

Bu proje Avrupa Birliđi tarafından finanse edilmektedir.
This project is funded by the European Union.

Civil Society Support Programme - II Robust and Connected Civil Society for Refugees Project

Field Research Report on CSOs Working with Refugees in istanbul and Gaziantep



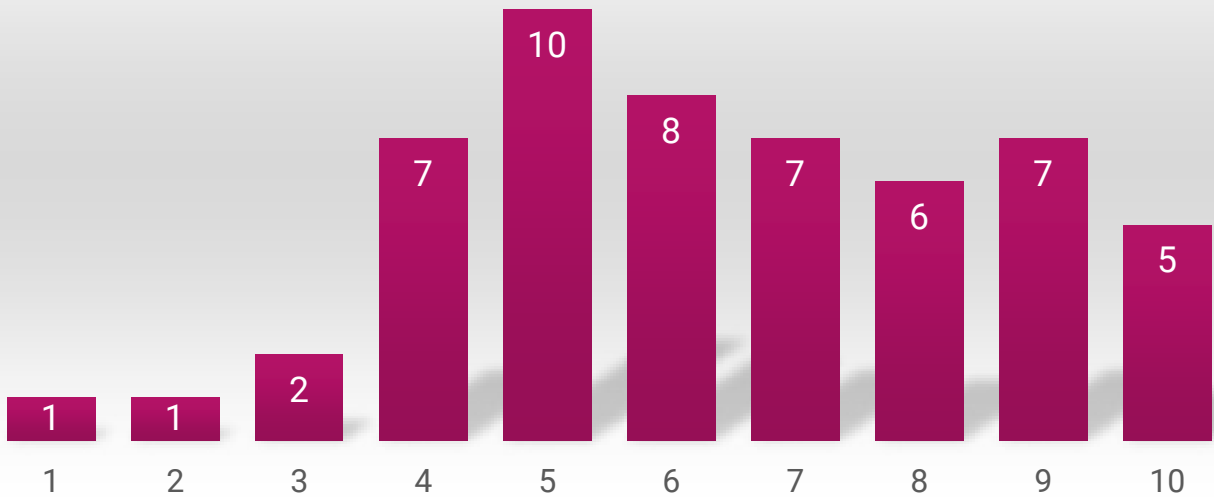
► About the Research

- The research was conducted by Trend Analysis & Research Ltd. Co.
- The company collected the contact information for 122 NGOs and contacted to all the NGOs. But the final surveys were conducted in Istanbul and Gaziantep with 70 NGOs.
- The surveys were collected with face-to-face interviews, emails and phone conversations with NGO representatives. The interviews and phone conversations took 30 minutes in average.
- As a result 70 survey forms were collected. But in 16 of the surveys there have been important biased answers and missing parts which were distorting the analysis.
- Final evaluated surveys after all data-mining processes is 54.

I. Profile - Years of Establishment

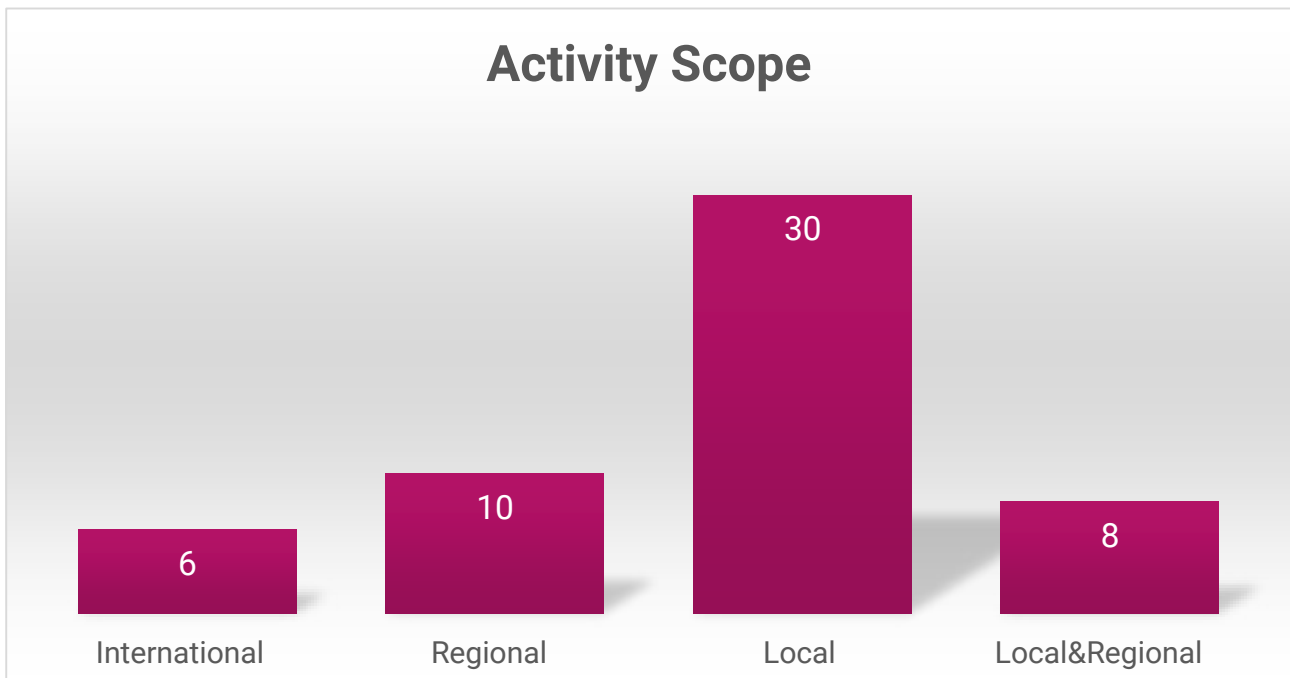
- ▶ The Syrian civil war started in 2011. Since then the total number of refugees reached to 5,6 million people which 3,67 million of them were located in Turkey according to UNHCR.
- ▶ According to the data collected in this research 92% of participating NGOs were established after 2012.
- ▶ 10 NGOs were established in 2013 where the number of refugees coming to Turkey reached to the highest numbers.

Year of Establishment



➤ I. Profile - Geographical Scope

- ▶ After the Syrian crisis, there have been international organizations which started their activities in Turkey to support the refugees as well as local and national level NGOs.
- ▶ These international organizations have more financial and institutional capacity so it was important to understand the activity scope of the NGOs participating to the research.
- ▶ According to the answers, 6 of the participating NGOs are international. 10 regional NGOs are working in several regions. The highest number are coming from local NGOs which shows that they are focused refugees living only in Istanbul or in Gaziantep.



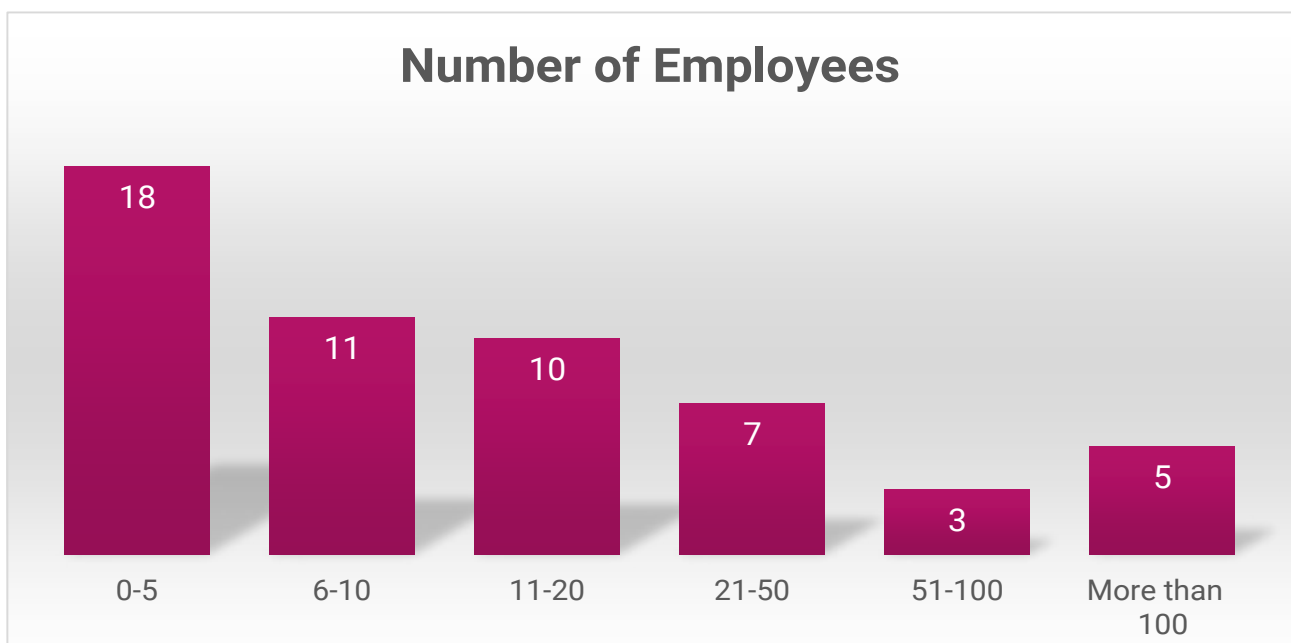
II. Institutional Capacity - Employees

► The number of employees is one of the most important indicator that shows the institutional and financial capacity of the NGOs. According to the answers given by participating NGOs, 46 of 54 organizations have less than 50 workers and the highest number is 18 NGOs with less than 6 workers.

► According to the cross-analysis, 5 NGOs which mentioned that they have more than 100 employees are all international organizations and the 6th international organization has employees between 51-100.

► According to the cross-analysis, local NGOs do have workers less than 20.

These answers shows that in most local NGOs the workload of employees are very complicated and from management to aid services this staff is dealing nearly with all issues.

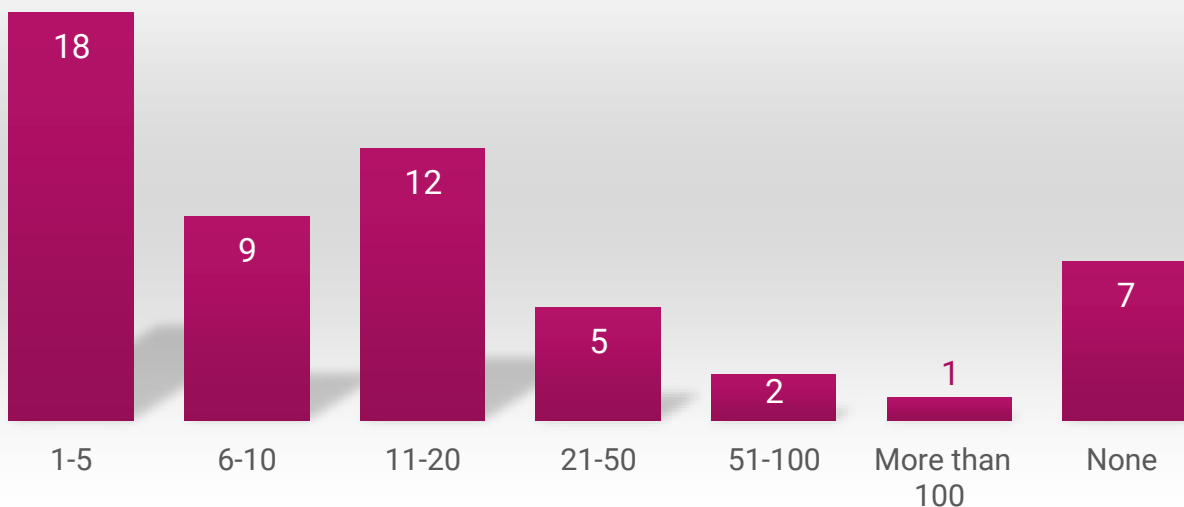


II. Institutional Capacity - Woman Employees

- ▶ One important research question was about the women/men ratio in employment. 7 of the participating organizations mentioned that they had no women employees and most of them are local NGOs.
- ▶ The international organizations mentioned that they had women employees at a range of 21 to 100. One of them mentioned that they employ more than 100 women in the organization.

It has also been seen that the local NGOs in Istanbul have more tendency to employ women in the organization and it can be incurred that the cultural background and difficulty in dealing with refugees mostly pushed the NGOs to employ more men than women.

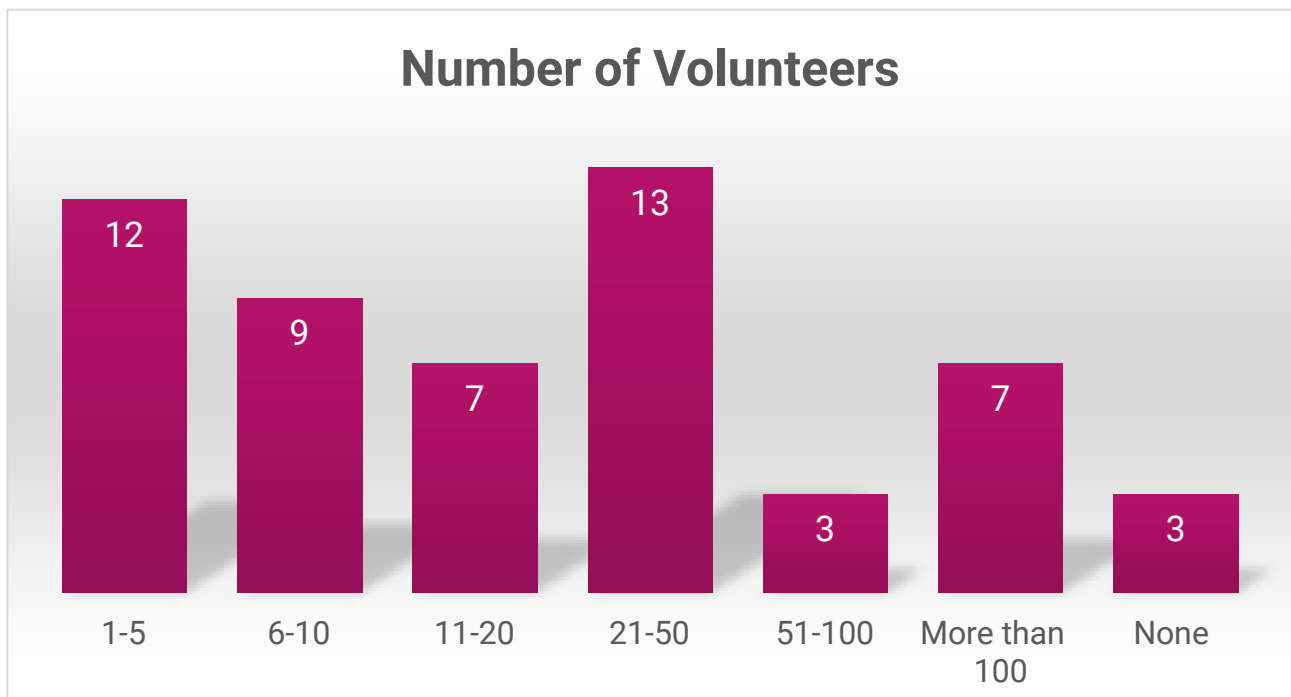
Number of Woman Employees



II. Institutional Capacity - Volunteers

- ▶ One of the most important resources for NGOs are the volunteers. On the other hand, volunteer management is an important aspect for institutional capacity. Regarding to the field research, 45 of 54 NGOs mentioned that their number of volunteers are less than 100.
- ▶ All international NGOs mentioned that they had volunteers more than 100 and one regional-local scale NGO mentioned that they had more than 100.

12 local NGOs mentioned that they had 1-5 volunteers. This findings shows that volunteer specific capacity building activities will be very helpful for NGOs to benefit this resources more efficiently.



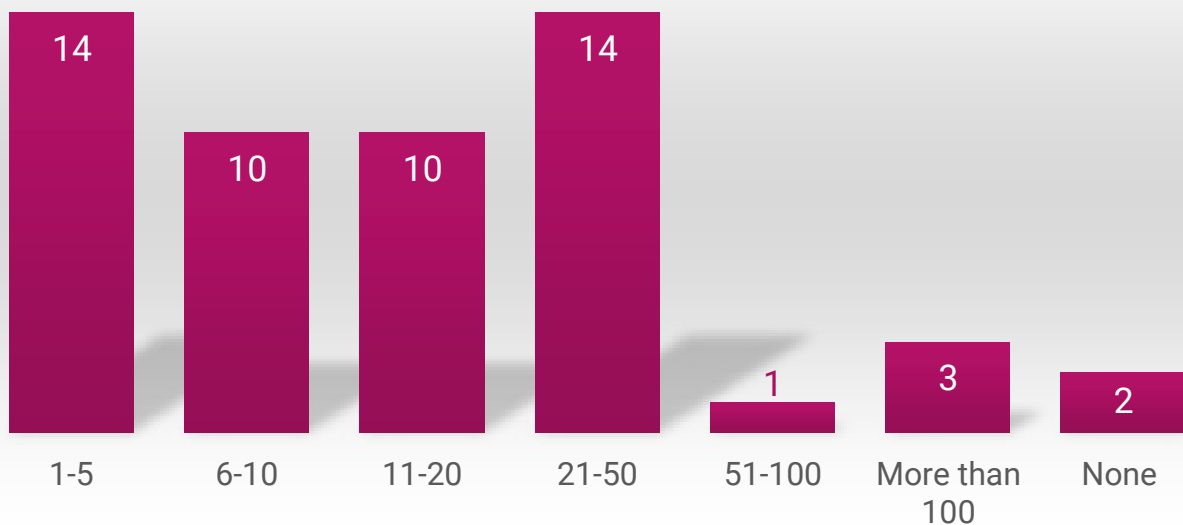
➤ II. Institutional Capacity - Woman Volunteers

▶ The number of women volunteers are comparatively less than woman employees in the organizations but the voluntary participation by women distributed better compared to employees.

The data shows that women have more tendency to actively engage to the NGOs in the field of Syrian refugee integration and aid.

KADEM as a women-based NGO can be more active to engage more women to the NGOs working about the Syrian issue.

Number of Woman Volunteers



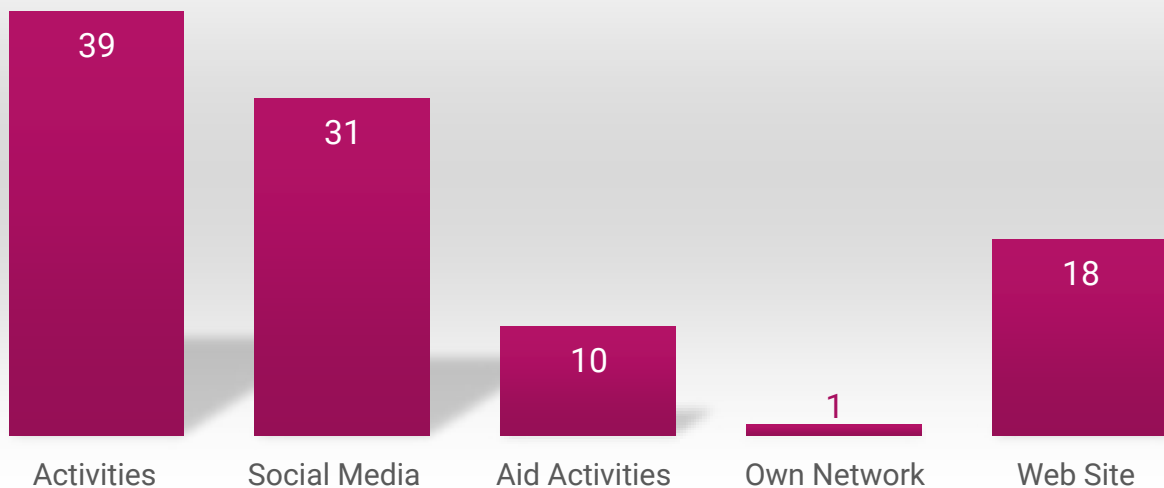
II. Institutional Capacity - Access to Volunteers

► The main tool to reach the volunteers by NGOs can be classified as activities, social media, web sites and aid activities. Considering the results, it is seen that more activity by NGOs can provide them better environment to reach more volunteers.

On the other hand the digital tools like social media and web sites are very important for NGOs to reach to the volunteers.

One important result is that NGOs are using multiple tools and working on finding new volunteers to work together.

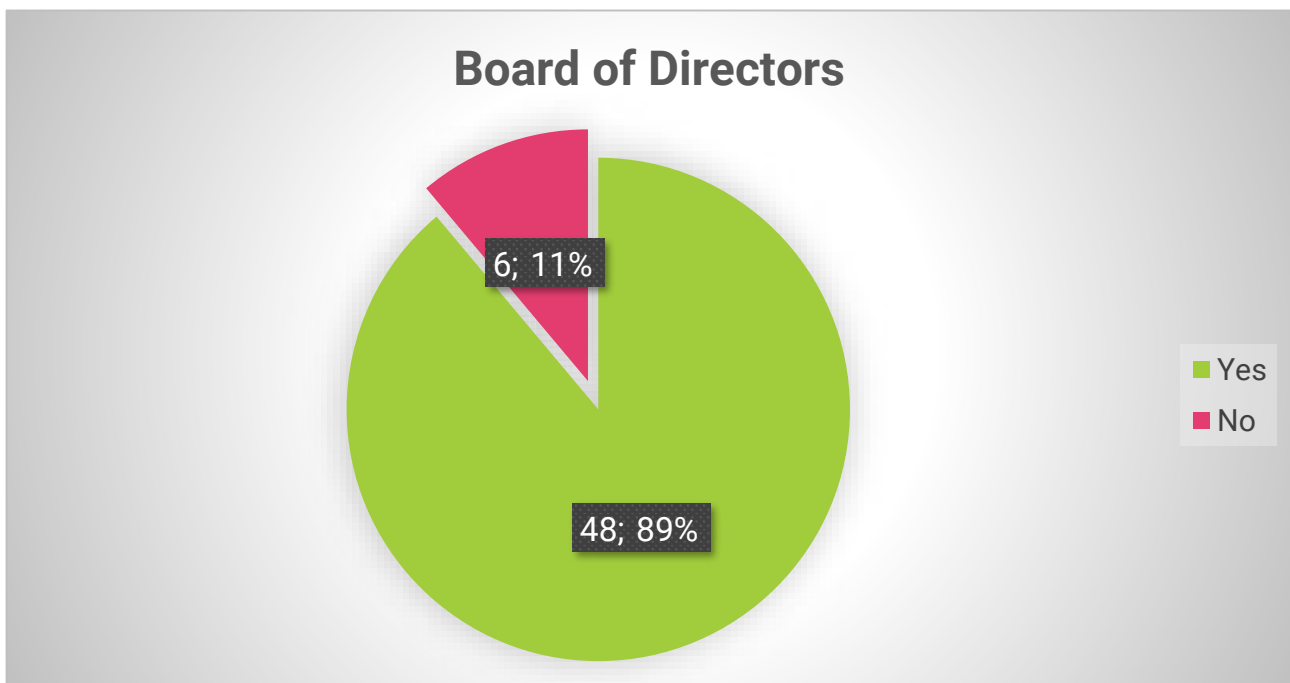
Reaching Method to Volunteers



➤ II. Institutional Capacity - Board of Directors

- ▶ 89% of NGOs (48) mentioned that they have a Board of Directors. The six organizations which mentioned that they don't were mainly branch offices of international organizations.

It is seen that all NGOs have board of directors considering the cross-analysis results.

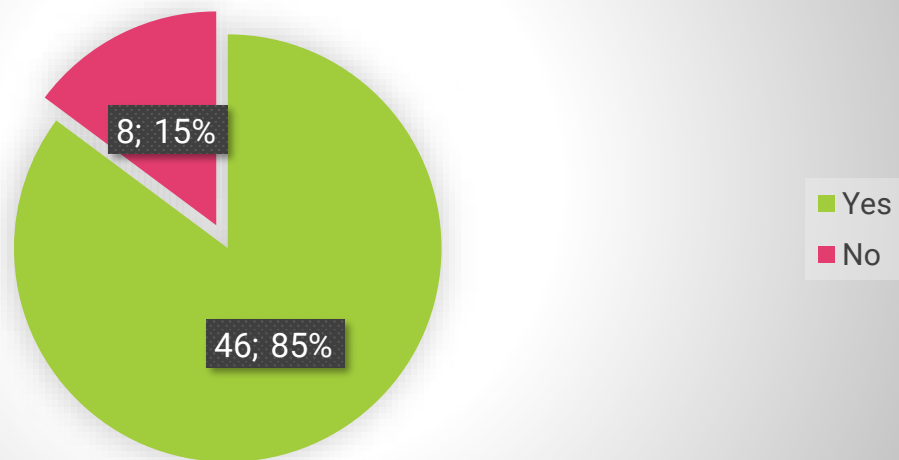


II. Institutional Capacity - Mission and Vision Statements

► 85% of participating organizations mentioned that they have clearly stated the mission and vision of the NGO.

15 of participating organizations mentioned that they don't have clearly stated the mission and vision of the NGO. These NGOs have a local scale in their activities and it might be a good approach to support the strategic planning capacity of local NGOs as mission-vision statements are a good indicator of strategic planning.

Mission and Vision Statements

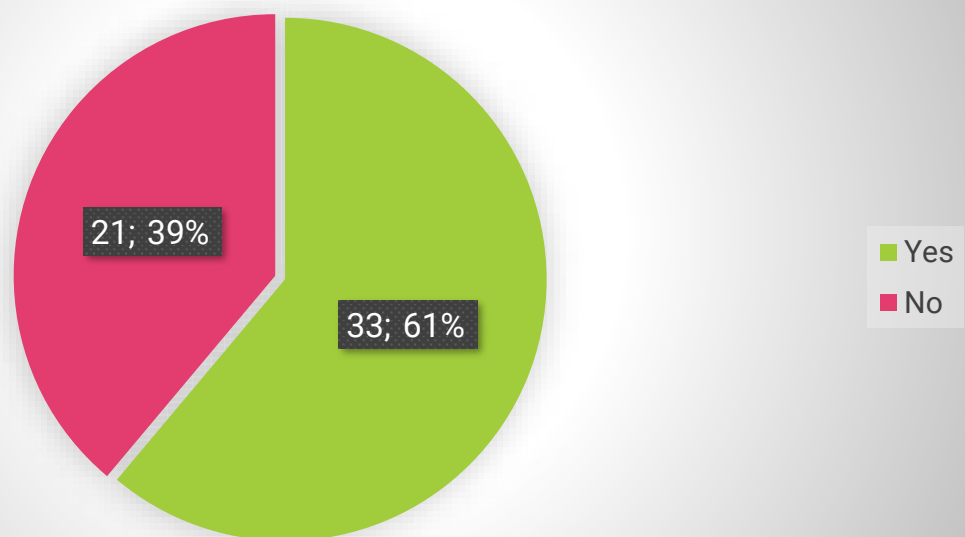


➤ II. Institutional Capacity - Annual Operating Budget

- ▶ 61% of participating organizations mentioned that they have an annual operating budget.
- ▶ 39% of participating organizations 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 to specific donations, project funding etc. and should be supported in terms of financial sustainability.

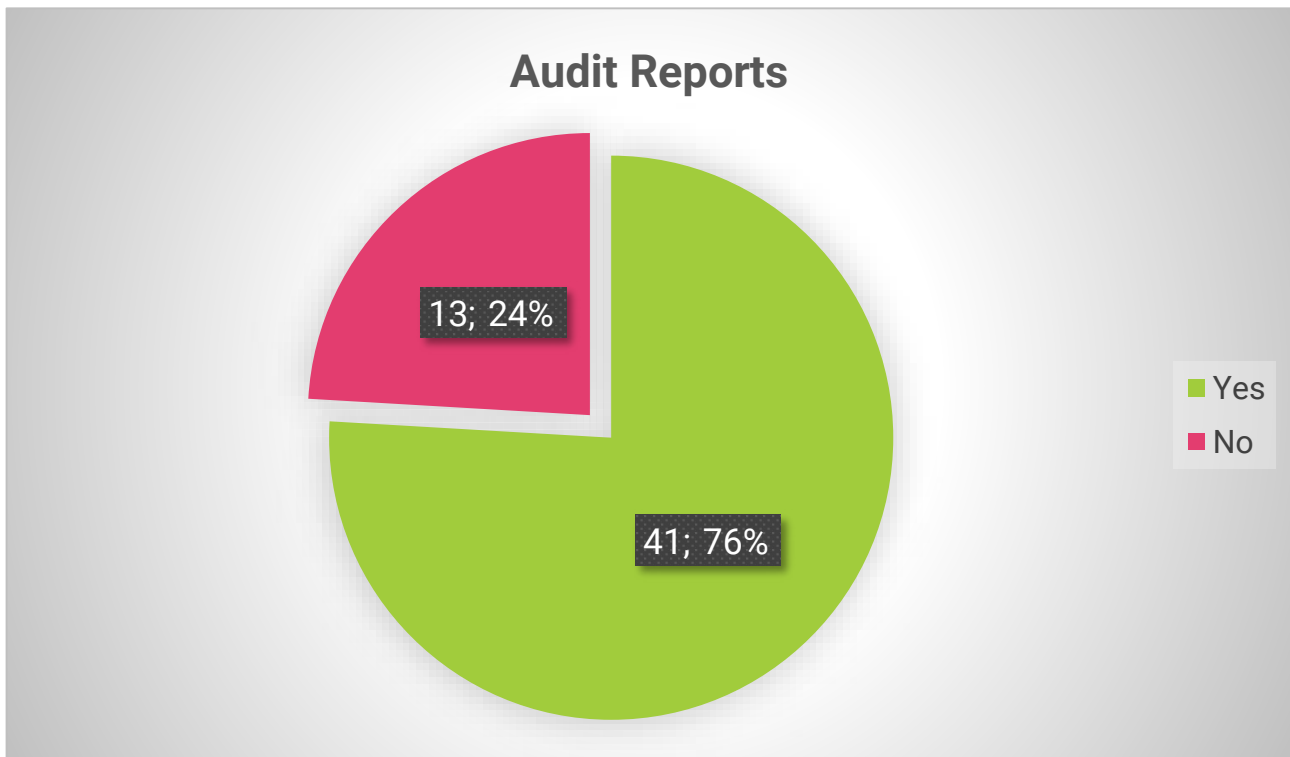
Annual Operating Budget



II. Institutional Capacity - Audit and Reporting

- ▶ The number of organizations who has an annual audit is 41 and the rest mentioned that they don't.

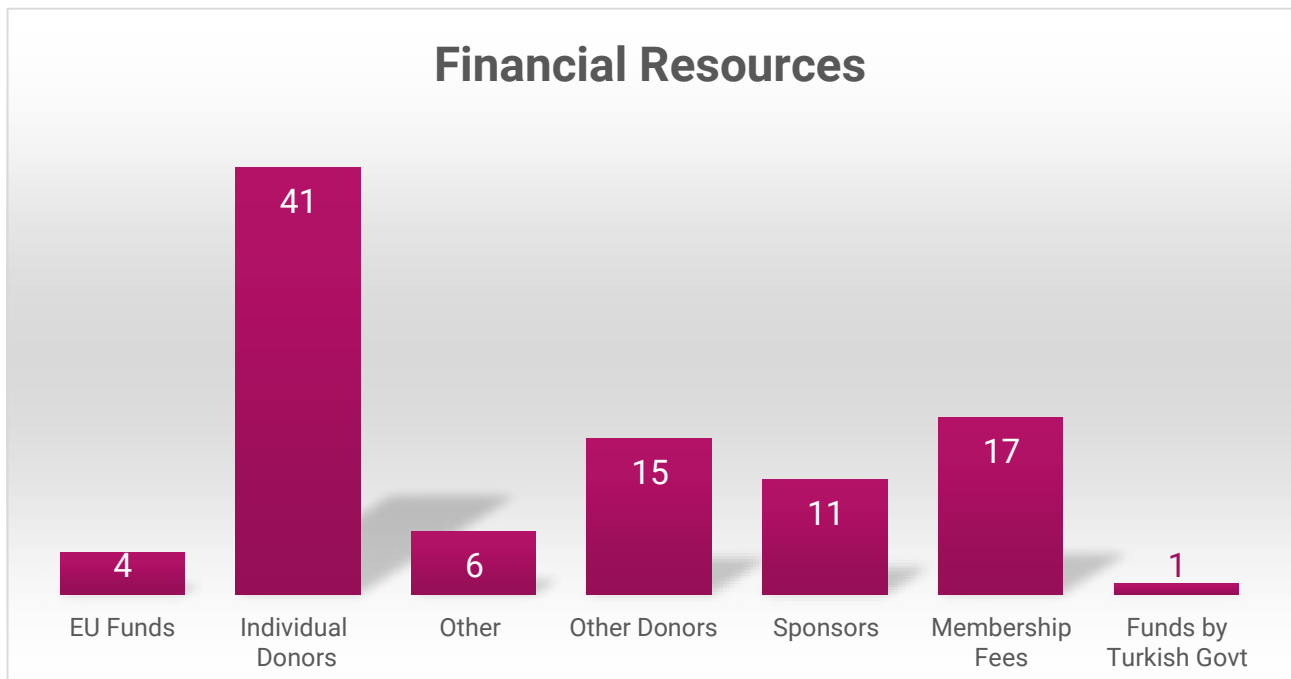
Considering the answers' distribution and the funding rules by international donors the percentage is higher than the NGOs which mentioned that they have annual budget.



➤ III. Financial Capacity - Resources

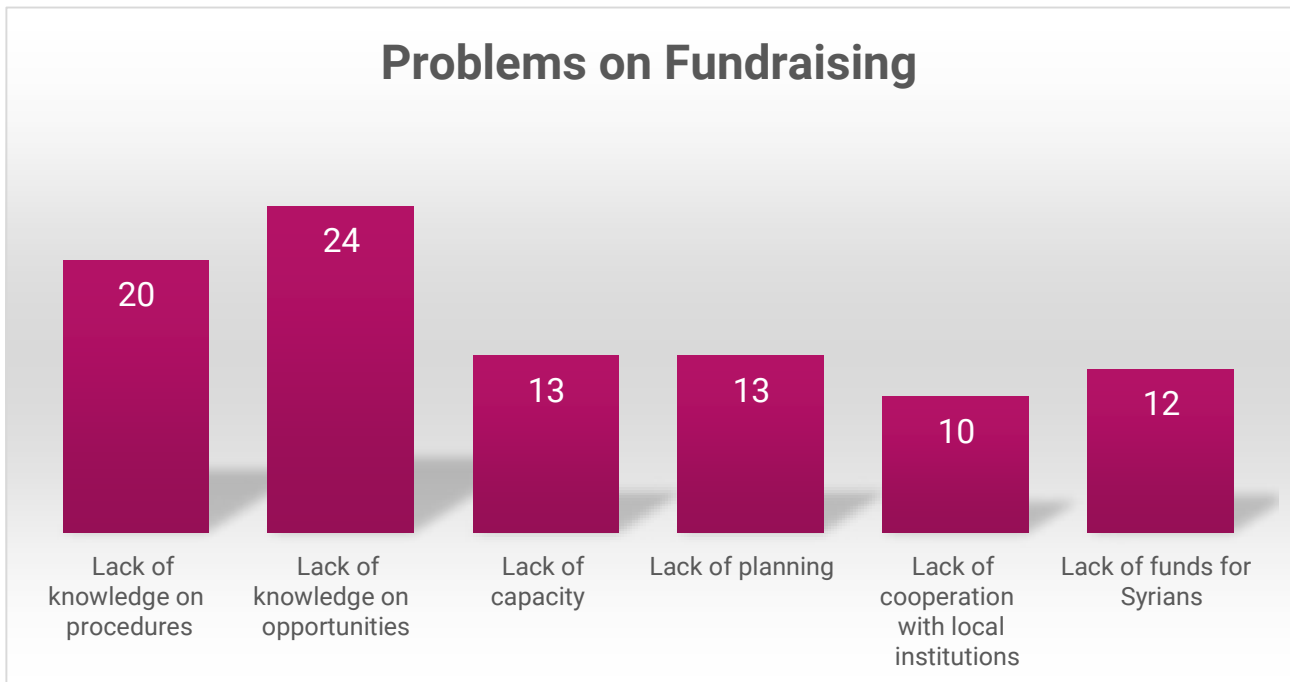
- ▶ The most important financial resource for the participating organizations are mentioned as individual donors. The membership comes second and other donors are mentioned as the third.

The answers show that the organizations funded by EU or international donors are not high as expected. Private individuals and corporations' funding are more accessible for NGOs and both EU and Turkish government should figure out the ways to reach these NGOs more efficiently.



III. Financial Capacity - Fundraising Problems

- ▶ The most important about fundraising by the NGOs are lack of knowledge about potential resources. This is followed by lack of knowledge on procedures and capacity specific problems.
- ▶ Both three topics are important for international donors so KADEM or other stakeholders can work on building project based fundraising capacity in the NGOs.

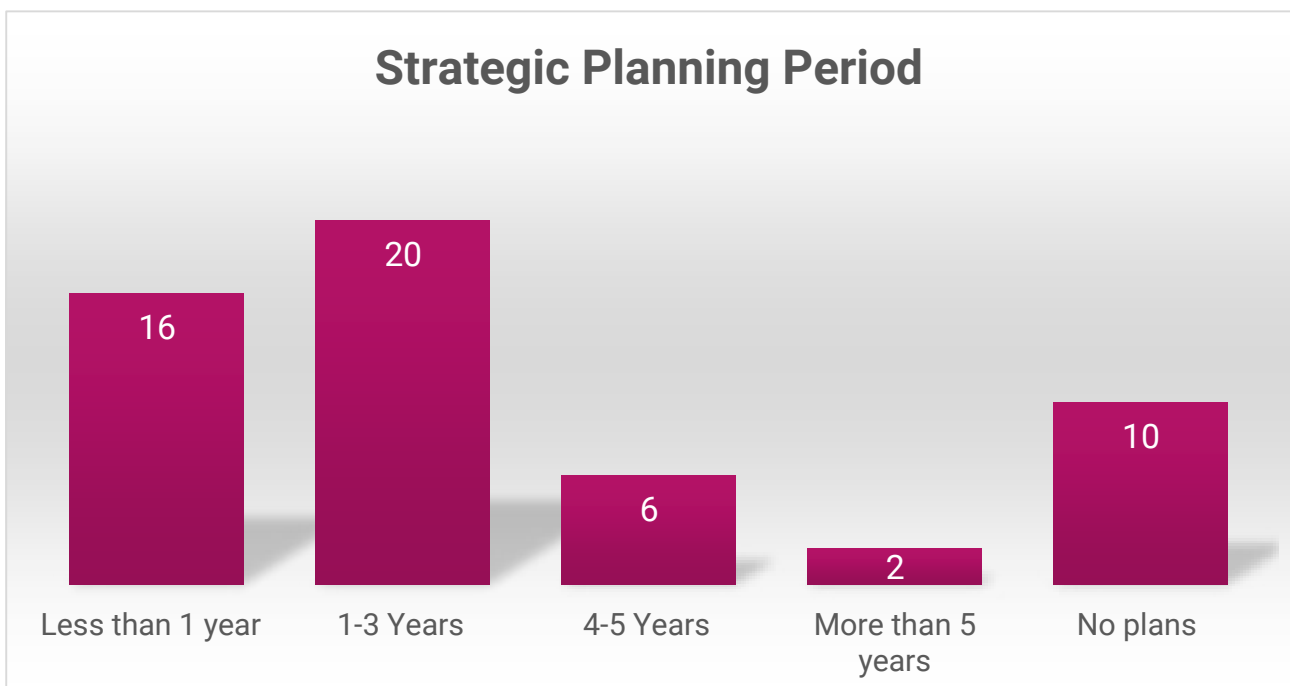


➤ IV. Strategic Planning Capacity - Strategic Plan Periods

➤ The most striking answer to this question is 10 of 54 institutions mentioned that they had no strategic planning activities. 16 of NGOs mentioned that they had strategic plans for less than a year and 20 of the NGOs mentioned that they had a regular strategic planning approach.

The NGOs should be focused on more strategic approach and the lack of capacity to develop and implement plans are seen as the most important issues in this topic.

Finally one important finding is most of the NGOs are from Gaziantep who don't have a strategic plan.

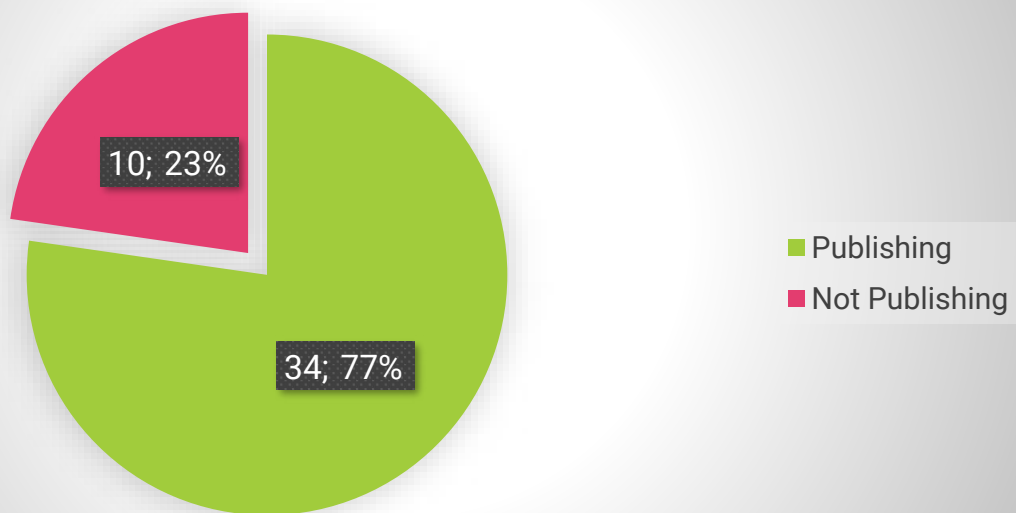


IV. Strategic Planning Capacity - Strategic Plan Evaluation

- ▶ The number of NGOs which mentioned that they are regularly publishing the results of strategic planning period is 34 of 44 organizations (mentioned that they had strategic plans)
- ▶ 10 NGOs mentioned that they dont publish the results of the events in the end of the planning period.

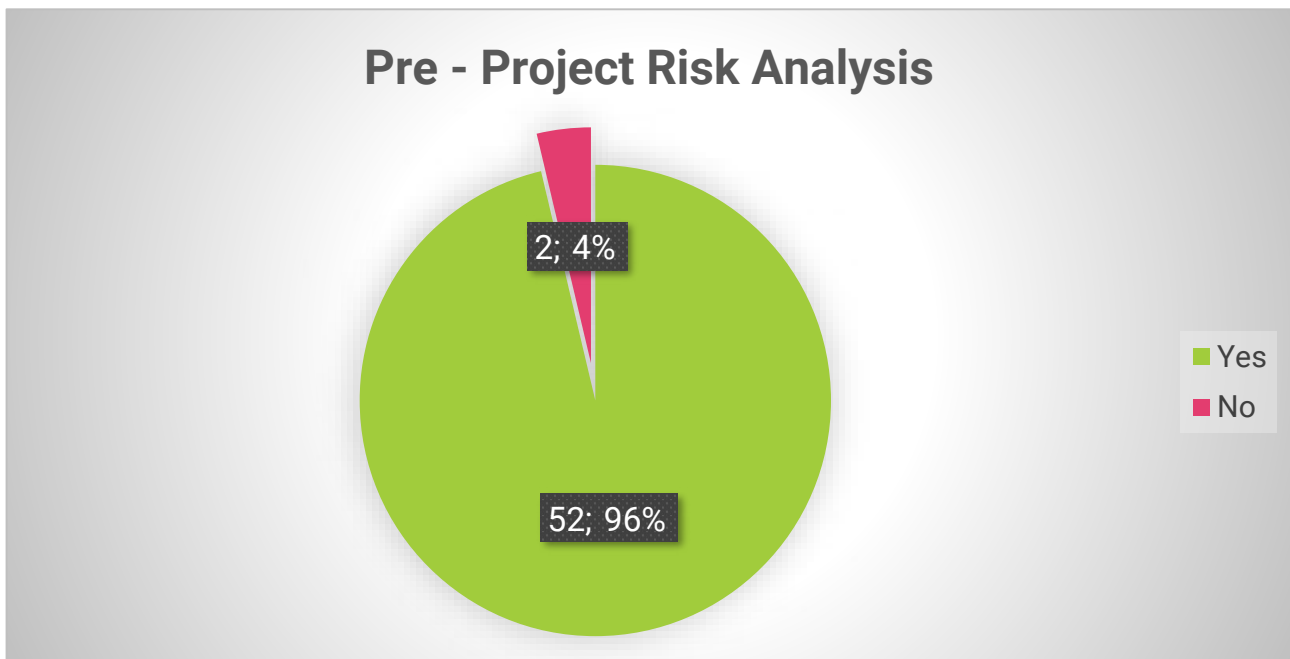
The transparency in participating NGOs are seen high whereas the evaluation of strategic plans are still not fully accepted by all NGOs.

Monitoring of Strategic Plans



➤ IV. Strategic Planning Capacity - Risk Analysis

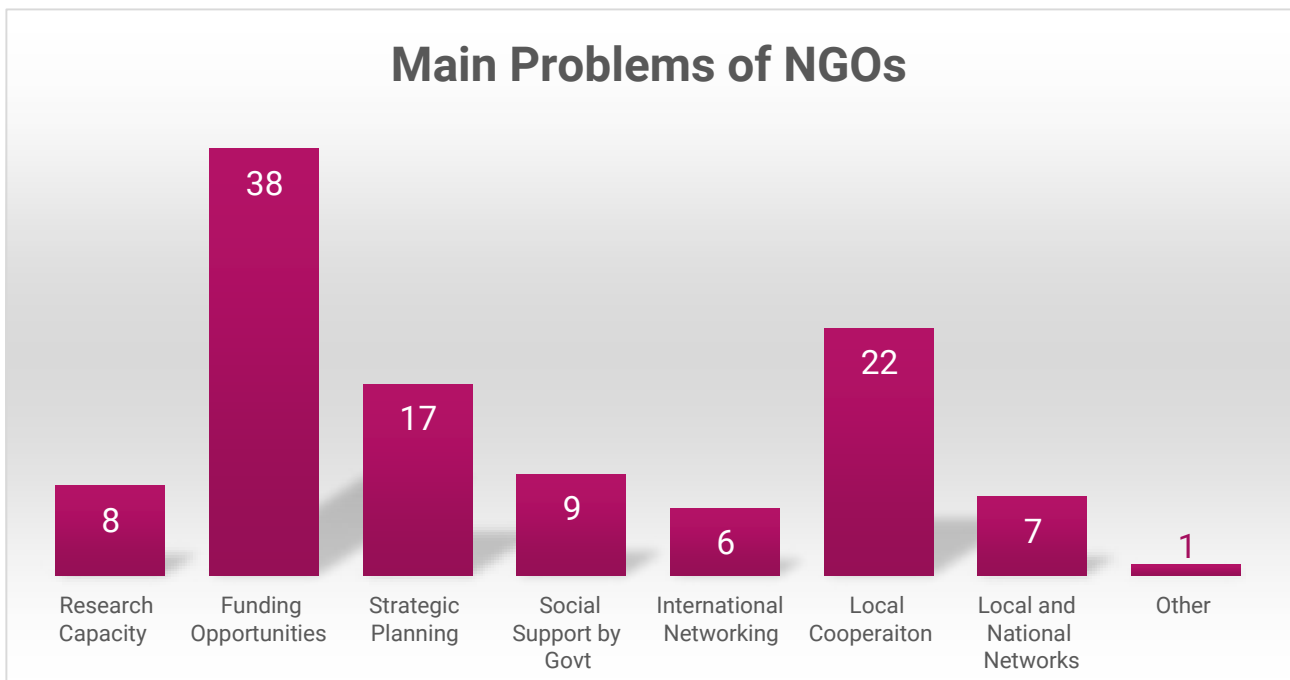
▶ The Syrian issue itself has several risky dimensions from security to waste of resources. Considering this riskiness in the topic the participants are asked if they do pre-project risk assessments and apart from 2 local NGOs all participating NGOs mentioned that they do risk analysis before the implementation of the projects.



IV. Strategic Planning Capacity - Risk Analysis

- ▶ 38 of 54 NGOs mention that the most important problem of the organization is funding opportunities. This answer is followed by local cooperation and strategic planning.
- ▶ This three issues are not only problems of the participating NGOs but in most of the NGOs the similar problems are faced regardless of the activity field.

The research shows that NGOs will have a high interest for capacity building activities in these areas.



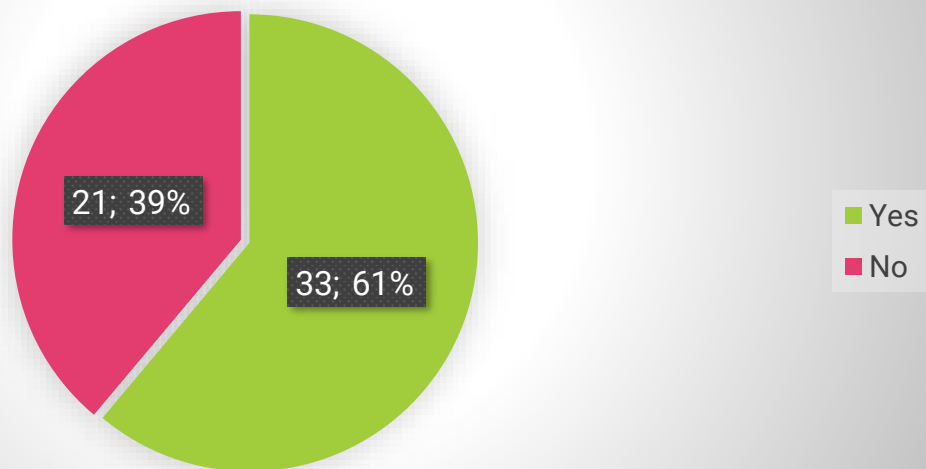
➤ V. Strategic Planning

Capacity - Project Funding

- ▶ 33 of 54 NGOs mentioned that they finished a project funded by donors in the last three years.
- ▶ Here it is seen that 21 of NGOs didnt have the project funding and according to the cross-analysis most of them are local level NGOs from Istanbul.

The NGOs in Istanbul should also be supported more by international and national donor institutions as well as institutions in Gaziantep.

Funded Projects from Donors in the Last 3 Years



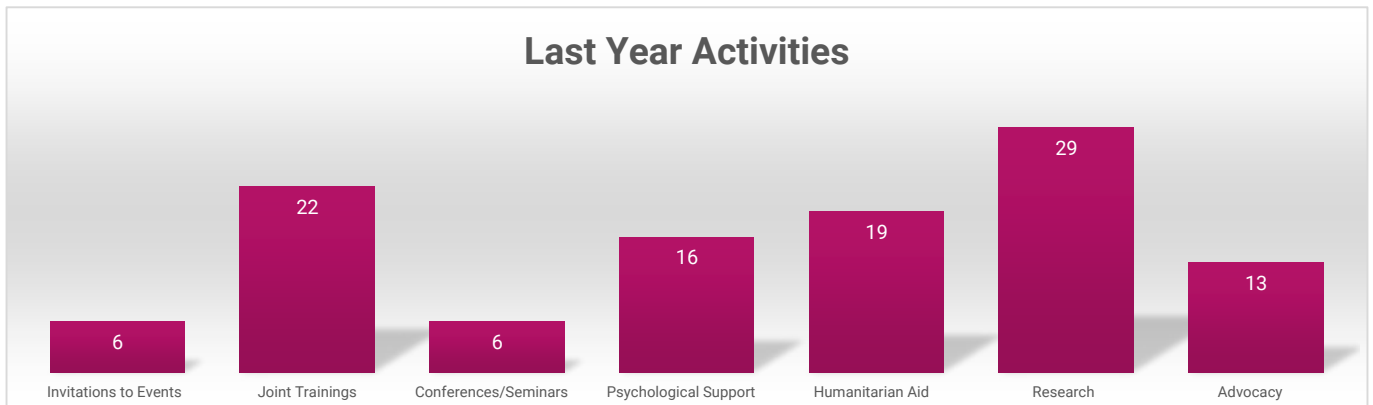
V. Strategic Planning

Capacity - Evaluation Tools

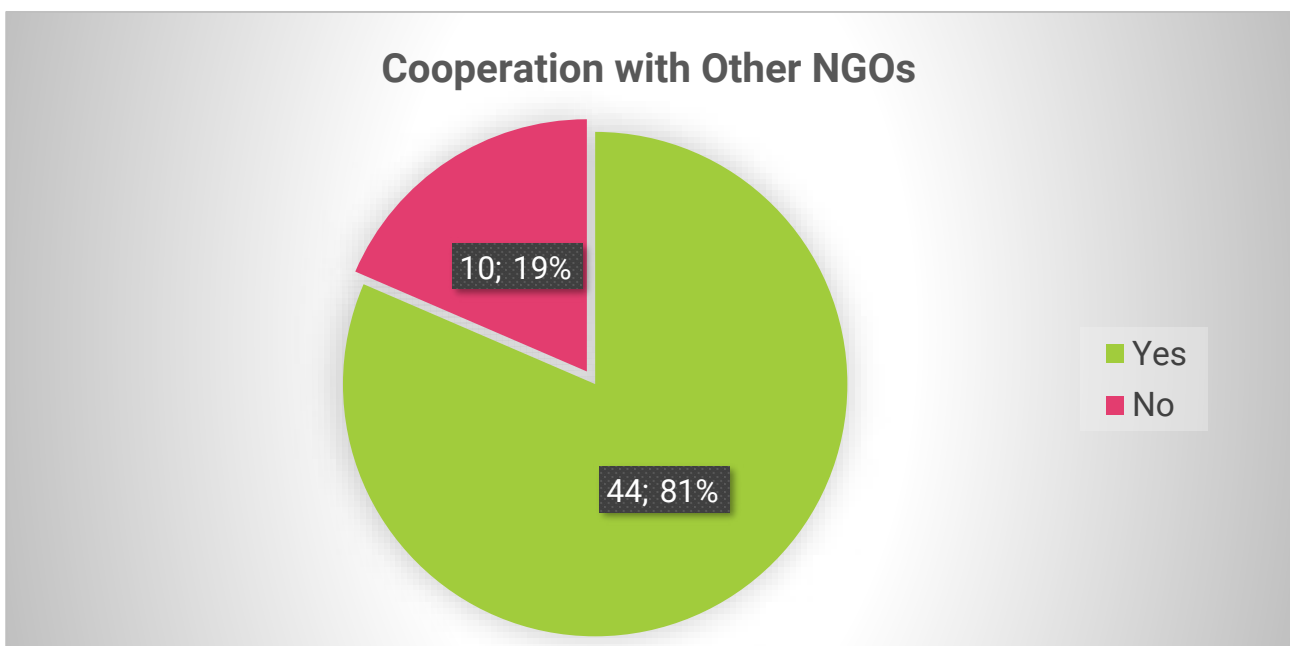
- ▶ The NGOs answered that the evaluation meetings are the most common tool for the project evaluation. The second tool used to evaluate the project success is mentioned as reporting.
- ▶ Three of the participating institutions mentioned that they use two tools together in the evaluation process mainly reporting and meetings.
- ▶ There are 14 institutions using external expertise for the evaluation.



➤ VI. Cooperation - Last Year Activities



➤ VI. Cooperation - Local NGOs



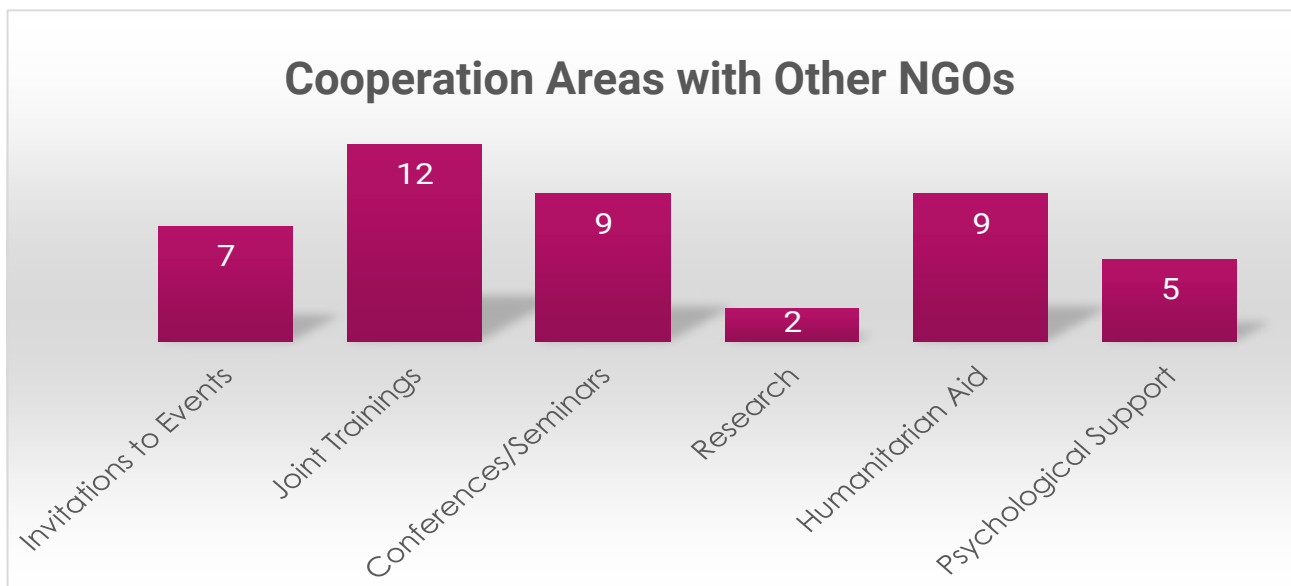
VI. Cooperation - Joint Efforts with Other NGOs

- ▶ 12 of 54 NGOs mentioned that they cooperated with other local organizations for training activities.
- ▶ 9 of 54 NGOs mentioned that they cooperated with other local organizations for joint events and 9 NGOs mentioned that they distributed humanitarian aid with local organizations.
- ▶ The least cooperation area is mentioned as research and even this activity was mentioned one of the main activity areas for NGOs in the last year.

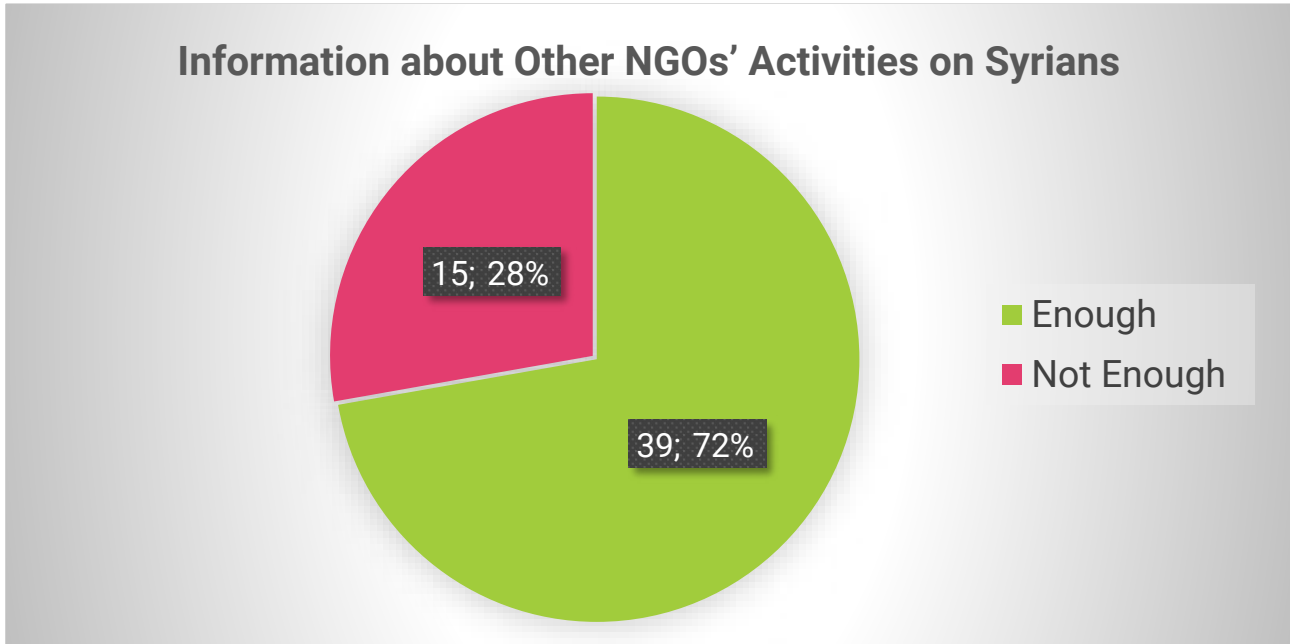
The research shows that most of the NGOs have willingness to cooperate to each other but the cooperation is limited on event-based activities.

Considering the Syrian issue as a complex and multidimensional matter, the NGOs should be supported on cooperation culture and networking to know more about each other's activities.

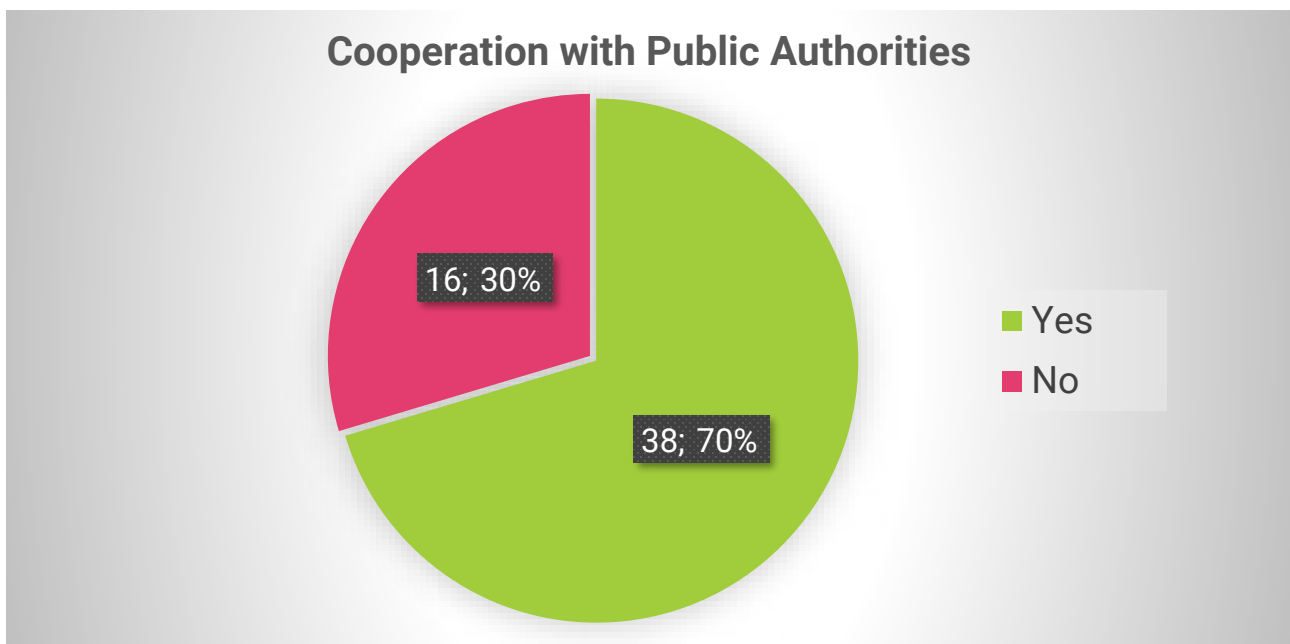
Cooperation Areas with Other NGOs



➤ VI. Cooperation - Information Sharing



➤ VI. Cooperation - Public Authorities

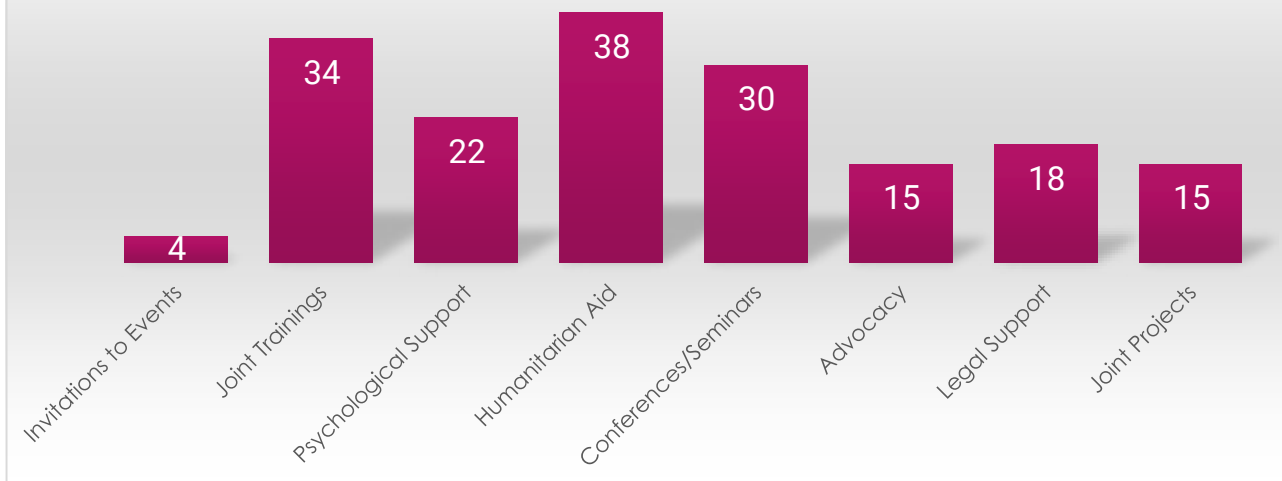


VI. Cooperation - Joint Efforts with Public Authorities

- ▶ 38 NGOs mentioned that they cooperated with public authorities for distribution of humanitarian aid. 34 NGOs mentioned that they cooperated with public authorities for joint training events. 30 NGOs mentioned that they cooperated with public authorities for conferences and seminars.

The research shows that NGOs are working together with public authorities as the Syrian process are mostly administered by the public institutions like central government, municipalities etc. This experience provides a good background for NGOs and public authorities to develop a good working environment together.

Cooperation Areas with Public Authorities



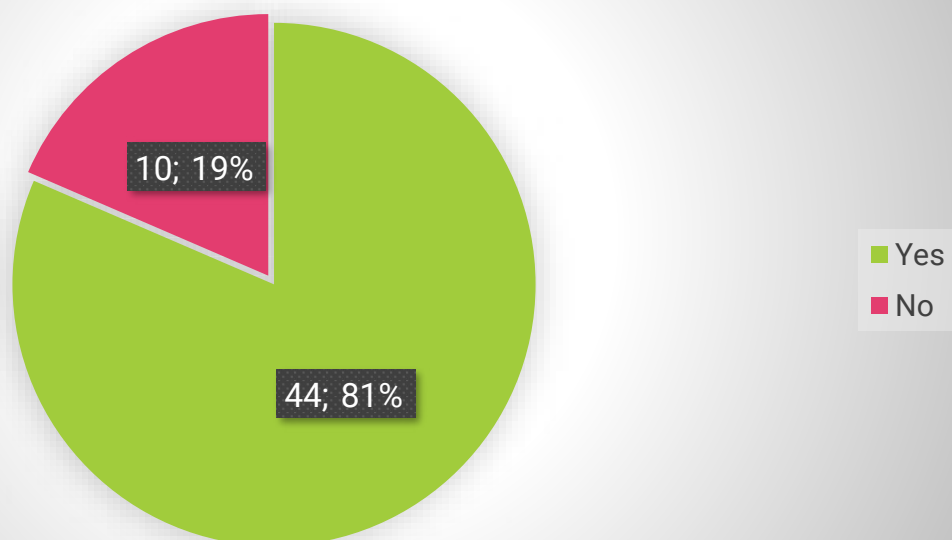
➤ VI. Cooperation - Joint Efforts with Public Authorities

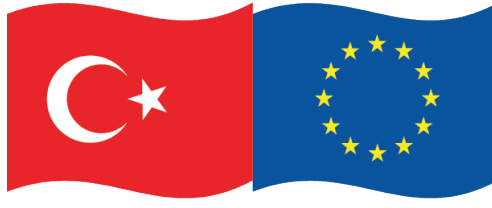
- ▶ The research shows that most of the participating organizations (81%) are actively engaged in field activities.
- ▶ Referring to slide 22, trainings, field research and humanitarian aid activities are the field activities completed by the NGOs in the last year.

According to cross-analysis even NGOs have been conducting research activities, the cooperation in this area is low relatively.

The cooperation in humanitarian aid is the most effective cooperation area for NGOs both for local and international NGOs.

Activeness in The Field





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**This publication was produced with the financial support
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