



SRHC

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

ROADMAP INTO THE FUTURE

Germany has cooperated with Turkey since the late 1950s. Cooperation between the two countries was formalised on the 10th of November 1970, when the Federal Republic of Germany signed an official agreement on technical cooperation with the Republic of Turkey (registered in the Official Gazette no. 13663). Today Turkey is an emerging economy. It is part of the Group of Twenty (G-20) and the Organisation of Economic Cooperation and Development (OECD).

GIZ is Germany's leading provider of international cooperation services, with BMZ as its main commissioning party. GIZ has been operating since the 1st of January 2011, when three governmental development agencies merged: The Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, the German Development Service (DED) gGmbH and InWEnt – Capacity Building International, Germany. Today, GIZ operates in 120 countries worldwide and has more than 20,000 employees around the globe, almost 70% of whom are national personnel. In Turkey, GIZ established an office in Ankara in 1998 and a project hub in Gaziantep in 2014.

Currently, the overarching focus of BMZ's support to Turkey is to respond to the influx of refugees entering the country since the onset of the war in Syria in 2011. Working on behalf of BMZ and the EU, GIZ provides technical support to the Government of Turkey in the areas of employment and skills development, education, social cohesion and capacity development, addressing the needs of both the Turkish host community and Syrian refugees.

Beyond its BMZ-funded portfolio, GIZ also implements projects in Turkey on behalf of the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) in the areas of renewable energies and energy efficiency. GIZ has also been engaged in EU pre-accession assistance programmes through its International Services Business Unit and implements a project co-financed by DGECHO.



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The GIZ Turkey Country Office and the SRHC Cluster would also like to thank the BMZ's Head of Development Cooperation in Turkey at the German Embassy, Dr. Manuel Paulus, and the BMZ Desk Officer Turkey, Mr. Konrad Sternisko, for their constant support and open dialogue.

A special thought with fond memories goes to our colleague and friend Kahan Ertik, who perished in a tragic train accident in December 2018. His professional commitment and cheerful manners have been a significant loss for the SRHC Cluster team.

1. Introduction

This second publication of the Support to Refugees and Host Communities (SRHC) Cluster aims to provide a comprehensive overview of what has been achieved in the GIZ *'right and migration'* sector in Turkey up to mid-2019. It includes a report of the Cluster's achievements through the evidence gained from partners' feedback and impact data. It also introduces the new projects that will be initiated in the upcoming second cycle of programming, and outlines the Cluster's roadmap for the refugee response in Turkey.

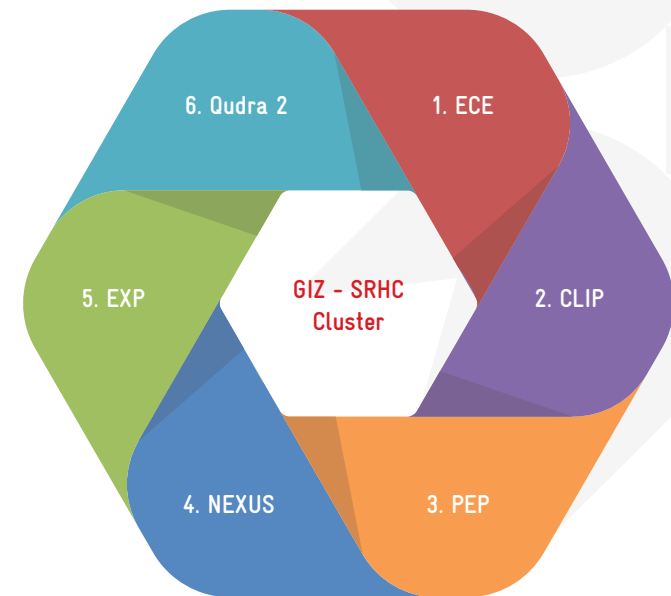
In 2019, the SRHC Cluster began to transition from the first cycle of projects, which were initially commissioned in 2015, into a new, second cycle. The new projects build on best practices and lessons learned from the innovative pilot approaches that were implemented during the first cycle, such as the scale-up of the *Community Initiative Fund (CIF)* of the previous Multi-Service Centres Project into the new, BMZ and DGECHO co-financed *Local Initiative Fund Turkey (LIFT)*, which has become a new component of the Community Centres and Local Initiatives Project (CLIP).

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

The *Early Childhood Education (ECE)* Project is a new project of the SRHC Cluster that targets preschool and early childhood education and contributes to the Ministry of National Education's Vision 2023 plan, which was launched in early 2019. Also contributing to Vision 2023, the new *Nexus Project on Career Guidance and Social Cohesion* strengthens the previous work of the TVET&LMS Project in technical and vocational education and labour market services, integrating it with the previous BiLSy Project's work with young volunteers.

The *Qudra 2* project continues its work as a regional (Jordan, Northern Iraq, Lebanon and Turkey) programme co-financed by the EU, though in Turkey it is solely financed by BMZ. The focus of Qudra 2 is on comprehensive support to local governance and community-based approaches.

Social cohesion remains an integral part of all SRHC Cluster projects. In the first cycle of projects, the SRHC Cluster inter-projects task force developed and tested important tools to conceptualise and measure social cohesion in the context of the refugee response in Turkey. Findings from that initiative were summarised in the article *'A Joint, Cross-Sectoral Approach to Defining, Conceptualising and Measuring Social Cohesion Impacts: The case of the Support to Refugees and Host Communities (SRHC) Cluster'*, published by GIZ,



and presented at the conference 'Pathways to Social Cohesion' at the Hacettepe University in April 2019. The work of the task force will continue in the second cycle of the projects with a more practice-based approach.

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

While it is difficult to predict what future needs and possibilities may arise within the complex and volatile context of forced displacement and migration, thus far the Cluster approach has proven to be an innovative and accountable coordination mechanism, a common thread and a strategic vision-builder of bi-lateral initiatives. The Cluster approach complements the efforts of the Regional Refugee & Resilience Plan (3RP) and the EU Facility for Refugees in Turkey programmatic and financial mechanisms and supports the commendable commitments of the Government of Turkey.

2. Trends of the Syria Response in Turkey

The ongoing international response to the Syria crisis within Turkey is part of broader multilateral efforts to support the needs of forcibly displaced people around the globe, and to find sustainable political solutions to conflicts, poverty and migration.

In 2018, 193 Member States of the United Nations ratified the Global Compact on Refugees and the Global Compact for Migration, providing an important inter-governmental framework of reference to coordinate the response to forced displacement and migration at global level. The Compacts, which followed the 2016 New York Declaration, are aligned to the commitments of the 2030 Agenda for Sustainable Development and the Leave-No-One-Behind (LNOB) principle. Turkey is an active promoter of these international commitments.

On 17–18 December 2019 Turkey, with Germany, Ethiopia and Costa Rica, will co-convene the first Global Refugee Forum (GRF) in Geneva to discuss burden and responsibility-sharing in refugee responses around the globe.

Turkey is also an active contributor to the European Union's yearly conferences on '*Supporting the Future of Syria and the Region*'. In 2019 the Brussels Conference aligned approaches and strategies of the response to the Syria crisis among neighbouring countries, mobilised resources for 2020 and made commitments toward multi-year funds beyond 2020.

The Government of Turkey has demonstrated strong ownership of the Syria response, providing significant financial contributions to direct assistance services for Syrians under Temporary Protection. Partnering governments have complemented the Government of Turkey's efforts through the Regional Refugee & Resilience Plan (3RP) and the EU Facility for Refugees in Turkey multi-donor mechanisms, as well as through bi-lateral funds, with Germany among the largest contributors.



Globally, the Syria Response in Turkey stands out as a pioneering approach that combines humanitarian and development aid approaches. Noteworthy elements of Turkey's approach are the immediate humanitarian response and the financial commitment of the Government, the later development of the *Law on Foreigners and International Protection* (LFIP) with the establishment of the Directorate General for Migration Management (DGMM) and the recent Harmonisation Policy, which supports the integration process of Syrian refugees under Temporary Protection.

The current transition towards full state ownership of the provision of services and implementation of the *Harmonization Policy* is characteristic of the most recent trends of the Syria response in Turkey. The SRHC Cluster's approach is aligned to these trends, promoting the implementation of best practices by supporting state and non-state actors in ensuring that no one is left behind (LNOB principle).

3. Voices from our Partners and Beneficiaries

Partnerships are at the core of GIZ's work.

In Turkey, GIZ's lead political partner is the Office of the Vice Presidency. The SRHC Cluster projects are also implemented in close cooperation with Turkish public institutions and non-profit organisations. GIZ's contribution to these collaborations at all levels includes providing its partners with regular technical support, promoting participatory processes, and fostering transparency and accountability.

Government partners include the Ministry of National Education (MoNE), the Ministry of Family, Labour and Social Services (MoFLSS), the Ministry of Youth and Sport (MoYS), the Ministry of Interior Affairs (MoIA), the Ministry of Foreign Affairs (MoFA), the Turkish Employment Agency İŞKUR, the Chambers of Industry and Commerce, and Provincial Governorates and Municipalities. GIZ also works closely with non-governmental partners, including both national and international NGOs.

Here is what our partners and the beneficiaries of our projects say about the work done to date.



Social Support Expert at MoNE, Izmir (Cash-for-Work Projects)

"At the beginning of the project, the participants [from different backgrounds] did not greet each other. They had serious prejudices. Now they have great friendships. They are meeting outside the course. They organized WhatsApp groups. There is a significant development in terms of social cohesion among us."

Staff member at YUVA, Istanbul (Cash-for-Work projects)

"The CfW Project was very important for the women who worked in schools because they were in the school environment. Many of the teachers tried to teach them to read and write [in Turkish], and it was actually very useful. This opportunity for personal development will affect these women not only for duration of the project, but for all their lives."

Burak Yaşar, Expert at Directorate General of Migration Management (Exchange project)

"The study visit to Germany with the Turkish-German Exchange Project was a great opportunity for migration experts of the DGMM to develop a much better understanding of the German refugee response and migration management. The two countries have a lot to exchange with each other. The officials who participated found it valuable to share their experiences in common areas, and to discuss divergences. The study-visit not only added to the delegation's knowledge of issues such as asylum structure and procedures and integration measures, but also contributed to the participants' vision and understanding of each other's experiences."

Impact stories from our beneficiaries

Cemal BAS, Union of Turkish Municipalities (Exchange Project)

"Visiting our counterparts in Germany was a great experience for our Union. We have realized that we have many areas topics of common interest, as well as areas for cooperation. The depth of the programme allowed all participants from our country to exchange views with German colleagues."

Job and Vocational Counsellor, İSKUR Plus office in Gaziantep University (TVET-LMS Project)

"The İŞKUR Plus office [set up by the TVET-LMS project] is a good opportunity to introduce students more directly to İŞKUR services!"

Staff member of Göçmen Dayanışma Derneği Istanbul (CLIP Project)

"We can say that we have had a very positive impact. Through our activities, our refugee beneficiaries visibly gained resilience, and our host beneficiaries had the chance to overcome their prejudices against refugees."

Feyz Al Ali - A teacher returns to his true calling (Cash-for-Work Projects)

Originally a primary school teacher, 31-year-old Feyz Al Ali left Syria for Turkey 4 years after the conflict began, with the hope of living in a safer place. With a BA degree in Education and Teaching, he naturally wanted to continue working in his profession in Turkey, yet struggled to find a proper opportunity.

"I looked for teaching jobs, but I could not find any. In the end, I gave up. I found a job in a textile factory as a warehouse attendant. I worked nine hours a day and I had to work half days on Saturdays. I was struggling to make ends meet because my salary was very low. Additionally, I was not paid regularly. Sometimes my employer did not even pay my wages in full, and I could not demand payment because I was an informal labourer. I could not raise my voice. I worked in that job for two and a half years, but I was not happy. I felt worthless."

When Feyz joined the Cash-for-Work Programme as a teacher at the Refugees Education Centre (ÇOGEM) in Istanbul, he not only found financial security, but also a sense of fulfilment.

"In the CfW programme, I work legally, with a work permit. I work eight hours per day and I earn almost twice my previous wage. I can afford my daily expenses more easily. Above all, I work in my area of expertise, as a teacher. Since I joined the CfW programme, my life has been easier financially and I feel better psychologically. I feel happier, more satisfied and confident with my current job, as teaching is my real profession."

Fatma Arslan, Mosaic Artist and Teacher - What social cohesion means to me (BiSy Project)

"Building social cohesion is a lot like creating a mosaic. A mosaic picture is created by bringing together lots of small pieces of different colours. Once they are placed next to each other, these tiny pieces form something new. With people it's just the same. Acts of kindness and beauty appear as soon as we start interacting with each other. And despite the differences between us, these connections make all our lives more valuable."

Fatma's comment perfectly describes the aim of the SRHC Cluster – *together we build our common picture*. We are all parts of the same puzzle, and we all have something to contribute. We just need to see the larger picture, and to believe in it.

Hasan Eşici, Faculty of Education, University of Hasan Kalyoncu - The importance of schools in Gaziantep (BiSy Project)

"For me, the schools where Syrian and Turkish children are studying together represent the best of what's happening in Gaziantep today. Schools are where we're allowing the 'dough' of the future to rise. If we want to build hope, we must sow the seeds right here, among children and teachers. If we dream of a future together, schools are the places where we can jointly create this future. They offer the space, the time and the opportunity for us to make the very best out of what we have."

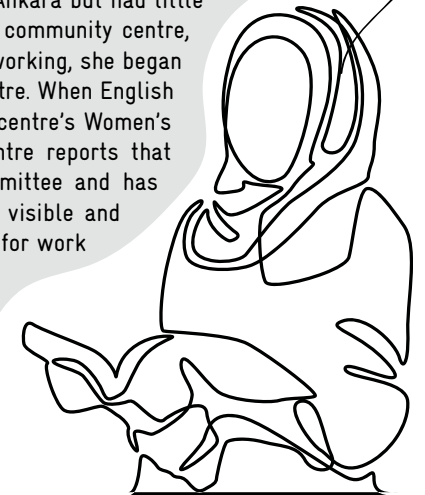


Duaa Almuamar, Student at Kocaeli University - Qudra's EU Madad Labs as a new beginning

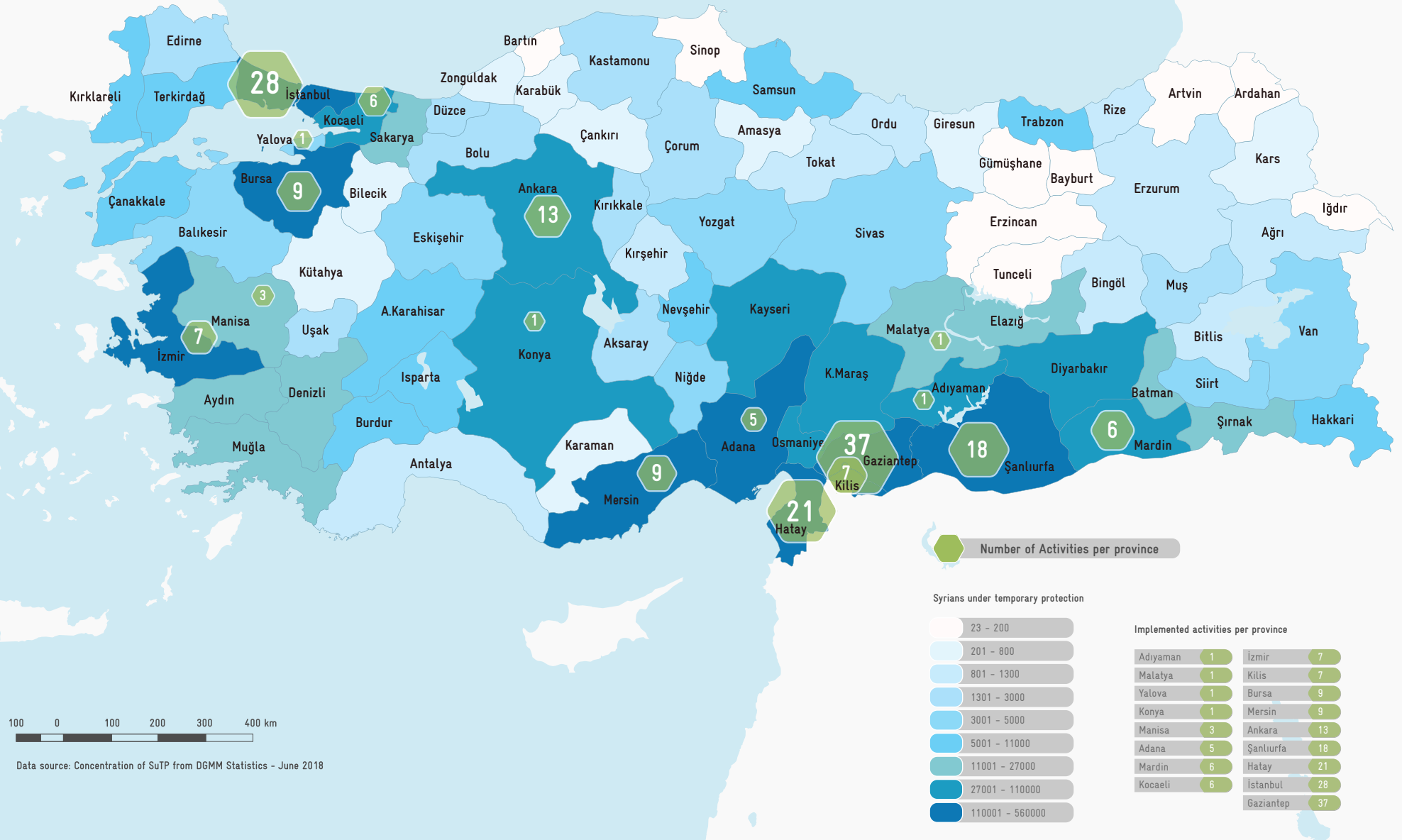
"My name is Duaa Almuamar. I'm 24 years old and I currently live in Istanbul. I came from Syria. I am studying Computer Engineering at the Kocaeli University, where I am one of the founders of the Syrian Students' Association. I provided Turkish courses to Syrians who wanted to enter university, and I also worked as a translator at hospitals and public institutions. I also volunteered at the International Middle East Peace Research Centre (IMPR)'s projects targeting Syrian refugees. But for me, the EU Madad Labs is the first step in terms of learning about technology. Just a beginning!"

Amira, community centre participant - Improved well-being through the ASAM community centre (CLIP Project)

Amira has been a beneficiary at the community centre since it opened. She was an English teacher in Syria but was not working in Turkey. She lived with her husband and two children in Ankara but had little social interaction outside her family. At the community centre, Amira worked as an English teacher. While working, she began enrolling her children in activities at the centre. When English classes at the centre ended, she joined the centre's Women's Committee. The staff of the community centre reports that she is now an active member of that committee and has an active social life at the centre – she is visible and involved in public life. Amira is also looking for work in Ankara and taking measures for her teaching qualifications to be recognized in Turkey, so she may continue her work as an educator.



4. SRHC Map of Activities in Turkey



5. SRHC Impact Results

The overarching goal of the SRHC Cluster activities in Turkey is to strengthen the self-reliance and resilience of the target groups and to contribute to *durable solutions*. This is achieved by increasing their access to decent employment and quality education opportunities, by strengthening relevant services, and by fostering social cohesion among them through strong partnerships with all stakeholders. From July-2015 until July-2019, the GIZ SRHC Cluster coordinated **14 projects**, of which six are still currently in implementation and with the addition of the innovative cross-sectors Renewable Energy and Migration Project (REMI).

In keeping with an overarching goal to ensure the sustainability of their impact, all projects of the SRHC Cluster align with the **Sustainable Development Goals** (SDGs). Specific goals addressed by the projects are SDGs 1, 3, 4, 5, 8, 9, 10 and 16, and the **Leave-No-One-Behind** (LNOB) principle.



The SRHC Cluster puts a strong focus on the specific needs of **vulnerable and hard-to-reach groups**, such as working children, people with disabilities, survivors of gender-based violence, single parents, unregistered refugees and older people. The Cluster MSC, CCP and CLIP projects, carried out in partnership with community centres, ensure that refugees and vulnerable members of the host community can access relevant social services, such as legal advice, psychosocial assistance, language courses and skills development trainings, in a safe and familiar environment. The new Local Initiative Fund in Turkey (LIFT), co-financed by BMZ and ECHO, complements the CLIP project and provides resources and support to a large spectrum of civil society actors, including Syrian organisations registered in Turkey, to reach out to the most vulnerable groups in the less-served areas across the country.

Results achieved through these programmes are measured and reported according to the four pillars of the Clusters' work: employment and skills development, education, social cohesion (including protection), and capacity development.

Employment and Skills Development

In the livelihoods sector, the SRHC Cluster collaborates closely with the Ministry of Family, Labour and Social Security (MoFLSS), the Turkish Employment Agency (İŞKUR), municipalities and civil society organisations. Through these partnerships, the SRHC Cluster has created and improved employment prospects for over **123,000 refugees and vulnerable members of the host community**. The SRHC projects address the immediate economic needs of Syrian and Turkish households, while also opening long-term prospects for employment through skills training and counselling for job seekers and entrepreneurs, and by promoting supportive legislation.

Two such initiatives have been the two Cash-for-Work projects (operational until March 2019). Together, these projects have benefitted **25,000 refugees** and members of the host community with **temporary job opportunities** opened by partnering private and public sector agencies, including the Ministry of National Education, the Chambers of Industry and Trade and relevant civil society actors. The Cash-for-Work projects provided cash support to meet the daily needs of vulnerable Syrian and Turkish job-seekers, together with short-term employment and training measures, to build their skills and expand their opportunities to access the labour market.

Beneficiaries also received language trainings and briefings on the nature of the Turkish labour market.

During the Cash-for-Work projects, **550 businesses established by Syrian refugees were formally registered**, thus increasing the entrepreneurs' financial security, while municipalities benefit from tax payments. Through the CfW project **7,839 participants were temporarily employed** in municipalities and private companies and **3,183 Syrian refugees received work permits**¹.

The SRHC Technical and Vocational Education and Training (TVET) and Labour Market Services (LMS) project, implemented in cooperation with the MoNE TVET General Directorate, took a holistic approach to facilitate refugees' and host community members' participation in the labour market. The project supported measures to enhance beneficiaries' employability, such as assisting beneficiaries in preparing their Curriculum Vitae, preparing them for job interviews, and organising job fairs, entrepreneurship support, and information sessions on the Turkish labour market regulations. Since 2016, 46,000 people were provided with employment-related counselling services and support for those establishing and registering new businesses.

Job-seekers also need relevant training and skills to be qualified and prepared for employment and livelihoods opportunities. To build refugees' and host community members' readiness for opportunities in the labour market, the SRHC Cluster facilitates access to formal vocational education and skills trainings. Across all SRHC projects, **over 52,000 refugees and vulnerable members of the host community accessed vocational and skills training courses**.

In the Promotion of Economic Prospects (PEP) Project, Turkish classes are mandatory for every Syrian participating in employment and training programmes. Having a good command of the Turkish language is essential for refugees to acquire new skills and to access employment, and their ability to communicate in Turkish also contributes to social cohesion. By mid-2019, **a total of 17,810 adults had enrolled in Turkish language courses** that uphold the Public Education Centre (PEC) language acquisition standards.

¹ <https://reliefweb.int/report/turkey/refugees-turkey-livelihoods-survey-findings-2019> (20/09/2019) In Turkey, refugees can obtain a work permit when their employer sponsors them, or they can apply themselves independently. Seasonal and animal husbandry workers can be exempted from obtaining a work permit following their application.

25,000 unemployed individuals benefitted from temporary employment and improved income.

52,000 youth and adults accessed formal vocational education and non-formal skills-development trainings.

47,000 job-seekers and entrepreneurs received labour-market relevant counselling services and support in the establishment and registration of businesses.

Looking forward, the SRHC Cluster's aims focus on developing innovative approaches to promote employment and self-reliance, especially through measures targeting youth not in education, employment or training (NEET), and by promoting self-employment and entrepreneurship at the individual level, and for small and medium size enterprises (SMEs).

Education

Currently, of the 3,6 million Syrians under temporary protection in Turkey², approximately 1,5 million are school-age children and youth, and almost one-third of those children and young people are not yet enrolled in any form of education.³ The SRHC projects cooperate closely with the Ministry of National Education (MoNE) to improve learning environments for both school-age Syrian and Turkish students, while supporting refugee children's gradual, increased enrolment in the Turkish education system and the progressive phasing out of Temporary Education Centres.

The SRHC projects are implemented in cooperation with the MoNE to remove the barriers that both school-age Syrian and Turkish students face to school enrolment and success, especially by improving learning environments. The TVET&LMS Project and the Exchange Project built on the enduring cooperation between Turkey and Germany, providing study visits and roundtable discussions on best practices for the Migration and Emergency Education Unit, recently established within the MoNE to coordinate the Syria response in the education sector.

² <https://en.goc.gov.tr/temporary-protection27> (20/07/2019)

³ <https://www.asylumineurope.org/reports/country/turkey/access-education-1> (20/07/2019)

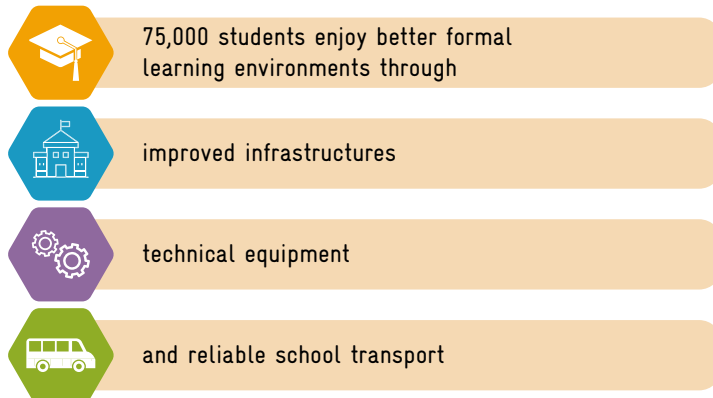


These projects also supported the operationalisation of the MoNE's Vision 2023.

Collectively, all partnerships with the MoNE, the TVET-LMS, USFTA education pilot, and BilSy education projects, and the Qudra programme rehabilitated **57 public schools and Public Education Centres (PEC)** throughout Turkey, with improvements that included the construction of new classrooms, reduction of architectural barriers, procurement of technical equipment and creation of areas for recreational and physical education. In addition to this, in 2016 the BilSy project provided transportation to 4,600 students, facilitating their access to 15 Temporary Education Centres (TECs).

In total, **75,000 students** have benefitted from access to better formal learning environments through the efforts of the SRHC Cluster. Moreover, these educational opportunities were shared equitably among Syrian and Turkish children and youth, as well as female and male students.

Further, the SRHC education projects made additional contributions to improve the quality of education such as through the development and provision of learning materials, and the provision of teacher trainings in intercultural competencies, inclusive education, games, and other methodologies for Turkish language instruction, and by providing Turkish language courses to Syrian teachers.



Looking forward, the new Early Childhood Education pilot project will support the MoNE's efforts to strengthen inclusive early childhood services for disadvantaged families in line with the MoNE's Vision 2023, while the PEP and NEXUS projects will continue to strengthen the quality of vocational and language courses in the Public Education Centres and in TVET schools.

Fostering social cohesion is an integral commitment of all SRHC Cluster projects. Efforts to build social cohesion uphold and address the *'Do-no-harm'* principle, which is aimed at ensuring that interventions do not inadvertently cause harm, for example, by not including vulnerable members of the host community in the provision of services and access to resources, which could contribute to social tensions and conflicts. Furthermore, social cohesion is an essential condition for the implementation of sustainable approaches towards *durable solutions*.

In 2018, the SRHC Cluster set up an inter-projects task force, which worked in close collaboration with the Cluster's M&E task force to develop a common approach to design and implement social cohesion activities, and reliable tools to measure them. Continuing with this pioneering approach, and drawing on practice-based evidence and feedback from partners, the Cluster is currently reviewing methodologies to create new, effective, and relevant interventions that can foster social cohesion in a complex and volatile context.

Findings from the Cluster's work in this area indicate that generally, both refugees and members of the host community are highly willing to interact with each other, and that project activities facilitating interactions between these two groups are pivotal in reducing prejudices, increasing empathy, and reducing false beliefs among the host community toward refugees. Refugees' acquisition of **Turkish language** skills proved a key requisite for better and increased interaction. Project activities that address specific age, gender and interest groups, such as young people or women groups, proved to be more likely to contribute to durable social bonds.

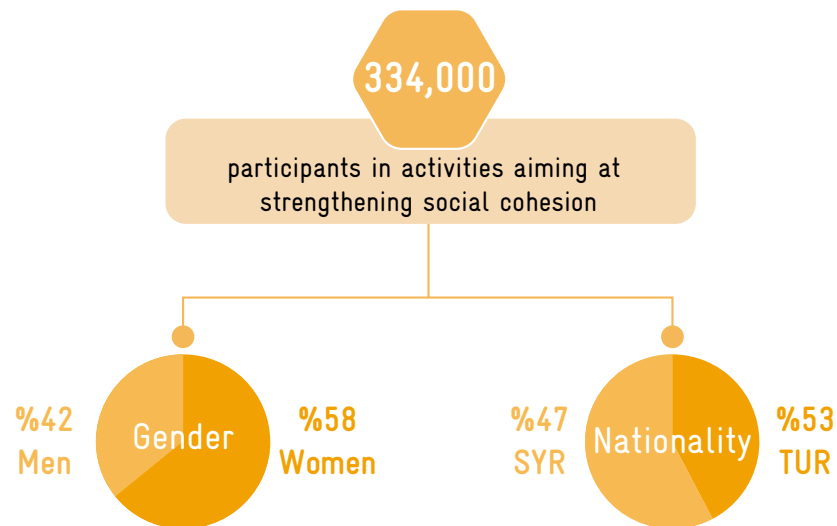
Overall, to strengthen social cohesion, the SRHC Cluster has mobilised over **350,000 participants that engaged in 20,000 structured social cohesion activities of different varieties**. These included intercultural activities, awareness-raising sessions challenging common prejudices, opportunities to practice language skills, and sport and leisure activities, as well as Turkish language courses.

Community centres play an important role in providing protection services for refugees in a safe space. They continue to offer a valuable, complementary role to state-owned agencies as the transition to full state provision of such services progresses, and are catalytic in

fostering social cohesion and in building refugees' agency. Within the SRHC Cluster, four projects, the MSC, the CCP, the CLIP and Qudra projects, have provided financial and technical support to community centres in the most refugee-populated areas in the South-Eastern provinces of Kilis, Şanlıurfa, Gaziantep, Hatay, Mardin, Adana and Mersin, and in the urban centres of Izmir, Istanbul and Ankara. By mid-2019 **318,000 beneficiaries had benefitted from advisory and counselling measures** in GIZ-supported community centres, such as legal advice and psychosocial counselling. Among those, over 14,000 were extremely vulnerable and hard-to-reach individuals.

The SRHC Cluster BilSy project actively promoted social cohesion through voluntary work. More than **1,200 youth volunteers participated in trainings** that enabled them to implement social cohesion activities in their communities, reaching out to **35,000 children and youth**. In addition, almost 1,000 teachers participated in trainings on inclusive education that focused on effective strategies for mixed classrooms appropriate for the Turkish context.

The SRHC Cluster's efforts to mainstream social cohesion comprise a wide variety of interventions. These range from the promotion of refugees' participation in decision-making processes in the community centres and supported through the CLIP Project, to the trainings packages for employers and employees, including work culture and ethics, provided by the PEP Project.



Looking forward, the social cohesion inter-projects collaboration aims at building on past achievements and at improving its qualitative methodology in measuring outcomes and impact, by strengthening its practice-led approach.

Capacity Development

Partnerships are at the core of GIZ's technical cooperation approach. The SRHC Cluster empowers its partner organisations and institutions to strengthen systems for responding to forced displacement and migration and to build resilience in the most vulnerable and at-risk groups.

In community centres, schools and municipalities, more than **3,400 individuals have been trained as intermediaries** through coaching, workshops, seminars and exchanges. "Intermediaries" are agents that foster positive change in their communities. Often, they are volunteers particularly committed to mobilising social actions that address challenges in their community. The CLIP Project includes a specific component aimed at promoting individual and institutional capacity development. Training components within the project support centres and organisations in developing staff capabilities and systems. They also include foci on project management, proposal writing, human resources management, provision of staff care, conflict transformation, fundraising and organisational development.

To build its partners' financial, technical and administrative capacities, by mid-2019, the SRHC projects had set up **104 financial instruments and established 140 official agreements** with partner institutions. One important financial instrument, implemented by CLIP, is the "Local Initiative Fund in Turkey" (LIFT), which aims to expand needs-based local support, especially for members of vulnerable groups. LIFT, co-financed by BMZ and ECHO, focuses on funding, advising and providing professional technical support for specific local projects carried out by small and/or medium-sized civil society non-governmental and community-based organisations. Initiatives funded by LIFT focus on protection services for hard-to-reach, vulnerable refugees.

Additionally, the SRHC Cluster organised **66 different peer-to-peer learning and exchange channels** for institutions and organisations, including structured meetings, study visits and conferences. The

6. SRHC Cluster Roadmap into the Future

SRHC Turkish-German Exchange project provided **13 exchange-packages for government officials and partners in Germany and Turkey** to exchange lessons and best practices on forced displacement and migration management. Through the TVET/LMS project, **5 study tours** were organised for Turkish officials to share successful approaches to refugee integration. Building on the successes of the peer-to-peer learning approach, the future ECE project will integrate a similar process, opening opportunities for representatives of MoNE to exchange strategies and experiences on early childhood education with relevant German institutions.

Recognising that businesses and other entities must be able to adapt, respond flexibly and bring new ideas to challenges and opportunities, especially in an evolving context such as Turkey, the SRHC Cluster also emphasises **innovation** as a key area for capacity development. Under its Module on Facilitating Dialogue and Dissemination, the Qudra Programme launched the EU Madad Innovation Lab to bring people from diverse backgrounds together to collaborate in learning and developing innovative solutions to local challenges brought by the Syrian and Iraqi crises. This innovative format, organised in three rounds, **linked 59 young thinkers and entrepreneurs from the Syrian refugee and Turkish host communities** with each other to seeking innovative solutions under the guiding theme of *“Youth and Digital Innovation”*.

Looking forward, the SRHC Cluster aims at strengthening innovative tools that foster capacity development by promoting digital approaches and innovative ‘out-of-the-box’ thinking and creating opportunities for dialogue and constructive exchanges that contribute to positive change.

A large body of research⁴ shows that when a person becomes a refugee, it takes an average of twenty years before they may arrive at a *durable solution*⁵ for their displacement, meaning that they are in a situation meeting standards agreed in the 1951 Refugee Convention. In 2016 the World Humanitarian Summit held in Istanbul emphasised the need to bridge the gap between humanitarian and development aid by ensuring from the early response the **humanitarian and development nexus**. The recent Compacts on Refugees and Migration, which are at the core of the international political commitments to forced displacement and migration, embody this approach.

The SRHC Cluster aims at providing a holistic and sustainable approach to the Refugee Response in Turkey by ensuring continuity of support (three-year project cycles) and complementary interventions within the four targeted sectors (components) of employment and skills development, education, social cohesion and capacity development.

Strengthening state institutions and local governance through relevant capacity development activities while supporting the complementary role of **civil society** organisations are an essential approach for building *durable solutions* and for complying with the Leave-No-One-Behind principle. The SRHC Clusters invests in strong and **relevant partnerships** with state and non-state actors. The Turkey and Germany Exchange Project is one of several forward-looking, technical initiatives, opening channels for institutional peer-to-peer exchanges on best practices in migration management. The Qudra 2 Project in Turkey builds on this investment by strengthening local governance. At the same time, the Cluster supports civil society actors, complementing government agencies’ provision of relevant services for the most vulnerable and hard-to-reach groups. Three additional, consecutive projects have supported community centres and local initiatives in close collaboration with the Directorate General of Migration Management and several municipalities across Turkey.

⁴ <https://www.rsc.ox.ac.uk/about/publications> (20/07/2019)

⁵ <https://www.unhcr.org/solutions.html> (20/07/2019)

7. SRHC Cluster Projects Since 2015 – Outlines

The promotion of *employment and skills development* and the active engagement with the *private sector* are another important investment priority at the centre of the SRHC Cluster's **development-oriented approach**. Ensuring refugees' engagement in the *livelihoods sector* is key for the well-being of entire households and is also essential to mitigate potential social tensions. Moreover, refugees' access to the livelihoods sector prevents families from turning to adverse coping mechanisms, such as child-labour and early marriage, and is key for building their economic security.

The Cluster's engagement in the *education sector* took a new direction with the commissioning of the Early Childhood Education (ECE) Project. Evidence shows⁶ that investment in early childhood development has a long-lasting, positive impact on children's well-being and it is essential for a healthy and happy childhood. The early childhood development phase addressed in this project begins at conception and continues until pre-puberty, with the project including several education approaches addressed to specific target groups within that age range. The interventions comprising this project are also important components of other programmes targeting women and working parents and youth at risk. The ECE Project is a pilot project in the context of the refugee response in Turkey and works closely with the Promotion of Economic Prospects Project. It also focuses on preschool education in line with MoNE Vision 2023.

Youth work remains at the centre of the SRHC Cluster's contributions to social cohesion. The NEXUS project continues the previous BilSy partnership with the Ministry of Youth and Sport, offering voluntary work and volunteers' schemes especially for the critical target group of youths aged 12 and above who are not involved in employment, education or training (NEETs).

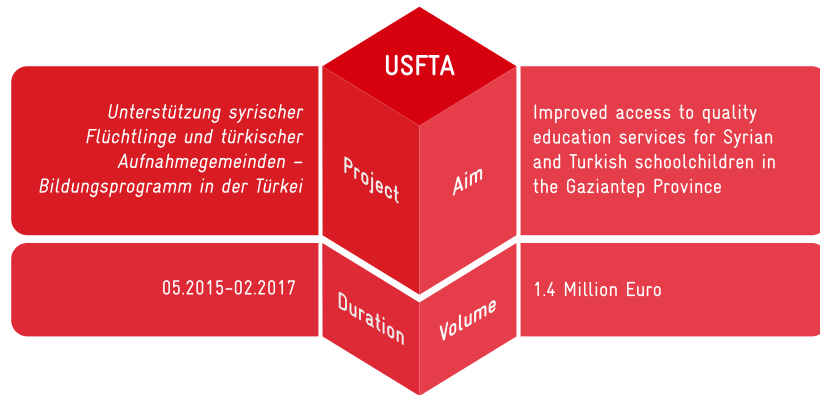
At the core of the SRHC Cluster roadmap into the future are the commitment to solid and meaningful partnerships, the support to state actors, the engagement in local governance and with civil society, the strong focus on the livelihoods sector, the investment in youth work and the new pilot intervention in early childhood education.

⁶ <https://archive.ineesite.org/en/early-childhood-development> (20/09/2019)

This chapter outlines all the projects that were implemented by the GIZ SRHC Cluster. The colour-coding on the diagrams illustrates the continuity of approaches.



7.1 Support to Syrian refugees and Turkish host communities – Education project pilot



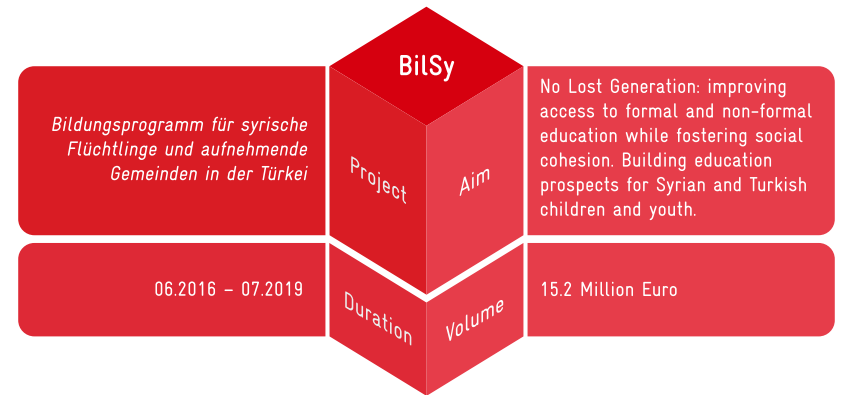
The Support to Syrian Refugees and Turkish Host Communities – Education project pilot (USFTA) was initiated as one of GIZ’s first pilot projects shortly after Minister Müller’s visit in 2015. The project supported four MoNE public schools, which were also sites for Temporary Education Centres (TECs) in the afternoon. The project focused on three action fields:

Action field 1: Improving access to formal education through the renovation and expansion of four MoNE school buildings in the Gaziantep Province by building more classrooms, reducing physical barriers, creating outdoor spaces for recreational and sport activities and rehabilitating WASH facilities.

Action field 2: Supporting quality education by training teachers to implement psychosocial support and positive classroom management approaches and providing teaching and learning materials.

Action field 3: Fostering social cohesion between Syrian refugees and the Turkish host community. As a key area of work within this action field, the “Learning Together Festival”, a series of structured, protective and inclusive recreational events implemented in the cities of Nizip and Gaziantep, opened opportunities for Syrian and Turkish children and youth to interact socially, and built parents’ and children’s awareness of the education services available in their communities.

7.2 Education project for Syrian refugees and host communities



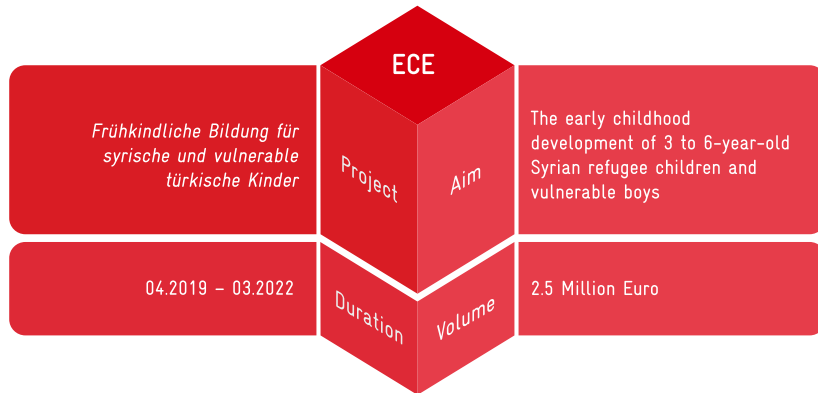
The Education project for Syrian refugees and host communities (BilSy) is the project that scaled up the UFSTA pilot, incorporating an added focus on out-of-school youth and specific measures to foster social cohesion. The project focuses on three action fields:

Action field 1: Improving access to formal education through the renovation and expansion of the MoNE infrastructure by building more classrooms, reducing physical barriers, creating outdoor spaces for recreational and sport activities, and rehabilitating WASH facilities.

Action field 2: Strengthening the quality of education and building social cohesion through intercultural skills seminars for teachers.

Action field 3: Fostering social cohesion through sport, recreational and cultural activities, and community-based volunteers’ schemes for out-of-school Turkish and Syrian youth. This action field, carried out in cooperation with the German Olympic Sports Confederation (DOSB), municipalities and other local partners, includes activities to provide equipment for and rehabilitate recreational facilities to expand Syrian and Turkish young people’s access to inclusive and engaging environments.

7.3 Early Childhood Education for Syrian and Vulnerable Turkish Children in Turkey (ECE)



Investments in Early Childhood Education (ECE) and care have far-reaching benefits, with sustained, positive effects on the development of individuals and society. Early educational programmes, such as kindergarten, playgroups, and preschool show significant positive impacts on the social-emotional and cognitive performance-related domains for children who attend. Early Childhood Education is of special importance for disadvantaged population groups, providing them better chances of attaining higher levels of education and pursuing other paths to lifelong learning.

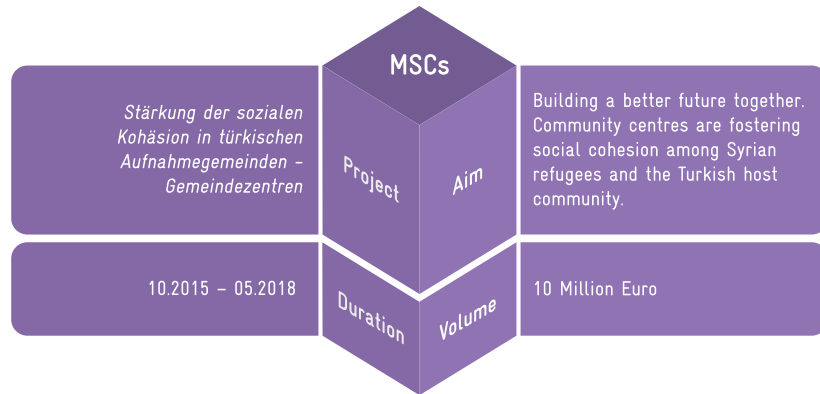
The GIZ project “Early Childhood Education for Syrian and Vulnerable Turkish Children in Turkey” aims at strengthening systems for early childhood development programming for Syrian refugee children and disadvantaged children from the host population aged between 3 and 6 in three provinces; Istanbul, Şanlıurfa and Gaziantep.

The project began with the facilitation of trainings in key pedagogical competencies for early childhood specialist staff in formal and non-formal settings (e.g. caregivers, kindergarten and pre-school teachers). These measures will be complemented with support programs for parents to increase and sustain families’ involvement in ECE. To foster inclusive institutional frameworks in Turkey, the project will also organise exchange programmes between personnel from the Ministry of National Education and specialist institutions in Germany.





7.4 Support to Syrian Refugees and Turkish Host Communities - Multi-Service Centres

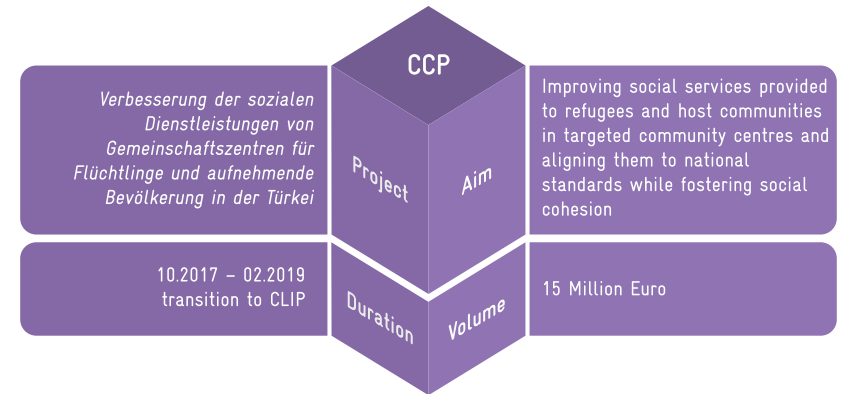


The Support to Syrian Refugees and Turkish Host Communities - Multi-Service Centres (MSCs) project is an initiative to establish and expand community-based services at eleven community centres in the most refugee-populated provinces and urban municipalities in Turkey. These community centres provide a wide spectrum of services including psychosocial support, legal advice, education services, language courses, skills training and recreational activities.

Through this project, GIZ supported the development of long-term partnerships among national and international organisations. In addition, through the Community Initiative Fund, seven community-based organisations were engaged in smaller shorter-term partnerships with the aim of building their capacity and expanding the outreach of services.

The MSC Project strengthened and aligned partners' provision of services and established minimum standards for the quality of services. As a key activity, quarterly coordination meetings were convened for partners to learn from each other through exchanges of their practices and experiences.

7.5 Community Centre Project - Improving social services of community centres for refugees and host communities in Turkey



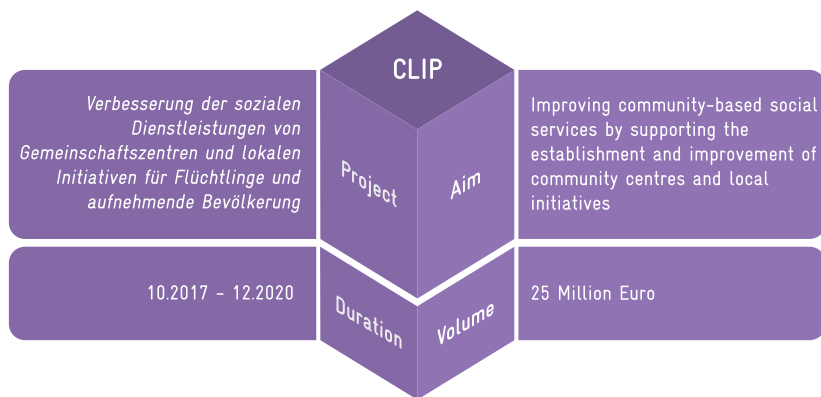
The Community Centre Project (CCP) - Improving social services of community centres for refugees and host communities in Turkey is the project that has built on the lessons learnt from the Multi-Service Centres Project. It has built in an additional focus on the transition of service provision to state institutions. CCP focuses on three action fields:

Action Field 1: Expanding refugees' access to social services (such as legal and psychological counselling, skills development and opportunities for intercultural exchange and social interaction) through financial and technical support to community centres and community-based initiatives, including the scale-up of the *Community Initiative Fund* to increase the outreach of services.

Action Field 2: Bringing services into alignment with national standards by supporting the development of networking structures between community centres and state institutions and facilitating the complementarity of non-profit sector and state institutions in the provision of services.

Action Field 3: Developing the capacities of community centres and other service providers through structured trainings, frequent field visits and regular opportunities to exchange best practices. The training opportunities are in the field of management and technical skills improve the quality services.

7.6 Community Centres and Local Initiatives Project - Improving Social Services for Refugees and Host Communities in Turkey by Supporting Community Centres and Local Initiatives



Through a new partnership between the German Ministry for Economic Cooperation and Development (BMZ), European Union Civil Protection and Humanitarian Aid Operations (ECHO), and GIZ, the Community Centres Project became the Community Centres and Local Initiatives Project (CLIP) - effective as of February 2019. This new cooperation focuses on improving community-based social services and addresses hard-to-reach groups. In line with the "Leave No One Behind" principle, CLIP targets vulnerable and at-risk persons and focusses on four action fields:

Action field 1: Supporting community and social service centres through protection and education activities, and intercultural exchange and dialogue

Action field 2: Through the Local Initiative Fund for Turkey (LIFT), supporting up to 20 large and small, local initiatives that offer specific assistance and protection services to vulnerable persons

Action field 3: Harmonisation and improvement of the quality of social services through platforms for public and civil actors to exchange ideas

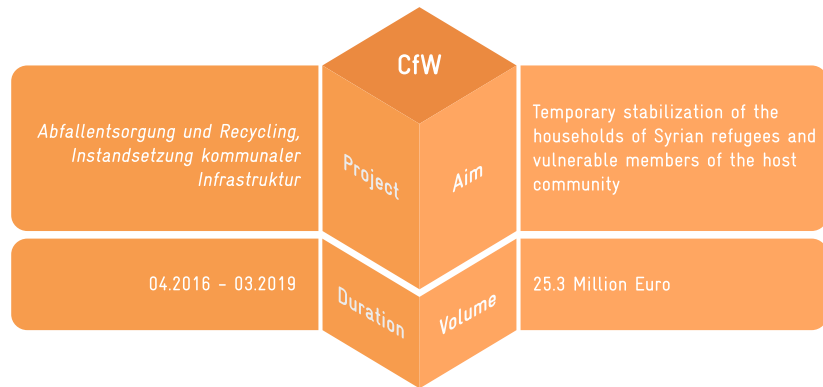
Action field 4: Implementing measures to further develop the skills and capacities of agencies managing community centres and leading local initiatives

Since October 2017, more than 125,000 individuals have benefitted from a wide range of services provided by community centres.





7.7 Cash-for-Work – Waste disposal and recycling, and rehabilitation of municipal infrastructure

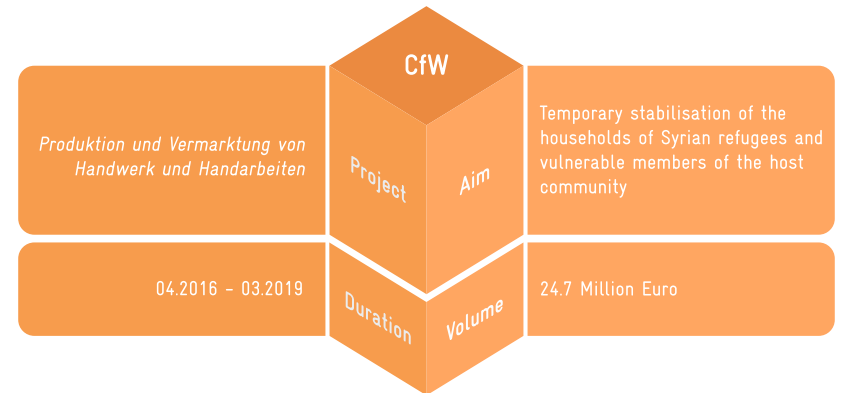


Employment creates prospects for Syrian refugees and members of the Turkish host community to improve their economic situations while working together to improve public infrastructures and services.

The Waste disposal and recycling, and rehabilitation of municipal infrastructure (CfW) project provided short-term jobs for Syrian refugees and vulnerable members of the Turkish host community, contributing to the temporary financial stabilisation of their households while they acquire skills and experience to improve their future employment prospects with private companies and/or municipalities. Participants are paid the Turkish minimum wage and receive work permits and social insurance. The project is carried out in cooperation with Turkish institutions, municipalities, chambers and local and international NGOs. Syrian participants were offered trainings on work culture, work ethics and labour law as well as Turkish language lessons to prepare them for employment in the local labour market. The project thus made a lasting contribution to participants' long-term economic prospects.

This project also contributed to social cohesion by promoting interaction and engagement between Syrian refugees and Turkish community members in public and in private work spaces and by alleviating the pressure caused by competition for work and money.

7.8 Cash-for-Work – Production and commercialisation of crafts and handicraft

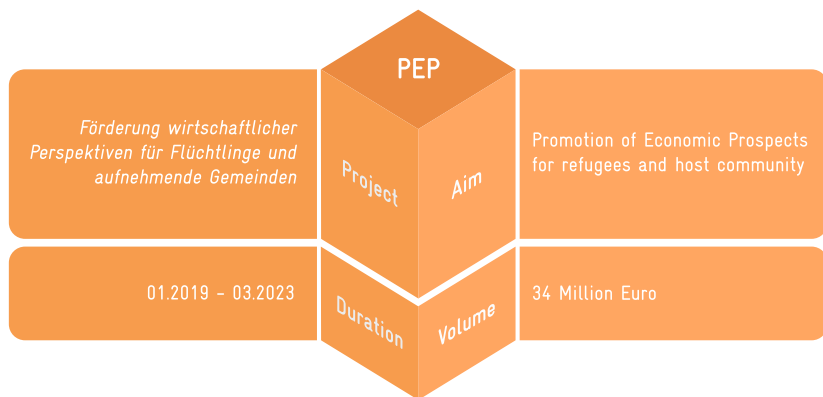


Training and the creation of jobs in the skilled-trades sectors generates income, opens opportunities for future employment prospects, and promotes craftsmanship for and among Syrian refugees and targeted Turkish citizens.

The Production and commercialisation of crafts and handicraft (CfW) project provided beneficiaries with training opportunities in trade skills and crafts. Syrian refugees and vulnerable host community members participate in trainings in fields such as carpentry, tailoring, mechanics and vehicle maintenance, bookkeeping, catering, crafts, or the service sector, choosing the options that are relevant to their own experiences and interests. Trainees receive a stipend for participating in the courses – income which enables them to meet their immediate, basic needs as they acquire new skills and expand their prospects for working in the labour market.

Through this project Syrian refugees also receive support for the registration of businesses that they have already established and for which they require licenses. This project also contributes to social cohesion by promoting interaction between Syrian refugees and Turkish community members in public learning spaces.

7.9 Promotion of economic perspectives for refugees and host communities in Turkey (PEP)



The PEP project builds on the other two CfW projects, promoting access to employment for both Syrian refugees and vulnerable Turkish citizens in the host community through cooperation with private sector and municipal employers. Interventions including training, qualification and employment support enable beneficiaries from both target groups to find decent employment in the formal labour market. Trainings for small companies and future entrepreneurs focus on opening networking opportunities and strengthening their understanding of the market environment, ensuring their knowledge of relevant Turkish legislation, and informing them of financing and other opportunities to receive support.

For Syrians, all project activities include opportunities to learn and practise the Turkish language, an essential skill for their integration into society and the labour market. To foster women's participation in formal employment, they are provided with child care. Whenever possible, training and employment are designed to strengthen social cohesion between Syrians and Turkish citizens, through common events and activities that include those from both backgrounds.

Capacity-building of different key actors in private sector development and facilitating exchange between all relevant institutions and partner organisations are core objectives of PEP and part of every activity.



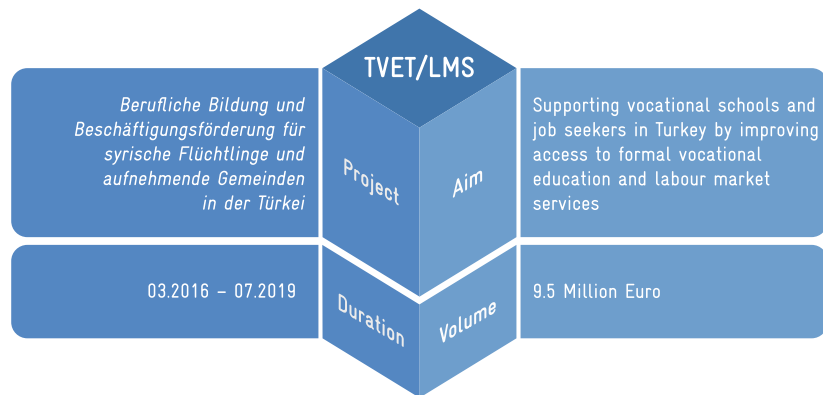
Action field 1. Promoting access to short- and medium-term employment and skills development. Syrian refugees' and vulnerable Turkish citizens' access to employment is supported by providing training and short- and medium-term formal employment through close cooperation and partnership with state institutions, local chambers of commerce, and local and international NGOs.

Action field 2. Strengthening entrepreneurship and self-employment. PEP supports the launch of new businesses and strengthens those that have already been established. Through the project, entrepreneurs are linked to "business incubators." Business owners are also supported in gaining legal status as business operators and acquiring business licenses for their companies.

Action field 3. Strengthening support structures for small- and medium-sized enterprises (SMEs). PEP helps strengthen the resilience of Syrian and Turkish companies, safeguarding existing jobs and creating new ones. The project includes initiating public-private dialogues on a local level to connect SMEs with business service providers, and to sharpen their competitiveness. Related measures include supporting analyses of private sector development, developing new services and upscaling those that are established and successful as well as linking SMEs to export opportunities.



7.10 Supporting technical and vocational education and training and labour market services for Syrian refugees and host communities in Turkey

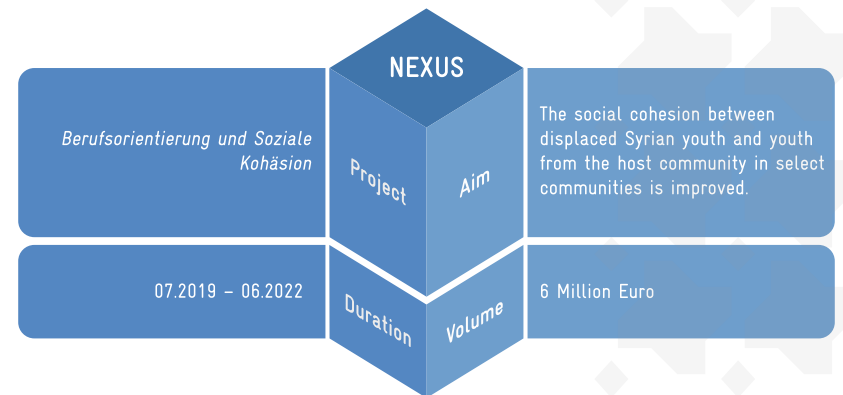


The Supporting technical and vocational education and training and labour market services for Syrian refugees and host communities in Turkey (TVET/LMS) project includes two components, both of which aim to promote pathways to employment for Syrian refugees and vulnerable groups within the Turkish host community and to improve their access to socio-economic measures.

The LMS component of the project focused on providing and expanding employment services such as job placements and career guidance for vulnerable job-seekers in Turkey. It also concentrated on adapting approaches within those services to the specific needs and skills of Syrian refugees. Project activities also included trainings on topics such as the Turkish work culture and tax system, marketing and business development as well as job fairs to connect job seekers with potential employers. GIZ implemented this project in cooperation with different partners from the public and private sectors, including the Turkish Employment Agency (İŞKUR), the Chamber of Commerce, and the NGO Syrian Entrepreneurs.

The TVET component was implemented through a close collaboration between GIZ and the TVET Directorate General of MoNE, with a focus on strengthening Turkey's formal vocational and training education system. The project targeted ten TVET schools and centres in three provinces; Bursa, Gaziantep and Ankara. Through this initiative, Turkish and Syrian students accessed vocational courses created opportunities for them to learn how to use state-of-the-art machinery, improved their learning environments, and provided intercultural trainings for both teachers and students.

7.11 NEXUS – Career Guidance and Social Cohesion



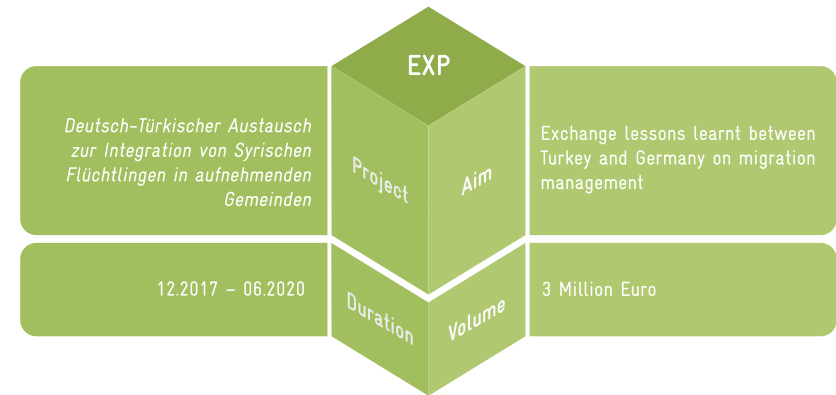
The project “NEXUS – Career Guidance and Social Cohesion” consolidates the two former GIZ Cluster projects on TVET/LMS and Education (BilSy) and extends their approaches into a new phase of activities. NEXUS continues the successful cooperation with the ten pilot TVET schools in three provinces (Bursa, Gaziantep and Ankara), which were supported with equipment and school development measures. It also connects vocational and education programmes to the Social Cohesion programmes implemented in municipalities in the Southeastern region of Turkey.

Through the NEXUS programme, career guidance and labour-market relevant activities will be continued and strengthened at TVET schools and extended to lower secondary schools. Additional interventions will focus on increasing the participation of Syrian refugees and vulnerable groups of Turkish host communities in formal vocational training. GIZ collaborates closely with MoNE in these activities as well as with different partners from the public and private sectors, including the Turkish Employment Agency (İŞKUR).

A second action area of NEXUS focuses on providing extra-curricular programmes within and around the pilot schools. These programmes will offer conflict- and gender-sensitive sport and culture activities that facilitate social interaction amongst Syrian and Turkish youths and enhance mutual understanding, tolerance and social cohesion. GIZ's main partners in this action area are the Ministry of Youth and Sport and selected municipalities that were previous partners of SRHC projects such as Hatay and Gaziantep.



7.12 Turkish-German exchange on the integration of refugees into host communities



The Turkish-German Exchange Project involves collaboration with the same state and non-state actors as the SRHC Cluster projects, offering overarching support to facilitate dialogue among these partners. To develop the capacities of all parties involved and to facilitate practical solutions to common challenges, the Exchange Project offers partners the opportunity to leverage and share the lessons they have learned both in Turkey and in Germany.

The Exchange Project is implemented in close coordination with the other SRHC Cluster projects to create synergies for the benefit of both Turkish and German partners. The project focuses on three action fields:

Action field 1: Supporting ministries in identifying their strategic priorities to better integrate refugees into public services

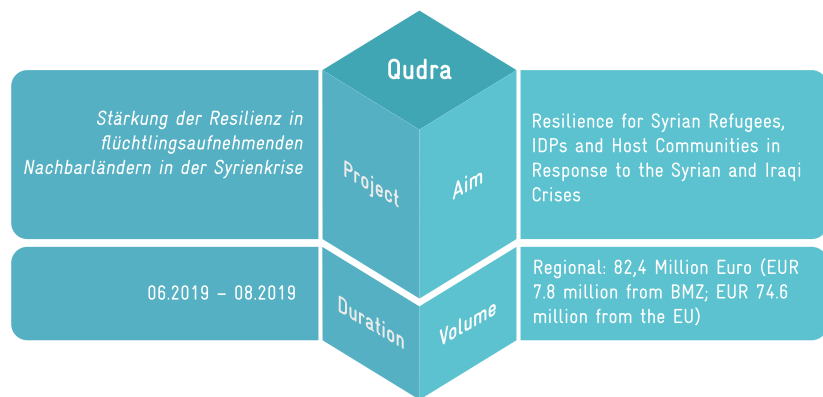
Action field 2: Establishing exchange formats such as study visits, conferences, trainings, peer-to-peer learning networks and institutional partnerships between German and Turkish state actors

Action field 3: Capacity development measures and technical assistance for the revision and implementation of guidelines at a ministerial level

The Exchange Project's direct target group is the public authorities of Turkey. When the capacities of these institutional partners are strengthened, refugees and host communities will ultimately benefit from improved public services.



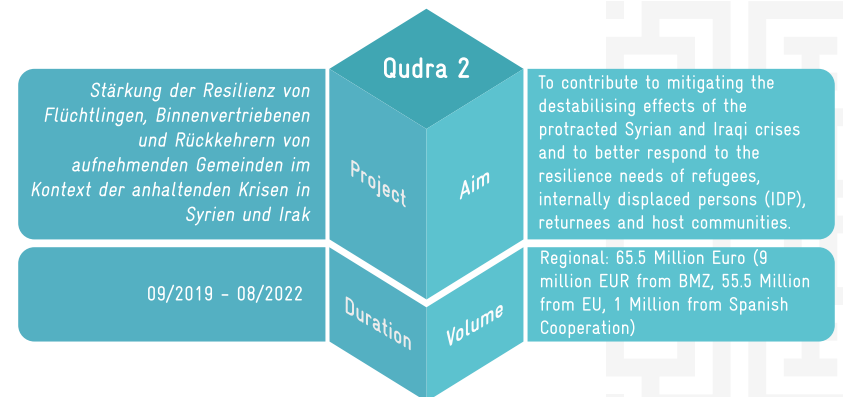
7.13 Qudra - Resilience for Syrian refugees, IDPs and host communities in response to the Syrian and Iraqi crises



“Qudra” is an Arabic word meaning ‘strength, ‘ability’ or ‘resilience.’ The Qudra Programme is a regional action seeking to strengthen resilience for Syrian refugees, IDPs and host communities in response to the Syrian and Iraqi crises, financed by the EU Regional Trust Fund in response to the Syrian Crisis (EUTF Syria) and the German Federal Ministry for Economic Cooperation and Development (BMZ). The programme is jointly implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Expertise France, the Spanish Agency for International Development (AECID) and Hungarian Inter-church Aid (Ökumenikus Segélyszervezet, HIA) in the programme partner countries Jordan, Lebanon, Turkey and Northern Iraq.

Qudra activities are implemented at the national and local level and focus on improving service delivery, supporting livelihoods and increasing employment opportunities for vulnerable men, women, and especially youth and children. In compliance with national laws and regulations, Qudra seeks to assist all stakeholders in Turkey in four key areas: education infrastructure, skills development, social cohesion and by facilitating dialogue and disseminating experiences and best practices.

7.14 Qudra 2 - Resilience for refugees, IDPs, returnees and host communities in response to the protracted Syrian and Iraqi crises



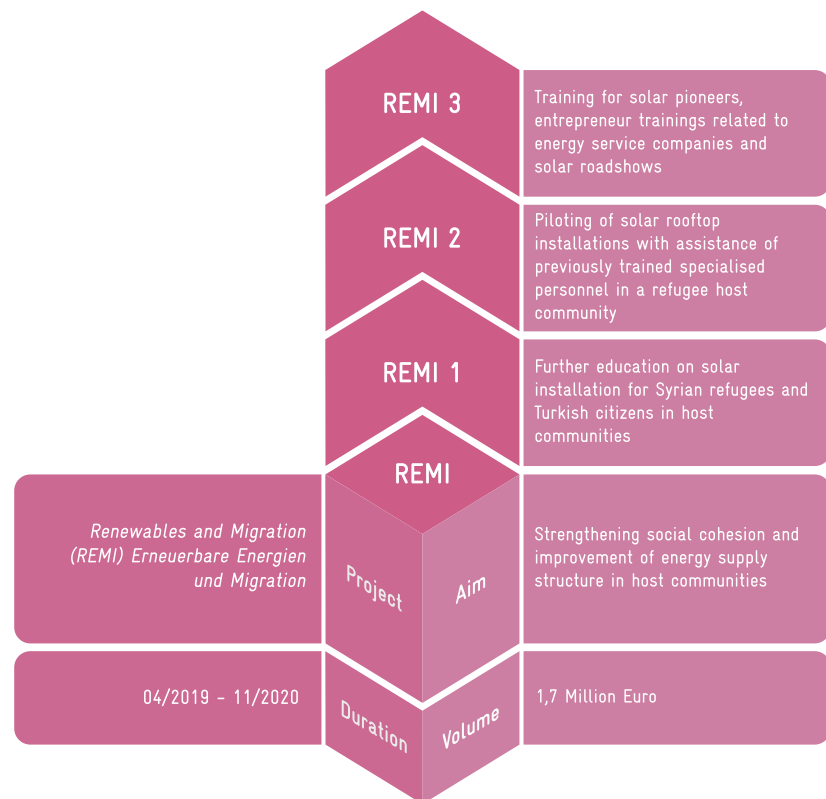
On behalf of the European Union Trust Fund for the Syria Crisis (EUTF Syria), the German Federal Ministry for Economic Cooperation and Development and Spanish Cooperation, the programme strengthens the resilience of refugees, IDPs, returnees and host communities in the neighbouring countries of Syria and Iraq (Jordan, Lebanon, Iraq and Turkey). The programme is jointly implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, the Belgian Development Agency (ENABEL), Expertise France, the Spanish Agency for International Development (AECID) and Hungarian Interchurch Aid (Ökumenikus Segélyszervezet, HIA).

Across the region, the programme supports its partner countries in at least one of the three components: education and protection, employment promotion and income generation, local governmental institutions and civil society organisations.

In Turkey, the programme supports local government actors through community development projects, national and international exchange, and technical assistance. Promoting social stability, social cohesion and dialogue, and providing reliable information to the target group are cross-cutting objectives of the programme. In each country, programme activities are aligned with the needs of the partner countries and Regional Refugee Response Plan (3RP). The Qudra 2 Programme in Turkey is not co-financed but funded by the German Federal Ministry of Development and Economic Cooperation (BMZ).



8. Renewable Energy and Migration Project (REMI)



The Renewable Energy and Migration (REMI) Project is an innovative approach that combines the environment and migration sectors. The project, which started recently, integrates solutions for renewable energy with employment for refugees and members of the host community. The REMI Project works closely together with the SRHC Cluster to promote sustainable employment and social cohesion combined with an active contribution to climate protection.

The REMI Project is funded by the German Federal Ministry of Development and Economic Cooperation (BMZ) and provides trainings on solar system installation, promotes investment in solar energy systems through pilot rooftop installations projects and "solar road shows". It also trains 'solar pioneers' to become entrepreneurs establishing sustainable energy service companies.

In the first component of the REMI Project, trainees are taught to independently install solar rooftop systems for electricity and warm water production. As a pilot, this course is also offered as an e-learning programme and as a strategy to reach remote, rural areas. This component of the REMI Project is directly linked with the *Promotion of Economic Prospects Project* and is implemented in collaboration with the Gaziantep Chamber of Industry in the provision of Turkish language courses.

In the second component, trainees put their knowledge and skills into practice by installing solar photovoltaic systems in three public buildings in Gaziantep. They are part of a larger group of qualified personnel working in the solar energy sector.

The third component of REMI aims to create opportunities for cooperation with the private sector. It also aims to raise awareness about the importance of solar energy through start-up seminars for entrepreneurs interested in establishing energy service companies. These aims will be achieved through the provision of consulting services to companies and households on solar systems and through 'Solar Roadshows' which aim to promote awareness of the importance of renewable energy and match-making opportunities between trainees and companies seeking qualified personnel.



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