

Evaluation Service



# Evaluation of UNHCR's Emergency Response to the influx of Syrian Refugees into Turkey

January 2014-June 2015

Appendices

ES/2016/03

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# Appendix I Terms of Reference

## Evaluation of UNHCR's Emergency Response to the Influx of Refugees from Syria into Turkey

December 2015



Policy Development and Evaluation Service

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## Background

The UNHCR Policy Development and Evaluation Service (PDES) has prepared the following draft Terms of Reference (ToR) for the evaluation of UNHCR's emergency response to the influx of refugees from Syria into Turkey. The ToR sets out the key evaluation questions to be answered and the methodology to be followed. The evaluation is being led by PDES and will be conducted by a team of evaluation consultants. The ToR articulates the overall purpose, focus and deliverables of the evaluation. The final ToR will be based on comments on this draft document from stakeholders, on the findings of a scoping mission to Turkey scheduled to take place in January 2016, and in discussion with the selected evaluation team.

## Introduction to the Subject of the Evaluation

The crisis in Syria is in its fifth year with no end in sight. The destruction and suffering caused by the conflict has been devastating, resulting in levels of displacement unseen in recent years. Syrians have become the largest refugee population after Palestinians with over 4.28 million fleeing Syria since the start of the civil war in 2011. The influx of Syrian refugees into Turkey has significantly passed initial projections. As of September 2015, 2.18 million have fled to Turkey.

In this context, the emergency response evaluation of the Turkey operation has the purpose of learning and accountability. The aim is to address how well UNHCR adapted to the challenges posed by the emergency, the impact secured for persons of concern and affected populations, how effectively funds were spent, and the factors in project design and implementation that led to optimal results. The outcome of the evaluation should permit UNHCR management to be strategic in future decision-making, including in the design of new interventions.

## Country Context

Turkey is a democratic and secular constitutional republic with a population of 77.6 million.<sup>1</sup> The current President, Recep Tayyip Erdoğan, was elected in August 2014. The Justice and Development Party (AKP), led by the Prime Minister Ahmet Davutoğlu, has been in power for three terms since winning the general election in November 2002.

The majority of the population is Muslim and of Turkish ethnicity and the country's official language is Turkish. The Kurds are the largest ethnic minority and are concentrated in the south east of the country. Turkey has a significant role in the region, both economically and politically.

Turkey is a member of the UN, the North Atlantic Treaty Organization (NATO), the Organization for Economic Cooperation and Development (OECD), the Organization for Security and Cooperation in Europe (OSCE), the Organization of Islamic Cooperation (OIC) and the G20. Turkey is a strategic partner of the European Union (EU). It joined the EU Customs Union in 1995 and commenced full EU membership negotiations in October 2005. Negotiations include compliance with the *EU Acquis* in relation to border management, asylum and migration.

Turkey's dynamic economy is the 18<sup>th</sup> largest in the world. It has a huge market and its strategic geographical location provides access to European, Middle Eastern, North African and Central Asian markets. In 2010 and 2011, Turkey had one of the fastest growing economies in the world. In recent years, growth has slowed due to factors such as the reduction in foreign capital inflows and the upsurge of violence in Syria and Iraq.

The United Nations Development Programme's 2014 Human Development Index ranks Turkey at position 69 out of 187 countries. It is therefore considered a country with a 'high human development' category. Despite the progress, gender is still an issue that requires attention, with Turkey ranking 69 out of 149 countries on the Gender Development Index.

Turkey's geographical situation makes it a major crossroads for movement of migrants and persons in need of international protection. Turkey's southern and eastern borders continue to be the main entry point into Turkey, in particular for refugees from Syria as the conflict enters its fifth year. Although Turkey has ratified the 1951 Convention relating to the Status of Refugees (1951 Convention) and its 1967 Protocol, it maintained the

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<sup>1</sup>Official Statistics Portal, at <http://www.officialstatistics.gov.tr/>.

geographical limitation.<sup>2</sup>Consequently, only those fleeing as a result of ‘events occurring in Europe’ can access Turkish asylum procedures.

As of September 2015, 2.18 million Syrians have fled to Turkey, of whom three-quarters are women and children. The majority lives in local communities, while 229,000 live in 25 camps located for the most part in southern Turkey. The influx of refugees to Turkey shows no signs of abating, with a projected number of 2.75 million in 2016.<sup>3</sup>

In addition to Syrian refugees, 2014 also saw an increase in arrivals of Afghans, Iraqis and Iranians. As a result of the deteriorating security situation in Iraq, an estimated 81,000 Iraqi refugees were in Turkey by September 2014. The Eastern Mediterranean also continues to be a prominent arrival and transit area for asylum-seekers and migrants.

The overall protection and assistance response to the Syrian emergency in Turkey is run by the Government through the Disaster and Emergency Management Agency (AFAD), in collaboration with UNHCR and other UN agencies. In April 2014, the Law on Foreigners and International Protection entered into force establishing the Directorate General for Migration Management (DGMM) within the Ministry of Interior to manage international protection and migration-related matters, in coordination with AFAD and relevant Ministries. Details on the roles of AFAD and DGMM will be forthcoming following the scoping mission to Turkey.

At the start of the emergency in 2011, Turkey declared a temporary protection regime for Syrian refugees, ensuring no forced return and no limit of duration of stay in Turkey. At the outset, refugees were accommodated in camps administered by AFAD, where they received protection and assistance. Local authorities have been involved in the delivery of services in urban settings. The adoption of a Temporary Protection Regulation in October 2014 has formalized the legal and administrative framework for protection and assistance of Syrians. The Government of Turkey has to-date reportedly spent \$ 7.6 billion on responding to the emergency.

UNHCR has been the lead and coordinating agency under the Inter-Agency Standing Committee (IASC) agreement, assisting the UN system and NGOs to support the activities of the host country.<sup>4</sup> In addition, UNHCR supports AFAD in its role as coordinator of national institutions and will assist DGMM as it takes on its protection related functions and its role of establishing effective coordination among stakeholders.

### **Purpose of the Evaluation**

The purpose of the evaluation is learning and accountability. Key questions to be addressed will be: how well did UNHCR adapt to the challenges posed by the demands of the emergency in Turkey, what impact has been secured for persons of concern and affected populations, how effectively were funds allocated to the Syria operation spent, and which factors in the programme design and implementation led to optimal results?

It will focus upon the Syrian caseload only, and on the period 1 January 2014 to 30 June 2015. It will include the response in both camp and non-camp settings and will focus on protection, education, community empowerment and self-reliance, and programme planning (with reference to operations support). The evaluation will not include the pre-existing UNHCR activities before 2014, nor cover the mandate RSD operations.

The situation in Turkey has been declared a corporate L3 emergency by UNHCR. Given the significant number of refugees in Turkey, 2.18 million in September 2015, the refugee situation is the largest falling under UNHCR’s mandate.

The outcome of the evaluation should offer UNHCR, the MENA Bureau and the Representation in Turkey a possible adjustment of future strategies, policy, planning, key programme composition and orientation.

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<sup>2</sup> Turkey has maintained the geographical limitation to the definition of a refugee found in Article 1 of the 1951 Convention, which states ‘for the purposes of this Convention, the words ‘events occurring before 1 January 1951’ in article 1, section A, shall be understood to mean [...] ‘events occurring in Europe before 1 January 1951’.

<sup>3</sup>Regional Refugee & Resilience Plan 2015-2016, page 3.

<sup>4</sup> Syria Regional Response Plan, January to June 2013, page 91.

## Objectives of the Evaluation

The overall objectives of the evaluation of the emergency response in Turkey will be to:

- Provide an evaluation of UNHCR's response to the on-going emergency influx of refugees from Syria into Turkey in the period extending from 1 January 2014 to 30 June 2015.
- Assess the extent to which pre-determined objectives have been met, including reasons for success or failure, taking into account the extent to which factors internal and external to all humanitarian actors have influenced the effectiveness of UNHCR's protection and assistance programmes, for example the rapidity with which the emergency unfolded during the period under review, the timing and conditions of funding, availability of human resources and policies.
- Identify protection and assistance gaps for persons of concern to UNHCR, including an explanation of causes and reasons, and suggest remedial action required to address identified needs. This will take into account the different challenges in assisting refugees in a wide variety of settings.
- Seek to provide insights into UNHCR's strategic positioning within Turkey in relation to the Syria emergency, the NGO and UN partnerships it has made to further its objectives, the design of the programme, and the performance of the implemented activities. The outcome should permit UNHCR management to take strategic decisions on these issues and inform the design of possible new interventions.

## Users and Stakeholders

The primary users of the evaluation will be the key UNHCR stakeholders, particularly managers involved in the field response to this refugee emergency. Other internal users will be the MENA Bureau, the Division of Emergency, Security and Supply (DESS), the Division of Programme Support and Management (DPSM), the Division of International Protection (DIP), the Department of Information Systems and Telecoms (DIST), and the Division of Financial and Administration Management (DFAM). External stakeholders with an interest in the evaluation include refugees and host communities, national and local authorities, agencies that are part of the 3RP, NGO partners, and donors, who might use the evaluation results for learning, awareness and advocacy purposes.

## Focus of the Evaluation

### History of UNHCR's involvement in the country and the evolution of the programme:

UNHCR's Offices in Turkey were first opened in 1960. Shortly afterwards, in March 1962, Turkey ratified the 1951 Convention and, in July 1968, its 1967 Protocol. However, Turkey maintained the geographical limitation and, consequently, UNHCR has conducted RSD for non-Europeans under the High Commissioner's mandate. Prior to the Syrian emergency, UNHCR's role focused on advising the Government on new asylum legislation and addressing the needs of non-European refugees, principally from Afghanistan, Iran and Iraq.

Since the start of the conflict in Syria, the Government of Turkey has taken the lead in responding to the refugee crisis, declaring a temporary protection regime and accommodating Syrian refugees initially in nine camp locations in the south of the country. At this early stage, the Government stated that it had sufficient capacity and did not seek international support. UNHCR provided technical advice to the authorities on registration, voluntary repatriation and camp management, while also dealing with an increased urban caseload of arrivals deriving from the Syria situation, such as Iraqis.

In 2012, inter-agency budget projections had to be revised twice to address the dramatic increases in arrivals. This resulted in three regional response plans for March-December 2012. The first appealed for \$84.1 million for 96,500 refugees (UNHCR Turkey component of \$8.4 million), the second appealed for \$193.2 million for 185,000 refugees (UNHCR Turkey component of \$13.2 million), while the third appealed for \$487.9 million for 710,000 refugees (UNHCR Turkey component of \$55.6 million).



In view of the growing demands, in April 2012, the Government expressed readiness to accept assistance. UNHCR gained access to refugee camps and contributed with core relief items, monitoring of key protection issues and provision of technical assistance on camp management. By the end of the year, the majority of the 149,000 refugees were hosted in 16 camps while 70,000 Syrians were estimated to be living outside camps, also under the temporary protection regime.

Registration of the urban refugee population by the Turkish authorities began in 2013 and within months the numbers overtook those in camp locations. On Government confirmation that humanitarian agencies could provide assistance in urban areas, UNHCR contributed core relief items, as directed by AFAD, provided funding for mobile registration units, and conducted needs assessments in a number of urban locations. UNHCR also increased its presence in camp locations, establishing offices/ field units and increasing its workforce in provinces hosting camps.<sup>5</sup>

In 2014, two significant developments in the protection landscape were the entry into force of the Law on Foreigners and International Protection establishing the DGMM to manage international protection and migration-related matters, and the adoption of a Temporary Protection Regulation. In the latter, entitlements and rights were set out, including access to the labour market.

By the end of 2014, Syrians had become the largest single refugee population under UNHCR's mandate with 1.6 million in Turkey. Of these, 229,000 were hosted in 22 camps and nearly 1.4 million in communities. In September 2014, ongoing armed conflict in the Syrian town of Kobane resulted in a significant influx of nearly 200,000 Syrian refugees in the space of several weeks. Further to Security Council Resolution 2139, UNHCR provided cross-border assistance into Syria.

The large number of refugees, in particular in urban locations in the south, sharply challenged national structures and the resources of host communities. UNHCR contributed towards basic needs through the provision of shelter, WASH and basic items in camps, urban settings and host communities. However, identifying the needs of the urban population has been a challenge due to lack of comprehensive registration data.

The Regional Refugee & Resilience Plan 2016-2017 (3RP) projects a number of 2.75 million registered Syrian refugees by December 2016. It is estimated that 565,000 members of impacted communities will be targeted by the 3RP.

The resilience-based response foreseen in the 3RP enables the international community and UNHCR to support the most affected local populations with basic needs, WASH, healthcare and livelihood opportunities. The 3RP response to the Syria situation is coordinated by UNHCR and UNDP.

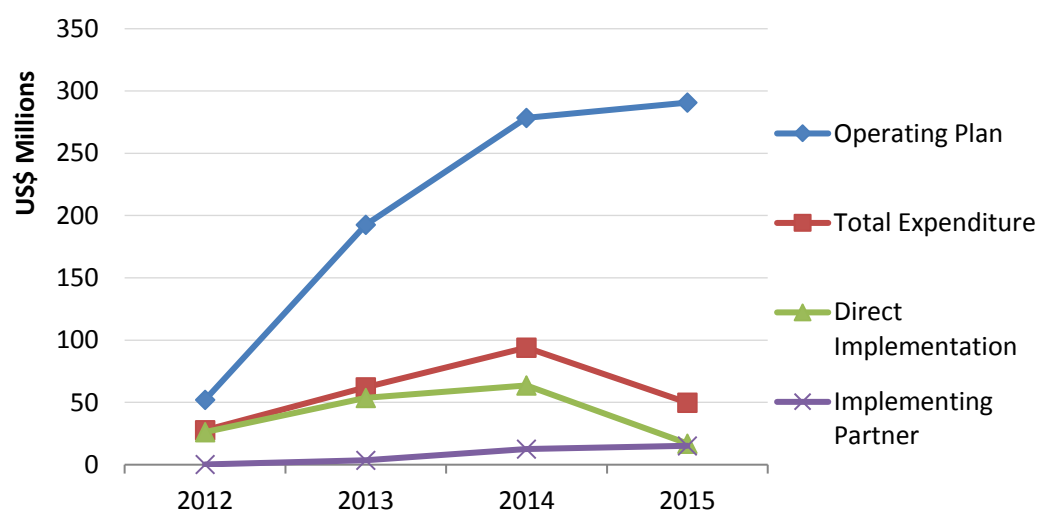
PLANNING FIGURES FOR TURKEY <sup>6</sup>		
Type of Population	Origin	December 2015
Refugees	Afghanistan	3,930
	Iraq	37,470
	Syrian Arab Rep.	1,700,000
	Various	17,070
Asylum-seekers	Afghanistan	42,330
	Islamic Rep. of Iran	14,250
	Iraq	67,070

<sup>5</sup> Hatay, Adana, Malatya, Mardin, Sanliurfa, Gaziantep, Kilis, Kahramanmaraş, Adiyaman and Osmaniye.

<sup>6</sup>Planning figures in this table are based on trends and registration data from early 2014.

PLANNING FIGURES FOR TURKEY <sup>6</sup>		
	Various	6,820
Stateless	Stateless	550
	Russian Federation	310
<b>Total</b>		<b>1,889,780</b>

#### Overall budget trends between 2012 and 2015:



#### Narrative description of the main objectives and its intended target population:

The 2014 Country Operation Plan distinguishes four populations of concern to UNHCR in Turkey as follows: (i) refugees and asylum-seekers from Syria in Turkey, (ii) refugees and asylum-seekers in urban areas, (iii) stateless persons, and (iv) Turkish returnees. For the purposes of this evaluation, which addresses the Syria emergency, the focus will be on refugees and asylum-seekers from Syria in Turkey (who are living inside and outside camps).

The evaluation will prioritize four objectives which have been identified as the defining priorities of UNHCR's Syria operation in Turkey: (i) protection, (ii) basic needs and essential services (notably education), (iii) community empowerment and self-reliance, and (iv) programme planning (with reference to operations support). A summary breakdown of these objectives and their intended outcomes and provisional expenditures from the 2014 Country Operations Plan are as follows:

##### 1. Protection

This objective comprises six outcomes: (i) access to the territory improved and risk of *refoulement* reduced, (ii) public attitudes towards persons of concern improved, (iii) reception conditions improved, (iv) quality of registration and profiling improved or maintained, (v) access to and quality of status determination procedures improved, and (vi) family re-unification achieved.

The total budget for this objective was **US\$ 12,110,642**. Final expenditure amounted to US\$ 9,568,643. Of the final expenditure, 33% was allocated to implementing partners (US\$ 3,179,918).

##### 2. Basic needs and essential services

This objective comprises one selected outcome: (i) population has optimal access to education.

The total budget for this objective was **US\$ 253,882**. Final expenditure amounted to US\$ 245,847. Of the final expenditure, 15% was allocated to implementing partners (US\$ 36,517).

### 3. Community empowerment and self-reliance

This objective comprises two outcomes: (i) community mobilization strengthened and expanded, and (ii) peaceful co-existence with local communities promoted.

The total budget for this objective was **US\$ 5,126,762**. Final expenditure amounted to US\$ 4,516,913 through implementing partner projects.

### 4. Programme management

This objective comprises two outcomes: (i) logistic and supply optimized to serve operational needs, and (ii) operations management, coordination and support strengthened and optimized.

The total budget for this objective was **US\$ 2,371,041**. Final expenditure amounted to US\$ 2,461,746. Of the final expenditure, 16% was allocated to implementing partners (US\$ 387,411).

#### **Description of the main challenges:**

The influx of refugees to Turkey shows no signs of abating, with a projected number of 2.5 million in 2015. The vast numbers will continue to present a huge challenge to the Turkish authorities as they strive to maintain levels of assistance in the camps and ensure that the urban population has access to essential services. The situation is further aggravated by an increase in arrivals of non-Syrian refugees, including Afghans, Iraqis and Iranians, as well as stronger border controls in Greece and Bulgaria that have placed increased demands on asylum space in Turkey.

After years of displacement, there are indications that Syrian refugees have exhausted their own resources and are increasingly resorting to negative coping mechanisms such as begging, child labour, early and forced marriage and survival sex. The large number of refugees is also placing pressure on local infrastructure, employment and social services, leading to repercussions for host communities with an estimated 8.2 million impacted as the capacity of national structures declines. As a result, social tensions have risen between Syrian refugees and host communities.<sup>7</sup>

Lack of international support to Turkey is a constraint and challenge to ongoing efforts to continue to provide protection and assistance to a growing refugee caseload. UNHCR's response to the Syria emergency in Turkey has required an enormous contribution both in terms of human and financial resources, with budgetary requirements increasing fivefold between 2012 and 2015.<sup>8</sup> However, Turkey's share in regional response plan has been the least funded among all of Syria's neighboring countries placing a strain on capacity and response on the ground.

#### **Scope of the Evaluation**

Given that this evaluation will cover the UNHCR response to the Syria emergency, it will limit itself to addressing the population of concern – refugees and asylum-seekers from Syria in Turkey. The sites to be visited by the evaluation will be decided in consultation with the Turkish authorities and UNHCR BO Ankara. The aim will be to ensure a balance between camp and urban contexts. Cross-border activities into Syria under the Syrian Humanitarian Assistance Response Plan (SHARP) fall outside the scope of this evaluation.

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<sup>7</sup> Regional Refugee & Resilience Plan 2015-2016, page 6.

<sup>8</sup> UNHCR Turkey's financial requirements were US\$ 55,654,040 in the September 2012 RRP3 and US\$ 291,838,900 in the 2015-2016 3RP.

**Strategic positioning:**

Taking into account UNHCR's mandate, presence and established programme in Turkey the evaluation will aim to establish to what degree the programme is:

- Relevant to the needs of the affected populations.
- Making a substantial contribution to government and humanitarian objectives.
- Set up to be complementary to the efforts of others working in the same domain/area.

**Policy formulation and decision-making:**

The evaluation will identify the key drivers and decisive factors that have determined the shape and composition of the programme in Turkey and to what degree UNHCR has:

- Analysed the political, security and protection climate/displacement situation and related protection needs sufficiently, and factored these insights into the design of its interventions.
- Appraised whether it has sufficient technical capacities and financial resources to manage its interventions strategically and to secure identifiable results.
- Assessed whether the quality of its selected partnerships with NGOs is appropriate.
- Put in place sufficient capacity to monitor and to generate insights into the operation to allow for change and adaptation in response to changes within the operating environment or in the needs of persons of concern.
- Reviewed the issues that may have led to the choice of different strategies and/or approaches being adopted by UNHCR (government policy and capacities, humanitarian imperatives, gaps in identified needs and response capabilities, resource levels, etc.).

**Evaluation Questions**

The overarching evaluation question will be the effectiveness of the protection and assistance activities implemented by UNHCR and its NGO partners in meeting the needs of Syrian persons of concern to UNHCR in Turkey. More specifically, it should assess the efficiency and effectiveness of UNHCR's role coordinating UN efforts to provide support and assistance to the Government of Turkey in its response to the Syria emergency (analysis of needs, allocation of means, gap analysis, relations and coordination with NGO and UN partners of UNHCR, and between humanitarian and development actors).

This overarching evaluation question will be explored through the following Organisation for Economic Cooperation and Development (OECD) and Development Assistance Committee (DAC) evaluation criteria and questions:

**Main cross-cutting evaluation questions**

The questions below could be refined based on further discussions and reflection during the scoping mission to Turkey in January 2016.

**1. Coordination**

1.1 How effective was UNHCR in supporting AFAD in its role as coordinator of national institutions and DGMM in its role of establishing effective coordination among stakeholders?

1.2 How effective was UNHCR's performance in its role coordinating UN, and NGO partners to provide support and assistance to the Government of Turkey?

1.3 What were the main coordination products and the quality of those products?

1.4 What changes, if any, to UNHCR's coordination role/arrangements should be envisaged in Turkey to produce better programme outcomes in future?

## 2. Efficiency

2.1 Were resources used efficiently or could alternative approaches have been used to achieve the stated objectives?

2.2 Was the planning process timely and adequate?

## 3. Coverage

3.1 To what extent did UNHCR's support to the Government of Turkey assist in ensuring that protection and assistance interventions reached Syrian refugees, both within camps and in urban areas?

3.2 Were persons of concern, in particular persons with specific needs (women and children, persons with disabilities, vulnerable host communities, etc.), correctly and fairly identified and targeted, and by whom?

## 4. Appropriateness

4.1 Were assessments/ consultations with persons of concern carried out to identify needs and priorities?

4.2 Has UNHCR's assistance to the Government of Turkey and to Syrian refugees been appropriate in view of the local context and customs?

## 5. Impact

5.1 What is the evidence that interventions made by UNHCR and its partners supported the Government of Turkey to improve the situation of Syrian refugees to UNHCR in the respective sectors?

5.2 Have satisfactory humanitarian standards (e.g. Sphere and/or UNHCR) been met?

5.3 Are appropriate systems and indicators in place to monitor, measure, or assess impact?

5.4 Has UNHCR established effective feedback mechanisms, for example participatory assessments, and what are the persons of concern perceptions of the impact of UNHCR's assistance programmes?

5.5 Are any of the interventions doing harm?

## 6. Sustainability and connectedness

6.1 How has UNHCR's assistance contributed to strengthening the capacities of host government authorities and organisations to manage the consequences of the rapid growth of the Syrian refugee population?

6.2 What measures have been taken to guide UNHCR programme design and interventions for the longer-term?

6.3 What has been UNHCR's role with respect to assisting the Turkish authorities to develop longer term policies and programmes?

6.4 What measures have been taken to guide UNHCR programme design and interventions to complement existing programmes?

## Sector-specific evaluation questions

### 7. Protection

7.1 Have UNHCR's contributions to the evolution of the refugee registration system resulted in quantitative improvements (i.e. reduction of the backlog and increased coverage)?

7.2 To what extent has UNHCR been able to contribute to ensuring that the needs of Syrian refugees are assessed and their profile and vulnerabilities identified, both through the improvement of the registration system and relevant assessments and monitoring? What impact has this had on targeting of interventions?

7.3 To what extent has UNHCR been able to verify that reception services were adequate?

7.4 To what extent has UNHCR been able to verify access to the territory by Syrian asylum seekers?

7.5 To what extent has UNHCR addressed Syrian refugee child protection risks?

7.6 To what extent has UNHCR addressed Syrian Refugees Sexual and Gender Based Violence risks?

7.7 Have durable solutions been given due consideration in the planning process? If yes, describe each solution.

### 8. Education

8.1 How successful has UNHCR been in ensuring that as many school-age children and adolescents/youth as possible gain access to education or appropriate learning opportunities?

8.2 What measures have been taken to explore opportunities for informal, vocational education and continuous learning?

8.3 Has there been effective coordination of policy development and interventions among the agencies and organisations participating in the education sector?

8.4 Has there been a clear and adequate division of labour with UNICEF with regard to education interventions?

### 9. Community empowerment and self-reliance

9.1 Was UNHCR's support for local authorities and communities well designed and appropriate?

9.2 What measures are in place in UNHCR to take account of and track incidences of social tension between local populations and refugees and what has been the range of responses?

9.3 What steps has UNHCR taken to leverage the engagement of NGO and UN partners in the delivery of support to local populations affected by the refugee presence?

9.4 What practical steps have been taken by UNHCR to foster reflection and coordinate policy and interventions in support of mixed refugee and local communities?

9.5 What initiatives have been taken to promote access to livelihoods amongst persons of concern?

### 10. Programme planning (with reference to operations support)

10.1 Has the supply chain functioned efficiently and have the NFIs provided by UNHCR been appropriate and useful for the refugees?

10.2 Has the winterisation package been adequate, delivered in a timely fashion and on a sufficiently substantial scale to adequately face winter conditions?

10.3 Could NFI support be carried out in a more cost-efficient way?

**Performance and results:**

The evaluation will assess UNHCR's performance and results on the basis of:

- The objectives set and results achieved as against the standard evaluation criteria for a humanitarian operation – efficiency, effectiveness, relevance, sustainability, coordination and coverage.
- The quality of NGO and UN partnerships developed and the degree to which these have served UNHCR's objectives.

**Scoping mission:**

Prior to completing the final ToR, PDES will organize a scoping mission to Turkey in January 2016. The scoping mission will be an important component of the design phase of the evaluation. It will allow PDES to verify that it is possible to reliably evaluate the Turkey operation's response to the Syria emergency as well as validating the priorities and key questions.

The scoping mission will: (i) supplement the data and information available for the evaluation, (ii) confirm that relevant objectives and indicators have been set for the evaluation and finalize the ToR, (iii) address practicalities for the evaluation such as the schedule of the mission/ access to sites, and (iv) meet, consult and explain the purpose of the evaluation to the Government of Turkey.





## Appendix II Evaluation Matrix

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
<b>1. Coordination</b>	1.1. How effective was UNHCR in supporting AFAD <sup>9</sup> and DGMM <sup>10</sup> in their coordination roles?	1.1.1 What support has UNHCR provided to AFAD and DGMM to enhance coordination? 1.1.2 To what extent has this support contributed to a better coordination of national institutions and stakeholders? 1.1.3 How could this support be improved?	Evidence of UNHCR support to AFAD and DGMM Scope of support Timeliness of support Evidence of UNHCR support contributing to AFAD's and DGMM's coordination of national institutions and stakeholders Evidence of strengths and shortfalls in UNHCR support to AFAD and DGMM in their coordination roles	Reports of AFAD and DGMM coordination meetings and products Action plans and reports from UNHCR, AFAD and DGMM UNHCR staff in Ankara and field offices AFAD staff in Ankara and Provincial Directorates DGMM staff in Ankara and Provincial Directorates National institutions and other relevant stakeholders	Document review Phone or in-person interviews with key staff Phone or in-person interviews with national institution representatives Phone or in-person interviews with stakeholders Online survey with key staff, institutions and stakeholders
	1.2 How effective was UNHCR's performance coordinating with Government, UN and non-	1.2.1 In what ways did the UNHCR country office supported the coordination of protection and assistance to	Type and scope of UNHCR's activities to coordinate UN, implementing and	Partnership agreements with UN, implementing and NGO partners	Document review Phone or in-person interviews with key staff from UN,

<sup>9</sup> Disaster and Emergency Management Agency (Turkey)

<sup>10</sup> General Directorate for Migration Management (Turkey)

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
	governmental partners to provide support and assistance at the National and Sub-national levels?	<p>refugees at the National and Sub-national levels?</p> <p>1.2.2. How effective was UNHCR in promoting a division of labour, and avoiding duplication, gaps and resource competition in its work with (a) Government partners, (b) UNCT members, (c) implementing partners, and (d) operational partners?</p>	<p>operational/NGOs partners in support to Government of Turkey</p> <p>Evidence of division of labour; and reduced duplication, gaps and resource competition resulting from UNHCR's coordinating role with implementing and operational/NGO partners</p>	<p>Minutes or reports of coordination meetings</p> <p>Operation plans and reports from UNHCR and UN, implementing and NGO partners</p> <p>UNHCR staff in Ankara and field offices</p> <p>UN partner agencies key staff in Ankara and field offices (priority on IOM, UNICEF and WFP, and also UNDP, WHO and UNFPA)</p> <p>Implementing partners' key staff in the field</p> <p>Operational/NGO partners' key staff in Ankara and the field</p>	<p>implementing and NGO partners</p> <p>Online survey with key staff from UN, implementing and NGO partners</p>
	1.3 Were the main coordination processes and products effective?	<p>1.3.1 What were the main coordination processes, and what was the quality of those processes?</p> <p>1.3.2 What were the main coordination products?</p> <p>1.3.3 To what extent were these products relevant and useful to</p>	<p>Evidence of UNHCR coordination products being used to set priorities and guide actions</p> <p>Evidence of products improving coordination among stakeholders (clear division of labour; reduced duplication,</p>	<p>RRP6 and 3RP strategy documents and annual plans</p> <p>Reports from UNHCR and UN, implementing and NGO partners</p>	<p>Document review</p> <p>Phone or in-person interview with key staff from UN, implementing and NGO partners</p> <p>On-line survey with key staff from UN,</p>

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
		<p>partners and stakeholders' needs?</p> <p>1.3.4 To what extent are these products coherent, adapted to evolving circumstances, and sustainable?</p>	<p>gaps and resource competition)</p> <p>Degree of acceptability, reliability and use of these products among stakeholders</p>	<p>Minutes or reports of coordination meetings</p> <p>UNHCR staff in Ankara and field offices</p> <p>UN partner agencies' key staff in Ankara and field offices</p> <p>Implementing partners' key staff in the field</p> <p>NGO's partners key staff in Ankara and the field</p>	<p>implementing and NGO partners</p>
	<p>1.4 Given the likelihood of a protracted Syrian refugee situation, what changes to UNHCR's coordination role/ arrangements would produce better programme outcomes?</p>	<p>1.4.1 Looking ahead, what are the main areas for improvement in UNHCR's coordination role and arrangements with key stakeholders?</p> <p>1.4.2 What could UNHCR do to improve coordination efficiency and effectiveness?</p>	<p>Evidence of strengths and weaknesses in UNHCR coordination role and arrangements with partners</p> <p>Rational anticipation of protracted situation potentially affecting or requiring different roles and arrangements between UNHCR and key partners</p> <p>Perceptions from UNHCR and partners of possible improvements</p> <p>Willingness from UNHCR and partners to implement changes in</p>	<p>UNHCR staff in Ankara and field offices</p> <p>UN partner agencies key staff in Ankara and field offices</p> <p>Implementing partners' key staff in the field</p> <p>NGO's partners key staff in Ankara and the field</p> <p>GoT officials</p>	<p>Document review</p> <p>Phone or in-person interview with key staff from UN, implementing and NGO partners</p> <p>On-line survey with key staff from UN, implementing and NGO partners</p> <p>In-person interviews with GoT officials</p>

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
			coordination roles and arrangements		
<b>2. Efficiency</b>	2.1 Were UNHCR's resources used efficiently to achieve the stated objectives?	<p>2.1.1 To what extent were (human and financial) resources allocated and used according to plan?</p> <p>2.1.2 To what extent were budget and expenditures commensurate with the needs and challenges to be addressed?</p> <p>2.1.3 To what extent were plans adjusted to meet evolving priorities in the face of funding shortfalls?</p> <p>2.1.4 To what extent were funds disbursed in a timely manner, according to plan and/or responding to needs and objectives?</p> <p>2.1.5 Were risks of inadequate funding identified in the Risk Register with appropriate mitigation measures?</p>	<p>Adequacy and timeliness of UNHCR's human resources distribution across territory and sectors with respect to needs and objectives</p> <p>Evidence that UNHCR re-prioritised spending to maximise impact in the context of funding shortages</p> <p>Level of expenditures with regard to program needs and objectives</p> <p>Degree of cost-consciousness throughout UNHCR operations</p> <p>Evidence of risks and alternative approaches having been considered and reasons for not having been taken</p>	<p>Audits, budget expenditures and financial documentation</p> <p>2014 and 2015 risk registers</p> <p>Operational plans and reports (human resources allocation)</p> <p>UNHCR staff in Ankara and field offices</p>	<p>Document review</p> <p>In person interview with key managers</p>
	2.2 Was the planning process timely and relevant?	<p>2.2.1 To what extent did UNHCR allocate enough time and resources into the COP planning process?</p> <p>2.2.2 How relevant and useful was the COP to guide programming?</p>	<p>Perception that the COP planning process took place at the right moment given the circumstances</p> <p>Evidence that the COP process took into</p>	<p>Design and planning documentation</p> <p>FOCUS</p> <p>UNHCR staff in Ankara and field offices</p>	<p>Document review</p> <p>FOCUS analysis</p> <p>Phone or in-person interviews with key UNHCR managers</p>

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
			<p>account different stakeholders' needs and objectives</p> <p>Extent to which enough resources and time were allocated to the COP planning process given the scale and complexity of the programme</p>		<p>On-line survey with key UNHCR managers</p>
<b>3. Coverage</b>	3.1 To what extent did UNHCR's support to the Government of Turkey assist in ensuring that protection and assistance interventions reached Syrian refugees both within camps and out of camps?	<p>3.1.1 In what ways did UNHCR support the strengthening of the protection environment for Syrians in Turkey?</p> <p>3.1.2 To what extent has the support of UNHCR made a difference in terms of increasing the coverage of persons of concern?</p>	<p>Evidence, type and scope of UNHCR's support to the Government of Turkey intended to ensure the protection and assistance of persons of concern in and outside camps</p> <p>Evidence that this support helped the Government of Turkey to protect and assist the largest possible number of persons of concern</p>	<p>UNHCR operational reports</p> <p>Timeline of policy and legislative changes</p> <p>Registration data</p> <p>UN partner agencies' key staff in Ankara and field offices</p> <p>Government of Turkey officials in Ankara and local authorities</p>	<p>Document review</p> <p>Data provided by UNHCR IMO</p> <p>In-person interviews</p>
	3.2. Were persons of concern, in particular persons with specific needs (women and children, disabled, vulnerable host communities, etc.), correctly and fairly identified and targeted, and by whom?	<p>3.2.1 To what extent have vulnerable persons of concern been correctly identified?</p> <p>3.2.2 To what extent have persons with specific needs been appropriately targeted?</p> <p>3.2.3 To what extent have persons with specific needs received assistance?</p>	<p>Evidence of measures and interventions implemented by Government, UNHCR and implementing partners to correctly identify and appropriately target persons of concern, and persons with specific needs in particular</p>	<p>UNHCR reports</p> <p>Survey and assessment reports of IPs and other key agencies</p> <p>UNHCR staff in field offices</p> <p>Implementing partners' key staff in the field</p>	<p>Document review</p> <p>In-person interviews with key UNHCR, and implementing partners</p> <p>In-person interviews with local authorities</p>

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
		3.2.4 What were the barriers to identification, targeting and provision of assistance to vulnerable persons of concern, and how might they be overcome in future?	Total number and proportion of persons of concern, and persons with specific needs in particular, having been adequately identified and targeted with UNHCR support	Local authorities Published reports of think tanks	Existing and planned household surveys conducted by Government, think tanks and IPs
4. Appropriateness	4.1 Were assessments/beneficiary consultations carried out to identify needs and priorities?	4.1.1 What assessments/beneficiary consultations were carried out by UNHCR and/or its partners? 4.1.2 To what extent have UNHCR planning processes incorporated relevant beneficiary needs and priorities?	Evidence of needs assessments or beneficiary consultations carried out to identify needs and priorities at the planning stage Evidence that relevant beneficiary needs and priorities were incorporated into the planning and implementation of interventions	UNHCR design, planning documentation UNHCR staff in field offices IP sub-agreements and reports	Document review In-person interviews with key UNHCR, and implementing partners
	4.2. Has UNHCR's support to the Government of Turkey and to Syrian refugees been appropriate in view of the cultural context and customs?	4.2.1 To what extent has support to the Government been adapted or sensitive to the Turkish context and customs? 4.2.2 To what extent has support to Syrian refugees been adapted or sensitive to their cultural context and customs? 4.2.3 Have services to refugees been made available in languages accessible to refugees?	Evidence of assistance interventions having been effective due to sensitivity to local culture and languages Incidence of open contradiction or conflict between local customs and UNHCR's assistance interventions Evidence of goods and services that were gender-inappropriate	UNHCR operational reports UNHCR staff and implementing partners in field offices Local authorities	Document review In-person interviews with key UNHCR staff and implementing partners In-person interviews with local authorities

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
		4.2.4 Has support to refugees been provided in a way that is gender-appropriate?			
<b>5. Impact</b>	5.1 Have the interventions made by UNHCR and its partners, in support of the Government of Turkey, improved the situation of Syrian refugees in the respective sectors covered by this evaluation?	5.1.1 To what extent have UNHCR and IP interventions contributed to the Government of Turkey's efforts to improve the situation of Syrian refugees with regard to protection, education, community empowerment and programme planning (NFIs)?	Evidence of progress and achievement of output and outcome indicators in refugee camps and out of camps as per their respective sectors (protection, education, and community empowerment and self-reliance)	FOCUS RRP6/3RP dashboards UNHCR M&E reports UNHCR staff and NGO partners in field offices	Document review Quantitative analysis through FOCUS and RRP6/3RP dashboards In-person interviews with key UNHCR, and NGO partners
	5.2 Have satisfactory humanitarian standards (e.g. Sphere, INEE and/or UNHCR) been met?	5.2.1 What are the applicable humanitarian standards for UNHCR's work in Turkey? 5.2.2 To what extent have the applicable humanitarian standards been met by UNHCR and implementing partners throughout all interventions?	Evidence of humanitarian standards having been consistently followed and applied by UNHCR staff and implementing partners throughout the entire implementation process	UNHCR reports UNHCR staff and implementing partners in field offices Local authorities	Document review In-person interviews with key UNHCR, and implementing partners Field observation
	5.3. Are M&E systems in place to monitor, measure, or assess impact?	5.3.1 To what extent have UNHCR and implementing partners developed and consistently used adequate M&E systems with SMART indicators to monitor measure and assess impact?	Evidence of qualified staff allocated to M&E tasks Evidence of M&E system designed and integrated into planning and operational documentation Evidence that indicators used are adequate (SMART) to monitor,	Design and planning documents of programmes and interventions RRP6 and 3RP 2014 and 2015 COPs UNHCR M&E reports UNHCR staff and implementing partners in field offices	Document review In-person interviews with key UNHCR, and implementing partners FOCUS RRP6 and 3RP dashboards

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
			measure, and assess impact Evidence that the M&E system has been consistently used by UNHCR and implementing partners in the field throughout the implementation process		
	5.4. Has UNHCR helped establish effective beneficiary-feedback mechanisms, for example participatory assessments, and what are the persons of concern perceptions of the impact of UNHCR's assistance programmes?	5.4.1 How is beneficiary feedback sought for, collected and used by UNHCR and its partners? 5.4.2 What are the beneficiaries' perceptions of the impact of assistance provided with UNHCR's and IPs' support? 5.4.3 Are there sufficient AAP mechanisms in place (e.g. hotlines, email feedback mechanisms, periodic surveys)	Evidence of participatory or beneficiary feedback mechanisms designed, in place and used by UNHCR and implementing partners in the field Evidence that relevant feedback has been considered and integrated into future design, planning and implementation stages	Design, planning and operational documents of programmes and interventions UNHCR M&E reports UNHCR staff and implementing partners in field offices	Document review In-person interviews with key UNHCR, and implementing partners
	5.5. Are any of the interventions doing harm?	5.5.1 Is there evidence of unintended or unexpected negative outcomes from UNHCR interventions on local host communities, or other stakeholders, or targeted beneficiaries?	Evidence of unintended or unexpected negative outcomes from UNHCR interventions on local host communities or other stakeholders	UNHCR M&E reports UNHCR staff and implementing partners in field offices Local authorities Host communities	Document review In-person interviews with key UNHCR, and implementing partners In-person interviews with local authorities



EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
<b>6. Sustainability and connectedness</b>	6.1. How has UNHCR's assistance contributed to strengthening the capacities of host government authorities and organisations to manage the consequence of the rapid growth of the Syrian population?	6.1.1 What UNHCR activities have strengthened host government and partner capacity?	Evidence of UNHCR's assistance intended to strengthen the capacity of local authorities and organisations to manage the effects of rapid refugee population growth  Evidence of this assistance having positively contributed to the capacity of local authorities and organisations to manage such population growth (infrastructure, services, conflict prevention and resolution, etc.)	UNHCR M&E reports UNHCR staff and implementing partners in field offices Local authorities Host communities	Document review In-person interviews with key UNHCR, and implementing partners In-person interviews with local authorities
	6.2. What measures have been taken to guide UNHCR programme design and interventions for the longer-term?	6.2.1 Given the likelihood that the Syrian refugee population will become protracted, how has UNHCR incorporated long-term perspectives, resilience and development dimensions in its planning?	Evidence and perception regarding whether long term programme design and interventions are likely to enhance impact and the sustainability of results  Perceptions regarding the durability, resilience and/or sustainability of interventions	Design, planning and operational documents UNHCR M&E reports UNHCR staff and implementing partners in Ankara and field offices Local authorities UN partners	Document review In-person interviews with key UNHCR, UN, implementing and NGO partners
	6.3. What has been UNHCR's role with respect to assisting the Turkish authorities to develop longer term policies and programmes?	6.3.1 To what extent has UNHCR supported the Turkish authorities in the development of longer term policies and programmes?	Evidence of policy dialogue with Turkish authorities on programme	Policy dialogue documentation Reports	Document review In-person interviews with key UNHCR staff

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
			<p>sustainability and policy development</p> <p>Evidence that Turkish authorities take dialogue with UNHCR into account when developing long term policies and programmes</p>	<p>UNHCR staff in Ankara and field offices</p> <p>Local authorities</p> <p>Government of Turkey officials</p>	<p>In-person interviews with local authorities</p> <p>In-person interviews with government officials</p>
<b>7. Protection</b>	7.1 Have UNHCR's contributions to the evolution of the refugee registration system resulted in quantitative improvements (i.e. reduction of the backlog and increased coverage)?	7.1.1 What have been the major improvements in the registration system of Syrians in Turkey?	Degree of contribution of UNHCR to the evolution of the registration system	Planning and operational documents Government data	Document review In-person interviews with key UNHCR, UN, implementing and NGO partners conducting registration and using registration data
		7.1.2 How has UNHCR contributed to the continuous improvement of the Syrian refugee registration system?	Extent of decrease in the registration backlog Extent of improved coverage of refugees	ProGres data (resettlement cases only) UNHCR M&E reports	In-person interviews with government officials
		7.1.3 To what extent has this evolution in the registration system decreased the backlog, improved the coverage, or achieved other quantifiable and positive outcomes?		UNHCR staff, UN agencies, and implementing partners in Ankara and field offices Local authorities	In-person interviews with government officials
	7.2. To what extent has UNHCR been able to contribute to ensuring that the needs of Syrian refugees are assessed and their profile and vulnerabilities identified, both through the improvement of the registration system and relevant assessments and monitoring? What impact	7.2.1 To what extent has the registration system captured needs and vulnerability information appropriate to the situation?	Depth, reach and quality of the registration data Depth, reach and quality of non-registration needs and vulnerability assessments	Planning and operational documents Government data UNHCR M&E reports	Document review In-person interviews with key UNHCR, UN, implementing and NGO partners
		7.2.2 What supplementary needs and vulnerability assessments or profiling exercises have been conducted, and with what quality?	Evidence that the profiles, needs and vulnerabilities of Syrian refugees have been better assessed and	UNHCR staff, UN agencies, and implementing partners in Ankara and field offices	In-person interviews with local authorities

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
	has this had on targeting of interventions?	7.2.3 To what extent have these registration systems, assessments and monitoring activities been used by UNHCR and/or the Government of Turkey to improve the targeting of interventions?	addressed due to the implementation of these mechanisms Evidence that the results and information gathered through these mechanisms have been used to improve the targeting of interventions	Local authorities	
	7.3 To what extent has UNHCR been able to verify that reception services were adequate?	7.3.1 What do reception services consist of (at border, in camps and out-of-camps)? 7.3.2 To what extent do these services meet applicable standards? 7.3.3 To what extent have reception services implemented through UNHCR support been adapted to the circumstances and needs of the refugees, taking into consideration the scale of the refugee influx? 7.3.4 Are all vulnerable groups able to access reception services?	Evidence that reception services have been adapted to the circumstances and needs of the refugees Adequacy of reception services with regard to the number and needs of refugees Degree of flexibility and responsiveness of reception services	Planning and operational documents UNHCR M&E reports UNHCR and IOM staff and implementing partners in the field	Document review In-person interviews with key UNHCR, UN, implementing and NGO partners Field observation
	7.4 To what extent has UNHCR been able to verify access to the territory by Syrian asylum seekers?	7.4.1 What activities have UNHCR conducted in order to verify access to the territory of Syrian asylum seekers? 7.4.2 Have there been any reports of persons being denied access to international	Main UNHCR interventions aimed at avoiding denial of access to international protection Evidence and degree of success of UNHCR's	Planning and operational documents UNHCR staff and implementing partners in Ankara and the field	Document review In-person interviews with key UNHCR, UN, implementing and NGO partners

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
		<p>protection, and if so, then how did UNHCR's interventions address this issue?</p> <p>7.4.3 To what extent have instances of denial of access to international protection decreased due to UNHCR's interventions?</p> <p>7.4.4 In the specific context of Turkey, how can UNHCR improve its interventions to limit instances of denial of access to international protection?</p>	<p>interventions in avoiding instances of denial of access to international protection</p>	<p>UNHCR reporting Local authorities</p>	
	<p>7.5 Have durable solutions been given due consideration in the planning process? If yes, describe each solution.</p>	<p>7.5.1 Is there an adequate Solutions Strategy for the operation?</p> <p>7.5.2 To what extent are durable solutions adequately incorporated into the COPs 2014 and 2015 and related planning documents?</p> <p>7.5.3 What activities has UNHCR carried out in 2014 and 2015, directly or through partners or the Government, with regard to voluntary repatriation, resettlement and local integration?</p> <p>7.5.4 Were there sufficient resources allocated to solutions, considering the constraints of the operation?</p>	<p>Presence of a widely available Solutions Strategy</p> <p>Evidence that durable solutions have been appropriately discussed and considered during the planning process</p> <p>Evidence that durable solutions have been integrated into programme planning</p> <p>Evidence that durable solutions have been implemented at the operational level</p>	<p>Planning and operational documents COPs 2014 and 2015 UNHCR M&amp;E reports FOCUS UNHCR staff and implementing partners in Ankara and the field</p>	<p>Document review In-person interviews with key UNHCR, UN, implementing and NGO partners Analysis of UNHCR FOCUS and financial data</p>

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
	7.6 To what extent has UNHCR addressed Syrian Refugees' Sexual and Gender Based Violence risks	7.6.1 To what extent have UNHCR and its partners supported and advocated for an appropriate SGBV policy and action plan in support of persons of concern? 7.6.2 What have been the main goals and achievements of UNHCR and its partners in advocating and supporting initiatives in support of SGBV victims and persons of concern?	Evidence and degree of success of UNHCR's interventions in advocating and supporting initiatives fighting against SGBV victims Type and adequacy of interventions to protect vulnerable groups of concern against SGBV	Planning and operational documents COPs 2014 and 2015 UNHCR M&E reports FOCUS UNHCR staff and implementing partners in Ankara and the field	Document review In-person interviews with key UNHCR, UN, implementing and NGO partners Analysis of UNHCR FOCUS and financial data
<b>8. Education</b>	8.1 How successful has UNHCR been in ensuring that as many pre-school and school-age children and adolescents/youth as possible gain access to education or appropriate learning opportunities?	8.1.1 Which policies and programmes has UNHCR supported to ensure that pre-school and school-age children and youth have gained access to education or appropriate learning opportunities? 8.1.2 What is the number of pre-school and school-age children who have gained access to education or appropriate learning opportunities as a result of UNHCR's support to policies and programmes? 8.1.3 What are the main areas for improvement in order to ensure that pre-school and school-age children gain access to education or appropriate learning opportunities?	Type and adequacy of interventions to ensure access to education Number of children who have gained access to education as a result of UNHCR interventions Shortfalls and weaknesses of the interventions that explain children not having been able to access education	Planning and operational documents UNHCR M&E reports UNHCR staff, UNICEF, implementing and NGO partners in Ankara and the field Local authorities	Document review In-person interviews with key UNHCR, UN, implementing and NGO partners

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
	8.2 What measures have been taken by UNHCR to increase access to informal, vocational and higher education, and continuous learning?	<p>8.2.1 What actions has UNHCR taken to increase access to informal, vocational education and continuous learning opportunities for refugee children, adolescents and adults?</p> <p>8.2.2 What actions has UNHCR taken to increase access to higher education opportunities for Syrian refugees in Turkey?</p> <p>8.2.3 How successful has UNHCR been in providing access by refugees to these education services?</p> <p>8.2.4 How could UNHCR's efforts to increase education access be further improved?</p>	<p>Evidence and type of informal, vocational, continuous and higher education opportunities already existing or available</p> <p>Evidence of types of informal, vocational, continuous and higher education opportunities having been created or developed with the support of UNHCR</p> <p>Number of students having been referred to these opportunities</p> <p>Number of students having accessed and made good use of these opportunities</p>	<p>Planning and operational documents</p> <p>UNHCR M&amp;E reports</p> <p>UNHCR staff, UNICEF, implementing and NGO partners in Ankara and the field</p> <p>Local authorities</p>	<p>Document review</p> <p>In-person interviews with key UNHCR, UN, implementing and NGO partners</p> <p>Interviews with local authorities</p>
	8.3 Has there been effective coordination of policy development and interventions among the UN agencies, government organisations, and other partners participating in the education sector?	<p>8.3.1 How have the concerned agencies and organisations collaborated in policy development and coordinated their interventions in the education sector?</p> <p>8.3.2 How effective has this coordination been in terms of avoiding duplicating efforts, filling gaps, addressing children's needs, optimizing resources and ensuring an adequate coverage?</p>	<p>Evidence, type and degree of coordination among agencies and organisations on education policy development and interventions</p> <p>Evidence of duplication of efforts having been avoided or reduced, gaps being filled, children's needs better addressed, resources optimized and coverage increased as a</p>	<p>Planning and operational documents</p> <p>UNHCR M&amp;E reports</p> <p>UNHCR staff, UNICEF, implementing and NGO partners in Ankara and the field</p> <p>Government officials (i.e., Ministry of National Education)</p> <p>Local authorities</p>	<p>Document review</p> <p>In-person interviews with key UNHCR, UN, implementing and NGO partners</p> <p>In-person interviews with GoT officials</p> <p>In-person interviews with local authorities</p>

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
		8.3.3 To what extent are there other ways to improve this coordination? 8.3.4 Has there been a clear and adequate division of labour with UNICEF with regard to education interventions?	result of the coordination Evidence or perception of alternative ways for improving coordination		
<b>9. Community empowerment and self-reliance</b>	9.1 Was UNHCR's support for local authorities and communities well designed, planned and implemented?	9.1.1 How did UNHCR design its support for local authorities and communities? 9.1.2 How did UNHCR implement its support for local authorities and communities? 9.1.3 In what areas has UNHCR's support to local authorities and communities mainly focussed? 9.1.4 How effective has this implementation been? 9.1.5 What are the areas for improving this assistance?	Evidence that UNHCR's involvement in supporting local authorities and communities was integrated into the planning process and reflected in the relevant documentation Areas and degree of involvement of UNHCR in assisting local authorities and communities Evidence or perception of areas for improvement, especially at the design and planning stages	Design and planning documentation UNHCR M&E reports UNHCR staff in Ankara and field offices Local authorities Host communities	Document review In-person interviews with key UNHCR staff In-person interviews with local authorities
	9.2 What measures are in place in UNHCR to take account of and track social tensions between host communities and refugees?	9.2.1 What are the causes and types of tensions between host communities and refugees that occur more frequently? Which ones are more pervasive, deep-rooted?	Evidence of the types, incidence and prevalence of social tensions between host communities and refugees	Planning and operational documentation UNHCR M&E reports UNHCR staff in Ankara and field offices	Document review In-person interviews with key UNHCR staff, UN, implementing and NGO partners

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
		<p>9.2.2 What measures have been put in place by UNHCR to monitor and respond to these tensions?</p> <p>9.2.3 How effective have these measures been in terms of responding to tensions?</p>	<p>Types of measures in place by UNHCR to track and address social tensions</p> <p>Evidence or perception of measures being adequate and adapted to the local circumstances</p> <p>Evidence of measures having proved useful in monitoring and addressing incidents and conflicts</p>	<p>UN, implementing and NGO partners in Ankara and the field</p> <p>Local authorities</p> <p>Host communities</p>	<p>In-person interviews with local authorities</p>
	9.3 What steps has UNHCR taken to encourage NGOs and UN partners to support host communities affected by the refugee presence?	<p>9.3.1 What practical steps have been taken by UNHCR to foster reflection and coordinate policy with a view to harmonising relations between refugees and host communities?</p> <p>9.3.2 What actions has UNHCR taken to encourage NGOs and UN partners to support host communities affected by the refugee presence?</p> <p>9.3.3 How effective have these actions been? What results have been observed?</p> <p>9.3.4 How can UNHCR improve its efforts to encourage partners to support host communities?</p>	<p>Evidence of UNHCR analysis and policy work to reduce the risk of social tensions</p> <p>Evidence of UNHCR advocacy to encourage NGO and UN partners to support host communities</p> <p>Evidence of these measures being successful, increasing the investment of NGO and UN partners, and contributing to the prevention and resolution of community conflicts</p>	<p>Planning and operational documentation</p> <p>UNHCR M&amp;E reports</p> <p>UNHCR staff in Ankara and field offices</p> <p>NGO partners in Ankara and the field</p> <p>Local authorities</p> <p>Host communities</p>	<p>Document review</p> <p>In-person interviews with key UNHCR staff and NGO partners</p> <p>In-person interviews with local authorities</p> <p>Field observation</p>



EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
	9.4 What initiatives has UNHCR taken to promote access to work and livelihoods amongst Syrian persons of concern?	9.4.1 What initiatives has UNHCR taken to promote access to work and livelihoods amongst persons of concern? 9.4.2 How effective have these initiatives have been? 9.4.3 What are the areas for improvement to increase the coverage and impact of employment and livelihoods initiatives?	Evidence that livelihoods initiatives are part of the design, planning and implementing process of UNHCR Types and scale of livelihoods initiatives Evidence and perceptions of successes and shortfalls in terms of coverage, adequacy and impact on the needs of beneficiaries Evidence or perceptions on areas for improvement (coordination, needs assessments, planning, etc.)	Design, planning and operational documentation UNHCR M&E reports UNHCR staff in Ankara and the field UN and implementing partners in Ankara and the field NGO partners in Ankara and the field Local authorities	Document review In-person interviews with key UNHCR staff and NGO partners In-person interviews with local authorities Field observation
<b>10. Programme planning (with reference to operations support)</b>	10.1 Have NFIs and winterisation packages provided by UNHCR and its partners been appropriate and useful for the refugees?	10.1.1 To what extent was the delivery of NFIs and winterisation packages based on needs assessment and accurate communication from the field? 10.1.2 To what extent has the supply chain functioned efficiently in terms of sourcing, storing, transporting and delivering the right amount of items on-time, at the right location and at a reasonable cost given the circumstances?	Evidence of the supply chain functioning (sourcing, storing, transporting and delivering) Evidence of bottlenecks in the supply chain (delays, waste, high cost-drivers, communications, etc.) Evidence of a supply chain monitoring system and feedback mechanism from beneficiaries	Design, planning and operational documentation UNHCR M&E reports UNHCR staff in Ankara and the field UN and implementing partners in Ankara and the field NGO partners in Ankara and the field Local authorities Host communities	Document review In-person interviews with key UNHCR staff and NGO partners In-person interviews with local authorities

EVALUATION THEMES	QUESTIONS	SUB-QUESTIONS	INDICATORS	SOURCES OF INFORMATION	DATA COLLECTION METHODS
		<p>10.1.3 What are the main challenges and bottlenecks in supply chain affecting its efficiency?</p> <p>10.1.4 How could the supply chain function more efficiently?</p> <p>10.1.5 To what extent have NFIs/cash been used as expected and produced the desired effects?</p> <p>10.1.6 To what extent is there room for improvement in these areas?</p>	<p>Evidence that beneficiaries use NFIs/cash as expected and that results are observed</p> <p>Degree of satisfaction of beneficiaries with the types, amounts and timeliness of NFIs delivered</p> <p>Evidence that relevant monitoring and feedback data have been integrated into the supply chain planning, logistics and operations</p> <p>Evidence or perception for improvement (addressing bottlenecks, monitoring, feedback, efficiency and effectiveness)</p>		

## Appendix III Mapping of Stakeholders

<b>AFAD</b>	Prime Ministry Disaster and Emergency Management Authority
<b>ASAM</b>	Association for Solidarity with Asylum-Seekers
<b>Bilgi ÇOÇA</b>	Istanbul Bilgi University Child Studies Unit
<b>DGMM</b>	Director General Migration Management
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>IBC</b>	International Blue Crescent Relief and Development Foundation
<b>IHH</b>	Humanitarian Relief Foundation
<b>IOM</b>	International Office of Migration
<b>HCA</b>	Helsinki Citizens Assembly
<b>MoI</b>	Ministry of Interior
<b>MoFSP</b>	Ministry of Family and Social Polices
<b>MoNE</b>	Ministry of National Education
<b>MoH</b>	Ministry of Health
<b>NGO</b>	Non-governmental organization
<b>RI</b>	Relief International
<b>STL</b>	Support to Life
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNFPA</b>	Nations Population Fund
<b>UNICEF</b>	United Nations Children's Fund
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization

### Key institutions

In Turkey, Governmental and non-governmental institutions, both at the central and provincial levels have been making important efforts and contributions to tackle the issues of refugees. Remarkable progress has been made to address the problem by the intense efforts of NGOs, civil society, foundations, academics, the private sector, UN and INGOs. Refugees and related issues of humanitarian aid, health, protection, education and social safety are built into the official mandate of these institutions. A brief description of the rich array of national and international institutions and their accomplishments is outlined below.

## GOVERNMENTAL INSTITUTIONS

### **Prime Ministry Disaster and Emergency Management Authority (AFAD)**

- The Turkish Parliament passed Law No. 5902 in 2009 to form the Disaster and Emergency Management Authority (AFAD) under the Prime Ministry and abolish various agencies under whose jurisdiction the issue previously fell. On behalf of the Prime Minister of Turkey, Deputy Prime Minister oversees the activities of the Disaster and Emergency Management Authority, an institution working to prevent disasters and minimize disaster-related damages, plan and coordinate post-disaster response, and promote cooperation among various government agencies
- The Turkish Disaster Response Agency (AFAD) is the lead agency in coordinating the body for humanitarian needs of Syrian refugees in Turkey.
- AFAD builds refugee camps and provides accommodation, food, health, education and other humanitarian needs and mobilizes resources and capabilities to provide for the needs of refugees

Source: Desk review

### **Ministry of Health (MoH)**

- MoH works in close coordination with the Disaster and Emergency Management Authority (AFAD) and Directorate General Migration Management (DGMM).
- There are three different departments within MoH respond to refugees: 1) Public Hospitals Agency of Turkey, 2) General Directorate of Emergency Health Services, 3) Public Health Institute of Turkey.
- MoH provides free healthcare services to all registered refugees in Turkey in the towns that they are registered. Their localities are designated in their refugee ID cards and they can only use this to access health services in their registered area.
- MoH provides primary health services to camp and non- camp refugees through Family Medicine System and Public Health Services Unit.
- In line with the Circular No: 49654233/703.99, provision of primary health care to non-camp refugees should be made through **Refugee Health Centres/Units** under the auspices of Public Health Institute of Turkey. These Centres / Units will be established as part of the existing Public Health Services Unit. Each Unit will have at least one doctor and one nurse. One Centre might be responsible for two or more Units depending on the area and the workload. There will be at least one Unit for every 4000-7000 refugees. The family medicine system standards will be implemented in these Centres/ Units. Information Management Systems in these Units will also be established to monitor the health conditions of the refugees.
- MoH has already established 40 Health Units for refugees. They aim at increasing the numbers of these UNITs to 300-400. Their priority provinces are: **Gaziantep, Adana, Urfa, Hatay, Osmaniye, Kilis, İstanbul, Ankara, İzmir, Bursa**

Source: Desk review

### **Ministry of Interior (Mol)**

The Ministry of Interior responds to the needs of refugees through Governorates and DGMM.

- **The Directorate General for Migration Management** has been established under the **Ministry of Interior** with a view to implement policies and strategies related to migration; ensure coordination between the related agencies and organizations in these matters; carry out the tasks and

procedures related to foreigners' entry into, stay in and exit from Turkey, international protection, temporary protection and protection of victims of human trafficking.

- **Provincial Directorate of Migration Management** has been established in 81 provinces with the main responsibilities: to carry out the tasks and procedures related to regular migration and irregular migration; international protection; temporary protection; proceedings related to stateless persons; to ensure coordination between law enforcement units and other related public institutions and organizations. Provincial Directorate also supports the activities of public institutions and organisations in the field of migration, and to monitor their results, to submit project proposals to the Directorate General.
- **Governorates:** As chief executive of the province and principal agent of the central government, each governor supervises other government officials assigned to carry out ministerial functions in his or her province. As the Civil servants head officer of the national government, Governors deal with education, finance, health, migration, social welfare and agriculture at the provincial level.
- In each province, under the auspices of the Governors, coordination committees (all the local administration authorities) are established to coordinate the efforts to meet the refugees' needs.
- **Municipalities** constitute the principal local component of the public administration framework in Turkey where the mayors and local councils are all selected through local elections. There are two types of municipalities according to socio-spatial characteristics of their territories. Although all municipalities are governed according to the Law No 5393 (enacted in 2005), metropolitan municipalities which are established according to the population, economic development and geographical location of the province are governed according to Metropolitan Municipality Law No 5216 (enacted in 2004). Municipalities are the efficient social support providers for disadvantaged people under the coordination of Union of Municipalities of Turkey (UMT). Social assistance funds is coordinating and allocating from MoFSP under the Law on Encouragement of Social Assistance and Solidarity. Apart from these, educational assistance and coal aid is funded by other ministries through collaboration of Municipalities which are located in 973 cities and towns spread throughout Turkey. Social assistance services operated under the main groups which are "family, education, health, special assistance, elderly and disability"

Source: Interview and desk review

### **Ministry of National Education (MoNE)**

- The MoNE leads the coordination of educational efforts across all agencies, programmes and provinces in Turkey. National and Provincial Commissions were established with the main responsibilities of managing and monitoring educational responses for Syrian refugees.
- **The MoNE's Circular 2014/21 on Foreigners' Access to Education** has facilitated the administrative barriers for Syrian children to enrol in public schools. Within formal education, the MoNE has opened the doors of its public schools to all Syrian children. **Temporary education centres (TECs)** were established to carry out activities under the national education provincial/district directorates with the approval of governor in provinces affected by mass influx. Over 180,000 Syrian children attend around 270 TECs, where they are taught a modified Syrian curriculum.
- MoNE chairs **Education Sector Working Group (ESWG)** in Ankara on the education of Syrian Refugees. This a monthly Working Group includes AFAD, DGMM, UNICEF, UNHCR, International Organization for Migration (IOM), and the Turkish Red Crescent as permanent members and invites other relevant agencies when necessary (European Union, 2015).

- Provincial Action Plans (PAPs) to ensure education for Syrian children have been developed for **Gaziantep, Kilis, Urfa, Adana, Mersin, Hatay, Maraş**. Additional PAP will be developed for **Kayseri, Kocaeli, Malatya, Konya and İstanbul**,
- **Provincial Directorate of Lifelong learning** - Public Education Centres - PECs (HalkEgitimMerkezleri) are the main providers of non-vocational non-formal education. PECs are able to provide free education services between 07:00 and 24:00, including weekends. There is a twelve-person minimum participation limit in order to open a course. Courses for people with disabilities, homeless children, ex-convicts and drug addicts in treatment can be opened with any number of participants. The target group for PEC's education activities are mainly those with some sort of lack of education, workers with no formal qualifications, immigrant workers, and rural workers who have immigrated to the cities.
- Non-formal Education centre provides 130 different courses. They run 120 hrs. First level, 180 hrs. Advance level Turkish courses for refugees. All the courses are free of charge to everybody. They have also opened two non-profit making shops where the course participants can sell their handicrafts.

**Source: Interview and desk review**

### **Ministry of Family and Social Policies (MoFSP)**

The Ministry of Family and Social Policies was founded with the Decree Law, No: 633 dated 03.06.2011 within the understanding of providing services for society. Since its presence, MoFSP aims to maintain and provide social services and social assistance for families, women, men, young, elderly, children, martyr's relatives, veterans and persons with disabilities through establishment of the understanding of Family as in the centre of the society. Currently two Directorates are actively involved in refugee support.

### **The General Directorate of Family and Community Services**

- The main body of the ministry to coordinate and carry out the practice of determining the national policies and strategies for the purpose of strengthening and protecting the family structure and values. Prepare and implement support programs to resolve such problems as domestic violence, honour killing and abuse.
- Social services centre: Currently 64 community centre, 39 family consultancy centre, 14 children and youth centre 117 centre in total was completed and 150 Social Services center started their operations in 80 cities by the 31.12.14
- Family Social Support program: The program namely, ASDEP aims to provide support services through examination of psycho-social and economic structures to the families which are in need to receive public services.
- Family Education Program: The program namely, AEP aims to support families through pre-emptive and educative programs in order to strength their happy and healthy structure
- Ministry of Family and Social Policies mobilised the national **child protection** system and took primary responsibility for responding to the child protection issues among the Syrian refugees. This has included deployment of social workers to the camps and provision of different forms of care arrangements for Syrian refugee children including foster care.

- MoFSP adapted a national '**Parenting Programme**' in consultation with Syrian representatives. The programme has been gradually expanded to all camps. The facilitators are trained Syrian volunteers, supported and supervised by MoFSP staff. 6000 parents have benefited of this programme since the beginning of 2015.
- MOFSP has launched a briefing project in **Sanliurfa** through '**First Aid**' **Family Briefing Sessions** and carries it out through village to village modality. This includes the importance of keeping children away from armed groups and their recruiters as well as the danger of the exploitation of young girls, especially in terms of underage marriage, the importance of birth registration, and the need to keep family groups together, and the availability of humanitarian relief. Supporting leaflets and direct contact with the authorities are also shared with parents.

### **The General Directorate of Social Assistance**

- The main body of the ministry to coordinate the practices of creating the policies and strategies which will be implemented at the national level in the areas of combat against poverty and social benefits, to implement these policies and strategies, and combat to monitor and evaluate their implementation. Carry out the practices of social payments to the individuals who are in need. The General Directorate of Social Assistance is working on a model to provide Conditional Cash Transfer(CCT) for refugees. In Istanbul, the provincial directorate is working with UNHCR on the provision of CCT for the eliminations of child labour.

### **Turkish Employment Agency (İŞKUR)**

- Turkish Employment Agency (İŞKUR) established for aiding activities of protecting, improving, generalizing of employment and preventing unemployment by Turkish Employment Agency Law no: 4904 dated 25.06.2003. The agency has the structure of participative and open organization model through strengthen the social dialogue, between parties including representatives from public and universities. Under the Agency, Provincial Employment Boards is working to improve local initiative in regional development and determine local employment policies in provinces.
- İŞKUR plays a leading role in upgrading the skills of jobseekers and facilitating their access to productive employment by providing vocational training and other employment support services. İŞKUR has come a long way since 2008, significantly expanding the coverage of vocational training and undertaking reforms to improve its quality and effectiveness.
- The agency is the responsible of support services to implement, create and coordinate Economic and Social Policies related to the Employment. İSKUR provide services through regulations, new programs to integrate the labour force of disadvantages group as women, working children, young, long-term unemployed, disabled and their families, drug addicts, internally displaced, Roma citizens.
- İŞKUR is leading the working group on employment set by the chief advisor to prime minister. The group consists of MoLSS, employers and workers' organization, Chambers of commerce and other related governmental organizations. ILO was a member of the group since its inception. The group has finalized the action plan on the economic empowerment of refugees and presented it to the Prime Minister's office for approval. It is expected to be announced on March 7<sup>th</sup>, İŞKUR recently gave a Workshop to all related institutions on the rules and regulations of the recent work permit legislation for refugees **Source: Desk review and interview**

## **NATIONAL NGOS**

### **Turkish Red Crescent**

The Turkish Red Crescent's programs include disaster management, blood services, diagnostic and therapeutic services, education, youth services, the Sister Crescent Club, a nursing home, and legal counsel.

- The Turkish Red Crescent, part of the International Red Cross and Red Crescent Movement, has been doing significant humanitarian work in connection with the influx of Syrian refugees.
- Turkish Red Crescent in cooperation with AFAD and other relevant partners provides all services inside the camps from food and non-food items to shelter, educational and recreational activities and psychosocial support.
- Turkish Red Crescent sends aid materials such as tents, blankets, beds, flour, sugar, bread, drinking water and medical equipment to the interior of Syria from Turkey's southern provinces of Hatay, Kilis, Gaziantep, Şanlıurfa and Mardin.
- Currently TRC is planning to develop 16 Community Centres for refugees in urban areas.

**Source:** Desk review and interview

### **The Association for Solidarity with Asylum Seekers and Migrants (ASAM)**

The Association for Solidarity with Asylum Seekers and Migrants (ASAM) was established in Ankara on December 22, 1995 as a non-governmental and non-profit organization. The main objective of ASAM is to develop solutions to the challenges that refugees and asylum seekers encounter in Turkey and to support them in meeting their basic and social needs.

- The multi-service support for Syrian refugees is provided through **Multi-Service Support Centres in Gaziantep, Adana and İstanbul.**
- **Suruç Aid Distribution Project:** ASAM has launched an aid distribution programme targeting Syrian refugees arrived in Turkey, particularly near the Suruc district.
- **Nutrition and Protection Activities for Syrian Refugee Children:** Supported by IMC and UNICEF, ASAM carries out protection and nutrition activities for Syrian children refugees living in urban areas, in the Multi-Service Support Centres (MSCs) for Syrian Refugees established in both **Gaziantep and İstanbul.**
- **Dialogue for Suspended Lives: Supported by EU, ASAM** is organizing a series of meetings, entitled "Dialogue for Suspended Lives: CSO Dialogue for Asylum Seekers and Refugees" in the provinces of **Karabük, Gümüşhane, Giresun, Trabzon, and Samsun.**
- **Refugee Assistance Project: İstanbul-Sakarya-Izmir:** In partnership with the International Medical Corps (IMC), ASAM carries out activities for refugees and asylum seekers living in **İstanbul, Sakarya and Yalova.** This project has been expanded to the provinces in **İzmir.** Services and consultations are offered particularly in health, social rights, and legal issues. Social counselling and psychosocial support and Turkish and English courses are also provided.
- **Psycho-social Support and Counselling for Asylum Seekers and Refugees Project:** Under the project, rights-based social support services are provided by ASAM field staff including social workers, sociologists, psychologists and interpreters to make the living conditions of asylum seekers and refugees easier and better.



- **UNHCR Pre-Registration Operations of Applicants of Seeking Asylum:** ASAM, as an implementing partner of United Nations High Commissioner for Refugees (UNHCR) Turkey Office, is responsible for the pre-registration procedures of foreigners who lodge asylum application.

Source: Desk review and interview

### **Support to Life (STL)**

Support to Life (STL) is a humanitarian aid agency founded with the principal objective of working with communities to help them meet their basic needs and rights. Emergency relief aid is provided impartially in response to humanitarian crises with a focus on laying the foundations for rehabilitation, reconstruction and participatory development.

**Emergency Aid Program:** Support to Life initiated emergency operations in September to provide relief to the displaced that settled in the Suruç district of Şanlıurfa and in the city of Batman in South-eastern Turkey.

- **E-Voucher Program:** Support to Life with E-Voucher is a humanitarian aid programme
- **Psycho- social Support and Winter Help for Yazidi Refugees:** This project is designed to improve their physical environment for harsh winter conditions, strengthening their coping mechanisms; as well as physical, psychological and social well-being of the refugees in the tent camp in **Batman**.
- **Combating Child Labour:** STL is working in URFA on child labour issues with the support of UNICEF.
- **Relief Aid for Syrian Refugees:** Food and non-food items, winterization package distribution in Antakya centre, **Hatay districts (Yayladağı, Altınozu, Reyhanlı, Kırıkhan)** and villages
- **Food and Non-Food Item Distribution through Electronic Card System:** STL carried up the distribution through voucher system to next level. As an innovative approach, electronic cards are distributed to beneficiaries staying in the districts of **Altınözü, Narlıca, Kumlu, Reyhanlı and Kırıkhan of Hatay**, and in the city center and in Akçakale district of Şanlıurfa.
- **STL** takes education initiatives in line with the Provincial Education Action Plans of MoNE (circular 2014/21)
- Once the emergency program in Batman was finalized, Support to Life decided to continue its support for the Yazidi community and conducting interviews with the community to figure out their most essential needs. Interviews have been conducted by STL Assessment Team with Yazidis living in Batman and according to the interviews there are two main challenges facing the refugees, namely meeting their winter needs arising from harsh weather conditions and mental health needs due to their traumatic experiences.
- In Küçükçekmece in Istanbul, they soon will open a multipurpose community centre for refugees. Support to Life plans to provide psycho-social support focusing on the most vulnerable groups including children and young adults suffering from extreme distress. The target group will be provided with psycho-education, as well as group and family counselling sessions.

Source: interview and desk review

### **Human Resource Development Foundation (HRDF)**

- HRDF is the first NGO that started providing **psychosocial support and legal counselling (since 2001)** and psychological counselling (since 2002) to asylum seekers and refugees in Turkey. With the support of the United Nations High Commissioner for Refugees (UNHCR) has established the Refugee Support Units in 7 provinces. Social workers, psychologists and translators at HRDF provide

services to asylum seekers/refugees. These include: psychosocial support, asylum procedures in Turkey, rights regarding asylum seekers and refugees, make the necessary referrals, provide advice and guidance about the legal process. These services are provided in Arabic, Farsi, French, English, Turkish, and Kurdish language.

- HRDF established **psychosocial counselling** centre for Syrian refugees in Istanbul, Esenler. UNHCR supports the centre in the context of Refugee Protection, Community Outreach and Solutions in Urban Areas. The centre aims to extend psychosocial counselling and support services to Syrian refugees and provide up-to-date information on their rights in the fields of health and education along with their other legal entitlements in Turkey.
- HRDF works in so called “satellite cities” (Bilecik, KütahyaEskişehir Van and Ağrı). Non-European asylum-seekers entering Turkey legally and those crossing the border in an irregular manner have access to the national procedure for temporary asylum provided that they affirmatively approach the relevant authorities and register themselves as regulated under Article 4 of the 1994 Regulation. Upon the completion of registration of the applications, asylum-seekers are assigned to reside in certain cities (so called “satellite cities”) by the Ministry of Interior pending decisions on their applications and search for durable solutions. HRDF social workers provide information, accommodation, and legal advice and connects them with UNHCR.
- HRDF established community center for Syrian refugees in Istanbul, Esenler. UNHCR supports the centre in the context of Refugee Protection, Community Outreach and Solutions in Urban Areas. The centre aims to extend psychosocial counselling and support services to Syrian refugees and provide up-to-date information on their rights in the fields of health and education along with on their other legal entitlements in Turkey. The centre has 20 staff. They serve 30,000 refugees.

**Source: desk review and interview**

### **Refugee Rights**

- Refugee Rights Turkey is an independent NGO based in Istanbul that provides legal information and assistance services to asylum seekers; organizes trainings and generates reference materials for lawyers to strengthen the availability and quality legal information and representation for persons in need of international protection; works to nurture public ownership and positive attitudes towards asylum seekers; and advocates for improvements in Turkey’s asylum legislation and policies in line with international standards.
- RR carries out capacity building of bar association. Refugee Rights Turkey held a 1-day specialization seminar for lawyers in Ankara in collaboration with the Refugee Rights Committee of the Ankara Bar Association. The event focused on legal concept and implementation matters concerning the identification and treatment of particularly vulnerable asylum seekers
- Refugee Rights Turkey held a comprehensive two-day Refugee Law Training for Lawyers in the city of Sanliurfa in Southeast, in collaboration with the local bar association
- RR published “Refugee Law Manual for Lawyers” in Turkish. The resource compiles the main international norms and domestic legislation items informing the Turkish asylum system as well as sample documents and decisions.

**Source: desk review and interview**

### **Humanitarian Relief Foundation(IHH)**

IHH Humanitarian Relief Foundation aims to deliver humanitarian aid.

- Funds that are raised within the scope of the campaign are being delivered to those in need of help inside Syria. In December 2012, an aid campaign titled “Bread and blanket for Syria.
- IHH provided 15,000 Syrian orphans with clothing and 10,000 orphans with shoes in these cold winter days.
- The 52 trucks of humanitarian aid organized with the cooperation of IHH Humanitarian Relief Foundation and Kuwait IICO organization are on the road to Syria to be distributed to the needy. International NGOs.

**Source: Desk review**

### **IPEKYOL International Students Association, affiliated with Federation of International Associates,**

They help international university students (mainly from Middle East). They teach them Turkish and provide them with preparatory courses for the university entrance exam to Turkish universities. Through the donations they collect, they also provide them with scholarships valued at 650 to 1200 TL a month. There are Syrian university students who survive on 150 TL a month.

**Source: interview**

### **Association of Helping Bursa Syrian Refugees, (BSMYD)**

- The NGO was established under the auspices of BURSA Governorate. 13 NGOs gathered together and established the Association of Helping Bursa Syrian Refugees as a joint platform. The Governor thought it would be more efficient if the help is provided through one single NGO rather than by different NGOs.
- They have registered 80. 000 Syrians to date made up of 15.000 families.
- The Provincial Directorate of Migration Management does not have the capacity do date to register Syrians in Bursa. The official registration has been carried out by the General Directorate of Security, Department of Foreign Police. Recently the provincial DGMM has taken the registration task from the police.
- There are also many rich Syrians in Bursa. They all have 3-4 wives. They run textile and restaurant businesses.

Activities of the Association of Helping Bursa Syrian Refugees:

- Distribution of coal, stoves, house furniture and clothing.
- E vouchers: They use the municipality e vouchers for the poor Syrian families. These vouchers can be used for bread eggs and milk etc.
- They also distributed supermarket vouchers 50 TL per person.
- Sister family: Rich families are identified and attached to a poor Syrian family. These Bursa families help their sister families to meet their basic needs.
- Woman to women programme: The women in Bursa are mobilized to organize tea gatherings lunches and events with Syrian women. They also organize “gold gatherings”. Every month they

collect gold coins among themselves and with the money saved they meet the needs of poor Syrian women. Rich Bursa housewives are paired with Syrian women as sisters.

- Youth to Youth: Bursa youth collect money, clothes, food and meet with Syrian youth on occasions created by BSMYD for distribution.
- Child to Child: children in kindergarten or primary schools collect items or money and are going door to door to distribute to Syrian children.
- Ramadan dinner: During the Ramadan, every night dinners are organized for Syrian families.
- The Association of Helping Bursa Syrian Refugees is also running one of the informal TECs and providing Syrian children with Quran courses.

### **TURKISH UNIVERSITIES**

Social Policy Centers of reputable universities are the main body of Turkey on knowledge production and research implementation regarding the social policy making and policy implementation processes. They have cooperative structure to open collaboration with governmental bodies, other universities, municipalities and NGOs, as well as EU and UN institutions. Related research is developing in some specific topics such as young employment, participation of women in employment and economy, socio-economic exclusion, urban sociology, rights of people with disabilities and their social inclusion, social inclusion of Roma citizens.

#### **Migration Research Center at Koç University (MiReKoc)**

- Migration Research Center at Koç University (MiReKoc) was established in August 2004 as a grant-giving program by the joint initiation of Koç University (Istanbul) and the Foundation for Population, Migration, and Environment (PME, Zurich).
- As of 2010 MiReKoc has become a fully functioning research center aimed at developing the research capacity to address migration issues in Turkey.
- In addition to being an institutionalized hub for Turkey-related migration research, MiReKoc also initiates conferences, workshops, meetings and seminars aimed at engaging students, academics, bureaucrats, policymakers, stakeholders and civil society organizations (CSO).

#### **Istanbul Bilgi University Center for Migration Research**

Istanbul Bilgi University Center for Migration Research, as the first migration research center to carry out large scale, multi-dimensional scientific researches, which had started its studies as a unit of the Social, Economic and Political Research Center has completed its foundation process with the promulgation of its statute in the 25811 no. Official Gazette on 10.5.2005 Istanbul Bilgi University Child Studies Unit, founded in 2007, works in the training, research and advocacy fields aiming at the realization of children's rights. With the active participation of the children, ÇOÇA endeavors to contribute to the policies developed concerning children in Turkey.

- BİLGİ ÇOÇA has been doing work for Syrian refugees. Nilüfer Children's Park project encompassed the work done with children begging or being forced to beg on the streets around the Santral campus of Istanbul Bilgi University, in the form of work on literacy campaigns, art and psychosocial support for these children.
- BİLGİ ÇOÇA conducted a research project to bring out into the open the needs of teachers at schools to which Syrian children go in the districts of Kağıthane, Beyoğlu, and Bağcılar in Istanbul. In Kağıthane and Beyoğlu, BİLGİ ÇOÇA conducted focus group discussions with refugee children to see

problems from their eyes. The ongoing project is to translate into Arabic the animation film on the Convention on the Rights of the Child.

- They know that most of the SyrianRefugees live in Istanbul in the areas of Küçükçekmece, Fatih, Bağcılar, Sultangazi, Başakşehir, Esenyurt, Sultanbeyli, Zeytinburnu, Avclar, Arnavutköy.
- BilgiÇoça conducted a policy orientated research in the TECs and is available in Turkish only
- Even though legally all refugee children should have access to education, barriers (transportation, language, low family income) affect the possibility of these children making full use of their right of access to education
- Access to education is important for the long-term integration. They suffer
- isolation in the wider society, because of language, cultural and other barriers. Parents have difficulties understanding the education system of Turkey and communicating with school staff
- In Turkish schools, they are sometimes bullied and Turkish parents do not want their children to mix with refugees.

### **Center For Middle Eastern Strategic Studies (Orsam)**

- In Turkey, the shortage of research on the Middle East grew more conspicuous than ever during the early 90's. Center for Middle Eastern Strategic Studies (ORSAM) was established in January 2009 in order to provide relevant information to the general public and to the foreign policy community. The institute underwent an intensive structuring process, beginning to concentrate exclusively on Middle Eastern affairs. It is certain that the Middle East harbors a variety of interconnected problems. However, neither the Middle East nor its people ought to be stigmatized by images with negative connotations. Given the strength of their populations, Middle Eastern states possess the potential to activate their inner dynamics in order to begin peaceful mobilizations for development. Respect for people's willingness to live together, respect for the sovereign right of states and respect for basic human rights and individual freedoms are the prerequisites for assuring peace and tranquillity, both domestically and internationally. In this context, Turkey must continue to make constructive contributions to the establishment of regional stability and prosperity in its vicinity.
- ORSAM provides the general public and decision-making organizations with enlightening information about international politics in order to promote a healthier understanding of international policy issues and to help them to adopt appropriate positions. In order to present effective solutions, ORSAM supports high quality research by intellectuals and researchers that are competent in a variety of disciplines. ORSAM's strong publishing capacity transmits meticulous analyses of regional developments and trends to the relevant parties. With its website, books, reports, and periodicals, ORSAM supports the development of Middle Eastern literature on a national and international scale. ORSAM facilitates the sharing of knowledge and ideas with the Turkish and international communities by inviting statesmen, bureaucrats, academicians, strategists, businessmen, journalists, and NGO representatives to Turkey.

### **Hacettepe University Center For Migration And Political Studies**

The aim of the center is to conduct national and foreign researches, examinations, evaluations, education programs and other studies regarding internal and external migrations, migrants and historical, political, economic, legal and international relationships and sociologic and strategic fields.

The center conducts the following activities in order to fulfil the above-mentioned aim:

- Research activities: Conducting researches and examinations towards past, present and future internal and external migration dynamics in Turkey, external migrations to Turkey and the Turkish migrants living abroad considering the fact that Turkey is a multi-lateral migration country and the phenomenon of international migration becomes more significant within the political developments around the world, and submit the results to the public institutions and bodies and non-governmental organizations.
- Conducting researches regarding the effects of the present and future progress of the internal and external migrations on the internal and foreign politics, and social and cultural structure of Turkey, collecting documents and submit them to relevant authorities when required.
- Searching for the cooperation opportunities with the universities and migration research centers in the stated countries and coordinating with them.
- Conducting regular, academically institutionalized and globally-accepted researches regarding the qualifications, profiles, needs, expectations, problems, values and other similar characteristics of the migrant Turks living abroad.
- Educational activities: Arranging joint seminars, symposiums, congresses and similar activities with the universities and migration research centers in Turkey and/or other countries where migrants densely live regarding the aims of the center.
- Offering consultation and education services to public and private institutions and bodies, education and training institutions of all levels and foreign countries and their institutions regarding the issues stated under the heading of research activities.

**Source: Desk review and interview**

### **INGOs**

#### **Save the Children**

- Save the children mainly work in Syria. They recently started to develop “Turkey Country Programme.
- Save the children has conducted an “Education Needs Assessment” in cooperation with MoNE. It has been published.
- They are supporting Temporary Education Centres (TECs) set up for Syrian children in close cooperation with MoNE.

**Source: Interview**

#### **International Blue Crescent Relief and Development Foundation (IBC)**

- IBC have been distributing since 2013 aid packages consisting of goods for basic needs, such as hygienic materials and foodstuffs in Children Friendly Areas it has established. In addition, in 2013 they served hot food, household goods, beds, and linen distributed food packages and cash aid to more than 3.500 families.
- IBC has a 52-bed hospital in Kilis, which had been set up temporarily with the help of Malteser International, but later became a permanent institution.
- IBC carries out educational activities such as Children Friendly Areas, cooperation with the MEB and vocational training at the Kilis Community Centre. The MEB has turned over seven schools in Kilis and eight in Antep to IBC. It is IBC that looks after the recruitment process of teachers at these schools.

- IBC provides training in a variety of areas, starting with Turkish, English and computers at the Community Centre in Kilis, opened in 2013 with the collaboration of Malteser, the German charitable organisation.
- IBC runs community a multipurpose Community Centre in Gaziantep and will open another Centre in Sultanbeyli Istanbul.

### **Danish Refugee Council**

The Danish Refugee Council has been operating in the border areas of southeastern Turkey (Kilis, Hatay and Urfa) since 2013.

- DRC Turkey provides cash and in-kind assistance to the Syrian refugees in Turkey, including distribution of in-kind NFIs
- DRC's livelihood programme focuses on capacity building and facilitating linkages between unemployed Syrian refugees and potential employees.
- DRC aims to increase awareness on protection topics (child labour, child marriage, gender based violence, etc.) among refugees, host communities as well as other stakeholders including local authorities. In addition, DRC Turkey also provides emergency assistance catered to the specific needs of the very vulnerable through a Special Needs Fund coupled with close case management follow up.
- In coordination with DRC's humanitarian mine action unit, the Danish Demining Group (DDG), risk education plays an important role in DRC's programming in Turkey due to the large cross border movements between Turkey and Syria of the Syrian refugee population.
- Community Services: DRC has established four Community Centres in South/South-east Turkey in the last two years and is considered a significant actor in the country delivering community services.
- DRC works in close collaboration with one main national implementing partner, ensuring capacity building is a core component of our work to ensure transfer of knowledge and skills in DRC's areas of expertise.

### **International Medical Corps (IMC)**

- International Medical Corps established the Emergency Response Team (ERT) in Antakya, to address the needs of Syrians in Turkey.
- Established community-based Multi-Service Centre (MSC) model to address the needs Iranian refugee and asylum-seeking populations living in two Turkish cities, Kayseri and Nevşehir. It was extended to supporting Iraqi and Afghan refugees and asylum-seekers in northern Turkey.
- International Medical Corps Turkey has implemented programs in: Gaziantep, Istanbul, Kayseri, Mersin, Kilis, Nevşehir, Nizip, Sakarya, Sanliurfa, and Yalova.
- The Multi Service Centres (MSC) operational in Istanbul, Sakarya, Adana and Gaziantep. MSC adopt a holistic and integrated response including health, physical rehabilitation, nutrition, protection, gender-based violence (GBV) services, mental health, psychosocial support, and non-food item (NFI) distribution.

**Source: Desk review**

### **Relief International (RI)**

- Relief International is currently registered to work in Turkey and is based in **Gaziantep**. RI provides support to communities through multiple local partnerships. RI provides trainings in health, water, sanitation and hygiene (WASH), and protection, while building the capacity of Syrian communities to respond to their urgent needs.
- RI is supporting urban refugees in Turkey through capacity trainings of local NGOs. RI is securing funding for multiple community centres which will offer education to children and adults, Turkish language lessons, legal assistance, and health services for urban refugees.

**Source: Interview and desk review**

### **UN Agencies**

#### **United Nations High Commissioner for Refugees (UNHCR)**

- UNHCR supports Government led responses and works through partnerships with AFAD, GDMM and other local partners.
- UNHCR coordinates the efforts of UN agencies in Turkey.
- UNHCR provides technical assistance on registration, camp management, identification of vulnerabilities, voluntary repatriation and other protection concerns.
- UN Task Force on Syria. The Task Force includes six sector working groups led by different agencies encompassing Protection (UNHCR), Basic Needs and Essential Services (IOM, UNHCR), Education (UNICEF, UNHCR), Health (UNHCR, WHO), Food (WFP) and Livelihoods (UNDP, UNHCR).
- UNHCR provides policy support to MoNE on access to education of refugees, community outreach, and advocacy one education.
- On the practical side, UNHCR support involves material development; provide teaching aids (stationery for teachers etc.) To date, UNHCR has provided material support to 134 TECs and 100 TECs will be supported soon.
- UNHCR emphasizes the need for refugee children to learn host community language. In Turkey, they will support the Language Teaching Centres which will be developed jointly with the Non formal Education Department of MoNE. They will target children (age 7-12) and youth (14+)
- In Turkey on education, UNHCR has two priority areas: completion of secondary education and university education. Education is a key stage for social integration.

**Source: Interview**

#### **United Nations Development Fund (UNDP)**

- UNDP is becoming a strong actor through its “Resilience Programme. Turkey Resilience and Development Country Consultation were held on 7th October in Ankara. A series of priority areas were identified. These include stronger involvement of the private sector in crisis response, the need for tailoring aid architecture for Turkey context while strengthening data availability and the need for addressing the diversity and complexity of the communities.
- A joint UNDP-UNHCR program, in partnership with AFAD, will soon be launched to address the challenges faced by host communities reacting to the spill over impact of the Syrian crisis. The main challenges to be addressed are the provision of basic services by the municipalities bordering Syria and those that receive the highest number of Syrian influx. The program will benefit five to six



municipalities and will include assistance in a number of different sectors through community-based interventions.

Source: Desk review

### **The World Health Organization (WHO)**

- The World Health Organization (WHO) has been working together with national and international partners to support the Ministry of Health in its response to the refugee emergency.
- The WHO addresses the main barriers to access of health services - lack of relevant information and the language barrier - through information management and capacity development of health professionals. 100.000 leaflets in Arabic on available health services in Gaziantep were already disseminated, and training modules on the Turkish health care system for Syrian health professionals are being developed.
- WHO has worked with the Ministry of Health to prevent the spread of wild poliovirus in Turkey following the Syrian outbreak.
- The WHO provides the health coordination and information platform for health actors assesses and informs about health care services targeted to the Syrian refugees and gives public health advice on the management of non-communicable and communicable diseases, such as Tuberculosis and Leishmaniasis.
- WHO provides support to the MoH in line with the priorities set out in the Regional Refugee Resilience Plan (3RP) 2015-16 for Turkey. These include:
  - Coordination for essential health response strengthened and streamlining of decision making in partnership with authorities and other actors
  - Continuation and strengthening of essential health care services (including medication for chronic diseases) for Syrian refugees
  - Strengthening communicable diseases surveillance, detection and response, including immunization
  - Strengthening health promotion and protection interventions, including RH, nutrition and SGBV
  - Supporting access to mental health and specialized psychosocial services.
- Work is underway for the preparation of the 2016-17 3RP for Turkey in close partnerships with the MoH. Several meetings have been held in this respect. The health sector priorities of the 2016-17 3RP discussed to date are similar to the previous one. The final meeting will be held in Ankara on October 23rd by UN agencies and MoH. A meeting may be held with NGOs to discuss the draft report. The 3RP report is expected to be published before the end of 2015.
- WHO is supporting Gaziantep and YildirimBeyazit Medical Faculties in the training of Syrian doctors and nurses. The list of the Syrian doctors and nurses to be trained are given by the MoH to the Gaziantep and YildirimBeyazit Universities. Syrian doctors are on hand in Turkey and are provided with an “introduction to the Turkish medical system” before they can start working. An adapted curriculum which includes 32 different courses has been designed for Syrian doctors based on “Turkish Family Medicine Curriculum “. To date, they have trained 750 doctors but most of them have migrated to Europe. However, new doctors are arriving from Syria and MoH is continuously updating the list of doctors. Syrian nurses are also being trained for three months in the course “minimum occupational standards for nurses in Turkey”. Training of 20 nurses has been finalized and a second group of 25 nurses is currently being trained. After Syrian doctors and nurses have been trained a problem still arises with work permits. The MoH is trying to amend this problem.

- MoH is planning to set up 400 Refugee Health Centres. WHO will support to MOH in starting up 100 health centres for refugees. There is a need to increase the outreach capacity of these centres. MoH will have to make amendments in its legal framework to recruit more health and social workers for effective and efficient outreach.

**Source: Interview and desk review**

### **The United Nations Children's Fund (UNICEF)**

- UNICEF works with Disaster and Emergency Presidency (AFAD), Turkish Red Crescent (Kızılay) the Ministry of Family and Social Policies partnering and coordinating with national and provincial governmental authorities, as well as with other UN agencies. UNICEF also works with, International Medical Corps, ASAM, Save the Children, Relief International, International Blue Crescent, Support to Life, Solidarity with Asylum Seekers and Migrants, Danish Rescue Council, the Human Resource Development Foundation of Turkey.
- UNICEF has established Child Friendly Spaces (CFSs) in 21 camps
- UNICEF has also partnered with the MOH on a polio and MMR vaccine campaign which includes awareness-raising and vaccine procurement.
- UNICEF is working very closely with MoNE and supporting their efforts. Access to education is the major priority of MoNE
- In Ankara, Education Sector working group is chaired by MoNE in close coordination with AFAD, Turkish Red Crescent and DGMM. This group consists of representatives of line ministries and UN agencies (UNICEF, IOM; UNHCR). They have been meeting once a month since December 2014. It focuses on formal education. MoNE is planning to call a meeting with NGOs on non-formal education. NGOs play a critical role in the provision of non-formal education to Syrian children and youth. Therefore, NGOs are invited to the Gaziantep education working group.
- MoNE and UNICEF are working on “education guidelines” to ensure high standards. Clear and coherent guidelines will be provided to the schools in provinces in particular to TECs.
- MoNE works with Syrian Education Commission in the development of Curriculum. Syrian school Curriculum is adapted for the refugees in Turkey.
- UNICEF is providing training to Syrian teachers on “emergency education management” and, “psychosocial support”. There is a need for more trainers.
- Child protection and child rights for refugee children are given priority. UNICEF’s Child Friendly Spaces project is funded by the European Union and implemented in partnership with AFAD and in cooperation with the Turkish Red Crescent Society in all camps in Turkey
- UNICEF works with camp and non-camp refugee youth focusing on: youth participation, youth support, creating child friendly spaces and youth centres. Interventions are designed to engage them to eliminate discrimination, exclusion, and prejudice, and by prioritizing educational opportunities and skills-development.

**Source: Interviews and desk review**

### **World Food programme (WFP)**

- As of June 2014, the WFP/Turkish Red Crescent Electronic Food Card programme is operational in 21 camps in Turkey, covering approximately 220,000 Syrians per month (100 percent of the target population).
- All camps are covered under a cost-sharing arrangement with AFAD whereby WFP uploads 60 Turkish liras per person per month onto the WFP/Turkish Red Crescent e-Food Card and AFAD contributes 20 Turkish lira per person for food and 5 Turkish liras for non-food items.

Source: desk review

### **United Nations Population Fund (UNFPA)**

- The UNFPA has, in the first half of 2014, provided trainings, both in Turkish and in Arabic, for Government and NGO partners on issues such as gender-based violence response in emergencies as well as trainings on minimum initial service package (MISP) response.
- UNFPA has also engaged in awareness-raising around such issues through the development and dissemination of 300,000 gender based violence-GBV information materials and meetings with teachers and women's groups.
- UNFPA has procured a number of non-food items, including 5,000 units of soap and detergent and 44,000 family hygiene kits.

Source: Desk review

### **International Office of Migration (IOM)**

- IOM works in Gaziantep, Hatay, Adiyaman, Urfa
- IOM provides core relief items to Syrian refugees living outside of camps in Hatay and Adiyaman provinces
- IOM supports 14,871 Syrian refugees through a voucher program to access food and hygiene items, both through IPs and directly.
- IOM continues the provision of transportation assistance so Syrian refugees, as well as inter-camp transport. From January to June 2014, IOM provides daily school access for 15,000 school children. Other activities include: provision of emergency shelter, materials distribution of non-food items and conducting needs assessments.
- IOM is planning to expand its geographical coverage and sectors of assistance to include activities such as psychosocial support, counter trafficking awareness raising, and livelihood assistance.
- Established Multipurpose Community centres in Mersin and Hatay
- Next month, IOM will start a comprehensive research to produce "MOBILITY MAPS" in order to study the movement of refugees, numbers and needs. They will work with Turkish Coast Guards. The research will cover **Istanbul, Urfa, Gaziantep, Mardin, Diyarbakır, Batman, Konya and Maraş**

Source: Interview

### **Food and Agriculture Organization of the United Nations (FAO)**

- The FAO focuses on the smallholder farm families living near the Syrian border (in **Gaziantep, Hatay, Kilis and Sanliurfa** Provinces). These families have lost more than half of their annual household income because of the Syrian crisis due to loss of trade opportunities and insecurity.


Source: Desk review



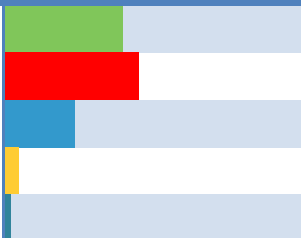
## Appendix IV Survey Report

### UNHCR-Staff Summary Report

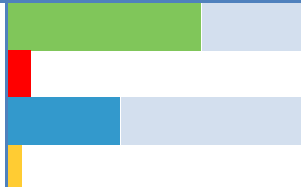
1. Before answering the questionnaire, we would like to know whether you have been involved in the emergency response to the influx of Syrian refugees in Turkey.

Response	Chart	Percentage	Count
Yes		86.3%	44
No		13.7%	7
<b>Total Responses</b>			<b>51</b>

2. Before answering the questionnaire, we would like to know how familiar you are with UNHCR's emergency response to the influx of refugees from Syria into Turkey. Please use the scale below to indicate your degree of familiarity, where 5 is "very familiar" and 1 is "not at all familiar".

Response	Chart	Percentage	Count
5- Very familiar		34.1%	15
4-		38.6%	17
3-		20.5%	9
2-		4.5%	2
1-Not at all familiar		2.3%	1
<b>Total Responses</b>			<b>44</b>

3. Please select from the following options the group which best represents you:

Response	Chart	Percentage	Count
UNHCR staff		55.8%	24
UN agencies/IOM		7.0%	3
NGO/INGO		32.6%	14
Turkish authorities		4.7%	2
<b>Total Responses</b>			<b>43</b>

#### 4. Please select your location with UNHCR:

Response	Chart	Percentage	Count
Currently or previously in Ankara		66.7%	16
Currently or previously in the field in Turkey		16.7%	4
Currently or previously in Amman (Regional office)		0.0%	0
Currently or previously in Geneva HQ		12.5%	3
Other, please specify:		4.2%	1
<b>Total Responses</b>			<b>24</b>

#### 4. Please select your location with UNHCR: (Other, please specify:)

#	Response
1.	Currently or previously in the field in and Ankara Turkey

#### 5. Please identify the type of respondent UN agencies:

Response	Chart	Percentage	Count
Directly involved in the Syrian response as a partner in the RRP/3RP*		100.0%	3
Directly involved in the Syrian response but not a partner in the RRP/3RP		0.0%	0
Other, please specify:		0.0%	0
<b>Total Responses</b>			<b>3</b>

#### 5. Please identify the type of respondent UN agencies: (Other, please specify:)

#	Response
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#### 6. Please specify the type of NGO/INGO to which you best identify yourself:

Response	Chart	Percentage	Count
National NGO (implementing partner of UNHCR*)		21.4%	3
National NGO (operational partner**)		21.4%	3
International NGO (implementing partner of UNHCR*)		7.1%	1
International NGO (operational partner**)		35.7%	5
Other, please specify:		14.3%	2
<b>Total Responses</b>			<b>14</b>

## 6. Please specify the type NGO/INGO to which you best identify yourself: (Other, please specify:)

#	Response
1.	We are not partnering with UNHCR
2.	International NGO non partner of UNHCR

## 7. How effective was UNHCR in providing the following support for coordination:

	Strongly effective	Effective	Somewhat effective	Not effective	I don't know	Total Responses
Support to AFAD* in its role as coordinator of national institutions	8 (29.6%)	14 (51.9%)	2 (7.4%)	0 (0.0%)	3 (11.1%)	27
Support to DGMM** (since late 2014) in its role of coordination of national and international stakeholders	12 (44.4%)	10 (37.0%)	4 (14.8%)	0 (0.0%)	1 (3.7%)	27

## 8. What changes, if any, to UNHCR's coordination role should be considered to enhance assistance to Syrian refugees in Turkey?

The 28 response(s) to this question can be found in the appendix.

## 9. How effective was UNHCR's support to the Government of Turkey in the following areas?

	Strongly effective	Effective	Somewhat effective	Not effective	I don't know	Total Responses
Protection in camps	7 (21.2%)	12 (36.4%)	7 (21.2%)	3 (9.1%)	4 (12.1%)	33
Protection outside camps	0 (0.0%)	5 (15.2%)	19 (57.6%)	8 (24.2%)	1 (3.0%)	33
Assistance in camps	8 (24.2%)	14 (42.4%)	5 (15.2%)	1 (3.0%)	5 (15.2%)	33
Assistance outside camps	1 (3.0%)	7 (21.2%)	16 (48.5%)	7 (21.2%)	2 (6.1%)	33

## 10. How could UNHCR's support to the Government of Turkey better ensure that protection and assistance interventions reach Syrian refugees:

Variable	Response
A. within camps?	The 26 response(s) to this question can be found in the appendix.
B. in urban areas?	The 26 response(s) to this question can be found in the appendix.

### 11. How effective was UNHCR in supporting the Government of Turkey to protect the following groups of Syrian refugees?

	Strongly effective	Effective	Somewhat effective	Not effective	I don't know	Total Responses
Women	0 (0.0%)	12 (36.4%)	15 (45.5%)	4 (12.1%)	2 (6.1%)	33
Children	0 (0.0%)	15 (45.5%)	12 (36.4%)	4 (12.1%)	2 (6.1%)	33
Disabled persons	0 (0.0%)	11 (33.3%)	10 (30.3%)	8 (24.2%)	4 (12.1%)	33
Elderly	0 (0.0%)	12 (36.4%)	11 (33.3%)	6 (18.2%)	4 (12.1%)	33

### 12. How effective was UNHCR in supporting the Government of Turkey to assist the following groups of Syrian refugees?

	Strongly effective	Effective	Somewhat effective	Not effective	I don't know	Total Responses
Women	1 (3.0%)	11 (33.3%)	13 (39.4%)	5 (15.2%)	3 (9.1%)	33
Children	2 (6.1%)	12 (36.4%)	11 (33.3%)	5 (15.2%)	3 (9.1%)	33
Disabled persons	1 (3.0%)	10 (30.3%)	11 (33.3%)	7 (21.2%)	4 (12.1%)	33
Elderly	1 (3.0%)	9 (27.3%)	14 (42.4%)	5 (15.2%)	4 (12.1%)	33

### 13. How could UNHCR's support to the Government of Turkey better give priority to women and children, to the vulnerable, and to the disabled?

The 27 response(s) to this question can be found in the appendix.

### 14. What measures has UNHCR taken to assist the Turkish authorities to develop longer-term policies and programmes?

The 26 response(s) to this question can be found in the appendix.

### 15. To what extent has UNHCR contributed to the improvement of the Syrian refugee registration system?

Response	Chart	Percentage	Count
Strongly contributed		36.8%	7
Contributed		47.4%	9
Somewhat contributed		15.8%	3
Did not contribute		0.0%	0
Don't know		0.0%	0
<b>Total Responses</b>			<b>19</b>



## 16. To what extent has UNHCR contributed to needs assessments and profiling outside camps?

Response	Chart	Percentage	Count
Strongly contributed		10.0%	3
Contributed		33.3%	10
Somewhat contributed		33.3%	10
Did not contribute		16.7%	5
Don't know		6.7%	2
<b>Total Responses</b>			<b>30</b>

## 17. How could UNHCR better support the Government's reception services for Syrian refugees?

The 21 response(s) to this question can be found in the appendix.

## 18. To what extent has UNHCR been able to verify access to the territory by Syrian asylum seekers?

Response	Chart	Percentage	Count
Fully		5.3%	1
Mostly		31.6%	6
Partly		57.9%	11
Unable		0.0%	0
Don't know		5.3%	1
<b>Total Responses</b>			<b>19</b>

## 19. Recognising the resources constraints, what more could UNHCR do to advance the self-reliance of Syrian refugees?

The 25 response(s) to this question can be found in the appendix.

## 20. How could UNHCR better support the Government to address the risks of Sexual and Gender-based Violence (SGBV) against Syrian refugees in Turkey?

The 12 response(s) to this question can be found in the appendix.

## 21. Recognising the resources constraints, what more could UNHCR do to support access to education for Syrian refugees?

The 24 response(s) to this question can be found in the appendix.

## 22. Recognising the resources constraints, what more could UNHCR do to support access to informal and vocational education for Syrian refugees?

The 22 response(s) to this question can be found in the appendix.

## 23. In what ways did UNHCR engage local authorities and host communities to:

Variable	Response
A. welcome Syrian refugees into their communities?	The 19 response(s) to this question can be found in the appendix.
B. manage potential local tensions?	The 18 response(s) to this question can be found in the appendix.

## 24. In what ways did UNHCR promote or support the Government of Turkey to ensure:

Variable	Response
A. effective Syrian refugee representation, both women and men?	The 19 response(s) to this question can be found in the appendix.
B. Syrian refugee community mobilization?	The 17 response(s) to this question can be found in the appendix.

## 25. What more could UNHCR do to take account of and track incidences of social tension between local populations and refugees?

The 8 response(s) to this question can be found in the appendix.

## 26. What measures has UNHCR taken to leverage the engagement of NGO and UN partners in the delivery of support to local populations affected by the refugee presence?

The 18 response(s) to this question can be found in the appendix.

## 27. What initiatives have been taken to promote access to livelihoods amongst:

Variable	Response
A. Syrian refugee women?	The 17 response(s) to this question can be found in the appendix.
B. Syrian refugee men?	The 16 response(s) to this question can be found in the appendix.

## 28. To what extent have the Non-Food Items (NFIs) provided by UNHCR been appropriate for the refugees?

Response	Chart	Percentage	Count
Very appropriate		10.0%	3

Response	Chart	Percentage	Count
Appropriate		46.7%	14
Somewhat appropriate		26.7%	8
Not appropriate		3.3%	1
Don't know		13.3%	4
<b>Total Responses</b>			<b>30</b>

### 29. Do you have any other comments on the appropriateness of Non-Food Items (NFIs) provided by UNHCR for the refugees?

Response	Chart	Percentage	Count
Yes, please type your answer in the box:		23.3%	7
No		76.7%	23
<b>Total Responses</b>			<b>30</b>

### 29. Do you have any other comments on the appropriateness of Non-Food Items (NFIs) provided by UNHCR for the refugees? (Yes, please type your answer in the box:)

#	Response
1.	Ankara Protection has not been involved in NFI distributions and therefore cannot provide correct feedback
2.	More should be done for Syrian outside camps by outreaching more-
3.	the quality of UNHCR provided NFIs is generally lower than what can be procured by NGOs. For example, their Hygiene Kits were of a low standard that we provided two per family, rather than our normal one per family. Also, the labelling of blankets and carpets with the UNHCR logo risks marginalising people further by immediately identifying them as refugees and recipients of aid.
4.	Refugees would like to receive cash assistance rather than NFIs.
5.	items need to be provided in a timely manner (i.e. winter clothes shouldn't be delivered in March)
6.	Better planning and logistics
7.	Hükümetin talpeleri doğrultusu dikkate alındığı için uygundu.


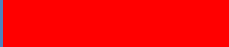
### 30. Do you have any final comments on UNHCR's emergency response to the influx of refugees from Syria into Turkey?

Response	Chart	Percentage	Count
Yes, please type your answer in the box:		36.7%	11
No		63.3%	19
<b>Total Responses</b>			<b>30</b>

### 30. Do you have any final comments on UNHCR's emergency response to the influx of refugees from Syria into Turkey? (Yes, please type your answer in the box:)

#	Response
1.	trying to help refugees is something nice but I think everyone must think bigger. a better organized response to influx may be to prevent this in the beginning by providing protection inside Syria and advocating against this conflict, maybe a safe zone inside Syria.
2.	More concentrated and urgent action is required in livelihoods
3.	Response have been quite effective at emergency level but could have been better coordinated
4.	UNHCR continues to try and build the capacity and support local partners in the field, in order to enlarge the area of coverage by Partners and other NGOs. Considering the size of the population and the large area that this population is dispersed throughout, outreach to refugees living out of camps is both a challenge and a priority.
5.	The response was strongly led by the Government of Turkey and its institutions, with UNHCR supporting their efforts, offering policy advocacy to ensure refugee protection and offering technical support to government when needed. Response management and design of interventions was influenced by availability of registration and profiling data and limited opportunities to conduct large-scale needs assessments.
6.	Aside from funding and providing basic coordination support to the sector in Turkey, it's really not clear what UNHCR does in the country with so many staff. I'm sure they are doing valuable work, but at the least it is not being communicated to the sector very well.
7.	I greatly appreciate UNHCR's effort at making UNCT's efforts and inclusive and transparent as it did.
8.	Improve the capacity of your own field staff. Most of them don't know about protection and community engagement. They are not knowledgeable enough on emergency response and coordination too, they are not qualified enough to provide any technical advice to any party in the field.
9.	Better public relations...Still the Turkish community has very limited information on UNHCR Rome and its activities
10.	Improved coordination and investment on strengthening of local humanitarian actors.
11.	Suriye'de bulunan Suriyelilere yönelik sınır ötesi yardımlar yapabilmeli bu konuyu Suriye BMMYK'sına bırakmak sadece yeterli olmuyor.

### 31. Would you allow the evaluation team to contact you by follow-up e-mail? This would not comprise in any way the confidentiality of the information you have provided in this survey.

Response	Chart	Percentage	Count
Yes, please type email address in the box:		33.3%	10
No		66.7%	20
<b>Total Responses</b>			<b>30</b>

**31. Would you allow the evaluation team to contact you by follow-up e-mail? This would not comprise in any way the confidentiality of the information you have provided in this survey. (Yes, please type email address in the box:)**

#	Response
	Information withheld by evaluation team to protect confidentiality of respondents

## Appendix

### 8. What changes, if any, to UNHCR's coordination role should be considered to enhance assistance to Syrian refugees in Turkey? |

#	Response
1.	Since everything goes smoothly, I don't see any better change for the time being.
2.	More advocacy with AFAD and DGMM or line ministries on the importance of coordination with more capacity building programme on what is coordination. Coordination role for authorities is not clear, where they think coordination meetings is the platforms where they can only speak and tell humanitarian agencies what to do. I would recommend specific training programmes on Coordination
3.	Play a leading role in the coordination between all NGOs working to assist Syrian refugees in Turkey to ensure collaboration
4.	1. Develop better relations with Turkish government 2. local or Syrian NGOs might be more engaged.
5.	More practical collaboration with the ILO on the ground in livelihoods sector would be of help
6.	UNHCR should sign an "Accord de Siege" with the Government.
7.	Better cooperation with other partners, mapping and info-sharing
8.	UNHCR Turkey has already expanded its partnership to all line Ministries and any new actor responsible for response to Syrian refugees.
9.	UNHCR normally has the lead role in coordinating the response to a Refugee situation in an operation. However, in Turkey, it needs to be understood that the Government is the main responsible party for the response to the Syria Crisis, and UNHCR plays a support role to the Government. In that regard, UNHCR has a role in coordinating the response of other UN agencies, as well as the NGOs working in the field. UNHCR needs to play a bridging role between the response lead by the Government, and by the non-governmental Humanitarian organizations. This can be challenging from time to time, and requires the full involvement of colleagues in the Field.
10.	Continue to support the coordination mechanisms that are being set up by the national institutions (by the office of the Chief Advisor to the PM)
11.	Co-ordination is led by government institutions and is increasingly centralised, particularly with the involvement of the Prime Minister's Office. UNHCR can be an important interlocutor between NGOs and government, at national and provincial levels. Sector co-ordination is now increasingly important.
12.	Involvement at the local level with NGOs and also with the relevant UN agencies in a coordination capacity.
13.	The fact that UNHCR Turkey is reporting to two bureaux, and managing three appeals (3RP, Mediterranean, and Iraqi) made the coordination within UNHCR less effective.
14.	implementing CBP model not only at the refugee camps but in the urban areas where numbers are in millions. empowering and strengthening Self-resilience strengthening the relationship with local authorities in many aspects in the refugee concept and in particular Syrians under TP.
15.	The period under evaluation was characterized by a great of confusion and a competition between AFAD and DGMM as both institutions considered themselves in charge of coordinating national response and international aid for Syrians residing in urban areas. This has negatively impacted the ability of UNHCR to

<p>effectively engage and collaborate with one of the most active Turkish partner in urban areas, namely, the Ministry of Family and Social Policies and its Social Solidarity Assistance Foundation which has branches throughout the country. AFAD considered itself as the national entity, not only in charge of the camps but also of the assistance of Syrians in urban areas and as the sole legitimate recipient of international aid, while DGMM received funds from EU in favor of Syrians in urban areas and wanted to develop with others ministries a “National Program” for Syrians in urban areas. AFAD’s position was based on the provision of the Temporary Protection Regulation dated October 2014 and DGMM position was based on its mandated as specified in the Law on Foreigners and International Protection adopted in 2013 and which entered into force in 2014. This confusion was only valid for urban refugees. For refugees in the camps both institutions agreed that it was the responsibility of AFAD.</p>
<p>16. - Better contingency planning and stocking of NFI materials.  - better information gathering about potential influx apart from official government information.  - greater respect paid to value of information and knowledge of field organisations.  - more flexibility in rapid altering of funding / project agreements.  - wide scale overhaul of UNHCR training provided to partners.  - existing coordination mechanisms in place rather than ad hoc IA meetings.  - clear communication channels between HCR and field organisations.  - better internal communication systems within UNHCR.</p>
<p>17. Be more inclusive and stop acting as if they were the only ones understanding what is going on because they obviously do not. Sit with local and international partners and really try to listen and understand what is going on.</p>
<p>18. UNHCR's coordination is crucial to coordinate the activities of INGOs and NGOs in the field to prevent duplications or redundant services offered to Syrian refugees where there is no additional need.</p>
<p>19. UNHCR needs to develop country specific SOPs and Guidelines on each sector where NGOs operate in Turkey. Coordination should be taken up to the next level where the NGOs should be included the problem solving and advocacy initiative alongside of UNHCR. Information sharing through UNHCR should be taken more seriously and implemented immediately. UNHCR should be more due diligent with information sharing and keep the data updated. We understand the delicate position of UN vis-à-vis government but UNHCR should be more efficient and effective when it comes to protection of refugees and IDPs seeking asylum at the border to Turkey.</p>
<p>20. unlimited access to camps, removal and detention centers.</p>
<p>21. - A structural change is in need for better governance of the crisis, such as a longer term planning and clear policies on protection and integration. Current plans are only for 2016-17.  - Better timeline for call for project proposals.  - A critical policy on the Turkish government's regulations shared with public</p>
<p>22. There is a significant gap in coordination of humanitarian action towards the Syrians inside Turkey in multiple sectors. Lack of establishment of required working groups and poor continuation of existing ones lead serious overlaps and duplications in response. UNHCR shall address to the Government of establishing joint coordination structures that brings together all relevant actors.</p>
<p>23. none</p>
<p>24. Koordinasyon sağlanırken bölgesel farklılıklar göz önünde bulundurularak çalışmalar yapılmalı bu farklılar göz önüne alınmadan standart uygulamalar böyle diye ülkelere ve kurumlara dayatmada bulunulmamalı.</p>
<p>25. Need to stop UNHCR promoting the migration from Syria and play active role in condemning the attacks</p>
<p>26. Trying to support the coordination efforts of the Turkish authorities was extremely challenging, in that they did not want to give the appearance of needing any support in this regard. UNHCR's efforts to</p>

	coordinate the support of UN institutions with these government entities was done in an effective manner, to the best of its ability at the time, in my view.
27.	We need more robust coordination mechanisms for the Turkey response, and we need NGO representation on all key coordination bodies.
28.	translation to 3 language EN. AR Turkish

## 10. How could UNHCR's support to the Government of Turkey better ensure that protection and assistance interventions reach Syrian refugees: | A. within camps?

#	Response
1.	There should be effective SOPs in place, advocate that cases which needs protection from the government, namely from prosecutors who do not tend to apply Turkish laws on Syrians which increase the level of impunity and injustice.
2.	Provide more psychosocial support and recreational activities in addition to life support
3.	it works
4.	NA
5.	Collaborative approach
6.	Closer coordination and monitoring for assistance and protection activities
7.	it is being done through regular missions to the camps and close communication with refugees.
8.	Direct assessment of the needs.
9.	UNHCR Turkey provides in-kind support for assistance in the camps, as well as technical, advisory and advocacy interventions for protection.
10.	more training to camp officials
11.	More effective co-ordination of needs.
12.	Through unhindered access to camps and camp population data without adhoc limitations in order to ensure efficient and timely protection and assistance interventions
13.	Registration and Distribution Data shared with UNHCR
14.	empowering its presence
15.	Turkish authorities provided a very generous assistance to the camp population which was complemented by UNHCR. The living conditions in the camps were fine. In terms of protection, there was a need for additional PPS and in 2013 we put forward a project to AFAD and MFSP which is still under discussion. Meanwhile, Turkish authorities deployed in the camps additional staff to undertake PSS.
16.	the camp population only makes up 15% of the refugee population, so the focus on camps is exaggerated. But, NGOs cannot enter the camps, so I cannot speak to the quality of UNHCR activities there.
17.	More collaborative with the NGOs and INGOs. Building effective coordination mechanism
18.	Accessibility of the camps for NGOs should be provided
19.	UNHCR needs to intensify coordination with NGO s
20.	Capacity building for both the camp management and authorities as well as refugees residing in the camps



21.	unlimited access
22.	Sharing information with public- not only website announcements
23.	İşletim giderlerinin desteklenmesi, ihtiyaç sahibi incinebilir gruplara yönelik maddi destek sağlanması
24.	Stop criticizing the government
25.	DK
26.	more coordination

## 10. How could UNHCR's support to the Government of Turkey better ensure that protection and assistance interventions reach Syrian refugees: | B. in urban areas?

#	Response
1.	Same as above in addition to have a stronger registration which can capture PSNs and help in targeted assistance
2.	Community centres
3.	compliance officers may be placed in necessary places
4.	To engage more Local NGOs in assessments and assistance programme
5.	Registration / Development of Partnerships with Local NGO to reinforce UNHCR mandate therefore better protect and assist
6.	More engagement with local authorities to ensure UNHCR support reaches the right persons. More technical support on identification of persons with special needs or vulnerabilities.
7.	UNHCR Turkey has been advocating for establishment of a protection sensitive registration mechanism by the national institution to enable capturing of vulnerability data and persons with special needs. such a system, supplemented with effective methodology to decide on cases will enhance targeted assistance in urban.
8.	Access to data to better target assistance.
9.	UNHCR Turkey is actively involved in the provision of assistance and ensuring protection to refugees in urban areas, through its field teams and partners. Ensuring that refugees have access to and are included in the local social assistance mechanisms is also a very important advocacy point vis-a-vis the Government of Turkey.
10.	UNHCR needs to expand its outreach activities and link up with implementing partners, local authorities, civil society organisations and refugee communities at the provincial level in order to establish solid community networks. This would allow for improved protection monitoring, identification of protection needs and design of the most adequate protection responses. Authorities have to be closely associated to ensure ownership and accountability.
11.	Data sharing agreement: access to data owned by the Turkish authorities
12.	response was limited by factors outside of UNHCR's control, including lack of data and lack of compatibility of data management systems of state services with GoT issued ID numbers.
13.	Through knowledge of Gov't data (including data on age, gender, special needs, place of residence in Turkey, etc.) on all Syrian refugees living in the urban areas which would help design better protection and assistance interventions, and with unhindered access to places of deprivation of liberty where Syrians are/would be detained for protection interventions.

14.	Registration data shared with UNHCR
15.	expanding its presence in a broader way and on regular basis in forming team/group of experienced staffs with camp and non-camp experiences to those regions where the majority of Syrians are living in urban areas.
16.	UNHCR did not spare any efforts in term of lobbying, making recommendations and drawing the attention of all concerned partners on the challenges of assistance and protection in urban areas. Turkish authorities have provided some assistance to the most destitute Syrian refugees in urban areas but this wasn't enough. UNHCR has consistently encouraged its Turkish partners to fully mobilize their social solidarity mechanisms to assist the most vulnerable Syrians in urban areas to prevent their social marginalization. In parallel, UNHCR has invited donors to support such efforts. Unfortunately, UNHCR's voice was not heard. Destitution had a dramatic impact on the situation of the most vulnerable Syrians in urban areas and has prompted some negative coping mechanisms such as child labor, early marriage, survival sex and begging. The absence of work permits for Syrians has led to exploitation and discrimination. The inability of the education system (Turkish and Temporary Education Centers) to absorb Syrian children has left 300.000 to 400.000 children without education
17.	UNHCR's role for urban refugees in Turkey is primarily based on funding and coordination of NGOs. Funding was certainly put to good use by I/NGOs in emergency response. As Turkey doesn't have a cluster system, UNHCR manages or co-chairs most of the working groups. There is a lot of room for improvement in the effectiveness and usefulness of the Working Groups.
18.	More people in the field. People that understand Turkish realities.
19.	encouraging local protection mechanism to be more included in the protection matters and support social solidarity mechanism to provide cash assistance for the Syrian refugees.
20.	UNHCR needs to be involved in further sections and give priority to issues that Turkish government wasn't capable to respond
21.	More capacity building with the authorities and service providers (for assessments, delivery of the assistance, and policy implementation); more complementary programmes (cash-assistance, shelter provisions, school access, cash-for-work programmes, etc.)
22.	more community outreach
23.	Better monitoring and reporting systems and sharing information with public with creative methods- not only website announcements and bi-monthly meetings
24.	Need to visit families to see how they live and offer support
25.	Through promoting better coordination of the response.
26.	more coordination

### 13. How could UNHCR's support to the Government of Turkey better give priority to women and children, to the vulnerable, and to the disabled?

#	Response
1.	Enhance Registration. UNHCR Turkey is working hard on providing protection to the groups mentioned above, but there should be a strategy and SOPs at national level with clear roles and responsibilities to ensure protection for PSNs. The way registration is done needs to be proved.
2.	Provide tailored services based on vulnerability group
3.	priority is currently given to these people. related NFI distribution can be considered. (no one uses a wheelchair for example)

4.	To focus on projects supporting disabled persons through Local NGOs
5.	We need to find a way to develop / share / reinforce our registration system and exchange of data
6.	More awareness raising for PoC and service providers; more budget for these groups; more training and capacity-building; more outreach.
7.	UNHCR's advocacy at the legal side has been effective since the normative framework allows protection of refugees in the same way as citizens. The main gap however is the capacity of the national institutions which cannot cope with the immense numbers in provision of services. The mentioned categories have always been the main highlights in UNHCR's interventions with the authorities as well as in prioritisation of response to their needs.
8.	Having access to data to better identify their needs.
9.	The most critical issue in ensuring the assistance and protection support provided by UNHCR prioritizes the most vulnerable Refugees, including women and children, is sharing of the registration and vulnerability data by GoT with UNHCR. Since UNHCR is not involved in the registration of Syrian refugees and has limited access to data on vulnerabilities (through partners), designing and implementing effective interventions can be challenging.
10.	Identification of categories at risk and with acute vulnerabilities depends on the introduction of an effective, protection-sensitive registration system. Current registration procedures do not allow for an accurate recording of vulnerabilities, thus weakening the capacity to identify and respond to situations of vulnerability. UNHCR has been advocating with the authorities for the improvement of the registration system to better reflect vulnerabilities of individual cases. UNHCR could support the Government in its effort to conduct a comprehensive verification of registered Syrian population as a means to allow for more accurate recording of vulnerabilities.
11.	Continue to support the GoT in improving registration to include protection sensitive information
12.	Access to prioritisation and vulnerability data. Integration of support into national systems for distribution of assistance.
13.	Through joint initiatives which would highlight the importance of identification of persons with special needs, in shape of joint vulnerability assessments, joint assistance initiatives, technical support to underline the importance of capturing special needs related information during registration and through similar initiatives.
14.	More training to the staff of the relevant ministries (Min. of Family and Social Policies, AFAD, Provincial authorities, Law enforcement entities).
15.	As the number increasing unexpectedly protection needs and challenges are increasing as well. The targeted community need to be assessed and evaluated carefully to identify the gaps and the needs in order to have a better response and prevention on a timely manner before getting difficult to cope with. Women, may not be able or reluctant to express what kind of protection problems they have. This also concerns the vulnerable, and the disabled as they are invisible in the community which need to be identified first, assessed, intervened and close follow-up mechanism requires to be placed.
16.	The question is not how UNHCR can support the Turkish Government to better give priority to women, children, vulnerable and the disabled. The issue is whether the Turkish Government is willing to fully mobilize its social services to deal with these categories in the framework of the existing generous legislation in Turkey. In order to decide to go in that direction, Turkey would need a strong financial support from the international community and unfortunately international solidarity with Turkey has been very slow to materialize. UNHCR has never been given by the international community enough funding in order to successfully convince the Government of Turkey to go in that direction.

17.	Turkey is different from many other UNHCR areas of emergency response in that the GoT is very strong and centralised, and is wealthy enough not to be desperate for UNHCR funds or accolades. Also as the GOT covers camp coordination, and RSD & Registration numbers are small, this makes UNHCR's role difficult. They are currently very close to government and rarely advocate outside of the confines of official government statements. I think the support could be improved by standing more as a separate entity for advocacy, and also focusing on the complementarity of Turkish legislation to the Temporary Protection legislation. As currently the new and old laws don't sit alongside each other well, and is creating many issues.
18.	By engaging effective bilateral discussions and stop acting as if they know everything and that the others are just lost.
19.	capacity building for all the local and national governmental agencies that responsible for providing services to persons with specific needs.
20.	a. Establishing women safe spaces with kindergartens b. Establishing disabled treatment centers
21.	More needs and vulnerability assessments need to be conducted; more capacity building (physical and technical) needs to be done; UNHCR needs to get more involved in the activities instead of solely monitoring at the side way.
22.	Capacity building, staff support, effective monitoring
23.	- Strong advocacy is in urgent need to accelerate resettlement procedures - better policy planning through gender mainstreaming in overall UNHCR policies& bureaucracy to affect the implementation
24.	Enabling increased participation of and support to local actors working with listed vulnerable groups.
25.	İlgili kurumların fiziki kapasite gelişimi, yerel personellerin mesleki eğitimlerine uluslararası korumayı ve kendi programlarını dayatmadan destek verilmesi, yardımların isim ve imza bazlı raporlama şartı olmaması çünkü ulusal mevzuatımız ile çakışmakta,
26.	Not aware of any support offered by UNHCR, also need to consider all genders and age groups with the support and not only focus on Women & Children Try to look at the root cause of the problem
27.	Push the Government of Turkey to allow assessments and to speak openly about protection.

#### 14. What measures has UNHCR taken to assist the Turkish authorities to develop longer-term policies and programmes?

#	Response
1.	Not sure
2.	N/A
3.	Only being friendly to Turkish government does not help. What I see is Turkish authorities does not take into consideration anyone's opinion at the decision making level.
4.	capacity building measures seems much effective; more needed on self-reliance and social integration assistance in collaboration with other organizations
5.	Capacity building and technical support to AFAD and DGMM
6.	We are developing our collaboration with AFAD and DGMM

7.	Policy support and technical support provided in the processes.
8.	In addition to written materials produced for advocacy and planning, UNHCR has provided on proposed way forward in adoption of a longer-term vision, at all platforms, UNHCR has advocated for devising social policies, including access to labour market by Syrian refugees. Education, and access to schools, have also been a priority in view of the portion of children in the refugee population and protracted refugee situation. Community-based protection tools, to ensure two-way communication and participation of the refugee communities in decision-making mechanisms were among the measures UNHCR has taken.
9.	Capacity building
10.	UNHCR continuously advocates for the inclusion of Refugees in Turkey to the existing local social support mechanisms as well as access to services available to Turkish nationals, such as education, health, vocational training courses and other livelihoods activities. Ensuring that parallel systems are not created would mean the sustainability and development of longer-term policies.
11.	UNHCR has conducted extensive capacity building of government officials at the central and provincial level on national and international legislation on asylum. UNHCR has also supported the Turkish authorities through the provision of registration equipment
12.	UNHCR has supported the authorities to develop the Law on Foreigners and International Protection and is continuously building the capacity of government institutions, through trainings and sharing of good practices. It is supporting line ministries, such as the Ministry of National Education.
13.	Extensive engagement has taken place with line ministries, AFAD and DGMM to promote and encourage a longer-term vision of the response. At present, there is greater political will to acknowledge longer term needs and strategies. There has been ongoing advocacy on key issues in education, access to work permits and civil documentation.
14.	supported the DGMM since the beginning, assisted relevant government agencies with policy making.
15.	UNHCR is in close contact with the Turkish authorities, including but not limited to DGMM, AFAD, Ministry of Family and Social Policies, Ministry of National Education and Ministry of Health. As a part of its close cooperation, UNHCR provides technical support on policy matters on a regular basis based on follow up of implementation of national legislation in the field, and access to rights and services by refugees with a view to improve the implementation by the authorities and ensure consistent implementation in the field. Continuous capacity building initiatives have been taken which target all of the mentioned national counterparts as well to assist the authorities.
16.	Continues and on-going follow up mechanism, cooperation, working together and coordination in implementation.
17.	Since day one, UNHCR has recommended to its partners to deal with this crisis as if it was a long term crisis hoping that it will not be the case. UNHCR has consistently lobbied for a strong registration system, an education based on the Turkish curriculum and including Arabic language, mobilization of the social security mechanisms in order to avoid social marginalization, access to the labor market in order to facilitate social integration. Some of UNHCR recommendations were taken into consideration at an early stage of the crisis like the establishment of a Temporary Protection regime but others were not.
18.	I understand that they work at the Ankara level with the GoT on these issues, but I am not able to comment on the specific measures. Provincial and local officials are involved in UNHCR organised trainings and workshops, but I'm unsure how useful this is for influencing GoT decisions.
19.	Measures can be focused on integration, awareness raising in the host community and education.
20.	Developing response mechanisms that later on Turkish government can undertake and continue

21.	To develop longer term policies and policy programmes, HCR has worked really closely with the government, help the government to establish Directorate of General for Migration Management, develop international protection policies and law; provided technical advice for implementing the laws and policies.
22.	N/A
23.	N/A
24.	political dialogues, coordination of plans, ad hoc support
25.	Acil durumlarda yapılan taleplere hemen dönüş yapılabilmekte,
26.	not sure

### 17. How could UNHCR better support the Government's reception services for Syrian refugees?

#	Response
1.	Provide lifesaving assistance for new influxes and support for legal papers acquisition for refugees
2.	Not only trainings to civil servants, but also providing necessary gear.
3.	To set the temporary transit centres at the border entry point.
4.	DGMM has been created to develop the asylum system in Turkey and they are now in charge to receive the asylum application. Therefore, UNHCR should continue to reinforce its partnership with DGMM in the best interest of Syrian refugees.
5.	More capacity for monitoring and presence as well as financial, infrastructural, capacity support provision
6.	UNHCR could channel more funding for enhancement of the national capacity in provision of services. Additionally, more direct assistance to persons of concern could support.
7.	To be involved during the registration process.
8.	Through continued provision of support and capacity development to Government systems and mechanisms in place, which is already being implemented within the availability of resources.
9.	Through increased technical assistance and continuous capacity building of officials at central and provincial level
10.	Support the national social security system to be able to assess needs and vulnerabilities of Syrians (the existing system is not capable of assessing their socio-economic situation as most are not in formal employment and are not in national databases that are used in the assessment) and to subsequently offer financial support to those in need.
11.	Through encouraging structured reception services, which is not currently in place neither for new comers nor for long stayers. The advancements at the level of Ankara should reflect more in the provincial level and UNHCR should advocate more to strengthen this aspect of the reception, while at the same time encouraging and advocating legislation/secondary legislation which would ensure better access to services for all.
12.	Implementing CBP model not only at the refugee camps but in the urban areas where numbers are in millions.

13.	Question 15 should be rephrased. UNHCR has convinced the Turkish authorities to undertake registration. This was not a given. There have been multiple registrations by different institutions. The last one done by DGMM since 2014 is the most robust one because it has included biometric. Unfortunately, it didn't capture profiling and vulnerabilities despite our recommendations.
14.	<ul style="list-style-type: none"> <li>- wide scale training of GoT border officials.</li> <li>- further advocacy for the right to work.</li> <li>- establish a proper referral and reporting mechanism for abuses and violations.</li> <li>- disseminate official information concerning the options for resettlement.</li> <li>- regular humanitarian sector updates on changes to legislation / reception conditions.</li> </ul>
15.	Support for capacity building
16.	By training of the staff and involving familiar with Syria Arabic speaking staff
17.	By working alongside with the governmental actors; develop information leaflets; counseling services; etc.
18.	Within the current state's policies and structures, unfortunately UNHCR has very limited space and capacity to affect the Government's reception policies
19.	By providing increased cross-border support that can offer transitional shelter for those who would like to seek asylum in Turkey and that those people can be accepted with better registration and humanitarian screening.
20.	Kendi çalışmalarını planlarken hükümetin taleplerini ve yetişemedi alanları göz önünde bulundurması daha bütüncül sistemler ve hizmetler üretilmesine katkı sağlar
21.	not sure

## 19. Recognising the resources constraints, what more could UNHCR do to advance the self-reliance of Syrian refugees? |

#	Response
1.	Have a livelihood strategy in place, and allocate good fund to support government and refugees to obtain skills linked to work opportunities. UNHCR brought Snr Livelihood Officer on board, which is a strength point
2.	Livelihood support programming
3.	In collaboration with the commerce chambers, they can open vocational courses, whose graduates will get a job.
4.	Cooperating with national bodies in particular with İŞKUR and DG LLL of MoNE would be of help to some extend
5.	Advocate for employment opportunities and actively promote vocational trainings
6.	Syrian refugees have now the possibility to get working permit under specific conditions which need to be follow by UNHCR and other actors involved in the situation of Syrian refugees.
7.	With current work permit possibility, identify refugees with skills and link them with most appropriate areas of work for access to labor market.
8.	Since the legislation regulating access to labour market by Syrian refugees entered into force, UNHCR can support the vocational classes and other initiatives to advance competitiveness of refugees.
9.	Developing language and skill capacities.

10.	With the possibility of legal access to the labor market, developing the capacity of persons of concern to be self-sustainable is key. While individual interventions can work towards achieving this goal, advocacy for the access of Refugees to Vocational training, language training and life-skills development programmes readily made available by the Government for Turkish Nationals would achieve the most sustainable and cost effective results, provided that such access is granted and continued.
11.	Assist the government in the profiling of Syrian refugees. Support information campaigns on access to the job market in Turkey.
12.	advocate for full access to employment, vocational training, access to public employment services. Promote Turkish language training for Syrians of all ages.
13.	Promote access to the labour market. Invest in skills training and higher education with strong workplace linkages.
14.	UNHCR should focus more on encouraging and facilitating the refugees' access to the locally available resources to increase self-reliance, such as through vocational courses, as well as through partnerships with local employers and private sector which could increase the refugees' access to formal labour market and increase their self-reliance.
15.	Empowering and strengthen Self-resilience by exploring new and mini micro-finance projects for refugee
16.	Answered previously
17.	pls see above.
18.	Livelihood activities, awareness raising activities in industrial and trade sector to promote the recruitment of Syrian refugees, mapping exercise to reveal the potential labour force.
19.	Focusing on income generation and livelihood and vocational training programs
20.	Can allocate more funds for livelihood and empowerment programmes as well as cash interventions until Syrians get engaged to the work force in Turkey, or encourage donors to prioritize such programmes
21.	-Clear and direct public information about resettlement procedures and policies, still the majority of Syrians has the great expectation for resettlement - Better outreach activities - not only NFI distributions instead developing policies and implementing innovative methods from previous country experiences
22.	Provide cash based support.
23.	none
24.	Mesleki beceri kazandırmaya yönelik eğitimlere, Türk sistemi ve aile yapısını anlatan programlar geliştirmesi için kurumlara destek olmalı
25.	Not sure what UNHCR is doing to support My assumption that no support is given

## 20. How could UNHCR better support the Government to address the risks of Sexual and Gender-based Violence (SGBV) against Syrian refugees in Turkey?

#	Response
1.	Ensure that the Turkish law apply on Syrians, esp. in relation to child marriages. Turks tend to turn blind eye on these practices
2.	NA



3.	To develop our relations with specialized NGO and share UNHCR experience in this topic.
4.	Capacity support including infrastructural and staffing, assist with language barriers, training, continuous technical support
5.	Single females shall be supported through cash-based assistance. Shelters, serving to all SGBV survivors, need to be assisted for an efficient service provision. Refugees shall be informed on the complaint mechanisms available in the national system; Turkish Penal Code shall be enforced better for those committed crimes defined in the law including child marriages.
6.	With access to data it will be possible to develop programmes to prevent it.
7.	In my opinion, individual interventions for the prevention of SGBV are challenging, due to the size of the population as well as socio-economic and cultural reasons. However, awareness raising on the issue, both among persons of concern, as well as government officials and local stakeholders, would be the key element in UNHCR interventions.
8.	Through capacity building of social workers and judicial, but also facilitating the dialogue between the authorities and refugee communities
9.	Support the national system to be able to absorb Syrian refugee survivors of SGBV. Promote community outreach to inform refugees and identify survivors of SGBV.
10.	Identification of vulnerabilities and special needs is at the core of this issue, since without adequate registration and identification risk of SGBV increases. To this end UNHCR, as before, should continue to support the Government to ensure more advanced registration in order to capture such vulnerabilities, and should advocate for better functioning of already existing referral mechanisms in order to address the risks of or respond to SGBV.
11.	Strengthen the relationship with local authorities in many aspects in the refugee concept and in particular Syrians under TP. Delivering related training and convey discussion with relevant local institution which is in direct contact with refugees.
12.	By convincing the Ministry of family and Social Policies to fully mobilized its capacity.

## 21. Recognising the resources constraints, what more could UNHCR do to support access to education for Syrian refugees?

#	Response
1.	Education Programme in Turkey is excellent and the government with the support of UNHCR is continuously working to increase the percentage of access. More schools need to be constructed or support the gov. to offer Turkish schools to Syrians/double shift. The best is to integrate Syrians in Turkish schools and hence the need to support the gov in constructing more schools for both. Education should not be looked a part form job opportunities and livelihood, as there are many children do go to school because they are working. Also for girls, child marriage is one of the constraints.
2.	Lisa with GoT to increase access to education services
3.	access to education is a bigger problem in rural areas. transportation services and increased salaries for teachers there may be provided/funded.
4.	Policy advocacy with MoNE
5.	Support the transition from Temporary Education Centres to the regular Turkish schools
6.	Material support form quality education; catch-up class support; technical support, good collaboration with UNICEF

7.	Focusing i tertiary education.
8.	Provided enough resources are available and the data on the enrolled students are shared, UNHCR could implement incentive/support mechanisms for Refugee families with children enrolled in Turkish schools and with continued attendance. This would help increase enrolment rate as well as alleviate drop-out rates. However, it must be noted that this would be a cost-intensive intervention and may not be sustainable in the longer term.
9.	Improving coordination with UNICEF and the Ministry of Education. UNHCR should focus on access to higher education to prevent school drop out and language courses to facilitate access to the national education system
10.	Promote Turkish language training, promote training of teachers to teach Syrian children
11.	Within the framework of UNHCR's Global policy on mainstreaming refugees into national education systems, UNHCR needs be to be more active in terms of understanding challenges faced by students being enrolled in and retained in the national system. Education should be seen as a continuum from ECE to higher education - access to higher education is a key element of the strategy. Outreach and advocacy in communities should be strengthened.
12.	As before, advocacy with the relevant national institutions to support access by all refugees and through following up the implementations at the local level to raise at the Ankara level when needed, in case of inconsistent implementation at the provincial level is observed. Better material assistance to facilitate education could also be considered in the form of stationary and transportation support. Language training for refugee children is very vital to ensure access to education. The already existing language courses could be empowered and be re-designed to also target children with a joint initiative by the Government and UNHCR. Capacity building and awareness raising activities targeting teachers and headmasters, as well as national school children is also very important since discrimination, xenophobia or bullying at schools are/could be a factor that hinder access by refugee children despite the existence of legislation and material assistance. To this end, extracurricular activities aiming to bring together Turkish and Syrian children, in addition to bringing together the parents of the mentioned children would be vital to encourage access to education. Awareness raising is also needed among the refugees to let them know about the available education services, through leaflets, posters, commercials, etc. jointly with UNHCR and relevant national institutions.
13.	involving refugee representatives, community leaders and refugees to get their opinion and view with regards of the education which may make a big role while drafting and preparing for better education programing. Increasing the scholarship program which contribute to the self-reliance of refugees by providing them with a professional qualification that will support employment, and build the resilience and capacity of the refugee community. In cooperation with local institutions and implementing partners.
14.	National authorities are not yet convinced that the Turkish education system is the most promising option for most of the refugee children. Bridges and language courses should be established between the Temporary Education Centers (informal Syrian system) and the Turkish public education system. These are difficult policy decisions to be taken. It is also costly in terms of investments (additional schools, classes, teachers, equipment) and the international community should demonstrate solidarity and generosity
15.	<ul style="list-style-type: none"> <li>- better coordination with UNICEF on education activities and services.</li> <li>- fund linkages between cash and livelihoods support tied to education outcomes.</li> <li>- follow-up cases where access is not permitted / prevented, rather than just sharing the official legislation, which is not respected on the ground.</li> <li>- develop a reporting mechanism for instances where a child's right to education is prevented.</li> </ul>
16.	Mapping exercise to find qualified teachers among Syrian community, raising awareness among Turkish teachers to give information about how to work with refugee children.

17.	Supporting establishment of physical facilities and undertaking the running expenditures
18.	Fund more programmes targeting the families with financial challenges that doesn't allow them to send their children to the school (conditional cash interventions, livelihood programmes, etc. - or encourage donors to prioritize such programmes
19.	Without strong advocacy and implementing plans on child labor, education will stay as one of the crucial problems
20.	Invest in shuttles for Syrian children who may have increased access to schools that accommodates Turkish and Syrian children on shifts. There are thousands of children who can't access education only because of lack of transportation.
21.	work with UNICEF and other partners in a coordinated way
22.	Okulların yapılmasına, Suriyeli öğrencilerin gittiği okulların restorasyon ve işletim giderlerine destek olunması,
23.	Not sure
24.	Coordinate closely with UNICEF and NGOs.

## 22. Recognising the resources constraints, what more could UNHCR do to support access to informal and vocational education for Syrian refugees?

#	Response
1.	Support Iskur and public education centres to include Syrians in their programmes
2.	Work with NGOs to implement projects including training and education centres for refugees
3.	Nearly all of the CCs are providing these courses but at the end no one gets a job. Agreements with commerce chambers/employees may help
4.	New job creation should be at the heart of livelihoods interventions...ILO is in the best position to cooperate with national stakeholders in provision of vocational trainings, therefore more practical means of collaboration between UNHCR and ILO could be searched
5.	To provide equipment and translation services to the existing VCT
6.	Integrate into available Turkish system for informal and vocational education considering resource constraints and support national system with language support, materials, info dissemination. Undertaking surveys to identify real needs of PoC in this regard.
7.	Assessing and targeting the most needy to develop and build their capacities.
8.	Informal and vocational education opportunities already exist in the cities where the largest Refugee populations reside. However, the capacities may be limited or the services may be over-burdened, resulting in lack of access to Refugees. UNHCR can and is working on capacitating and supporting these existing systems as well as advocating for access to Refugees.
9.	Establish partnerships with dedicated institutions
10.	Support the efforts of the national institutions to use mainstream institutions
11.	Vocational education should be clearly linked with the acquisition of occupationally directed skills (and non-recreational activities). Informal programmes should have a strong self-reliance component. Legal barriers to vocational education should be addressed.

12.	My reply to the Q.21 is also valid for this question on awareness raising among the refugees; need to follow up the implementation in the field and advocate for better access; language teaching; and so on.
13.	More training, new projects which enhance the capacity building and with preference being given to fields of study/V.T that will enable refugees to contribute effectively to their communities after completing education/V.T either in the country in which they currently reside or on return to their country of origin.
14.	Vocational courses are a viable option for many youth who haven't been able to continue their education. UNHCR and the international community should be strongly supporting Iskur (Turkish institution in charge of vocational training) to develop program targeting young Syrians.
15.	-pushing for Syrian youth to attend Turkish VT centres.
16.	Mapping exercise regarding the potential labour force among the Syrian community, empowerment of women by encouraging them to participate to the informal trainings, etc.
17.	Focusing on community centers projects
18.	Similar to Q21 and Q20.
19.	- Strong advocacy in private sector actors for the employment of Syrian refugees
20.	coordination
21.	Not aware of any support
22.	Coordinate closely with UNICEF and NGOs.

### 23. In what ways did UNHCR engage local authorities and host communities to: | A. welcome Syrian refugees into their communities?

#	Response
1.	Refugees Committees have been established. Also, mixed committees have been established as well (Turkish and Syrians). There is a need to bring on board PI Officer/international to draft a mass PI strategy and guide the country on implementation. UNHCR Turkey FB is poorly managed
2.	N/A
3.	none
4.	through awareness raising activities
5.	If we identify a need, to develop CSP
6.	Through organization of social activities at community centers and camps and targeting both refugee and host Communities.
7.	UNHCR has been in constant relationship with local authorities, explaining the rights of refugees; protection principles and deliverable under the national legislation.
8.	Creating and supporting community centres
9.	UNHCR engages the local authorities (including both at the Governorate level as well as at the district/neighbourhood level through Mukhtars) through its teams and partners in the field, advocating on behalf of refugees and ensuring close collaboration.
10.	not much
11.	Inform and train local authorities and develop projects that involve both refugees and host communities (e.g. RET women centers)

12.	Performing and implementing local integration by all its aspects.
13.	This was done by the Government and local authorities. Turkish authorities, civil society and individuals have shown a great deal of generosity, hospitality and compassion towards Syrian refugees. Tensions with host community have been very limited in scope and in locations. UNHCR didn't have to intervene and any action we would have taken would have been seen as an external intervention among brothers.
14.	Unsure
15.	N/A
16.	Not effectively
17.	more statements coming from HCR's Turkey office; use media channels; use IPs to use the media channels to disseminate facts and information
18.	yes
19.	Not sure

### 23. In what ways did UNHCR engage local authorities and host communities to: | B. manage potential local tensions?

#	Response
1.	Same as above
2.	N/A
3.	programs that aim both locals and Syrians
4.	I do not know
5.	The same
6.	Constant advocacy at all levels on positive aspects of having refugees in Turkish community at all fora to positively affect host community conscious as well as undertaking individual interventions with refugees
7.	Involving locals in activities carried out in community centres
8.	Through advocacy and increasing public awareness on the issues relating to Refugees.
9.	not much
10.	Develop projects that involve both refugees and host communities (e.g. RET women centers)
11.	Public awareness and cultural campaign
12.	same as above
13.	Unsure
14.	N/A
15.	Not effectively
16.	use media channels; use IPs to use the media channels to disseminate facts and information
17.	not aware
18.	Not sure

## 24. In what ways did UNHCR promote or support the Government of Turkey to ensure: | A. effective Syrian refugee representation, both women and men?

#	Response
1.	UNHCR has done an excellent job on that. Community services has been advocating with the government and I/NGOs on establishing committees, developed guidelines, and provided lots of training which resulted in 95% representation at camps level and now urban committees are being established one of which is doing lots of excellent work with their community as well as with the Turkish authority (Reyhanli women's committee)
2.	N/A
3.	-
4.	through capacity building assistance
5.	Creation of refugee committees in camps
6.	Findings of focus group discussions were shared with the relevant Ministries to which the suggested solutions by the refugee communities were passed on.
7.	Promoting the creation of refugees' communities and promoting women participation on them
8.	Through the establishment of refugee committees, initially in the camps and later on expanded to urban locations.
9.	Supported the establishment of refugee committees in camps
10.	promote the establishment of diverse refugee committees in all the camps. This has been fully embraced by AFAD
11.	Establishment of refugee committees in camps (first) and then in urban areas.
12.	involving both women and men into discussions related to their daily life, livelihood, encouraging them to participate in decision making as well as identifying protection concerns.
13.	UNHCR successfully convinced AFAD to establish representation mechanisms in the camps.
14.	unsure
15.	N/A
16.	NOT EFFECTIVELY
17.	supporting the refugee committees (by trainings, materials, and tools) and advocate for them
18.	not aware
19.	Not sure

## 24. In what ways did UNHCR promote or support the Government of Turkey to ensure: | B. Syrian refugee community mobilization?

#	Response
1.	UNHCR CS also has been advocating with relevant stakeholders on community mobilization, developed guidelines on refugee outreach programme and did lots of training on the subject.
2.	N/A
3.	encouraging Syrian initiatives
4.	Through our partners, we have a network of Community Centre which are allowed by the Turkish Authorities.
5.	Through community centers and camp activities and training both refugees and authorities' partners
6.	Promoting the creation of refugees' communities
7.	Through the establishment of Community Centers and Multi-service Centers catering to the various needs of Syrian refugees.
8.	Mostly in the South East through refugee outreach volunteers, community initiatives and community centres; much less in the rest of the country due to limited presence in the field and dispersion of the caseload
9.	promote active participation of the refugees in the camps in management and activities for the refugees
10.	Establishment of community centres (multi-service centres)
11.	Working with various source to identify beneficiaries by working in collaboration with mukhtars, local NGO's and institutions. Expanding protection program for urban Syrian refugees by launching community centers. Operating projects with major community mobilization components to facilitate the process of citizens organizing for positive social change.
12.	unsure
13.	N/A
14.	Not effectively
15.	by supporting Syrian NGOs and CSOs and advocate for them with the government
16.	not aware
17.	Not sure

## 25. What more could UNHCR do to take account of and track incidences of social tension between local populations and refugees? |

#	Response
1.	Today it seems that there is no such tension but it has to be followed...
2.	Follow up more effectively on media reports of violence with individuals (refugee and host community involved) in order to understand reasons behind tensions and try to come up with solutions together with refugee community
3.	Expanding the numbers of partners
4.	Further engagement with local authorities all over Turkey, as well as engagement in the field through partner coverage.

5.	Strengthen outreach, community involvement and engagement of local authorities and civil society organisations
6.	Through the community based protection network learn from refugees (focal group discussions/ home visits), local authorities and other partners
7.	Empowering people to be their own agents of change. To collaborate with a diverse range of partner agencies and institutions at all levels of the public, private and civil society sectors.
8.	Same as Question 23

## 26. What measures has UNHCR taken to leverage the engagement of NGO and UN partners in the delivery of support to local populations affected by the refugee presence? |

#	Response
1.	There is room for improvement in terms of coordination of efforts and enabling of NGOs
2.	None.
3.	has timely transferred regular and updated information on time
4.	Support to NGOs targeting both host and refugee communities in their activities and through advocating this at different fora
5.	UNHCR engaged in several activities to build the capacity of NGOs working with refugees. Considerable financial support was provided to broaden presence and efficiency of NGOs in the field. Joint activities targeting local authorities, refugees and line ministries to increase visibility of contributions done by UN agencies and NGOs.
6.	No clear question.
7.	Engagement of actors in the field through field teams and Working Groups (coordination mechanisms). Supporting partner and other NGO projects that include the host community members in their activities to promote peaceful co-existence.
8.	UNDP has had a stronger role in this sector.
9.	funding mobile clinics, ambulances, funding UNDP project; establishing women centers that involve both refugees and host communities (e.g. RET women centers
10.	The 3RP sector planning, with UNHCR leadership and co-ordination, has a focus on resilience and strengthening local service delivery to ensure that the quality of service delivery is not negatively affected. A number of community services projects have focused on addressing social cohesion and promoting interaction.
11.	Effective impact, remains active, empowered during and after the program implementing with close follow up/monitoring.
12.	This is reflected in 3RPs under Resilience
13.	UNHCR chairs or co-chairs most of the NGO Working Groups, which is a useful coordination mechanism.
14.	Awareness raising activities in the host community, peacebuilding activities
15.	Local networking systems and implementation through local NGOs is essential
16.	3 RP



- |     |   |
|-----|---|
| 17. | Not been involved with Refugees   |
| 18. | Good attention to general information and coordination meetings, but weak support for sectoral coordination |

## 27. What initiatives have been taken to promote access to livelihoods amongst: | A. Syrian refugee women?

#	Response
1.	N/A
2.	I do not know, but it should be limited with due to nonexistence of work permits
3.	This is new
4.	Vocational classes through supported women's centers
5.	vocational and language courses.
6.	Promoting language and vocational skills
7.	Initially, advocacy for legal access to labor market, which was recently successful and yielded positive developments. Following the granting of work permits, advocacy for access to and capacity building for vocational training/language training/life-skills activities.
8.	Vocational training and education. In the absence of secondary legislation on employment, livelihoods opportunities were quite limited
9.	Skills training in camps supported (2013, 2014) and later in urban areas (2015). Promotion of participation in Halk Egitim skills development programming. Programming negatively affected by lack of legal work opportunities during period covered by evaluation.
10.	efforts to advance refugee women and initiatives to promote sustainable economic reliance/growth
11.	UNHCR has promoted and lobbied for access to the labor market. This right was granted to Syrian refugees under TP in October 2014 and the implementation directive was adopted last month only. Since last year, UNHCR Turkey has recruited a staff focusing on livelihood who has reach out to business community in order to facilitated engagement with Syrian communities and employment of Syrian refugees, men and women.
12.	very little
13.	Livelihood activities, language courses, women support groups
14.	Women safe spaces including training and job generation
15.	encourage the stakeholders like IsKur and development agencies as well as municipalities for more partnership and cooperation with NGOs for empowerment programmes
16.	not aware
17.	Looks like no effort at all

## 27. What initiatives have been taken to promote access to livelihoods amongst: | B. Syrian refugee men?

#	Response
1.	N/A
2.	I do not know, but it should be limited with due to non existence of work permits
3.	This is new
4.	Vocational courses at community centers and advocating for accessing Turkish vocational system
5.	vocational and language courses
6.	same as for women
7.	Initially, advocacy for legal access to labor market, which was recently successful and yielded positive developments. Following the granting of work permits, advocacy for access to and capacity building for vocational training/language training/life-skills activities.
8.	Vocational training and education. In the absence of secondary legislation on employment, livelihoods opportunities were quite limited
9.	Skills training in camps supported (2013, 2014) and later in urban areas (2015). Promotion of participation in Halk Egitim skills development programming. Programming negatively affected by lack of legal work opportunities during period covered by evaluation.
10.	same as above
11.	very little
12.	Livelihood activities, language courses
13.	vocational training and engaging them to Turkish business sector
14.	encourage the stakeholders like IsKur and development agencies as well as municipalities for more partnership and cooperation with NGOs for empowerment programmes
15.	not aware
16.	Looks like no effort at all

## Appendix V Respondents Interviewed

### Respondents interviewed during the inception mission at UNHCR Geneva (14-16th December 2015)

NAME	TITLE	SECTION / ORGANIZATION
<b>UNHCR Geneva</b>		
Steven Corliss	Director	DPSM
Henrik M. Nordentoft	Deputy Director	DPSM
Paul Spiegel	Deputy Director	DPSM
Betsy Lippman	Chief of Operations, Solutions Transitions Section	DPSM
Kimberly Roberson	Chief of Section	FICCS, DPSM
Nur Amalina Abdul Majit	Registration officer	DPSM
Carol Batchelor	Director	DIP
Louise Aubin	Deputy Director	DIP
Preeta Law	Deputy Director, a.i.	DIP
Janice Lynn Marshall	Deputy Director	DIP
Ita Sheehy	Senior Education Officer	DIP
Cinzia Faiella	Associate Donor Relations Officer	DER
Bates Assilbekova	Donor Relations Officer	DER
Carole Laleve Vallat	Senior Donor Relations Officer	DER
Mengesha Kebede	Inspector General	IGO
Pablo Mateu	Head of Service	IGO
François Reybet-Degat	Deputy Director (Iraq and Syria)	MENA
Ayman Gharaibeh	Head of MENA Unit	MENA
Michele Cavinato	Senior Legal Officer	MENA
Nivene Albert	Senior Protection Officer	MENA
Vincent Cochetel	Director	Europe
Felipe Camargo	Principal Emergency Coordinator	DESS
William Spindler	Senior Communications Officer/ Spokesperson	Communications and Public Information Service

NAME	TITLE	SECTION / ORGANIZATION
<b>Evaluation Reference Group</b>		
M Ayman Gharaibeh, Michele Cavinato and Kenrik Nordentoft		UNHCR (listed above)
Robbie Marks	Deputy Counsellor for Humanitarian Affairs	US Mission to the UN - Geneva
Joachime Nason	Counsellor	EU Delegation Geneva
Joshua Tabah	Conseiller (Affaires humanitaires)	Canada Delegation Geneva
Lori Bell	Regional Advisor, Monitoring and Evaluation	UNICEF Geneva
Nan Buzzard	Executive Director	ICVA – Geneva
Machiel Salomons	Evaluation Manager	Policy Development and Evaluation Service
Ewen Macleod	Head of Service	Policy Development and Evaluation Service

### Respondents interviewed during and after the field mission to Turkey 8 February – 4 March 2016

<b>ANKARA</b>		
<b>UNHCR Office</b>		
Pascale Moreau	Representative	UNHCR Turkey
Karim Atassi	Deputy Representative (Western Borders and Mediterranean)	UNHCR Turkey
Paolo Artini	Deputy Representative (Protection)	UNHCR Turkey
Margarita Vargas Angulo	Assistant Representative	UNHCR Turkey
Nese Kilincoglu	Senior Protection Officer	UNHCR Turkey
Iraj Imomberdiev	Senior Programme Officer	UNHCR Turkey
Jennifer Roberts	Education Officer	UNHCR Turkey
Selin Unal	Association Communication Officer	UNHCR Turkey
Hassan Adballa	Senior Supply Officer	UNHCR Turkey
Damla Taskin	Regional Livelihoods Officer	UNHCR Turkey
Alev Orsel-Karaca	Liaison Officer	UNHCR Turkey
Luca Curci	Senior Protection Officer	UNHCR Turkey
Brenda Goddard	(Former) Sr. Protection Officer	UNHCR Turkey

NAME	TITLE	SECTION / ORGANIZATION
Jing Song	Reporting Officer	UNHCR Turkey
Baran Nedimoglu	Associate Programme Officer	UNHCR Turkey
Asli Yonca Velieceoglu	Asst. Protection Officer	UNHCR Turkey
Handan Gokce Saraydin	Assoc. Protection Officer	UNHCR Turkey
Elmar Bagirov	Senior Resettlement Officer	UNHCR Turkey
Gabor Szucs	Human Resources Officer	UNHCR Turkey
Elena Petrukhina	Senior Admin/Finance Officer	UNHCR Turkey
<b>UN Agencies</b>		
Behire Ozek	Humanitarian Officer	UNFPA
Fatma Kaya Ergani	National Programme Officer	ILO
Kamal Malhotra	UN Resident Coordinator/ Resident Representative	UN/UNDP
Matilda Dimovska	Deputy Resident Representative	UNDP
Fernando Da Cruz	Resilience Advisor	UNDP
Berna Bayazit Baran	Programme Manager	UNDP
Zeliha Unaldi	Gender Specialist	UN Women
Philippe Duamelle	Representative	UNICEF
Nona Zicherman	Emergency Coordinator	UNICEF
Chiraru Kondo	Chief of Child Development and Education	UNICEF
Deema Jarrar	Education in Emergency Specialist	UNICEF
Kathleen Inglis	Programme Communications Officer	WFP
<b>Donors</b>		
Matthew Johnsson	US Humanitarian Advisor	USA Embassy
Jean-Christophe Pegon	Technical Assistant	European Commission DG ECHO
Thomas Triller	Political Officer	Embassy of Germany
Nick Horne	Lead Humanitarian Adviser for Turkey	Embassy of Great Britain Department for International Development (DFID)
Simona Gatti	Minister Counsellor	Delegation of the European Union to Turkey
Banur Ozaydin	Programme Manager, Home Affairs and Human Rights	Delegation of the European Union to Turkey

NAME	TITLE	SECTION / ORGANIZATION
Michael A. Rupp	Head of Section, Institution Building and Civil Society	Delegation of the European Union to Turkey
Jason Tulk	Senior Programme Officer, International Humanitarian Assistance Operations	Global Affairs Canada
<b>Government of Turkey</b>		
Ayse Betul Kasapoglu	Chief Advisory of Immigration and Humanitarian Aid	Chief Advisor's Office of Prime Ministry
Aysenur Bulbul	Chief Advisory of Immigration and Humanitarian Aid	Chief Advisor's Office of Prime Ministry
Ercan Mutlu	Chief Advisory of Immigration and Humanitarian Aid	Chief Advisor's Office of Prime Ministry
Esen Altug	Deputy Director General for Consular Affairs	Ministry of Foreign Affairs (MFA)
Mehtap Iyice	Head of Department of International Protection	Directorate General of Migration Management (DGMM)
Ismail Aydogan	Head of Department of Information Technologies	DGMM
Haldun GONUL	Projects Group Coordinator	DGMM
Mustafa YILMAZ	Migration Expert	DGMM
Gozde Ozkurul	Migration Expert	DGMM
Talip Menekse	Migration Expert	DGMM
Selman Isik	Head of Commission of Syrian Students	Ministry of National Education (MoNE)
Bayram Selvi	Head of Migration and Refugee Department	Turkish Red Crescent (TRC)
Mucahit Salih Duran	Head of Unit, Migration and Refugee Service Department	Turkish Red Crescent (TRC)
Serkan Yilmazturk	Officer, Migration and Refugee Service Department	Turkish Red Crescent (TRC)
Cagatay Gokyay	Expert, Employment and Occupation	ISKUR (Public Employment Agency)
Fatih Ozer	Head of Response Department	AFAD Ankara
Asiye Bekarca Sen	Social Worker, Response Department	AFAD Ankara

NAME	TITLE	SECTION / ORGANIZATION
<b>NGOs, civil society and academic institutions</b>		
Zahide Erdogan	Head of Department	Presidency for Turks Abroad and Related Communities (YTB)
Mehmet Fethi Tanrikulu	Expert	Presidency for Turks Abroad and Related Communities (YTB)
Ibrahim Vurgun Kavlak	General Coordinator	ASAM Ankara
Gokcen Yilmaz	Deputy Project Coordinator	ASAM Ankara
Ezgi Arslan	Deputy Project Coordinator	ASAM Ankara
Veysel Ayhan	Director	International Middle East Peace Research Center (IMPR)
Metin Bakkalci	President	Human Rights Foundation
Ramadan Assi	Country Director & Special Advisor for GCC and MENA Affairs	International Medical Corps (IMC)
Metin Corabatir	Director	Asylum and Migration Research Center (IGAM)
Murat Erdogan	Director	Hacettepe University Migration and Politics Research Center (HUGO)
Saban Kardas	Director, Assoc. Prof.	ORSAM, TOBB ETU
Basak Yavcan	Assist. Prof.	TOBB ETU
Ceylan Tanriverdi	Lawyer/ Director, Commission of Refugee Rights	Ankara Bar Association
<b>Parliamentarians</b>		
Safak Pavey	Member of Parliament	Grand National Assembly of Turkey
Niyazi Nefi Kara	Deputy of Antalya – Member of Committee on EU Harmonization – TR EU Joint Parliamentary Committee Vice Co-chair	Grand National Assembly of Turkey
<b>UNHCR MENA Bureau (Jordan)</b>		
Robin Ellis	Deputy Representative	UNHCR MENA Office
Tayyar Sukru Cansizoglu	Senior Protection Officer	UNHCR MENA Office
<b>GAZIANTEP</b>		
Tracey Buckenmeyer	Head of Sub-office	UNHCR Turkey
Drene Sarifodeen	Programme Officer	UNHCR Turkey
Tayba Sharif	Snr Protection Officer	UNHCR Turkey

NAME	TITLE	SECTION / ORGANIZATION
Fuat Ozdogru	Field Coordinator	UNHCR Turkey
Rana Milhem	(Former) Community Services Officer	UNHCR Turkey
Elif Zeybel	Field Officer	UNHCR Turkey
Gizem Uliu	Field Officer	UNHCR Turkey
Deniz Gucuk	Field Officer	UNHCR Turkey
Aynur Seda Baran	Field Officer	UNHCR Turkey
Vito Trani	(Former) Head of Sub-office	UNHCR Turkey
Rifat Kerim Menemencioglu	Community Services Assistant	UNHCR Turkey
Muharrem Adanc	Senior Community Services Assistant	UNHCR Turkey
Derya Ferhat	Senior Community Services Assistant	UNHCR Turkey
Mahir Safarli	Senior Field Coordinator	UNHCR Turkey
Erdem Bozoglan	Project assistant - Multiservice center for Syrian refugees	ASAM Gaziantep
Nursal Cakiroglu	Deputy Governor	Governorate of Gaziantep
Oktay Bahceci	Director	PDMM Gaziantep
Ahmet Taskesen	Director	AFAD Gaziantep
Ibrahim Cem Kurt	Director	ASAM Gaziantep
Tugce Atak	Community Center Manager	ASAM Gaziantep
Levent Senel	Protection Officer	ASAM Gaziantep
Ekrem Bozdogan	Protection Officer	ASAM Gaziantep
Rukiye Uysal	Protection Expert, Multi Service Center for Syrian Refugees	ASAM Gaziantep
Ayse Asra Belge	Women and Family Branch Manager	Gaziantep Metropolitan Municipality
Kadir Akgunduz	Head of Border Relief Operations, Syrian Crisis Humanitarian Relief Operation	Turkish Red Crescent
Tandogan Noyan	In country Operations Manager	Turkish Red Crescent
Vasif Minik	Director	Provincial Education Directorate
Sedat Canpolat	Director	Social Solidarity and Assistance Foundation - Gaziantep



NAME	TITLE	SECTION / ORGANIZATION
Hande Dilaver	Education Officer	UNICEF
Caroline Dean	Education Programme Officer	Save the Children International
Sayed Shah	Interim Country Director	Relief International- Turkey
<b>ISTANBUL</b>		
Elif Selen Ay	Head of Field Unit	UNHCR Turkey
Mohammad Fateh Alkadah	Senior Protection Associate	UNHCR Turkey
Can Vodina	Protection Officer	UNHCR Turkey
Yazgulu Sezgin	Field Associate	UNHCR Turkey
Eda Tutar	Administrative Assistant	UNHCR Turkey
Mohamad Reza Lakhzadeh	Protection Assistant	UNHCR Turkey
Lara Ozugergin	Protection Assistant	UNHCR Turkey
Gizem Demirci Alkadah	Project Coordinator	ASAM Istanbul
Cansu Alozkan	Project Assistant	ASAM Istanbul
Muhtar Cokar	Executive Director	Human Resources Development Foundation (HRDF)
Kenan Keskin	Branch Manager of the Provincial Directorate of National Education	PD of Ministry of National Education
Muzaffer Zor	Manager Responsible for Syrian children and Temporary Education Centers	PD of Ministry of National Education
Selcuk Satana	Chair of Adaptation and Communication Work Group	Provincial Directorate of Migration Management
Kenan Sanay	Director	PD of the Ministry of Family and Social Policies
Ali Fuat Karaman	Deputy Director	PD of the Ministry of Family and Social Policies
Arzu Gur	Deputy Director (responsible officer for SGBV)	PD of the Ministry of Family and Social Policies
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Sema Genel Karaosmanoglu	Director	Support To Life
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NAME	TITLE	SECTION / ORGANIZATION
Nurcan Ozgur Baklacioglu	Associate Professor	Istanbul University
Nuray Eksi	Professor	Yeditepe University School of Law
Lami Bertan Tokuzlu	Associate Professor	Istanbul Bilgi University School of Law
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Semih Elseyh	Director	Alawael Temporary Education Center for Syria Children
Ceylan Ergin	Coordinator	Alawael Temporary Education Center for Syria Children
Cihat Elseyh	Administrator	Alawael Temporary Education Center for Syria Children
Ahmet Elseyh	Public Relations	Alawael Temporary Education Center for Syria Children
Kenan Arslan	Director	Yeldegirmeni Childcare Institution
Iclem Kizilocak	Psychologist	Yeldegirmeni Childcare Institution
<b>HATAY</b>		
Ahmet Unal Gurel	Senior Protection Assistant	UNHCR Turkey
Kemal Karahan	Director	Provincial Directorate of Ministry of National Education
Yusuf Avar	Head of Department	Provincial Directorate of Ministry of National Education
Sera Marshall	Communication Officer	Save the Children
Ayse Kocak	Education Officer	Save the Children
Taylan Cengiz	Field Coordinator	Support to Life
Hatem Efe Keller	Project Manager	Support to Life
Luke Gracie	Protection Manager	Danish Refugee Council
<b>KAHRAMANMARAS Camp</b>		
Ferhat Kurtoglu	Deputy Governor	Governorate of Kahramanmaraş
Kahramanmaraş Women's Group		Kahramanmaraş Camp
Kays Tumkaya	Director	MALUMAT
Serife Ozturk	Protection Officer	MALUMAT

NAME	TITLE	SECTION / ORGANIZATION
Yasemin Gultutan	Communication Officer	MALUMAT
<b>BURSA</b>		
Derya Erdogan	Expert	Provincial Directorate of Migration Management
Hakan Gunduz	Expert	Provincial Directorate of Migration Management
Sevket Barca	Director	PD of Ministry of Family and Social Policies
Abdulkadir Karlik	Deputy Major	Bursa Metropolitan Municipality
Mehmet KOYLU	Basic Education Expert	PD of Ministry of National Education
Remziyi KIRAVAN	Head of Basic Education Department	PD of Ministry of National Education
Arif Celenk	Director	Association of Helping Syrian Refugees
Ebubekir Armagan	Director	IPEKYOLU International Students Association
<b>KONYA</b>		
Gokce Ceylan	Office Manager	ASAM Konya
Ahmet Babaoglu	Director	PD of Migration Management
Rahime Das	Deputy Expert (Uzman Yard)	PD of Migration Management
Cenk Sakarya	Deputy Expert (Uzman Yard)	PD of Migration Management
Huseyin Sarac	Co-Director	Elbir Association



# Appendix VI Interview Protocol

## Draft interview guide

## Universalialia evaluation of UNHCR Turkey

Provide name

Universalialia has been contracted by UNHCR to conduct an evaluation of UNHCR's programme in Turkey. It is very important that we explain at the outset that this evaluation only covers Syrian refugees in Turkey – and only in the period from January 2014 to June 2015.

This evaluation does not cover the European migration issues, or other refugees in Turkey, or cross-border operations into Syria.

Also, we are evaluating UNHCR's activities not the Government of Turkey.

**Do you have any questions about our mandate or the overall scope of our evaluation?**

Our evaluation terms of reference ask us to consider a range of normal evaluation questions according OECD DAC and UN Evaluation Group guidelines. We will want to talk about six main cross-cutting themes, which are (1) Coordination, (2) Efficiency, (3) Coverage, (4) Appropriateness, (5) Impact, and (6) Sustainability and Connectedness.

We have also been asked to focus on four sectors of UNHCR's greatest involvement in the time period under review: (1) Protection, (2) Education, (3) Community Empowerment, and (4) Non-Food Items.

Before we get into the actual interview questions, I would also like to be clear about two more things.

The first is that we are fully aware of the importance of the relationship between UNHCR and the Government of Turkey. Our approach is to look at the past in order to be able to make constructive and forward looking recommendations that will help UNHCR and the Government of Turkey better face the challenges ahead. We most certainly will be extremely careful not to say or do anything that could put at risk that extremely important relationship with Turkey.

The second is that, although we are interviewing you and taking notes, we want to assure you that we will not be attributing any findings or recommendations in our final report to you or to this conversation. We are interviewing dozens of people, conducting surveys and consulting a vast number of documents, in order to draw conclusions that we can then triangulate against other sources of information. Nothing you say will be attributed to you in our final report.

**Do you have any questions at this stage, before we jump into the interview itself?**

**Q1. Can you please take a moment to describe your role in the Syrian refugee response, either now or earlier in the period under review? What was your role and what sectors were you responsible for?**

**Q2. What is your general impression of how well UNHCR has responded to the Syrian refugee crisis in Turkey? Are there some things that UNHCR has done particularly well? Are there gaps that UNHCR needs to focus on?**

Invite follow-on questions depending on the initial comments made by the interviewee.

Depending on the role of the interviewee, select ten of the key evaluation questions for specific discussion. These can be from throughout the 10 evaluation areas or concentrated in one area depending on the profile of the interlocutor. The key/priority questions are highlighted in **bold blue**.

#### Coordination

1.1 How effective was UNHCR in supporting AFAD and DGMM in their coordination roles?

**1.2 How effective was UNHCR's performance coordinating with Government, UN and non-governmental partners to provide support and assistance at the National and Sub-national levels?**

1.3 Were the main coordination processes and products effective?

1.4 Given the likelihood of a protracted Syrian refugee situation, what changes to UNHCR's coordination role/ arrangements would produce better programme outcomes?

#### Efficiency

2.1 Were UNHCR's resources used efficiently to achieve the stated objectives?

**2.2 Was the planning process timely and relevant?**

#### Coverage

**3.1 To what extent did UNHCR's support to the Government of Turkey assist in ensuring that protection and assistance interventions reached Syrian refugees both within camps and out of camps?**

3.2 Were persons of concern, in particular persons with specific needs (women and children, disabled, vulnerable host communities, etc.), correctly and fairly identified and targeted, and by whom?

#### Appropriateness

**4.1 Were assessments/ beneficiary consultations carried out to identify needs and priorities?**

4.2 Has UNHCR's support to the Government of Turkey and to Syrian refugees been appropriate in view of the cultural context and customs?

#### Impact

**5.1 Have the interventions made by UNHCR and its partners, in support of the Government of Turkey, improved the situation of Syrian refugees in the respective sectors covered by this evaluation?**

5.2 Have satisfactory humanitarian standards (e.g. Sphere, INEE and/or UNHCR) been met?

5.3 Are M&E systems in place to monitor, measure, or assess impact?

5.4 Has UNHCR helped establish effective beneficiary-feedback mechanisms, for example participatory assessments, and what are the persons of concern perceptions of the impact of UNHCR's assistance programmes?

5.5 Are any of the interventions doing harm?

#### Sustainability and Connectedness

**6.1 How has UNHCR's assistance contributed to strengthening the capacities of host government authorities and organisations to manage the consequence of the rapid growth of the Syrian population?**

6.2 What measures have been taken to guide UNHCR programme design and interventions for the longer-term?

6.3 What has been UNHCR's role with respect to assisting the Turkish authorities to develop longer term policies and programmes?

#### Protection

7.1 Have UNHCR's contributions to the evolution of the refugee registration system resulted in quantitative improvements (i.e. reduction of the backlog and increased coverage)?

7.2 To what extent has UNHCR been able to contribute to ensuring that the needs of Syrian refugees are assessed and their profile and vulnerabilities identified, both through the improvement of the registration system and relevant assessments and monitoring? What impact has this had on targeting of interventions?

7.3 To what extent has UNHCR been able to verify that reception services were adequate?

**7.4 To what extent has UNHCR been able to verify access to the territory by Syrian asylum seekers?**

7.5 Have durable solutions been given due consideration in the planning process? If yes, describe each solution?

7.6 To what extent has UNHCR addressed Syrian refugees' Sexual and Gender Based Violence risks?

#### Education

8.1 How successful has UNHCR been in ensuring that as many pre-school and school-age children and adolescents/ youth as possible gain access to education or appropriate learning opportunities?

**8.2 What measures have been taken by UNHCR to increase access to informal, vocational and higher education, and continuous learning?**

8.3 Has there been effective coordination of policy development and interventions among the UN agencies, government organisations, and other partners participating in the education sector?

#### Community Empowerment

9.1 Was UNHCR's support for local authorities and communities well designed, planned and implemented?

**9.2 What measures are in place in UNHCR to take account of and track social tensions between host communities and refugees?**

9.3 What steps has UNHCR taken to encourage NGOs and UN partners to support host communities affected by the refugee presence?

9.4 What initiatives has UNHCR taken to promote access to work and livelihoods amongst Syrian persons of concern?

#### NFIs

**10.1 Have NFIs and winterisation packages provided by UNHCR and its partners been appropriate and useful for the refugees?**





## Appendix VII List of Documents

### 1. Policy and strategy documentation (e.g. mandate, goals, approach, structure, partnerships, agreements, arrangements, decision-making processes, coordination, Government policy statements and regulatory documents etc.)

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- No author (n.d.) “Regional Refugee & Resilience Plan 2015-2016: Regional Strategic Overview”.
- No author (n.d.) “2014 Syria Regional Response Plan Strategic Overview”.
- No author (n.d.) “2014 Syria Regional Response Plan Strategic Overview: Mid-Year Update”.
- No author (2014) “Overview: 2015 Syria response plan and 2015-2016 Regional Refugee and Resilience Plan”.
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- UNHCR (2015) “16 Days of Activism against SGBV Campaign Activity Report”.
- No author (n.d.) “Proposed questions: Early marriages”.
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- UNHCR (2015) “World at War: UNHCR Global Trends; Forced displacement in 2014”.
- UN Humanitarian Country Team (UNHCT) (2014) “2015 Strategic Response Plan- Syrian Arab Republic”.
- No author (n.d.) “Operations Plan Level- Planning for 2014-2015”.
- No author (n.d.) “2015 Turkey Operations Plan Narrative- Planning for 2015”.
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### 2. Country programme documentation (e.g. design, planning, processes, logical frameworks, chains of results, FOCUS data, etc.)

- No author (n.d.) “Regional Refugee & Resilience Plan (3RP) 2015-16: Turkey”.
- No author (n.d.) “Regional Refugee and Resilience Plan (3RP) 2016-2017: Turkey”.
- No author (n.d.) “2014 Syria Regional Response Plan: Turkey”.
- No author (n.d.) “January-December 2015- Regional Refugee and Migrant Response Plan for Europe”.

- UNHCR (n.d.). “2015 Operations Plan: Turkey”.
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- UNHCR (2015) “Mental Health and Psychological Support (MHPSS) Sub-working Group Workshop-Draft Report”.
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- UNHCR (2016) “Briefing Note: Education Access for Refugees in Turkey”.
- UNHCR (n.d.) “Information on Educational Services for Syrian Refugees in Turkey- Edition 1- Internal”.
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- UNHCR (2015) “Mainstreaming Refugees in National Education Systems- Education: Issue Brief 4”.
- No author (n.d.) “Teaching Materials Supplied by UNHCR to Temporary Education Centres”.
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- UNHCR (2016) “Urban Strategy Implementation Matrix (February 2016)”.
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- UNHCR (n.d.) “Comment and Observations on Recent Instructions concerning Syrian Nationals under Temporary Protection”.
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- No author (Feb 2014- Sept 2014) “Allocations- The One Sheet- 2014 Samples” (Several Documents).
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- No author (n.d.) “Budget Committee Target Note 2013”.
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- No author (January-June 2014). "Syrian refugees in camps: map (Several Documents)".
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- UNHCR (Dec. 2014). "Turkey: External Updates (Several Documents)".
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- ACAPS (2015) "Syria four years on: No end in sight".
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- UNHCR (2015) “Age, Gender and Diversity 2015 External Report”.
- UNHCR (2015) “Age, Gender and Diversity 2015 Internal Report”.
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- UNICEF (2015) “Curriculum, Accreditation and Certification for Syrian Children in Syria, Turkey, Lebanon, Jordan, Iraq and Egypt”.
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- UNHCR (2015) “Syria in Focus- Issue 5 of 2015”.
- UNICEF (2014): “Textbooks developed and revised by the Syrian Education Commission- A critical Analysis”.
- UNHCR (n.d.) “Turkey 2015- Mid-Year Report- Narrative”.
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- UNHCR (n.d.) “Turkey 2014- Year-End Report Narrative-Final”.

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- UNHCR (January 2014-September 2014) “Turkey Syrian Refugee Daily Sitrep (Several Documents)”.

- UNHCR (January 2014-April 2014). “Monthly Summary on Syrian Refugees in Turkey (Several Documents)”.
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