



Bu proje Avrupa Birliđi tarafından finanse edilmektedir.
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Civil Society Support Programme - II Robust and Connected Civil Society for Refugees Project

Success Indicator Development Study
Report for Capacity Building in CSOs
Working with Refugees in
Istanbul and Gaziantep



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The project “Robust and Connected civil society for refugees” has the aim to support the development of civil society through more active democratic participation in policy and decision making processes, and through provision of more sustainable and effective services. So, it is important to improve the capacity of civil society organizations for a better civil dialogue, participation and reputation working with asylum seekers. In order to do that, it was necessary to structure different phases.

In the first one it was created a need analysis to build capacities of the organizations in a long-term strategic planning, human resources and financial management, identifying performance criteria and monitoring of performance, gender equality, gender sensitive budgeting, diversifying financial resources, sustainability, accountability and transparency, lobbying and advocacy.

In a second moment, one success indicator was created for the development of the evolution of civil society organizations, in order to determine how efficiently these organizations operate. This was the last step before the training for civil society organizations. The success indicators mobilized technical internal audit mechanisms.

After that, it was created a capacity building training and mentoring, strategic plan development and monitoring for 100 participants from 62 CSOs.

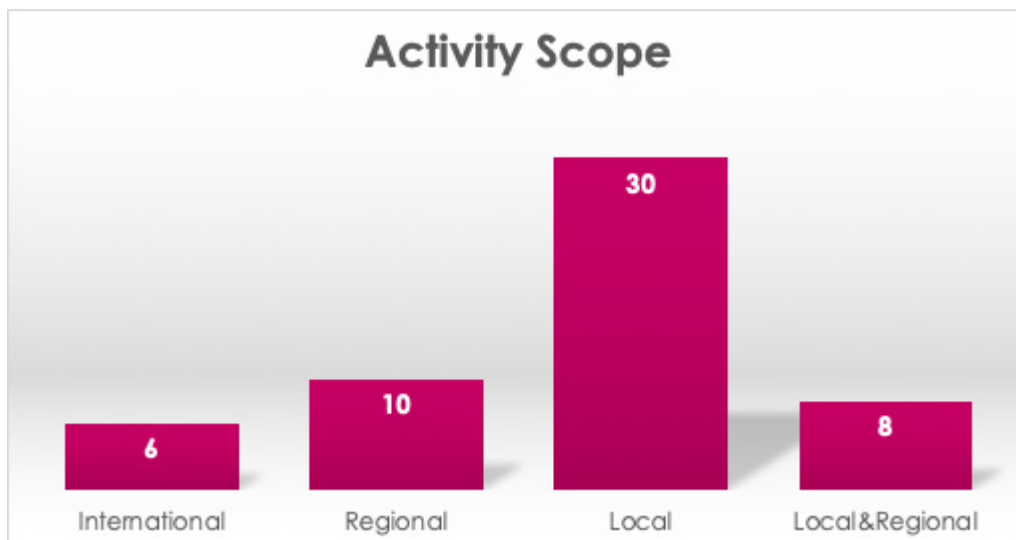
At least, we are working at the creation of a capacity building toolkit and mentoring to develop relevant performance indicators that can be objectively used for the state of art. The project indeed has the aim to create a structure for monitoring the degree of compliance with the decisions of the consultation mechanism in order to ensure its effectiveness.

The need analysis was based on 47 questions divided in 9 different sections.

The research was conducted by Trend Analysis & Research LTD. CO. that collected the contact information for 122 NGOs. The final surveys were conducted in Istanbul and Gaziantep with 70 NGOs, through face-to-face interviews, emails and phone conversations. The analysis was distorted because in 16 surveys there have been missing parts, so the final evaluated surveys after all data-mining processes was to 54.

According to the data collected during the need analysis research, the 92% of participating NGOs were established in 2012, one year later the Syrian civil war, where the number of refugees reached to 5,6 million people, 3,67 million of them located in Turkey.

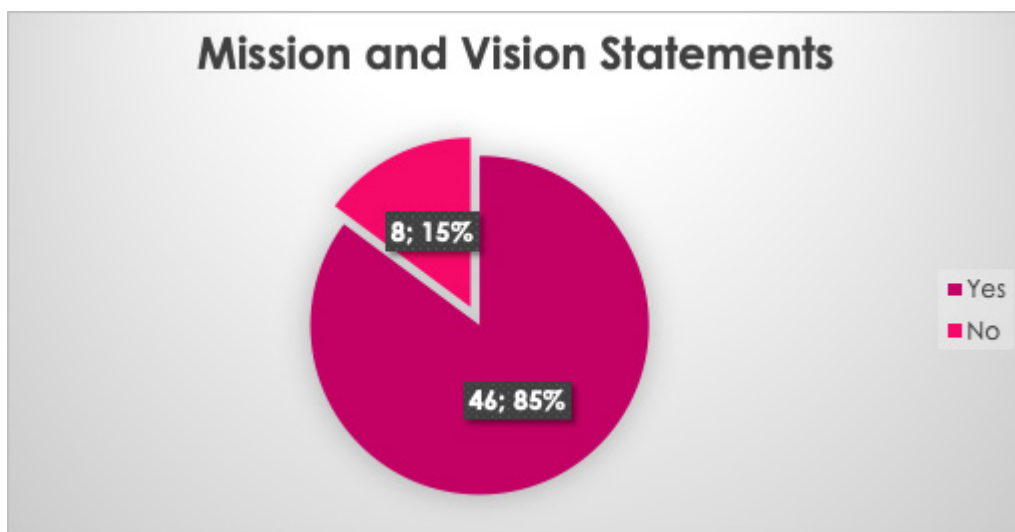
Activity Scope



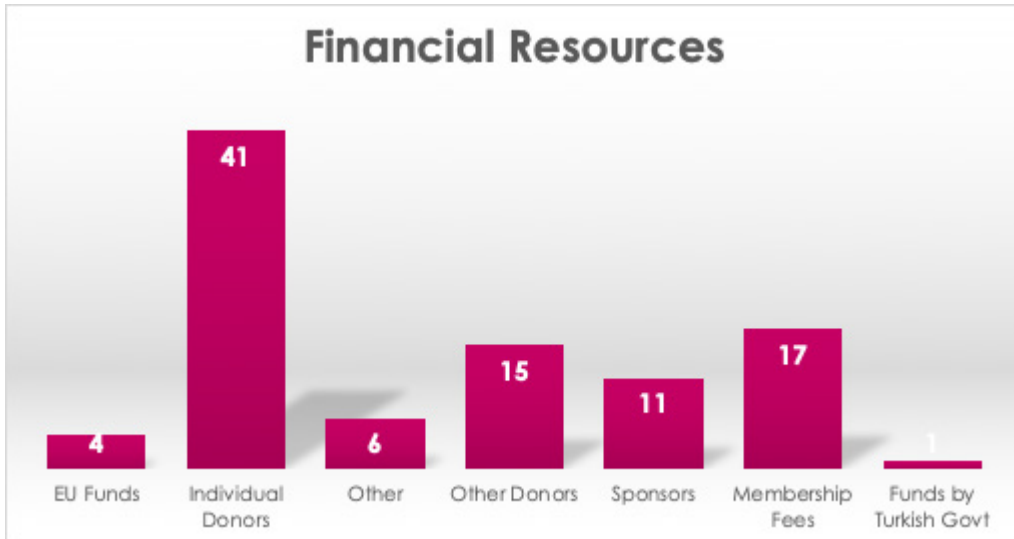
Furthermore, data show that the number of employees is under 50 workers. Local organizations, the organizations more present in the field, have less than 20 workers and many local organizations declared to not have women in their staff.

Considering the vision and the mission, 85% of participating organizations mentioned that they have clearly stated the mission and vision of the NGO. While the rest 15% mentioned that they don't have a mission and vision identified.

Mission and Vision Statements



An important indicator is that one regarding the annual operating budget. 39% of organizations, 21 in number, mentioned that they don't have an annual operating budget. The answers to this question show that an important percentage of the participating organizations are dependent on specific donations, project funding, etc. and should be supported in terms of financial sustainability. The most important financial resource for the participating organizations are mentioned as individual donors. The membership comes second and other donors are mentioned as the third.



Moreover there is a problem about fundraising: there was a lack of knowledge about potential resources. This was followed by lack of knowledge on procedures and capacity specific problems.

Most of these organizations have a Strategic Planning. The most important problem of the organization is funding opportunities. This answer is followed by local cooperation and strategic planning.



Thanks to the results of this need analysis, we decided to structure a training realized for 100 participants from 62 NGOs. It was realized both in Gaziantep and Istanbul. This was an important tool fundamental to the drafting of the training programme. This project aims to increase dialogue of CSOs in these two cities to produce more comprehensive projects and activities for asylum seekers in Turkey.

The training was divided in 5 big chapters:

1. Fundamentals of Management for non-profit organization. This first point answers to the questions: what is a Non Profit Organization? How does it work? To do it, it was important to analyse the Turkish law concerning this topic and we presented an overview of NGOs in Turkey. In this context it was important to explain what is

management and how to have the maximum productivity or profitability and maximum human welfare and satisfaction. Also thanks to the need analysis, we realized that it was important to define how it is the strategic plan. At the end we explained how it is crucial for an NGO to have a mission and a vision well defined.

2. Advocacy. In this second chapter we defined the advocacy and the advocacy strategy through:
 - a. An objective;
 - b. A message;
 - c. A target audience;
 - d. A coalition;
 - e. A data collection.

In this context we underlined the importance of communication and of intercultural interaction.

3. Financial Management for NPO. In this third chapter we analyse six important topics
 - a. Overview of accounting;
 - b. Revenue Generation;
 - c. Fundraising;
 - d. Cost Management;
 - e. Budgeting;
 - f. Auditing
4. Human Resource Management in which we described how to promote a culture of dialogue and we underlined the importance of having motivation and a well organised staff. In this context we also analysed the importance of having volunteers in an organization. So, we collected tools to keep volunteers motivated in the organization;
5. Monitoring and Evaluation in which we explain the importance of data collection, we gave tips for monitoring and we explained the different kinds of evaluation:
 - a. Evaluation Of Sustainability;
 - b. Evaluation of impact;
 - c. Evaluation of Effectiveness;
 - d. Evaluation of Efficiency;
 - e. Evaluation of relevance;
 - f. Evaluation of coherence

This material will be used to develop a final toolkit that everyone could consult. The title of it is: “Capacity building toolkit to CSOs” and here you can find the layout.

This is the syllabus that follows the training course:

1. **Building your strategy:**

- Management of Non-Profit Organization;
- Tools to define your strategy;
- Business analysis;
- NPO types;

2. **Advocacy:**

- Introduction to advocacy & communication;
- Ethics & cultural sensitivity in advocacy;
- Stakeholder analysis: advocacy campaign & communication strategy;

- Conflict resolution & mediation

3. **Financial management:**

- Overview of Accounting;
- Revenue Generation;
- Fundraising;
- Cost Management;
- Budgeting;
- Auditing

4. **Human Resources Management:**

- Human Resource Learning;
- Leadership;
- Motivation;
- Volunteer management;
- Conflict resolution approach;
- Community-based approach.

5. **Monitoring & Evaluation:**

- Concept of M&E;
- Indicators
- Reporting

Moreover, we prepared a due diligence, an important tool that will be available to all the organizations to make a self evaluation of their work during the year.

In this second part we developed success indicators. It was created for the development evolution of Civil Society Organization. When it comes to determine how efficiently the non-profit organizations operate, there is nothing quite as helpful as a large pool of accurate, relevant performance indicators that can objectively show exactly how well organizations are doing.

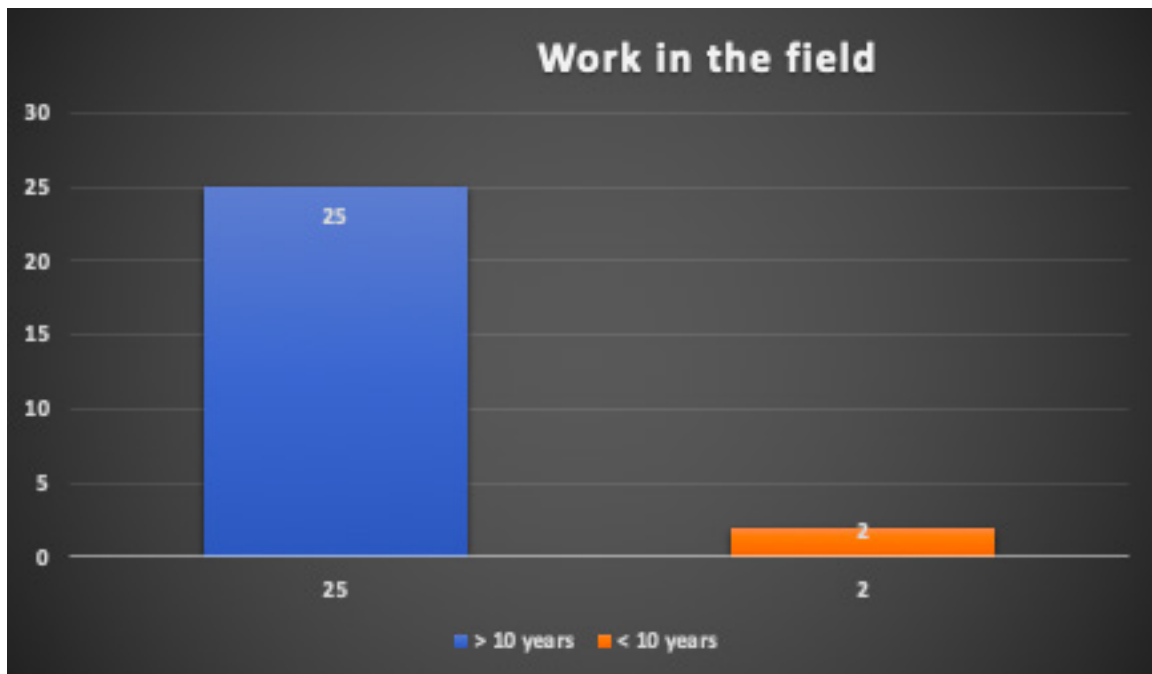
Our success indicators were composed by 52 questions, divided in 7 sections:

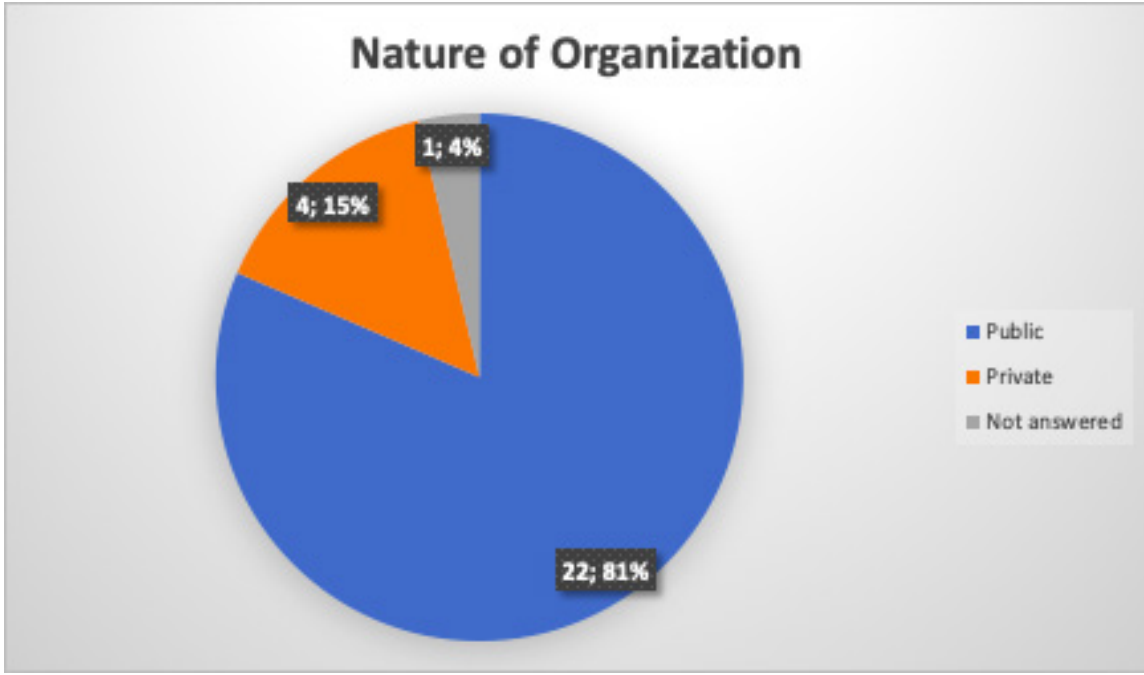
1. Section A: Organization's details;
2. Section B: Transparency;
3. Section C: Management for non-profit organization;
4. Section D: Advocacy;
5. Section E: Financial Management for non-profit organization;
6. Section F: Human Resources Management;
7. Section G: Monitoring Evaluation

The first two sections are important in order to know which kind of organizations we are analyzing. The first 8 questions deal with the status of the organization, so they are not considered in our analysis. From the third to the seventh section we asked questions about the training we developed and presented in November 2019. Our evaluation starts from this part.

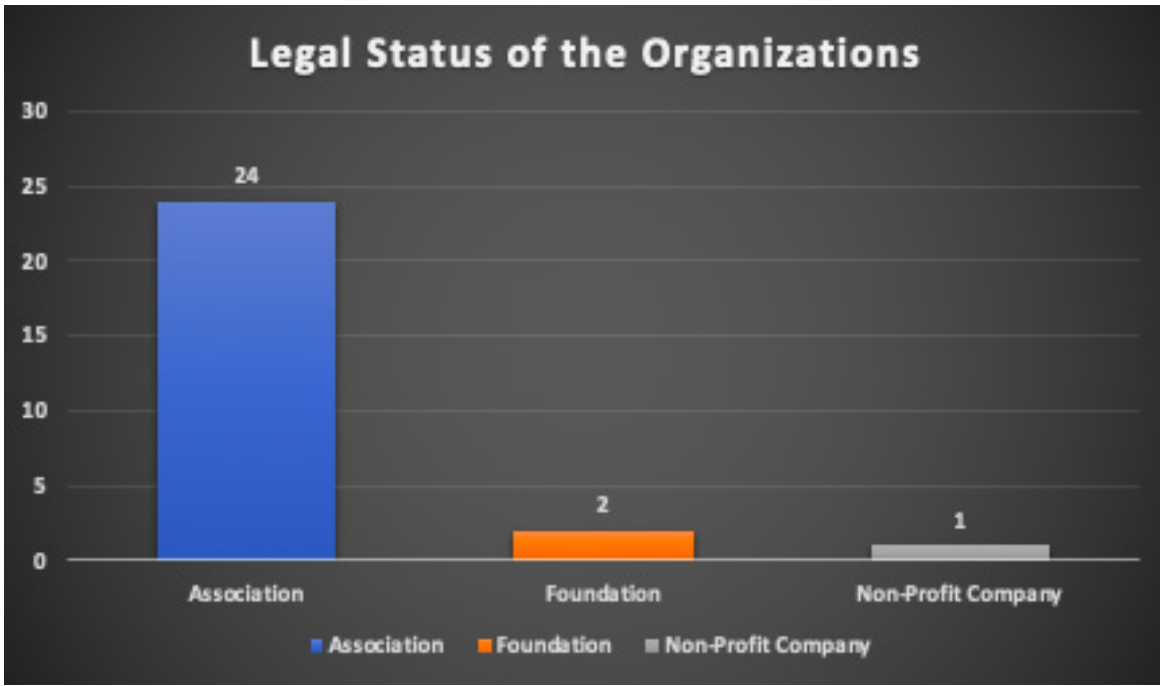


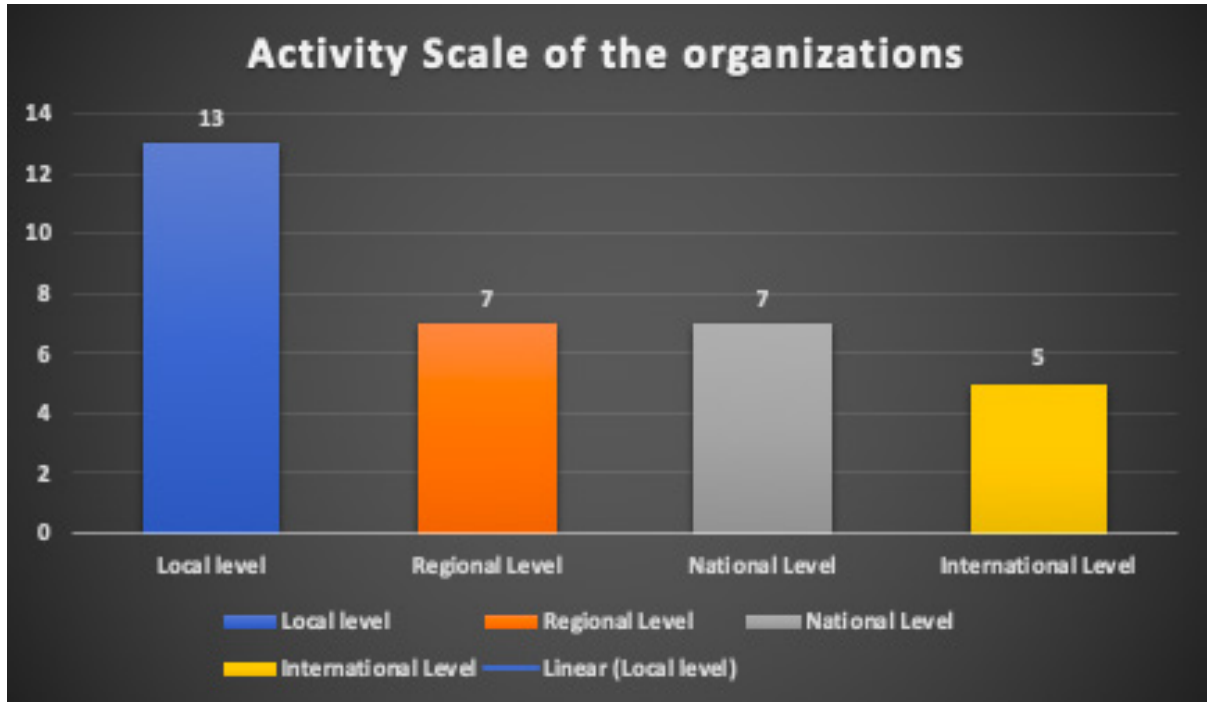
We have answers about 27 organizations 25 of them with less than 10 years of work in the field and 22 of them are public organizations.



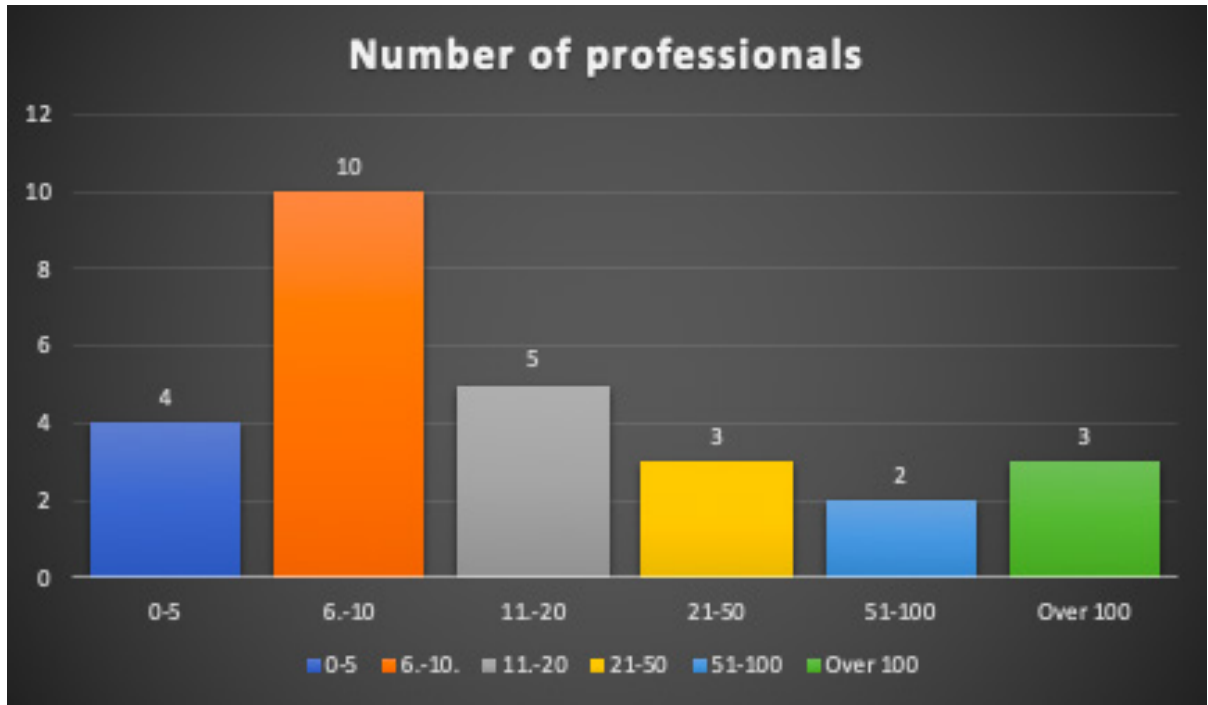


We talk about 24 associations, 2 foundations and 1 non-profit company. 11 of them work in a local level, 5 in a regional level and 2 in both levels. 5 work in a national level, 1 in national and in international one and 1 more works in a local and national level. At the end 4 more work in an international level.

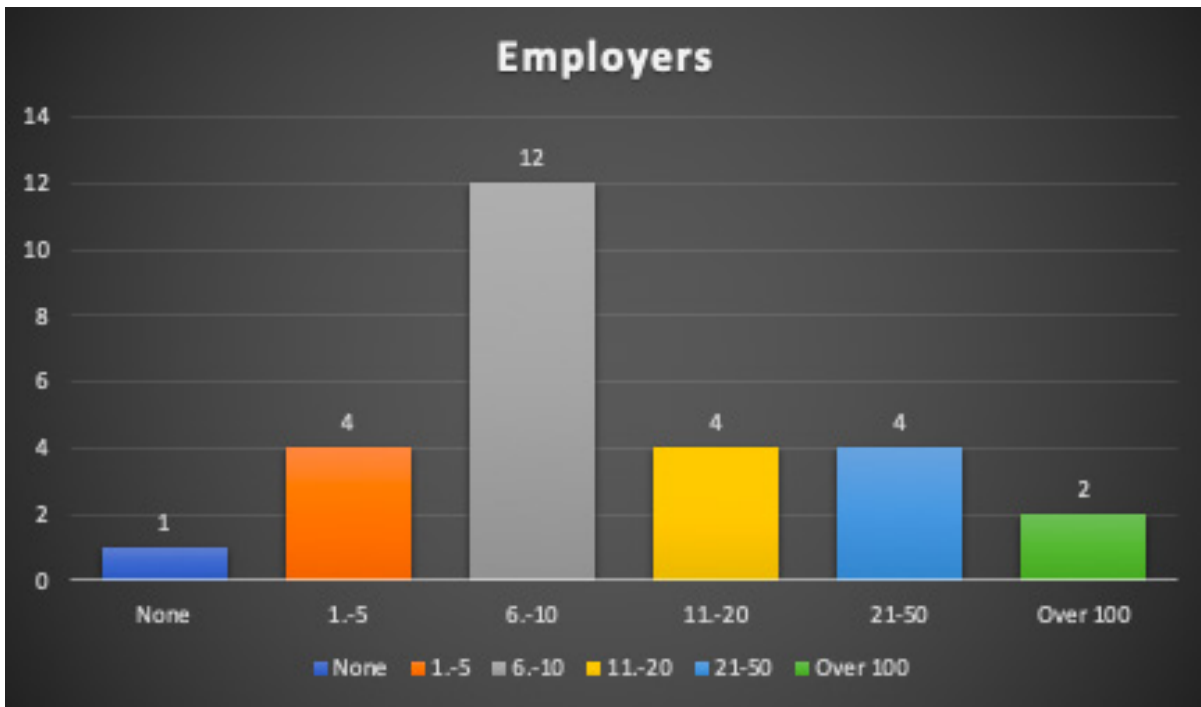




Most of these organizations have less than 50 professionals that work with them, just 5 organizations have more than 50 professionals.



Regarding the employers, just 6 of them have more than 50 employees in their staff. The majority have less than 20 workers.



As the results show, the field of work is very vast. We have a lot of organizations that work in the humanitarian and professional training field. Most of them guarantee a psychological support and teach the Turkish language.

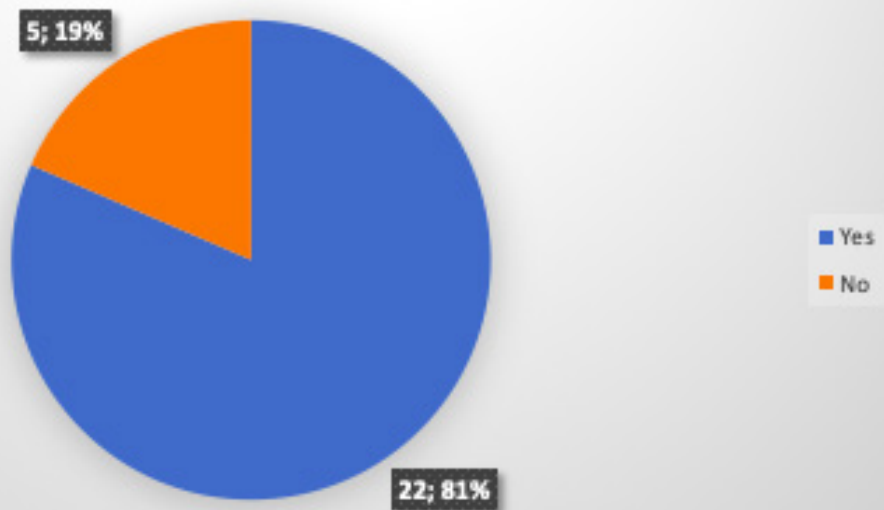


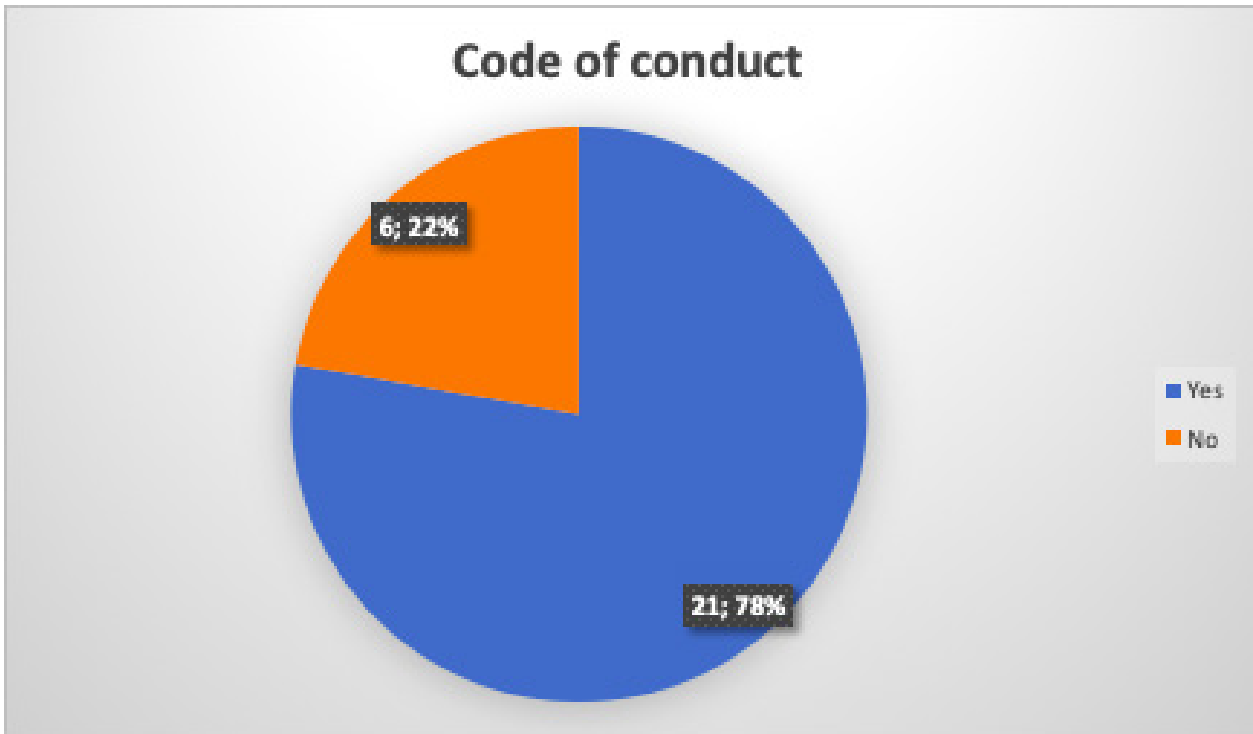
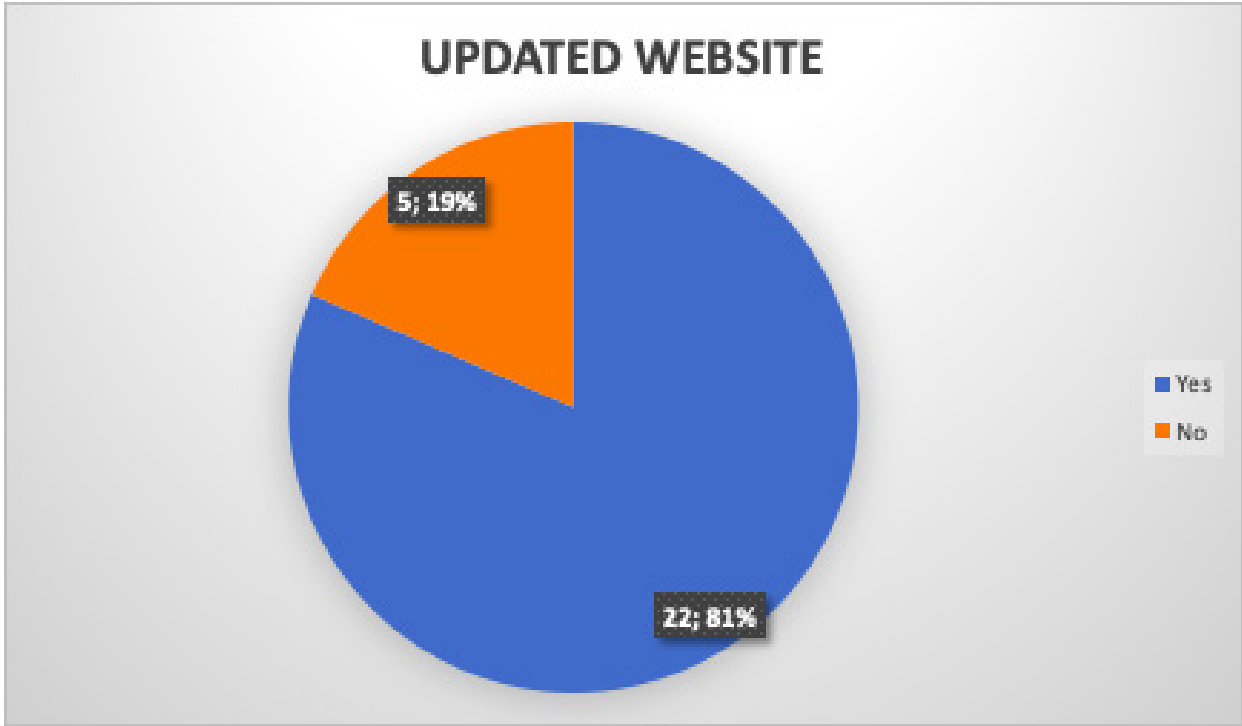
Starting from this point we started our analysis.

Annual Operating budget



Workflow chart and Task statements

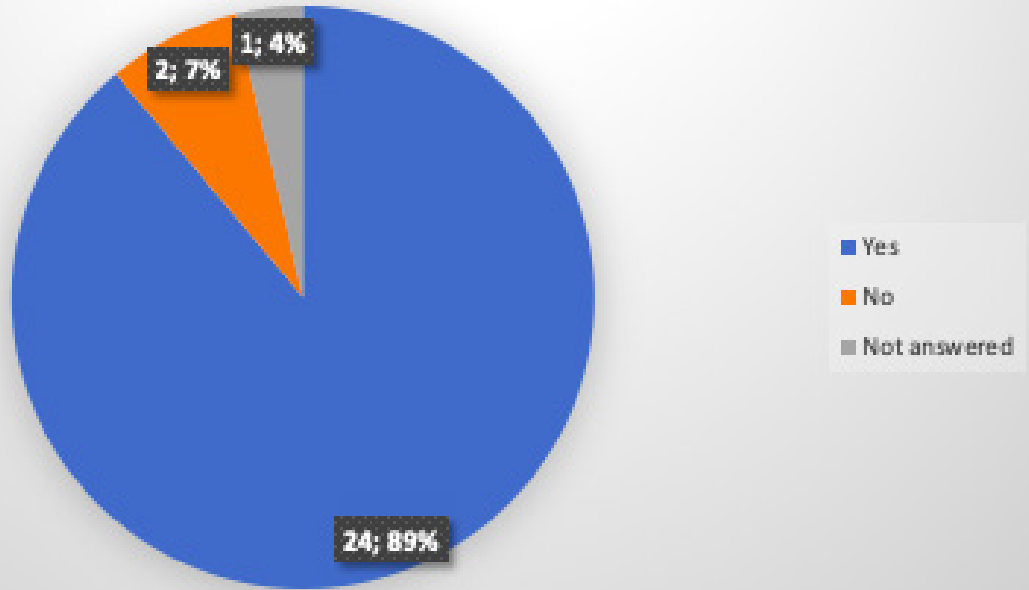




Regarding transparency, we can affirm that the 81% of the organizations presented a workflow chart and task statement presented in an updated website that everyone can check.

Thanks to the training, in general there is a good knowledge of the management process.

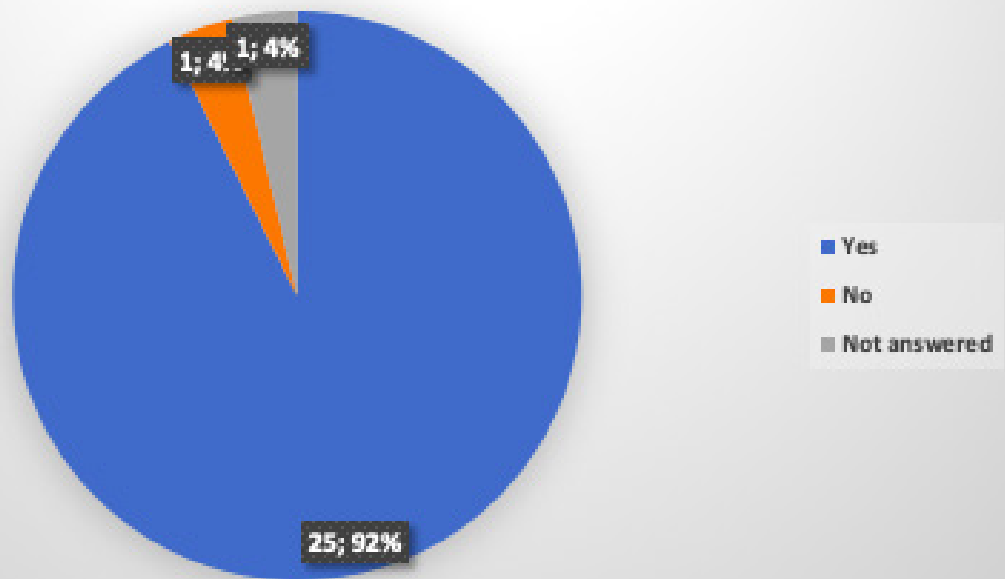
Clear Management Process



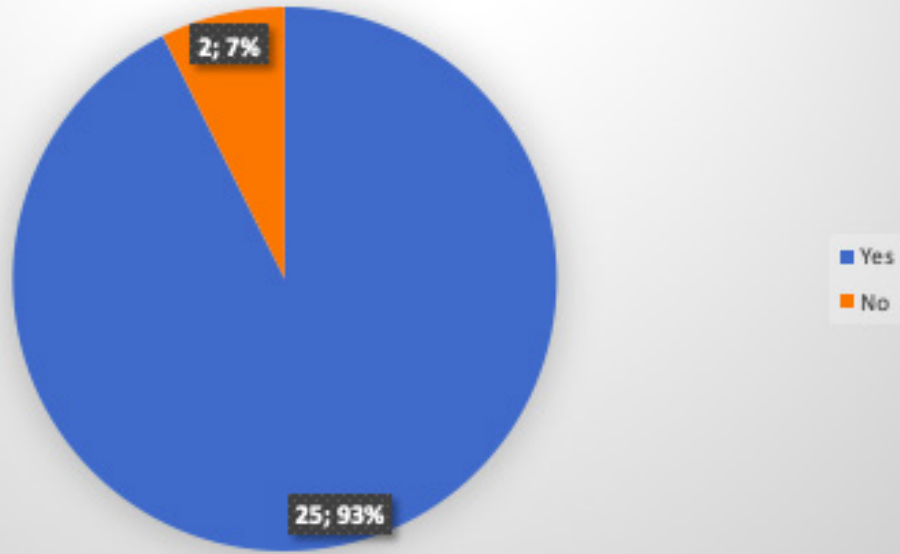
All of them, except 1, have a board of directors that is voted inside the organization. Differently from the need analysis, everyone has a mission and vision statement, because they recognize the importance of them.

Regarding the advocacy, not all of them have a strategy to build advocacy, even though they recognize the importance of it. Just the 70% of the organizations analyzed have a strategic plan. Concerning that, a lot of them have a good knowledge of the intercultural competences, thanks to the training.

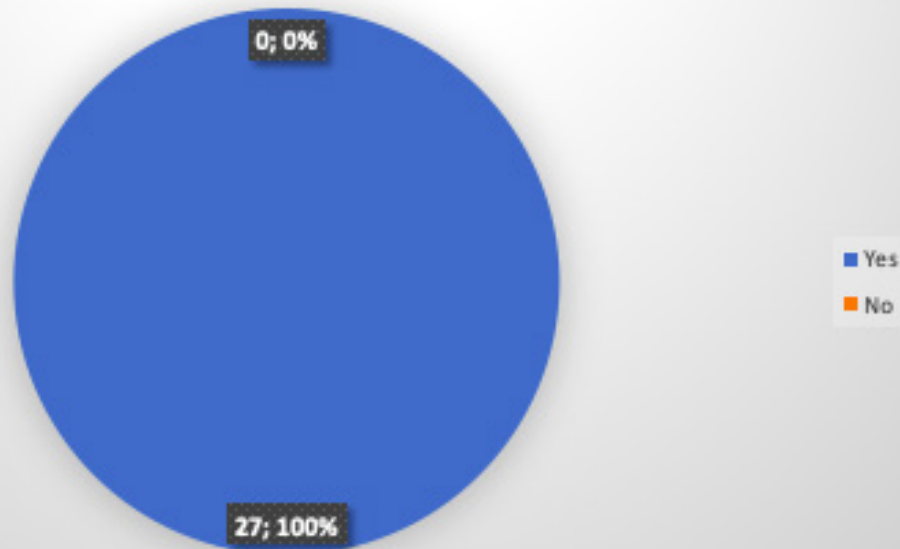
Election process



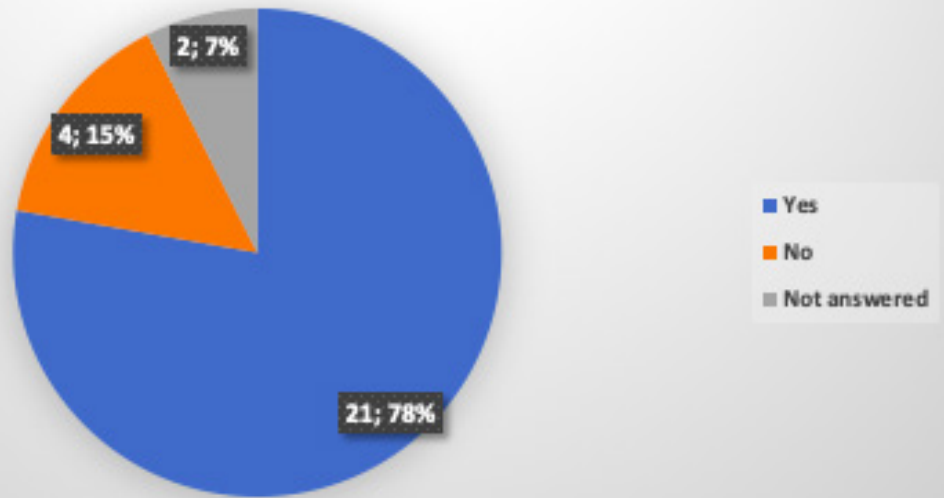
Strategy defined by a board directors



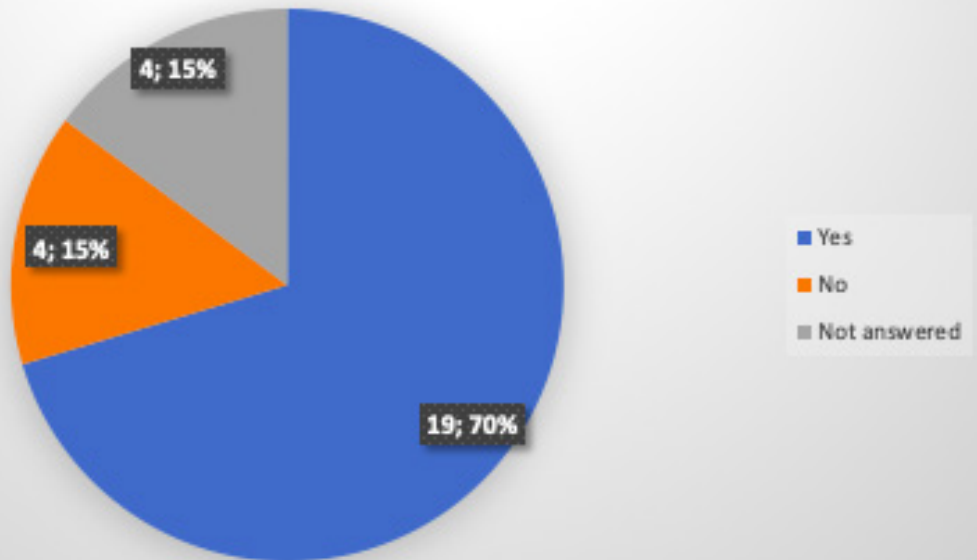
Mission and vision statement



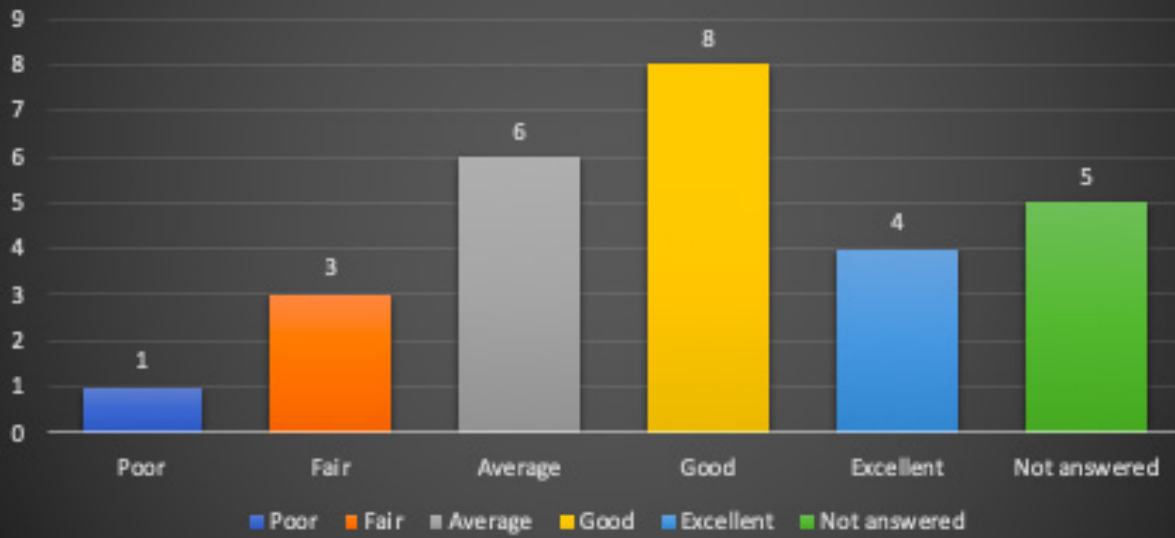
Periodical settlement of the implementation of the activities



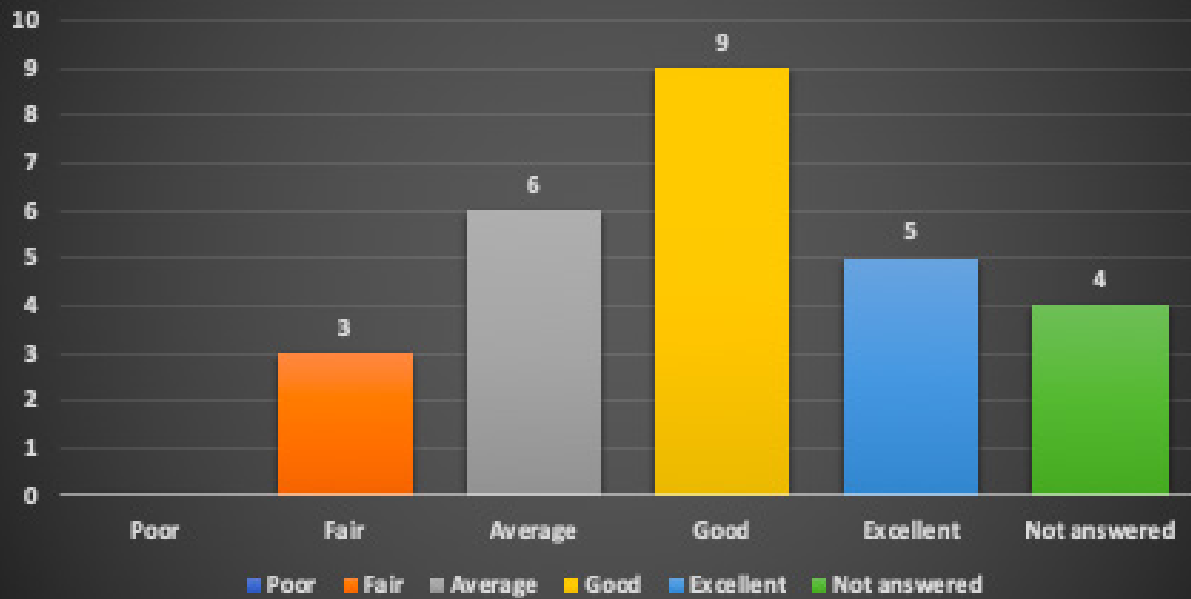
Strategic plan for advocacy



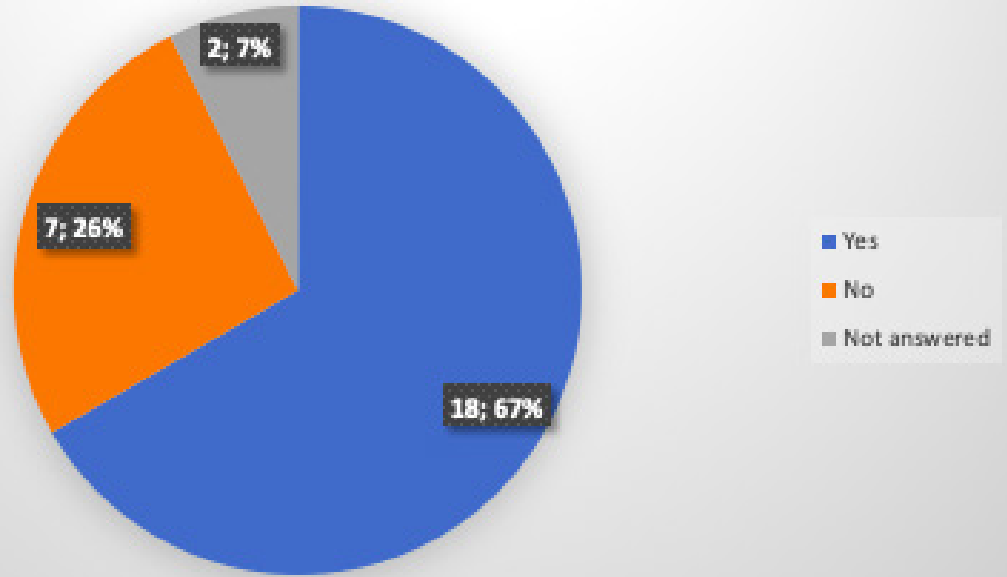
Effectiveness of the advocacy strategy in each organization



Intercultural competences

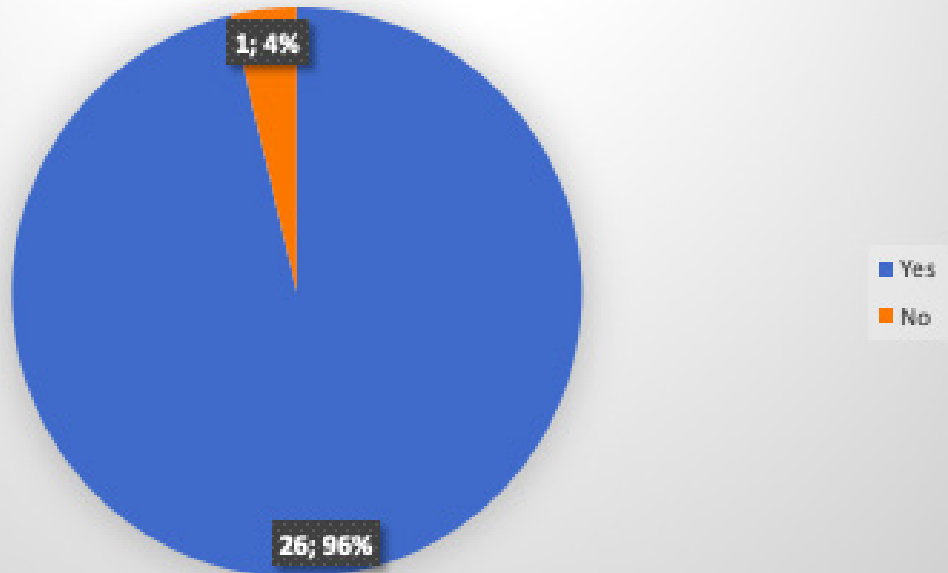


Strategic partnership

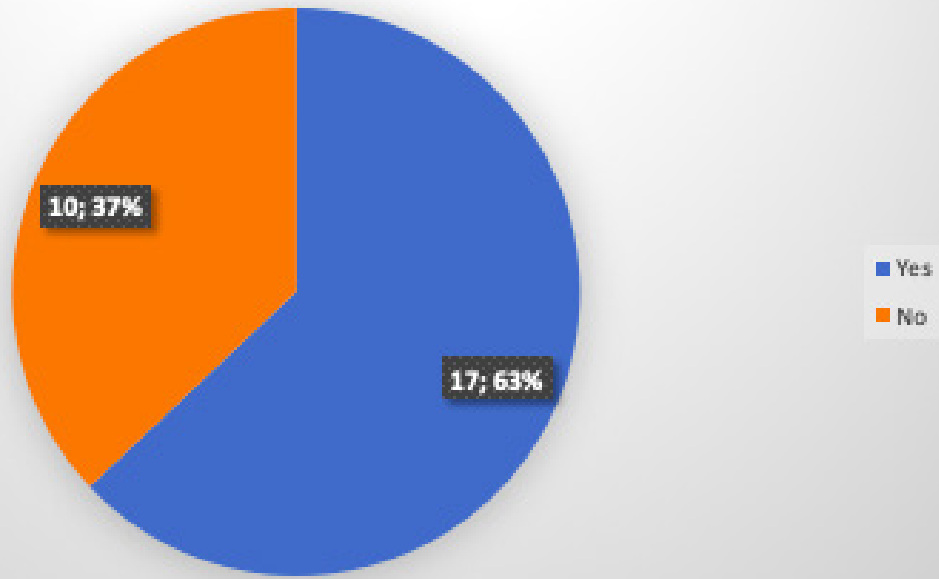


Regarding the financial management, unfortunately the data show that there is some lack due to, probably, the fact that organizations need more time to put in practice the notions of the training. Everyone, except one, use accounting to keep the financial information well organized, but just the 63% use a registered accounting software.

Accounting

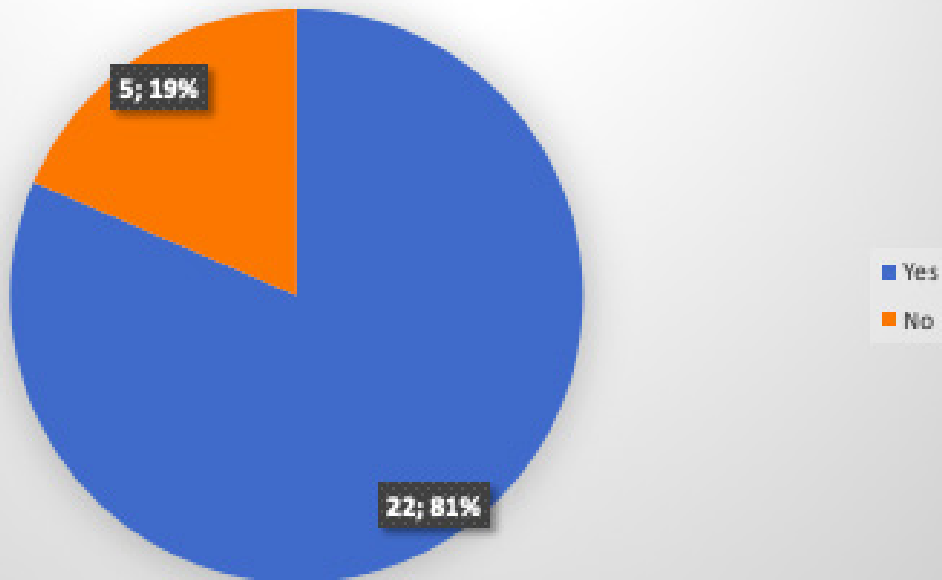


Registered accounting software



More than the 80% of the organizations have a financial statement and have a chart of accounts adequate to properly account for and report on activities regarding disbursement categories.

Use of IFRS or GAAP



Financial Statement

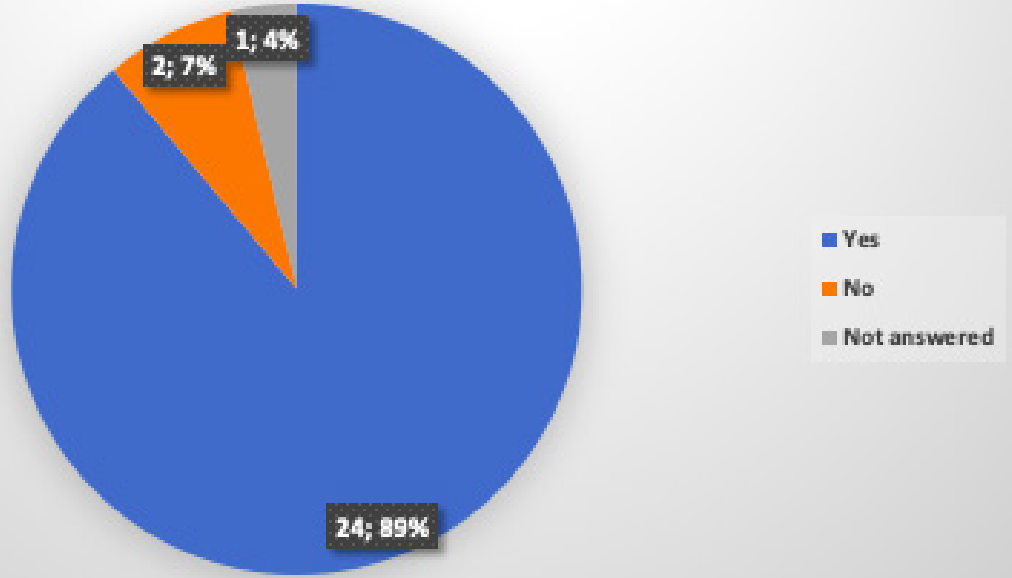
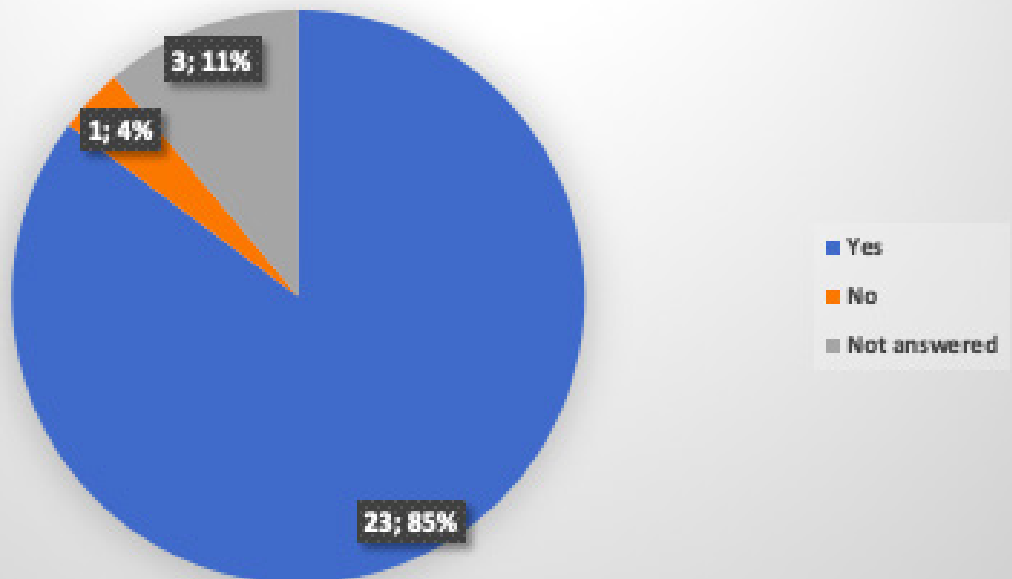
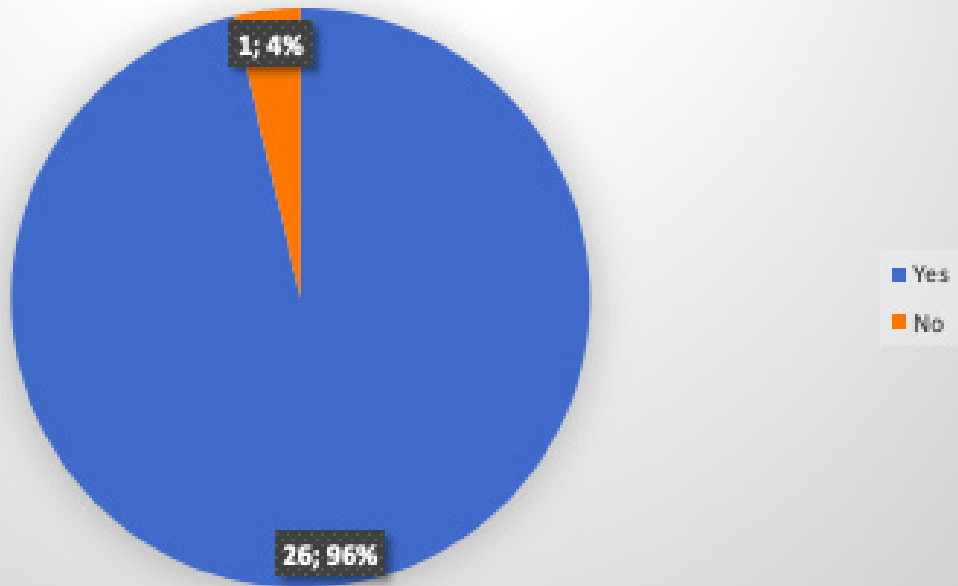


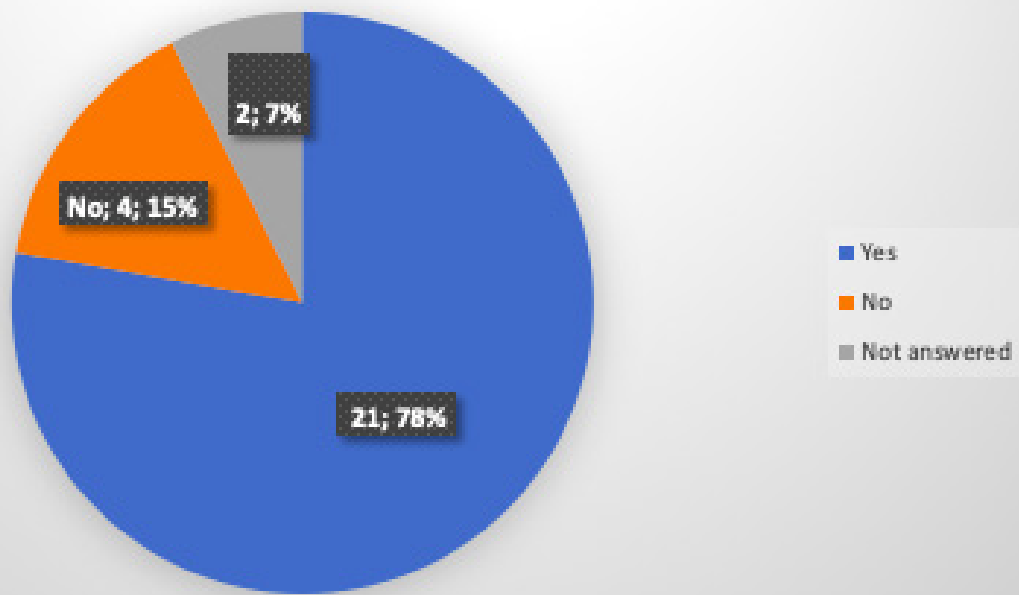
Chart of accounts



Up-to-date cashbook or recording payments

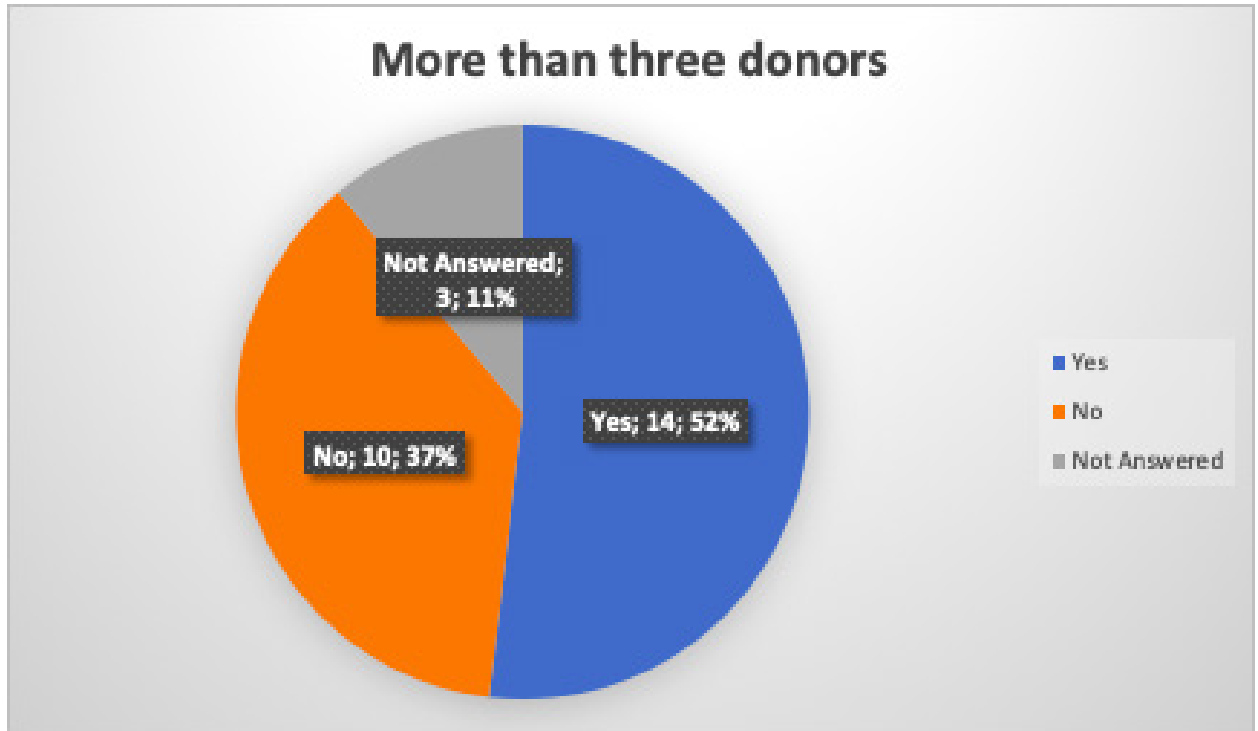


Diversification of the financial resources

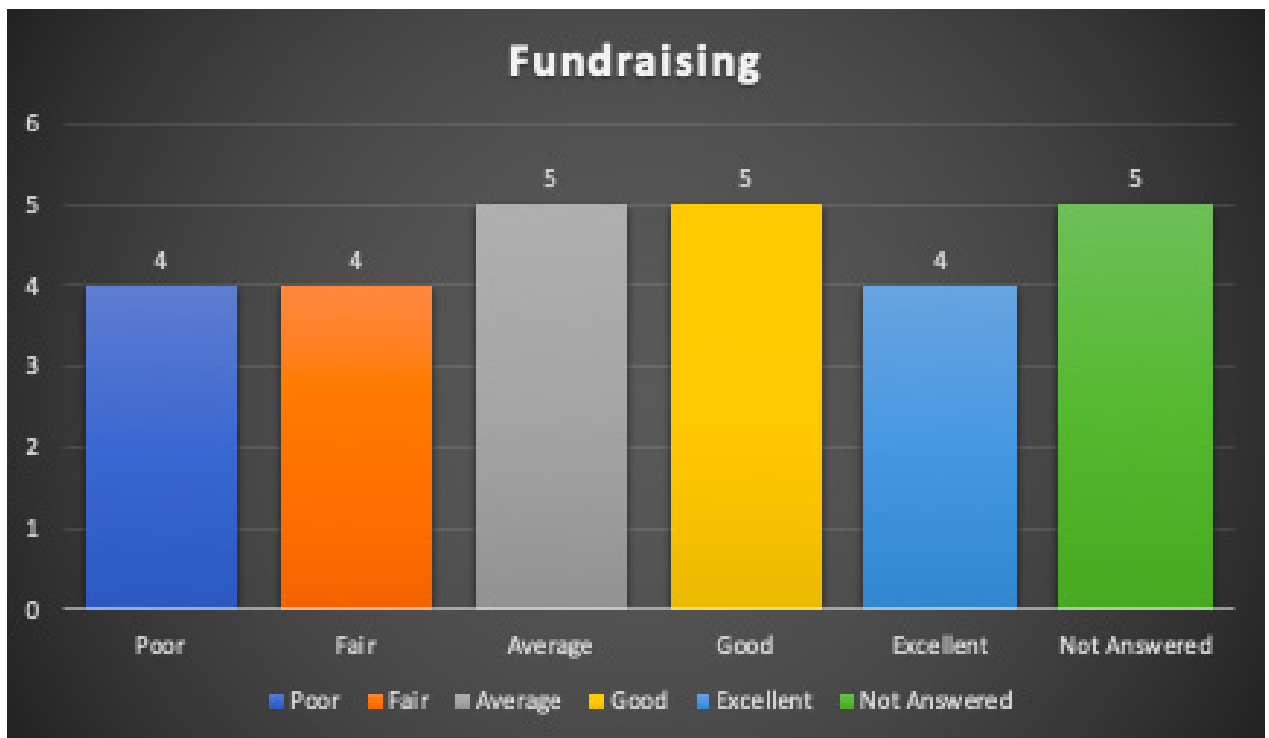


We find some lack regarding the number of donors since just 10 organizations of 27 have more than three donors.

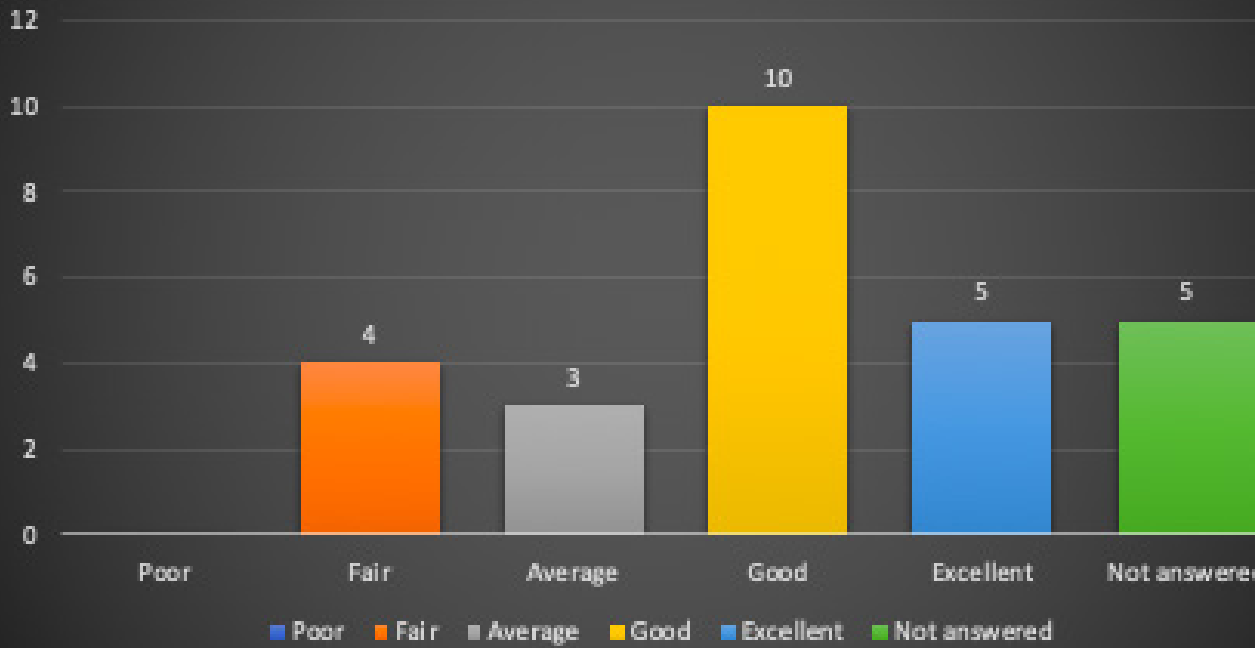
More than three donors



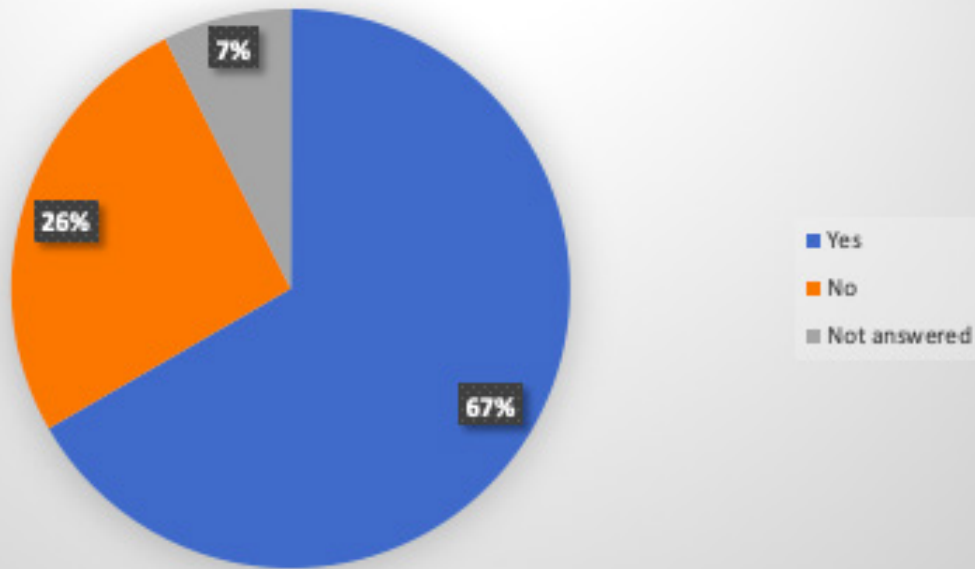
This is an evident consequence of the fact that many of these organizations (almost the 50%) have not a good fundraising campaign despite having most of them a fundraising strategy well defined.



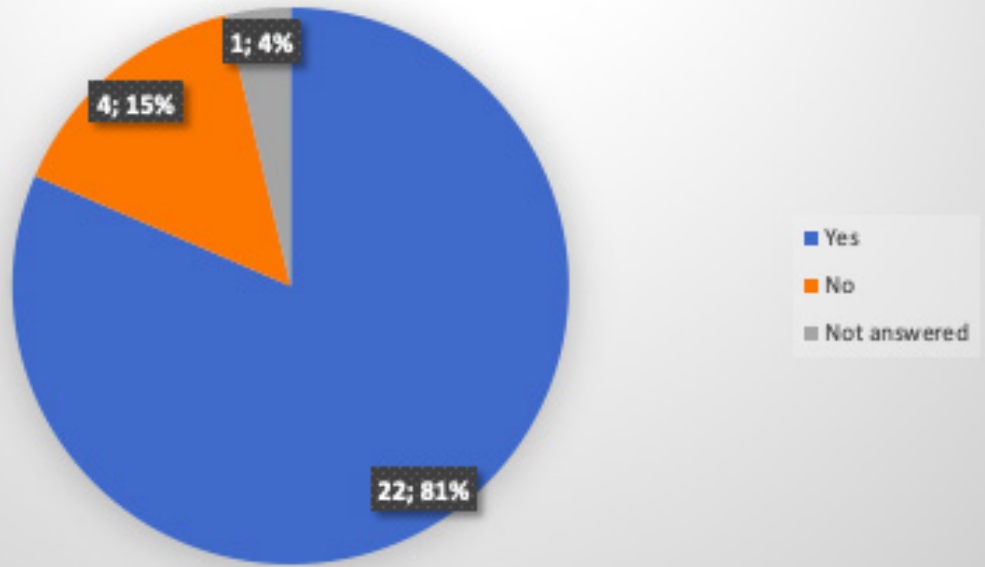
Presence of a process to manage costs



Independent Financial Audit

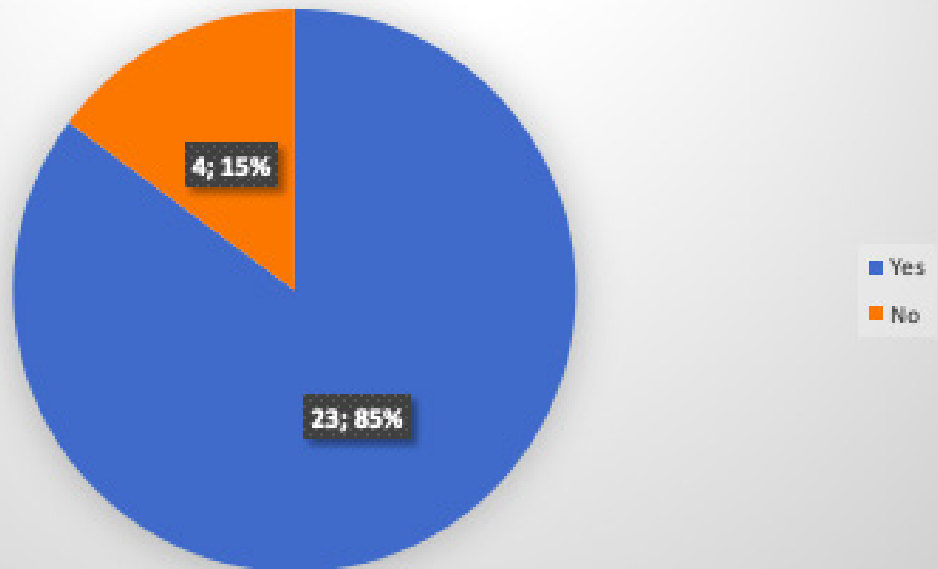


Fundraising strategy

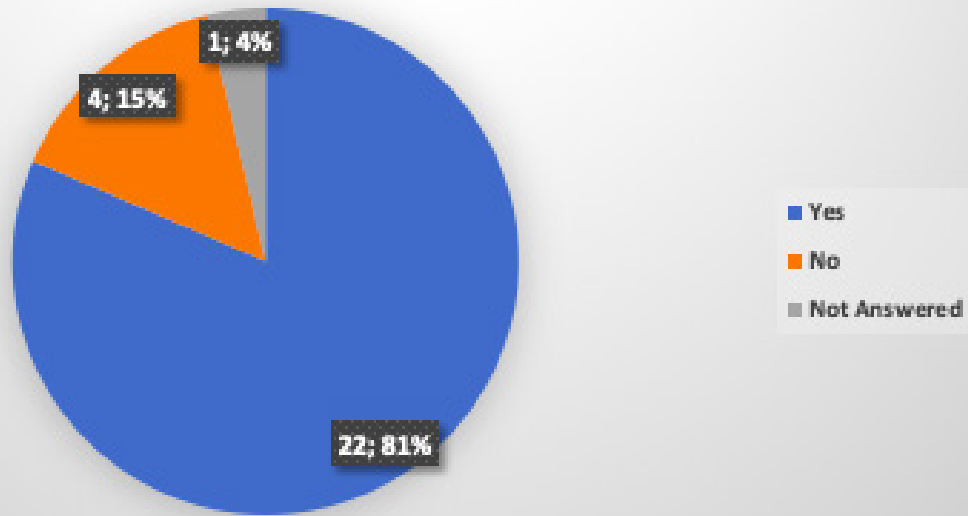


We realized that regarding the budget, in general, the situation is pretty good: the 85% of the organizations have a budgeting process, this means that the actual expenditures are compared to the budget with reasonable frequency.

Presence of a budgeting process

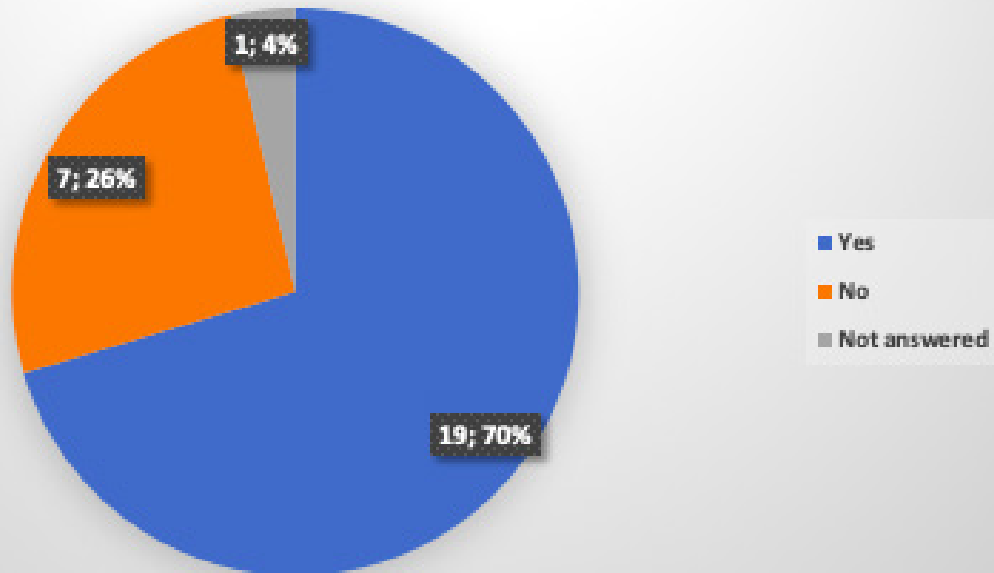


Comparison between expenditures and budget

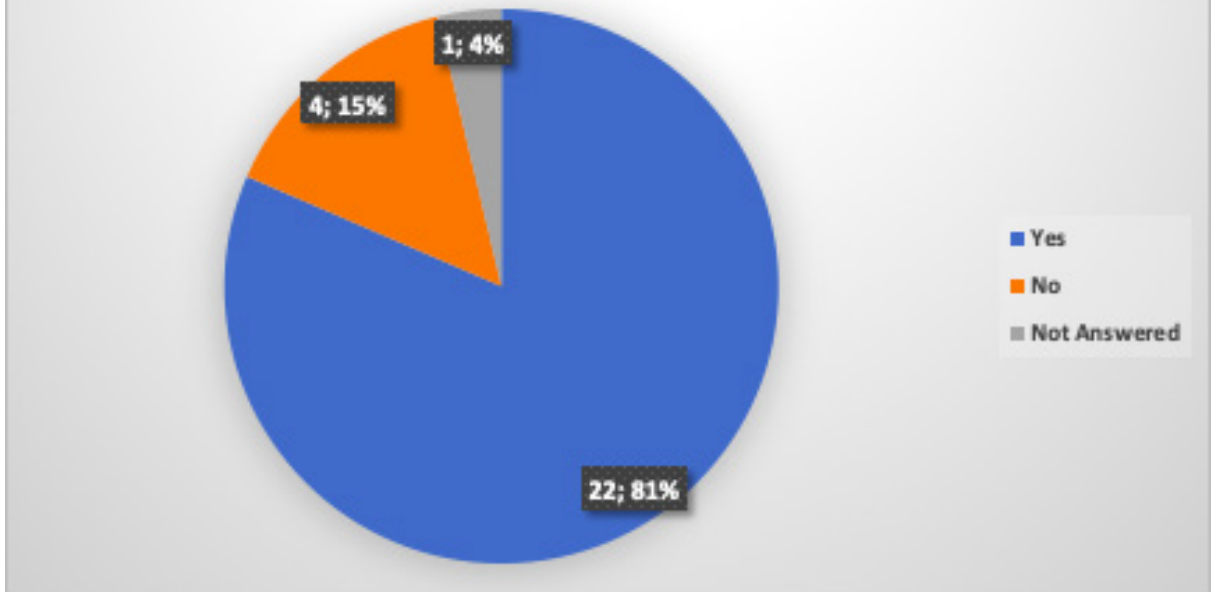


This makes organizations very confident about themselves, allowing them to say that they would be able to face an external audit.

external audit

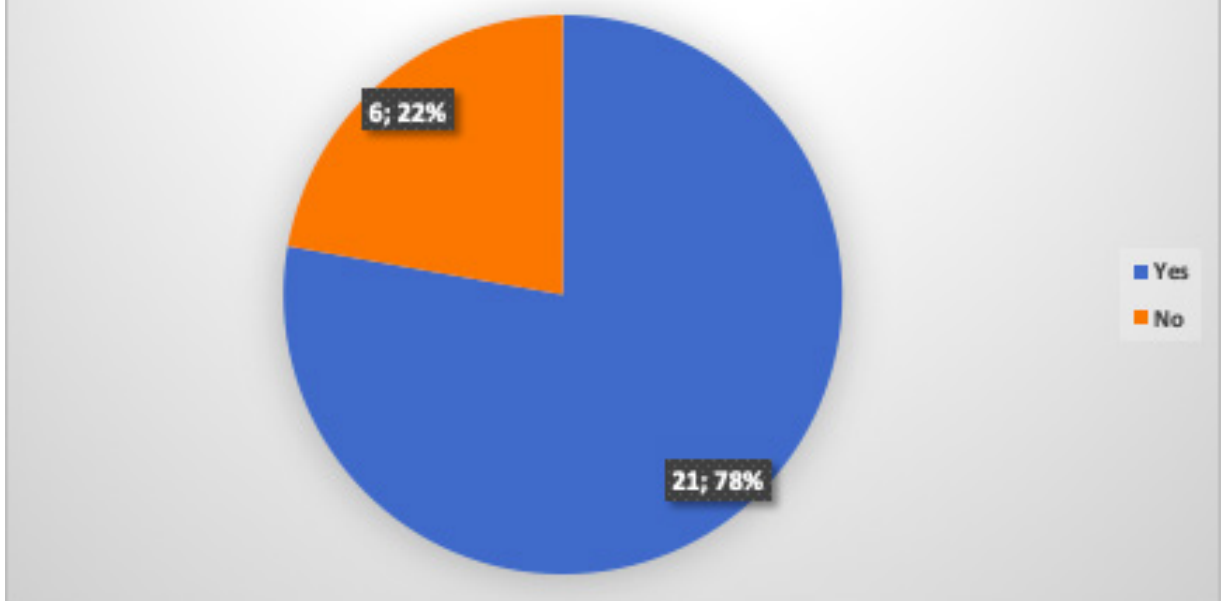


Financial and Institutional sustainability

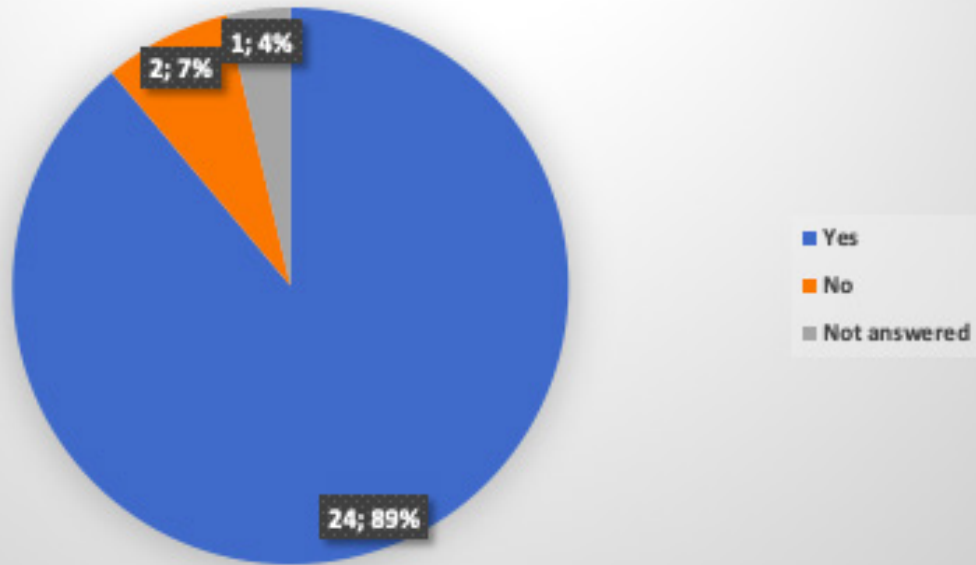


Regarding the human resources management, the results are very good. As already said, we are talking about little organizations, most of them with less than 20 employers and professionals. Despite it, there is a recruitment process thanks to the presence of a human resources office. This office realizes many activities in order to reach a professional development for the employees through trainings.

Human resource office

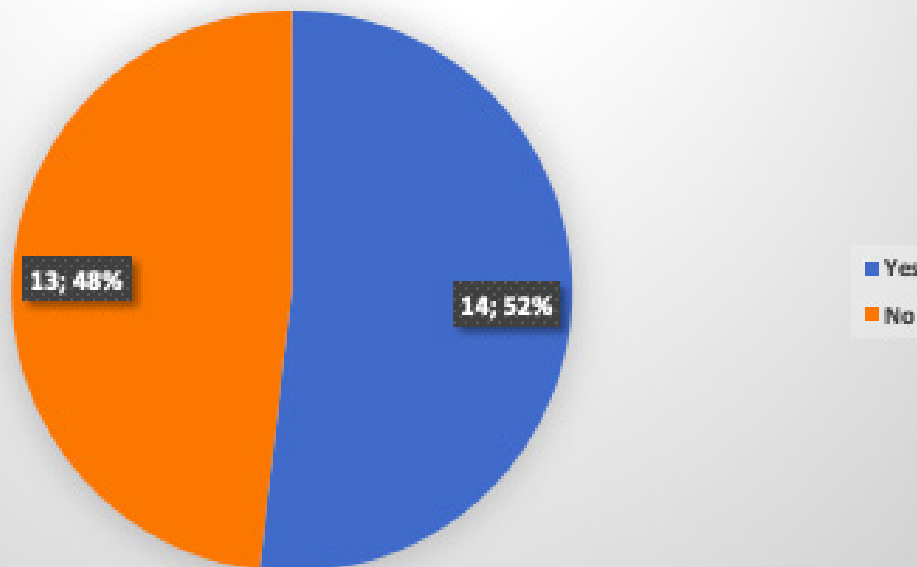


Staff development activities

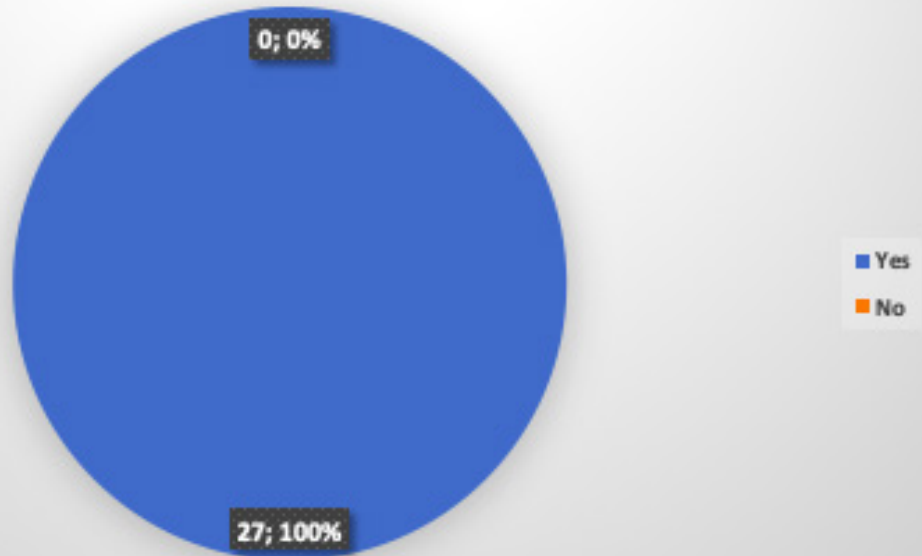


All the 27 organizations have volunteers, despite they realize that often they are not able to face the needs of them, the same problem is present regarding the payed staff.

Employees' needs

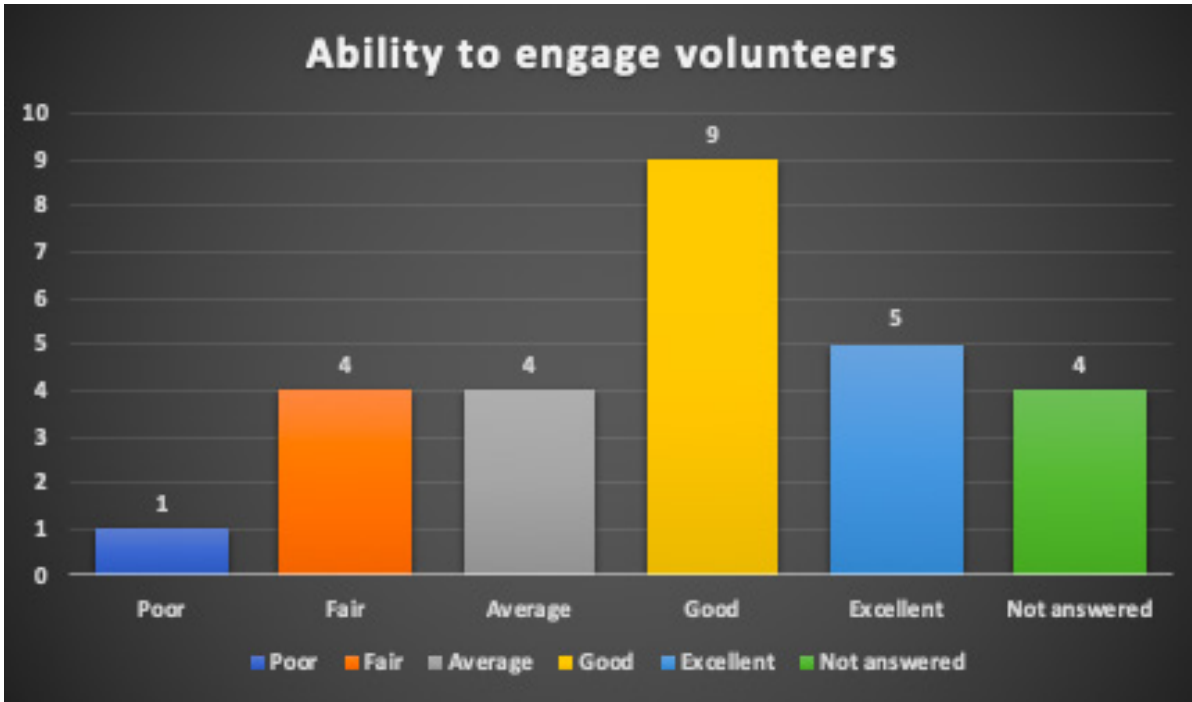


Volunteers

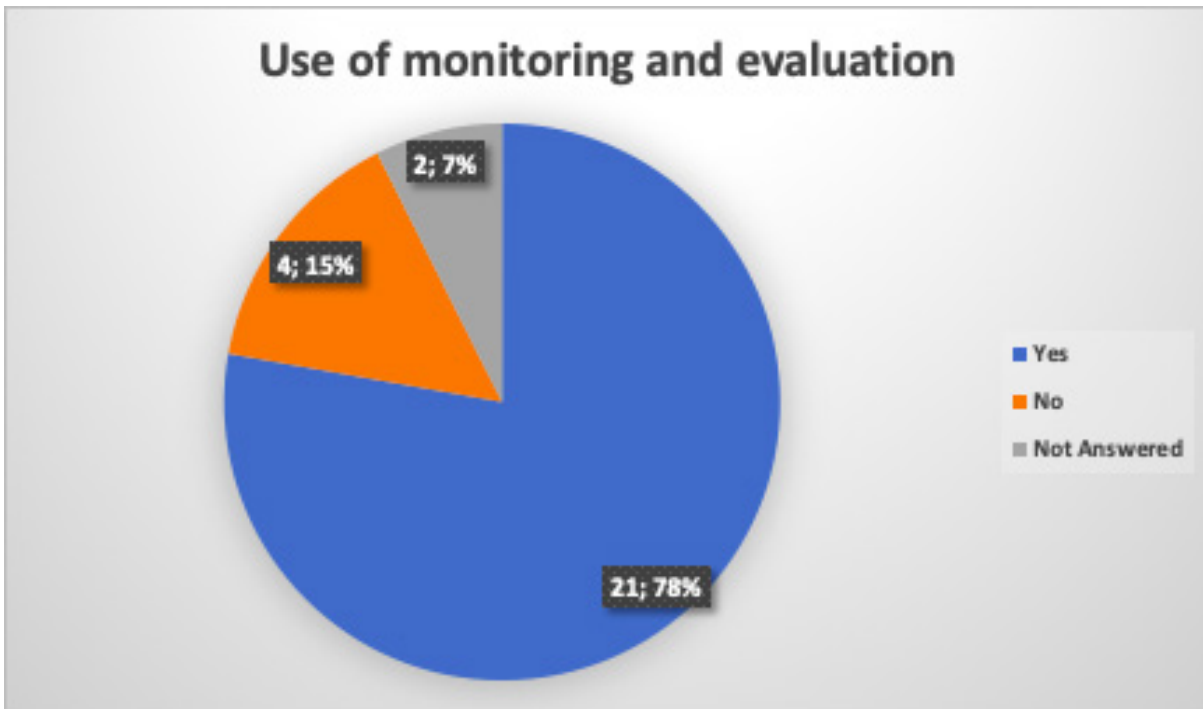


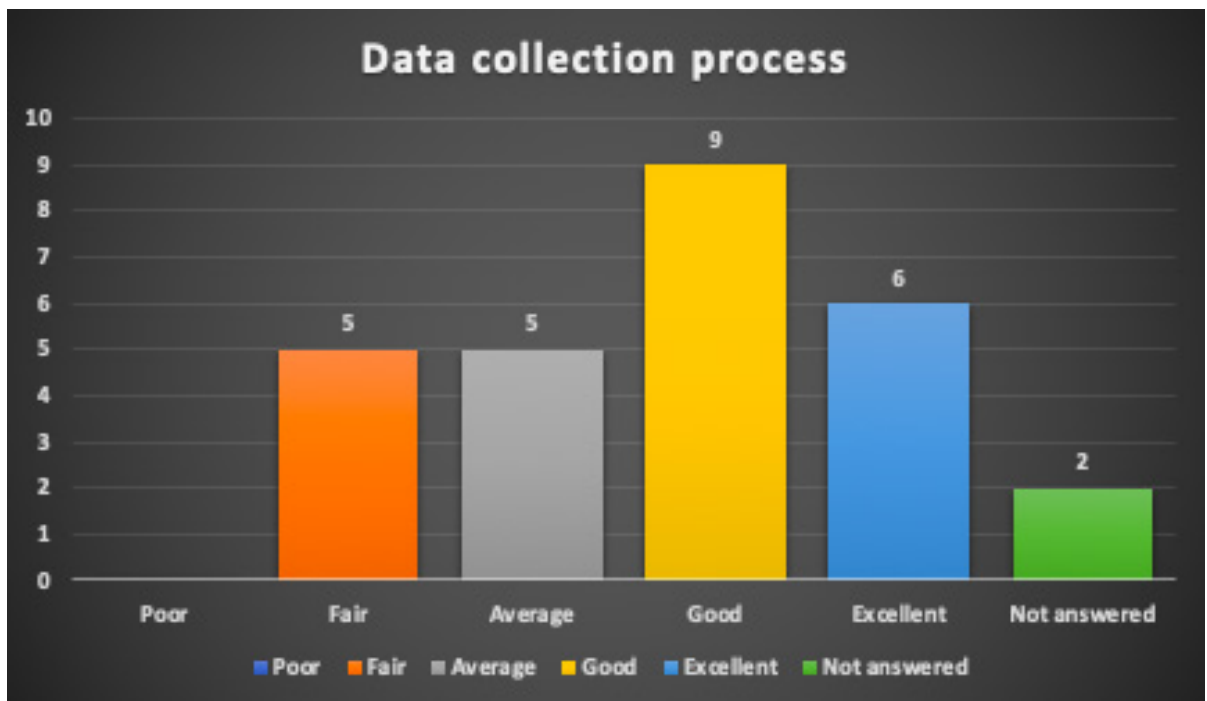
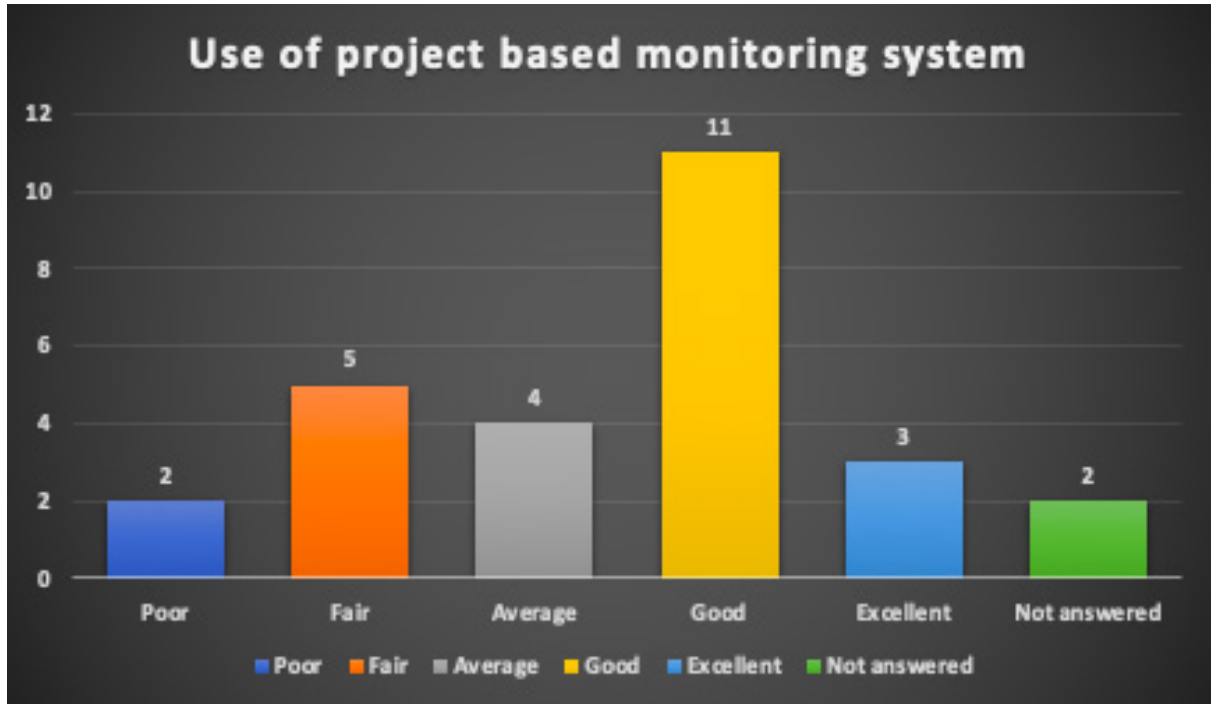
Identification of sources of conflict





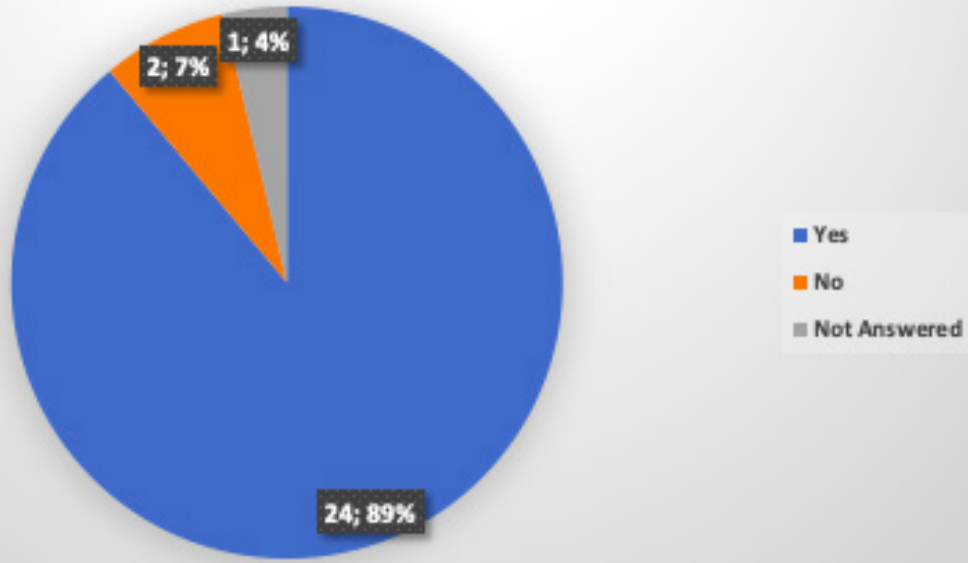
The processes monitoring and evaluation are used by 21 organizations to improve the management of the outputs, outcomes and impact to assess the performance of projects.



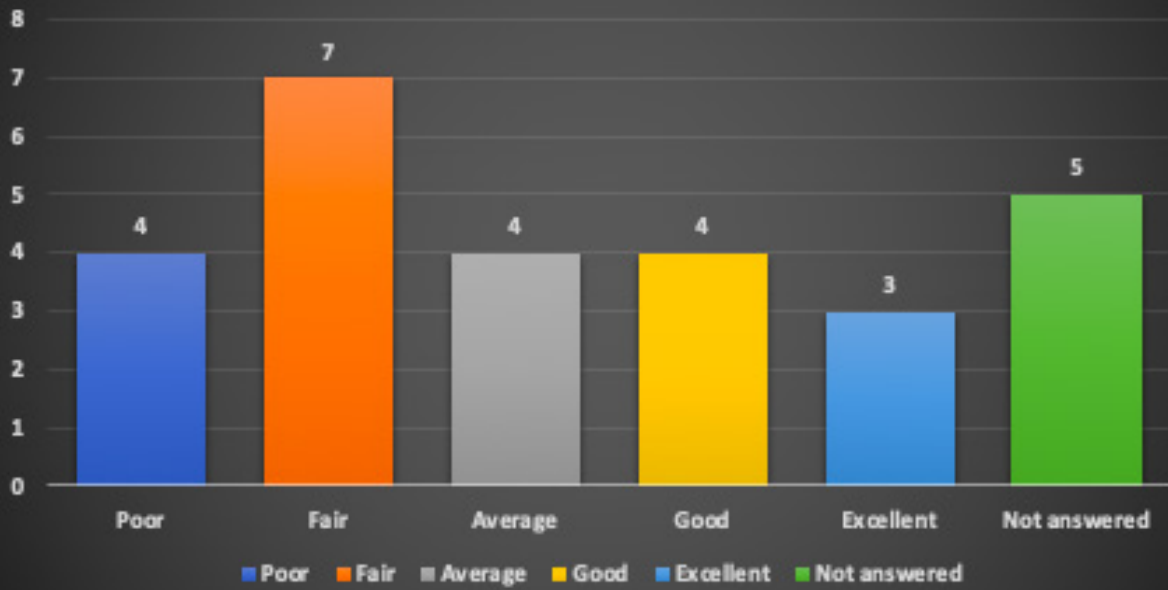


Most of them are still working to develop a sustainable system in every field: economic, social and environmental. Just 7 of them do that. It is important to underline that 89% of the organizations share final project results with participants, partner donors, community organizations through reports.

Use of evaluation process



Development of a sustainable system



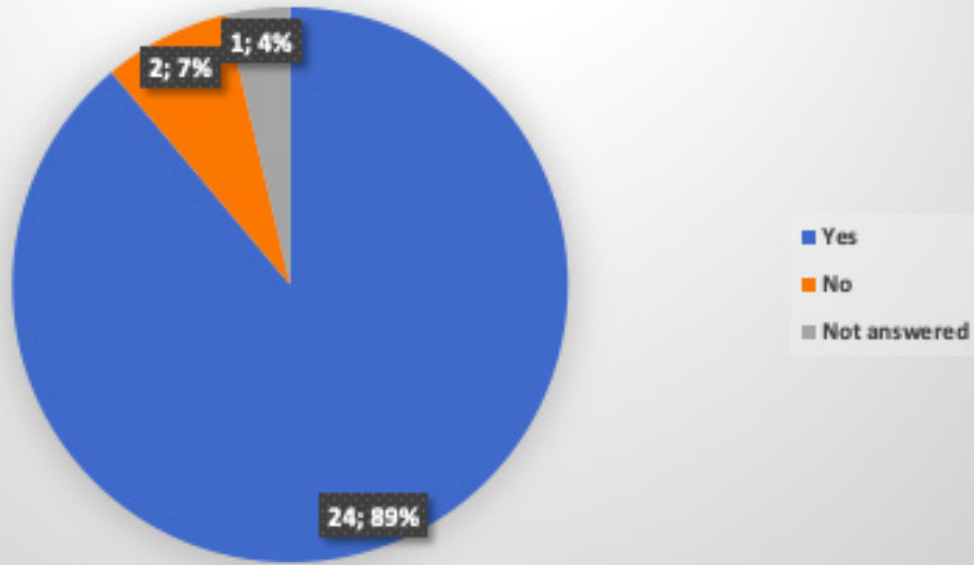
Verification of the impact of each project



Comparison of final results with expected ones



Sharing of final project results



In conclusion, we made a comparison of these results in order to understand how useful the training course has been. We realized that there was an important improvement from the need analysis.

These success indicators show us the achievements that organizations reached thanks to the capacity building training to Civil Society Organizations.

Considering 27 organizations, 24 for of them reach a good score that allow us to consider them properly Non-Profit Organizations with a good and stable structure in almost every field.

From this analysis we realized that two organizations need more efforts to improve their capacities above all in the financial management field. Just one organization has a score very low. In our opinion, this means that the training was not sufficient for them and this organization has not an adequate organizational structure. All these problems can be easily fixed through trainings, improvement of human resources and/or the influence of external experts.



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