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**POST PROJECT EVALUATION  
FOR THE  
UNITED NATIONS DEMOCRACY FUND**

**EVALUATION REPORT**

**UDF-RAS-15-636**

**House of Initiatives by and for Syrian Women in Reyhanli – Dar Zeytuna  
Turkey**

**1<sup>st</sup> February 2019**

**Disclaimer**

The views expressed in this report are those of the evaluator. They do not represent those of UNDEF or any of the institutions referred to in the report.

**Authors**

*This report is written by Hafsa Afailal.*

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## I. OVERALL ASSESSMENT:

This report is the evaluation of UNDEF-funded project “House of Initiatives by and for Syrian Women in Reyhanli - Dar Zeytuna”, implemented by Mandat International and then by Gül İnsani Yardım Derneği (Ward Association), during the period 1 June 2016 to 31 May 2018 in Reyhanli (Hatay) – Turkey, with a total grant amount of USD 231,000.

The project’s objective was to promote the autonomy of Syrian refugee women in Turkey to develop and implement their own projects. The achievement of the project’s objective and the results contribute to the overall development goal of the project which is “economic and social empowerment of Syrian refugee women in Turkey. “House of Initiatives by and for Syrian Women in Reyhanli - Dar Zeytuna” was building on a previous initiative funded by UNDEF. This project was also the first off-cycle initiative approved for funding by UNDEF.

The project benefited from an UNDEF grant to achieve the following outcomes:

- Establish a Centre, autonomously managed by Syrian refugee women;
- Empower Syrian refugee women to implement six projects at the Centre;
- Raise public awareness and promotion of spin-off / new vocations stimulated.

The project targeted the following groups of beneficiaries:

- 100 Syrian refugee women in Turkey near the border;
- A larger group of other Syrian women who could be led or inspired by the first group of women.

*The project was generated by UNDEF itself at a time when Syria represents one of the biggest humanitarian and refugee crisis in the world. The seeds of the project were sown already in 2014 with an earlier UNDEF-funded capacity-building and training effort for Syrian women refugees in Reyhanli, implemented by Mandat International. UNDEF visited the project in 2015 to propose an expansion that would translate into reality a range of practical initiatives proposed by the women; maximize synergies between them by bringing them together in one house; and serve as a community resource centre for all Syrians in Reyhanli, then numbering 40,000. This project thus became the first off-cycle approved funding by UNDEF aimed at responding to specific and critical emerging needs.*

The key finding of this evaluation are summarised as follows:

- The project document includes a thorough analysis of the problem of marginalisation of Syrian women in both socio-economic and political life and how the situation of women has gradually worsened as a result of the current conflict. Thus, the designed activities were highly relevant to the need of the participating women.
- The project was based on a relevant strategy that relied on a clear logical framework. Thus, the project succeeded in producing the outputs foreseen and, in some cases,

surpassed the initial plan in terms of the numbers of the target group benefitting from the Dar Zeytuna services.

- The risk management matrix presented in the Project Document was relevant to the probable challenges facing the project. However, the risk related to the consequences of the political situation after the coup attempt on 15 July 2016, the dramatic evolution of the conflict in the South of Syria and the border closing could obviously not have been identified in the risk mitigation.
- Dar Zeytuna is autonomously managed by Syrian refugee women and is effectively serving as an accessible community and resource centre open to all Syrian women and young girls in Reyhanli, since it is situated in a safe area, allowing women to easily reach it from all parts of the town.
- Dar Zeytuna has become? an effective community Centre that provides awareness raising activities and acts as an exchange platform for the six sub-projects, even though the level of implementation and the effectiveness of the design vary from one project to another.
- Although Mandat International has extensive experience in the humanitarian sector and a good management system, Ward was also effective in delivering the post-project phase. Nevertheless, Ward suffered from some inefficiencies due to the fact that the local managerial team required certain capacity building training (Project Management tools, M&E tools, Fundraising Technics, etc.).
- Syrian refugee women have integrated, become self-sufficient and are able to act as leaders for their community in Reyhanli. There is no doubt that the project has had a positive impact on the life of the participating women in terms of integration within the Turkish society, and empowering refugee women to improve their socio-economic situation through income generation from the sub-projects.
- Partnerships and networking with local, national and international NGOs is an essential step to ensure the sustainability of Dar Zeytuna, as the stakeholders confirm that is impossible to successfully continue the sub-projects without mid-term support.

Key recommendations:

1. Mandat International and Ward **should build a strong partnership with Turkish associations or practitioners specialised in education, regulatory law and administrative rules of NGOs in Turkey**, in order to have an accurate understanding of the evolution of the legal context and legal requirements.

2. Mandat International and Ward should **place more focus on developing business level strategies to help the sub-projects to gain advantages in the marketplace**. A good business plan and business strategies not only help to emphasize the specific steps to establish the project, but also help to identify potential weaknesses.
3. It is recommended that the grantee **takes appropriate steps to involve the private sector in supporting the sub-grants' projects** as this is an essential stakeholder in the women's economic empowerment. Moreover, this step could help diversify the financial support to the sub-projects.
4. Mandat International and Ward **should increase awareness activities targeting host communities**, in order to ensure mutual adaptation of refugee women and the host society members.
5. It is recommended that Mandat International and Ward **enhance partnership** with local, national and international NGOs, as well as with government counterparts and UN representations in Turkey.

#### Key lessons learned:

1. **Peer to peer learning approach was very effective both to increase the target group of beneficiaries and to establish a space of exchange**. It was an efficient approach to involve the direct beneficiaries of the project to take action through creative discussions, awareness raising and inspiring others on the basis of their own experience. Peer to peer learning enhanced Dar Zeytuna's capacities and built confidence in the refugee women participating in these kinds of exchanges.
2. **Involving Turkish citizens, men and women from different backgrounds** (as former civil servants, naturalised Turkish citizens from Syrian origin, etc.) in Ward's Board of Directors reflects **an excellent model of coexistence and sharing**, where women could combine the maintenance of strong links with their country while building a strong relationship with the host community.
3. **Participation of Dar Zeytuna's beneficiaries in decision-making was crucial to obtain the appreciation that Dar Zeytuna holds now both by its internal and external stakeholders**. Furthermore, the commitment of Dar Zeytuna to the humanitarian principles of impartiality, neutrality and independence has gained them the reputation of the most impartial project in Reyhanli, both by its internal and external stakeholders.
4. **Syrian refugee women have an important role to play in the peace building process in their country**. Despite the difficulties that beneficiaries of Dar Zeytuna have faced and continue to face, their insistence in having a role in the future of Syria is clearly reflected in their testimonies. **The training and public awareness activities had an effective impact on the participation of Syrian women as leaders, building resilience among the Syrian refugee community**, and as empowered Syrian women

who are able to take part in the future, transitional democracy process and the reconstruction of Syria in the post-conflict period.

5. **Ward Association highlights the important role of networking and linking with local, national and international NGOs** and its valuable impact on the Dar Zeytuna's performance. Thus, the partnership with "Zeytin Yardım Ve Kalkınma Derneği" has been a noteworthy action to ensure the project's sustainability by sharing the operational costs of Dar Zeytuna.

## II. PROJECT CONTEXT AND STRATEGY:

### *(i) Development context*

Today, Syrians are the largest refugee population in the world, and half of them reside in Turkey (UNHCR 2018). Turkey started to receive refugees from Syria in 2011, yet the larger surges happened between late 2013 and 2014. As of December 2018, the number of Syrian refugees reached 3.6 million and Turkey has become one of the countries hosting the largest number of refugees in the world.<sup>1</sup>

In the beginning, the Turkish states referring to Syrian refugees in their territory as 'guests'. This was mainly related to the perception of their presence in Turkey being temporary, as well as to Turkey's asylum policy, that maintains the 'geographical limitation' to the 1951 Geneva Convention and its 1967 Protocol, meaning that Turkey only grants refugee status to asylum seekers coming from European territory.

Turkey's asylum policy maintains the 'geographical limitation' to the 1951 Geneva Convention and its 1967 Protocol, meaning that Turkey only grants refugee status to asylum seekers coming from European territory as refugees.

This prevalent designation of Syrians as 'guests' implies ambiguity and temporariness about their stay and rights in Turkey. In order to clarify the legal framework, one should first underline that Syrians are not officially accepted as 'refugees'. The Turkish Law on Foreigners and International Protection differentiates between refugee status, conditional refugee status and subsidiary protection. The Syrian people who are under temporary protection in Turkey are technically not refugees<sup>2</sup>.

There are three main legal categories for Syrians in Turkey: holders of temporary protection status (TPS) (around 3.6 million people); residence permit holders (around 65,000) and the naturalised (more than 55,000). Another important category among the Syrians is the undocumented. This is partly voluntary, but mainly involuntary.

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<sup>1</sup> In addition to the Syrians, there are around half a million asylum seekers of other nationalities, mainly from Afghanistan, Iraq and Iran, in search of protection in Turkey.

<sup>2</sup> Nevertheless, the term 'refugee' is used in this report in order to refer to Syrians under TP in Turkey.

Specific identity cards given to Syrians are an important tool to regulate the internal mobility of Syrians in Turkey by the national authorities. These ID cards given to TPS holders provide access to social services in the designated province of registration. However, as some Syrians want to change their place of stay in Turkey, it becomes problematic because of the difficulty of registering again in other locations. This creates a bulk of Syrians who live without any mandatory documents.

The Turkish Law on Foreigners and International Protection differentiates between refugee status, conditional refugee status and subsidiary protection. The Syrian people who are under temporary protection in Turkey are technically not refugees

Most of the Syrians live either in border towns, such as Gaziantep, Kilis, Şanlıurfa, Hatay and Mersin, or in metropolitan centres such as Istanbul, Bursa, Konya and Izmir, where job prospects are better (see map below). At the very beginning of the arrivals from Syria, the Turkish government settled the refugees in the camps built mostly in the border region. However, even in these early periods, the majority of the Syrians were living outside the camps, as urban refugees.



Distribution of Syrian refugees by region (top 10 regions)

Source: Turkish Directorate General of Migration Management (DGMM) - <https://bit.ly/1Np6Zdd>

Free settlement outside the camps is certainly cheaper for both international organisations and national authorities. However, urban refugees face a number of problems and risks in the cities. Poverty, poor housing conditions, severe and exploitative working conditions,



weak access to basic services, such as health and education, are the main problems. Urban refugees may also be subject to marginalisation, discrimination and exclusion by the population, who perceive them as a threat. Vulnerable groups among urban refugees, such as women, children, elderly and disabled people face an increased exposure to these risks. More specifically, in the Hatay region where the population is around 1.5 million, the registered Syrian population is 441,197, constituting 28% of the resident population. However, it is highly probable that the real size of the Syrian community in Hatay is much higher, given the unwillingness of the authorities to register new applicants.

Reyhanli, where the Cilvegözü Customs Gate is located, is a small town of a population of 95,000. As it is by the border, just across Idlib city, it has been one of the main entry points for Syrians seeking refuge in Turkey. According to official statements, there were 80,000 Syrians registered under TPS. Together with unregistered Syrians, the number of Syrians living in the district might reach 100,000.

There are 24,000 Turkish students in Reyhanli schools, while the number of Syrian students is 15,300. According to the local representative of the District Directorate of National Education, there is an additional 6,000 Syrian children in town not attending school.

Employment opportunities in Reyhanli are limited; there are job prospects in cross-border commercial activities, humanitarian agencies, as well as low-skill work in cross-border operations and agriculture. Over time some have left, either for urban centres in the region such as Antakya and Gaziantep, or further away such as Istanbul. Those who stay in Reyhanli are mainly the ones who do not want to lose touch with the other side of the border for various reasons.

### ***(ii) The project objective and intervention rationale***

UNDEF funded Mandat International with a total grant of USD 231,000 in order to implement and manage the project titled “House of Initiatives by and for Syrian Women in Reyhanli - Dar Zeytuna” during the period 1st of June 2016 to 31st of May 2018, in Reyhanli, Hatay (Turkey).

The project was generated by UNDEF itself, in consultation with Mandat International. The seeds were sown already in 2014 with an earlier UNDEF-funded capacity-building and training effort for Syrian women refugees in Reyhanli implemented by Mandat International. UNDEF visited the project in 2015 to propose an expansion that would translate into reality a range of practical initiatives proposed by the women; maximise synergies between them by bringing them together in one house; and serve as a community resource centre for all Syrians in Reyhanli, then numbering 40,000.

Mandat International is a Foundation with Public Utility Status created in 1995 in Switzerland, operating in Turkey since 2014. In 2016, Turkish authorities suspected, as for many other INGOs, that Mandat has been involved in the July 15th coup attempt, accusing it of funding Kurds in this region. It is important to note that this situation has limited and reduced their role and the capacity of NGOs to trigger real changes in the political and social sector in Turkey.

To continue the project execution in Turkey, Mandat International was advised to transfer the project activities under an existing Turkish NGO “Zeytin Yardım Ve Kalkınma Derneği”. Financial issues were encountered with this Turkish local organisation. As a solution, Mandat decided in January 2018 to set up a new organisation, “Ward”, totally independent, ruled by beneficiary women, to run the project activities.

According to the desk review, the Turkish law on Associations (Dernek Kanunu n: 5253 – 2004), which regulates the creation of Associations, states that the Board of Directors of Turkish Associations should consist of 7 Turkish citizens or residence permit holders. For this reason, the Board of Directors of Ward is composed of Turkish citizens and naturalised Syrians, but *de facto*, is the beneficiary women of Dar Zeytuna who took over the project. Moreover, Ward has signed an agreement with “Zeytin Yardım Ve Kalkınma Derneği” to share the space of Dar Zeytuna and the operational costs to ensure the project sustainability.

The actual “Dar Zeytuna” building is shared by both “Zeytin Yardım Ve Kalkınma Derneği” and “Gül insani Yardım Derneği” (Ward association in Turkish) as shown in the photo below.



*The main entrance of the new building of “Dar Zeytuna”  
Source: Photo by Hafsa Afailal - 27/11/2018*

### *(iii) Project strategy and approach*

**The overall goal** of the project: Economic and social empowerment of Syrian refugee women in Turkey.

**The objective** was to promote the autonomy of Syrian refugee women in Turkey to develop and implement their own projects.

**The intended outcomes/results** (as per project document) were:

1. Establishment of the Centre autonomously managed by the participants;
2. Empowered women implement projects at the Centre;
3. Public awareness raised, and spin-off / new vocations stimulated.

The project considered empowerment and capacity building as key strategies, in order to achieve the expected outcomes and the objective. The project focused on the following areas of interventions and activities:

- Establishment of a physical and legal status of Dar Zeytuna;
- Setting up an operational management team of Dar Zeytuna;
- Dar Zeytuna to provide services and act as an exchange platform for the projects;
- Dar Zeytuna to disseminate the acquired knowledge among Syrian refugee women;
- Selection of six projects which were implemented in Dar Zeytuna:
  - ✓ **Syrian Women Committee** aims to improve Syrian women skills in various subjects by providing free Turkish language courses, computer and literacy classes to adults and teenagers, in order to encourage personal and educational development.
  - ✓ **The Legal Advisory Clinic for Syrians in Turkey** focuses on the Turkish laws that concern Syrian refugees living on the Turkish territory and provides the Syrian community with assistance and legal advices, especially on legal issues for women.
  - ✓ **Vocational Rehabilitation Girls Institute** targets girls aged between 12 and 20 offering them the necessary courses and training to raise awareness on important topics (early wedding, birth control, women's health, right to education).
  - ✓ **Sewing Project** has a centre working on 2 different levels with the same goal: empowering women to make them self-sufficient. It teaches women a simple skill that allows them to make some money and provides them with a secure environment so that they do not have to ask for aid. It also helps them vent about some of the concerns they have, offering participants a role in the society, preventing isolation.
  - ✓ **Syrian Cuisine project** allows women to develop an income-generating and self-sustained catering and participate in the economic and social life of the country where they live. Thus, they gain autonomy and self-confidence, while promoting women's empowerment by reducing their dependency on aid.
  - ✓ **Zeytuna Theatre** is a theatre and workshops project for young people working with war-exposed children to help them overcome the pressure they are under and release stress.

### III. METHODOLOGY:

#### *(i) Purpose and Scope of the Evaluation:*

The purpose of this evaluation was to provide an overall independent assessment of the UNDEF project “House of Initiatives by and for Syrian Women in Reyhanli”. This evaluation was concerned primarily with measuring outcomes and impact. It aimed to:

- Analyse the process of implementation of the project and enhance the project performance by measuring the impact and/or changes that have occurred within beneficiaries and the refugee community in the city of Reyhanli;
- Study the final outputs of the project in order to measure their effect on the accomplishment of the project’s overall objective and specific outcomes;
- Deepen the knowledge and understanding of the assumptions, risk and limitations related to the context (conflict, security concerns, political considerations);
- Identify problems and constraints that were encountered and identify key lessons in order to produce recommendations for UNDEF for the implementation of future projects in the region.

The geographical scope of the evaluation included the city of Reyhanli in the Hatay Province where many Syrian refugees are located. It covered the entire period of the project implementation (24 months, from 1st of June 2016 to 31st of May 2018).

#### *(ii) Evaluation Criteria:*

The evaluation process was conducted in accordance with the Norms and Standards for Evaluations developed by the United Nations Evaluation Group and the OECD criteria of evaluation. Thus, the evaluator assessed the project design, relevance, effectiveness, efficiency, impact, sustainability and UNDEF added value and visibility.

#### *(iii) Evaluation Questions:*

This evaluation relied on a set of key evaluation questions, which were formulated based on the standard Evaluation Questions detailed in the Operational Manual in line with the DAC Criteria. The evaluation questions were formulated on the basis of both indicators designed in the project documents and the additional indicators proposed by the evaluator mentioned in the Evaluation matrix and questions (Annex number 2), such as:

- At the level of effectiveness, the evaluator assessed the degree of satisfaction expressed by the beneficiaries from Dar Zeytuna projects and activities through direct observation, case study and focus groups. This resulted in the fact that internal and external stakeholders of Dar Zeytuna have an overall estimation of the Centre services based on the quality of the activities offered, the continuous interaction with the beneficiaries and the high level of participation in the decision making. All of the beneficiaries and partner organisations interviewed in the framework of this evaluation consider Dar Zeytuna as the most functional and impartial project in the town.
- At the level of impact, the evaluator assessed the extent of observations made by the target beneficiaries on the improvement of autonomy of Syrian women refugees in

Turkey. It is notable that the project has had a positive impact on the life of the participating women in terms of integration within Turkish society, and the empowerment of the refugee women to improve their socio-economic situation through generating income from the sub-projects. Moreover, it is worth mentioning that the participating women refugees have become leaders in their community who are aware of their new role as actors who could participate to push forward the political and economic growth of their country in the future.

***(iv) Data Collection and Analysis:***

Different tools were used to ensure the collecting, organising and analysing of data throughout this evaluation process. The evaluator proposed combining qualitative and quantitative methods.

**Desk Review:** Project Document, Manual Charter (document created by the beneficiaries including the rules of the center and the beneficiaries' rights and obligations), Mid-term Report, Final Narrative Report, etc. were reviewed to learn more about the process of implementation of the project. Related scientific reports and literature were also assessed with the purpose of learning about the context of the Hatay region, the situation of the NGOs in Turkey, the security concerns in the region and the economic, social and political considerations that could have an impact on the sustainability of the project.

**Direct Observation:** included the observation of the ongoing activities in the centre, the interaction between the beneficiaries and the organisation's management team and trainers, the interaction in the neighbourhood, and finally, direct observation was conducted during the house visit for the case study of one of the beneficiaries of the project.

**Semi-guided Interview:** Six interviews were conducted with different stakeholders to clarify the process of implementation of the project, the context and the difficulties and challenges. Interviews were conducted in Arabic and Turkish. The list of key actors interviewed is presented in the Annex number 3. Also, semi- guided interview guidelines were developed (guidelines available in the Annex number: 4).

**Focus Group:** Two focus group (FG) were conducted in order to collect in-depth information from the beneficiaries about their projects, the experience in general and their perception related to their future. A SWOT analysis was conducted to highlight the opinion of beneficiaries in relation to the success opportunities of their projects as a direct reflection of the sustainability of the project. The FG were conducted in Arabic with the leaders of 2 projects of Dar Zeytuna (Sewing Project and Syrian Cuisine project). A second FG was conducted with the beneficiaries of awareness activities and language courses at Dar Zeytuna.

**Case Study:** One case Study (CS) was carried out with one of the beneficiaries of the Sewing Project in order to analyse the project's impact on the family. The case study included a visit to the house of the beneficiary and a discussion with her two children (a 14-year-old girl and 10-year-old boy).

#### ***(v) Limitations:***

Risks and limitations related to the evaluation framework were directly linked to the fieldwork and mainly to the security concerns in Hatay region.

**Security concerns:** The governorate of Hatay announced Reyhanli, amongst other towns in Hatay, as special security zone for a period of 15 days, starting from 28 November to 12 December 2018. Mobility in the mentioned zones was subject to special permits. Consequently, it was not possible to meet any relevant government officials during the fieldwork due to those security considerations. Though an interview with M. Adnan Cunedoğlu, member of Ward BoD and former education civil servant, helped to remedy this constraint and succeeded to clarify some aspects related to the enrolment of young Syrian girls in public schools, access to health services, the integration of Syrians into the Turkish society especially in Reyhanli.

**Access to / Availability of beneficiaries during fieldwork:** the beneficiaries of Dar Zeytuna are perceived to provide the central leads in this fieldwork. However, the evaluator wanted to bring men to the discussion on promoting empowerment of women refugees. Unfortunately, the evaluator was not able to conduct interviews with the husband/male relatives of any of the beneficiaries of the project because of the dominant patriarchal norms. However, to amend this situation, the evaluator interviewed M. Fady Darwish, Turkish language instructor of Dar Zeytuna. He is a Syrian young man resident in Reyhanli. Finally, due to the limited availability of many women because of professional or family reasons, the evaluator was not able to meet some beneficiaries involved in the trainings offered by Dar Zeytuna. The number of participants in the FG was limited to 3 and 5 for both FG.

## **IV. EVALUATION FINDINGS:**

#### ***(i) Relevance***

The assessment of relevance is addressed through focusing on the extent to which the project's strategy and activities were appropriate to the needs of the target group, and whether the project proposed activities were coherent and provided the best approach to achieve the project objective. It focused on analysing to what extent this project built on achievements of the first Zeytuna project, and whether the refugee women considered the project relevant to their needs. In assessing relevance, the evaluation also focused on the extent to which the analysis of risks and mitigation strategies were considered in the project design, and whether the sustainability strategy was appropriately implemented.

***Key finding 1: The project was based on a relevant strategy which relied on a clear logical framework and M&E strategy.***

Even though it is worth mentioning that the project could have been more relevant if the implementing agency had involved more Turkish and Syrian NGOs as partners in the design phase to ensure the smooth running of Dar Zeytuna and reinforce the culture of networking between both Syrian NGOs and Syrian and Turkish NGOs. In this sense, it is important to

mention that most Syrian NGOs in Turkey have been taking a reactive rather than a proactive approach due to ongoing crisis. Thus, a networking and a strategic management model could have helped to plan and initiate rather than just respond to events and needs.

The project produced all of the outputs foreseen in the Project Document and in some cases, surpassed the initial plan in terms of the numbers of the target group who benefited from the Dar Zeytuna services.

As for the M&E strategy, which was designed to measure progress towards achievement of the overall goal and objectives of projects, it could be relevant to include continuous context and needs assessment, direct monitoring of activities implementation for reporting against the project's log frame in order to take action timely since internal or external factors can influence project implementation. Building the capacity of the technical staff of Ward to take over some senior responsibilities will ensure that local organisation perform these functions by themselves.

The project produced all the outputs foreseen in the Project Document and in some cases, these surpassed the initial plan in terms of the number of the target group benefited from the Dar Zeytuna services.

***Key finding 2: The risk management matrix presented in the Project Document is relevant to the probable challenges facing the project.*** However, the risk related to the consequences of the political situation after the coup attempt on 15 July 2016, the dramatic evolution of the conflict in the South of Syria and the border closing naturally could not be identified in risks mitigation. Nevertheless, this evolution should be taken into account in designing future projects or actions in Turkey. The project documents should be updated on an ad-hoc basis regarding security risks and geopolitical influencers. Considering different scenarios along with different perceptions, each scenario allows the capturing of a particularly relevant aspect of a scenario, which could be helpful to validate the framework or the project strategy against existing scenario-based approaches.

Despite considering the financial difficulties facing the implementation of sub-projects as a high-level risk and advising the project team to work in parallel on fundraising to overcome this difficulty, the project was not able to work on establishing a fundraising strategy due to the high-level of technical skills needed in this specific area. Moreover, the NGO "Ward" does not have Public Utility Status that facilitates gathering donations. Furthermore, bureaucratic and limiting Law on Collection of Aid (No 1983, 23/6/1983) required a specific permit for Turkish associations from the Governorate of the city/town in which the fundraising activity will be carried out. Also, it is mandatory to indicate the exact amount of money they aim to collect. That means, a clear and specific fundraising strategy should be established taking into account all the limits and challenges.



TPS grants beneficiaries the right to legal stay, as well as some level of access to basic rights and services, even though it does not guarantee access to employment, nor to individual international protection in the event of termination of the temporary regime. Hence, the sustainability of the sub-projects established by Dar Zeytuna could present a significant risk.

One of the main outputs of the fieldwork regarding risks is related to the TPS and the future of the sub-projects. TPS grants beneficiaries the right to legal stay, as well as some level of access to basic rights and services, even though it does not guarantee access to employment, nor to individual international protection in the event of termination of the temporary regime. Hence, the sustainability of the sub-projects established by Dar Zeytuna could present a significant risk. Dependence on the Temporary Protection Regime makes the legal situation of Syrian refugees to be at a permanent risk. However, maintaining strong links with the host community and local

authorities might be considered as an important asset to mitigate the risks that may affect the sustainability of the sub-projects.

The last risk identified during the field work is related to administrative procedures. The continuity of language and vocational trainings, one of the activities highly demanded by the beneficiaries, is highly at risk. The Turkish legislation on Education requires the signature of a mandatory protocol in order to authorise Turkish associations to provide language courses or vocational trainings. This requirement may also be more difficult to fulfil because of the high cost of the certified trainers authorised by National Education, the difference between the institutional curricula and the one offered by Dar Zeytuna which is more adjusted to the constant changes in the needs of their beneficiaries.

### ***(ii) Effectiveness***

The project effectiveness was evaluated by assessing the progress made in achieving the expected outcomes, through measuring the extent to which the project outputs were met as planned, and whether the planned activities were delivered to the direct and indirect target groups.

#### ***Key finding 3: Establishment of the community resource centre, autonomously managed by the Syrian women refugees.***

The Centre was effectively established and inaugurated, serving as an accessible community resource centre open to all Syrian women and young girls in Reyhanli. Since it is situated in a safe and secure area, women and young girls are able to reach the centre with ease from all parts of the town. The new Dar Zeytuna is located in the first parallel street to the main avenue where many other centres, organisations, public transportation, schools and shops are located. The Dar Zeytuna is also situated near one of the few public gardens of the town, known as a meeting point for many Syrian women and their children. More than 150 refugees' women have benefitted from Dar Zeytuna's services. Finally, Dar Zeytuna is also located close to the "Cultural Centre", a training and vocational centre run by the Education Ministry.



The centre is managed by a team of participating women, selected based on their knowledge, interest, motivation and availability. The technical team consists of one director and three admin officers, in addition to several trainers and instructors (one man and several women). Even though the UNDEF-grant reached its end in May 2018, the centre is still operating thanks to the pivotal role played by the technical team who continued to volunteer. The agreement that “Ward” signed with “Zeytin Yardım Ve Kalkınma Derneği” to share operating costs (rent, utilities etc.), and the new agreement with local and national organisations to

*“In the last years, many funding was distributed to local associations in Reyhanlı. Some associations have important resources, they offer monthly financial support to widows and young girls in exchange of wearing niqab or adopting some fanatic religious ideas [...] at Dar Zeytuna we are free to wear and behave as we want. Only respect is a mandatory rule” Oum Anas, beneficiary of Dar Zeytuna.*

cover part of the expenses related to instructors’ salaries, utilities, etc. ensures the centre remains open to Syrian women and young girls residing in Reyhanli, Turkey.

The effectiveness of this project is also reflected in the overall estimation in which Dar Zeytuna is held by its internal and external stakeholders based on the quality of the activities offered, the continuous interaction with the beneficiaries and the high level of participation in the decision making (to decide collectively about which subject to be discussed for the awareness sessions according to the needs, to decide about organisational aspects of the centre, etc.). All the beneficiaries and partner organisations interviewed in the framework of this project form their views about the project from many other available initiatives in Reyhanli. They consider Dar Zeytuna as the most impartial project in the town.

Dar Zeytuna became a reference in Reyhanli according to the results of the FG and interviews. Stakeholders highlighted the fact that beneficiaries are selected objectively, rather than as a result of prejudice, religious reasons or preferring the benefit to a specific ideology as for many other centres. Mrs. Tyma Daoudi, coordinator of the project at Mandat International stated that Dar Zeytuna is also well known in Lebanon and considered as a success story for many of the Syrian women in Lebanon.

#### **Key finding 4: Empowering women to implement projects at the centre**

Six sub-projects were selected and implemented at the Dar Zeytuna; the level of implementation and design effectiveness vary from one project to another. These projects were implemented as follow:

- ✓ **Syrian Women Committee** aims to improve Syrian women skills in various subjects by providing free Turkish language courses, computer and literacy classes to adults and teenagers, in order to encourage personal and educational development.
- ✓ **The Legal Advisory Clinic for Syrians in Turkey** focuses on the Turkish laws that concern the Syrian Refugees living on the Turkish territory and provides the Syrian community with assistance and legal advices, especially on legal issues for women.

- ✓ **Vocational Rehabilitation Girls Institute** addresses girls aged between 12 and 20. It provides necessary courses and training to raise awareness on important topics (early wedding, birth control, women's health, right to education).
- ✓ **Sewing Project:** The centre works on two different levels, but both have the same goal; empower women to get them reach self-sufficiency: It teaches women a simple skill that allows them to make some money, provide them with a secure environment so they do not have to ask for aid and help them vent some of the concerns they have. It offers the participants a role in the society away from isolation.
- ✓ **Syrian Cuisine project** allow the women to develop an income-generating and self-sustained catering and participate in the economic and social life of the country where they live. Thus, they gain autonomy and self-confidence, while promoting women's empowerment and help reduce their dependency on aid.
- ✓ **Zeytuna Theatre:** Theatre project for young people and workshops for war-exposed children to help them overcome the pressure they are under and release stress.

The criteria for the selection of sub-projects was applied correctly and generally led to the identification of several small groups interested by the same sector. The technical team decided to organise a workshop with the different women interested in the same business area. These interactive workshops placed participants in groups on their own to discuss their projects and the available resources. As a result of this interactive and participative process, the leader of each project presented a collective proposal including some technically feasible key steps as for example buying second hand equipment in order to rationalise the expenditures.

*"Thanks to our sewing workshop, I feel myself alive. Despite the conflict, the pain and displacement, the workshop is the bright side of this experience [...] nothing will be the same again once we are back to Syria, because now I am a strong woman and I have a different role even inside my own family" Oum Mohamad, beneficiary of Dar Zeytuna.*

The process of creating sub-projects at Dar Zeytuna is described unanimously by the interviewed stakeholders as an innovative and a dynamic process and as a real and catalytic agent of change to the situation of Syrian refugees in Turkey, as it generates income and strengthens their agency to struggle against the dominating patriarchal norms. Thus, the Project helped them to share their experiences, including the difficult ones, encourage them to try new things and develop their confidence and personal insight. The vocational programs and awareness sessions provided refugee women with skills to assume their right to participate in making decisions which impact on their lives, the lives of their children, families and their communities in Turkey and in Syria. This will have an effective impact on the participation of Syrian women as leaders in building resilience among the Syrian refugee community in the context of war, and as an empowered refugee woman able to take part in the future transitional democracy process and the reconstruction of Syria in the post-conflict period.

***Key finding 5: Public awareness raising and spinning-off /promotion of new vocations***

Dar Zeytuna has become an effective community centre that provides awareness-raising activities and an exchange platform for projects. It has organised various workshops that targeted approximately 80 Syrian and Turkish women per week (about 40 participants per session and generally two sessions are held per week), and which aims to tackle issues such as: violence against women, under-age marriage of girls, and various legal issues etc. It is worth mentioning that participating women of the Dar Zeytuna centre and especially the project holders were effective in dispatching the information by participating and organising various conferences and giving lectures to other newly arriving Syrian women. Thus, it is noted that the peer-to-peer education approach was effective at increasing the target group of beneficiaries from the Centre activities and services.

It is observed that Dar Zeytuna created a dynamic in Reyhanli and was able to conduct public awareness raising of new vocations, through the high demands of collaboration that was received from various associations dealing with Syrian women not only in Reyhanli but also in Antakya and Gaziantep. Thus, the sewing project contracted with “Shourk Shams” (Sunrise), the cooking one collaborates with “the Injured House” and gave a lecture on the role of women in building the Syrian Society, and the Women Committee established an agreement with AUSOM and a team of psychologists.

Moreover, during the fieldwork, the evaluator observed the progress of Skype conferences about “happiness” and “how to be thankful to life?” as part of the psychosocial support activities. Furthermore, the fieldwork coincided with the celebrations of the International Day for the Elimination of Violence Against Women. For this occasion, Dar Zeytuna organised many awareness sessions about women’s rights in the Turkish legislation. The sessions were held in collaboration with a group of Turkish lawyers and UNHCR.

***(iii) Efficiency***

In evaluating the efficiency of the project, the various activities of the project were examined in terms of how they were cost-effective, and how well the available resources were invested in the expected outcomes, both in quantity and quality, while respectfully keeping to the predetermined timeline.

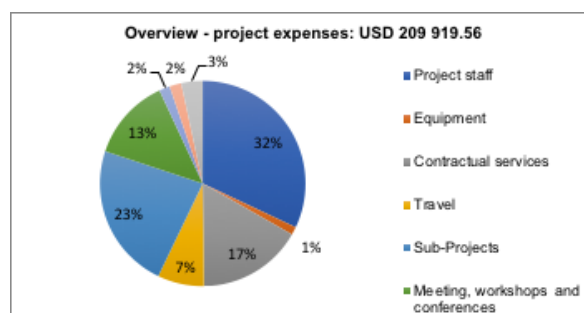
***Key finding 6: Technical/financial reporting systems established involving Syrian women refugees***

Mandat International has extensive experience in the humanitarian sector and a good management system. Ward was also effective in the delivery of the last phase of the project and at the post-project phase. Nevertheless, they suffered from some technical inefficiencies due to the fact that the local managerial team had insufficient training in certain skills (Project Management tools, M&E tools, Fundraising Technics, etc.).

Security was particularly a major concern that led to time loss, but without generating any project interruptions. Mandat International, among other INGOs, was suspected of being involved in the July 15<sup>th</sup> coup attempt, as well as funding the Kurds in this region. Most of

the other INGOs were closed. In view of the gravity of the situation and the risk, the project holders were advised to transfer their activities under the umbrella of a Turkish NGO. Mandat International was able to overcome this problem by transferring the project to “Zeytin Yardım Ve Kalkınma Derneği” and empowering the local coordinator who became the director of Ward association and the leader of the process.

Despite this serious problem, the implementing organisation succeeded in carrying out the project without affecting the cost-effectiveness and timeliness of the project. The project produced all of the outputs foreseen in the Project Document and in some cases; they surpassed the initial plan in terms of numbers of target groups that benefited from the Dar Zeytuna services, the diversity of training and courses offered and the fact that Dar Zeytuna became a well-known and respected reference point in Hatay. In connection with financial aspects of the project, there was effective grants management and balanced spending. Insignificant underspending/overspending is perceived between headlines of the budget which reflects a good identification of the needs, a clear and regular communications between the involved parties.



#### (iv) Impact

Although the assessment of the project impact may face some limitations, since it has to be measured in the long-term, after a few years from project completion, the evaluator assessed to which extent the outcomes are contributing to reaching the project goal which is reflected in the increase of refugee women's opportunity to fully participate in the democratic, economic and reconstruction processes during the post-conflict period.

Also, the impact assessment focused on the identification of the possible reasons and factors that may hinder the process of achieving impact.

#### ***Key finding 7: Syrian refugee women become integrated, self-sufficient and able to act as leaders for their community in Reyhanli.***

There is no doubt that the project has had a positive impact on the life of the participating women in terms of integration within Turkish society, and the empowerment of the refugee women to improve their socio-economic situation through generating income from the sub-projects.

It is observed that the participating women refugees became leaders in their community, in the sense that they become a pillar in their community through implementing projects that generate income and participate in the socio-economic life, contribute in decreasing the patriarchal dominance in the refugees community, conducting raising awareness workshops based on peer to peer learning approach, participating in the daily managerial tasks of the Centre, and acting as role model for their children and other women belonging to the same community.

The leadership skills at Dar Zeytuna were various and illustrated through implementing the sub-projects and the Centre services, such as providing awareness raising on sensitive subjects (birth control, sexual harassment, gender violence, early marriage), conducting legal discussions about women's rights and duties as Syrian refugees in Turkey (family rights, marriage, divorce, adoption, birth registration, passport, ownership and rent, non-payment of salaries etc.) and lectures on the role of women in building the society.

In this context, these acquired skills have enabled these women to participate in the decision-making process inside their families and in Dar Zeytuna, to exercise their new role as leaders in their community and could push forward the political and economic growth of their country during the future transitional process and reconstruction in the post-conflict period in Syria.

***Key finding 8: Dar Zeytuna is a space for exchange between Syrian and Turkish women who may reduce socio-cultural barriers that hinder the process of integration.***

Despite the challenges that face the establishment of Dar Zeytuna, it is observed that Dar Zeytuna was a unique initiative that provides services not only to refugee women, but also to Turkish women who are either clients to sub-projects' services or benefit from Arabic or Coran lessons and awareness- raising activities. Furthermore, the team was able to mobilise Turkish nationals? to be part of Ward's Board of Directors.

According to the interview conducted during the field work, a Turkish BoD member emphasises that he is fully engaged and believes in the importance of mobilising support and funds to continue the process of socio-economic empowerment of Syrian women in Reyhanli. For this reason, it is worth noting that the project succeeded in getting women out of their closed community of refugees to an open space that gather both refugee women and Turkish women, where the women refugees feel that they are productive and have the ability to act as a role model for others and for future generations.

*"In Reyhanlı I observed a lack of justice for Syrian Women inside their own community, it was one of the reasons of my involvement in this initiative [...] Syrian women are very keen to learn and become independent and, in my opinion, education is the only solution to solve this problem, to empower and help them to have a visible role inside the society in Turkey and in Syria." Adnan Cunedoğlu, Turkish BoD member of Ward association.*

#### ***(v) Sustainability:***

In gauging the sustainability of the project, an attempt was made to ascertain the degree to which the participating women have taken control of the management of Dar Zeytuna and continue the process of promoting and developing their projects autonomously. The evaluator looked at the extent to which participating women become self-sufficient, and able to expand the activities of their own projects.

***Key finding 9: Partnerships and networking with local, national and international NGOs is an essential step to ensure the sustainability of Dar Zeytuna***

Even though Dar Zeytuna generates a small income which is used to cover part of the running costs of the Centre, the local coordinator of the project, and the actual Dar Zeytuna's director, Mrs. Yamama Khateeb, who currently manages the Centre voluntarily, stated that establishing strong relations with local, national and international organisations is one of their principal objectives. In this regard, new partnerships were established with many organisations in Gaziantep which are supporting them to cover part of the running costs, the salaries of some trainers and instructors, as well as facilitating the contacts with Syrian university researchers in Europe and USA.

It is notable that Dar Zeytuna is still going on after the UNDEF funding has reached its end since May 2018, and two out of the 6 projects are still operating, which is an important success in the short-term in a context where funding is very competitive. However, the stakeholders state that it is impossible to successfully proceed and continue with the sub-projects without mid-term financial support mainly after the inflation and the economic crisis that Turkey has been facing over the last months. The financial mid-term strategy proposed by the grantee is based on possible technical and financial support of national and international donors. The strategy foresees targeted funding such as core support or activities support by submitting different project proposals to different calls for projects. Furthermore, the grantee is trying to diversify its funding sources in order to expand its source pool while focusing on finding the right balance and keeping their independence and values. It's advisable that this strategy involves building strategic partnership and an approach including planification, monitoring and continuous evaluation.

***Key finding 10: Capacity building of the technical team and leading women in managerial and technical issues was enhanced***

Dar Zeytuna is managed today by a team amongst the participating women who are selected based on their knowledge, interest, motivation and availability. The technical team consisting of one director and 3 admin officers, in addition to several trainers and instructors (one man and several women).

Furthermore, each sub-project designed one or more representative to be the interface with the Centre coordinator and the technical team. Weekly meetings are held in order to discuss all the issues of the week and project management introduction trainings were conducted for a group of beneficiaries of Dar Zeytuna. Also, an internal WhatsApp group is used to ensure coordination and provide information regarding the daily tasks.

*Even though the grant of the UNDEF has reached its end since May 2018, two out of the 6 projects are still ongoing. However, the stakeholders state that it's impossible to successfully proceed and continue with the sub-project without mid-term financial support.*

Besides, a Manual Charter including the Centre rules and the beneficiaries' obligations has been produced by the women themselves under the supervision of the management team; it



was also published in the Dar Zeytuna's website to spread knowledge about the Centre goals, objectives, vision and its founding structure.

During the field work, the evaluator observed one of the meetings held with the beneficiaries of the awareness group about some of the aspects to be considered in order to improve the quality of the sessions conducted and animated by external collaborators. Despite the limited training courses on management, the beneficiaries of Dar Zeytuna innovate and come up with solutions since they have empathy for the other Syrian Women around them.

The continuous interaction with the beneficiaries and the high level of participation in the decision-making (to decide collectively about which subject to be discussed for the awareness sessions according to the needs, to decide about organisational aspects of the Centre, etc.) is the reflection of their strategy aiming to achieving project sustainability through community participation and empowering women in managerial capacities.

Lastly, one of the functional practices of the project is to promote and strengthen the capacity of sub-project holders to be independent from Dar Zeytuna, as for the project **"Syrian Women Committee"** which managed to become an independent structure in Reyhanli providing trainings, language encouraging personal and educational development. Therefore, it could be mandatory to include the creation of business level strategies to help the sub-projects to gain advantages in the marketplace (Reyhanli, Antakya, Gaziantep, etc.). Business strategies and plans help to identify possible arrangements to ensure the continuity of the project (e.g. Syrian Cuisine project could not continue due to the high competitiveness in Reyhanli in food sector).

#### *(vi) UNDEF added value*

The evaluator measured the extent to which UNDEF provide an added value to the work with Syrian women refugees and its complementarity with other donors' initiative and programmes related to the challenging situation of Syrian women and their participation in the democratic and economic processes of the post-conflict period.

The project was generated by UNDEF itself at a time when Syria represents one of the biggest humanitarian and refugee crisis in the world. Drawing attention to the consequences of this crisis on the Syrian Refugee Women in Turkey, many INGOs and local NGOs confirmed that the situation still requires urgent attention. According to the UN Women report "Needs assessment of Syrian Women and girls under temporary protection status in Turkey", the main problems facing Syrian refugee women are related to housing, health, education, livelihoods, social cohesion, protection and social support services. Due to the low-income base, Syrian women have very limited resources, only sufficient to cover the cost of the most basic needs. Among the cities, the greatest insufficiencies in monthly income versus expenses were registered in Hatay. In this sense, the funding and the support offered to Dar Zeytuna by UNDEF has contributed to enhancing the protection of Syrian women and their ability to build resilience among the Syrian refugee community.

The seeds of the project were sown already in 2014 with an earlier UNDEF-funded capacity-building and training effort for Syrian women refugees in Reyhanli implemented by Mandat International. UNDEF visited the project in 2015 to propose an expansion that would translate into reality a range of practical initiatives proposed by the women; maximise synergies between them by bringing them together in one house; and serve as a community resource centre for all Syrians in Reyhanli, then numbering 40,000.

This project thus became the first off-cycle approved funding by UNDEF which aims to respond to specific and critical emerging needs. According to the United Nations Office for the Coordination of Humanitarian Affairs (OCHA), the increased operational complexity and scale of the Syrian crisis requires from international stakeholders more support, including flexible financial commitments and more emergency funding to meet the humanitarian needs. In this sense, the off-cycle funding offered by UNDEF represents an important opportunity to meet humanitarian needs in a strategic and flexible manner.

More specifically, Dar Zeytuna project produced all of the outputs foreseen in the Project Document and in some cases, it surpassed the initial plan in terms of the numbers of the target group benefited from the Dar Zeytuna services. The achievement of the project's objective and the results contribute to the goal of the project which is to create a capacity building programme for approximately one hundred Syrian women currently refugees in Turkey, so as to increase their opportunities to fully participate in the democratic, economic and reconstruction processes.

Furthermore, the Dar Zeytuna project aimed to develop democracy and empower Syrian women in Turkey, which is an objective commonly shared by UNDEF, Mandat International and Ward association. Currently, many Syrian NGOs increasingly spotted inadequacy between their needs/values and the available fund. In the specific case of Dar Zeytuna, the humanitarian principles of impartiality, neutrality and independence remain the pillar of their mission as it's reflected in the internal manual charter of Dar Zeytuna. However, many of the funding opportunities available in Reyhanlı do not respect the same values and prefer the benefit to specific ideologies restraining the independence and empowerment of women. Moreover, Mandat International and Ward consider UNDEF as a collaborative and flexible donor. The requirements for documentation are easily fulfilled and take into account the changes in local circumstances. Furthermore, cooperating with UNDEF strengthened the reputation of the Centre. Today, Dar Zeytuna is collaborating with UNHCR and many other international donors as a result of the project.

The innovative aspect of the project has brought an important value added to UNDEF off-cycle funding, since the project was described by participating women as a catalytic agent of change to the situation of Syrian refugees in Turkey. Thus, this specific project can be used as a 'good practice' example of actions that truly empower refugee women through encouraging them to be self-sufficient and giving them the tools that they need to renegotiate their positions within their families and communities.



**(vii) UNDEF visibility:**

In assessing this criterion, the evaluator looked at the evidence showing that UNDEF support to Mandat International project, through analysing whether it was mentioned in all printed materials distributed during the project and measured to what extent the UNDEF visibility appeared in all events organised in the framework of the project.

UNDEF support to the Dar Zeytuna project was reflected in internal printed materials related to the project. UNDEF visibility also appeared on the website of Mandat International and the website of Dar Zeytuna project. All stakeholders interviewed during the field work were aware of UNDEF support to Dar Zeytuna. However, the project team preferred to keep a low profile regarding UNDEF visibility in some project's flyers and at the entrance of the building because of security reasons.

## **V. CONCLUSIONS AND RECOMMENDATIONS**

Based on the evaluation finding, the evaluator concludes the following conclusion and recommendations:

### **Conclusions for UNDEF**

1. The project was relevant. It was based on a good understanding of the needs and priorities of Syrian refugee women. Besides, the guidelines provided by UNDEF to the grantee during the process of finalisation of the project proposal paved the way towards a well formulated project design.
2. The project was highly efficient in grants management and in balancing the spending. Insignificant under-spending /over-spending is perceived between headlines of the budget which reflects a good identification of the needs, a clear and regular communications between the involved parties.
3. The innovative aspect of the project brought an important value added to UNDEF, since it was described by participating women as a catalytic agent of change to the situation of Syrian refugees in Turkey. Thus, it can be used as a 'good practice' example of actions that truly empower refugee women through encouraging them to be self-sufficient and giving them the tools that they need to renegotiate their positions within their communities.

### **Conclusions for the Grantee:**

4. The project was relevant and effective. It created a community Centre for Syrian refugee women which has provided awareness-raising activities and implemented projects that generate income for refugee women and participate in improving the socio-economic life of the participating women. Yet, the project could not work on establishing a fundraising strategy, due to the high-level of technical skills needed in this specific area and the legal challenges related to the regulation of gathering donations in Turkey.

5. The project was relevant. It was based on a good understanding of the needs and priorities of Syrian refugee women. However, a systematic analysis of the legal limitations regarding the situation of Syrian refugees, the regulatory law and administrative rules of NGOs in Turkey and security risks and geopolitical influencers could have been an added value for the implementation of the project and the sustainability of the sub-projects.
6. The project's key strength was in empowering Syrian women refugees to take action and become leaders in their community. In practice, the project's approach of peer to peer empowerment led the participating women to be aware of their new role as actors who could participate to push forward the political and economic growth of their country during the future transitional process and reconstruction in the post-conflict period in Syria.
7. The project running NGO "Ward" has succeeded in the delivery post-project. However, it is suffering from inefficiencies related to building the capacity of the managerial team such as: Project Management tools, M&E tools and Fundraising Technics, which are mandatory skill to ensure the long-term operation of Dar Zeytuna.
8. Partnerships and networking with local, national and international NGO is an essential step to ensure the sustainability of Dar Zeytuna, because the stakeholders state that it is impossible to successfully proceed and continue with the sub-projects without mid-term support.

#### **UNDEF and Grantee:**

9. Although the project provided services and implemented six sub-projects, it did not sufficiently work to ensure continuity of all those after the grants ended. The project would have enhanced its impact and sustainability if more focus had been placed on developing business level strategies to help the sub-projects to gain advantages in the marketplace.
10. The implementing partners were experienced and reliable, thus, they were able to produce all outputs foreseen in the Project Document, and in some cases, they exceeded the initial plan in terms of the number of the target group benefitting from the Dar Zeytuna services. The unstable political context in the aftermath of July 15 did not affect the execution of the project as the implementing partners had mobilised the local NGOs since the design of the project.
11. The project has had a significant impact on the life of the participating women in terms of integration within Turkish society, and the empowerment of the refugee women to improve their socio-economic situation through generating income from the sub-projects.

#### **Recommendations for UNDEF:**

1. It is recommended to urge the grantee to fortify the training of local staff members an increase their capacity building in the field of Project Management, M&E tools, Fundraising Technics and Turkish regulation on Fundraising "Law on Collection of Aid".

### **Recommendations for the Grantee:**

2. Mandat International and Ward should build strong partnerships with Turkish associations or practitioners specialised in the regulatory law and administrative rules of NGOs in Turkey in order to ensure a systematic overview regarding the evolution of the legal context.
3. Mandat International and Ward should place more focus on developing business level strategies to help the sub-projects to gain advantages in the marketplace. A good business plan and business strategies not only help to emphasis on the specific steps to establish the project, but it also helps to identify potential weaknesses.
4. It is recommended to take steps as appropriate to involve the private sector in supporting the sub-grants' projects as is an essential stakeholder in the women's economic empowerment, moreover, this step could be a benefit as a strategy of diversification of financial support to the sub-projects.
5. Mandat International and Ward should increase awareness-raising activities targeting host communities, in order to ensure mutual adaptation of women refugees' and the host society members.
6. Its recommended that Mandat International and Ward enhance partnership with local, national and international NGOs as well as government counterparts and UN representations in Turkey.
7. It is imperative to fortify the training of local staff members. Increase their capacity building in the field of Project Management, M&E tools, Fundraising Technics and Turkish regulation on Fundraising "Law on Collection of Aid", is highly recommended.

## **VI. LESSONS LEARNED**

The lessons learned presented in this section highlight the functional practices identified from the project experience, which could be taken into consideration in the design of other projects in same context or theme.

### **Grantee:**

1. Involving Turkish citizens, men and women from different backgrounds (as former State servant, naturalised Turkish citizens from Syrian origin, etc.), in the BoD of Ward Association reflect an excellent model of coexistence and sharing, where the women could combine the maintenance of strong links with their country and construction of a strong relation with the host community.
2. The use of social media tools and new technologies (such as Skype, Facebook and WhatsApp) as part of the psychosocial support activities enhances the interaction of Dar Zeytuna's beneficiaries with several Syrian university researchers in Europe and USA. This step strengthens women support networks worldwide.

## **UNDEF and Grantee:**

1. Project documents should be updated on an ad-hoc basis regarding security risks and geopolitical influencers. Taking into consideration the different probable scenarios along with different perceptions (each scenario allows capturing a particular relevant aspect of the probably expected scenarios) could be helpful to validate the project strategy against the existing scenario-based approach.
2. The establishment of Ward Association under Turkish legislation has been a major factor in ensuring the legal stability of Dar Zeytuna in a shrinking political and legal context. Moreover, the empowerment and institutionalisation of Ward as a local NGO plays a very effective role in the process of gradually stabilising Dar Zeytuna.
3. The peer to peer learning approach was very effective for both increasing the target group of beneficiaries and establishing a space for exchange. It was an efficient approach to involve the direct beneficiaries of the project to take action through creative discussions, raising awareness and inspiring others on the basis of their own experience. Peer to peer learning enhanced Dar Zeytuna's capacities and built confidence in the women refugees participating in these kinds of exchanges.
4. Ward association highlights the important role of networking and linkage with local, national and international NGOs and its valuable impact on the Dar Zeytuna's performance. Thus, the partnership with "Zeytin Yardım Ve Kalkınma Derneği" has been a noteworthy action to ensure the project sustainability by sharing the operational costs of the Dar Zeytuna. Furthermore, to abide by Turkish legislation on education, partnerships with local Turkish NGOs specialises in education are essential to ensure conducting language courses and vocational trainings.
5. Projects that involve a sub grant component should research local law regarding fundraising and grant giving to mitigate against any barriers during the implementation stage.

## **Public:**

6. Syrian women refugees have an important role to play in the peace building process in their country. Despite the difficulties that beneficiaries of Dar Zeytuna have faced, their insistence to have a role in the future of Syria is still clearly reflected in their testimonies. The training courses and public awareness activities have an effective impact on the participation of Syrian women as leaders in building resilience among the Syrian refugee community, and as empowered refugee woman able to take part in the future, transitional process and the reconstruction of Syria in the post-conflict period.
7. [Consultation](#) and participation of Dar Zeytuna's beneficiaries in the decision-making has been a crucial element in building the overall perception about Dar Zeytuna by its internal and external stakeholders. Furthermore, the commitment of Dar Zeytuna to the humanitarian principles of impartiality, neutrality and independence has led to considering Dar Zeytuna, by its internal and external stakeholders, as the most impartial project in Reyhanli.
8. The willingness of Dar Zeytuna's beneficiaries to improve their skills, think positively about themselves and strengthen their role in the community was illustrated by the

interest of younger women to join the activities of Dar Zeytuna. They became female role models for their children and other refugee women.

9. Dar Zeytuna is serving as an accessible community and resource centre, open not only for all Syrian women and young girls, but also to Turkish women who are either clients to sub-projects' services or benefit from Arabic or Coran lessons and raising awareness activities. This can be considered as a very significant opportunity to fight against anti-Syrian sentiment and discriminatory discourses.

## ANNEXES

### Annex 1: Evaluation Questions

DAC criterion	Evaluation Question	Related sub-questions
<b>Relevance</b>	To what extent was the project designed and implemented appropriately with the context and needs of beneficiaries?	<ul style="list-style-type: none"> <li>Were the objectives of the project in line with the needs and priorities for promoting autonomy of Syrian women refugees in Turkey, given the context?</li> <li>Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?</li> <li>Were risks appropriately identified by the project? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?</li> </ul>
<b>Effectiveness</b>	To what extent has the project been effective in promoting autonomy of Syrian women refugees in Turkey through developing and implementing their own projects?	<ul style="list-style-type: none"> <li>To what extent have the project's objectives been reached?</li> <li>To what extent has the Centre been managed autonomously by refugees' women?</li> <li>To what extent has the project been effective in empowering women to implement projects at the Centre?</li> <li>To what extent has the project been effective in public awareness and simulating new vocations?</li> <li>Were the project activities adequate to make progress towards the project objectives?</li> <li>What has the project achieved? Where did it fail to meet the outputs identified in the project document, why was that?</li> </ul>
<b>Efficiency</b>	To what extent were the project outputs produced efficiently with respect to cost and timeliness? Was the cost of inputs justified by the degree of achievement of outputs?	<ul style="list-style-type: none"> <li>Was there a reasonable relationship between project inputs and project outputs?</li> <li>Did institutional arrangements promote cost-effectiveness and accountability?</li> <li>Was the budget designed, and then implemented, in a way that enabled the project to meet its objectives?</li> </ul>
<b>Impact</b>	To what extent the project contributes in the increasement of refugee women's opportunity to fully participate in the democratic, economic and reconstruction processes during the post-conflict period?	<ul style="list-style-type: none"> <li>To what extent has/have the realisation of the project objective(s) and project outcomes had an impact on the specific problem the project aimed to address?</li> <li>Did the targeted beneficiaries experience tangible impacts? Which of them were positive; and which were negative?</li> <li>To what extent has the project caused changes and effects, positive and negative, foreseen and unforeseen, on promoting autonomy of Syrian women refugees in Turkey?</li> <li>Is the project likely to have a catalytic effect with other refugee women in the region? How? Why? Examples?</li> </ul>
<b>Sustainability</b>	To what extent has the project been able to create sustainable strategy to ensure the sustainability of outcomes? To what extent has the project management drawn lessons to ensure sustainability in future interventions?	<ul style="list-style-type: none"> <li>To what extent has the project established processes and systems that are likely to support continued impact?</li> <li>Are the involved parties willing and able to continue the project activities on their own (where applicable)?</li> </ul>

DAC criterion	Evaluation Question	Related sub-questions
UNDEF value added	To what extent UNDEF funding has provided a value-added to the work of the implementing agency? To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?	<ul style="list-style-type: none"> <li>What was UNDEF able to accomplish, through the project that could not as well have been achieved by alternative projects, other donors, or other stakeholders?</li> <li>Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on promoting autonomy of Syrian women refugees in Turkey?</li> </ul>
UNDEF visibility	To what extent UNDEF's visibility is reflected in the project's activities and documents?	<ul style="list-style-type: none"> <li>To what extent UNDEF's visibility is reflected in all printed materials related to the project as well as in the awareness raising workshops and other events?</li> </ul>

## Annex 2: Documents Reviewed and references

### Project Documents:

- Project Document
- Project Transfer Agreement
- UNDEF financial utilisation report
- Audit letter Mandat International
- Dar Zeytuna Internal Regulations
- Emails exchange between Mandat International and UNDEF regarding the Theatre Project
- Mid-term and final report
- Financial report
- Milestone verification report 1 & 2
- Flayers and announcement documents related to courses and trainings

### External sources (press release, institutional website, scientific publications):

- Website of Turkish Directorate General of Migration Management (DGMM)
- Turkish Newspaper “Hürriyet”. Last consulted 08/12/2018 <https://bit.ly/2G430tu>
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### Annex 3: Schedule of interviews

<b>25 November 2018</b>	
Arrival to Antakya (Hatay)	
<b>26 November 2018</b>	
Interview with Yamama Al Khateeb	Local Coordinator of “Dar Zeytuna”, currently the Director of “Gül insani Yardım Derneği” (Or Ward)
Interview with Sultan Alkaddor	Director of “Zeytin Yardım Ve Kalkınma Derneği”
<b>27 November 2018</b>	
<b>Focus Group 1</b> – 3 beneficiaries of Sewing Project and one beneficiary of Syrian Cuisine project. Rana and Oum Mohamad – Sewing Project. Nadia - Syrian Cuisine project.  <b><u>N.B: Names have been changed to maintain confidentiality</u></b>	3 participants: Rana, married, 39 years old, mother of 3 children (10, 12 and 14 years old) – she arrived at Turkey on 2013. Oum Mohamad, married 50 years old, mother of 3 (14, 23 and 26 years old) – she arrived at Turkey on 2013. Nadia, widow, 32 years old, mother of 3 (6, 10, and 13 years old) – she arrived in Turkey on 2015.
<b>Case Study</b> – Rana and her daughter Rola (14 years old) and son Mahmoud (10 years old).	Beneficiary of Sewing Project and awareness activities
<b>28 November 2018</b>	
Interview with Mervet Alahmad	Psychologist at AUSOM
Interview with Adnan Cunedoğlu	“Gül insani Yardım Derneği” BoD and former education civil servant
<b>29 November 2018</b>	
<b>Focus Group 2</b> – 5 participants: Fatma Oum Hasan Oum Anas Lama Salima  <b><u>N.B: Names have been changed to maintain confidentiality</u></b>	5 participants: Fatma, married 34 years old, mother of 4 children (3, 5, 11 and 15 years old) – she arrived in Turkey on 2015. Oum Hasan, married 34 years old, mother of 2 (12 and 17 years old) - she arrived in Turkey on 2015. Oum Anas, married 47 years old, mother of 7 (8, 9, 10, 12, 14, 15, 17 and 20 years old) - she arrived in Turkey on 2016. Lama, single, 18 years old, Salima, single 16 years old, student at the High School. She arrived in Turkey on 2014.
Interview with Fady Darwish	“Gül insani Yardım Derneği” – Turkish instructor
<b>30 November 2018</b>	
Interview with Dr. Khaled Almasri	Executive Director of “Sunrise Association”
Interview with Tyma Daoudi	“Dar Zeytuna” Project Coordinator – Mandat International

#### Annex 4: Acronyms

BoD	Board of Directors
CS	Case Study
DAC	Development Assistance Committee
DGMM	Directorate General of Migration Management
FG	Focus Group
INGOS	International Non-governmental organisation
NGO	Non-governmental organisation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
TP	Temporary Protection
TPS	Temporary Protection Status
UN	United Nations
UNDEF	United Nations Democracy Fund
UNHCR	United Nations High Commissioner for Refugees
USA	United States of America
USD	United States Dollar

## Annex 5: Data collection instruments

### Focus Group: Discussion Guidelines

#### Syrian Refugees leading the six selected projects

1. **Welcome**
2. **Introduction**
3. **Anonymity**
4. **Rules of participation**
5. **Warm up:** introduction of participants
6. **Guiding questions:**
  - How did you learn about the existence of Dar Zeytuna? And why you decided to take part of the initiative?
  - How were you selected for the implementation of your projects at Dar Zeytuna? What criteria were used in the selection?
  - To what extent did you benefit from the trainings carried out before the implementation of your project? Do you consider the topics relevant to your needs? Do you think there are other pertinent topics not addressed by the trainings?
  - Did you consider you have now enough capacity to address social, political and economic barriers facing Syrian refugees in Turkey?
  - What is still needed to develop your capacity in order to promote your autonomy as a Syrian refugee in Turkey?
  - Are there any other actions that you would have liked to be addressed by the Organisation in order to help you to develop your project?
  - How the knowledge acquired during this experience will help you to ensure the continuity of your project?
  - To what extent will your projects have a social impact in the region of Reyhanli (refugee community and host community) and in the democratic, economic and reconstruction processes during the post-conflict period (in Syria and Turkey).
  - To what extent do you think your experience will be able to influence other refugee women (Reyhanli community or other regions)?
7. **Conclusion:**
  - Do you have any questions, concerns or additional points you would like to raise?
  - Thank participants for their time and commitment.

**Focus Group: Discussion Guidelines**  
**Awareness activities participants**

- 1. Welcome**
- 2. Introduction**
- 3. Anonymity**
- 4. Rules of participation**
- 5. Warm up:** introduction of participants
- 6. Guiding questions:**
  - How did you learn about the existence of Dar Zeytuna? And why have you decided to take part of the initiative?
  - How were you selected to participate in the activities of Dar Zeytuna? What criteria were used in the selection?
  - To what extent did you benefit from the trainings/awareness activities carried out? Do you consider the topics relevant to your needs? Do you think there are other pertinent topics not addressed by the trainings?
  - Did you consider you have now enough capacity to address social, political and economic barriers facing Syrian refugees in Turkey?
  - What is still needed to develop your capacity in order to promote your autonomy as a Syrian refugee in Turkey?
  - Are there any other actions that you would have liked to be addressed by the Organisation?
  - To what extent do you think your experience will be able to influence other refugee women (Reyhanli community or other regions)?
- 7. Conclusion:**
  - Do you have any questions, concerns or additional points you would like to raise?
  - Thank participants for their time and commitment.

## Case Study

### Selected beneficiary for project

1. **Thank for accepting**
2. **Introduction**
3. **Anonymity**
4. **Rules of participation**
5. **Warm up:** introduction of participants (if family members, friends or relatives take part of the discussion) – age, gender, education level, years of residency in Turkey, etc.
6. **Guiding questions:**
  - How did you learn about the existence of Dar Zeytuna? And why you decided to take part of the initiative?
  - How were you selected to participate in the activities of Dar Zeytuna? What criteria were used in the selection?
  - How did you choose this specific project? Why? It was an independent decision? Did your family members/relatives guide your decision?
  - What was the consequence of the establishment of this project in your life? Which kind of impact in your family?
  - Do you think that your internal role inside your family have changed due to this project?
  - Did the project cover your economic needs and the needs of your family?
  - Did you consider you have now enough capacity to develop your project in order to face the social, political and economic barriers facing Syrian refugees in Turkey?
  - What is still needed to develop your capacity in order to promote your autonomy as a Syrian refugee in Turkey?
  - Are there any other actions that you would have liked to be addressed by the Organisation or any other stakeholders?
  - To what extent do you think your experience will be able to influence other refugee women (Reyhanli community or other regions)?
7. **Conclusion:**
  - Do you have any questions, concerns or additional points you would like to raise?
  - Thank participants for their time and commitment.

**Semi-guided interview with external stakeholders  
partner organisation, public authorities**

- 1. Welcome**
- 2. Introduction**
- 3. Anonymity (if requested)**
- 4. Rules of participation**
- 5. Guiding questions:**
  - Are you aware and well informed about Dar Zeytuna's initiative?
  - To what extent have you been informed and involved in this project? Did you show any support in order to implement the project?
  - If any, what comments do you have about the project?
  - What are the constraints for promoting autonomy of Syrian women refugees in Turkey to develop and implement their own projects?
  - What are the conditions to ensure promoting autonomy of Syrian women refugees in Turkey? Do you think this specific project had an impact in this regard? If yes, how?
- 6. Conclusion:**
  - Do you have any questions, concerns or additional points you would like to raise?
  - Thank participants for their time and commitment.

**Semi-guided interview with internal stakeholders**  
**project team, Management committee representative, lawyer**

**1. Welcome / thank for accepting interview**

**2. Introduction**

**3. Rules of participation**

**4. Guiding questions:**

• **QUESTIONS RELATED TO RELEVANCE:**

- ✓ Can you briefly describe your current position and involvement in the project?
- ✓ How does the project align and contribute for promoting autonomy of Syrian women refugees in Turkey?
- ✓ To what extent has the project's activities and objectives been designed to respond to the needs and priorities of refugee women? Do they target the relevant actors? What other actors could be involved? What activities are missing?
- ✓ To what extent were project activities able to adapt to the new needs of the beneficiaries and to the context changes?
- ✓ Were there any unintended consequences of project activities? Please describe.
- ✓ Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why?
- ✓ Were risks appropriately identified by the project? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?

• **QUESTIONS RELATED TO EFFECTIVENESS:**

- ✓ To what extent has the Centre managed autonomously by refugees' women?
- ✓ To what extent has the project been effective in empowering women to implement projects at the Centre?
- ✓ To what extent has the project been effective in public awareness and stimulating new vocations?
- ✓ What activities were most beneficial? What activities were least beneficial? For what reasons?
- ✓ How well were activities organised? How could this be improved in the future?
- ✓ To what extent have staff, material and financial resources been sufficient to deliver the expected results and under the best conditions?
- ✓ Has the program achieved the expected results? What are the internal and external factors that have contributed to or constrained the achievement of objectives? How did Mandat International overcome the obstacles encountered in the realisation of the project?
- ✓ How did the project contribute directly or indirectly to increased knowledge among beneficiaries?
- ✓ To what extent has the project empowered refugee women involved in the project? How?

• **QUESTIONS RELATED TO IMPACT:**

- ✓ How many women did the project target?
- ✓ Has the situation regarding socio-economic integration of refugee women change as a result of the project's activities? How? Were these changes due to project activities?
- ✓ How could the impact of the project be increased?

• **QUESTIONS RELATED TO SUSTAINABILITY:**

- ✓ How can beneficiaries respond independently to their own current or future needs in term of socio-economic integrations in Turkey?
- ✓ Are the involved parties willing and able to continue the project activities on their own?
- ✓ Has the project management drawn lessons to ensure sustainability in future interventions?
- ✓ Will the results acquired continue over time? Was the intervention sustainable? If yes, how? If no, for what reasons? How could this be improved?

• **QUESTIONS RELATED TO UNDEF VALUE ADDED:**

- ✓ What has UNDEF provided as a value-added to the work of Mandat

International/Ward/Dar Zeytuna?

- ✓ Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on promoting autonomy of Syrian women refugees in Turkey?

- **QUESTIONS RELATED TO UNDEF VISIBILITY:**

- ✓ To what extent UNDEF's visibility is reflected in all printed materials related to the project as well as in the awareness raising workshops and other events?

**5. Conclusion:**

- Do you have any questions, concerns or additional points you would like to raise?
- Thank participants for their time and commitment.



المجموع البؤرية: مبادئ توجيهية للمناقشة  
اللاجئات السوريات المسؤولات عن المشاريع الستة المختارة

الترحيب

1. تقديم
2. قواعد السرية
3. قواعد المشاركة
4. الاستعداد: تقديم المشاركات
5. أسئلة توجيهية:
  - كيف علمت بوجود دار الزيتونة؟ ولماذا قررت المشاركة في هذه المبادرة؟
  - كيف تم اختيارك لتنفيذ مشروعك بدار الزيتونة؟ ما هي المعايير المعتمدة للانتقاء؟
  - إلى أي مدى استفدت من الدورات التدريبية التي تمت برمجتها قبل تنفيذ مشروعك؟ هل تعكس تلك المواضيع احتياجاتك على مستوى التكوين؟ هل تعتقدين أن هناك مواضيع أخرى، لم يتم تناولها في الدورات التدريبية؟
  - هل تعتبرين أن لديك الآن القدرة الكافية لمعالجة الحواجز الاجتماعية والسياسية والاقتصادية التي تواجه اللاجئات السوريات في تركيا؟
  - هل هناك نواقص لا زلت في حاجة لإصلاحها من أجل تعزيز استقلالك كلاجئة سورية في تركيا؟
  - هل هناك أي مواضيع أخرى كنت تودين أن تعالجها المنظمة من أجل مساعدتك على تطوير مشروعك؟
  - كيف ستساعدك المعرفة المكتسبة خلال هذه التجربة على ضمان استمرارية مشروعك؟
  - إلى أي مدى سيكون لمشروعك تأثير اجتماعي في منطقة الريحانية (بين اللاجئين وفي المجتمع التركي بشكل عام) وفي مسار الديمقراطية وإعادة الإعمار خلال فترة ما بعد النزاع (في سوريا وتركيا).
  - إلى أي مدى تعتقدين أن تجربتك قادرة على التأثير على اللاجئات الأخريات (في الريحانية أو في مناطق أخرى)؟
6. خلاصات:
  - هل لديك أي أسئلة أو مخاوف أو نقاط إضافية تودين أن إثارتها؟
  - شكر المشاركات على وقتهم والتزامهم.

## المجموعة البورية: مبادئ توجيهية للمناقشة المشاركات في أنشطة التوعية

### الترحيب

1. تقديم
2. السرية
3. قواعد المشاركة
4. الاستعداد: تقديم المشاركات
5. أسئلة توجيهية:
  - كيف علمت بوجود دار الزيتون؟ ولماذا قررت المشاركة في المبادرة؟
  - كيف تم اختيارك للاستفادة من دورات دار الزيتون؟ ما هي المعايير المعتمدة في للانتقاء؟
  - إلى أي مدى استفدت من دورات التدريب / أنشطة التوعية التي تمت برمجتها؟ هل تعكس تلك الموضوعات احتياجاتك؟ هل تعتقد أن هناك مواضيع أخرى ذات صلة لم يتم تناولها في الدورات التدريبية؟
  - هل تعتبرين أن لديك الآن القدرة الكافية لمعالجة الحواجز الاجتماعية والسياسية والاقتصادية التي تواجه اللاجئين السوريين في تركيا؟
  - هل هناك نواقص لا زلت في حاجة لإصلاحها من أجل تعزيز استقلالك كلاجئة سورية في تركيا؟
  - هل هناك أي مواضيع أخرى كنت تودين أن تعالجها المنظمة من أجل مساعدتك على تطوير مشروعك؟
  - إلى أي مدى تعتقدين أن تجربتك ستكون قادرة على التأثير على اللاجئين الآخرين (في الريفانية أو في مناطق أخرى)؟
6. خلاصات:
  - هل لديك أي أسئلة أو مخاوف أو نقاط إضافية تودين أثارها؟
  - شكر المشاركات على وقتهم والتزامهم.

## دراسة الحالة مشاركة تم انتقاء مشروعها

### الترحيب

1. تقديم
2. السرية
3. قواعد المشاركة
4. الاستعداد: تقديم المشاركين (أفراد العائلة أو الأصدقاء أو الأقارب المشاركين في المناقشة) - العمر، الجنس، مستوى التعليم، سنوات الإقامة في تركيا، إلخ.
5. أسئلة توجيهية:

- كيف علمت بوجود دار زيتونة؟ ولماذا قررت المشاركة في المبادرة؟
- كيف تم اختيارك لتنفيذ مشاريعك في دار زيتونة؟ ما هي المعايير المستخدمة في الاختيار؟
- كيف اخترت هذا المشروع المحدد؟ لماذا؟ هل كان قرارا مستقلا؟ هل قام أفراد عائلتك / أقاربك بتوجيه قراركم؟
- ما هي نتيجة إنشاء هذا المشروع في حياتك؟ أي نوع من التأثير في عائلتك؟
- هل تعتقد أن دورك داخل عائلتك قد تغير بسبب هذا المشروع؟
- هل قام المشروع بتغطية احتياجاتك الاقتصادية واحتياجات أسرته؟
- هل تعتبر أن لديك الآن القدرة الكافية لمعالجة الحواجز الاجتماعية والسياسية والاقتصادية التي تواجه اللاجئين السوريين في تركيا؟
- هل هناك نواقص لا زلت في حاجة لإصلاحها من أجل تعزيز استقلالك كلاجئة سورية في تركيا؟
- هل هناك أي مواضيع أخرى كنت تودين أن تعالجها المنظمة أو أي من أصحاب المصلحة الآخرين؟
- إلى أي مدى تعتقدين أن تجربتك ستكون قادرة على التأثير على اللاجئين الآخرين (في الريفانية أو مناطق أخرى)؟

### 6. خلاصات:

- هل لديك أي أسئلة أو مخاوف أو نقاط إضافية تودين أن إثارتها؟
- شكر المشاركين على وقتهم والتزامهم.