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Good Practices of Public Sector-NGO
Cooperation from GIZ Support to Refugees
and Host Communities (SRHC) Cluster

GOOD PRACTICES OF PUBLIC SECTOR-NGO COOPERATION FROM GIZ SUPPORT TO REFUGEES AND HOST COMMUNITIES (SRHC) CLUSTER

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SRHC

GIZ Türkiye'deki Mültecilere ve
Ev sahibi Topluluklara Destek
(SRHC) Projeleri Kümesi

Eğitim, istihdam, kapasite geliştirme ve sosyal uyum
alanlarında destek ve teknik işbirliği sağlıyoruz
- birlikte ortak resmimizi oluşturuyoruz.



SRHC

GIZ's Support to Refugees
and Host Communities
(SRHC) Cluster in Turkey

Providing support and technical cooperation in the areas
of education, employment, capacity development and
social cohesion - together we create a common picture.

ABBREVIATIONS

ACPU	: Association for Combating Poverty and Unemployment
ADASO	: Adana Chamber of Industry
AFAD	: Disaster and Emergency Management Presidency Agency
AMM	: Adana Metropolitan Municipality
ASAM	: Association for Solidarity with Asylum Seekers and Migrants
BMZ	: German Federal Ministry for Economic Cooperation and Development
CCP	: Community Centres Project
CIF	: Community Initiative Fund
CLIP	: Community Centres and Local Initiatives Project
DGMM	: Directorate General for Migration Management
EC	: European Commission
ECE	: Early Childhood Education Project
ECHO	: European Union Civil Protection and Humanitarian Aid Operations
ECOSOC	: United Nations Economic and Social Council
EU	: European Union
EUTF	: European Union Syrian Crisis Regional Trust Fund
FRIT	: Facility for Refugees in Turkey
GHF	: Genç Hayat Foundation
HIP	: Humanitarian Implementation Plan
HRDF	: Human Resources Development Foundation
IBC	: International Blue Crescent Relief and Development Foundation
IcSP	: Instrument contributing to Stability and Peace
ICVA	: International Council of Voluntary Agencies
IHH	: Humanitarian Relief Foundation
ILO	: International Labor Organization
INGO	: International Non-Governmental Organization

IPA	: Instrument for Pre-Accession Assistance
İŞKUR	: Turkish Employment Agency
KOSGEB	: Small and Medium Enterprises Development Organization of Turkey
MEKSA	: Vocational Education and Small Industry Support Foundation
MoNE	: Ministry of National Education
MSC	: Multiservice Centres Project
NGO	: Non-Governmental Organization
OCHA	: United Nations Office for the Coordination of Humanitarian Affairs
PEC	: Public Education Centre
PEP	: Promotion of Economic Prospects for Refugees and Host Communities
PSS	: Psychosocial Support
QUDRA	: Resilience for Syrian refugees, IDPs and host communities in response to the Syrian and Iraqi crises
QUDRA 2	: Resilience for refugees, IDPs, returnees and host communities in response to the protracted Syrian and Iraqi crises
RASAS	: Refugees Association
RUHSAT	: Business Registration Support Project
SM	: Sultanbeyli Municipality
SRHC	: Support to Refugees and Host Communities
TEPAV	: Economic Policy Research Foundation of Turkey
TOBB	: Union of Chambers and Commodity Exchanges of Turkey
TPR	: Temporary Protection Regulation
TPS	: Temporary Protection Status
UNDP	: United Nations Development Programme
UNHCR	: United Nations High Commissioner for Refugees
VPO	: Office of the Vice Presidency

LIST OF INTERVIEWEES

Partner Organization (in alphabetical order)

Adana Chamber of Industry

Adana Metropolitan Municipality

Association for Solidarity with Asylum Seekers and Migrants

Association for Combating Poverty and Unemployment in Kilis

Eskişehir Governorship

Gaziantep Metropolitan Municipality

Genç Hayat Foundation

IBC

Kilis Municipality

Küçükçekmece Municipality

Ministry of National Education

SENED

Sultanbeyli Municipality

Refugee Association

The Economic Policy Research Foundation of Turkey

Turkish Employment Agency

Interviewee(s) (in alphabetical order)	Position
Gülhan ÖZDEMİR	Coordinator of Project Department
Çağrı ÜN İpek SABAH AYNAL	Manager of Foreign Affairs Advisor to the Mayor
Buket Bahar DIVRAK Burç TUNA Gamze EFE Serhat BAĞLAR	Deputy General Coordinator Director of Communication PEP Project Coordinator CLIP Project Coordinator
Hasan ALTUNTAÇ	Project Advisor
Alper BALCI	Vice Governor
Önder YALÇIN	Director of Migration Office
Gamze Fulden BAHAR	Project Coordinator
Duygu FENDAL Muzafer BACA	Program Coordinator Vice President
Hüseyin ERKMEN	Deputy Mayor
Mehmet ERDÖNMEZ	Manager of Strategy Development Department
Özlem ERDEM	Project Coordinator at DGLLL
Ahmad ALBOUCHI Erdem YAMAN Fadi ARABO	Technical Advisor Project Officer Project Coordinator
Halil İbrahim AKINCI	Manager of Social Support Services
Hülya Rana ŞAHİN	Project Coordinator
Ayşegül T. DÜŞÜNDERE Sibel GÜVEN	Project Coordinator Programme Director
İbrahim Halil AYDIN	Vocational Councilor

INTRODUCTION

Turkey currently hosts the largest refugee^[1] population in the world with more than 3.6 million Syrian refugees and over 365,000 refugees from other countries of origin.^[2] The vast majority of these refugees (%98) have been living in urban settings and holding a special Temporary Protection Status (TPS) granted by the Temporary Protection Regulation (TPR) since October 2014.

As a country bearing utmost responsibility in the refugee crisis, Turkey has demonstrated remarkable resilience in absorbing this large population, though with serious challenges due to the stretching of institutional capacities to meet the basic needs and ensure social cohesion. It has made commendable efforts to provide refugees with access to basic services including health care, education and social benefits as well as the labor market over the last nine years, with contributions of local, national and international actors as well as the civil society supporting strategic plans and operations of the Government of Turkey.

The Regional Refugee and Resilience Plan (3RP) under the leadership of the United Nations High Commissioner for Refugees (UNHCR) and United Nations Development Programme (UNDP) in

cooperation with the governments of the host countries of Syrian refugees in the region as well as the Facility for Refugees in Turkey (FRiT) of the European Union (EU) were crucial to strengthen the self-help capacities of refugees, supporting host communities and integrating needs-based social services into national systems. Recognizing the need for a coordinating mechanism to assist Turkey financially in its remarkable efforts, FRiT entered into force in March 2016, managing a total of €6 billion in two tranches and providing for a joint coordination mechanism, designed to ensure that needs of refugees and host communities in Turkey are addressed in a comprehensive and coordinated manner. The mechanism is based on strategic partnerships among international, national and local organizations as well as government agencies for developing capacities and offering key social services for refugees hosted in Turkey. Thus, the main beneficiaries of the EU funds have been major international humanitarian organizations, UN agencies and hybrid organizations in close cooperation with local Turkish partners. Through these funding opportunities, diverse actors made significant efforts to provide vulnerable communities with humanitarian aid and development support to improve their access to services.^[3] The implementation of actions financed from the

[1] Syrians in Turkey have a temporary protection status and not a legal refugee status because of Turkey's geographical limitation in the 1951 Geneva Convention. In this respect, only those coming from Europe are accepted as 'refugees'. However, in this study, the term 'refugee' is used not in a legal but in sociological sense referring to those individuals officially under temporary protection.

[2] Other registered refugees are mainly from Iraq, Afghanistan and Somalia. (ERDOĞAN M. Suriyeliler Barometresi 2019: Suriyelilerle Uyum İçerisinde Yaşamın Çerçevesi, Ankara: Orion, 2020.)

[3] The support is provided for six priority areas: humanitarian assistance, education, health, municipal infrastructure, socio-economic support and migration management. For more information on the EU FRiT, see https://ec.europa.eu/neighbourhood-enlargement/news_corner/migration_en (Accessed: 18/01/2021)

Facility is being carried out by European Commission's Humanitarian Aid and Civil Protection Department (ECHO) for humanitarian assistance,^[4] Instrument for Pre-Accession (IPA), Instrument contributing to Stability and Peace (IcSP) and the EU Regional Trust Fund for Syrian Refugees (EUTF) for non-humanitarian assistance.

In this process, Germany has provided the largest bilateral contribution to Turkey, in addition to its multilateral support channelled through the EU and UN organizations as a long-standing and committed partner. Today, the German government continues to support Turkey through measures of the German Federal Ministry for Economic Cooperation and Development (BMZ) as well as the EU co-funded projects in dealing with the effects of the Syrian crisis, namely forced displacement and migration. To support the Turkish authorities, local partners and host communities, GIZ, as a public-benefit federal enterprise, has set up the Support to Refugees and Host Communities (SRHC) Cluster, which constitutes the largest section of GIZ's portfolio in Turkey and complements the efforts of the 3RP and the EU FRIT, supporting devoted commitments of the Government of Turkey to assist refugees. SRHC Cluster projects work in the areas of employment, skills development, protection,

education, social cohesion and capacity development, addressing the needs of host communities, Syrian refugees and individuals under international protection in Turkey. Though each project has a variety of specific instruments to achieve its indicators with respective partners, the Cluster promotes a common approach with aligned processes and ensures that high quality and tailored interventions, capacity development and solid partnerships remain at the core. Cluster projects are implemented through collaboration at various levels and in close cooperation with Turkish line ministries, local and municipal administrations as well as international, national and local NGOs.

Technical and financial support to NGOs constitutes one significant part of the support provided by SRHC projects. Other means of support include carefully moderated dialogue and exchange with governmental actors and local administrations. GIZ also places emphasis on supporting NGO partners in their relations with public authorities to strengthen their involvement in planning and complementary provision of needs-based services, to increase their participation in decision and policy making, as well as aligning standards and processes promoting transparency and accountability for public and NGO actors.

[4] ECHO finances further humanitarian measures from its own budget, for which the Humanitarian Implementation Plans (HIP) define the strategic cornerstones. For more information about ECHO, see https://ec.europa.eu/echo/index_en (Accessed: 18/01/2021)



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The role and significance of NGOs in the refugee response is increasingly recognized in the field, just as the necessity to improve their relations with the public sector and to establish partnerships on local and central levels. As outlined in the 11th National Development Plan (2019–2023),^[5] the Harmonization Strategy of DGMM (2018–2023)^[6] as well as the 2020 Annual Presidential Programme,^[7] cooperation between NGOs and local/central administrations are of vital importance and need to be enhanced for joint operations and harmonization. Despite the lack of a concrete policy or strategy that defines and encourages

modalities of cooperation and participation or regulates public sector-NGO relations, there are significant good practices in the field which need to be brought into attention to advocate for effective partnerships, collaborations and needs-based policy development for the purpose of strengthening and solidifying the role of NGOs in the field as well as improving relations between the public sector and NGOs for the empowerment and resilience of refugees and host communities.

GIZ is happy to share good practices of public sector-NGO cooperation from SRHC Cluster projects that reflect the diversity of GIZ's

[5] <https://www.sbb.gov.tr/wp-content/uploads/2019/07/OnbirinciKalkinmaPlani.pdf> (Accessed: 18/01/2021)

[6] <https://www.goc.gov.tr/uyum-strateji-belgesi-ve-ulusal-eylem-plani> (Accessed: 18/01/2021)

[7] https://www.sbb.gov.tr/wp-content/uploads/2019/11/2020_Yili_Cumhurbaskanligi_Yillik_Programi.pdf (Accessed: 18/01/2021)



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partnerships with a multitude of actors in the field to provide integrated services for people in need and promote harmonious coexistence between Turkish residents and refugees, making sure that no one is left behind. This publication aims to provide a glimpse into the good cooperation practices of Cluster projects to discuss the key elements of a successful public sector-NGO cooperation in the Turkish refugee context, based on the accounts of NGO partners as well as their public counterparts. It presents good practices through their partnership structures and cooperation processes with key outcomes and draws recommendations out

of the success factors. Presentations of cases and recommendations are based on interviews conducted with partner NGOs and the local/central authorities they cooperate with, in the period of October-December 2020, on key elements of partnerships under discussion.

We hereby would like to thank all of them cordially for the enormous effort they put to support refugees and host communities as well as their successful partnerships with GIZ SRHC Cluster projects.

PART 1:

THE REFUGEE CONTEXT AND NGO LANDSCAPE IN TURKEY

The Government of Turkey has demonstrated strong ownership of the Syria response, providing significant financial contribution to direct assistance services for Syrians under Temporary Protection, additional to the support of partnering governments.^[8] The initial response was coordinated through the humanitarian aid of Disaster and Emergency Management Presidency Agency (AFAD), which was followed by the establishment of the Directorate General for the Management of Migration (DGMM) to coordinate the response in 2014. At the same year, the Law on Foreigners and International Protection started to be implemented (as accepted by the parliament in 2013) to tackle gaps such as lack of policy framework for asylum and excessive bureaucracy in Turkey's previous migration policies, as a new and explicit procedure for migration management. Again in 2014, the UN expanded its coordinated regional support for the Syria crisis through the development and implementation of the

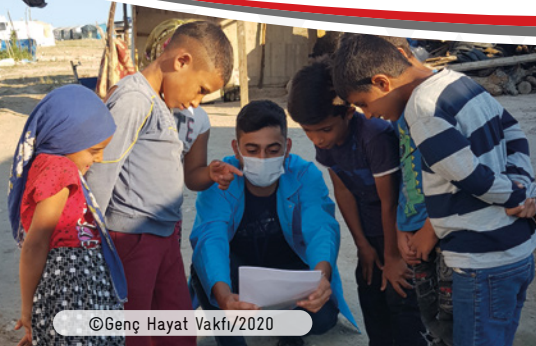
Regional Refugee & Resilience Plan (3RP) as a broad partnership platform for UN, government agencies and NGOs to support and coordinate their planning, advocacy, fundraising, information management and monitoring.

By the end of 2014 the number of individuals under international protection reached millions, making Turkey the country hosting the largest number of refugees in the world. Until 2013, an effort was made to ensure the settlement of Syrians in the camps set up along the border regions. However, after 2014 and lately, more than 90% of Syrians have become "urban refugees"^[9], settling across different towns and cities around Turkey and living side by side with the Turkish society largely with their own accord. As of January 2021, the number of Syrians with a 'temporary protection' status reached 3,643,769 (corresponding to 4.36% of Turkey's national population) with 98,3% of them living outside of camps.^[10]

[8] By the end of 2011, Turkey had already spent €12,21 million toward refugee camps. With costs in health, education, food, security and social services, it is estimated that Turkey spends roughly €407 million a month for Syrian refugees. In his 2016 United Nations Grand Assembly meeting, President Recep Tayyip Erdogan stated that Turkey alone has spent over €10 billion in humanitarian aid for Syrian refugees. According to the statement of Vice President Fuat Oktay at the International Forum on Local Solutions for Migration and Displacement in Gaziantep, this amount has already exceeded €32 billion in 2019.

[9] ERDOĞAN M., Türkiye'deki Suriyeliler: Toplumsal Kabul ve Uyum, İstanbul: Bilgi, 2018

[10] <https://en.goc.gov.tr/temporary-protection27> (Accessed: 18/01/2021)



These urban refugees are to a large extent assisted by the public sector^[11], civil society organizations and international actors. Here, NGOs play a significant role in reaching out to the individuals in need and facilitating their access to education, health, protection and livelihoods services. As among the most significant actors contributing to the development and implementation of national and international policies, NGOs reach the most vulnerable refugees and host community members and take swift action to support people in need in collaboration with public institutions and international actors providing humanitarian aid and development support. Although NGOs in Turkey have shown rapid development particularly in the last years with the locomotive effect of Turkey-EU relations, this impact has been more significant especially after 2011, amid the refugee influx. NGOs started to play a crucial role in emergency management despite the initial hesitance and concerns of the government. Recent changes in Turkish context with the refugee influx have created new mandates for NGOs in the area of service delivery and advocacy for vulnerable individuals.

Conceptual Clarifications: Civil Society and Non-governmental Organizations

In a broad sense, NGO is used as an expression to refer to civil society organizations which are distinct from the government and the state. NGOs are formed by individuals or institutions that come together for achieving certain social, political, economic or cultural goals and are among the most significant actors contributing to the development and implementation of national and international policies. Through their capacity to guide the society and take action, one of the most important functions of NGOs is strengthening the civil initiative, making it more efficient, and contributing to the enhancement and institutionalization of pluralism.

In Turkey, many different legal structures fall under the framework of 'Non-Governmental Organizations'. Structures such as foundations, associations, platforms, syndicates, professional, trade and industry chambers, cooperatives and clubs function as NGOs. These structures have different legal arrangements depending on their founding procedures, work permits, tax status, activities and duties. This study limits its focus on associations, foundations and chambers within this broad range of structures, as these are among the most active ones in the refugee response within the Turkish context.

[11] Within the scope of this study, 'public sector' refers to local governments such as provincial directorates of ministries, governorships and municipalities as well as central public institutions such as ministries, while 'cooperation' indicates common effort and action for shared interest/s which can also be understood as a kind of 'responsibility sharing' that facilitates joint operations and capacity building of stakeholders.



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Although the essential policy decisions and actions for the mass influx from Syria were made by the central government, and even though relevant activities of NGOs were initially restricted due to high level of security concerns, inevitable cooperation became apparent soon. The field intervention of government institutions for refugees became more effective through the cooperation with NGOs that operate more rapidly and have a strong outreach to local refugee communities. This turned into a significant partnership by mutual understanding and compromise. Even though the government's oversight on the NGOs increased due to security concerns, a new process has started in the field for public sector-NGO cooperation.^[12] Just like the NGOs, also the local governments became more active by following the principle that 'local problems require local solutions' and extended (local) partnerships with NGOs swiftly.

NGOs and local governments provided significant services particularly in the region bordering

Syria harbouring large numbers of refugees, and conducted substantial activities in meeting the urgent and basic needs of refugees such as protection, accommodation, food and clothing as well as the need for social cohesion in the long run. These NGOs, which substituted the tardy intervention capacity of the government in crisis times mostly due to the bureaucratic procedures, not only provided basic needs and financial resources but allowed also for a significant technical capacity of international experience to be transferred to Turkey through collaborations with international organizations. Through these partnerships, services in the field became swifter and more efficient, and the two core actors of democracy and migration process management - NGOs and local administrations - became more visible and prominent. Several activities of NGOs in the field, first and foremost, eased the burden of governmental institutions and thus contributed to responsibility sharing and assistance to people in need. These developments led also to an increase in the operational power and capacities of NGOs

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Humanitarian assistance supports the most vulnerable refugees by addressing basic needs and protection as well as the gaps in service provision through specialized agencies and partners in health and education in emergencies.

Development assistance supports the longer-term needs of refugees in fields of health, education and socio-economic development through access to public services and livelihood opportunities, as well as improved municipal infrastructure. See https://ec.europa.eu/neighbourhood-enlargement/news_corner/migration_en (Accessed: 18/01/2021)

[12] During the first years of the influx of refugees from Syria, it was observed that Turkey was reluctant to receive international development aid (apart from EU funds) and did not yet envision a cooperation with NGOs. Furthermore, the lack of engagement on the part of Turkey prevented international organizations from being included in the management of the process. UNHCR was not allowed to enter the refugee camps during the initial period and the permission was granted only after 2012. This permission was only granted to UN institutions which intended to provide technical support to the camps and monitor voluntary returns only.



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and local governments, and at the same time had an empowering impact on pluralistic.

Naturally, this new migration process has been quite enlightening both for the NGOs and the government. Furthermore, as the need for services as well as the visibility of NGOs increased, the need to cooperate with each other became inevitable. With this perspective, possibly one of the most important positive contributions of the refugee crisis in Turkey has been the strengthening of public sector-NGO cooperation to provide needs-based services to refugees and host communities in a complementary and integrated manner. Thus, the visibility of NGOs has increased, new cooperation structures have been established, and in parallel, there has been an empowerment and expansion of expertise and service delivery in the field.

As part of this process, organizations providing assistance to vulnerable communities became more active and new NGOs directly targeting refugee communities have been founded from 2011 onwards. The Association of Solidarity with Refugees and Migrants (SGDD/ASAM), which was established already in 1995 with the aim to support 'refugees and migrants', became highly active with funding support of UNHCR Turkey Office. Moreover, Humanitarian Relief Foundation (IHH) became quite visible by transferring aid

materials to AFAD at the camp entrance, as the first NGO to do so.^[13] After IHH, several other NGOs started to operate in the field and provided humanitarian aid initially. Some of those interventions were coordinated under different platforms, but these remained limited. One of such examples was the Şanlıurfa Civil Society Organizations Humanitarian Aid Platform^[14] which was established in 2012. This platform operated in Şanlıurfa and was formed by 60 NGOs on a voluntary basis, delivering humanitarian aid to refugees and marginalized host community members in the town.

In 2016, there were already 42 national and 14 international non-governmental organizations that provided support to Syrian refugees in Turkey. UN Organizations, the Platform to Monitor Asylum-Seekers, International Blue Crescent, Support to Life, Mavi Kalem Association, Human Resources Development Foundation (HRDF), Refugees Association, Urfa Bar Association and Humanitarian Relief Foundation (IHH), to name a few, were highly active in providing basic services to refugees and raising awareness among wider public with their advocacy efforts.^[15] Moreover, Syrian refugees themselves founded more than 90 NGOs.^[16] The first of these was Suriyeli Mültecilerle Dayanışma Derneği (The Association for Solidarity with Syrian Refugees) established in Izmir in 2013. The association

[13] İltica ve Göç Araştırmaları Derneği (İGAM), Sivil Toplum Örgütlerinin Türkiye'deki Suriyeliler İçin Yaptıkları", 2013.

[14] <http://www.urfastk-iyad.org/page/2/> (Accessed: 03/10/2020)

[15] TÜRK Gül Dilek, "Türkiye'de Suriyeli Mültecilere Yönelik Sivil Toplum Kuruluşlarının Faaliyetlerine İlişkin Bir Değerlendirme", Marmara Communication Journal, Issue: 25, 2016, pp.145-157, p.148; See also Network Mapping of Syrian Refugees and NGOs, <https://graphcommons.com/graphs/0711e621-a8c5-4651-a1d6-33106c7bb3f1> (Accessed: 26/01/2021)

[16] ERDOĞAN M., Türkiye'deki Suriyeliler...", op.cit, p.166



aimed at supporting the integration process of refugees by running operations in basic areas such as education and employment by focusing on activities for women and children. Afterwards, several other NGOs, established and led by refugees, became active in different parts of Turkey such as İnsan (İstanbul), Syrian Solidarity Association (Denizli), SANAD (Gaziantep), Maram Foundation (Gaziantep), IDA (Gaziantep), Ishraaqat (İstanbul), Watan (Ankara) and SAR (Antakya) targeting most vulnerable refugees such as women, children and disabled.^[17]

Moreover, in November 2013 Turkish Ministry of Foreign Affairs announced the granting of work permits initially to ten INGOs to operate in Turkey to provide assistance to refugees: CARE International (Cooperative for Assistance and Relief Everywhere), Concern Worldwide, Deutsche Welthungerhilfe, Danish Refugee Council, GOAL, International Medical Corps, International Rescue Committee, Mercy Corps, Medical Emergency Relief International and Save the Children. Later, more international organizations started to operate in the field, supporting local and national civil and governmental initiatives with their funding and human resources in a growing scope. Today, there are almost 140 international organizations active in Turkey,^[18] a significant number of them supporting refugees and host communities in need.

All these local, national and international non-governmental actors play a crucial role in reaching out to the most vulnerable and marginalized (refugee and host) communities and make great efforts to support them in a variety of fields with a multitude of services. Some of these services are:

◇ **legal assistance:** I/NGOs offer legal support with lawyers and experts to assist refugees in their applications for temporary protection by providing information, necessary documents and translation services

◇ **education and language acquisition:** I/NGOs facilitate the access to education (for refugee children) and vocational programmes (for youngsters and adults), offering additional/complementary soft skills trainings and language courses

◇ **employment and livelihoods:** I/NGOs guide refugees and marginalized host community members in their search for employment and the integration to the labor market for a fair income and decent work/living conditions

◇ **psychosocial support:** I/NGOs provide psychological counselling services and implement psychosocial support activities for refugees and

[17] According to the data of Ministry of Interior General Directorate of Civil Society Relations, there are overall 313,419 NGOs in Turkey 2021. Based on their areas of activity, most of the associations fall under the areas of vocational and solidarity groups which are followed by associations focusing on sports, activities regarding religious services, education, research and 'culture, arts and tourism'. <https://www.siviltoplum.gov.tr/dernek-sayilari> (Accessed: 18/01/2021)

[18] <https://www.siviltoplum.gov.tr/yabanci-stklara-iliskin-istatistikler> (Accessed: 18/01/2021)



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members of host communities to improve their well-being

◇ **advocacy and awareness raising:** I/NGOs raise awareness among the wider society on the conditions and needs of refugees, while increasing the knowledge of refugee groups on their rights and responsibilities as well as the services available. They voice the demands and needs of communities (at the risk of being) left behind, and advocate for the mainstreaming of refugee and NGO participation in decision-making processes

◇ **social cohesion activities:** I/NGOs organize social and cultural recreational activities that bring together refugees with local community members to break prejudices and facilitate constructive social interaction.

With all these significant support measures and operations in the field, local, national and international organizations strive to reach the most vulnerable individuals and provide them with targeted and complementary services as well as an improved access to quality national protection mechanisms amidst challenging socio-economic conditions, as deepened by COVID 19. They cooperate closely with public institutions to contribute to protection and inclusion of refugees by facilitating their access to services, while initiating significant steps towards the harmonization and social cohesion between communities.

However, this process is influenced by the challenges that are experienced due to legal and administrative uncertainties and limited financial resources. Municipalities for example have serious challenges in managing the increasing demand for assistance with the growing refugee population, for which they cannot receive a share from the central budget. They need external funding to meet the growing need for additional services with the refugee influx. Moreover, the emerging need for increased technical competence and institutional capacity to deal with new needs and demands constitutes another challenge for public institutions. Central and local governments do not always have personnel specialized in needed fields of intervention, where the collaboration with I/NGOs proves to be a complementary and mutually empowering experience.

In this context, it is obvious that the cooperation between the public sector and I/NGOs is crucial in order to overcome the challenges both sides experience with emerging needs and changing conditions. The selected good practices of public sector-NGO cooperation in this study thus aim to demonstrate ways of overcoming these challenges and providing targeted and efficient support to refugees and host communities through strong partnerships built for a coherent and sustainable local response.

PART 2:

GOOD PRACTICES OF PUBLIC SECTOR-NGO

COOPERATION FROM GIZ SRHC CLUSTER

As the core of its technical cooperation approach, GIZ's commitment to solid and meaningful partnerships aims at empowering its partner organizations, local governments and central actors to strengthen systems for responding to forced displacement and migration, while building resilience for the most vulnerable and at-risk groups. In line with this approach, GIZ provides technical support to the Government of Turkey as well as its partner organizations in their response to the refugee crisis, in the areas of protection, education, social cohesion, capacity development, employment and skills development on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

Through its projects implemented in collaboration of a variety of actors, GIZ SRHC Cluster aims at providing a holistic and sustainable approach to the refugee response in Turkey. It works towards ensuring the continuity of support and the complementary of interventions in various fields to address the needs of host and refugee communities successfully. Strengthening central authorities and local governments through relevant technical support while concomitantly solidifying the complementary role of civil society organizations is an essential approach

for building durable solutions and for leaving no one behind.

Through this inclusive and holistic approach, the SRHC Cluster invests in strong and relevant partnerships with governmental and non-governmental actors. The political partner of GIZ Turkey is the Office of the Vice Presidency (VPO), with governmental partners such as the Ministry of Interior (Directorate General for Migration Management), the Ministry of National Education, the Ministry of Family, Labour and Social Services, the Ministry of Youth and Sports, the Ministry of Foreign Affairs and the Turkish Employment Agency (İŞKUR), the Chambers of Industry and Commerce as well as governorates and municipalities. Besides the governmental partners, the Cluster has also been working closely with a wide range of leading local, national and international NGOs in the field since 2016.

Cluster projects are built on good practices and lessons learned from the innovative pilot approaches that were implemented during the first cycle of SRHC projects until 2019, such as the scaling-up of the Community Initiative Fund (CIF) of the previous Multi-Service Centres Project into the new Local Initiative Fund Turkey

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(LIFT) co-financed by BMZ and DG ECHO, as a new component of the Community Centres and Local Initiatives Project (CLIP).

Moreover, drawing on experiences from the past three years of work in Turkey, the Promotion of Economic Prospects Project (PEP) developed a stronger, development-oriented livelihoods programme aimed at improving economic prospects for refugees and the host community. This programme offers comprehensive packages of interventions, tailored to the specific skills, competencies and vulnerability of each target group, designed to address a wider range of job seekers' profiles, and to support them in finding opportunities within the private labor market and public employment.

The Early Childhood Education (ECE) Project is a relatively new project of the SRHC Cluster that targets preschool and early childhood education, and contributes to the Vision 2023 of the Ministry of National Education,^[19] which was launched in early 2019. Also contributing to Vision 2023, the new Nexus Project on Career Guidance and Social Cohesion strengthens the previous work of the TVET&LMS (Technical Vocation and Educational & Training Learning Management Systems) Project in technical and vocational education and labor market services, integrating it with the previous

BilSy Project's (Education programme for Syrian refugees and host communities) work with young volunteers.

The Qudra 2 program continues its work as a regional (Jordan, Northern Iraq, Lebanon and Turkey) programme co-financed by the EU, though in Turkey it is solely financed by BMZ. Qudra 2 program continues its work as a regional (Iraq, Jordan, Lebanon, Turkey) programme co-financed by the EU Regional Trust Fund in Response to the Syrian Crisis, BMZ and Spanish Government.

The Exchange Project (EXP), which supports Turkish and German government officials' capacity development through peer-to-peer exchanges, remains an initiative in the context of the international Syria response, opening channels for cross-national dialogue and sharing of good practices on migration.

The rich account of intervention areas is also reflected in the variety of partnerships that Cluster projects have established with key actors in the field. A few of them will be presented in the following pages as good practices of public sector-NGO cooperation with successful, effective and accountable coordination mechanisms for self-reliance of refugees and resilience of host communities.

[19] <http://www.meb.gov.tr/2023-egitim-vizyonu-aciklandi/haber/17298/tr> (Accessed: 26/01/2021)

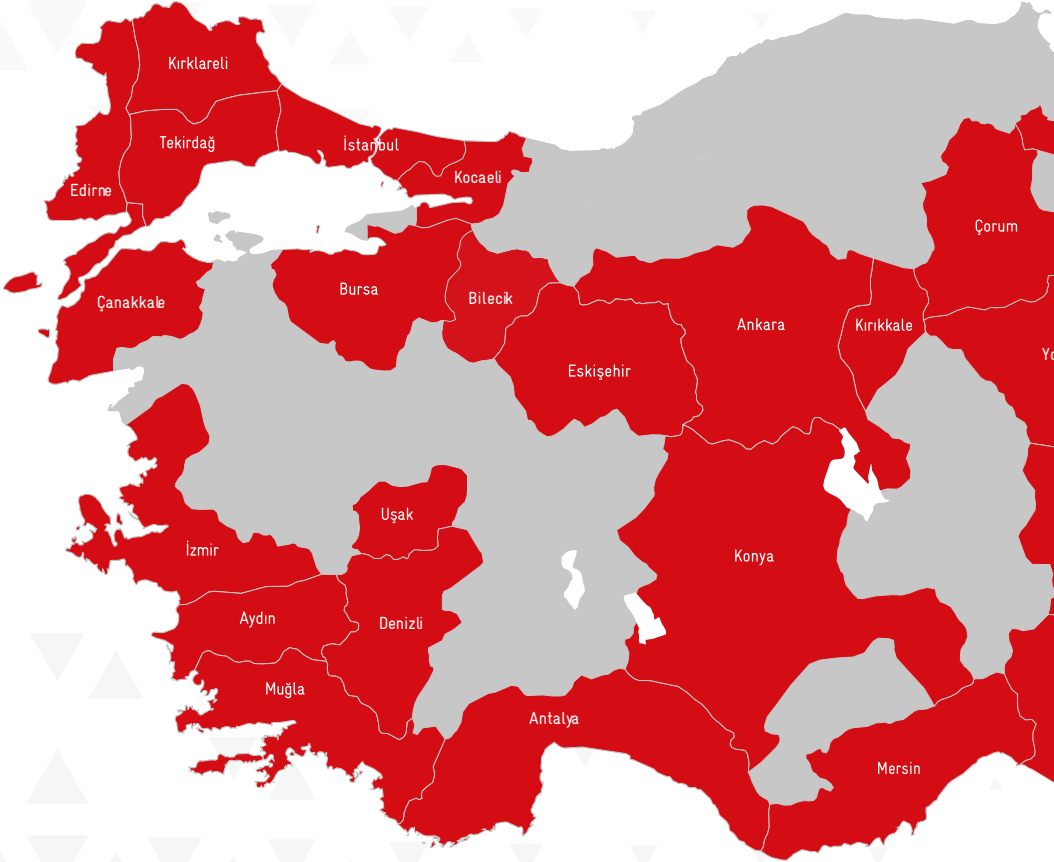


GIZ/Qudra Programme/2018



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SRHC MAP OF ACT



IVITIES IN TURKEY





REFUGEE ASSOCIATION (RASAS) & İSTANBUL SULTANBEYLİ MUNICIPALITY

CLIP
Community Centres and
Local Initiatives Project


Sultanbeyli
Belediyesi


REFUGEES
ASSOCIATION

A good practice for NGO - Municipality cooperation

22 **T**he Refugees Association (RASAS) was established by a group of officers of Sultanbeyli Municipality (SM) in 2014 to support refugees in need of basic services. RASAS works in the fields of social cohesion, protection, health care, education, employment, psychosocial assistance, humanitarian aid, legal counselling, rehabilitation for disadvantaged groups, translation and consultancy services for refugees and host communities. As a one stop service centre that provides basic social services through a community centre, RASAS

constitutes a special example of a local NGO providing holistic and sustainable services for refugee and host communities through a strong NGO-municipality collaboration, in which the NGO is established by the municipality.

RASAS performs the majority of its activities through the community centre that is supported by various international organizations technically and financially. The centre was initially funded by GIZ in 2016 as part of the Multiservice Centres Project

(MSC), which evolved into the Community Centres Project (CCP) in 2017 and CLIP in 2019. The centre is still supported by GIZ CLIP Project with the co-funding of BMZ and ECHO. The centre reaches approximately 20,000 participants and 12,000 individuals annually through a wide range of activities such as Turkish language courses, vocational training, protection services, refugee assemblies, women solidarity groups, awareness raising and social cohesion activities, emergency assistance as well as legal and psychological counselling services. Through the support of GIZ, almost half of the 24 service units of RASAS are funded by GIZ CLIP. These supported units include protection, social cohesion, Turkish language education, socio-economic support, counselling, legal consultancy, psychological counselling and guidance, child friendly space, digital media unit and guesthouse for women. There is also a Refugee Council^[20] that operates under the coordination of the social cohesion unit with the objective to facilitate the participation of refugees in decision making processes and provide a space to voice their needs and demands. The assembly undertakes also awareness

raising and lobbying activities and reached more than 275 individuals through these activities in the first half of 2020.

RASAS cooperates with several international organizations to support refugees in diverse fields of service delivery, providing physical rehabilitation and psychosocial support for refugee groups with the funding of Relief International, and additional protection and education services with the current support of UNHCR, in order to facilitate the access of refugees to existing services through consultancies, trainings, workshops, seminars, social activities and guided referrals to state services.

As there is neither a clear indication in Turkish Municipality Law for services addressing refugees nor a state fund has been allocated specifically for the needs of refugees, municipalities need to operate within their existing budget to serve to refugees living in their region. In order to overcome this problem, some municipalities seek cooperation with international organizations in their support to refugee communities, while some others, such as

[20] For more information about Refugee Council of RASAS; <https://multeciler.org.tr/multeci-meclisleri/> (Accessed: 20.11.2020)

“GIZ forms our backbone... It really cares about the capacity building, cooperation and sustainability of the NGOs it cooperates with, as well as their projects and services. We are thankful to GIZ for our current status.”

(Hülya Rana Şahin – Project Coordinator/RASAS)



©RASAS/2020

SM, take initiative to establish a specific association to work on refugee-related matters. SM has established RASAS in this regard and Sultanbeyli Deputy Mayor is acting as the Director of the Association, which, undoubtedly, is the most facilitating factor for the cooperation between these two partners. In this way, swift communication and an efficient cooperation is possible.

The association signed a cooperation protocol on "the activities to be carried out with respect to the refugees, asylum seekers and persons under temporary protection with the SM in 2017, which constitutes the legal background for an official collaboration between RASAS and SM to support each other in needed fields and work for common goals for the benefit of refugees. In this context, SM provides the infrastructure and human

resources to enable the association to carry out needs and demand-based services for most vulnerable individuals.

The association has benefitted from a variety of capacity building activities of GIZ ranging from technical competence development to project management and organizational development such as proposal writing, project management, fundraising, HR development, leadership and management, child protection, reproductive health, legal framework and conflict transformation trainings in which both RASAS and SM staff have participated jointly. Capacity development and technical guidance by GIZ contributed not only to quality service provision for beneficiaries, but also to the strengthening of the cooperation between RASAS and SM.

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©Mülteçiler Derneği/2019/Zafer Özkan



©RASAS/2020

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“Our strongest cooperation partner is GIZ. We met GIZ representatives several months after establishing our association RASAS. Although we did not have previous partnership, GIZ trusted our municipality and our association, and supported both without hesitation. We carried out the first project of our association with GIZ and stepped in the field for refugees and local people together... Both our municipality and our association are outstanding in this field today, which we owe to our collaboration with, and the support of GIZ.”

(Halil İbrahim Akıncı – Social Support Services Department Manager/
Sultanbeyli Municipality)

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25



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GENÇ HAYAT FOUNDATION & ESKİŞEHİR GOVERNORSHIP

CLIP
Community Centres and
Local Initiatives Project



A good practice for cooperation of NGO with governorship

Genç Hayat Foundation (GHF) is a national NGO that adopts a multi-layered holistic approach to assist the most marginalized communities and tackle the circle of poverty since 2008. It targets several actors and applies various methods to reach vulnerable groups, among them refugees, seasonal migrants, child workers as well as their families, and addresses cross-sectional issues such as disadvantages due to gender inequality, child labor and lack of proper documentation for refugees and other vulnerable target groups. It has reached more than 45,000 children and young people along with more than 20,000 adults (parents) in 28 provinces with the operations it has carried out since 2008. The foundation actively has been working in İstanbul and

Eskişehir provinces and implements short-term summer and winter school activities since 2014 in Düzce, Sakarya, Ordu, Şanlıurfa, Mardin, Şırnak under the Child Labor Prevention Programme to raise awareness on and prevent child labor at the local and national scale and assist seasonal agricultural workers to obtain decent employment in their hometowns. Within the scope of this programme, GHF reached 6,402 children, 804 families, 394 teachers, 320 volunteers, 325 labor contractors, 139 garden owners and 140 local stakeholders between 2014 and 2020.

With the support of GIZ CLIP, GHF carries out a project that aims to support refugees under temporary or international protection, seasonal migrant agricultural workers and refugee



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migrant workers, labor contractors and local stakeholders to reduce child labor in Eskişehir through awareness raising on child labor and labor rights of various actors, supporting living and working conditions of seasonal migrant families by focusing on needs and problems in the field along with establishment of support structures through referrals to public services/institutions, information counselling, awareness raising activities, capacity building and safeguarding for children since September 2019. Children engaged in or at the high risk of child labor are the main beneficiaries of the project. They are very susceptible to the conditions of

seasonal migration and poor living conditions and are affected in various ways such as excessive absenteeism of schooling, high dropouts, improper living conditions, malnourishment, poor access to basic services, social exclusion and isolation besides being subjects of child labor. Seasonal agricultural labor is a circle where children cannot properly access basic rights such as health, education and social services, and grow up to be unqualified workforces being forced to continue seasonal agricultural labor.

With the support of GIZ, GHF carried out a needs assessment covering 963 children and 630 adults

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“It is quite common that refugees working both temporarily and permanently in the farming sector lack legal documents and permits; therefore, they are hesitant to get in touch with institutions or people outside of their communities. They also don’t know about the procedures to access health services, education, etc. When the NGOs in the region do not reach out to them directly, it is almost impossible for them to reach out to NGOs or authorities to request service. It was possible to reach out to those refugees by means of this project.”

(Gamze Fulden Bahar – Project Coordinator/Genç Hayat Foundation)

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“We as the governorship visit farms with the GHF representatives regularly, identify the needs together and take joint and swift action. It builds mutual trust when the labor contractor meets a high-level public representative accompanied by the NGO representative.”

(Alper Balcı – Vice Governor of Eskişehir)



reach a considerably high number of individuals within a limited time period by means of the project outreach activities. It is reported that the target group doesn't know about the procedures on accessing health services, education, social aid and various forms of protection and livelihood support. Lack of information and lack of social means to reach out to information constitutes a significant problem for refugees in seasonal work. As GHF has been working on child labor particularly with regards to seasonal migration for several years, it has established trust and created necessary networks among migrant families, labor contractors and local stakeholders including district municipalities, district governorships, regional directorates of national education, health, youth and sport, family, labor and social services as well as the regional İŞKUR offices. The support of GIZ and the importance it places on public-civil collaborations has added up to this variety of networks and resulted in a formalized cooperation with the governorship of Eskişehir.

28 Making a great effort to build and maintain mutual trust with the community, GHF has achieved to



The cooperation of GHF with Eskişehir Governorate is quite comprehensive and fruitful; outcomes of fieldworks are shared and discussed with each other, risk mitigation and activity planning are carried out jointly, regular exchange and updates are provided on project implementations and related local actors are included in all planning and implementation processes for their feedback and contributions. The governorship consults GHF on matters concerning their field of action and involves them in the planning process of Provincial Action Plans. With its wide outreach to local communities and extensive knowledge on the needs in the field, GHF provides significant input and insight into planning and implementation processes in the local context. It also mediates



between vulnerable communities and local authorities acting not only as the messenger for those whose voices are not heard, but also as an advocate of those facing the risk of being left behind.

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“NGOs operate in a very quick and professional manner... and so does Genç Hayat, while reaching out to the most vulnerable people. As the Governorship of Eskişehir, we use this quality in our collaboration, share our workload and take the advantage of this partnership for our own capacities and operations.”

(Alper Balcı – Vice Governor of Eskişehir)

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“School directors in Eskişehir have approached GHF to reach out to Syrian children for accreditation exams in January 2021. Through this collaboration, 20 more refugee children can attend a school.”

29





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SENEB &

GAZIANTEP METROPOLITAN MUNICIPALITY



A good practice for cooperation of local NGO led by refugees with municipality

30

SENEB is an independent non-profit organization working for Syrian refugees and host community members with disabilities. It has a unique place among NGOs in Turkey with this specific target group and was established in 2013 in Gaziantep by a group of humanitarian and social activists responding to the needs of Syrian refugees. It launched its first project for disabled individuals in 2017 with

the objective to empower disabled refugees and facilitate their integration into the society. It started to carry out activities under the roof of a community centre supported by GIZ Syria Portfolio in Al-Jizaa town in Daraa city in 2018 and established two child protection centres in Afrin and Al-Bab with the support of the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) in 2020.



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SENEDE is the first and still the only NGO working specifically for people with disabilities in Gaziantep, filling an important gap in humanitarian support for a vulnerable group in need of specialized services. It has reached its target group through field assessments with the technical support of Gaziantep University since 2016 and contacted 624 persons with disabilities through a fieldwork. SENED has enriched its database with a second needs assessment in 2019 reaching another 1,337 individuals with disabilities. It has currently a database of 1,750 Syrian families with disabilities in Gaziantep only. However, no other field assessment has so far been carried in other parts of Turkey for refugees with disabilities. Therefore, SENED aims to extend its field/need assessment for disabled people in Şanlıurfa, Adana, Mersin, Kilis, Antakya and İstanbul in order to understand better the situation and needs of these vulnerable individuals.^[21]

SENEDE cooperates with various NGOs, INGOs and institutions to support refugees and host community members with disabilities. It has strong connections to protection and advocacy networks, also supporting other organizations operating for the same target group such as the newly established NGO in İstanbul (Syrian Special Needs Organization-SSNO). Thanks to these various partnerships, SENED reached around 473 beneficiaries in the field of education, 475 in livelihood, 3,700 in protection through the services of Psychosocial Support (PSS), case management, individual protection interventions, special needs rehabilitation and counselling assistance in 2020.

SENEDE has ongoing projects with Concern Worldwide through its community centre to provide psychosocial

support and life skills sessions to children with disabilities along with awareness raising sessions for their caregivers and two other projects with UNHCR for case management and social inclusion of persons with disabilities in Gaziantep besides its partnership with GIZ Projects. It has received critical technical and financial support from GIZ SRHC and Syria Clusters since 2018 and has carried out different projects with the support of GIZ focusing on service delivery for disabled individuals as well as unregistered businesses to be registered and formalized. Within the scope of the GIZ PEP Programme, Business Registration Support (RUHSAT) Project has been carried out with the funds of the Federal Ministry for Economic Cooperation and Development (BMZ) since December 2019. The objective of the project is to enhance livelihoods by stimulating private sector and contributing to formalization of micro, small and medium-sized unregistered businesses. The project aims to legalize commercial and professional activities of refugee groups and vulnerable host communities in Gaziantep and Kilis,^[22] to support owners/entrepreneurs of these businesses and increase their awareness on business environment in Turkey. RUHSAT Project also covers all fees arising from the business registration processes and guide entrepreneurs on regulations, their duties/responsibilities and rights after the registration process. Within the intended results, the project reached 305 beneficiaries as of September 2020, which are composed of 28 Turkish beneficiaries including 3 women and 277 Syrian ones including 21 women. The second phase of the project is in still in progress and has been extended until September 2021 to cover Mersin and Adana provinces with a new target of 640 beneficiaries.

[21] To decide and prioritize the locations for new field assessments, SENED facilitates its networks with other local and regional partners such as NGOs, /INGOs and municipalities. Through this coordination structure SENED found out that there is an urgent and special need in Şanlıurfa and Adana for disabled refugees; thus it has prioritized these cities in their agenda to organize field and need assessments.

[22] Some other activities of RUHSAT Project have also been deployed in İstanbul in collaboration with other NGOs.



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The support of GIZ to SENED is not limited to the PEP Programme active in the field of livelihoods, but extends also to the support in protection, non-formal education and social cohesion as part of the CLIP project. Within the scope of this partnership, SENED reached 1,921 beneficiaries (941 male, 980 female) with 882 of them having disabilities through various types of protection activities ranging from case management, psychological counselling, physical rehabilitation, legal and health advisory services, speech therapy to life skills courses, information dissemination events and social cohesion activities as well as trainings on braille system and sign language for disabled children from October 2019 until the end of 2020. Moreover, SENED worked on the capacity building of caregivers, including the staff of NGOs and state institutions through special trainings on the ways of supporting people with disabilities.”^[23]

SENEE signed an agreement with Gaziantep Metropolitan Municipality in December 2019 for the activities to be carried out as part of the CLIP Project in the period of 2019–2021. In the framework of the cooperation, both sides agreed on supporting people with disabilities in Gaziantep and Kilis in meeting their needs, raising awareness on disabilities and needs of disabled individuals as well as their integration. Following the protocol process, SENED provided a training for the staff of Disability and Health Service Department of the municipality working directly with/for disabled beneficiaries. This collaboration was extended with the referrals made by the municipality to SENED, which has enabled the organization to reach their target group more easily.

“Our partnership with GIZ makes us feel privileged through its comprehensive support and reputation in the field. We benefit from the wide partner network of GIZ as well as its solid relations with local and central authorities, which eases also permission processes and joint activities.”

(Fadi Arabo – Project Coordinator/SENEE)

“Working with the GIZ has a multitude of benefits... This collaboration is a learning process with significant capacity building for us and the municipality as well as quality service provision for those genuinely in need.”

(Ahmad Albouchi – Technical Advisor/SENEE)

[23] These trainings are held normally face-to-face; however, they are transformed to online format because of the coronavirus pandemic.



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The reputation of GIZ among institutions and organizations in Gaziantep contributes positively to the work of SENED and the diversification and extension of its partnerships with institutions and other organizations in the field. SENED benefits from

the wide partner network of GIZ as well as its solid relations with local and central authorities, which eases permission processes and multi-stakeholder activities.

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“While working with GIZ, we have observed that it is an international development cooperation well aware of the local context, the field, as well as the needs in the locality. It knows very well which institutions to cooperate with and shares very well its experience. There is a cooperation that is entirely sincere and based on trust.”

(Fadi Arabo – Project Coordinator/SENED)

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INTERNATIONAL BLUE CRESCENT (IBC) &

İSTANBUL KÜÇÜKÇEKMECE DISTRICT MUNICIPALITY



A good practice for cooperation of NGO with municipality

34 **I**nternational Blue Crescent Relief and Development Foundation (IBC) was established through the cooperation with the United Nations World Food Programme (UNWFP) in April 1999 in Albania. Within the scope of this cooperation, bakery ovens were set up in refugee camps sheltering thousands of Kosovans in Albania and daily bread distribution programme was implemented for 3 months. During the working period in Kosova, IBC was acquainted with various INGOs, UN agencies and EU Institutions. The insufficient quantity of such organizations in Turkey was an incentive to take the decision of establishing a similar programme in Turkey in 2000 to participate in domestic and international relief operations.

IBC was officially established in Turkey in November 2000. Since then, it has been working to help alleviating human sufferings, hunger, illiteracy among all people on four core areas: emergency relief, rehabilitation, development and risk mitigation-resilience. In this context IBC designs and implements programmes particularly in the field of education, public health, violence prevention, child protection and child rights, disaster management, community resilience, reconstruction and rehabilitation. IBC cooperates with international organizations, leading donors, local and national actors as well as universities and research centres while prioritizing the needs and demands of the most vulnerable and disadvantaged people. IBC became a member of

the International Council of Voluntary Agencies (ICVA) in April 2003 and obtained the special consultative status with the UN Economic and Social Council (ECOSOC) in 2006. It became the first and only NGO in Turkey to receive Core Humanitarian Standard in 2019.

Since the onset of the refugee crisis in Turkey, IBC has implemented projects for refugees in Kilis and Gaziantep and extended its activities to Şanlıurfa, İstanbul, Konya and Bursa with a greater capacity. Since then it has reached around 435,000 individuals (among them 24,000 children), established 18 child friendly centres and rehabilitated 25 schools in hard-to-reach areas, among others, training 150 doctors as part of the rehabilitation component. Under the emergency relief programme, it has reached around 740,000 individuals (including 230,000 women and 51,000 children), and through development projects, another 121,000 individuals and provided 1,000 fully equipped disaster and emergency intervention containers and 680 mobile disaster training trucks, among others.

IBC has been working with GIZ Turkey since the early years of the SRHC Cluster as one of the main implementing partners. The cooperation between IBC and the Cluster focuses on protection, social cohesion, non-formal education and livelihoods activities within the scope of CLIP and PEP programmes as well as the “Cash for Work” Project that ran from December 2017 to January 2019 as a livelihoods project. Also within the scope of Qudra Programme, coordinated by GIZ and funded by the European Union and the German Federal Ministry for Economic Cooperation and Development (BMZ) the implementing partner Expertise France supported a cooperation between Küçükçekmece Municipality and IBC. IBC established three Info-Hubs in Bursa, Konya and Şanlıurfa with the funding of CLIP in 2019 through which it provides individual protection assistance, legal support and psycho-social support for vulnerable individuals. Since the start of the project, the Info-Hubs in three cities have provided support and services to the refugees and host community on access to education, health services, temporary protection identification, family reunification, birth registration and travel permit, reaching more than 5,454 beneficiaries, the majority (3,480) being women. Info-Hubs operated also during the pandemic in order to implement preventive and protective measures in compliance with COVID 19 regulations.

“GIZ represents credibility for municipalities and all of them welcome new projects if GIZ involvement is ensured.”

(Duygu Fendal – Programme Coordinator/IBC)

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In the framework of PEP Programme, IBC contributes to the cooperation through financial and human resources, such as recruiting staff in needed fields and departments of municipality such as gardens and recreation areas. IBC pays wages through the funding of GIZ PEP Programme, while the municipality provides access to the services for the local community. Within the scope of this collaboration, 273 Syrian beneficiaries received Turkish Language Courses and 433 work permits were obtained

for Syrians in 2020. 433 Syrian and 511 Turkish beneficiaries were supported with employment measures to work for different municipality units. They contributed to social adaptation processes thanks to their access to the legal labor market and the contacts established with Turkish citizens. The beneficiaries of the project work actively in nearly 60 locations such as municipal areas, public schools, rehabilitation centres and health clinics, cultural centres and public areas in Küçükçekmece.

“Joint short term employment programmes of GIZ and IBC created livelihood opportunities for people under temporary protection and host communities, for especially those who are furthest away from the labor market. It has also built community asset and stimulated local economy.”

(Nalan Ülker – Programmes Directors/IBC)

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As part of the QUDRA Program, with the implementing partner Expertise France's support, IBC has worked with Küçükçekmece Municipality to establish a Youth Development Center within the scope of a cooperation protocol. Project operations focused on social cohesion under two components: Child Caravan and Youth Development Center (YDC). YDC became fully operational in May 2018 and Qudra supported 34 long-term courses and 125 short-term activities reaching 4,870 young Turkish and Syrian individuals between 13-22 years (55% girls and 81% Syrians). It aimed to ensure a more efficient involvement of young Syrians in daily life and encouraged them to interact with their Turkish peers through social cohesion activities. Owing to the support of the in-kind contribution of Küçükçekmece Municipality, IBC provided the building to be used as the YDC. This collaboration improved the trust relationship between IBC and the municipality, as well as leading to an efficient implementation of activities.

The Child Caravan became fully operational in November 2018, providing life skills trainings, academic support and social cohesion activities for the students in schoolyards in order to support an inclusive school environment. This project was managed by IBC under a memorandum with the Municipality and District Governorship and was implemented in several primary schools in the district. In total, Qudra reached 3,091 children (51% girls, 29% Syrians) by visiting approved schools 5 days a week and in summer breaks through the Child Caravan.

In all these project activities as supported by various GIZ projects, Küçükçekmece municipality provided the space as well as the human resources where needed and collaborated with IBC on project activities that were planned and implemented together. The involvement of the municipality enabled not only an infrastructure and technical input, but also a wide network to reach particularly the beneficiaries of the local community.

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“Among all the international partnerships, GIZ is among the most flexible to work with.”

(Mehmet Erdönmez – Strategy Development Manager/Küçükçekmece Municipality)

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THE ASSOCIATION FOR SOLIDARITY WITH ASYLUM SEEKERS AND MIGRANTS (ASAM) & TURKISH MINISTRY OF NATIONAL EDUCATION



A good practice for cooperation of an NGO with a ministry

The Association for Solidarity with Asylum Seekers and Migrants (ASAM) is the among the strongest and largest non-

governmental organizations in Turkey operating in the field of migration and refugee support with over 1,400 staff members since its establishment



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©GIZ/ASAM/2020

in 1995 in Ankara. ASAM provides services in 31 provinces of Turkey through 55 centres to assist refugees and vulnerable people in need with socio-economic difficulties and empower them to lead dignified lives. Beginning to operate in the international sphere by opening representative offices in Athens and Brussels to present Turkey's experience in migration management and refugee support in international platforms and spread good practices from Turkey, ASAM also aims to assist asylum seekers and refugees living outside of Turkey. With a wide range of staff members including social workers, psychologists, health counsellors, lawyers, interpreters, rehabilitation experts and instructors, ASAM conducts various activities to facilitate the access of refugees and asylum seekers to existing services, creates livelihood opportunities, supports their psychosocial well-being and works for social cohesion.

ASAM has long-standing collaborations with international organizations, public institutions at central and provincial level, local and national NGOs working in the fields of protection, non-

formal education, livelihoods, social cohesion, capacity building and awareness raising as well as field studies on migration and emergencies. It cooperates with a variety of public authorities such as the Ministry of National Education (MoNE), Ministry of Youth and Sports, Ministry of Industry and Technology as well as municipalities of Gaziantep, İzmir, Avcılar and Adana, Chambers of Industry and Commerce and universities such as Hacettepe and TOBB ETU.

As the largest organization with significant national and international partnerships, ASAM is supported by GIZ through the PEP Programme and the CLIP Project, each supporting different intervention areas and regions. The support provided by CLIP Project covers protection, non-formal education and social cohesion implementations for refugees and host communities through ASAM's Mamak Community Centre (CC) in Ankara. In addition, PEP support focuses on livelihoods and non-formal education activities in cooperation with the Lifelong Learning Directorate General of the Ministry of Education (MoNE DGLLL).



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As a successful implementing partner of GIZ Multiservice Centres Project in 2016, GIZ continued to support the Mamak CC in the follow up (CLIP) Project from 2017 onwards. Since then, the Mamak CC has become a safe space for the most vulnerable refugees and asylum seekers, offering a large scope of holistic services for its beneficiaries. Case management, legal advisory, psychological counselling, Turkish language courses, psychosocial support, awareness raising, vocational training and social cohesion activities besides referrals to state institutions constitute the core of the services of the Mamak CC. It has reached 27,250 individuals from November 2017 to November

2020, the majority of service recipients (13,672) being Syrian refugees and individuals from other nationalities (8,338), almost half of them being women (11,701).

As an implementing partner of the PEP Programme, ASAM strengthened collaboration with MoNE DGLLL and Public Education Centres (PECs) to develop vocational and language skills of Syrians under temporary protection and host community members to enhance their employment opportunities. The programme was launched in 2019 with trainings organized in 18 Public Education Centres (PEC) located in Adiyaman, Denizli, Diyarbakır, Istanbul and

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“Community Centre is one of the most important mechanisms through which refugees have the chance to receive information about a variety of topics and services. We as the Mamak CC offer services in all these areas including protection, social cohesion and non-formal education in coordination with public institutions, with the great support of GIZ, which makes the CC very crucial and hard to replace in the field.”

(Serhat Bağlar – CLIP Project Coordinator/ASAM)

Tekirdağ within the scope of PEP Programme for a period of 20 months (2019–2021) and 1,654 beneficiaries (804 Syrians, 850 Turkish nationals) were reached. These beneficiaries were provided with training activities in mixed groups of refugees, individuals under international protection along with vulnerable members of the host society with the ultimate goal to increase their access to the labor market, create sustainable employment opportunities by also contributing to social cohesion and integration into the local labor market. Apart from language trainings and vocational courses, informative sessions were carried out on occupational health and safety, work ethics, culture and conditions in Turkey and work permits for refugees. Moreover, workshops were organized on establishing a business in Turkey with the support of Small and Medium Enterprises Development Organization of Turkey (KOSGEB). Beneficiaries seeking jobs were provided counselling in collaboration with the Turkish Employment Agency (İŞKUR). Furthermore, seminars were organized for local authorities particularly for chambers of industry and commerce and the private sector representatives, where project objectives were presented, procedures and legal regulations on work permits for refugees and labor market requirements and/or incentives for employers were conveyed. Based on labor market needs and with the support of local authorities, 3-month employment promotion mechanisms such as salary subsidies for employers were developed to ensure that beneficiaries can find jobs after the training period.

“The Project/PEP appointed the Director or Vice-Directors of the Public Education Centres as the responsible coordinators in provinces. This has facilitated our coordination with PECs a lot and constituted an advantage for our partnership with authorities... GIZ’s approach for building up strong cooperation with public actors is essential for us to act effectively and accumulate common experiences in the field.”

(Gamze Efe – PEP Project Coordinator/ASAM)

“In our collaboration, we have observed that GIZ is an international service provider which works fast and very systematically while supporting refugees and host community members in vocational training and employment.”

(Özlem Erdem – Project Coordinator/MoNE DGLL)



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ASSOCIATION FOR COMBATING POVERTY AND UNEMPLOYMENT IN KILIS (ACPU) & KILIS MUNICIPALITY



A good practice for cooperation of a local NGO with municipality

42 **T**he Association for Combating Poverty and Unemployment in Kilis (ACPU) was established in 2004 by the Kilis

municipality. It was formed to bring together unit managers of the municipality and the businesspersons operating in Kilis. Today, the



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Director of the Association still acts as the Mayor of Kilis and the Executive Board is also comprised of Municipality officials. Since its establishment, the Association has supported the vulnerable people in Kilis and also included refugees within the scope of its activities following the mass migration flow. In this way, it has become one of the most powerful and effective associations that operates in the local context in a relatively short time.

The greatest asset of the association is its affiliation to the municipality particularly for bureaucratic operations and processes. Since the Mayor acts as the Director of the Association, communication flows swiftly, which eases the access to authorities and to services. It also facilitates the execution of international projects by means of ACPU and contributes to fast and effective response for the municipality especially in crisis situations. The flexible internal structure of an NGO and its wide outreach to the field constitutes an advantage for Kilis municipality, while the human resources and infrastructure of the municipality is utilized by the NGO for cost efficiency. This collaboration is strengthened with additional staff employed by means of the association to work within the service areas of the municipality e.g. in the fields of parks and recreation and cleaning services. Furthermore, the procurement and purchase / sale procedures or processes are carried out by the association more easily than for the municipality, just like the service provision to refugees, which sometimes evokes tension amongst host community members if provided by the municipality, but is more accepted, when carried out by an NGO.

“Advantages of being an association established by the municipality are self-evident. When there is a bottleneck or a problem in the cooperation of ACPU with public institutions, problems can be overcome easily by means of the Kilis Municipality. Actually, the NGO seems to have achieved a much more privileged status through this collaboration.”

(Hasan Altuntaç – Project Advisor/
ACPU)



The Kilis municipality has adopted the principle to be engaged in close cooperation and coordination with NGOs and INGOs in the field, the amount of which reached almost 300 in total since the onset of the refugee crisis. As a border city and a transition zone from ancient times to today, Kilis was affected by the refugee influx most, which creates an enormous need for support in infrastructure and social service provision for refugees and local communities. GIZ was among the first and became one of Kilis' core partners providing technical and financial support to local authorities and NGOs in the province, with continuing contributions.

in need and more public space was accessible for exchange and interaction with a view to strengthen the link between the local government and local (host and refugee) communities as well as the harmonization efforts.

Following the initial and successful cooperation, ACPU and the municipality received support from Qudra 2, too, for a COVID 19 response project that involved cloth mask production for Syrian and Turkish beneficiaries. The project kicked off in July 2020 to last for 3 months and 80,000 masks were produced within this period and were distributed to

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“Today, a significant proportion of the population of Kilis is comprised of Syrians and the projects that were developed with contributions of NGOs, INGOs and international partnerships such as GIZ have a significant impact on the current improved situation. Thanks to their support, there are no serious conflicts/segregation or a crisis situation between refugee and host communities in the town. Moreover, such interventions have supported our efforts to foster social cohesion between our communities.”

(Hasan Altuntaç – Project Advisor/ACPU)

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The first cooperation with the Qudra Programme implemented by GIZ was the renovation of two historical buildings to be used as community centres. Additionally, ACPU supported the municipality to obtain training materials and equipment for all types of activities and furnish the centre. Trainings (language, cooking, computer skills, etc.) and socio-cultural activities were organized in the community centre so that services were available to people

the schools in the region following the coordination by the Ministry of Education. The waste created by single-use masks was prevented and the colourful masks were appealing, especially to children. Furthermore, a textile atelier was established within the scope of the project where 20 women (10 Turkish and 10 Syrians) participated in the mask production.



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“GIZ works prudently, showing great sensitivity, transparency and collaboration starting from the planning phase and makes sure that the preliminary preparation phase is systematic and long enough to put everything in place. However, it also gives us the initiative throughout the project implementation and provides flexibility. This system of functioning is always advantageous for a municipality.”

(Hüseyin Erkmen – Kilis Municipality/Deputy Mayor)

”

ACPU's vision is to enhance the employment opportunities of Syrian refugees in the future by providing them with sewing trainings to produce masks and also hoping to contribute to the social cohesion in the city by including host community members in the project. In all its projects, the association has put into practice this principle of social cohesion by ensuring that an equal number of refugee and host society members benefits from the services provided. Particularly women are targeted

for the purpose of empowerment of a vulnerable group and facilitation of social cohesion.

As the project has been completed with success and the pandemic is still ongoing, the idea to implement a second phase has been put forward by both actors, and a second phase was initiated in November 2020 with the same principle and method.

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“There was no interaction available between Syrian and Turkish women during the first years of the crisis due to the language barrier and prejudices; however, women started to get to know and mix with each other thanks to these centres and joint employment promotion projects. We managed to overcome prejudices through these supports and joint efforts.”

(Hasan Altuntaç, Project Advisor/ACPU)

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tepaV



A good practice for cooperation of a foundation with metropolitan municipality

Established in 2004, TEPAV is a non-profit think-tank based in Ankara, which serves public and private actors and its outlying region by generating informed policy advice and building public dialogue platforms. TEPAV's interdisciplinary research focuses on concrete policy matters and presents feasible recommendations via data-driven policy analyses. Completing over 200 projects since its inception, TEPAV's research experience covers numerous fields, including but not limited to agriculture, industry, and service sector. Moreover, greater emphasis is placed on macroeconomic performances, economic growth, regional development, urbanization, international economic integration, competitiveness, forced immigration, climate and energy, innovation, health and governance policies within Turkey and abroad. In this context, the foundation has worked with multilateral entities such as the World Bank, International Labor Organization (ILO), United Nations Development Programme (UNDP) and the European Commission (EC), as well as with large multinational corporations such as Google, Microsoft, Intel and Amgen.

TEPAV's role has evolved steadily over the years, considering the necessity of a proper response to the refugee influx in 2011. In tandem with its overall vision, TEPAV has conducted data-based policy research in refugee response to generate informed policy advice and build platforms for public dialogue. As a think tank, TEPAV continued with its knowledge dissemination activities including

internal research and projects in cooperation with diverse implementing and funding actors. It has also completed several projects with the contribution of third parties. The ongoing MAHİR ELLER Project can be considered within this scope, which is funded by European Union Syrian Crisis Regional Trust Fund (EUTF) to strengthen the economic and social resilience of Syrian refugees and to support their integration to the Turkish economy. TEPAV also undertook the responsibility of navigating the post-war ghetto phenomenon in three districts of Istanbul -Fatih, Sultanbeyli and Sultangazi- in cooperation with the Turkey branch of Heinrich Böll Foundation to highlight the socioeconomic dynamics in pilot destinations and to propose a set of recommendations on the prospects of post-war ghettoization at local and national levels.

TEPAV has strong collaborations with the Union of Chambers and Commodity Exchanges of Turkey (TOBB) that represents 1.5 million businesses across Turkey. TOBB enables TEPAV to be in touch with Syrians and other refugee businesses and receive the feedback of local chambers on opportunities and hurdles associated with the refugee-led businesses and execute a need-based comparative analysis to understand better the performance of Turkish and refugee-driven companies in Turkey. This is quite significant for the partnership of TEPAV with the PEP Programme, as the common objective is to strengthen public-private sector dialogue.

The Public-Private Dialogue Project of PEP Programme is implemented with TEPAV in partnership with Gaziantep and Adana Metropolitan Municipalities, and through a close coordination of steering committees on provincial levels. The official basis of partnership is the memorandum of understanding signed among Adana and Gaziantep Metropolitan Municipalities, TEPAV and GIZ PEP Programme. The project serves as a basis to establish a participatory and inclusive dialogue mechanism amongst public and private actors. As such, it aims to identify private sector related issues, expectations, and proposed solutions to devise concrete roadmaps, project proposals and policy recommendations in the next normal upon COVID 19 outbreak. In the aftermath of the project, it is envisaged that the dialogue mechanism continues to act as a sustainable structure that can initiate and maintain private sector related strategic decision-making processes in respective provinces.

Besides, a Steering Committee was established consisting of high-level members of Adana Alparslan Türkeş Science and Technology University, Adana Chamber of Commerce, Adana Chamber of Industry, Adana Commodity Exchange, Adana Hacı Sabancı Organized Industrial Zone, Adana Metropolitan Municipality, Çukurova Development Agency, Çukurova University and Governorship of Adana.

The project started in August 2020 with initial project steps conducted for Adana, to be followed with activities in Gaziantep in 2021. TEPAV and PEP Programme act as the cooperation partners to support communication and dialogue by providing data-based analyses of structural economy with a long-term focus. Based on the issues and solutions identified through public-private dialogues, policy

papers are prepared for respective municipalities. These policy documents are meant to guide and facilitate participatory decision-making, joint action and attraction of investment towards employment, private sector capacity development, value chain improvement, socio-economic development and social cohesion. The ultimate goal is to create a sustainable multi-actor and multi-sector public-private dialogue platform towards policy design and implementation. This platform is expected to identify projects through workshops where key local actors are present and select projects considering the needs of the local community. Ultimately, TEPAV, acting as the facilitator and secretariat of workshops, plans to present short-listed solutions and policy recommendations obtained.

Since TEPAV is quite experienced in this process, AMM (Adana Metropolitan Municipality) receives support from TEPAV for technical support and organization. In return, TEPAV benefits from information and capacity of AMM concerning all the details about the local area. AMM plays a particularly active role in identifying the needs of people who should be the beneficiaries and provide information and guidance to TEPAV. TEPAV provides a significant added value in areas where the local capacity can be limited and supports against any potential technical deficiencies of the project. This collaboration provides a good model for Adana and encourages the province representatives to extend it as a good practice. The PPD in Adana is led by Adana MM, and the steering committee that facilitates decision-making consists of local institutions including the governorship. The efficient collaboration between AMM and Adana governorship is extremely valuable for the province and constitutes a good practice of collaboration.

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“Employment should not mean providing short-term employment opportunities to refugees but ensuring that they gain a profession and contribute to the local economy. GIZ is aware of the issue and it carries out employment projects following this principle.”

(Çağrı Ün – Adana Metropolitan Municipality/Head of Foreign Relations Department)



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ADANA CHAMBER OF INDUSTRY (ADASO) & TURKISH EMPLOYMENT AGENCY (İŞKUR)



Promotion of
Economic Prospects



ADASO
ADANA CHAMBER OF INDUSTRY



İŞKUR
TÜRKİYE İŞ KURUMU

A good practice for cooperation of a chamber with central agency

A DASO was established in 1966 to work on social and economic projects, leading lobbying activities to solve challenges of businesspersons and industrialists in Adana

and the Çukurova region. The chamber works closely with other NGOs, INGOs and universities to contribute to the economy and strengthen the business sector. The main objectives of ADASO



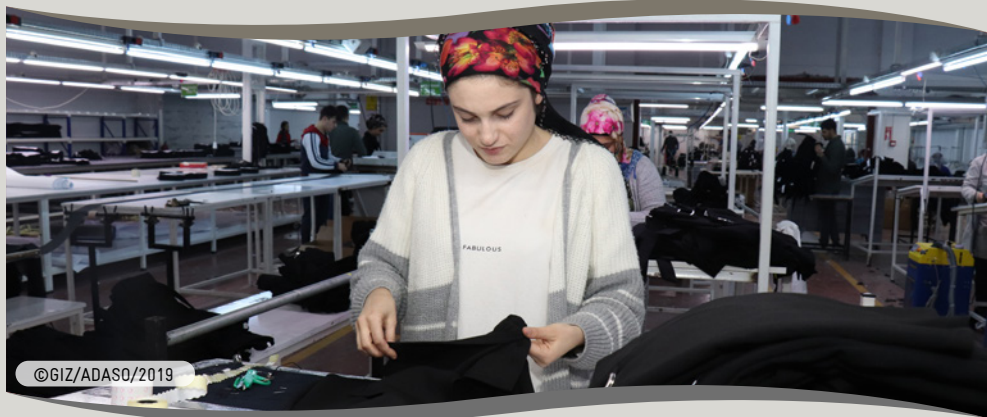


are foreign trade promotion, vocational training and regional economic development. For its members, a “networking platform” is crucial for doing business both in the domestic and foreign market. In this respect, being a member of Adana Chamber of Industry provides an exceptional value proposition for companies of all sizes.

ADASO started with project-oriented activities in August 2014. It originally made sure that the funds were in the form of regional investments and the issue of migration was not given a priority as the core interest was solely industry; however, in 2018, the International Labor Organization (ILO) met ADASO to offer a project. The Ministry of Labor and Social Security (then named) and ILO undersigned a protocol and

agreed on establishing an employment office in selected pilot provinces for refugees and host communities. Furthermore, the Union of Chambers and Commodity Exchanges of Turkey (TOBB) included ADASO in Mahir Eller Projesi (Skilled Hands Project) jointly carried out by TOBB and the Economic Policy Research Foundation of Turkey (TEPAV), whereby making ADASO one of the main implementing partners in 2018. Simultaneously, a collaboration was initiated with Adana MEKSA (Vocational Education and Small Industry Support Foundation) to conduct social cohesion activities in Adana. As the activities increased in volume, ADASO established a project unit to carry out these activities in a more systematic manner and entered into a new partnership with GIZ in 2018.





This new partnership with the PEP Programme aims to ensure long-term employment for Syrians and host community in Adana through the identification of the supply and demands of the labor market and proper job placements in the province. In this process, the Turkish Employment Agency (İŞKUR) is also involved as a key actor. Provincial branch of İŞKUR in Adana shares the data of job-seekers and labour demanding

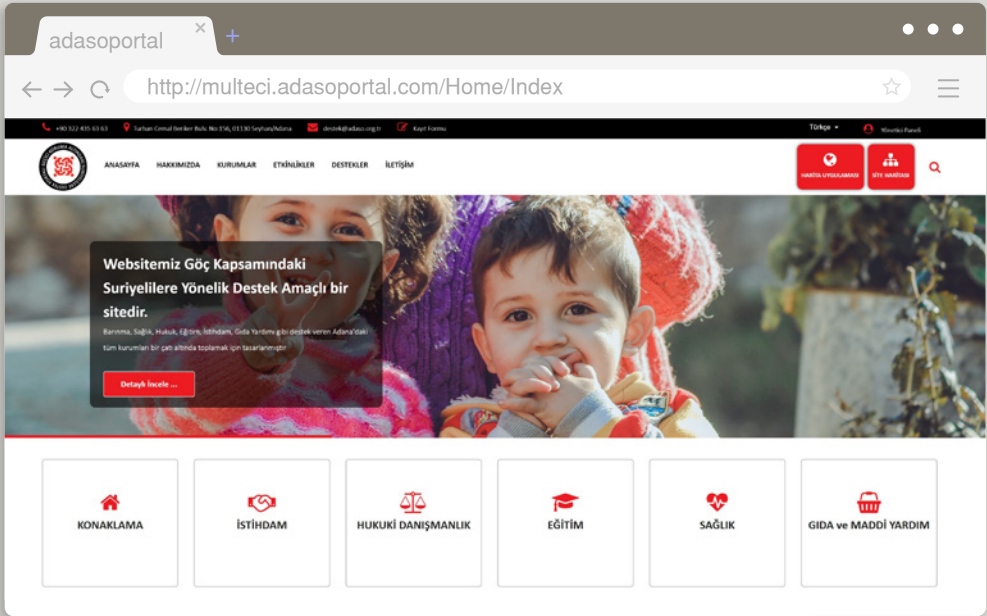
companies with ADASO to identify and crosscheck the labour market needs and job seekers profile.

Through the cooperation of İŞKUR and ADASO under the GIZ PEP Programme, 250 beneficiaries (Syrians under temporary protection as well as international protection holders) were identified, employers were decided on, and it was ensured that the beneficiaries were considered for employment

“GIZ has led and guided very well our team during the project...this was also instructive for our new (junior) team members.”

(Gülhan Özdemir – Project Department Manager/ADASO)





after having completed the six-month hands-on training programmes run by İŞKUR. A cooperation protocol was signed between İŞKUR and ADASO to define the framework of this collaboration. The long-standing experience, competence and flexibility of GIZ in project-based work and multi-stakeholder partnerships contributed to the work and collaborations of ADASO and the activities conducted within the scope of this partnership.

As a concrete outcome of this partnership, an on-line referral and information platform has been designed for Syrian refugees and host communities (<http://multeci.adasoportal.com/Home/Index>). The portal directly contributes to the coordination of other local projects. It has a user-friendly interface and is available in Turkish, English and Arabic languages. It enables users to search and find out about all current supports, courses and activities related to refugees in Adana. Local stakeholders have their username

and password to update their activities, courses and specific services. Refugees can discover all the activities in advance by simply registering themselves to the portal, which in turn also increases the effectiveness of the activities in Adana.

The main stakeholders of the platform are: ADASO, Adana Metropolitan Municipality, Adana Governorship, İŞKUR, ASAM, Adana Entrepreneurship Centre, UNDP, Adana Provincial Directorate of National Education, KIZILAY, IOM, Support to Life and Vocational Education and Small Industry Support Foundation.

Although it is a new platform, the site users have already benefited from the short-time work allowance information of İŞKUR in May and the UNDP Programme to support women as well as social cohesion activities in Kilis and Mardin.

PART 3:

SUCCESS FACTORS AND CONCLUSIONS

Good practices from the GIZ SRHC Cluster presented here have the following success factors for an effective and sustainable public sector-NGO cooperation:

➤ **Close cooperation in reaching out to local communities:** NGOs have extensive networks with local communities and enable local authorities to reach out to the most vulnerable and marginalized groups that are hard to reach. Through the joint action of NGOs and public institutions, outreach to the most vulnerable communities (e.g. seasonal migrants in rural areas, people with special vulnerabilities, women in need of particular protection services, unaccompanied children) was ensured to give them a voice and enable their access to services.

➤ **Inclusive needs assessment and planning of interventions:** Through the outreach of NGOs to marginalized communities and their advocacy for inclusion of these groups in planning of interventions and decision-making processes, participatory planning processes were facilitated also for public authorities. The involvement of key refugee groups and other marginalized communities in city councils, refugee committees and boards was ensured by the outreach, advocacy and lobbying efforts of NGOs as well as their enabling role for inclusion and

representation at different levels.

➤ **Complementary service provision:** NGOs and public institutions planned and implemented services in a complementary manner for an efficient and integrated local response; NGOs referred persons in need to available public services to support inclusion and access to assistance (e.g. for health, education, social services and municipal services), while designing complementary service structures in other relevant fields –not provided by local and/or central structures. Mutual referrals enabled a holistic service provision as well as an efficient utilization of resources.

➤ **Filling the gaps:**

● **Service gap:** While planning and designing their interventions, NGOs concentrated on the areas where a service gap existed. This approach benefited not only the persons or communities in need of services in these areas, but also the local authorities who faced the demand but could not meet it because of scarce resources, insufficient infrastructure and/or limited technical capacities.

● **Infrastructural gap:** NGOs and local administrations cooperated in overcoming infrastructural shortages whereby municipalities mostly provided the space



for activities (i.e. building, meeting/ conference room, workshop places) and means (e.g. transportation), while NGOs provided support through human resources and technical expertise.

- ◉ **Financial gap:** As there is neither a separate fund allocated particularly for the needs of refugees nor a clear indication in Turkish Municipality Law for services addressing refugees, some municipalities took the initiative to establish new associations to acquire funds and deliver services for refugees. These municipalities and NGOs had the smoothest cooperation with a strong referral system and a range of services for refugee and host communities such as RASAS-Sultanbeyli Municipality and ACPU-Kilis Municipality.

- **Capacity building:** NGOs and public authorities have benefitted from capacity building support of GIZ to improve their technical expertise and organizational structure in needed fields. A variety of needs-based and tailored capacity building measures were carried out to improve individual technical competencies of the staff of NGOs, municipalities and Ministries, besides measures to strengthen organizational capacities for high quality service delivery and sustainability of services.

- **Joint monitoring and ownership:** Close and joint monitoring of operations enabled not only a regular quality check and timely revision where needed but strengthened also the ownership of civil and public actors, and

built the trust of local communities and authorities.

- **Close cooperation and coordination in project management:** Regular exchange on needs, services and implementation processes through an open communication and effective coordination among stakeholders was key to a coherent, targeted and sustainable service delivery.

Based on these success factors, the following conclusions can be drawn for successful and sustainable cooperation between the public sector and NGOs in the refugee response in Turkey:

NGOs are key actors in the refugee response with their sectoral expertise and awareness of local needs and conditions as well as their outreach to the most vulnerable communities. Particularly grassroots and community-based organizations are significant entry points to identify the most vulnerable and hard to reach beneficiaries in the local context who are left behind or underreached with limited access to available services. These organizations are crucial to reach individuals in underserved areas and facilitate their access to services, besides providing additional needs-based and tailored assistance at the local level. In this regard, NGOs carry out significant *complementary* activities to meet the basic needs of refugees and host communities through protection, health, education and livelihood support as well as the facilitation of social cohesion among different groups. As safe spaces of service delivery and social interaction, NGO-led community centres offer a variety of





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support mechanisms for vulnerable refugee and host communities such as legal advice, psychological counselling, vocational training, case management, psychosocial support, health counselling, awareness raising and referral to state institutions, which are crucial to link up to state services, empower marginalized communities, and foster harmonization.

Particularly community-based organizations are significant to voice and stand up for the needs and rights of the most vulnerable refugees and enhance participation of key refugee groups in planning of interventions and decision-making processes. These organizations are substantial to recognize the many and diverse resources and potentials of marginalized groups to take them into account in approaches designed to foster participation. Comprehensive coping strategies that refugees have established and competencies and knowledge they have gained throughout the process constitute valuable resources to enhance participation, as facilitated by these organizations.

Moreover, NGOs have a significant potential for improving social cohesion, information dissemination and awareness raising, particularly in the light of the rising tensions as outlined in the latest Syrian Barometer (2019) and the research of the International Crisis Group^[24] warning against an increasing strain. Both studies demonstrate increasing local grievances over the refugee influx and the importance of public messaging against misinformation and provocations, where NGOs play a crucial role for dissemination of correct information and positive social encounters.

Municipalities have a very critical role in forming an integrated localized response to support refugees and host communities in a sustainable manner. The critical role of local administrations in ensuring access to services is widely recognized and discussed across core strategy documents and action plans internationally and recently also in Turkey.^[25] The importance of local solutions and a bottom-up approach to achieving project/development goals as well as

[24] <https://www.crisisgroup.org/europe-central-asia/western-europemediterranean/turkey/248-turkeys-syrian-refugees-defusing-metropolitan-tensions> (Accessed: 26/01/2021)

[25] See, UN Sustainable Development Goals (SDGs), <https://sdgs.un.org/fr/goals> ; The World Humanitarian Summit in 2016, https://www.agendaforhumanity.org/sites/default/files/resources/2017/Jul/WHS_commitment_to_Action_8September2016.pdf ; Istanbul Metropolitan Municipality Strategy Plan for 2020–2024, <https://www.ibb.istanbul/Uploads/2020/2/IBB-STRATEJIK-PLAN-2020-2024.pdf> (Accessed: 26/01/2021)



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the significance of effective, accountable and inclusive institutions at all levels is highlighted frequently. It is widely recognized that local administrations have the potential to respond to the needs of vulnerable groups in an efficient, tailored and equitable manner as they can easily reach out to local communities, plan cost effective measures and provide integrated services with the support of NGOs, INGOs, the private sector and central governments. These actors are key in the identification and flexible in the involvement of relevant stakeholders in planning and implementation of measures and play an important role in community engagement and access to goods and basic services, particularly for the most marginalized communities. Working with local actors is relevant in nearly all settings and is crucial in strengthening social cohesion and enhancing the social contract in ways that support peacebuilding and future stability.^[26]

Even though local administrations are at the forefront of responding to urban displacement, they often lack coherent migration and refugee

policies as well as financial and human resources to carry out programmes for disadvantaged communities.^[27] This has started to change with the international funding and technical support targeting service provision for refugee and host communities via municipalities in recent years in Turkey, albeit to a limited extent. The support to municipalities within the framework of the refugee response has come to the forefront as an effective and sustainable approach towards addressing the needs of vulnerable refugee communities and integrating humanitarian response and development.

Municipalities need an increasing support in infrastructure, social services, capacity development and establishment of multi-stakeholder cooperation networks for integrated, cost effective, sustainable and localized solutions, just like NGOs. It is crucial to support cohesive policy approaches at the local level to engage municipalities and NGOs in planning for initiatives designed to promote service delivery and social cohesion. This requires not only

[26] A Local Governance Approach to Programming, United Nations Children's Fund (UNICEF). July 2019, <https://www.unicef.org/sites/default/files/2019-12/UNICEF-Guidance-on-Local-Governance-Approach-to-Programming-2019.pdf> (Accessed: 26/01/2021)

[27] Treasury allocations are distributed among municipalities according to the number of Turkish citizens living in the municipal areas concerned, without considering the refugee population, which means resources are especially stretched in communities with large numbers of refugees.

opening a legal space for local governments, especially municipalities to act/respond on an enabling space, but also transferring financial resources and offering capacity development opportunities for local actors. While doing this, responses of municipalities, NGOs and innovative approaches to the delivery of integrated services need to be enhanced, with an emphasis on partnerships and supportive networks of relevant local development partners to be established and/or activated. Challenges and bottlenecks to service delivery can be overcome only through the involvement of related actors including local administrations, service providers, provincial ministry departments, the private sector and NGOs who play a role in the production and delivery of support for (vulnerable) target groups. Thus, it is of vital importance to strengthen the link between national, regional and local actors in reaching out to and supporting target groups, and create an enabling environment for resilience and development approaches to provide a critical added value complementing and building on humanitarian responses.

In this process,

- additional external funding programmes may be developed/extended for municipalities to collaborate with related public sector and non-governmental actors with the technical and financial assistance of national and international organizations
- local multi-level networks can be established/strengthened to promote engagement between communities, municipalities and other local actors to facilitate active participation of target groups, service providers and decision makers to planning and implementation processes
- participation of NGOs in City Councils needs to be fostered to ensure representation of refugees for inclusive decision-making in the local context

- local multi-sectoral networks can be established/strengthened with the guidance of municipalities to empower linkages among protection services, livelihoods opportunities and harmonization efforts
- individual competencies and organizational capacities of local service providers including governorships, municipalities, provincial directorates and NGOs can be improved through capacity development measures offered by national and international actors specialized in the field.

For the realization of the above listed steps, a long-term perspective needs to be employed in which collaboration is key not only to enhance the inclusion of public and civil actors into planning and implementation, but also to coordinate diverse sectors active in the response for an integrated service delivery. In other words, coordination is basic to ensure that services of different actors are of complementary nature and build on existing structures, support national systems to expand the quality and coverage of services and integrates new services into existing national and local structures. Similarly, the good practices of GIZ SRHC Cluster as outlined in this study demonstrate the importance of successful partnerships in supporting national systems and existing services for the empowerment and resilience of refugees and host communities. Effective cooperation networks are at the core of GIZ's work and key to ensuring long-term and sustainable impact.

GIZ is honoured to be a part of the refugee response in Turkey and to support the Turkish Government in its endeavours to assist refugees and host communities through its solid account of successful partnerships with local and central authorities, civil society actors and the private sector.

SRHC

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SRHC

GIZ's Support to Refugees
and Host Communities
(SRHC) Cluster in Turkey

Providing support and technical cooperation in the areas
of education, employment, capacity development and
social cohesion - together we create a common picture.

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

Registered offices
Bonn and Eschborn, Germany

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Publication: Ankara, May 2021

