European Union
Civil Protection and
Humanitarian Aid

alman
işbirliği
DEUTSCHE ZUSAMMENARBEIT

Implemented by

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

CIVIL SOCIETY AND STATE ENGAGEMENT IN THE REFUGEE RESPONSE IN TURKEY:

A RAPID ASSESSMENT OF POSSIBILITIES TO IMPROVE SUSTAINABLE SERVICE DELIVERY OF CLIP COMMUNITY CENTRES

Published by:
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Registered offices:
Bonn and Eschborn
GIZ Office Ankara
Aziziye Mah., Pak Sk. No. 1/101, 06680 Çankaya/Ankara, Turkey
T +90 312 466 70 80
F + 90 312 467 7275
E clip.info@giz.de
I www.giz.de/en/worldwide/67106

Programme description
CLIP - Improving Social Services for Refugees and Host Communities in Turkey by Supporting Community Centres and Local Initiatives

Responsible:
Inka Hiltmann, Quality Manager

Authors and contributors
Cengiz Çiftçi
Gülden Alkoçoğlu
Ceylan İnceoğlu

Editor & Proof-reader
Prof. Dr. Fahri Öz

Design:
SANDE IMAGE Graphic & Animation

URL references:
This publication contains references to external Internet pages. Responsibility for the content of external websites linked in this publication always lies with their respective publishers.
GIZ expressly dissociates itself from such content.

On behalf of the
German Federal Ministry for Economic Cooperation and Development (BMZ)
Directorate General for European Civil Protection and Humanitarian Aid Operations (ECHO)
Postal address of BMZ offices
poststelle@bmz.bund.de
www.bmz.de

Social Media
Facebook: @CLIPTurkey
Twitter: @CLIPTurkey
Youtube: CLIP Turkey

This study was commissioned by GIZ. The study may reflect the personal views of the author, which may not necessarily be shared by GIZ, and GIZ may not be held responsible for any use that may be made of the information contained therein.

Ankara, Turkey 2021
*The project **"Improving Social Services for Refugees and Host Communities in Turkey by Supporting Community Centres and Local Initiatives"** is co-financed by the **German Federal Ministry for Economic Cooperation and Development (BMZ)** and the **European Union through its Civil Protection and Humanitarian Aid Operations (ECHO)** and implemented by **Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).** This report covers humanitarian aid activities implemented with the financial assistance of the European Union. The views expressed herein should not be taken, in any way, to reflect the official opinion of the **European Union** and the **BMZ,** and the commissioning parties are not responsible for any use that may be made of the information it contains.*

*The **objective** of this paper is to provide an analysis of possible ways to increase the sustainability of the work of non-governmental organisations in the refugee response in Turkey. To this end, relevant policies were examined for entry points for the work of NGOs as well as gaps in the provision of services to refugees that can be further filled by NGOs in the future. Furthermore, interviews were conducted with representatives of six Community Centres to analyse their organisational capacities and strategies to improve the sustainability of their services.*

Background

As of June 2020, 3,588,054 refugees are living under temporary protection In Turkey[1]. 53.9% of all registered refugees under temporary protection are male, 29% of the population are under 10 years old, 46.9% under 18 years old. The percentage of men and women over 50 years old is about 8%. The average family size is 5 – 8. About 5% of Syrians are unregistered and there are about 350,000 non-Syrian asylum seekers. The rate of those in need of social assistance is high. About 1,027,871 (28%) of refugees are living in the intervention areas of the Community Centres and Local Initiatives Project (CLIP). [2]

Figures on employment, economic and income generating activities are not clear and based on estimations[3]. The Syrian refugee population, which is densely accumulated in the south-eastern Anatolia region, has been spreading constantly and rapidly all over Turkey. Protection needs are rising, especially due to the COVID-19 pandemic, and there is a lack of concrete data on protection issues, access to services and rights violations.[4] Urban refugees are mostly living in slum areas and urban transformation areas in the cities together with other disadvantaged social groups. This is because the cost of living is cheaper in those areas. Moreover, the Turkish residents of these poorer districts are often migrants (from rural regions) themselves, which leads to a better understanding of the situation of refugees, but the same time can also lead to more tensions due to competition in the labour market and in access to social services. This requires social cohesion activities to avoid conflict situations.[5] With the urbanisation of the refugee population, the tendency to establish socio-economic organisations (companies, associations, and non-formal local groups) is increasing. However, flow to the urban areas causes several structural and social problems as well. Competition for public goods and services, access to the informal labour market, increasing housing and accommodation prices. Overburden to the education and health services which decline both access rate and quality of the services have increased tensions between members of the host and refugee community.

Since the beginning of the flight of millions of Syrians from their homeland in 2011, and especially since 2015, the Turkish government has made serious efforts to improve the legal status of Syrian refugees and ensure access to social services such as education and health as well as guaranteeing their livelihood and protection.

The Directorate General of Migration Management (DGMM), having the main responsibility, has prepared a Harmonisation Strategy and National Action Plan with the participation of relevant public bodies in 2018/2019.[6] A variety of stakeholders, such as Turkish Red Crescent Society (TRCS), the Ministry of Family, Labour and Social Services (MoFLSS), DGMM, the Ministry of Health (MoH), the Ministry of National Education (MoNE), Chambers of Commerce and Industry, Turkish Employment Agency (işkur) and municipalities have provided various protection, legal aid as well as psychosocial interventions and services. Furthermore, they have provided health services, education and life skill trainings, vocational trainings and counselling services. Health services and education services

[1] "GEÇİCİ KORUMA". Goc.Gov.Tr, 2020, https://www.goc.gov.tr/gecici-koruma5638. (as of 23-06-2020) DGMM provides regularly updated statistics.

[2] Adana, Ankara, Bursa, Corum, Eskişehir, Gaziantep, Hatay, Istanbul, Izmir, Kilis, Kiziltepe, Konya, Mersin, Şanliurfa, Trabzon (Kahraman was included after the finalization of the study)

[3] Approximately 15,000 companies are founded by Syrians living in Turkey, while about 1,000,000 Syrians work in informal labour markets and more than 250 Civil Society Organisations are active in the field.

[4] ASAM analysis.

[5] ASAM, HRDF and RASAS analysis.

[6] The plan was completed at the end of 2019. This is the main document for harmonisation processes in the near future. The document covers restricted service areas. For the areas covered with a good strategy and actions, the planned time frame is between 1-3 years. The logical approach of the plan does not include any indicators; therefore, the monitoring of the plan would be hard to achieve.

have become part of the harmonisation policies and have been carried out mainly by public organisations. Certificated lifelong training is dependent on the protocols with the Public Education Centre (PEC).

However, there are still gaps in addressing the needs of refugees in political strategies and a lack of coordination of relevant actors in the provision of sufficient and good quality services. As also noted within the Ombudsman Report, the structure of the legal and operational coordination among public organisations needs to be improved.[7]

1. Strengthening sustainability by aligning service delivery with relevant state policies and filling gaps

1.1 Analysis of linkages and gaps in relevant policy documents

1.1.1 Protection and Social Support System

Regarding the strategic priorities of the Harmonisation Strategy, the following priority areas are most relevant for the engagement of NGOs in the refugee response:

- "Social Participation" is the first and "Provision of Information" is the second strategic priority of the Harmonisation Strategy and National Action Plan. NGO involvement is expected in all the planned activities for the first strategic objective to improve social harmony, e. g. organising cultural events and programmes (1.2.2.2), awareness raising activities on cultural diversity (1.2.2.3), developing volunteer programmes (1.2.2.6), facilitate access to culture and arts (1.2.2.7), activities to access religious services (1.2.3), supporting the NGOs established by refugees (1.3). Furthermore, NGO involvement is foreseen in many activities under the second strategic priority such as dissemination of Foreigners Communication Centre (YIMER) services (2.1.1.7), needs analysis for accessing information (2.1.1.10), all activities under the strategic objectives: establishment of Information Centres (2.1.2), actively informing refugees (2.1.3), preparation and dissemination of information guidelines (2.2.1).

- Social Support is the sixth strategic priority of the Harmonisation Strategy and National Action Plan. The strategic objective is set as developing social support programs to include refugees and all related institutions and strengthening coordination among organizations. NGO involvement is expected in the following activities: enhancing institutional capacity through staff training and providing services in different languages (6.1.1.2), increasing capacity for psychosocial services (6.1.1.4 and 6.1.1.5), counselling for children (6.1.1.6), Increasing the access to preventive services for immigrant families and children at risk (6.1.1.8, 6.1.1.9), developing protection mechanisms for women and children subjected to violence (6.1.1.11), increasing the capacity of services provided by municipalities to vulnerable groups (women's shelter, kindergarten, nursing houses) (6.1.1.13), monitoring of social support services (6.1.2.1), data collection (6.1.2.2), establishment of referral mechanisms (6.1.2.3).

Turkey's National Development Plan, Education Strategy and Employment Strategy lack a complete coverage on references to the needs of refugees. The Ministry of Family, Labour and Social Services (MoFLSS) is an important actor in the refugee response and key in pursuing the policy of inclusion of refugees in national social protection and assistance schemes.

[7]Ombudsman Institution. Syrians In Turkey. Ombudsman Institution, Ankara, 2018. Accessed June 2020. https://www.ombudsman.gov.tr/syrians/report.html#p=1. Drastic increase in the numbers of refugees under temporary protection (from 8,932 in 2010 to 3,5 million in 2017) makes this coordination very hard.

Gaps in Government strategies and service provision by NGOs in the protection sector:

- *Specific approaches for particularly vulnerable groups*

Services for elders and people with disabilities have been involved in the National Action Plan for health and accessing Social Services. The involvement of NGOs in these areas was not foreseen (4.1.2.5 and 6.1.1.10). Moreover, LGBTI and religious groups other than Muslims are not visible in governmental organisations programmes and have also not been taken sufficiently into account in the service delivery of community centres. Young refugees are one of the most vulnerable groups; on the other hand, they are very open to improvement and/or transformation. For sustainable progress, it is crucial to use the potential of young refugees by exploring their needs and abilities to provide appropriate and sustainable services as part of the harmonisation processes. The needs of youth are not sufficiently considered in the service provision of state and civil society actors in the refugee response.

- *Provision of accurate information on rights and services in different languages*

75% of the Syrian refugees have been registered according to the 3RP[8]. Since the mass flux has stopped, there is not currently a major gap for the Syrian refugees in terms of registration. However, Syrians need to be equipped with accurate information on rights and services. Even though the provision of information is described in the harmonisation strategy as an area where NGOs play an important role, due to the high demand there are still many refugees under temporary protection who do not have sufficient or correct information. There are no qualified assessments on the judicial and legal support needs of refugees living under temporary protection. However, bars have limited capacities to cover all needs related to the judicial processes.

- *Legal and social advisory services for non-Syrian refugees*

There are about 350,000 non-Syrian refugees under international protection in Turkey.[9] Based on the DGMM data, there are additionally one million foreigners who have accommodation permits and are living in Turkey. The programmes and intervention of public organisations and INGOs most of the time underestimate the needs of this population. Most of the new regulations are not applied to this population and bureaucracy is heavier and works slower for this group.

- *Inclusion of vulnerable and at-risk persons into protection services provided by the state*

MoFLSS and its Social Service Centres (SSCs), together with municipal authorities continue to play a key role in the provision of protection-oriented services. However, NGOs and INGOs are vital for inclusion and referral services. Since October 2017, more than 280,000* persons have benefitted from a range of services provided by community centres and local initiatives supported under the Community and Local Initiatives Project, incl. around 87,000* persons with special needs and vulnerabilities and 74,000 individuals who benefitted from protection services.[10] This highlights the capacity of NGOs in reaching out to vulnerable persons and addressing their needs. Closer cooperation between NGOs and state institutions can facilitate the inclusion of vulnerable groups in the state social service system.

[8] 3RP. Regional Refugee and Resilience Plan in Response to The Syria Crisis 2020-2021. 2020, Accessed June 2020.http://www.3rpsyriacrisis.org/wp-content/uploads/2020/02/Turkey_english.pdf.
[9] UNHCR refers to 330000 non-Syrian refugees for 2020. Accessed June 2020 Available at https://www.unhcr.org/tr/turkiyedeki-multeciler-ve-siginmacilar
[10] Community Centres And Local Initiatives Project (CLIP) Factsheet. Deutsche Gesellschaft Für Internationale Zusammenarbeit (GIZ) GmbH, 2020. Accessed January 2020.

Recommendations and Cooperation:

- A closer cooperation with MoFLSS, DGMM, UNHCR and TRCS is needed for protection activities. A national steering and monitoring mechanism is recommended to identify needs and improve service delivery. A joint database and referral system would have the capacity to facilitate rapid response when needed. Cooperation is needed particularly in the following fields:
  - Contribute to the reduction of risks and consequences of sexual and gender-based violence (SGBV) against women, girls, men, and boys and those with specific needs and improve quality of and access to SGBV services.
  - Improve equal access of girls and boys affected by the Syria crisis to quality child protection interventions and protection from violence, exploitation, abuse, and neglect.
  - Joint action against human trafficking.
  - Ensure the access of vulnerable persons to social services. The access to social support programmes is not always transparent to for persons in need. Therefore, the CCs will continue to play a vital role in identifying and referring persons or families under risk and vulnerable groups to social services.
  - information dissemination including awareness raising on the situation and rights of vulnerable persons and groups
- Capacity development and cooperation with NGOs and the relevant public authorities working in protection, e.g., mukhtars, imams and religious officials, social service experts, police, etc. should be strengthened, incl. capacity development on the principle "do no harm".
- To "Leave No One Behind" is the motto of the intervention activities focusing on the inclusion of vulnerable groups. Policies and activities targeting youth, elderly, LGBTI and different religious groups should be more visible and consolidated according to the needs.
- Structured youth programmes are needed for inclusion, cohesion, and integration. Community Centres (CCs) can develop appealing and accessible programmes to integrate host and refugee communities. Coordination of Ministry of Youth and Sport (MoYS), MoFLSS and NGOs is necessary for updating needs, utilising community centres for young refugees and community building activities such as youth based civic initiatives and organisations.

1.1.2 Education

Education is the 3rd strategic priority of the Harmonisation Strategy and National Action Plan. Strategic objectives are increasing the access to and participation in formal education, school enrolment, ensuring the continuity and supporting school achievements, supporting access to higher education, developing non-formal education programs in line with the needs and increasing participation. NGO participation is expected especially for facilitating access to school and supporting of parents (3.1.4.1), providing support for higher education enrolment (3.3.1.1) and dissemination of harmonisation training programmes (3.4.4.3).

Gaps in Government strategies and service provision by NGOs in the education sector

- Specific programmes and guiding services needed for the **schooling of girls**.
- Based on the IGAM report, "school management and teachers lack a standard, **structured approach and practice towards refugee students** and the exposure of refugee students to language barriers and peer bullying have a negative impact on schooling and lead to child labour.[11]"

Recommendations and Cooperation:

As of the start of the 2019/20 school year, 684,253 refugee children registered as Syrians Under Temporary Protection (SuTP) were enrolled in public schools and Temporary Education Centres (TECs). These temporary centres have started to close since 2016 and all students are directed to public schools. There were 421 TECs during 2014-2016, currently there are 21. Approximately 400,000 Syrian school-aged children are not enrolled in formal education, which is 37% of the total school-aged population out of school.[12] Therefore, increasing the school enrolment and attendance level of refugee children, together with state institutions, remains one of the basic intervention areas of NGOs.

- **Child-friendly spaces** in Community Centres can provide **supportive services to children and students**. An enabling environment can foster school enrolment and learning. CCs could establish mentoring programmes with the involvement of the host communities. Moreover, they could initiate prevention programmes for children living and working on the streets.
- Furthermore, CCs could offer **family support programmes** as well as **orientation and support programmes for teachers** to increase sensitivity of teachers for the situation and needs of refugee children.
- CCs can develop **local partnerships** with the Ministry of National Education local branches and with the schools to introduce supportive services to improve school attendance, wellbeing, and school success of children from vulnerable population groups. CCs can also be functional in monitoring the attendance rate and reasons for school dropouts and introduce support schemes for children.
- Despite all the efforts, language problems are still the crux of the social and financial challenges of refugees. **Language courses and translation services** are vital to improve the refugees' access to services as well as their integration into society and the labour market. CCs can reshape their activities to include **community-building activities** to encourage the formation of voluntary groups to carry out translation and adaptation related functions for long term.

1.1.3 Health Services

Health is the 4th strategic priority of the Harmonisation Strategy and National Action Plan. Strategic objectives of this priority are making health services accessible, sensitive to the needs and cultural differences and effective monitoring of these services. The only NGO involvement is expected to contribute to the regular reports about the health services

[11] iGAM. "Look, Listen, Link" - Conference on Strengthening Referral Mechanisms Among Governmental Institutions and Non-Governmental Organizations. iGAM Refugee Consultation and Support Hub, Ankara, 2019. Accessed June 2020. https://igamder.org/uploads/belgeler/Conference Report-EN.pdf.

[12] According to MoNE, the gender disaggregation overall is 50,82% for boys and 49,18% for girls and it is common to all levels of education.

offered by national and international organisations. The overall health response and the provision of health care to Syrians under temporary protection is led by the MoH of Turkey.

Gaps in Government strategies and service provision by NGOs in the health sector

Increase access to sexual and reproductive health (SRH) services, including clinical management of SGBV cases for particularly vulnerable groups of Syrians under temporary protection, refugees under international protection and the host community (women, girls, adolescents, and youth). The further development of referral systems would increase access of the refugees to the health services.

Recommendations and Cooperation:

- CCs are carrying out important bridge roles as **information hubs of the refugee community**. After COVID 19 lockdown process most of the refugees stayed without proper information and tried to reach the CCs (Sultanbeyli, Esenler and Ankara Mamak) to meet their needs. Awareness raising activities and seminars on health and hygiene are recommended as important services of the centres and NGOs.

- **Psychosocial services:** MoFLSS and TRCS have provided psychosocial services for vulnerable groups. About 200,000 (30%) families benefited from these services. Extending psychosocial activities to all cities and all Syrian populations living under temporary protection is important. About 70% of the families still seek access to the psychosocial services. Community centres have the role of providing public spaces to both host and refugee communities. Most of the time CCs are preferred due to the better quality of services and provision of safe spaces as declared by the beneficiaries. A joint action of Social Service Centres under the MoFLSS and community centres operated by NGOs is needed. Experience sharing and coordination of NGOs and public organisations is recommended.

1.1.4 Livelihood and Employment

Employment (Work Force) is the 5th strategic priority of the Harmonisation Strategy and National Action Plan. Strategic objectives of this priority are analysis and planning regarding the employment of refugees, analysing education backgrounds and labour market data, protecting and improving the right to work for migrants. NGO involvement is expected for disseminating the information on legal arrangements regarding access to jobs, responsibilities of employers and workers (5.1.1.2, 5.1.1.3, 5.1.1.5) as well as supporting awareness raising on social security and other labour rights (5.2.1.1).

Public organisations have limitations even when they have specific strategic goals and resources. Employment of the refugees under temporary settlement is challenging due to the following reasons:

- Adaptation requirements such as language, knowledge of legal environment and working conditions.
- Qualifications often do not meet the requirements of labour markets.
- The capacity of iSKUR is low to respond to high demand from various stakeholders.
- Lifelong learning strategies are not sufficient to include refugees.
- There are limited numbers of studies on the labour force of refugees living under temporary protection. However existing documents refer to the low capacities of human resources.

Unemployment rate is high. The number of refugees who have an official working permission is about 34,000, which is too low compared to the population. 77% of the refugees are in search of employment. Moreover, informal employment rates are high, social and labour standards are often not respected. About 60% of the population is either under 18 or over 50 years old, which makes them unqualified to enter labour markets. Moreover, the remaining

refugee population is often also not sufficiently qualified for the Turkish labour market. Competition with the host community on daily or temporary jobs is high.

Gaps in Government strategies and service provision by NGOs regarding livelihood and employment

Access of refugees to the formal labour market is low even if they are supported by vocational training. The number of refugees employed by community centres is also low. Moreover, women's access to the labour market is only 15%. Informal labour processes increase the risk of child labour with negative effects on school enrolment rates. Both governmental institutions and NGOs have **limited directing/mentoring measures on livelihood and social entrepreneurship processes**.

Recommendations and Cooperation:

Almost all community centres have programmes to strengthen employability and competences relevant to the labour market. Public organisations are open on employment related programmes. Considering only 5% of refugee families had access to the formal labour market, new strategies are needed for livelihood processes. **Social entrepreneurship programmes, micro credit programmes and employment programmes** could be initiated by community centres. Partnership with the private sector could be established.

1.1.5 Basic Needs and Food Security

Basic needs and food security are vital. CCs can serve as the detection points for the most vulnerable refugees. Social policy studies need to be developed on the structural urban poverty of SuTP and the host community. This is also crucial for strategic planning and delivery of social cohesion processes. Competition of the various groups on basic public services and food security is creating continuous tension, which often appears as xenophobic reactions. Basic needs and food security monitoring processes need to be conducted regularly by relevant public organisations and NGOs. Moreover, outreach for hard-to-reach groups needs to be increased.

2. Strengthening sustainability by organisational development and improving strategic cooperation

2.1 Analysis of strengths and weaknesses of Community Centres

As the Turkish social system has not been prepared to meet the huge increase in need for humanitarian and social support, external support has been needed for the required interventions. Besides monitoring and advocacy contributions, civil society's role in the refugee response in Turkey is to provide services to address the shortcomings of the public sector and international organisations. Since 2011, GIZ's implementing partner organisations have been working actively on different sectors of relief-emergency, humanitarian intervention and post humanitarian development and assuming active roles in line with the harmonisation processes. Up to date, GIZ-supported NGOs have reached around 5% of the refugee population in Turkey through community centre activities. NGOs are reaching this high access rate despite various challenges such as the difficulties in cooperation with public institutions, changing structures of public institutions and changing regulations, long waiting processes for official approvals, deficiencies to access public official data and long paperwork due to intense workload.

The community centres funded by CLIP are experienced and well recognized actors in the refugee response with a high degree of professionalism. Strengths of the CLIP CCs are developing a holistic approach for refugees and other vulnerable groups with often better-quality services and products than public organisations. The centres provide a safe space for their target groups where the people can get access to a range of relevant services in the areas of protection, skills development, socio-cultural activities, cultural dialogue and interactions and social harmonisation. To facilitate the access to services the CCs provide childcare facilities, translation and transportation services for marginalised persons and referrals. The Centres have strong outreach capacities. They have experienced and highly qualified human resources including Arabic speaking staff.

However, other public institutions (e.g., Public Education Centres and Social Service Centres, municipalities) and NGO projects provide similar services in the same regions as the CCs e.g., language and training/courses, handicraft workshops, counselling, legal aid, psychosocial support (PSS), cohesion activities and vocational courses. In view of the high demand, this does not have to lead to overlaps and parallel structures. There is to some extent exchange and cooperation between the different actors in the municipalities and regions, partly organised through the partner organisations themselves and partly organised with the support of GIZ. However, these cooperation are not part of a strategic approach to better coordinate the service delivery, use synergies, and sustain an integrated service delivery for refugees and vulnerable residents of the host communities. Needs analysis, baseline and target population statistics ought to be updated and shared.[13]

GIZ has various partners with different backgrounds and legal entities; IBC and HRDF are foundations, Leader Woman Association (LWA), Syrian Social Gathering (SSG), Refugees and Asylum Seekers Assistance and Solidarity Association (RASAS) are associations and Seyhan Municipality Women's Solidarity Centre is a local government organisation. All partners except Seyhan Municipality Women's Solidarity Centre have different donor supports. This indicates that centres need large funding schemes to carry out their services. Municipalities have an advantage to operate centres compared to the foundations and associations. However, for long-term planning all centres need donor supports to carry out existing services or scale out some services. The scale of the operations is large, running costs are high and opportunities for alternative funding sources are limited. CLIP partner organisations lack a strategic approach to increase sustainability which is also not easy to develop considering the political framework conditions and the competition for funds in the refugee response.

[13] Population data is not case specific for the public services. Dependency on the public/NGO sources need to be justified according to the new baseline. COVID-19 lockdown process has already changed some indicators and needs.

Recommendations for GIZ are as follows:

Based on the experiences of the exchange formats supported under CLIP, GIZ could further strengthen its role in **facilitating dialogue and coordination between state and civil society actors** in the refugee response who work in the same province and support the establishment of provincial **coordination structures**.

The **exchange and mutual learning between the partner** organisations funded under CLIP could be further strengthened. Although there are certain measures for experience sharing between partner organisations, a **structured network or platform** has not been established. Such a network would be functional to discuss efficiency of the operations, needs of the target groups, community building processes, sustainability, phasing out and initiating new activities.

Humanitarian assistance in Turkey is considered as dependent on the international funding environment. The legal environment is restrictive for fundraising. However, there is a big room for improvement for the NGOs on **strategic orientation and fundraising processes**.

As the residence of refugees in the host communities is often still considered as temporary, the potential of refugees for community development processes is often overlooked. The participation of refugees in the planning, implementation and monitoring of relevant social services is most of the time a symbolic rather than a structured process. Beneficiaries of community centres have some possibilities to participate in decision-making and provide feedback e.g., in needs assessments, refugee or women councils, through feedback and complaint boxes, in personal conversations with the staff of CCs. However, the participation is irregular. It needs a more **systematic approach to ensure the participation** of different groups of beneficiaries in planning and decision-making processes.

Services of various CCs have been standardised and professionalised by GIZ in line with the objectives and results agreed with donors. This has resulted in a high satisfaction rate and impact. However, the **target population is dynamic and baseline statistics need to be updated regularly to standardise services for new needs**. Coping mechanisms of refugees and self-support processes need to be examined further.

Phase-out process. A structured phase-out strategy is recommended instead of a drastic cut-off. It is recommended to arrange regular meetings for exit strategies and phasing out. Exit strategies could be discussed in UN working groups or a Steering Group with the participation of GIZ, UNHCR, UNDP, EUD, DGMM, MoFLSS or other relevant ministries, municipalities, and NGOs. According to the latest National Action Plan, municipalities are expected to play a crucial role in both services and harmonisation activities. These actions include provision of financial sources to municipalities and establishing centres, strengthening the human resource capacities with experienced staff, arranging social and cultural centres to accommodate, increasing the capacities of NGOs working with the refugees and several other similar actions. However, the implementation of most of these actions are planned to take place within 1-3 years and provision of financial sources 3-5 years. **Phase-out process should be constructed in-line with the National Action Plan**.

Strategy and communication:

It is recommended to support selected NGOs in the development of a longer-term operational and sustainability strategy, including a communication and cooperation strategy, a fundraising strategy, and an exit strategy. At national or regional levels an umbrella organisation can facilitate effective communication with various stakeholders and monitor processes.

Social entrepreneurship and self-sufficiency:

CCs have the potential to generate cooperatives, companies, new NGO structures and other forms of social entrepreneurships. However, each CC has different strengths, so these alternatives should be tailored according to the needs of the community, capacity of the organisation, formal and informal relations with the public bodies as well as the preference and objectives of the NGO. With high levels of unemployment, some of the refugees may also prefer to be entrepreneurs with the advantage of competitive cost of labour and operation. Considering the low investment cost with a high employment potential, social entrepreneurship is worth investigating and investment. An information/support hub should be founded for potential entrepreneurs of Syrian refugees at the CCs. Some of the CCs can be specialised for giving legal advice, accountancy information and other necessary services.