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

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

The risk management matrix presented in the Project Document was relevant to the probable challenges facing the project. However, the risk related to the consequences of the political situation after the coup attempt on 15 July 2016, the dramatic evolution of the conflict in the South of Syria and the border closing could obviously not have been identified in the risk mitigation.

Dar Zeytuna is autonomously managed by Syrian refugee women and is effectively serving as an accessible community and resource centre open to all Syrian women and young girls in Reyhanli, since it is situated in a safe area, allowing women to easily reach it from all parts of the town.

Dar Zeytuna has become? an effective community Centre that provides awareness raising activities and acts as an exchange platform for the six sub-projects, even though the level of implementation and the effectiveness of the design vary from one project to another.

Although Mandat International has extensive experience in the humanitarian sector and a good management system, Ward was also effective in delivering the post-project phase. Nevertheless, Ward suffered from some inefficiencies due to the fact that the local managerial team required certain capacity building training (Project Management tools, M&E tools, Fundraising Technics, etc.).

Syrian refugee women have integrated, become self-sufficient and are able to act as leaders for their community in Reyhanli. There is no doubt that the project has had a positive impact on the life of the participating women in terms of integration within the Turkish society, and empowering refugee women to improve their socio-economic situation through income generation from the sub-projects.

Partnerships and networking with local, national and international NGOs is an essential step to ensure the sustainability of Dar Zeytuna, as the stakeholders confirm that is impossible to successfully continue the sub-

2. Mandat International and Ward should

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steps to establp

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

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and its valuable impact on the Dar Zeytuna's performance. Thus, the partnership with "Zeytin Y been a noteworthy action to ensure the project's sustainability by sharing the operational costs of Dar Zeytuna.

(i) Development context

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

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

Specific identity cards given to Syrians are an important tool to regulate the internal

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(iii) *Project strategy and approach*

(v) Limitations:

Risks and limitations related to the evaluation framework were directly linked to the fieldwork and mainly to the security of the data and the quality of the information provided by the participants. The main limitations were related to the security of the data and the quality of the information provided by the participants. The main limitations were related to the security of the data and the quality of the information provided by the participants.

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

The project produced all of the outputs foreseen in the

addresses girls aged between 12 and 20. It provides necessary courses and training to raise awareness on important topics (early wedding, birth control, women's health, right to education).

The centre works on two different levels, but both have the same goal; empower women to get them reach self-sufficiency: It teaches women a simple skill that allows them to make some money, provide them with a secure environment so they do not have to ask for aid and help them vent some of the concerns they have. It offers the participants a role in the society away from isolation.

allow the women to develop an income-generating and self-sustained catering and participate in the economic and social life of the country where they live. Thus, they gain autonomy and self-confidence, while promoting women's empowerment and help reduce their dependency on aid.

Theatre project for young people and workshops for war-exposed children to help them overcome the pressure they are under and release stress.

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

“Thanks to our sewing workshop, I feel myself alive. Despite the conflict, the pain and displacement, the workshop is the bright side of this experience [...]

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

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

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

It is observed that Dar Zeytuna created a dynamic in Reyhanli and was able to conduct public awareness raising of new vocations, through the high demands of collaboration that was received from various associations dealing with Syrian women not only in Reyhanli but also in Antakya and Gaziantep. Thus, the sewing project contracted with “Shourk Shams” (Sunrise), the cooking one collaborates with “the Injured House” and gave a lecture on the role of women in building the Syrian Society, and the Women Committee established y2j woq9hJt785

the other INGOs were closed. In view of the gravity of the situation and the risk, the project holders were advised to transfer their activities under the umbrella of a Turkish NGO. Mandat International was able to overcome this problem by transferring the project to

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

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

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

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

According to the interview conducted during the field work, a Turkish BoD member emphasises that he is fully engaged and believes in the importance of mobilising support and funds to continue the process of socio-economic empowerment of Syrian women in Reyhanli. For this reason, it is worth noting that the project success

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

Even though Dar Zeytuna generates a small income which is used to cover part of the running costs of the Centre, the local coordinator of the project, and the actual Dar Zeytuna's director, Mrs. Yamama Khateeb, who currently manages the Cd nethos61.9 (o)8ta Td(ti Z)14.8(Z)14.8y-2.

(vii) UNDEF visibility:

In assessing this criterion, the evaluator looked at the evidence showing that UNDEF support to Mandat International project, through analysing whether it wa

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

1. Project documents should be updated on an ad-hoc basis regarding security risks and geopolitical influencers. Taking into consideration the different probable scenarios along with different perceptions (each scenario allows capturing a particular relevant aspect of the probably expected scenarios) could be helpful to validate the project

DAC criterion	Evaluation Question	Related sub-questions
UNDEF value added	<p>To what extent UNDEF funding has provided a value-added to the work of the implementing agency?</p> <p>To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?</p>	<p>What was UNDEF able to accomplish, through the project that could not as well have been achieved by alternative projects, other donors, or other stakeholders?</p> <p>Did project design and implementing modalities exploit UNDEF's comparative advantage in the form of an explicit mandate to focus on promoting autonomy of Syrian women refugees in Turkey?</p>
UNDEF visibility	<p>To what extent UNDEF's visibility is reflected in the project's activities and documents?</p>	<p>To what extent UNDEF's visibility is reflected in all printed materials related to the project as well as in the awareness</p>

Project Documents:

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

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

- Website of Turkish Directorate General of Migration Management (DGMM)
- Turkish Newspaper “Hürriyet”. Last consulted 08/12/2018 <https://bit.ly/2G430tu>
- UNHCR Turkey - website
- Turkish Statistical Institute – website
- Press release of Hatay Governorate. Last consulted 14/12/2018 <https://bit.ly/2G8p9XE>
- UN Women, “Needs assessment of Syrian Women and girls under temporary protection status in Turkey” – UN Women. Last consulted 14/12/2018 <https://bit.ly/2z8zb5k>

25 November 2018	
Arrival to Antakya (Hatay)	
26 November 2018	

BoD	Board of Directors
CS	Case Study
DAC	Development Assistance Committee
DGMM	Directorate General of Migration Management
FG	Focus Group
INGOS	International Non-governmental organisation
NGO	Non-governmental organisation
OCHA	
TP	
TPS	
UN	
UNDEF	
UNHCR	
USA	
USD	

introduction of participants

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- How did you learn about the existence of Dar Zeytuna? And why have you decided to take part of the initiative?
- How were you selected to participate in the activities of Dar Zeytuna? What criteria were used in the selection?
- To what extent did you benefit from the trainings/awareness activities carried out? Do you consider the topics relevant to your needs? Do you think there are other pertinent topics not addressed by the trainings?
- Did you consider you have now enough capacity to address social, political and economic barriers facing Syrian refugees in Turkey?
- What is still needed to develop your capacity in order to promote your autonomy as a Syrian refugee in Turkey?
- Are there any other actions that you would have liked to be addressed by the Organisation?
- To what extent do you think your experience will be able to influence other refugee women (Reyhanli community or other regions)?

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

introduction of participants (if family members, friends or relatives take part of the discussion) – age, gender, education level, years of residency in Turkey, etc.

- How did you learn about the existence of Dar Zeytuna? And why you decided to take part of the initiative?
- How were you selected to participate in the activities of Dar Zeytuna? What criteria were used in the selection?
- How did you choose this specific project? Why? It was an independent decision? Did your family members/relatives guide your decision?
- What was the consequence of the establishment of this project in your life? Which kind of impact in your family?
- Do you think that your internal role inside your family have changed due to this project?
- Did the project cover your economic needs and the needs of your family?
- Did you consider you have now enough capacity to develop your project in order to face the

- Are you aware and well informed about Dar Zeytuna's initiative?
 - To what extent have you been informed and involved in this project? Did you show any support in order to implement the project?
 - If any, what comments do you have about the project?
 - What are the constraints for promoting autonomy of Syrian women refugees in Turkey to develop and implement their own projects?
 - What are the conditions to ensure promoting autonomy of Syrian women refugees in Turkey? Do you think this specific project had an impact in this regard? If yes, how?
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- Do you have any questions, concerns or additional points you would like to raise?
 - Thank participants for their time and commitment.





