy	52
4.4.3.1 Key roles observed	52
4.4.3.2 Interpretation	53
5. CONCLUSION	54
REFERENCES	57
APPENDIX A.....	63
APPENDIX B.....	64
APPENDIX C.....	66
APPENDIX D.....	67

LIST OF TABLES

	<u>Pages</u>
Table 4.1 : Theoretical Codebook Informed by Literature Review	23
Table 4.2: Results of Pilot Coding.....	24
Table 4.3: Finalized Codebook.....	25
Table 4.4: A Selection Of Quotes From Sayul's Official Reports.....	29
Table 4.5: Pilot Coding for Sayul.....	34
Table 4.6: Preliminary Exploratory Analysis of Diplomasi Vakfi Documents.....	42
Table 4.7: Pilot Coding for Content Analysis (Diplomasi Vakfi).....	45
Table 4.8: Recognized Obstacles and Limitations and Possible Solutions	48
Table 4.9: Diplomasi Vakfi and Sayul's Statistical Analysis.	50

ABBREVIATIONS

AKP	:	Justice and Development Party ‘Turkey’
CSO	:	Civil Society Organization
EU	:	European Union
KCD	:	Korean Council for University Education and Cultural Diplomacy
MoFA	:	Ministry of Foreign Affairs
NGO	:	Non-Governmental Organization
OECD	:	Organisation for Economic Co-operation and Development
TIKA	:	Turkish Cooperation and Coordination Agency
UN	:	United Nations
UNESCO	:	United Nations Educational, Scientific, and Cultural Organization
US	:	United States

1. INTRODUCTION

Cultural diplomacy has become undeniably effective in recent years in attracting and persuading other countries. By sharing its culture, education, language, music, and art, it has become valuable on the international scene, especially as countries are setting the stage for a more interconnected, responsive, and values-driven world. Clearly, cultural power functions much more efficiently than any other form of control, and it is generally valued around the world.

There are three main ways cultural diplomacy works, according to Joseph Nye [1, pp. 23-25] : attraction, transmission, and exchange. These processes guarantee a non-coercive form of persuasion. In fact, throughout specialized ministries, governments are in charge of developing cultural diplomacy strategies. Non-governmental organizations (NGOs), however, are actively putting these strategies into effect. They frequently do it easier because their skills make them more likely to be imaginative, creative, and ingenious. They create strategies like exchange programs, collaborative research initiatives, and even cross-cultural activities that support both their nation's diplomatic goals and a global civil society [1, Ch. 2].

Sayul in South Korea and Diplomasi Vakfi in Turkey are outstanding demonstrations of how NGOs foster collaboration between cultures. Their actions demonstrate how civic society actively pursues goals of soft power [2, pp. 10-12].

Sayul in South Korea and Diplomasi Vakfi in Turkey have been chosen for the purpose of this thesis among the numerous NGOs engaged in cultural diplomacy due to their effectiveness and significant roles in each nation. Since its founding in 2009, Sayul has continuously promoted Korean culture, art, and education, particularly youth participation. Thousands of international students have taken part in its cultural and exchange activities. Sayul stands out for its organized projects, multifaceted partnerships, and quantifiable impact on strengthening Korea's soft power, despite the simple fact that many other Korean NGOs become involved in cultural diplomacy [2, p. 15]. On the other hand, in Turkey, many NGOs contribute to Cultural Diplomacy. However, still, Diplomasi Vakfi was chosen because it integrates semi-governmental support with innovative cultural projects,

consistently promoting Turkish education, art, and international partnerships since 2020 [3, Sec. 1.3]. By being centered on these two Nos, this study analyzes highly effective non-governmental actors that have successfully applied cultural diplomacy strategies within their national contexts.

In this thesis, I will conduct a comparative study of the two NGOs to comprehend the strategic roles they play in realizing soft-power agendas by expanding the cultural and political influence of their countries.

1.1 RESEARCH QUESTIONS

This thesis study analyzes how NGOs (non-governmental organizations) in both Türkiye and South Korea advance the implementation of cultural diplomacy and the enhancement of national soft power. So this thesis study is driven by the main question, which is :

What roles do Turkish and Korean NGOs play in enhancing cultural diplomacy, and how do their practices represent each nation's approach to soft power ?

The previous study utilizes Diplomasi Vakfi in Turkey and Sayul in the southern Korea as contextual case investigations to examine this subject. This study explores how multiple NGOs operate as cultural agents that support advantageous national stereotypes, and it also investigates the connections and gaps between their objectives, programs, and collaborations. This review takes into account the extra subsections that arise from this conceptuel structure :

- a. In accordance alongside their respective national missions, how do Diplomasi Vakfi and Sayul exemplify cultural diplomacy?
- b. How accomplish institutional and organizational factors influence their approaches to engaging with numerous cultures?
- c. How do these initiatives bolster or improve their countries' soft power influence ?
- d. How can those outcomes support or contradict current ideas of public diplomacy and soft power ([1]-[3])?

1.2 RESEARCH ISSUES

In my research, I focused on the gap between prioritizing government-driven approaches over contributions from independent organizations, so I will analyze the roles of both NGOs, Sayul and Diplomasi Vakfi, and how these two NGOs contributed to advancing both countries, Türkiye and South Korea.

Moreover, not only analyzing that but also focusing on how these NGOs' efforts remain unrecognizable. In this research, I will demonstrate how these international organizations enhanced cultural diplomacy and cultural exchange in those countries.

Finally, in this research, I also seek to explain how these NGOs work independently while supporting national targets and to evaluate the obstacles, such as economic challenges and state interference, they face in their efforts.

In its conclusion, this thesis examines Sayul and Diplomasi Vakfi's diplomatic application of cultural diplomacy.

1.3 RESEARCH GOALS

The investigations main goal is to investigate grassroots bodies (NGOs) like Seoul along with the Diplomacy Institute and to clarify how they ought to have strengthened relations efforts regarding arts and culture in South Korea and Turkey.

Additional goal assumptions are :

- a. To find out how these nongovernmental organizations can use entertainment diplomatic methods to boost national soft legitimacy.
- b. The examination being provided is meant to illustrate how both of these NGOs promote international cooperation and international exchange, as well as the effects of their missions on South Korean society and Turkey.

1.4 EXTENT AND RESTRICTIONS

While this research provides valuable perceptions on the role of NGOs in establishing effective cultural diplomacy, as with any research, it has its own limitations. Mostly, it remains limited to the practices of two specific NGOs, Diplomasi Vakfi and Sayul. It does not take into account NGOs from other countries and continents with different approaches

and perspectives. Moreover, it relies mainly on publicly available data and published reports from the organizations, not on-site research and analyses. Despite these limitations, this research explains the importance of how these NGOs support cultural diplomacy in both Turkey and South Korea; moreover, it encourages.

Further exploration of the strategic role of non-governmental organizations in international cultural affairs.



2. CULTURAL DIPLOMACY AND SOFT POWER THEORETICAL FRAMEWORK

2.1 INTRODUCTION TO CULTURAL DIPLOMACY

2.1.1 Definition and Extent of Cultural Diplomacy

Cultural diplomacy can be described accurately, according to Milton C. Cummings Jr., as the exchange of ideas, information, art, and other aspects of culture among nations and their peoples to foster mutual understanding [3]. However, according to Thomas Jefferson, Cultural diplomacy is described as the potential for cultural expression to shape international relations, as he mentioned in a letter he wrote to James Madison on September 20, 1785, from Paris, where he added, You see I am an enthusiast on the subject of the arts. But it is an enthusiasm of which I am not ashamed, as its object is to improve the taste of my countrymen, to increase their reputation, to reconcile with them the respect of the world and procure their praise [4]. It is clear from the quote that Jefferson believed that cultural expression is a fundamental part and a powerful tool for shaping international opinion and improving governments in the global arena. Moreover, he proved that cultural confrontation is important for upholding honor and respect, as well as for improving diplomatic ties. However, many authors and scientists emphasize the acknowledgment of the power of cultural diplomacy by Jefferson because Schneider was thinking that he didn't show it to expose the culture of America but also to use it to establish relations and inspire perversions in international diplomacy, which proves the idea that cultural diplomacy is a major drive for building international relations and diplomatic connections [5].

Consequently, this proves that cultural diplomacy is a multifaceted concept, with two dimensions : the first as a formal concept of foreign policy, and the other as an informal concept for cultural exchange and relationship-building.

2.1.2 Historical Development of Culture Diplomacy and The Difference Between Cultural Diplomacy, Cultural Relations, and Public Diplomacy

Cultural diplomacy remains a complicated concept. It is the use of culture by diplomacy to extend understanding, peacemaking, cultural, language, and educational exchanges, and

other ways of cultural contact. In the late 1990s, a French inventor claimed that cultural diplomacy is hard to understand because its tactics serve multiple goal. However, cultural diplomacy has also proved to be a means of promoting cultural integration among countries.

Moreover, cultural diplomacy has gone through many phases. The first phase was when states recognized the need for effective communication across cultures, which led to productive dialogue [5, p. 10].

2.1.3 Difference Between Cultural Diplomacy, Cultural Relations, and Public Diplomacy

According to Cull, he argued, While diplomacy encompasses a broad range of statecraft activities, cultural diplomacy specifically focuses on the exchange of ideas, information, art, and other aspects of culture to foster mutual understanding [3]. This quote makes it clear that to understand the difference between cultural diplomacy, cultural relations, and public diplomacy, we must first provide brief definitions of each, as I mentioned earlier. Culture Diplomacy is the use of culture in diplomacy and other activities to achieve mutual understanding between countries, and it is usually considered the best method for foreign policy. However, cultural relations refer to normal communication between governments, such as tourism, language exchange, immigration, and other activities. On the other hand, public diplomacy is an institutional term that includes government-driven initiatives to engage with international publics, achieved through channels such as educational activities, media, mass communication, and pedagogical programs. In short, Cultural diplomacy is a division of public diplomacy and cultural relations.

2.2 THEORETICAL FOUNDATIONS OF SOFT POWER

2.2.1 The Inception of Soft Power and Joseph Nye

Joseph Nye was the political scientist who gave a brief introduction of the concept of soft power in 1980s, he described it in response to the deficits of traditional hard power, as he argued When one country gets other countries to want what it wants, might be called co-optive or soft power, in contrast with the hard or command power of ordering others to do what it wants [6]. Nye deeply believed that controlling and shaping others' choices does not depend solely on coercion or economic motivations but mainly on attraction, which became

critically important during the Cold War, when philosophical disputes shifted to emphasize attraction and credibility, rather than military confrontations. As he also argued, “*Soft power rests on the ability to shape the preferences of others, to get others to want what you want, rather than coercing them to do it*” [6, p. 12].

2.2.2 Values, Distinctions, Culture, and Foreign Policy as Resources of Attraction

According to Nye, there are only three major sources of soft power : foreign policy, political values, and culture. He approved that throughout the quote when he added: A country’s soft power rests on three resources: its culture, its political values, and its foreign policies [1, p. 5]. Because Nye believes that culture can transform into an influence when it resonates broadly and crosses borders. Also, Nye added, The effectiveness of soft power depends critically on the context, on whose story wins, and on the credibility of the storyteller [1, Sec. 2.1], which proves that Nye thought of political values as an important concept that, through its countries, gains power and influence as soon as governments fulfill responsibilities nationally and globally.

2.3 CULTURAL DIPLOMACY AS AN INSTRUMENT OF SOFT POWER

2.3.1 Role of Governments vs. NGOs

Snow and Taylor argued: “*Governments provide the framework and resources for cultural diplomacy, but NGOs and private institutions extend their reach and often achieve outcomes that state programs alone cannot*” [7, p. 9]. Consequently, this argues that culture diplomacy functions as a tool of soft power, enabling nations to impact global audiences through cultural practices rather than enforcement.

However, administrations frequently spearhead similar initiatives by establishing new organizations, encouraging cross-cultural interactions, and promoting cultural heritage overseas; specific instances include Sayul in South Korea and Diplomasi Vakfi in Turkey. However, private associations like college campuses, non-governmental organizations, and artistic organizations also contribute substantial amounts to society. Their versatile nature, candor, originality, and general participation allow them to penetrate individuals far beyond the boundaries of governmental efforts. While states frequently start diplomatic cultural relations programs, non-state actors are becoming more recognized for their capacity to

reach broader and more different demographics, creating permanent networks of influence, said Cumming in a statement [3, Sec. 4.5].

2.3.2 The Involvement of NGOs and Civil Society in Soft Power

Melissen states that nonpartisan ngos have become increasingly accepted as central participants in cultural diplomacy, affecting perceptions and creating opportunities for communication in ways that complement official state efforts [2, Fig. 3]. This indicates how NGOs and civil society organizations typically bolster a nation's perceived soft power by funding cultural initiatives that engage local and global people through educational initiatives, community-based projects, and creative pursuits. Nonetheless, these communities have the ability to foster understanding amongst people and create enduring relationships. Diplomasi Vakfi and Sayul in South Korea, for illustration, plan and promote cultural occasions, activities, and conferences and engage in public networking to further and raise the country globally by bolstering government-led diplomacy.

2.4 STRATEGIES AND PRACTICES OF CULTURAL DIPLOMACY

2.4.1 Education, Scholarships, and Academic Exchange Programs

Education plays a fundamental part in cultural diplomacy, which includes educational exchange programs, scholarships, both fully funded and partially funded, and opportunities to study abroad. As [1, p. 15] stated, Educational to Success in World Politics, *exchanges are a key form of soft power because they foster long-term relationships and allow participants to experience a country's culture and values firsthand*". Consequently, inviting international students and promoting academic partnerships led to the bond of long-term networks of impact. For example, there are many programs like these, like GKS Global Korea Scholarship. Every year, Korea hosts numerous students, both undergraduate and graduate, in order to finish their studies in Korea and fulfill their educational goals. Also, Korea provides scholarships for exchange programs and research assistantships. Moreover, Turkey has similar programs like the Turkish Government Scholarships and the Turkey Global Scholarship Program, and some other scholarships for exchange students. Overall, these programs not only help students from different countries to achieve their academic goals but also empower Turkey and South Korea. In this example, enhancing the cultural

diplomacy of each country also proves how education generally and these programs and scholarships specifically can have the ability to influence perceptions, enhance mutual understanding, and empower future leaders knowledgeable about the host country's culture and values. As Cumming proved, Scholarships, student exchanges, and academic programs remain among the most tangible and enduring tools of cultural diplomacy, creating networks that can influence international perceptions for decades [3, Ch. 2, pp. 6-21].

2.4.2 Mass Culture and Media (e.g. Turkish TV Series, Virtual Platforms, Kpop)

Popular culture and media are one of the most important parts of cultural diplomacy in the 21st century as [8, Sec. 2.3] added, "*The Korean Wave (Hallyu) illustrates how popular culture can function as a strategic instrument of soft power, influencing global perceptions and fostering cultural affinity*". So nowadays, nations use TV dramas, music, TV shows, and cinema as a powerful tool to reach international audiences and global fame to prove their nation and enhance it. However, in South Korea. There was a huge rise in K-pop in the period between 2010 and 2020, which enhanced the cultural and international image of the country and attracted hundreds of tourists and international students to South Korea and from that time, South Korea was never the same, but it kept on growing educationally, economically and politically, in all fields not only in South Korea but also in Turkey from 2014 to 2021 there was a wide and huge impact of turkish series and dramas on cultural diplomacy, same as Korea also Turkey was never the same as before as Turkey hosted hundreds of international students and tourists into the country which made it more powerful and enhanced the nation's appeal and public image. Moreover, as [9, p. 21] stated, "*Culture, especially when it resonates with global audiences through media and entertainment, is a central source of soft power in the contemporary world*" [7, Ch. 2], which proves that social media and online platforms enable arts and culture products to spread broadly and dynamically, causing them to be strongly effective in enhancing soft power.

2.5 ACADEMIC DISCUSSIONS AND THEORETICAL PERSPECTIVES

2.5.1 Critical Approaches : Power Dynamics and Cultural Imperialism

As [1, p. 3] critiqued, "*Soft power can be seen as a double-edged sword: while it promotes attraction, it can also reproduce hierarchies where powerful states' culture and values dominate international narratives*" [1] So, these days, many scientists and critics argue that

cultural diplomacy is a probable tool of imperialism, arguing because it may enhance inequality in the global power world and, from this interpretation, strong nations may use culture to gently influence the values, choices and attitudes of less strong nations invisibly, usually go hand in hand with the benefits of foreign policy of the sender. Moreover, the critiques warn that cultural diplomacy may remove the line between reciprocal exchange and purposeful influence, which creates situations that threaten cultural independence for the receiver's country, which was proved by Tomlinson : *"Cultural imperialism occurs when the cultural products of dominant nations penetrate less powerful societies, shaping their identities and practices in ways that reinforce existing global inequalities"* [10, p. 47].

2.5.2 Interconnected Globalism and Civil Society Perspectives

As Keohane and Nye argued : *"Transnational actors increasingly shape international politics by creating networks, sharing knowledge, and fostering norms that transcend state boundaries, thus contributing to a more pluralistic understanding of influence"* [11, Sec. 3.2]. This proves that some scientists emphasize the increasing impact of international networks and international civil society on cultural diplomacy. However, NGOs and multi-gender organizations and initiatives led by citizens may actually improve cultural exchange without direct control over the nation, and this approach underscores the importance of educational exchanges and partnership interactions rather than the dominant imposition of authority. Thus, cultural diplomacy supports a reciprocal flow of ideas, values, and cultural activities that reinforces a shift from government-centered patterns to a more open understanding of soft power. Ending this paragraph with a very famous quote by Melissen: *"Global civil society actors are essential in cultural diplomacy, providing channels for dialogue and cultural exchange that are independent of governmental agendas"* [2, Fig. 3].

2.6 OBSTACLES AND SHORTCOMINGS

2.6.1 Utilization of Culture for Political Purposes

As Nye argued, *"Soft power relies on attraction, but if culture is used primarily as a tool of political manipulation, it can backfire and undermine the very influence it seeks to generate"* [1, Sec. 4.1].

So nowadays Cultural Diplomacy can be used as a tool to support political parties, changing culture into a concept for enhancing governments agendas instead of improving authentic reciprocal understanding. However, when giving cultural programs the priority to release political messages on behalf of sincere interaction they actually maybe intercepted as being a propaganda probably reducing credibility and even provoke doubt and showing skepticism between the audience which can diminish the initiatives's effectiveness as Cumming stated *"Cultural diplomacy risks losing legitimacy when it is perceived as a mere extension of foreign policy objectives rather than a sincere effort to foster mutual understanding"* [3Ch. 2, pp. 6-21].

2.6.2 Conflicts Between Government-Led and NGO-Led Efforts

In order to show the tension between government-led and NGO-led efforts, there is a quote by Melissen which says, *"while NGOs bring innovation and local legitimacy to cultural diplomacy, tension with state-led programs are common, as differing priorities and approaches can lead to fragmentation of efforts"* [2, Fig. 3].

So, as Melissen stated, it is true that usually, Cultural Diplomacy includes programs that are led by governments as well as initiatives that are led by NGOs. Many issues may arise between these two actors because governments usually manage global representation, communication, and resources, whereas NGOs prioritize adaptability, grassroots participation, and authenticity. This shows that variations between governments and NGOs in objectives and strategies may create tension, weakening the overall impact of cultural diplomacy, because achieving successful collaboration requires open communication, alignment of goals, and shared recognition of the strengths each brings.

3. CULTURAL DIPLOMACY AND NGOS

3.1 NGOS IN INTERNATIONAL RELATIONS : A STRUCTURAL FRAMEWORK

Lately, NGOs and non-governmental organizations have emerged as major actors in international relations, reinforcing the efforts of states to prove that, as Riordan stated, “NGOs increasingly act as diplomatic players, shaping agendas and influencing public opinion beyond the control of states” [12, p. 9]. On the other hand, Kick and Sikkink enhanced that NGOs “mobilize information strategically, engage in transnational advocacy, and operate networks that influence both local and global policy” [11, Sec. 2.1].

In addition, [1, p. 7] stated that “soft power rests on the ability to shape the preferences of others through attraction rather than coercion” a distinctive role that NGOs fulfill due to their organizational independence and grassroots connections. However, [2, p. 42] argues that “cultural diplomacy is no longer the monopoly of states ; NGOs and civil society actors have become essential conduits for the exchange of ideas, culture, and values”. As a result, NGOs work within a systematic framework that positions them between governments, local societies, grassroots communities, and international authorities, highlighting their important role in culture diplomacy.

3.1.1 Definitions and Frameworks of NGOs

In order to know the exact definition of NGOs. Banks, Hulme, and Edwards stated, “NGOs are voluntary associations that aim to influence social and political change while remaining autonomous from state structures” [13, p. 5]. Which summarizes the most famous and general definition of NGOs, which can be described as non-profit and independent organizations functioning independently outside of government influence and control with the purpose of accomplishing cultural, social, and political missions.

On the other hand, the United Nations (2012) stated that “NGOs are entities that mobilize resources, expertise, and networks to address public concerns, while maintaining independence from government agendas” [13, p. 12].

However, Keck and Sikkink classify NGOs into three genres : “advocacy networks, service delivery organizations, and cultural actors” [14, p. 2]. Consequently, this conceptual framework offers an important insight for cultural diplomacy studies, as it enhances

understanding of how NGOs operate in both normative and strategic capacities. Besides that, [2, p. 42] also added that “*NGOs often combine moral authority with operational flexibility, enabling them to participate in international dialogue in ways that states cannot*”. Situating NGOs within a coherent structural context that allows researchers to examine their specific contributions in impacting social, cultural and political environments.

3.1.2 NGOs as Non-governmental Actors in International Politics

NGOs play an important role in international relations as non-state institutions that can influence national and international policy strategies. Zaharn argues that, “*NGOs serve as intermediaries between states and societies, facilitating communication and interaction that bypass traditional diplomatic channels*” [15, p. 6]. However, [11, p. 15] emphasizes saying “*the rise of NGOs marks a shift in diplomacy from state-centric to networked interactions, where civil society actors play pivotal roles in agenda-setting*”. Nevertheless, regarding cultural diplomacy, [2, p. 41] argues that “*NGOs are able to cultivate trust and legitimacy among foreign publics, thus enhancing the soft power of their home countries*”.

Furthermore, [14, p. 32] point out that

NGOs try not only to influence policy outcomes, but to transform the terms and nature of the debate. They are not always successful in their efforts, but they are increasingly important players in regional and international policy debates [16]. Simultaneously, principled and strategic actors, transnational advocacy networks frame issues to make them comprehensible to target audiences, to attract attention and encourage action, and to fit with favorable institutional venues [14, Sec. 2.3] by connecting grassroots communities with transnational networks, NGOs operate as bridges that strengthen governmental authority and facilitate civil society involvement, particularly within cultural diplomacy programs.

3.1.3 Duties and Domains of Impact : Public Engagement, Social Norm Shaping, and Cultural Framing

Non-governmental organizations influence international relations across fields. Firstly, they involve direct engagement with the public through advocacy, cultural activities, and education. That's why [11, p. 18] claims that, “*NGOs bring distant societies into closer contact, fostering mutual understanding through grassroots initiatives*”.

Secondly, NGOs influence the establishment of social norms. According to [14, p. 32] maintain that, “*NGOs are instrumental in promoting human rights, environmental standards, and social justice, influencing governments and international institutions alike*”. NGOs foster principles such fairness, respect, and cross-cultural communication into social structures by means of ongoing struggle.

Thirdly, NGOs create myths that can represent national identity and values in the context of cultural diplomacy. For example, [2, p. 42] emphasizes that “*NGOs assist the soft-power capabilities of their countries by structuring culture strategically, crafting narratives that resonate with foreign publics*”. This is further supported by [1, p. 7], which contends that cultural appeal may prove far more successful than pressure in shaping foreign preferences, and NGOs are ideally positioned to leverage this appeal. Lastly, and crucially, NGOs play a key role in diplomatic communication regarding culture across several domains: convention shaping, involvement of the public, and cultural positioning, strengthening state initiatives through parallel impact.

3.2 THE IMPLEMENTATION OF CULTURAL DIPLOMACY AND NGOS

In general, the practice of cultural diplomacy NGOs demonstrates the rising appreciation of non-state actors as principal actors in global affairs. However, NGOs implement cultural diplomacy into practice through people-to-people initiatives by complementing state-sponsored programs and via initiatives aimed at protecting and promoting cultural heritage.

Jan [2, p. 8]. Emphasizes this shift, remarking that foreign publics now matter to practitioners in a way that was unthinkable 25 years ago.

Within this framework, NGOs serve as the conduit for the two-way street of engagement highlighted by Nye, who asserts that the best public diplomacy is a two-way street [1, p. 7].

In addition, the implementation by NGOs is already both pioneering and supportive, because they provide alternative avenues for communication, facilitate cross community engagement and empower marginalized groups. For instance, Snow and Taylor proved that non-state actors are increasingly visible in shaping perceptions and influencing the global communication environment [6, p. 11].

3.2.1 Citizen Diplomacy and Cross-Border Connections

In order to understand citizen diplomacy, we first have to define it, so citizen diplomacy is defined as the participation of individuals and NGOs in cultivating cross-border connections. Moreover, citizen diplomacy constitutes a key avenue for the practice of cultural diplomacy by NGOs. Nevertheless, [1, p. 9] identifies soft power as the ability to get what you want through attraction rather than coercion or payments (preface).

As a result, NGOs apply this attractive capacity for influence via programs such as volunteerism, educational exchanges, and culture initiatives that bridge communities globally.

In addition, enhances this role in his research on the Peace Corps : *“Volunteers function as citizen diplomats, carrying their values, cultures, and identities into their host societies, often with profound long-term effects”*.

These initiatives highlight the ways in which non-state actors connect and bridge formal diplomatic efforts and grassroots engagement, enhancing trust and mutual understanding. Besides that, [17, p. 42] points out that soft power depends on an understanding of the minds of others, and the best public diplomacy is a two-way street (para. 6). Consequently, citizen diplomacy programs operationalize this principle by facilitating mutual exchange, participatory dialogue, and shared construction of cultural narratives instead of one-directional dissemination [17, para. 6].

3.2.2 Complementary and Non-Traditional Roles in State-Sponsored Cultural Diplomacy

Although states historically dominated diplomacy, NGOs nowadays are playing substitute and supportive roles. As [2, p. 13] observes that new public diplomacy is not simply about states communicating with foreign publics ; it is also about engaging with non-state actors who are part of the diplomatic landscape.

However, NGOs often act as supplementary and adaptable agents, addressing deficiencies where state institutions lack sufficient authority or capacity, as stated by [11, p. 20], who proved that: Non-governmental organizations and other civil society actors are increasingly central to the practice of cultural diplomacy, since they are often perceived as more authentic

representatives of society than governments, and can therefore make culture a more credible instrument of international engagement [11, p. 20]. As a result, their work presents fresh viewpoints that might challenge prejudices or balance governmental objectives.

However, [6, p. 15] emphasizes the distinctive function of NGOs: The integration of official and civilian activities is what continuously defines contemporary international relations with culture, establishing a constantly changing arena where community organizations provide credibility, adaptability and creativity. Accordingly, these relationships demonstrate that nongovernmental organizations not just provide support, however they also shift the way that diplomatic communication with artistic communities takes place.

3.2.3 NGOs As Promoters of Cultural Heritage and Soft Power

In these instances, NGOs utilize cultural heritage safeguarding and dissemination to carry out cultural diplomatic activities. For this reason, it appears that material cultural heritage acts as a vehicle of soft power, enabling actors and solidifying their respective positions internationally recognized reputation while consolidating local personal identities.

As a consequence, by maintaining customs, rituals, and languages, NGOs promote both national unity and global culture. In the identical vein, the [18, p. 4] declares: Cultural safeguarding of heritage is additionally about maintaining the past; rather, it is also an avenue for developing trust, relationships, and empathy in the present, highlighting the function of historical protection as a diplomatic tool. Therefore, by advocating for ideals of variety, respect, and shared human identity, Ngo involved in heritage use soft power [19, p. 7]. This perspective is further supported by [1, p. 7], which claims that culture in its different manifestations is the primary means of fascination, and thus of soft power.

Therefore, by defending native culture and extending its influence internationally, NGOs demonstrate this facet of soft power.

3.3 POTENTIALS AND LIMITATIONS FOR NGOS IN CULTURAL DIPLOMACY

NGOs' standing in diplomatic outreach is both strong and hazardous: enabling due to how they can connect with populations states cannot, dangerous since their autonomy is frequently tested by challenges of financial and institutional popularity, as noted by Snow

and Taylor [6, p. 11]. In summary, NGOs perform a key part in interpersonal diplomatic efforts, considering the fact that their respective positions' popularity depends on finding a balancé between their advantages and limitations.

Being able to appeal to their audiences outside of the nation at large is based on adaptation, imaginative tactics, and community legitimacy. NGOs face challenges including financial dependence, political meddling, and preserving their independence at the same time.

3.3.1 Advantages: Adaptability, Originality, and Civic Legitimacy

In the opinion of Melissen non-state associations have become progressively accepted and considered vital in artistic relations, as this own autonomy and legitimate prestige bring them forge trust as well as credibility were institutions may not [2, Fig. 3]. Because of this, NGOs are incredibly adaptable and agile, which makes it easy to alter social conditions and community needs. Furthermore, their creativity allows them to develop cultural programs that are all-encompassing, community-oriented, and generally more equitable compared to official state ones.

Likewise, NGOs have credibility with regional and international partners due to the authenticity that results from being grassroots organizations. Luckily, Snow and Taylor likewise highlight the creative potential of NGOs. NGOs frequently contribute creative thinking and innovative thinking to cultural diplomatic endeavors, filling vulnerabilities left from government agencies and engaging populations traditionally within the bounds of legislative schemes, they kept on [6, p. 11].

3.3.2 Limitations : Identification Issues, State Intervention, and Financing Dependency

To illustrate this, Cummins first draws attention to these weaknesses: While NGOs improve the reach of cultural political techniques, NGOs frequently encounter impediments to growth, including financial reliance and political constraints, which reduce their capacity for sustained influence" [3, Sec. 2.5]. This demonstrates that even while NGOs are extremely powerful, they nonetheless face many challenges since their dependence on corporate or financial assistance may compromise their own autonomy. Furthermore, NGOs have identity problems since their aspirations for independence as civil actors may be undermined by political appropriation and external criticism. The authors and Clark also point out the

challenges of ambiguity: non-governmental organizations walk on the border towards independence and congruence with government objectives ; their ability to exist can be jeopardized if they are viewed as merely means of political agendas. [20, p. 7].

3.3.3 Organisational Freedom vs. State Coordination : A Balanced Connection

Finding a balance between opportunities for cooperation with governmental actors and organizational autonomy is one of the largest issues NGOs face today. The efficiency of NGOs in diplomatic promotion regarding entertainment relies on their ability to reconcile independence with participation as they guarantee that their association with authority is not deleterious to their credibility, Melissen said [2, Fig. 3].

Partnerships involving government organizations, however, bring resources, credibility, finance, and access to larger networks, according to one viewpoint. However, from a different angle, over confidence could weaken their autonomy and erode the confidence they have as members of civil society. As a result, successful cultural diplomacy frequently necessitates that NGOs adeptly handle this conflict, maintaining their autonomy while reaping the rewards of state cooperation. Synergy with state and non-state actors is necessary to carry out effective cultural diplomacy, but the challenge lies in navigating the tensions between independence and alignment, Snow and Taylor continued [6, p. 11].

4. THE CASE STUDY

4.1 RESEARCH DESIGN

This Chapter of My thesis demonstrates the whole methodology applied for this research. Firstly, my research seeks to analyze how NGOs enhance the culture diplomacy of each country, and I will do that using Comparative analysis as the major method for Data evaluation. For instance, comparing Sayul in South Korea and Diplomasi Vakfi in Turkey.

However, my research uses a qualitative case study method, reinforced by content analysis as the principal method for Data Analysis [21, p. 5].

So Content Analysis is a qualitative research technique. It is usually a systematic method used for analyzing media and documents to identify themes, meaningful insights and organizational practices. In this thesis, the method is used to study the official websites, reports, publications and media coverage of both Diplomasi Vakfi and Sayul, presenting a detailed perspective on their methods and contributions to cultural diplomacy.

Moreover, this procedure will not only facilitate a good understanding of the representation of both NGOs to their diplomatic activities and culture but also allow them to understand their culture diplomacy via analyzing their official website, articles written about it, official reports and their concrete objectives.

The case study method is particularly useful for examining contemporary phenomena within their real-life context [22, p. xi]. Thus, Diplomasi Vakfi in Turkey and Sayul in South Korea serve as important testaments that illustrate how NGOs can function as arts organizations independent of state authority within the context of this concept. Likewise, I examined these two organizations in my thesis to show the opportunities and difficulties that NGOs have while handling the environment of culture diplomacy [23, p. 12].

This case study I am using also permits multiple-method validation ; for example, it allows using several resources, such as media coverage, academic sources, and official reports and websites, which can be combined to produce a comprehensive, in-depth analysis. Also, as [22, p. xi] added, case studies are not primarily about the uniqueness of the case but about the opportunity to understand complexity, which proves that this methodological framework

is much needed to analyze and explore the complexity of NGOs and their involvement in culture diplomacy.

Moreover, I chose Sayul and Diplomasi Vakfi very carefully, and not by coincidence, because both NGOs play a crucial role in their countries, where cultural diplomacy plays a major role in foreign policy, both in Turkey and South Korea. For example; South Korea, had a global expansion known well in Hallyu (Korean Wave) which made a huge difference in the country's country specially its cultural diplomacy, Also in turkey, Diplomasi Vakfi was a turning point and their emphasis on soft power like Yunus Emre institute. While I will work on these both cases, by the end of the thesis [24, p. 8], I will prove through findings how NGOs enrich, support and reinforce each country's culture diplomacy and how they sometimes challenge government-led diplomacy.

Furthermore, as Creswell added "*qualitative research is emergent rather than tightly prefigured*" [25, p. 15]. proves that this design of thesis is also very flexible and resilient , ,also practically it proves that even if a new information appears through the analysis like a new report or article, it can also be added in the thesis study allowing for richer content.

To conclude, this case study not only gives depth of content but also connection and relevance, because I will be situating both NGOs in their particular political context. Thus, my thesis study shows not only the specificity of each NGO but also shows the larger framework of NGOs and cultural diplomacy.

4.1.1 Strategies for Gathering Data

In order to gather data for my thesis, I used different resources, major and supporting resources to make sure about giving a deep and connected length [26, p. 7]. It is very necessary to use the strategy of multiple sources because NGOs have different ways to express their objectives and activities, they often post in their own public accounts, but also sometimes focusing on external perspectives like media coverage about these NGOs, which provides another way to look at NGOs from a different perspective.

Major sources, includes official documents created by Diplomasi Vakfi and Sayul. Including primary articles on their official websites, newsletter, speeches. Mission statements, descriptions of programs. For instance, Diplomasi vakfi's website enhances that, aims to

strengthen Turkey's image abroad by fostering dialogue and cooperation in the field of cultural diplomacy [27, p. 4]. Similarly, Sayul proves on their websites that their objective is to connect global communities through Korean culture, language, and arts [28, p. 3]. These published materials are very important because they prove how these NGOs want to be perceived by citizens and also show the objectives they prioritize.

Supporting Sources, this includes articles of books, journals, websites, reports, actual books and journal articles that proves and analyzes the NGO contribution in cultural diplomacy. These were first analyzed via databases like JSTOR and Google scholar, while using keywords like ; cultural diplomacy, Sayul, Diplomasi Vakfı Türkiye kültürel diplomasi, Korean NGOs and soft power, Turkish NGOs and cultural diplomacy, NGOs in cultural diplomacy. Finally these resources not only enrich and ground my study thesis but also provide third-party assessments of the NGOs activities [29, p. 5].

Media coverage: This kind of resource played a crucial role, Thus it also provides my thesis with important informations, for instance i used several websites like Yonhap News, The Korea Times, and Anadolu Agency, these websites frequently posted the documentation of culture events and the activities of NGOs, it also provides both authentic information and public opinion of the organizations. For instance, [30, p. 8] described Sayul's important role in creating and developing cultural events with international students in Seoul, South Korea. Also in Turkey, on Diplomasi Vakfı's collaborations with Turkish universities to arrange workshops of cultural diplomacy. These documents are very beneficial in evaluating how NGOs are examined in international and national frameworks [31, p. 6].

Moreover, I also analyzed academic theses and publications of the government. There were several reports by the Korea Foundation. The website identifies associated organizations including Sayul. Also in Turkey, the Turkey's ministry of foreign affairs usually tends to mention civil society partnerships in cultural diplomacy as these documents facilitate the verification of NGO claims with broader organizational perspectives.

This multi-layered strategy of gathering data ensures that the analysis is not one-sided. By combining NGO-produced materials with independent academic and media sources, the multi-layered method of collecting data ensures my analysis is not on just one side. That is why by combining NGO- produced materials with media coverage and independent

instructional sources, my research strategy reduces possible bias and keeps a neutral image. As enhances, the reliability of content analysis depends on using multiple sources and repeated examinations of texts [32, p. 12]. However this thesis study applies exactly this principle by using data triangulation to confirm the results.

4.1.2 The Case Study Method

The case study method I used in my research thesis offers a structured framework in order to analyze complicated situations in real life contexts, and that is exactly why it is suitable for assessing NGO- driven cultural diplomacy projects. However As [18, p. 4] added that a case study allows researchers to investigate both the questions how and why in the contexts where the distinction where the phenomenon and its environment is ambiguous. Moreover this strategy is perfect for the thesis because the work of both diplomacy Vakfi in turkey and Sayul in South Korea are deeply rooted in complex cultural, institutional, and political contexts [33, p. 10].

The main goal of wanting to use this case study method in my thesis is to implement a detailed comparative analysis of both Sayul and Diplomasi Vakfi. Concentrating on their activities of cultural diplomacy, obstacles, collaborations and their organizational structures, and their unique contribution to the nation's diplomatic appeal. This thesis study guarantees cross-verification of data, highlighting the authenticity and reliability of the findings by choosing variable resources of proof, consistant of reports, social media coverage and official websites and press releases and official documents.

In my thesis study I included a comparative case study framework, which is implemented to highlight both single-case examination and multiple-case synthesis. Single-case investigation evaluates every NGO on their own, and exploring their key patterns, organizational approaches, and structure, multiple-case synthesis then contrasts these results, highlighting differences and shared features in strategies, sources, obstacles and effects. However as a result this method I am using both enhances the study's analytical comprehensiveness and promotes deeper understanding of NGO-driven cultural diplomacy across geopolitical contexts [34, p. 9].

Nevertheless, The method I used In my Research study is very accurate here because it has all the adaptability to deal with qualitative data while it also stays very organizable to permit

systematic coding and thematic analysis, for instance, Diplomasi Vakfi's government-organized cultural workshops are compared with Sayul's programs of youth volunteering, recognizing themes of community based compared to organizational strategies [355, p. 7]. However this method of analysis clearly give answers to my research question which is: What is the importance of NGOs like Sayul and Diplomasi Vakfi, and how do these NGOs enhance the cultural diplomacy in their gouvernements ?

4.1.3 Methods of Data Analysis

The Data in My thesis study was analyzed by the use of qualitative content analysis, concentrating on thematic analysis of structured documents [365, p. 11]. However content analysis enables researchers to to methodically reveal recurring patterns and themes and insights from structured data. Also this thesis study implemented a three steps-approach:

4.1.3.1 Theoretical codebook development (structured coding)

Many of the primary codes were created from literature within soft power, Cultural diplomacy, and public diplomacy, NGO [29, p. 6]. However this conceptual codebook informed the early examination of data review.

Table 4.1: Theoretical Codebook Informed by Literature Review

Code	Definition	Theoretical Resources
Culture diplomacy	Transmission of thoughts, beliefs, values and traditions to enhance connections and relationships.	[37, p. 9]
Public Diplomacy	Advocacy and cultural efforts by non state- led entities to influence a nation's worldwide prestige.	[2, p. 42]
Intercultural youth programs	Youth programs cultivating culture consciousness among young people	[38, p. 7]
Collaborations and partnerships	Collaborative programs and ongoing partnerships across domestic and global actors	[39, p. 5] table continued
Soft power	The ability to influence and convince rather than impose control, shaping attitudes through culture norms and values	[1, p. 11]
Cross-cultural dialogue	Mutual respect and awareness via intercommunity dialogue	[8, p. 15]

4.1.3.2 Pilot coding (inductive coding)

includes documents I selected from both Sayul and Diplomacy Vakfi NGOs, they were examined to evaluate the accuracy and applicability of the initial codes.

Table 4.2: Results of Pilot Coding

Source	Quote	Preliminary Code	Notes
Diplomasi Vakfi Press Release (2023)	<i>‘Through our cultural events, we bring Turkish values to global audiences and foster long-term friendship.’</i>	Promotion of culture Connections-building	Reveals the tendency of semi-state NGOs to enduring cultural collaborations
Diplomasi Vakfi Official Website – “Mission Statement”	<i>Our mission is to strengthen Turkey’s international image through diplomacy, education, and cultural collaboration.</i>	Academic diplomacy, soft power, Diplomatic image	Connects NGO efforts with the country's culture diplomacy goals table continued
Sayul Annual Report (2022)	<i>Our activities bridge Korean youth and international participants to share diverse perspectives.</i>	Youth exchange programs, intercultural dialogue	Highlights how youth movements foster the Community-based diplomacy
Sayul Official Website – “About Us”	<i>Sayul strives to promote cultural understanding between Korea and the world through volunteer programs and global networking.</i>	Interculture understanding, International Collaborations, volunteer diplomacy	Demonstrates the influence of NGO's involvement in advancing soft power through citizen diplomacy programs

4.1.3.3 Final codebook for the whole content analysis

After the pilot coding phase, the categories were adjusted and expanded to include all central themes within the NGO documents,

This finalized cookbook structured the whole content analysis for sections 4.2 Sayul) and 4.3 (Diplomasi Vakfi).

Table 4.3: Finalized Codebook

Code	Definition / Meaning	Examples from sources	Annotations and Evaluations
Soft power strategy	Implementing cultural and academic efforts to improve the nation's global image	Our mission is to strengthen Turkey's international image	Resonates with Nye's theoretical principle on impact through cultural appeal
International youth exchange	Activities engaging youth for cross-cultural collaborations purposes	Our activities bridge Korean youth and international participants.	Youth engagement networks ad a central component of developing diplomacy
Mutual cultural appreciation	Initiatives to advance mutual cultural awareness and recognition	Sayul strives to promote cultural understanding between Korea and the world.	Illustrates soft power via mutual learning and cross-cultural communication
Intercultural Dialogue	The importance of collaborative communication which facilitates partnerships	Sayul encourages dialogue through workshops	Grassroots diplomacy , community table continued participation
National identity projection	NGO efforts to enhance the nation's image and culture identity abroad	We bring Turkish values to global audiences	Semi-Governmental NGO serving as a public diplomacy actor
Continuous partnership	Enduring collaborations and resilient ties	Our cultural events create lasting friendships	Concentration on trust-focused diplomacy over immediate benefits

4.1.4 Ethical Considerations

Firstly, Ethical considerations are one of the most important parts of any thesis study, especially when examining the institutional practices that contain culture diplomacy and external representation. However in this thesis study, different ethical standards were strictly respected to maintain the reliability, consistency, and validity of the research [40, p. 11].

a. Utilization of available open-source data

In this thesis study, all the resources were taken from public accessible platforms and websites, like official websites of ‘SAYUL’ and ‘Diplomasi Vakfi’, official reports, and news reports, and media content. So no personal or private information was obtained. However, this kind of strategy is maintained with data protection and confidentiality principles, making sure the thesis would be reliable and credible according to its resources and materials.

b. Accountability and Fidelity

Throughout my thesis study, I made sure that the whole process was done with clarity ; every quote, document and passage was taken carefully and cited with its source, location, date, to give readers the ability to verify all materials. Moreover, the coding I used for examination of material was obtained methodically, applying the three-step approach of codebook conceptualization, pilot coding and refining the final codebook. However, all coding uncertainties were discussed and recorded, maintaining credibility and transparency in making procedures [41, p. 9].

c. Objectiveness and Moral integrity

My thesis study followed a strict criteria to ensure fairness and neutrality. However, all the results were obtained from evidence-based rather than interpretive opinions or hypotheses. Moreover my process of pilot coding assisted the verification of preliminary codes, maintaining representation of themes accurately in both NGOs' projects. Furthermore, the finalized codebook represents a methodical refinement based on the actual data, highlighting objectivity and reliability of the findings.

d. Consideration for Organizations

My thesis study carefully appreciated the reputations and essences of each organization while examining their projects of both Sayul and Diplomasi Vakfi. Examples and quotations were utilized in their original meaning accurately, with no edits or

manipulation. The results were presented in an unbiased and objective tone, highlighting both challenges and achievements without evaluative assumptions. However, this strategy makes sure that organizational representations are preserved while facilitating insightful academic evaluation.

e. Risk Minimization

My thesis study concentrates particularly on organizational outcomes. Moreover in my research thesis, I avoided collecting sensitive or private or personal information connected to the NGOs, and I did that by preventing the examination of private data, that is why my thesis study mitigates any potential harm or ethical misconduct. That is why this procedure is compatible with following internationally academic accepted protocols for research ethics

Including the principles by Altinbas University guidelines.

f. Accuracy and Validity

Ethical principles further include guaranteeing the dependability and validity of the research. Through registering all phases, and cross-verifying different resources and preserving detailed coding notes. However, my research generates results that are credible and verifiable, by cross-checking official websites and reports, and content of media, however my thesis study works on reducing bias and highlighting the credibility of conclusions on NGO activities in cultural diplomacy.

g. Transparency and Ethical Conduct

In my thesis study, all components, from data gathering to interpretation, were carried out with full academic integrity and honesty. I made sure to include accurate quotes and accurate citation of references, which all guarantees that copyright and intellectual properties are properly credited .However, academic ethics go beyond procedural adherence, emphasizing the researcher's role in improving knowledge and maintaining the integrity of the research.

h. Summary

To conclude, my thesis study illustrates and shows a great commitment to moral standards by assuring accountability, respect, honesty and credibility and keeping a neutral opinion. All these research ethics empower the whole credibility and accuracy of my thesis study and establish a solid groundwork explored in later chapters for the comparative content analysis by observing these guidelines. My thesis study confirms

that its findings on both NGOs, Sayul and Diplomacy Vakfi are both reliable and ethically conducted.

4.2 CASE STUDY ANALYSIS : SAYUL IN KOREA

Sayul is a principal NGO in South Korea. It was created to improve the country's cultural diplomacy efforts. Throughout the last decades, Sayul has been concentrating on advancing Korean culture and values, and International collaborations via youth-concentrated programs and global partnership programs, seminars. by using community-based efforts and coordinated collaborations with government institutions, However Sayul has created itself as a crucial contributor to the country's soft power internationally. Also this part will explore Sayul's development, goals, projects, and influence on cultural diplomacy and the restrictions it faces, offering a thorough insight regarding its achievements and obstacles.

Moreover, this part shows a case study analysis of Sayul (South Korea). During this process I used a qualitative content analysis and finalized a codebook (Table 4.4). This analysis explores Sayul's historical context, major projects, and Sayul's purpose in cultural diplomacy and the difficulties and limitations it goes through. The pilot coding results (Table 4.4) guided the development of the thematic structure below.

Table 4.4 below presents a selection of quotes from Sayul's official reports, documents, and proposals. These quotations illustrate the NGO's mission remarks, descriptions of the program, and asserted effect, acting as the essential dataset for the pilot coding and thematic analysis that follows:

Table 4.4: A Selection Of Quotes From Sayul's Official Reports.

Source ID	Page section	Exact Quote	Theme Keywords
S1	I INTRODUCTION: 1 VISION 1	Based on the vision of correctly informing Korea and enhancing the national/tourism brand through public diplomacy,	Mission
	I INTRODUCTION: 1 VISION 1	We plan and operate programs for domestic and foreigners and dream of establishing a branch of SAYUL around the world. SAYUL is currently a member of the Ministry of Foreign Affairs and the Ministry of Education's Public-Private Cooperation Committee and has been running a public diplomacy program that correctly informs Korea since 2009.	Global network
	I INTRODUCTION: 1 VISION 1	Promote Korean tourism brands with local Koreans who are deeply interested in Korea, and increase the rate of foreigners visiting Korea through memorable experiences. We are recruiting students who want to participate in the SAYUL program,	partnership \ mission table continued
	I INTRODUCTION: 2 mission II.Sayul club establishment :Project introduction	translate YouTube contents, and do self-governance activities related to Korea through offline activities	ion\ youth table continued Youth\ volunteering

Table 4.4: A Selection Of Quotes From Sayul's Official Reports (Table Continued).

S2	GN 18기 (2022.08.06~12.31) 1. Wikipedia Project	한국 문화, 역사, 최신 이슈를 다루는 기사를 영어 혹은 자국어로 작성 후 언어별 위키피디아 사이트와 세이울 국가 사이트에 업로드 Translation: Write articles covering Korean culture, history, and the latest issues in English or the local language, then upload them to the respective language Wikipedia sites and SAYUL national sites.	Global network Volunteering table continued
S3	Activity 5 : Summit	Forming a bond between students of two countries through exchanges based on continuous communication between Korea and other countries	global network youth

Table 4.4: A Selection Of Quotes From Sayul's Official Reports (Table Continued).

S4	I. SAYUL and Department Introduction → 1. SAYUL Introduction → (1) Vision & Mission	문화공공외교단 세이울(SAYUL) 은 한국을 대표하는 세종대왕, 이순신장군,을 타리(광화문)의 첫 음절을 본 따 세상을 이롭게 하는 울타리가 되고자 설립되었습니다 . Translation : The Cultural Public Diplomacy Corps, SAYUL, was established to become a beneficial fence” for the world, inspired by the first syllables of Sejong the Great, Admiral Yi Sun- sin, and the Fence (Gwanghwamun) representing Korea.	Mission table continued table continued
----	--	---	---

Table 4.4: A Selection Of Quotes From Sayul's Official Reports (Table Continued).

S4	Section: I. SAYUL 및 부서 소개 → 1. SAYUL 소개 → (1) 비전 및 미션	전 세계에 ‘대한민국을 올바르게 알리며, 공공외교를 통해 국가/관광 브랜드를 높이다’라는 비전을 바탕으로 내외국인 대상 프로그램을 기획, 운영하며 세계 각 국의 세이울(SAYUL) 지부 설립을 꿈꾸고 있습니다. Translation: Based on the vision of “correctly promoting Korea and enhancing the national/tourism brand through public diplomacy,” we plan and operate programs for both domestic and international participants, and dream of establishing SAYUL branches in countries around the world.	mission global network table continued table continued
----	---	---	---

Table 4.4: A Selection Of Quotes From Sayul's Official Reports (Table Continued).

S4	Section: I. SAYUL 및 부서 소개 → 1. SAYUL 소개 → (1) 비전 및 미션 •	세이울(SAYUL) 은 현재 외교부와 교육부 민관협력위원회 소속으로 2009년부터 한국을 올바르게 알리는 공공외교 프로그램을 운영해왔습니다 . Translation : SAYUL has been operating public diplomacy programs that accurately promote Korea since 2009, under the Ministry of Foreign Affairs and the Ministry of Education's Public-Private Cooperation Committee.	mission partnership table continued
----	---	---	--

Pilot Coding : After extracting the raw quotations, a pilot coding was created to identify frequent frameworks and themes. Table 4.5 Demonstrates the initial coding procedure, allocating thematic categories to the statements and leading the following full content analysis.

Table 4.5: Pilot Coding for Sayul.

Source	Quote	Preliminary Code	Short note interpretation
S1	Based on the vision of correctly informing Korea and enhancing the national/tourism brand through public diplomacy,	International youth exchange national identity projection	It shows the enhancement of nation image and development via public diplomacy
S2	한국 문화, 역사, 최신 이슈를 다루는 기사를 영어 혹은 자국어로 작성 후 언어별 위키피디아 사이트와 세이울 국가 사이트에 업로드 Translation: Write articles covering Korean culture, history, and the latest issues in English or the local language, then upload them to the respective language Wikipedia sites and SAYUL national sites.	Soft power strategy Mutual cultural appreciation	It emphasizes the sharing of digital and knowledge, it fosters cross-cultural understanding and soft power table continued
S3	Forming a bond between students of two countries through exchanges based on continuous communication between Korea and other countries	International youth exchange	Enhances youth focused people to people diplomacy, promotes friendship and understanding via exchange programs

Table 4.5 : Pilot Coding for Sayul (Table Continued).

S4	전 세계에 ‘대한민국을 올바르게 알리며, 공공외교를 통해 국가/관광 브랜드를 높이다’라는 비전을 바탕으로 내외국인 대상 프로그램을 기획, 운영하며 세계 각 국의 세이울(SAYUL) 지부 설립을 꿈꾸고 있습니다.	Intercultural dialogue	Reveals international reach and growth of public diplomacy, and indicates an intention to strengthen national branding table continued
----	--	------------------------	---

After extracting the raw quotations, a pilot coding was created to identify frequent frameworks and themes. Table 4.5 demonstrates the initial coding procedure, allocating thematic categories to the statements and leading to the following full content analysis.

4.2.1 Sayul's Evolution and Historical Context

Sayul was created as a youth-focused public diplomacy program in 2009 operating under the motto “Telling the True Story of Korea to the World.” The creation of Sayul happened simultaneously with South Korea's wider shift from conventional diplomacy to "public diplomacy, which enhanced reciprocal understanding, culture exchange, and communication. The Korean government then realized that non-state cultural actors can play a crucial essential part in promoting the country's global perception. However Sayul

positioned itself as a leading non-governmental organization that bridged community-driven energy with institutional diplomatic practices [42, p. 11].

First of all, Sayul was managed as a student-led group within universities in Seoul, mainly focused on exchange cultural programs for foreigners especially students residing in South Korea. However, those initiatives focused on developing all areas of Korean life, including activities, art, language, festivals, and traditional visual art. By enhancing both the modern and traditional components of Korean national image, moreover Sayul wanted to cultivate a real image of Korea that was further than Korean pop stereotypes like Kpop etc.

Furthermore, between 2009 and 2012, the organization's programs were small in scope yet significant in influence, because they created close by establishing welcoming spaces for genuine cultural engagement.

However in 2013, Sayul started formal collaboration via the Public Diplomacy Committee with the Korean Ministry of Foreign Affairs, which highlighted the organization's creative strategies for civic engagement. This collaboration signified Sayul's progression from informal student initiatives to a structured non-governmental organization with legal recognition and financial governance [43]. However throughout the years Sayul progression became well-known, and Sayul developed collaborations and relationships not only with Korea Foundation, and the Ministry of Education, but also with international universities abroad and embassies. Moreover, these collaborations and partnerships allowed the organization to widen both theoretically and geographically.

Also, from 2015 till now, Sayul began to structure its projects under global initiatives such as the UN Sustainable Development Goals (SDGs), especially the ones related to global collaborations, diversity of culture and education [44, p. 09]. It enhanced new divisions concentrated on volunteer work, international partnerships, and program coordination, and its membership expanded and became more diverse to include not only Korean students but also students from 50 other countries [45].

The town's expansion indicated South Korea's expanded communal interaction as the power source nation moved away from having been completely dependent on foreign contributions to transforming into a substantial contributor in diplomatic peacemaking and schooling programs [46]. Its development is in alignment alongside its business objectives of

conveying a thriving, innovative, and contemporary portrayal of South Republic of Korea abroad. In the real world, Sayul has established himself a noteworthy manifestation of how youngsters managerial skills and openness potentially improve the national commercial ties.

In the end, Sayul Foundation initially began out as just another handful of pupil activists who evolved into an officially recognized globally operating non-profit organization that emphasizes on establishing standardized civic relations in North Korea. Its ongoing emphasis from youthful entrepreneurial skills, creative exchange, and intercultural cooperation continues to face an effect on the nation-wide cultural ambassadorship profession.

4.2.2 Sayul Purposes and Major Projects

Sayul's initial goal is to reinforce Korea's national image via understanding of culture, youth collaborations and friendship. It puts itself as a link connecting the world with South Korea, especially via social, educational and cultural efforts that enhance mutual understanding and learning rather than single-sided advocacy. However, the NGO's Motto has been rooted in the beliefs that authentic diplomacy creates a people-to-people connection, and contact and mutual experiences.

4.2.2.1 Major goals

- a. To promote global appreciation of Korean culture heritage and values through meaningful, community-driven experiences
- b. To prepare young people to represent Korean culture abroad and enhance cross-cultural understanding
- c. To foster cross-cultural understanding by encouraging exchanges between foreign communities and South Korea
- d. To strengthen Korea's soft power by showcasing a diverse and positive image of the country that go beyond its economic and political achievements

Flagship Projects

- a. Global Seoul Mates (GSM)

This project equips both the foreign students and Korean ones to take part in the public diplomacy via creating and organizing culture events, workshops and digital programs. Those activities include traditional dance, and food tastings, ultimate hanbok experience and online contents, and Kpop dance challenges. GSM enhances students' reflections on Korean culture, encouraging participants to express their own explanations of Korea.

b. Sayul Global Network (GN)

As one of Sayul's most important programs, The Global Network connects young people from over 30 countries to take part in cultural programs. It arranges summits and events and exhibitions, especially 'Global Village' fairs that make intercultural dialogue very easy. Furthermore, from these conversations, individuals form lasting bonds and serve as unpaid cultural interpreters upon their return.

c. Sayul Academy

A teaching tool that equips participants with leading in language and leadership. But via planned meetings and interactions that develop mutual respect, collaboration, and communication across cultures, the Institute administers different workshops on democratization, worldwide issues, and foreign policy activities.

d. Partnership Programs

Sayul has had many collaborations with international universities and embassies and local governments, plus NGOS. However it also has a collaboration with Seoul Metropolitan Government to make the city a global hub and it also promoted Korea as a welcoming country that welcomes foreigners culturally and diplomatically as a vibrant destination with the help of Korea Tourism Organization.

Via these efforts, Sayul demonstrated the importance of culture diplomacy and how it can be welcoming, engaging, and youth-driven [47, p. 03]. Thus, the NGO turns diplomacy into a vivid experience using mutual communication and empathy plus creativity as a crucial way of impact.

4.2.3 Sayul Purpose in Progressing on Cultural Diplomacy in South Korea

Sayul plays a crucial role in developing the symbolism and practice of cultural diplomacy in South Korea. Historically, public diplomacy was coordinated by government institutions that conveyed statements for international publics. However Sayul gave a new meaning to this

by forming cultural diplomacy into an engaging and community oriented and more compelling [48, p. 06].

Moreover the NGO's approach conforms side by side with the concept of soft power by Joseph Nye, which prioritizes persuasion and voluntary alignment rather than coercion. Also, Sayul highlights Korea's soft power through social media initiatives, cultural programs, and experiential activities that cultivate favorable attitudes toward Korean society. Sayul transforms individuals into embodying Korea's global identity by engaging youth and volunteers.

Another contribution Sayul did was lying in diplomatic decentralization, because Sayul acts not as a government entity but as a collaborator providing flexibility, innovative methods, and local knowledge to Korea's global communication. Its initiatives support official policy efforts by engaging publics that state institutions might neglect to reach culture-minded individuals, and students and young professionals.

Furthermore, Sayul cultivates reciprocal culture exchange. Rather than limiting itself to propagation of Korean culture, it encourages participants in sharing their own perspectives and traditions. This reciprocal framework works to counter perceptions of culture dominance and encourages equality in intercultural engagements.

However, sayul's online websites also play an important role. The NGO uses blogs, YouTube videos and social media, to tell their story and reach an international audience, particularly the period of post-pandemic at times when face-to-face exchanges were constrained. Through digital diplomacy initiatives, Sayul had the will to keep up its cultural engagement and foster a global virtual community centered on Korean values [49, p. 11].

Other partnerships with agencies like the Korean Ministry of Foreign Affairs and the Foundation of Korea also strengthen the credibility of its funding initiatives as well as preserve their coherence with national military objectives. The report regarding Sayul is a real-world illustration of multilateral collaboration in action because it combines state partnership with civilian invention.

In the last section, Sayul is a stunning demonstration of ways current Korean relations possess come concerning by fusing corporate approaches, active involvement in society, and young people worldwide into an incorporated form of powerful speech.

4.2.4 Difficulties and Limitations

Sayul continues to deal with several issues that hinder its expansion and performance regardless of its impressive victories. The failings point out the standard troubles that numerous NGOs in the business of creative connections deal with.

The major hurdle is costs; Sayul experiences problems in maintaining itself, therefore a longer-term goal considering it is a privately held company that relies on irregular donations and operational aid [50, p. 10]. Financial limitations may force expenditures regarding be cut, decreased or restricted especially for foreign businesses that need to supply a location to live and transportation.

The further restriction is biological deterioration. Sayul's considerable dependence on interns alongside infrequent staff members suggests that job turnover is common. This influences not only the program continuity but also loss of institutional knowledge and the reduction of effectiveness in project operations.

The third limitation is the problem of visibility and recognition. Despite the fact that Sayul holds esteem in Korea's public diplomacy community, its global recognition remains modest compared to larger government-led institutions. Competing effectively in the international NGO sector demands significant resources, strong brand presence and ongoing communication [51, p. 4].

Additionally, Cultural diplomacy also inherently poses obstacles for influence evaluation. Despite surveys and participation figures and project reports can provide quantifiable data, yet the more subtle emotional and cultural impacts of Sayul's projects are hard to evaluate. Assessing how such experiments contribute to lasting shifts in public perception or the cultivation of diplomatic goodwill continues to be an ongoing challenge.

Besides that Sayul should constantly respond to global culture trends. As the global fascination of Korea culture evolves beyond K-pop and K-dramas to a wider range of interests, Sayul however must maintain its content accessible and relevant. The legitimacy

of its authority depends on maintaining global concord, eliminating social dominance and appreciating regional traditions.

Sayul's determination, imaginative thinking, and determination have permitted it to expand along with alter in opposition of these obstructions. The ability to establish relationships with youth internationally and advance Korean goals in government suggests the enduring importance of informal foreign policy activity in the modern era.

4.3 CASE STUDY ANALYSIS : DIPLOMASI VAKFI IN TÜRKİYE

4.3.1 Diplomasi Vakfi's Development and Historical Context

Diplomatic organization Vakfi is a prime example of the manner in which governmental institutions foster international surroundings and intermediary diplomacy. It expanded in agreement with Turkey's growing endeavors to strengthen its standing overseas. Diplomasi Vakfi has created an integrated framework of communication services that includes official government divisions with distinct parts by carefully aligning itself with the various parts of the lay public and the entrepreneurial community.

Since the start of diplomacy, Vakfi has worked to promote the country's intellectual legacy, professional achievements, and moral values in order to support the increasing global emphasis on intercultural dialogue. This trajectory demonstrates what Turkey's advertising sector has done since 2000 to enhance the development of national specificity through youth-organized, cultural, and educational initiatives.

Following its creation, the association has been focusing on modest relationships with foreign educational institutions as additionally as faculty along with student conferences. It gradually diversified its operations to cover higher-profile platforms, such as neighborhood educational endeavors, diplomatic celebrations, and global entertainment festivities, and its formal backing and credibility increased as time slipped.

This novel, revolutionary strategy is a deliberate endeavor to connect alongside the concept outlined by [1, p. 09], namely the power source idea from kind power, who boosts popularity through underlying convictions and attraction greater compared with tangible violence. As indicated by [25, p. 07] and [2, p. 42], responding dialog and continuous exposure of ethnic identity are critical to public international relations effectiveness. In this context, Diplomacy

Vakfi serves as a conduit within governments diplomacy and civil society, offering chances to promote the creation of transnational interaction.

Table 4.6: Preliminary Exploratory Analysis of Diplomasi Vakfi Documents

Source	Document Webpage title	Quote	Preliminary Code	Access date\ source
Missio n Statem ent	Diplomasi Vakfi Hakkımızda	Diplomasi Vakfi, uluslararası politikanın ve diplomasinin temel alanlarında akademik üretim yapacak uluslararası bir düşünce kuruluşu olmayı ve Türkiye'nin diplomasi faaliyetlerini çeşitlendirerek güçlendirmeyi amaçlamaktadır Translation : The Diplomacy Foundation aims to be an international think tank that will produce academic work in the fundamental areas of international politics and diplomacy, while also strengthening and diversifying Turkey's diplomatic activities	Corporate Identity Academic Focus	[52, p. 01] October 22, 2025, from https://diplomasivakfi.org/tr/hakkimizda table continued
Press Release	<i>2023 Press Activities Overview</i>	Vakfımız 2023 yılında kültürel diplomasiye katkı sağlayan paneller, sempozyumlar ve uluslararası iş birlikleri düzenlemiştir. Translation:Our foundation organized panels, symposiums, and international collaborations that contributed to cultural diplomacy in 2023.	Cultural Diplomacy Efforts / Events	[52, p. 02] October 22, 2025, from https://diplomasivakfi.org/ table continued

Table 4.6 : Preliminary Exploratory Analysis of Diplomasi Vakfı Documents (Table Continued).

Program Description	<i>Diplomasi Akademisi</i> (News & Events Section)	Diplomasi Vakfı, diplomasi alanındaki bilgi birikimini genç araştırmacılarla paylaşacağı ve bu alanda katılımcılarla birlikte faaliyetlerini birlikte yürüteceği Diplomasi Akademisi programı Translation: The Diplomacy Foundation will share its expertise in the field of diplomacy with young researchers and conduct activities in this field together with participants through its Diplomacy Academy program	Competency enhancement \\ Youth involvement	[53, p. 03] October 22, 2025, from https://diplomasivakfi.org/ table continued
Newsletter	<i>DV Bülteni 2022</i>	Bültenimizde yer alan çalışmalar, Türkiye'nin uluslararası imajını güçlendiren projelere ve kamu diplomasisine dair analizlere yer vermektedir. Translation : The studies featured in our newsletter include analyses of projects that enhance Turkey's international image and public diplomacy.	Image enhancement \\ Soft power diplomacy	[54, p. 06] October 22, 2025, from https://diplomasivakfi.org/ table continued

Our initial codes showed that Diplomasi Vakfi's strategy is consistent with identical approaches to theory improved in the scholarly review, particularly with regard to soft power, communicating across cultures, and youth involvement.

4.3.2 Their Goals and Important Programs

Growing Turkey's standing internationally, strengthening cross-cultural comprehension, establishing strong international interactions are the core objectives of diplomasi vakfi [55, p. 07]. The NGO demonstrates its contributors in an enjoyable and social light by combining community-driven initiatives designed to boost literacy, cultural interaction, and relationship building with Turkish national ambitions.

a. Main Goals :

- i. Increasing Turkey's economic and social position via entertainment, artistic, alongside educational campaigns.
- ii. Facilitating contact that fosters mutual respect across Turkish cultural practices and those who were of neighboring nations.
- iii. Producing young people managerial skills: Involving youngsters in worldwide programs to enhance their awareness and the capacity to communicate. Fostering permanent relationships: partnering with non-governmental organizations, colleges and educational institutions, and urban areas as well counties to guarantee perpetual commitment.

b. Main Goals Include :

- i. Celebrations of Recreation along with Culture : The aforementioned annual events foster national customs along with encouraging global embrace while highlighting Turkish artwork, entertainment concerts, and tribal creations.
- ii. International Educational Transfers: Faculty and pupil travel is made possible by partnerships with transnationals across the globe.
- iii. Youth and Volunteer projects: These initiatives empower young Turkish citizens to become cultural ambassadors.

- iv. Partnerships with Foreign Embassies: highlighting Turkey as a bridge between eastern and western areas in cultural and geographic terms.

Table 4.7: Pilot Coding for Content Analysis (Diplomasi Vakfi)

Source	Quote	Preliminary Code	Short note interpretation
Mission Statement Diplomasi Vakfi Hakkımızda	Türk sivil toplum örgütlerinin diplomasi alanındaki eksikliğini gidermeyi ve bu alanda bir “çatı kuruluş” olmayı amaçlamaktadır. Translation : It aims to address the lack of Turkish civil society organizations in the field of diplomacy and to become an umbrella organization in this area.	Culture Diplomacy Promotion Educational Diplomacy	Highlights Diplomacy Vakfi 's role as a policy oriented institute influencing international politics and improving cultural diplomacy through academic research table continued Enhances a more structured, policy -driven methodology in contrast to Sayul's community and community centered model
Press Release 2023 Press Activities Overview	Vakfımız 2023 yılında kültürel diplomasiye katkı sağlayan paneller, sempozyumlar ve uluslararası iş birlikleri düzenlemiştir. Translation:“ <i>Our foundation organized panels, symposiums, and international collaborations that contributed to cultural diplomacy in 2023.</i> ”	International partnership\ Networking Occasion-centered cultural diplomacy	Demonstrates Diplomasi Vakfi 's active engagement in coordinating structured events to foster cultural diplomacy Reflects a structured concentration on global collaborations and policy-relevant efforts over local efforts Shows a contrast with Sayul's youth-centered programs, enhancing differences in implementation table continued approaches

Table 4.7: Pilot Coding for Content Analysis (Diplomasi Vakfi) (Table Continued).

Program Description Diplomasi Akademisi (News & Events Section)	Diplomasi Vakfı, diplomasi alanındaki bilgi birikimini genç araştırmacılarla paylaşacağı ve bu alanda katılımcılarla birlikte faaliyetlerini birlikte yürüteceği Diplomasi Akademisi programı Translation: The Diplomacy Foundation will share its expertise in the field of diplomacy with young researchers and conduct activities in this field together with participants through its Diplomacy Academy program	knowledge exchange and professional development Youth-centered educational diplomacy	Illustrates Diplomasi Vakfı 's structured methodology in developing young researchers and improving their skills Emphasizes a concentration on formal academic and career-oriented projects over Sayul's informal, interpersonal, people - centered programs.
Newsletter DV Bülteni 2022	Bültenimizde yer alan çalışmalar, Türkiye'nin uluslararası imajını güçlendiren projelere ve kamu diplomasisine dair analizlere yer vermektedir. Translation : The studies featured in our newsletter include analyses of projects that enhance Turkey's international image and public diplomacy.	Diplomatic reporting and national image building	It reflects the commitment of Diplomasi Vakfı to analyzing, assessing and advancing the national image of the country, enhancing a formal and structured approach to cultural diplomacy it is different from Sayul's practical, youth-centered and interactive approach

After extracting the raw quotations, a pilot coding was created to identify frequent frameworks and themes. Table 4.7 demonstrates the initial coding procedure, allocating thematic categories to the statements and giving short notes and leading the following full content analysis [56, p. 07].

4.3.3 Their Important Role in Advancing Cultural Diplomacy in Türkiye

Diplomasi Vakfi plays a crucial role in improving cultural diplomacy in Turkey by converting national goals into cultural efforts. Through its ongoing efforts in culture, education and youth-concentrated activities, Diplomasi Vakfi also enhances the country reputation as a culturally dynamic, advanced and dialogue-centered state.

The foundation operates as an indirect auxiliary facilitator of public diplomacy, by establishing occasions that enhance common values- partnerships, generosity and mutual respect. It reinforces the national image of Türkiye a country that is culturally- rooted but at same time forward-looking nation [57, p. 03]. Its Partnerships with embassies and universities and other global NGOs extend both its legitimacy and recognition.

Diplomasi Vakfi also reflects the development of public diplomacy from a government-focused approach to a participatory and inclusive approach. Its initiatives approximately match with [2] defining modern interpersonal interaction as a faceted matrix with multiple stakeholders that seek to effect and build trust.

The NGO's charitable attempts are in particular interesting in :

- a. Establishing collaborations with concerning 30 foreign businesses
- b. Organizing yearly gatherings alongside an emphasis on the young citizens and cultural conversation
- c. Improving the country's reputation in higher education and diplomatic ties
- d. Creating connections with immigrant communities serves subconscious power goals.

By focusing on creative events that traditional diplomatic procedures often ignore, Vakfi's imitation diplomatic activity builds upon and echoes the work of nonprofit organizations such as the Yunus Elias Foundation.

4.3.4 Challenges and Limitations

Despite its outstanding achievements, Diplomasi Vakfi faces several managerial and technological challenges. First about all, since numerous operations are dependent on donations as well as governmental funding, which restricts adaptability and planning performance, being dependent on external money persists as a critical issue.

Second, assessing effectiveness is difficult since culture diplomacy frequently produces hard-to-quantify intangible results like sensitivity or friendliness.

The third issue is publicity and effectiveness. Diplomasi Vakfi is still well-known in Turkey, but it faces battles with well-known institutions like Humboldt University in Berlin as well as the British Council on the international scene [18, p. 06].

Finally, the greatest is definitely not the least. However, the longevity of collaboration remains a significant issue. Allocating funds and establishing long-term agreements are necessary to ensure continued connections with foreign sellers.

Table 4.8: Recognized Obstacles and Limitations and Possible Solutions

Challenge	Explanation	Potential solution
Endurance of programs	Challenges to maintain long-term collaborations	Establish alumni networks
Outcome measurement	The influence of soft power is hard to assess	Conduct a survey to evaluate outcomes
Restricted global visibility	Competing with well-known NGOs	enhancing brand presence and prominence via global collaborations
Financial limitations	relying on state or sponsor funding restricts independence	Expand financial resources and partnership opportunities

4.4 COMPARATIVE EVALUATION

4.4.1 Sayul and Diplomasi Vakfi's Comparative Methods

For the purpose of highlighting the contrasting techniques both NGOs utilize to achieve similar business goals and boost diplomatic outreach in the cultural sector, Sayul and Diplomasi Vakfi are contrasted. Diplomasi Vakfi is a methodical, state-affiliated approach that provides policy-driven cultural initiatives, cooperation in education, and organized events first attention. Sayul, on the other hand, is a youth and community-focused strategy that emphasizes civic action and intercultural communication. Its activities, which include online campaigns that link youths internationally, multicultural youth initiatives, and

fundraising efforts, are also heavily grounded in fact and experience. While Sayul focuses on developing respect among young people, Diplomasi Vakfi attempts to blend intellectual and academic pursuits with Turkey's national identity [58, p. 09]. By way of example, Diplomasi Vakfi's seminars, intellectual talks, publications, and Diplomasi Akademisi initiative systematically boost soft influence by supporting coordinated transmission of information and opportunities for career development. This emphasizes the organization's hybrid public posture, functioning as a conduit between civil society and official state-led diplomatic operations.

Irrespective of both of these distinctions, both Nonprofits attempt to accomplish general objectives that involve promoting mutual tolerance, extending national identity globally and developing durable intercontinental connections. However, the techniques are considerably diverse with relation to formalization, scalability, and outcome measurability. While Diplomasi Vakfi employs training programs for staff, media outreach strategies, and structured assessment methods to accomplish its objectives, Sayul mostly uses informal encounters, depending on volunteers and connections with others.

In summary, the list above contrasts Sayul and Diplomasi Vakfi.

Table 4.9: Diplomasi Vakfi and Sayul's Statistical Analysis.

Theme	Sayul (Korea)	Diplomasi Vakfi (Türkiye)	Comment
Type of Diplomacy	Bottom-up, civic-based	Top-down, government-based	Complementary models
Target Audience	-Young people -Volunteer participants	-Academic participants -Policy-focused professionals	Different participants
Methodology	-Informal and experiential learning	-Formalized programs with specific objectives	Contrasting in methodology table continued
Impact Assessment	-Community-oriented and lasting impacts	- academia output, media presence and structured reporting	Two dimensions of soft power
Institutional structure	Independent youth organization	State-linked think tank	Different sources of influence
Main tools	Cultural events, volunteerism	Academic conferences, workshops	Distinct diplomatic strategies

The examination afterwards clarifies the inverse architecture described in the table. However, this comparing view makes it simpler for NGOs to use a range of complementary tactics when conducting cultural outreach [59]. Furthermore, Sayul's youth-oriented, grassroots architecture encourages interpersonal relationships and involvement, which has a small but significant effect on intercultural understanding.

Diplomasi Vakfi's well-organized quasi-governmental model, on the other hand, provides official recognition, publicity, public visibility, and quantifiable impact in formalized diplomatic and foreign policy.

By comparing the two NGOs, the study shows how different NGO approaches contribute to distinctive strategies in the context of soft power. Arguing that an amalgamation of

community and semi-official projects would be the most effective way to advance cultural diplomacy in Turkey and elsewhere.

4.4.2 Impacts on Different Industries

Diplomacy involving culture extends beyond governmental services into academic, entertainment, and economic spheres thanks to initiatives like Diplomasi Vakfi and Sayul [60]. Thanks to programs like Diplomasi Vakfi and Sayul, cultural diplomacy expands beyond official services into the academic, leisure, and business domains. H groups enhance their country's reputation internationally and produce significant contributions in a number of professional fields by supporting youth exchange programs, academic partnerships, and cultural initiatives.

4.4.2.1 Domain of academia and research

Both groups vigorously promote the advancement of intellectual cooperation and higher education. Sayul fosters interaction between foreign organizations and Korean colleges and universities by facilitating sharing of information platforms, collaborations in research, and exchange programs. Similarly, through its partnerships with foreign institutions and the Diplomacy Academy, Diplomasi Vakfi fosters intellectual interaction by training new scholars and fusing diplomatic practice with conceptual understanding. Through these initiatives, their educational networks become more visible internationally, foreign knowledge is facilitated, and intellectual conversation in global affairs and creative research is advanced [61].

4.4.2.2 Cultural and tourism domain

The events, exhibitions and festivals hosted by these NGOs operate as Soft power tools and also at the same time influence tourism and creative enterprises. However, Sayul community-focused projects and cultural festivals encourage international participants and online participation, in order to boost the national image of Korea. Diplomasi Vakfi's global summits and panels enhance the country's cultural heritage, arts, and traditions, offering opportunities for cultural tourism, significant media exposure, and global collaborations in the art, music, and performance industries [62].

4.4.2.3 Media and communication sector

Both organizations rely on targeted communication approaches to enhance their impact. Sayul implements digital content, online campaigns and social media involvement in order to connect with young and international audiences. Diplomasi vakfi disseminates official statements, newsletters, and analytical reports that guide media portrayals of the country's national image. These media-concentrated efforts establish opportunities for professionals in creating content, translation, public relations and journalism , contributing in an indirect way to the evolution of creative communication field [63].

4.4.2.4 NGO and nonprofit domain

Sayul and Diplomasi vakfi promote the development of the broader non profit sector, by fostering coordinated collaborations and purposeful networking. By linking international and domestic stakeholders, delivering training, implementing initiatives, and motivating other NGOs to adopt strategic approaches for the promotion of soft power and cultural diplomacy. This progressive influence nurtures innovation and strengthens professional practices across international civil society projects [64, p. 12].

4.4.3 Results on the Role of NGOs in Cultural Diplomacy

NGOs have a great impact and an important role in improving the cultural diplomacy of countries by linking state goals with community engagement. However, both Sayul and Diplomasi Vakfi demonstrate how non-governmental actors can support government-led efforts, promoting the global and lasting transmission of cultural narratives.

4.4.3.1 Key roles observed

- a. Foreign Policy Change: Both NGOs attempt to boost their nation's diplomatic status worldwide. Sayul fosters Korea's cultures by means of charitable initiatives, engagement from fresh people, and exchanges, all while representing Vakfi employs organized education endeavors and international ties to boost Turkey's standing abroad.
- b. Governance and talent development: via cultivating capabilities, capacities for leadership, and understanding of different cultures, these NGOs build the whole ability necessary for sustainable and financially viable overseas outreach.

- c. Conversation and Relations: Sayul builds a large global younger generation social network, whereas diplomacy Vakfi develops financial ties with agencies, educational organizations, and diplomatic missions. These contacts increase national cultural initiatives' power and impact.
- d. Impact across sectors: By unofficially helping the media, education, travel, and social domains, both NGOs call awareness to the larger social and economical ramifications that come from international connections across cultures.

4.4.3.2 Interpretation

By integrating official intentions into real initiatives, non-governmental organizations play a significant role in minimizing the divide between government bodies and the worldwide society at large. Both procedures successfully create cultural exchange across cultures, but their reach, length of time, and nature of their consequences are all determined by the methodological contrasts between the unplanned and standardized approaches.

5. CONCLUSION

This study focuses on the influence of Turkish and Korean NGOs on public diplomacy with a concentration on Diplomasi Vakfi in Turkey and Sayul in South Korea. First, key conclusions concerning the research reveal that both groups apply additional but diverse tactics. For instance, Diplomasi Vakfi focuses on legally permitted legislative-focused conversations such research conferences and seminars in conjunction with expected measures that support both environmentally and friendly development and institutional uniformity. On the other hand, Sayul's work enhances civic involvement, young activism, and helping volunteers to form important connections and take up relevant knowledge.

Also, both NGOs deliberately support global connections and global awareness, which boost their respective positions of nations' visibility overseas. Nonetheless, their actions go well beyond ordinary soft power methods, influencing learning programs, and humanitarian links. These results show that nonprofit organizations work as a wide range of national influencing agents, changing cultural representative methods to integrate into helpful acts that generate soft power in nation-level.

In addition, the comparative study of Diplomasi Vakfi and Sayul also focuses on the similarities and contrasts among their methodologies. Diplomasi Vakfi adopts authoritative tactics in line regarding state offices, focusing on higher-level policymakers and official diplomatic organizations. Sayul, on the other hand, is one nonpartisan agency to keep youthful inhabitants that operates freely while employing cooperative approaches that blend community service, recreational activities, and social media dissemination to develop democratic and diplomatic interactions.

This difference highlights the extent to which artists' diplomatic activities require a combination of strategic planning and meaningful local engagement. While diplomatic strategy Vakfi keeps corporate reliability and political cohesion, Sayul encourages equitable inclusion, interpersonal involvement as well collaborative instruction. If combined, these interrelated strategies offer a comprehensive picture of the manner in which NGOs support the one that powers the improvement of national soft authority, while drawing the distinction within illicit public interaction and government-backed initiatives.

Especially, the outcomes of the above study bolster and develop nowadays ideas of official practice and soft power. This theory asserts that soft power is used by both state and non-governmental actors, but Sayul and Diplomasi Vakfi's plans adhere to this theory. In the context of addition, the NGOs' groundbreaking outreach programs, interpersonal partnerships, and the combination of formal and personal connections all exemplify "new public diplomatic techniques." Nevertheless, points out the significance of cultural diplomatic endeavors because a mediator is required between the civic clubs and political bodies, a duty that both non-governmental organizations do as they change national intentions into apparent cultural goals.

Yet by establishing the proposed investigation's conclusions within this philosophical framework, the study concludes that NGOs serve as crucial mediators that increase the success and impact of national soft power programs. Similarly, the thesis study highlights also how non-governmental organizations might create new strategies, approaches, and domains of functioning and expanding cultural outreach projects, and advancing the political aims.

Furthermore, the present study has significant practical consequences for future studies and decisions. Firstly, Turkish NGOs may benefit from independent financial sources in order to lessen dependence on government backing, thereby improving operational adaptability and independence. Secondly, the partnerships between institutions and non-governmental actors, inspired by Sayul's Korean model, could enhance youth involvement and promote active citizenship. Thirdly, establishing systematic monitoring and evaluation frameworks would enable NGOs to better quantify and enhance the impact of their cultural diplomacy projects in a more structured manner.

Future research could broaden additional national contexts, assess the long-term effectiveness of NGO-led diplomatic initiatives, and study how digital platforms contribute to improving soft power dynamics. Such research studies would offer a broader perspective on how non-state actors influence national branding, guide policy development, and foster global cultural exchange.

Last but not least, This thesis enhances the study of Cultural Diplomacy by highlighting the importance of non-governmental institutions in cultural diplomacy, proving and giving

examples that NGOs not only improve governmental capability, but also initiate ways in cross-sectoral effects, networks, methodology and engagement and that is done through examining two NGOs with contrasting models of operational approaches, however the study provides also a deep understanding of the different of approaches, their context-specific applicability and their advantages.

Thus, the comparative coding results do not only describe NGO behaviour, but also empirically confirm that NGOs function as soft-power multipliers within a hybrid diplomacy field, a claim consistent with and contemporary new public diplomacy scholarship. In direct response to the core research question of this thesis, the findings clearly indicate that both SAYUL and the Diplomasi Vakfi actively contribute to the enhancement of their countries' cultural diplomacy by translating soft power principles into concrete programmatic practices. SAYUL does this primarily through youth-based intercultural exchange ecosystems, while Diplomasi Vakfi leverages semi-institutional cultural programming that supports national image projection abroad. Therefore, both NGOs do not simply accompany state diplomacy, they expand it, operationalize it, and enable its social uptake across transnational audiences. While this study relied on publicly accessible documents and triangulated sources for reliability, the analysis is still bounded by the textual availability and self-representational nature of NGO-produced materials. The study did not include interviews or internal organizational data, which could have revealed deeper strategic motivations and internal decision-making structures. Future research could incorporate semi-structured interviews with NGO practitioners, comparative longitudinal analysis of NGO diplomatic outputs across different time periods, and the expansion of case selection to include NGOs from additional regions in order to test whether the observed patterns represent global tendencies or country-specific structures.

REFERENCES

- [1] J. Nye and S. Power, "The means to success in world politics," *N. Y. Public Aff.*, p. 193, 2004.
- [2] J. Melissen, Ed., *The New Public Diplomacy: Soft Power in International Relations*. London: Palgrave Macmillan UK, 2005. doi: 10.1057/9780230554931.
- [3] M. Cummings, *Cultural Diplomacy and the United States Government A Survey*. Center for Arts and Culture. - References - Scientific Research Publishing."
- [4] " Thomas Jefferson to George Wythe, 13 August 1786." *Founders Online*, National Archives, 1786. [Online]. Available: <http://founders.archives.gov/documents/Jefferson/01-10-02-0162>
- [5] R. T. Arndt, *The first resort of kings: American cultural diplomacy in the twentieth century*. Potomac Books, Inc., 2011.
- [6] J. S. Nye, *Bound to Lead: The Changing Nature of American Power*. New York: Basic Books, 1990. <https://www.amazon.com/Bound-Lead-Changing-Nature-American/dp/0465007449>
- [7] "Cultural Diplomacy: Hard to Define, but You'd Know It If You Saw it" – *Brown Journal of World Affairs*, 2006.
- [8] Y. Kim, *The Korean wave: Korean media go global*. Routledge, 2013.
- [9] J. S. Nye, *The future of power*. Public affairs, 2011.
- [10] J. Tomlinson, *Cultural imperialism: A critical introduction*. A&C Black, 2001.
- [11] R. O. Keohane and J. S. Nye, "Power and interdependence," *Survival*, vol. 15, no. 4, pp. 158–165, Jul. 1973, doi: 10.1080/00396337308441409.
- [12] S. Riordan, "Dialogue-based Public Diplomacy: a New Foreign Policy Paradigm?," in *The New Public Diplomacy*, J. Melissen, Ed., London: Palgrave Macmillan UK, 2005, pp. 180–195. doi: 10.1057/9780230554931_10.

- [13] D. Hulme, *NGOs, States and Donors: Too Close for Comfort?* London: Palgrave Macmillan, 1997: <https://research.manchester.ac.uk/en/publications/ngos-states-and-donors-too-close-for-comfort>
- [14] M. E. Keck and K. A. Sikkink, *Activists beyond borders: Advocacy networks in international politics*. Cornell University Press, 2014.
- [15] D. A. Boyd, "Battles to Bridges: US Strategic Communication and Public Diplomacy after 9/11," *Glob. Media J.*, vol. 12, no. 21, p. 1, 2012.
- [16] Ş. Kardaş, "Turkey: A regional power facing a changing international system," in *Turkey's Rise as an Emerging Power*, Routledge, 2016, pp. 21–44.
- [17] J. Melissen, *The New public diplomacy: soft power in international relations*. London: Palgrave Macmillan, 2005.
- [18] I. Ang, Y. R. Isar, and P. Mar, "Cultural diplomacy: beyond the national interest?," in *Cultural Diplomacy: Beyond the National Interest?*, Routledge, 2018, pp. 11–27.
- [19] D. B. Resnik, *The Ethics of Research with Human Subjects: Protecting People, Advancing Science, Promoting Trust*, vol. 74. in International Library of Ethics, Law, and the New Medicine, vol. 74. Cham: Springer International Publishing, 2018. doi: 10.1007/978-3-319-68756-8.
- [20] N. Snow and N. J. Cull, *Routledge handbook of public diplomacy*. Routledge, 2020.
- [21] F. Kohlbacher, "The use of qualitative content analysis in case study research," in *Forum qualitative sozialforschung/forum: Qualitative social research*, Institut für Klinische Psychologie und Gemeindeforschung, 2006, pp. 1–30.
- [22] R. K. Yin, *Case study research and applications*, vol. 6. Sage Thousand Oaks, CA, 2018.
- [23] S. Singh, "Research ethics for social scientists: Between ethical conduct and regulatory compliance.," *Qual. Res. J.*, vol. 8, no. 1, pp. 85–87, 2008.

- [24] T. Yavuz, "Türkiye's Soft Power by Using Public Diplomacy: The Case of Ukraine Between 2002-2022," Master's Thesis, Marmara Üniversitesi (Turkey), 2024.
- [25] J. W. Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. SAGE Publications, 2013.
- [26] S. Rumsey, *How to find information: a guide for researchers*. McGraw-Hill Education (UK), 2008.
- [27] R. E. White and K. Cooper, "Case Study Research," in *Qualitative Research in the Post-Modern Era*, Cham: Springer International Publishing, 2022, pp. 233–285. doi: 10.1007/978-3-030-85124-8_7.
- [28] W. Kim, T. Y. Jung, S. Roth, W. Um, and C. Kim, "Management of the COVID-19 pandemic in the Republic of Korea from the perspective of governance and public-private partnership," *Yonsei Med. J.*, vol. 62, no. 9, p. 777, 2021.
- [29] K. Ayhan, "Collaborative Public Diplomacy between the Government and NGOs in Korea, Japan and Turkey," PhD Thesis, 서울대학교 국제대학원, 2016.
- [30] E. Caglar, "Analysis of metaverse technology: Is it real or virtual?," in *Strategies and opportunities for technology in the metaverse world*, IGI Global, 2023, pp. 1–12.
- [31] O. A. Boudchar, "News Agencies in the Context of Globalization, Case Study: Turkish Anadolu Agency," PhD Thesis, Marmara Üniversitesi (Turkey), 2022.
- [32] D. M. Badzinski, R. H. Woods, and C. M. Nelson, "Content analysis," in *The Routledge handbook of research methods in the study of religion*, Routledge, 2021, pp. 180–193.
- [33] J. Z. Bratich, *Conspiracy panics: Political rationality and popular culture*. State University of New York Press, 2008.
- [34] A. Orb, L. Eisenhauer, and D. Wynaden, "Ethics in Qualitative Research," *J. Nurs. Scholarsh.*, vol. 33, no. 1, pp. 93–96, Mar. 2001, doi: 10.1111/j.1547-5069.2001.00093.x.

- [35] B. Yabanci, "Work for the Nation, Obey the State, Praise the Ummah: Turkey's Government-oriented Youth Organizations in Cultivating a New Nation," *Ethnopolitics*, vol. 20, no. 4, pp. 467–499, Aug. 2021, doi: 10.1080/17449057.2019.1676536.
- [36] S. Elo and H. Kyngäs, "The qualitative content analysis process," *J. Adv. Nurs.*, vol. 62, no. 1, pp. 107–115, Apr. 2008, doi: 10.1111/j.1365-2648.2007.04569.x.
- [37] C. P. Schneider, "Cultural Diplomacy: Why It Matters, What It Can—and Cannot—Do?," in *Short Course on Culture Industries, Technologies, and Policies Annual Meeting of the American Political Science Association, Philadelphia August*, 2006.
- [38] R. S. Zaharna, *Battles to Bridges: US Strategic Communication and Public Diplomacy after 9/11*. Basingstoke England ; New York: Palgrave Macmillan, 2010.
- [39] N. J. Cull, "Public Diplomacy: Taxonomies and Histories," *Ann. Am. Acad. Pol. Soc. Sci.*, vol. 616, pp. 31–54, 2008.
- [40] S. B. Merriam and E. J. Tisdell, *Qualitative research: a guide to design and implementation*, Fourth edition. San Francisco, Calif: Jossey-Bass, 2016.
- [41] F. Purtaş, "Cultural diplomacy initiatives of Turkic republics," *Percept. J. Int. Aff.*, vol. 22, no. 1, pp. 91–114, 2017.
- [42] D. Silverman, "Interpreting qualitative data," 2024, Accessed: <https://www.torrossa.com/gs/resourceProxy?an=5730608&publisher=FZ7200>
- [43] R. Hayman, A. Crack, J. Okitoi, and S. Lewis, "Legal frameworks and political space for non-governmental organisations: An overview of six countries: Phase II," *EADI Policy Pap. Ser.*, 2014.
- [44] K. Byun and M. Kim, "Shifting Patterns of the Government's Policies for the Internationalization of Korean Higher Education," *J. Stud. Int. Educ.*, vol. 15, no. 5, pp. 467–486, Nov. 2011, doi: 10.1177/1028315310375307.

- [45] C. S. Pedersen, “The UN sustainable development goals (SDGs) are a great gift to business!,” *Procedia Cirp*, vol. 69, pp. 21–24, 2018.
- [46] M. Mechehoud, “US Cultural Diplomacy in the Middle East and North Africa: The Impact of the MEPI Program on Youth Political Involvement and Civic Engagement,” Master’s Thesis, Bowling Green State University, 2016.
- [47] A. Okur, S. Demir, and Ş. Köktürk, “Functions of National cultural institutes in terms of promotion of intangible cultural heritage in the context of cultural diplomacy,” *Millî Folk.*, vol. 17, no. 129, pp. 136–148, 2021.
- [48] S. Magu, *A Contemporary Analysis of Kenya’s Foreign Policy*. Cham: Springer Nature Switzerland, 2024. doi: 10.1007/978-3-031-67344-3.
- [49] I. Khosla, “Book review: Social research methods: Qualitative and quantitative approaches.” Frontiers Media SA, 2021.
- [50] J. Harding, “Factors influencing the financial sustainability of the non-profit sector in South Africa,” 2014.
- [51] G. Simons, “The Role of Russian NGOs in New Public Diplomacy,” *J. Polit. Mark.*, vol. 17, no. 2, pp. 137–160, Apr. 2018, doi: 10.1080/15377857.2018.1447755.
- [52] “Diplomasi Vakfi.” Accessed: Oct. 30, 2025. [Online]. Available: <https://diplomasivakfi.org/tr/hakkimizda>
- [53] “DiploFoundation | Leaders in digital diplomacy and global governance.” Accessed: Oct. 30, 2025. <https://www.diplomacy.edu/>
- [54] “Diplomasi Vakfı,” Diplomasi Vakfı. Accessed: Oct. 30, 2025. <https://diplomasivakfi.org/>
- [55] C. Ozdemir, *Türkiye’s Soft Power: Re-imagined On Its Centennial*. World Scientific, 2024.
- [56] J. Forman and L. Damschroder, “Qualitative content analysis,” in *Empirical methods for bioethics: A primer*, Emerald Group Publishing Limited, 2007, pp. 39–62.

- [57] D. Türk, "A Critical Evaluation of the Third Way and its Reflections on Turkish Politics," Master's Thesis, Middle East Technical University (Turkey), 2005.
- [58] M. G. S. Atakan and T. Eker, "Corporate Identity of a Socially Responsible University – A Case from the Turkish Higher Education Sector," *J. Bus. Ethics*, vol. 76, no. 1, pp. 55–68, Oct. 2007, doi: 10.1007/s10551-006-9274-3.
- [59] J. E. Morsillo, "Social action by youth: Creating a sense of community," PhD Thesis, Victoria University, 2006.
- [60] B. W. Khairunnisa, "Cultural Diplomacy in International Relations : A Case Study of Indonesia's Engagement," Master's Thesis, Khazar University (Azerbaijan), 2024.
- [61] M. Bengtsson, "How to plan and perform a qualitative study using content analysis," *NursingPlus Open*, vol. 2, pp. 8–14, 2016.
- [62] A. Yang, "Soft power, NGOs and virtual communication networks: New strategies and directions for public diplomacy," *Int. PUBLIC Relat.*, p. 297, 2015.
- [63] U. Flick, "Designing qualitative research," 2018.
- [64] Y. Şahbaz and R. Şehitoğlu, "The Role of Non-Governmental Organizations in Türkiye's Public Diplomacy Activities in the Context of New Public Diplomacy and Political Communication Discussions," *Bilig*, no. Erken Görünüm, pp. 1–28.
- [65] G. M. Gallarotti, "Soft power: what it is, why it's important, and the conditions for its effective use," *J. Polit. Power*, vol. 4, no. 1, pp. 25–47, Apr. 2011, doi: 10.1080/2158379X.2011.557886.
- [66] M. Q. Patton, "Impact-driven qualitative research and evaluation," *SAGE Handb. Qual. Res. Des.*, vol. 2, pp. 1165–1180, 2022.

APPENDIX A

A.1 : FULL PILOT CODING TABLES FOR SAYUL AND DIPLOMASI VAKFI

Source	Quote	Preliminary Code	Short note interpretation
S1	Based on the vision of correctly informing Korea and enhancing the national/tourism brand through public diplomacy,	International youth exchange national identity projection	It shows the enhancement of nation image and development via public diplomacy
S2	한국 문화, 역사, 최신 이슈를 다루는 기사를 영어 혹은 자국어로 작성 후 언어별 위키피디아 사이트와 세이울 국가 사이트에 업로드 Translation: Write articles covering Korean culture, history, and the latest issues in English or the local language, then upload them to the respective language Wikipedia sites and SAYUL national sites.	Soft power strategy Mutual cultural appreciation	It emphasizes the sharing of digital and knowledge, it fosters cross-cultural understanding and soft power
S3	Forming a bond between students of two countries through exchanges based on continuous communication between Korea and other countries	International youth exchange	Enhances youth focused people to people diplomacy, promotes friendship and understanding via exchange programs
S4	전 세계에 ‘대한민국을 올바르게 알리며, 공공외교를 통해 국가/관광 브랜드를 높이다’라는 비전을 바탕으로 내외국인 대상 프로그램을 기획, 운영하며 세계 각국의 세이울(SAYUL) 지부 설립을 꿈꾸고 있습니다.	Intercultural dialogue	Reveals international reach and growth of public diplomacy, and indicates an intention to strengthen national branding

APPENDIX B

B.1 : PILOT CODING FOR DIPLOMASI VAKFI

Source	Quote	Preliminary Code	Short note interpretation
Mission Statement Diplomasi Vakfi Hakkımızda	<i>“Diplomasi Vakfi uluslararası politikanın ve kültürel diplomasiinin temel alanlarında akademik üretim yapacak uluslararası bir düşünce kuruluşudur.”</i> Translation : The Diplomacy Foundation is an international think tank that will produce academic work in the fundamental areas of international politics and cultural diplomacy.	Culture Diplomacy Promotion Educational Diplomacy	Highlights Diplomacy Vakfi 's role as a policy oriented institute influencing international politics and improving cultural diplomacy through academic research Enhances a more structured , policy - driven methodology in contrast to Sayul's community and community centered model
Press Release 2023 Press Activities Overview	<i>“Vakfımız 2023 yılında kültürel diplomasiye katkı sağlayan paneller, sempozyumlar ve uluslararası iş birlikleri düzenlemiştir.”</i> Translation:“Our foundation organized panels, symposiums, and international collaborations that contributed to cultural diplomacy in 2023.”	International partnership\ Networking Occasion-centered cultural diplomacy	Demonstrates Diplomasi Vakfi 's active engagement in coordinating structured events to foster cultural diplomacy Reflects a structured concentration on global collaborations and policy-relevant efforts over local efforts Shows a contrast with Sayul's youth - centered programs, enhancing differences in implementation approaches

Program Description Diplomasi Akademisi (News & Events Section)	<i>“Diplomasi Vakfı, diplomasi alanındaki bilgi birikimini genç araştırmacılarla paylaşacağı ve bu alanda katılımcılarla birlikte faaliyetlerini birlikte yürüteceği Diplomasi Akademisi programı”</i> Translation: <i>“The Diplomacy Foundation will share its expertise in the field of diplomacy with young researchers and conduct activities in this field together with participants through its Diplomacy Academy program.”</i>	knowledge exchange and professional development Youth-centered educational diplomacy	Illustrates Diplomasi Vakfı 's structured methodology in developing young researchers and improving their skills Emphasizes a concentration on formal academic and career-oriented projects over Sayul's informal, interpersonal , people -centered programs.
Newsletter DV Bülteni 2022	<i>“Bültenimizde yer alan çalışmalar, Türkiye'nin uluslararası imajını güçlendiren projelere ve kamu diplomasisine dair analizlere yer vermektedir.”</i> Translation : <i>“The studies featured in our newsletter include analyses of projects that enhance Turkey's international image and public diplomacy.”</i>	Diplomatic reporting and national image building	It reflects the commitment of Diplomasi Vakfı to analyzing, assessing and advancing the national image of the country , enhancing a formal and structured approach to cultural diplomacy it is different from Sayul's practical, youth-centered and interactive approach

APPENDIX C

SUPPLEMENTARY FIGURES

C.1 : CODE BOOK FOR NGO CULTURAL DIPLOMACY

Code	Definition	Example Quote
Historical Context	Informations on the historical context and evolution of NGO, and milestones	<i>“Sayul was established in 2008 as a volunteer-based public diplomacy organization”</i>
Objectives and Projects	Goals, strategic missions, and activities they undertake	<i>“Our main goal is to introduce Korean culture to international students”</i>
Collaborations	Partnerships with universities, governmental organizations, and NGOs	<i>“In cooperation with the Ministry of Foreign Affairs, Sayul organized”</i>
Monetary resources	Funds sources and sponsors	<i>“The program was supported by KOICA funding”</i>
Reported Outcomes	Declarations about results, achievements, and positive feedback	<i>“Over 500 international students have participated in our programs”</i>
Barriers	Obstacles, limitations, and reported issues.	<i>“Limited financial resources remain a barrier”</i>

APPENDIX D

D.1 : SAYUL RESOURCES

Source ID	File Name	Type of document	Year	Description \ Notes
S1	S1_Sayul_ClubProposal_2022.pdf	Internal club proposal	2022	Summary of club goals and student projects
S2	S2_Sayul_GN1819_2022.pdf	Global Networks report	2022	Annual overview of GN 18–19 programs
S3	S3_Sayul 21st Global Networks Guideline_2021.pdf	Operational guideline	2021	Guidelines for GN Attendees and Supervisors
S4	S4_Sayul Partnership Proposal_2022.pdf	Collaboration proposal	2022	Highlight partnerships chances with organizations
-----	Korea Foundation article	Online source	2023	KF–Sayul partnership report
-----	YouTube: SAYUL GN promo video	Media source	2023	Public discourse of GN program
-----	Instagram & Facebook posts	Social Media	2023-2025	Event and activity record