

Supporting and Coaching

of grassroots and community
based organizations





Reporter

Mohammed Karam Helli

Field Research Team (Facilitation)

Mohammed Saleh

Raji Al Jundi

Ahlam Nazal

Proofreading

Hend Abdulkareem AlFares

DCAR
BEYOND WAR



Contents

Key terms

- **Community** based organizations CBOs: CBOs refer to volunteer teams and community initiatives CBIs which provide services to the community without a legal framework or without an organizational and financial framework, and are mainly based on volunteer work and human resources.

Examples include: student unions, youth groups, and women's group.

- **Community organization:** a leadership approach that organizes a group of people (people of one cause) into teams; in order to activate their capabilities to make a change in a cause of their concern.

- **people of a cause:** They are the group of individuals who were pushed by common interest and values to join or belong to one homogeneous team, as they are directly concerned with the required change. This is what distinguishes the community organization approach from the advocacy approach. Advocacy is based on having people with legal expertise, often, who defend people of the case.

- **coaching:** It refers to the process of enhancing the CBOs capacity by working on developing a project for each one, providing office sessions and consultations and training, in addition to working on reflective papers through which the CBOs link the learned points during training process while attending the sessions, and practical projection of their projects and initiatives.

- **Intellectual structures:** it refers to the group of experiences, skills and knowledge that constitute the individuals' way of thinking, and result in judgments and impressions which lead the individuals' behavior and actions.



Background

01

All organizations have initiated initiatives
And it turned into organizations





background

The Syrian revolution began in 2011 after the peaceful movement, in which young people took the initiative and leadership. This movement soon turned into violent conflict as a result of the systematic bombing operations which affected most of the Syrian cities and countryside, after which city centers witnessed large waves of displacement, and through which Schools buildings were overcrowded with displaced people from various Syrian regions. The displacement wave has affected human condition of thousands of Syrian families, whether in terms of providing shelter and food, or poor educational services resulting from school buildings transformation into shelters. Syrian youth have tried everything they can do through some associations or through civil initiatives, to provide psychological care and primary support to IDPs. A number of initiatives have also been launched to provide children with educational opportunities, training and various activities.

After that, a large number of non-governmental organizations based on volunteer work started in the areas outside the regime control, depending on freedom that was available in those areas. Many of these organizations were created and managed by volunteer teams whose members were an essential part of the peaceful demonstrations. They saw in it an extension of their peaceful struggle and an opportunity to support their societies. They hoped to bring the anticipated change by peaceful means, granting greater civil liberties and human rights, getting rid of corruption and dictatorship, and the transition to democracy.

Despite the restrictions that limit work in government-administered areas, interviewees from NGOs are working there; informed us that the freedom available for NGOs has increased slightly, and there are many reasons that have contributed to the increase in organizations in the areas of control of the Syrian government, including the huge gap in needs which made Syrian government happy with the existence of these organizations. Others argue that the government simply doesn't own human power or resources needed to maintain the same level of control over the NGO sector that it owned before the movement. However, even with the limited easing of restrictions, NGOs in government-controlled areas could not work to address severe issues, such as government criticism advocacy, politics, and human rights issues.

“ All CBOs were initiatives at first , then they became organizations Ghazi Entab workshop participants ”

Gaziantep workshop participants

Background

Until now, there are no accurate statistics for the number and distribution of civil society organizations in Syria, but studies indicate that Syrian civil society organizations working in the field of relief and humanitarian aid constitute about 40% of the organizations, while 50% of them assume community and development roles. In addition, there are civil society organizations based on nationalist motives constitute less than 10%, and organizations based on religious motives constitute about 2% of the motives of Syrian civil society organizations.

It is estimated that the organizations operating in opposition-controlled areas percentage is about 44%, while 23% of these organizations work outside Syria (in neighboring countries), in addition to 14% of the organizations - the lowest rate - in areas under the control of The Syrian government, the remaining 19% of these organizations were operating in the Kurdish-controlled territories (Autonomous Administration).

With conflict progression, scarcity of economic resources, increase in international funding for civil society organizations, the restoration of large areas by Syrian government after its recent advance and control over it, in addition to militant forces control over large areas of the Syrian opposition areas and the decline of freedom in areas outside the control of the regime, all of these made major changes in civil society organizations.

The increase in funding has transformed many of these organizations from being initiatives to organizations running multiple, high-budget projects, as international funding was a blessing and a curse at the same time. It brought operational standards and expectations that could not always be met, which excessively affected the course of action inside Syria, and civil society organizations active inside Syria since 2011 have been forced to shift their priorities and strategies in order to continue providing services to meet the needs of local communities and residents in the country. While the various foreign actors involved in managing the Syrian conflict still receive support and funding from governments, agencies and institutions despite their strategic transformation, Syrian civil society organizations have had to constantly legitimize themselves in front of those governments, agencies and institutions, which are the only source



1- Syrian Civil Society – A closing door, Dr Máiréad Collins, Christian Aid, 2018, link:

2- 2-3 Syrian Civil Society Organizations Reality and Challenges, Citizen for Syria, 2017, Link:

3- 4-5 Syrian Civil Society – A closing door, Dr Máiréad Collins, Christian Aid, 2018, link:

of funding. This would put a great deal of pressure on local civil society organizations and divert their attention from their primary mission of helping to develop the capacity of Syrians in need. The government's takeover of large areas which were run by the opposition and the control of radical forces over a wide area of the remaining areas; have led to crushing most civil society organizations in these areas, as few remained in northwestern Syria and the Kurdish-controlled areas in northeastern Syria. The organizations in the regime-controlled areas still suffer from severe security interference that sometimes reaches the process of selecting individuals who work for them, through having humanitarian issues within the red lines. Despite the intervention of organizations, the UN and the international Syrian organizations licensed in the neighboring countries, CBOs tried their best to ease people suffering. There are also many teams who are active in providing extensive services in northern Syria, and even in neighboring countries, along with many student teams who are helping their peers in getting university education opportunities and provide support and guidance. There are volunteer teams working to secure housing for expatriates to the Syrian north after the long forced displacement they have suffered. There are many women's association working to secure protection and awareness programs for women and also to provide employment and empowerment for them. These realistic examples never end, as there are many similar examples of initiatives undertaken by a variety of homogeneous groups of doctors or lawyers or teachers or students in order to provide their expertise to their people.

The civil society flexibility and its unique accessibility to the local population make it a critical partner in humanitarian and development work in opposition-held areas as well as in neighboring countries. Most importantly, the growing consensus that local civil society must play a major role in negotiating for political settlement of the future of Syria. However, upholding neutrality and integrity in terms of military and political affiliations in a conflict characterized by a high level of fragmentation remains a major challenge.

Despite the catastrophic effects of the Covid-19 epidemic, it demonstrated the ability of the Syrian civil society to alleviate the crisis and coordinate with various parties in order to meet people's needs, as Syrian civil society organizations, teams and CBOs launched dozens of educational and humanitarian voluntary initiatives to confront the epidemic and support local efforts to combat it. This ordeal enhanced the solidarity these CBOs and re-strengthened their volunteer role to bridge the huge gap in health and service system inside Syria.

The local Syrian civil society will get out of the COVID-19 crisis with better legitimacy and willingness to participate in the decision-making in Syria. This raises the question about the ability of Syrian civil society to find its place in the future of Syria and renegotiate its partnership with political and civil actors.

Unifying civil society and structuring its power is essential for civil society, to be an effective alternative voice that represents the aspirations and hopes of Syrian society.

⁶ Supporting Syrian Civil Society Organizations, Reem Maghribi, KAS organization, October 15, 2020. Link:

⁷ Syrian Civil Society – A closing door, Dr Máiréad Collins, Christian Aid, 2018.

⁸ Towards a greater role of the civil society in conflict settlement in Syria after Covid-19?, Juline Beaujouan

from the Political Settlements Research Programme (PSRP) of University of Edinburgh and Eyas Ghreiz is a researcher and consultant in areas of human rights and development, 22 July 2020 - News. Link:

02

Abstract

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Abstract

With an estimated 6.2 million internally displaced people, resources are increasingly depleted, as more than 8 in 10 people in Syria now live below the poverty line. Families now face difficult choices every day from providing food to getting health care. At the same time, the risk of an escalation of hostilities in Idlib and its surrounding areas in northwestern Syria remains a source of concern.

According to the United Nations response plan, the funding required for the response plan amounts to \$ 3.33 billion, while the actual response as of April 15, 2019 amounted to \$ 210.8 million, which is equivalent to 6.4% of the need.

These indicators show the growth of humanitarian needs that prompted many local initiatives and volunteer teams to try to meet these needs, and to play roles that increase their resilience under such circumstances.

Through the preliminary study, a number of community CBOs and CBIs in Syria and Turkey were contacted, after an announcement from Door and Peace Way of their wish to accompany the emerging CBOs and initiatives in both northern Syria and southern Turkey. The two organizations also conducted a number of focused discussion sessions with a number of these CBOs in 6 points (3 in Syria, and 3 in Turkey) to find out the most important roles that the CBOs are able to play in case conditions didn't change, or if there was no more support. The CBOs were asked about the challenges and concerns they face while performing those roles. And about the most important tools of empowerment or sources of power that enable them to fulfill their roles and overcome these challenges and concerns more effectively. Following that, 25 activities from the 129 CBOs that registered on the questionnaire were selected, after which they were interviewed (individual interviews) to find out the most important needs, means and methods which would enhance their effectiveness in their local communities.



The initial evaluation process was followed by a process of training and accompaniment, which included a set of interventions that helps build the capacity of the CBOs. In parallel, a number of networking workshops were conducted among activities, as well as joint initiatives, to measure the impact of these interventions, the focus was on evaluating four indicators:

- 1) CBOs ability to define their identity and basic societal roles.
- 2) CBOs Organizational capabilities.
- 3) CBOs relationship and their solidarity in times of crisis.
- 4) CBOs relationship with the community and their response to its various issues.

These indicators were measured through several stages to observe the development in the performance of the CBOs.

After attending the training and networking sessions, the teams launched a number of collaborative initiatives, and Door evaluated the program in all stages and measured the impact at the end of the program. The most important results were as follows:

1) A good percentage of teams were suffering from the lack of accurate identification, which was reflected in their organizational capabilities. After attending the coaching program, they were able to link the vision and goals they seek, and their strategic structures and plans, and became more able to organize their resources and roles effectively.

2) Despite the teams' acceptable internal organization, they suffer at the level of external relations, whether through reaching the recipients, or networking with their supporters and mobilizing their resources, as well as having a severe weakness in networking among each other as volunteer teams and CBOs. The coaching program promoted networking and collaboration opportunities as expressed by the participants at the end of the program.

3) Most of the teams were talking about major challenges that prevent them from fulfilling their roles, whether in Turkey or inside Syria, such as legal obstacles, licenses in Turkey, weak funding and weak administrative and organizational expertise in both countries, in addition to the security challenges facing the teams inside Syria.

4) Most of the teams were aware of the importance of their different roles in educating societies and contributing to their development in various economic and societal fields, in defending society and its various issues, enhancing community cooperation and limiting conflicts. However, these teams complained about the dispersion in their efforts and weakness in the organization, as they expressed Lack of community trust in CBOs work due to several problems, the most important of which is the misuse of support and ideology.



5) The teams also mentioned internal challenges, such as the absence of volunteering culture which causes poor human resources. The teams in Turkey made clear that the instability and their constant feeling that they must return to Syria has negatively affected their long-term strategic thinking.

6) The volunteer teams and CBOs realize their great role in networking and organizing processes, as they were able to form groups with specific features such as groups of students, women, or professionals. The teams also expressed the importance of having an organizational tool or group that increases cohesion and interdependence among them, especially after the massive displacement.

7) The teams also expressed the importance of community voice in policy-making, when the community is present in drawing up policies and defining needs, this will be an influential factor in their implementation and fulfillment.

8) When the opportunity was given to them, the teams were able to network with each other, work and plan for joint efforts. Through the networking processes, they were able to launch a number of joint initiatives, "The Solution is in Our Hand" and "Syria is Not Safe" and there was good interaction for months with each other in A trust building process.

9) The networking workshops were important for realizing the importance of community cohesion among Syrians, whether in the same country or across borders. The participants were able to jump over geographical barriers through electronic networking meetings; as they expressed their views on the important factors in promoting community cohesion or the factors that increase disintegration.

10) The training programs helped draw a common strategic vision between the volunteer teams and between the volunteers and participants in volunteer work, and the networking programs helped them to exchange experiences and information.

Door starts this project through its vision of empowering a society capable of overcoming the challenges it faces by investing its local resources in an innovative way. Therefore, the target group of this study were the CBOs that are intended by the teams, bodies and voluntary groups that represent homogeneous groups (students, women, Lawyers, youth) working on a voluntary basis to meet the society needs based on their own resources or simple donations in addition to their community and specialized experiences that bring them together.

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03

Objective



Dor is working to invest its social tools in a scientific and practical way in supporting these community events by accompanying them over a period of six months based on a systematic study that achieves a sufficient understanding of the most important roles that they play.



Objective

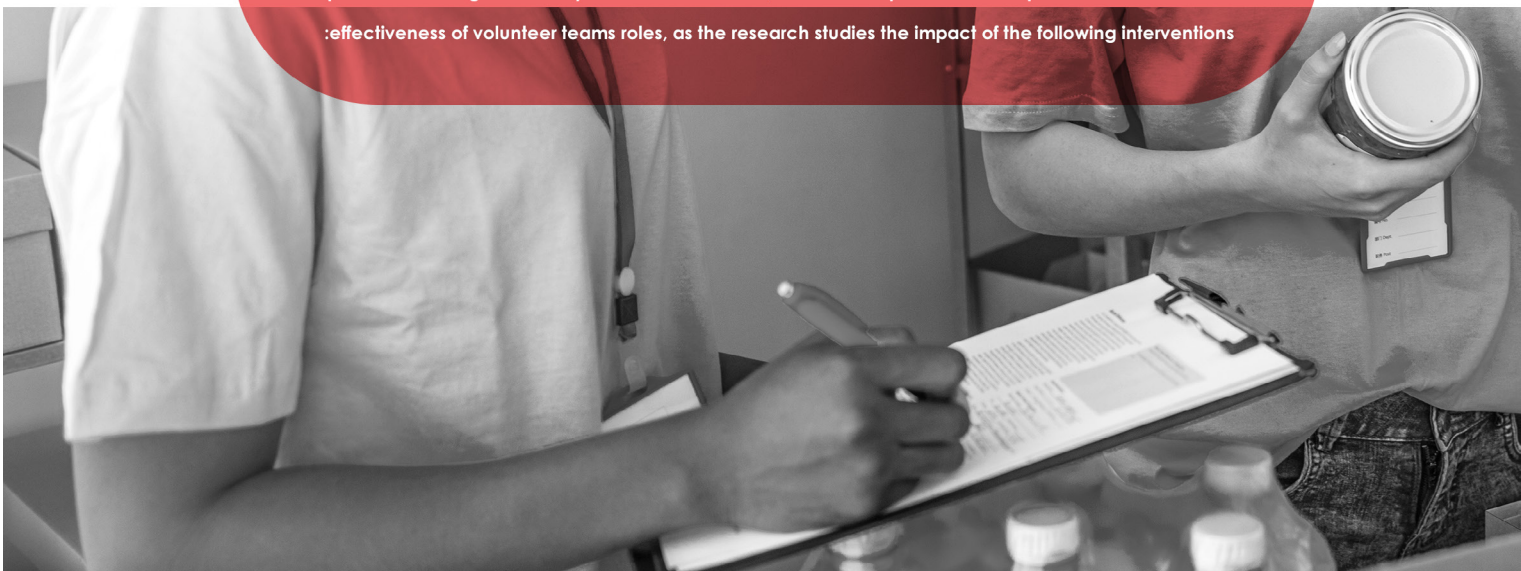
Door has conducted this study on a group of volunteer teams that are active in many fields, and provide their volunteer services to a wide range of social strata. Door is working on investing its community tools in a scientific and practical way in order to support these CBOs. This is done by coaching them for a period of six months based on a study that achieves an adequate understanding of the most important roles they play, the most important challenges they face, as well as the most important means of empowerment and sources of strength that enhance their roles.

Therefore this study aims to answer the following questions:

1. What are the most important needs of the local community in the area you work in?
2. Who provides these services?
3. What are the roles that you can play in case these parties are unable to fulfill their roles?
4. Are there challenges or concerns you face while carrying out your roles?
5. What are the sources of strength (tools and skills) that will enhance your role?
6. What are the strengths (tools and skills) that help you overcome challenges and fears?
7. What are the current resources that you have that help you fulfill your role?

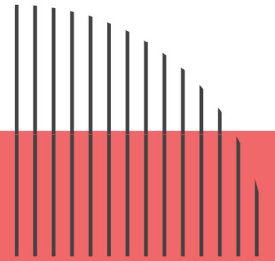
The answers to these questions help to give a perception, whether for donor organizations or those working in the field of training, in order to provide appropriate programs which would enhance the CBOs capabilities to continue and expand their initiatives

The second part of the study seeks to measure the impact of interventions carried out by Door to respond to challenges faced by the volunteer teams, as well as to provide what is possible to increase the effectiveness of volunteer teams roles, as the research studies the impact of the following interventions





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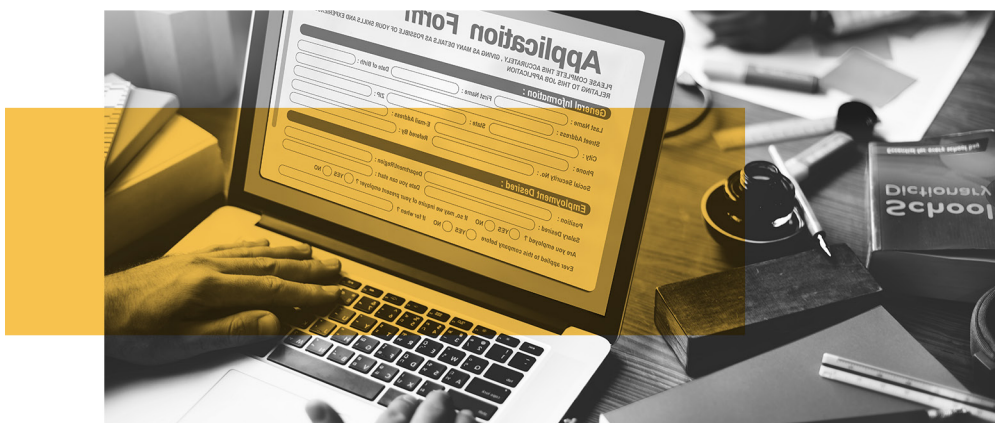
- CBOs Training and capacity building.
- CBOs coaching and technical support.
- Networking between CBOs.
- Joint work between the CBOs.

This is based on the following indicators:

- CBOs capacity to define their identity and basic societal roles
- CBOs Organizational Capacity.
- CBOs relationship and their solidarity in times of crisis.
- CBOs relationship with the community and their response

The study project consists of five stages, whereby the tools are developed based on the first three stages, and then in the fourth stage the tools are applied and tested so that they become more suit-

Stage five	Stage four	Stage three	Stage two	Stage one
4	5	25	6	129
Impact measurement indicators	CBOs coaching .	Interviews	Focus groups	Electronic form



Stage one: electronic form:

The form was distributed through social media, and 129 forms were filled out by various groups of CBLs initiatives in both Syria and Turkey, at this stage the locations, fields of work, and a summary of previous work history of these CBOs were identified.

The initial challenges facing it were also recognized. The number of individuals who filled the form while not affiliated with CBOs reached (25), while 30 forms were incorrectly filled out, whether governmental or private organizations or agencies, filled the form as CBO, the number of repeated forms (a person who filled out the form more

Stage two: Focus groups.

Six focus groups were conducted in Turkey (Gaziantep, Şanlıurfa, and Antakya) and in Syria (Urm al-Jouz, Saraqib, and Azaz). The sessions were attended by a number of CBOs as follows:

1. Student bodies (1)
2. women's team (2)
3. Volunteer Teams / Youth Networks (8)
4. displaced Committees (2)
5. Youth teams (2)
6. Organizations that support youth teams (4)
7. Training initiative (1)
8. Cultural Initiative (1)
9. In addition to a number of volunteers and trainees in a number of agencies (13)
10. Health and education centers (4)
11. An independent trader working in economic empowerment (1)

- Each discussion group lasted for two hours, and included 8 to 12 people. The group included 3 basic sessions. The session began with greetings and getting to know each other for (10 minutes)
- Then the discussion took place in the first session for a period of / 45 minutes / about the society needs and who meets them, the role of **CBOs** in meeting these needs in general, and their role in case government agencies and **CBOs** are unable to meet the needs.
- The second session, which lasted for / 30 minutes, focused on concerns and challenges facing **CBOs**.
- Whereas the third session, for / 30 minutes, was about what helps **CBOs** in playing their roles more effectively, and the sources of strength that help them to overcome challenges and difficulties. Finally, the conclusion was within (5 minutes), the whole session was facilitated by a facilitator in addition to **(documented)** Of the session who saved the session outcomes through a written record and an audio recording.

Stage Three: One-on-one interview

25 CBOs were selected from the ones who filled out the questionnaire. The officials of these CBOs were interviewed in order to get to know about the team's structure, goals, the most important challenges they face, their work vision in their communities, their theory of change, the resources from which they start (financial resources, Material resources, human resources), their skills, and previous experiences of the team (successful experiences, unsuccessful experiences).

Fourth stage: intervention:

The CBOs were coached for 5 months. During this phase, the following interventions were carried out:

1. training CBOs on community organization to enhance their organizational capabilities and their ability to respond to societal issues.
2. coaching CBOs and providing them with technical support to enhance their organizational structure and strengthen the commitment relationships within the teams.
3. Having Networking sessions between the different CBOs in order to strengthen their relations based on focused discussion sessions, in which the CBOs and teams identified relationship challenges. There were also discussions about confidence-building mechanisms and tools for launching joint initiatives.
4. Supporting the CBOs to make a joint initiative in order to implement community practices in a practical way, enhance the confidence between each other, and improve the community's trust in CBOs and in voluntary work.

_ The organization has made various interventions relying on its own resources and community relations.



Stage five: Impact measurement:

After the coaching process, Door measured the impact of the coaching it carried out on all CBOs through an electronic form. The CBOs were asked about the points they obtained, as well as how these ideas helped develop their work

04

Detailed results



	Series 1	Series 2
Jan	0.17	5.60
Feb	0.95	8.52
Mar	1.56	8.74
Apr	2.09	1.08
May	2.69	5.54
Jun	2.73	3.03
Jul	3.49	6.00
Aug	3.65	5.78
Sep	4.01	4.32
Oct	4.57	7.56
Nov	5.45	5.90
Dec	6.16	2.43

	Series 1	Series 2
Jan	9.38	5.52
Feb	8.27	7.29
Mar	5.42	5.51
Apr	0.70	
May	0.35	
Jun	8.01	0.8
Jul	8.54	8.6
Aug	7.79	8.7
Sep	8.17	5.70
Oct	9.71	7.19
Nov	5.45	5.90
Dec	6.16	2.43

After the sorting process that was mentioned in the research methodology, the acceptable activities were sorted based on the criteria of geographical distribution and field of work.



Detailed results

Stage one: questionnaire analysis

- After the sorting process that was mentioned in the research methodology, the accepted CBOs were sorted based on the criteria of geographical distribution and field of work, and the results were as follows:

sum	Idlib	Western Aleppo countryside	Afrin	Northern Aleppo countryside	Hatay	Gaziantep	Location CBO type
7	6					1	Student bodies
14	13	1					Child Protection Committee
6		1	1	1	1	2	Women's League
7	3	1		1		2	Training team
13		4		3		6	Youth teams
2		1				1	Media team
2			2				displaced Committees
1					1		Engineering committee
3				1		2	special needs Advocacy team
55	22	8	3	6	2	14	sum

The first indicator: CBOs ability to define their identity and basic societal roles

Among the challenges and results that were shown through focus sessions' discussions and the CBOs' questionnaires responses:

- classification of CBOs type and their roles by many of participants who filled out the forms (for example: some participants classified their CBO as a training team but the training was not mentioned in any of their community roles)
- Some CBOs suffer from poor coordination among their members (some forms have been filled out by several people from the same team without clear coordination and sometimes different or contradictory information)
- Most CBOs realize the importance of their role in educating societies and contributing to their development in various economic and societal fields, in defending society and its various issues, enhancing community cooperation and limiting conflicts.
- Lack of responsibility within the team, lack of participation, disagreements within the team, absence of an internal system, as well as bearing part of the team the burden of work due to others' dependence, lack of decision-making mechanisms



Detailed results

The second indicator: CBOs Organizational Capacity

By asking the CBOs about the most important challenges they face while carrying out their tasks, most of the answers revolve around the following:

- The financial and material challenge is the main challenge.
- The need for training and capacity building in administrative fields and societal roles, due to teams weak expertise.
- Security challenges (inside Syria) facing CBOs work.
- Lack in the ability of integrating community in various activities carried out by the CBOs.
- Weakness in strategic planning and decision-making mechanisms.
- The weak content of some initiatives, and the absence of realistic activities related to the needs of society.
- Some participants mentioned concerns related to issues in community acceptance, and lack of trust in CBOs and their roles.

The roles that CBOs indicated were:

1. An essential role in educating societies, contributing and developing them in various economic and societal fields.
2. A major role in supporting the community's defense of a cause.
3. An important role in achieving justice and equality of opportunity among people.
4. A role in societal integration and converging views between individuals in a way that limits conflicts, enhances cooperation, as well as organizes society and forms a pressure force.
5. A role in building a communication bridge between organizations and civilians.
6. An important role in activating volunteer work and urging people to help.
7. Changing some unhealthy habits and traditions into healthy ones.
8. Some of the participants (in Turkey) emphasized the role of CBOs in reviving social relations bonds for Syrians in Turkey.
9. Finally, it was emphasized that social relations play a restorative role for the absence of governmental institutions or compensate for their dereliction in some respects.

Detailed results

Stage two: Focus groups

Requirements

- The most important needs expressed by focus group participants in Turkey were:

1. Integration and learning Turkish language for the following reasons:

- a. Follow up on children's education
- b. Communicate and learn about Turkish culture
- c. a lot of people have a feeling of instability - and they still hope to return to Syria - so they need support programs that enable them to stabilize and preserve their identity at the same time.
- d. While some mentioned the importance of sustainable integration.
- e. There was a peculiarity in Antakya, where the importance of integrating Syrians was emphasized; Due to the great diversity among refugees from several regions, and the spread of some societal phenomena such as agglomeration within regional groups; Because of a loss of trust and most of them looking for a comfort zone.

“ People always have the feeling that they are coming back, as some engineers and doctors are unable to accept the fact that they are living in a new country, adapting to the society is not necessarily integration participants in Shanly Orpha

Participants in the anliurfa workshop



Detailed results

2. Facilitating legal matters

- a. Providing legal facilities related to travel permits, amendment of certificates, marriage confirmation.
- b. The need for presence of bodies representing Syrians to communicate with the official authorities in the case of problems
- c. There should be bodies that are capable of collecting rights and providing a sense of stability.
- d. Participants in all regions (Turkey) expressed their need for legal cover (licenses) to practice their CBOs and initiatives, as licensing was one of the first concerns or challenges in Antakya that limited the volunteer teams' work, and limited CBOs to the level of individual or family initiatives.

3. Education:

- a. There is a need to develop parents' awareness, especially those who do not allow their children to go to schools.
- b. Initiatives to reduce school dropout.
- c. The need to reduce begging as it has become a profession.
- d. Providing sports activities for children and adults.



Regionalism: we all need to be like one hand, we need a mechanism that brings us all together, we need a Syrian center or a gathering with no discrimination, we need ideas for Syria and not only for a group or section. We need to integrate Syrians before Turks”

Participants in the workshop of Antioch



Participants in Antakya workshop

4. Community Empowerment:

- a. Educational courses in political fields, the future of Syria, and what is the role of youth in the future.
- b. Rehabilitation of young people in the field of transitional justice and political awareness, especially for women.
- c. Dialogues between community members.
- d. . Solidarity and community cohesion
- e. The disparity between Syrians and the overlook of whoever obtains the new nationality for the rest of the Syrians.
- f. Some class and regional differences between Syrians.
- g. There is a belief in the importance of awareness and empowerment, but training is often inappropriate



Detailed results

5. work:

- a. poor salaries compared to working hours, especially compared to Turks..
- b. Job opportunities do not match with experiences and academics
- c. . There is a need to study the societal environment and empower people to be appropriately integrated into the labor market.
- d. Lack of financial means prevents young people from practicing community work despite the availability of capabilities and competencies, but they are committed to financial responsibilities towards their families.
- e. Emphasis was placed on the importance of providing job opportunities for older men (55 - 60 years), as many of them have professional and academic qualifications, but they do not get job opportunities, which drives children and women to work.
- f. the importance of creating social solidarity funds.

While the most important needs inside Syria were:

- 1. needs determining and quality of organizations intervention:
 - a. There is a gap between determining needs and meeting them (there are no studies for all groups).
 - b. Needs should be determined according to community, not the organizations vision.
 - c. There is a lack of trust in organizations..
 - d. There is a need for a reference that links organizations and a need for co-working.

2. Community Empowerment:

- a. Pay more attention to youth category (as there is difficulty in reaching the youth due to their work).
- b. Family and women support.
- c. raising awareness such as starting reading clubs.
- d. The lack of awareness campaigns reaching people who need them, as reading projects which attracts people who are already readers.
- e. We need to change thinking stereotypes (for example some men in the camps wait for the relief basket and remain unemployed).



Civil society organizations will leave someday, so we must head to corporate governance regardless of their vision. We need a reference and a link between organizations, and we need partnership between organizations to ensure projects stability.



Participants in Azaz workshop



Detailed results

3. Education:

- a. The region needs more attention to education (Turkey has banned voluntary organizations and teams from interfering with education).
- b. Begging and dropping out of school for children.

4. work

- a. Securing livelihoods before educating people; Because the region needs industrial productivity or small development projects (the donors don't allow this).
- b. The displaced also expressed the need for job opportunities for both men and women, as well as fairness in wages between the displaced and the wages offered.

5. Humanitarian needs

- a. As for the displaced, the focus was on housing, since most of the houses in which they live are not eligible for living
- b. Some expressed the need to secure medical needs



Roles:

When the participants were asked about the agency responsible for securing the previous needs, most of the answers, whether in Syria or Turkey, revolved around:

1. Governmental agencies.
2. The bodies representing Syrian opposition.
3. Civil society organizations.

While the answers provided by the participants in Urfa were distinguished, as they mentioned, in addition to the previous bodies,:

4. International organizations.
5. The private sector.
6. CBOs and volunteer initiatives.
7. Universities.
8. Individuals from the community (individual initiatives), such as teaching, by a person who fluent in the Turkish language.
9. In Antakya, the focus has been on the great role that merchants play, as they cover the gap caused by the absence of CBOs and initiatives; However, they provide support to narrow constituencies on a regional basis due to the lack of trust between society sections.
10. Likewise, the absence of organized CBOs in Antakya; Demonstrate the great role of public campaigns in responding to humanitarian situations. Through fundraising on individual or family initiatives.

When asking the participants about the roles of CBOs in general, the answers were as follows:

1. organizing

- a. Organizational cases such as a group of lawyers, a group for women, initiatives of professional gatherings that work to fill in the gaps in the absence of government support, a teachers gathering, a lawyers gathering that explains the Turkish rental law, for example through gatherings (seminars and dialogues).
- b. Organizing towards specific issues or goals and creating networks (network of values).
- c. Student unions that provide facilities for students in the registration process, as well as consultations and sharing experiences.
- d. The role of CBOs is to be a link between people and government agencies.
- e. Part of its role is to bring people back to the laws. People have been living outside the system of laws for 8 years.
- f. Work to find organizations union in order to coordinate between each other and meet some of the society needs.



2. Dialogue (creating a state of dialogue, raising awareness, increasing dialogue spaces)

- a. Using art to promote integration, especially among young people and youth.
- b. Building a safe environment that increases communication and coordination between Syrians and enhances trust.

3. Awareness:

- a. Mainly awareness-raising, and in all fields. I do not have the ability to provide education service, but it is enough to raise awareness about the registration process. if the legal protection is not possible, then the legal awareness process can be satisfying, the same goes for civil and political awareness.
- b. Promoting the idea of volunteering, such as teaching voluntarily without getting paid (the biggest problem was the assistance that pushed people to become dependents). Development begins by starting to depend on the smallest resources, (vocational courses fill big gaps).
- c. Build trust with people; Because many initiatives have made unsuccessful attempts, trust must be built and a safe space secured.
- d. Community awareness of issues of unemployment and relief, then changing the organizations strategy.

The government inability to meet development needs makes the role of civil society to fill the space for these needs. Not allowing civil society to fill the gap is what led to revolutions, to fill the gap in the lack of documentation, to fill the public space through initiatives.

Participants in the anliurfa workshop



4. Advocacy:

- a. The civil society role in presenting major issues and raising awareness about them (child marriage). There was fear and reservation.
- b. Advocacy campaigns, the role of true effective mediator to make people voice about their needs heard.
- c. media spotlighting, and raising the level of calls to achieve international awareness.
- d. Visualize the civil society vision of Syria's future and contribute to international advocacy as well.

5. Training:

- a. Capacity building by providing free training.
- b. Raising awareness through dialogue sessions and exercises, and not leaving the class once the training ends, but rather following up with it.
- c. Empowering vulnerable groups in society and youth.

There is a big role for initiatives , as there are organizations that cannot reach many areas, and local initiatives that fill their place.

Participants in the Gaziantep workshop



05

Challenges and concerns



Challenges and concerns

Challenges and concerns:

When the participants were asked about the most important challenges facing the CBOs work, the answers were as follows:

1. The financial obstacle and the inability to work full-time, in addition to the lack of logistical resources and places available to implement the initiatives.
2. Different priorities and a lower spirit of volunteering.
3. Lack of trust, lack of ability to change.
4. Community lack of trust in initiatives due to large number of failed experiences, lack of transparency, poor employment (employing relatives and acquaintances) as well as weak content of some initiatives and the absence of realistic activities.
5. Lack of experience, lack of knowledge resource and human resource shortage.
6. Lack of strategic planning and its reflection on sustainability (absence of team identity, vision and lack of clarity of goals), problems in organizing teams.
7. The lack of clear results and effects of the CBOs on the ground.
8. There is a gap between the CBOs and the community and its reflection on the community's understanding of the CBOs' role. Sometimes there is a gap between the initiatives' vision and the community's vision.
9. Lack of responsibility within the team, lack of participation, disagreements within the team, absence of an internal system, as well as bearing part of the team the burden of work due to others dependence, and the absence of decision-making mechanisms.
10. Legal challenges such as licenses and approvals.
11. Challenges related to methods of identifying target groups and the difficulty of reaching some of them.
12. After societal challenges such as customs and traditions, intolerance and regionalism, the limited dialogue spaces and the society conservativeness.
13. Negative competition between CBOs, absence of coordination among them.
14. Lack of training and lack of experiences exchange.
15. The security challenge and bombing.
16. The increase in needs due to having bigger target groups (displaced persons, children, youth).





Challenges and concerns

These challenges were summarized by the participants and expressed as follows:

1. Licenses (if you want to gather young men or women, you need security and legal approval) or even to give a private lesson, to distribute a brochure, even focus groups need approval, otherwise they expose themselves to danger.
2. Resources (financial, human, educational) I may have the solution strategy, but we do not have the human resources to carry out the implementation.
3. The strategic plan, the effectiveness goal, its action plan, and its strategy must address a problem in a sustainable way. Any action without planning would be useless. We need planning to focus efforts. There must be a long-term vision.
4. The culture of volunteer work (belief in purpose). The current trend is work for payment, and lack of trust. When doing volunteer work, some people have a belief that there are specific people to do the work, and people do not trust whoever does the work. there is no community involvement in determining and meeting needs.

While participants expressed their concerns while implementing their initiatives:

1. Fear of accusations of affiliation to certain agendas.
2. The legal challenge (who mandated you to do this?).
3. Many initiatives were successful, but individuals have been recruited to work in organizations, which has affected their sustainability.
4. Fear of society's reaction, whether when women participate in activities, or when having sensitive discussing topics.
5. Community failure to interact with initiatives and events as required.
6. Fear of being charged with theft.
7. Fear for personal safety, in particular, security risks

Ideologization: There has become a general state for most of the volunteers, that their efforts are being exploited for the interests of religious and political groups. This resulted in many individuals preferring to work at a less widespread level, but that saves them from these accusations.

Participants in the workshop of Antakya

Sources of power and empowerment tools

When the participants were asked about the sources of strength they need in order to play better roles, the answers were as follows:

1. relationships network (that helps in reaching decision-makers and facilitating the initiatives implementation) and helps in solving problems and conveying the largest possible number voices.
2. That those in charge of the initiatives are trusted.
3. Experience and knowledge of the topics carried out by the CBOs.
4. , forming good relationships with them, and speeding up access to families.
5. Human and community resources, different experiences and knowledge, volunteers from the community.
6. Belief in the possibility of change.
7. Common goals, communication and coordination between initiatives.
8. Diversification of activities is a source of strength.
9. Academic and skill development, and acquiring knowledge and experience.

When asking participants about the sources of strength and tools that help overcome challenges and fears, the answers were as follows:

1. Licenses.
2. Funding.
3. Build trust with the local community.
4. Risk management.
5. Detailed studies of the community context, through developing a plan, knowing where to go, understanding the environment and the context.
6. Independence, that no one imposes his opinions.
7. International and local platforms to express our needs.
8. Transparency.
9. The beneficiary himself is notified of the need.
10. teams empowerment.

People's participation in events (empowering people as part of this event)

Azaz workshop participants

25 CBOs were selected from all people who filled out the questionnaire. The officials of these CBOs were interviewed to learn about the team's structure, goals, the most important challenges they face, their vision of working in their communities, their theory of change, the resources from which they start (financial resources, Material resources, human resources), skills that the team is distinguished by, and previous experiences of the team (**successful experiences, unsuccessful experiences**).

Most of the teams have identified the main areas of work, but there was generally a lack of clarity of the strategy and how to reach the goal, as well as how to practically plan activities and define work priorities that lead them to achieve the teams goals.



Stage Three: Interviews 1: 1

Based on the recommendations that resulted from the study, whether those presented by the CBOs or by the research team, and based on Door's vision and objectives and its theory of change; The CBOs support and coaching program is designed to work on enhancing the events 'ability to fulfill their roles, face their challenges

CBOs training	CBOs coaching	CBOs networking	Joint campaign
<p>14 Training session</p> <p>In a community-based organization approach in each of the target areas</p>	<p>21 Coaching And counseling session</p> <p>To apply and test educational practices during training sessions and to improve teams' internal organization and organizational capabilities community initiative</p>	<p>8 Networking session</p> <p>Between the CBOs to reinforce relationships between them and to study together how to enhance their trust with the community and improve its response to its issues and plan a joint community initiative</p>	<p>1 Joint campaign</p> <p>Between the CBOs to reinforce relationships between them and to study together how to enhance their trust with the community and improve its response to its issues and plan a joint community initiative (The Solution is in Our Hand Campaign)</p>

and measure the impact of training on clarifying and understanding these roles by the CBOs and teams. The coaching included:

training sessions in community organization approach, in addition to coaching sessions in Antep, Hatay, and Urfa (physical and through the zoom platform).

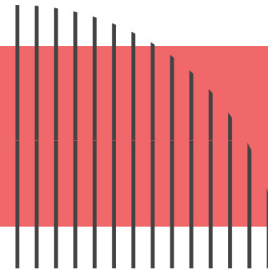
The sessions started on 07/01/2019 and ended on 11/30/2019

- Intellectual structures as a leadership exercise
- Identity and the people of a case
- The General Story (the story of I, We, and Now).
- Community leadership and empowerment.
- Engaging relationships.
- Building the leadership team and spanning teams (structure).
- Social capital.
- Organizational roles and team norms
- Joint strategy.
- Vision and goals.
- main players.
- Assumptions of change
- Tactics.
- Time Direction.
- Joint Act - launching initiatives and campaigns.

21 office consulting sessions for the CBOs, an average of 3 sessions for each CBO in the three regions. 8 networking sessions between CBOs in Antep, Urfa, Hatay, and Syria, through Zoom platform, to brainstorm about societal issues and develop proposals for joint initiatives, projects and campaigns, a physical session for teams and CBOs representatives; In order to launch a joint community initiative or community project (self-sufficiency) or an advocacy campaign (selected by teams and CBOs, the program team role is limited to facilitation and technical support) (second stage)

Stage four: the intervention stage

Second stage outcomes

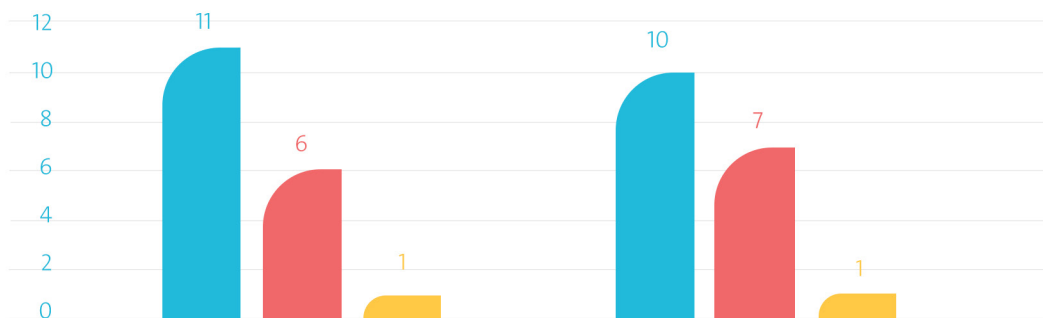


First: training and coaching process outcomes

Stage five : studying the change in indicators as a result of various interventions:

- Through the coaching program, most of the teams developed their organizational framework, which include their vision, strategic goal, theory of change and work tactics, and most importantly the people of the cause they work for, as 16 of the 17 teams which participated in the evaluation responded; They have largely or somewhat developed their organizational capabilities, while one team replied that the program had not helped them at all.
- Through the program, the participating teams can: write and tell the stories of their members and their shared story, and understand their identity, role, and the common values that they share.

CBOs ability to define their identity and basic societal roles:



Did the coaching program help in? Now the team can participate in Writing stories of its members and their common story, understanding their identity, and role and common values that bind them together

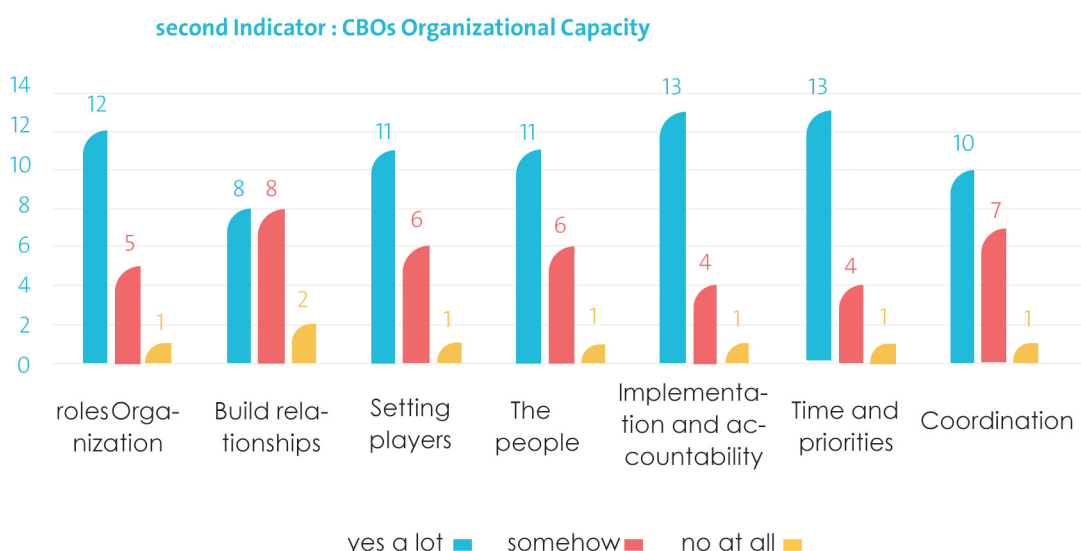
Did the coaching program help in? The team's organizational structure development, which includes its vision, strategic goal, theory of change, working tactics, and most importantly the people of the cause they are working for

yes a lot ■ somehow ■ no at all ■

The second indicator: CBOs organizational Capacity

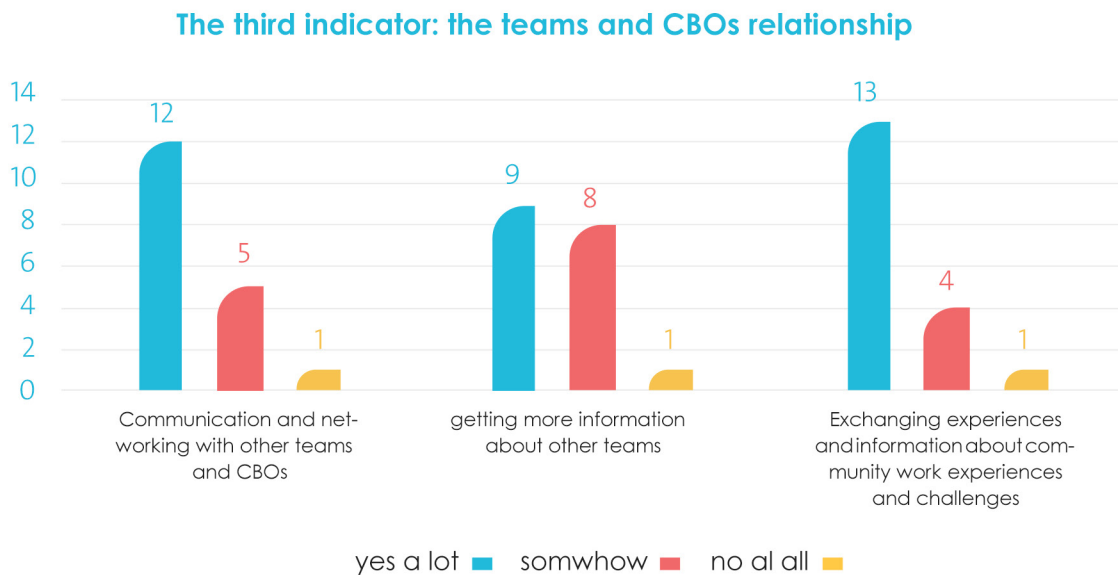
The second indicator: CBOs organizational Capacity

- The program helped enable most of the teams to organize their work, distribute roles and responsibilities, and strengthen their norms. Fifteen of the 17 expressed that the program helped them somewhat or significantly in organizing their work, while two people expressed that the accompaniment program did not help them at all.
- Teams became more able to build engaging relationships among themselves and with others. The responses of the participants were similar to the first indicator, where 15 of the 17 participants expressed that they benefited somewhat and greatly from the program in building engaging relationships while two people did not benefit at all.
- Teams have become more able to identify the main players influencing and affected by the issue they are working on, and determine their positions and tactics for dealing with this. 8 participants answered that the program helped them a lot, 8 others said that the program helped them somewhat, while one person expressed that the program did not help him at all.
- Teams and CBOs have become more able to jointly develop action strategies with people of the cause and also have become more able to invest their resources and people of the cause resources and supporters and build their social capital. 16 of 17 expressed that they benefited from the program in increasing their capabilities to develop strategies, and only one person expressed that he did not.
- Most of the participating teams still face weakness in the implementation, follow-up, evaluation and accountability processes, as the largest percentage of 8 out of 17 expressed that the program helped them somewhat, while 7 expressed that the program helped them a lot, 3 expressed that the program did not help them at all.
- 10 of the 17 participants expressed that the program helped them in the areas of time management, priorities and meeting management, while 5 expressed that the program helped them somewhat, and two participants did not feel that the program helped them at all.
- The program helped 10 participants in the coordination process, whether on the basis of specializations and common issues or on the basis of geographical convergence and common context, while 5 participants expressed that the program helped them somewhat, two participants expressed that the program did not help them at all.



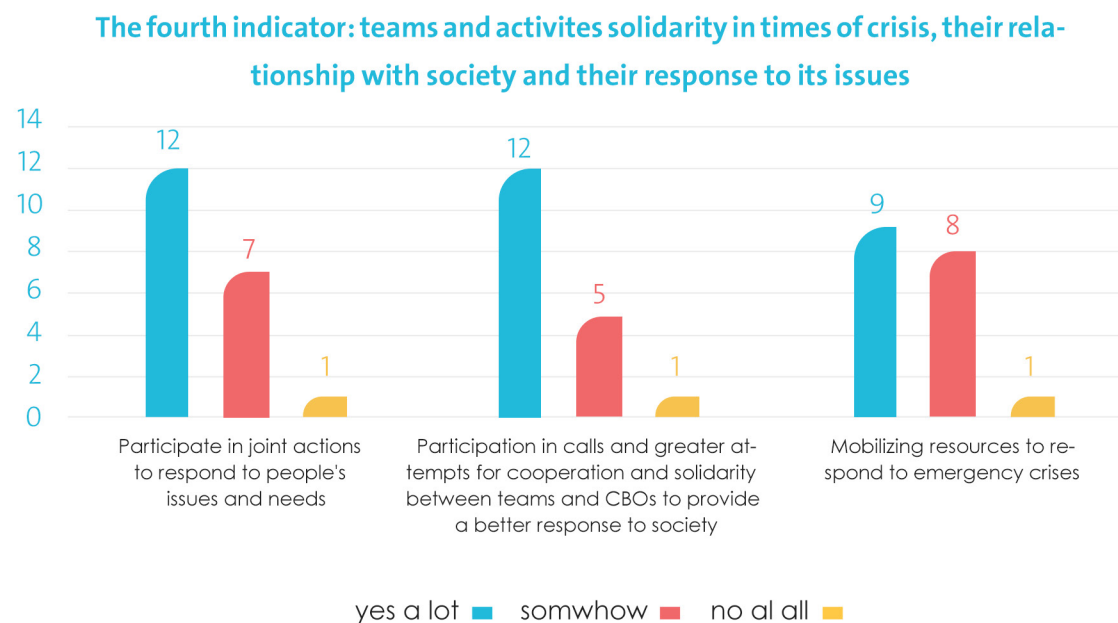
The third indicator: the teams and CBOs relationship

In general, the participants expressed that the training program, in addition to the coaching sessions, helped them in exchanging experiences and information about their experiences, as well as obtaining information about each other and increasing communication and networking opportunities.



The fourth indicator: teams and CBOs solidarity in times of crisis, their relationship with society and their response to its matters

The participants expressed that the training and coaching prompted them to participate more in joint actions to respond to people's issues and needs, respond to demands and greater attempts for cooperation and solidarity to provide a better response, it also increased their ability to move their resources to respond



- 3 networking sessions were implemented between teams and CBOs inside Syria and Turkey. To discuss common issues through Zoom platform, during which it was planned to launch a joint initiative at the internal level of Syria and Turkey, and to apply the tools and skills obtained during the program.

- The networking sessions were based on the results of the networking session, which brought together a group of CBOs in Turkey and Syria, and resulted in the most important issue to work on is enhancing trust among Syrians. They relied in their networking sessions on the experiences, tools and skills acquired during the accompaniment period.

- 3 networking sessions conducted by teams and CBOs in Syria and Turkey to determine how they contribute to enhancing trust among Syrians through which the people of the cause, vision and assumptions of change were identified

cases:

Case study: networking and trust building

People of a cause:

- Syrians at home and abroad who share common values and seek a better Syria for all.
- Syrian social groups and CBOs at home and abroad.
- Syrian institutions working in Syrian human and societal affairs.

The vision: Syrians at home and abroad trust each other more and are more able to work with each other to serve their cause.

Change Hypotheses:

- having joint initiatives between the CBOs in Syria and Turkey would serve the community and enhance trust among Syrians.
- If we focus on Syrian success stories at home and abroad, and shed light on and support them, we will reach the better trust among Syrians.
- If we enhance communication between Syrians at home and abroad through meetings and dialogues on virtual and physical reality (**youth - women - adolescents - teams and others**), we will get to enhance trust among Syrians.
- If we work to educate the Syrians about the Syrian issue and the reasons for the displacement and dispersal, we will enhance trust among Syrians.
- If we set transparency and accountability standards for any initiative, project, humanitarian action, or political or social proposal, and we spread them among the people and educate them about that, and put pressure on the various institutions and bodies towards their application, we will reach better trust among Syrians.

During two networking sessions, the activists in Syria and Turkey managed after their agreement to launch a joint initiative, the solution is in our hands, which coincided with fears of the spread of Coronavirus cases inside Syria, the lack of health services and the weak ability of the controlling forces to issue preventive measures that are binding on institutions and various parties.

Change Hypotheses:

Through networking sessions, teams and CBOs were able to:

- Communication and coordination.
- Jointly identifying community needs and intervention priorities.
- The CBOs got to know each other and built engaging relationships based on resources and interests.
- The networking process strengthened the solidarity of the CBOs in Syria and Turkey with each other in the face of the emerging Corona virus crisis.
- Teams and CBOs were able, through different networking sessions, to build a team for a joint initiative distributed over multiple geographic regions and with different specializations, in which volunteers from different teams and CBOs participated, in addition to new volunteers and teams. To implement the joint initiative to confront the emerging corona virus.

At the end of the networking sessions, the effectiveness of the networking meetings held by the teams and CBOs and their impact on the teams' relationship with each other and on their ability to respond to community issues was evaluated. After sending a questionnaire, the opinions of 20 representatives of the teams and CBOs who attended the various networking meetings were collected:

Results of the final evaluation in which representatives of twenty teams participated:

85% of team and CBOs representatives thought that the networking meetings met their needs; in understanding beneficiaries priorities and to plan appropriate response initiatives to these priorities.

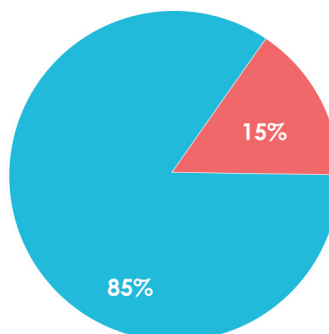


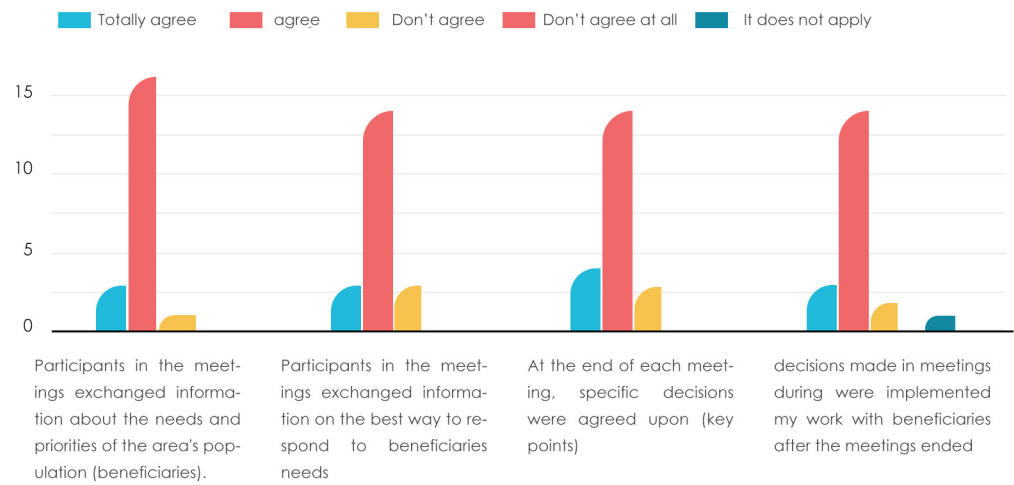
- Sixteen out of 20 teams and CBOs representatives fully agreed that the meetings allowed the participants to exchange information about the needs and priorities of the residents of the area, three of them agreed, and only one disagreed with this statement.
- 14 out of 20 teams and CBOs representatives fully agree that the meetings allowed the participants to exchange information on the best way to respond to beneficiaries needs, and 3 also agree, while there are three who disagree that the meetings allowed the exchange of information on the best way to respond to the needs of the beneficiaries.
- 13 representatives fully agree that the meetings were conducive to specific decisions, and 4 of them agreed, while three of the event representatives did not agree.
- 16 representatives said that they implemented the decisions made in the meetings during their work with the beneficiaries, on the other hand there was only one person from the representatives thinks the opposite.
- sessions contributed greatly to strengthening the relationship between the teams and the CBOs and their ability to solidify in times of crisis (the third indicator), and they also contributed somewhat to improving the ability of teams and CBOs to respond to community issues By identifying his needs and priorities in order to response in a suitable manner. This has prompted Door to continue with more networking sessions under the name of community cohesion sessions; To study the most important factors that contribute to the Syrians' cohesion, whether in Syria or in Turkey

20 Responses

- Did the meetings fulfill to some extent your needs to understand beneficiaries priorities and to plan appropriate response initiatives to these priorities?

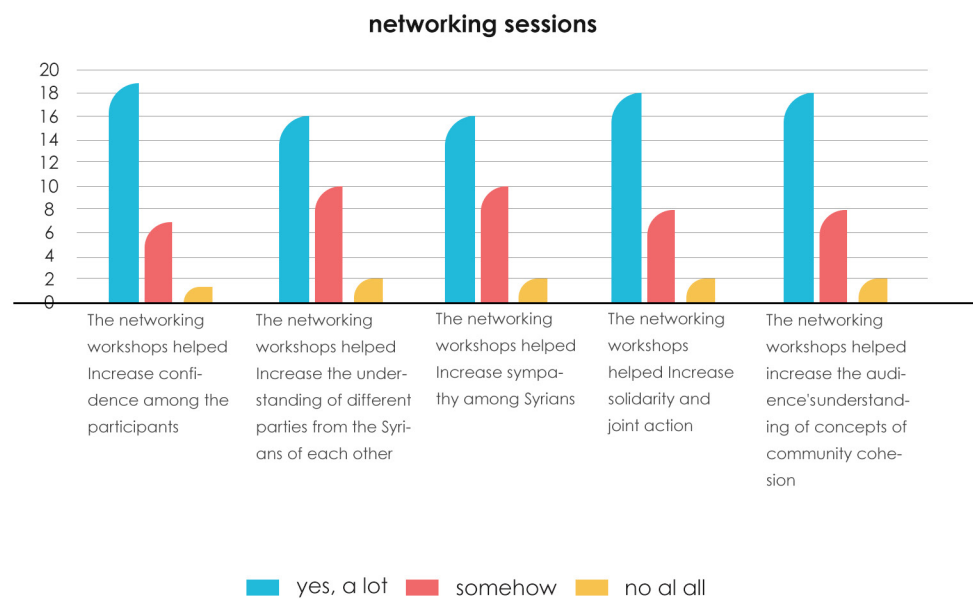
- YES
- NO





After the end of 4 workshops that took place in Syria and Turkey on community cohesion, the participants' evaluation of the networking workshops was according to the following criteria:

- The networking workshops helped increase trust building among participants.
- The networking workshops helped increase the understanding of different Syrian parties.
- The networking workshops helped increase sympathy among Syrians.
- Networking workshops helped increase solidarity and joint action.
- The networking workshops helped increase the attendees' understanding of community cohesion concepts.



Third: Implementing a joint initiative

Through communication and networking between teams and CBOs, a campaign was agreed to be launched, to improve trust between Syrians inside Syria and in Turkey. A Facebook group was started and it included more than 480 members from different teams inside and outside Syria. It was agreed to conduct a set of preparatory meetings to study appropriate ideas and activities that increase trust among Syrians. A number of networking meetings were

held to discuss ideas and exchange practical experiences, and many ideas were proposed, including:

- 1) Charity market.
- 2) joint meetings.
- 3) Dialogue seminars and poetry, cultural and literary evenings.
- 4) Networking with youths and introducing them to situations before revolution.

Discussions and joint meetings between the volunteer teams were followed up later.

the volunteers were also able to search for a common cause that brings them together in different places, during the networking sessions, so the proposal was for a campaign under the name (Syria is not safe); The fact that the security state in which Syrians live, whether inside Syria or in asylum countries, are unstable and insecure. This name was given to show solidarity with Syrians who feel unstable as a result of the constant threat to return to Syria, under the excuse that Syria is safe now.

The campaign was widely spread, as the number of members participating in the electronic campaign reached about one thousand seven hundred members, and many messages and videos were published to highlight the safety situation, whether in jails or in camps, as a result of multiple waves of displacement, or as a result of military actions.

Then, due to the spread of the Corona epidemic, the teams decided to work together to launch a new campaign of solidarity in light of the pandemic that could reach northern Syria and cause a health disaster.



Corona case study

People of a cause: the Syrian volunteer teams in Syria and Turkey.

The case: doing anything to help alleviate people suffering; Because of Corona epidemic spread.

The problem: As a result of the large spread of the Corona epidemic around the world, and the great fear that the epidemic will reach the regions of northern Syria, where more than 4 million citizens live, most of them in overcrowded camps.

As the results of the study conducted by the research team at Youth of Change Foundation showed to prepare for the intervention process, 47% are not committed to staying at home because they go out to work, and 42% are not committed because of their need to buy their daily things, so there was a need to reduce the risk by working on two hypotheses change:

1. Raising awareness among people about the dangers of the Corona epidemic and the mechanisms of prevention and protection.
2. Work to strengthen community solidarity by calling for solidarity among people, reducing house rents, and thus reducing the need to leave homes for work.



Activities Description:

The volunteer teams in 15 geographic places organized themselves into unified WhatsApp rooms to work on awareness-raising within all regions in northwestern Syria, the teams activities included the following:

- 1) Conducting a research to find out the reasons for people non-compliance with the social distancing standards.
- 2) VOX-POP street interviews.
- 3) Training of nearly 200 volunteers on prevention methods and distributing protective equipment.
- 4) Drawing murals and sticking brochures in public places.
- 5) Organizing queues in overcrowded places.
- 6) Field visits.
- 7) Publications on Facebook.
- 8) Production of educational videos.

Change: volunteer teams Solidarity as a result of networking, as the activity witnessed a great interaction by the volunteer teams and joint work in the targeted areas, where it was observed that the teams work with each other in a cooperative and complementary manner.

In the end of the campaign, the impact of the campaigns on activating the role of the CBOs was measured, as well as the degree of solidarity between them.

What was the motivation behind participation

20 Responses



Participants' Recommendations:

First: networking, coordination and cooperation:

1. Working on networking CBOs within platforms that distribute roles among them.
2. Diversifying fields of work and specialization of CBOs, and increasing coordination between them.
3. an invitation for supporting bodies coordinate for setting priorities, and for having diversity (professional, education, health, small projects).
4. Establishing a clear action plan for the CBOs.
5. Defining the goal and setting a real strategy.
6. Inviting the largest possible number of active civilian gatherings to spread the benefit.

Second: Licenses and Legal Support:

7. Providing legal advice and facilities for CBOs and initiatives.
8. Working on networking and organizing CBOs under a legal cover that allows them to obtain licenses to conduct their CBOs.

Third: Training and Capacity Building:

9. Selecting trainers who have practical experience to enrich the training process.
10. Training workshops to build the capacity of civil CBOs (IT literacy _ effective communication).
11. Setting specialized training courses to increase the CBOs efficiency, each according to their specialization.
12. More training centers and workshops.
13. Increasing seminars for CBOs to spread awareness.
14. Workshops, especially in management and organization of "good governance."

Fourth: Financial Support:

15. creating job opportunities and empowering CBOs to contribute to unemployment elimination by creating economic and agricultural productive projects
16. Supporting community projects.
17. Establishing projects (self-sufficiency) based on local resources.

Fifth: Trust Building:

18. The right man in the right place.
19. Working on identifying needs through realistic society studies.
20. Working to increase community participation in identifying its needs and understanding the interventions that the CBOs undertake.
21. Working on identity, communication, and community dialogue projects, To form social capital.

Sixth: Awareness and Advocacy:

5. Searching for effective people and taking into account their work conditions to attend and interact.
6. Conducting community mobilization and advocacy campaigns about important issues.
7. Shedding light on the roles that CBOs can play, and working on disseminating success stories.
8. Raising awareness about volunteer work importance, and launching campaigns about volunteering, its goals and importance.

research team Recommendations:

- 1) Preparing a map of CBOs, initiatives, and the services they provide on a regular basis.
- 2) Providing strategic planning training for CBOs, organizing voluntary work. In addition to the fact that training should be practical and extend over long periods.
- 3) Providing community centers to incubate activities and accompany them during initiatives implementation by providing consultations and appropriate tools
- 4) Supporting community centers to provide legal cover by providing facilities and legal advice for CBOs.
- 5) Launching awareness campaigns about the importance of CBOs and volunteer work.
- 6) Marketing social activation tools to encourage the activation of self-sufficiency projects, and to start from local resources.
- 7) Networking between CBOs through electronic platforms and physical meetings to exchange experiences.



Appendix 1

Dialogue Guide - Dialogue CBOs focus group

Introduction (10 minutes)

For the researcher:

- Objective - Introduce yourself Determine the purpose of the discussion this evening, which will address issues related to CBOs in your area.
- Explain the purpose of having a voice recorder - we will use a voice recorder to help take notes from my colleague with us in this session and he in turn will help me write as best he can.
- Privacy - Everything you say will be confidential, and anything you mention will not be attributed to you, including your name and any contribution you make, I hope this encourages you to speak up.
- Basic rules - set the limits of session etiquette (such as mobile phones that should remain silent), and for interaction and exchange of opinions (listening to the opinion of others, not interrupting, and speaking frankly).

Let's Begin:

First of all, I would like to start by (one by one). Please provide your name, what do you do, where do you live?

Community Matters (40 minutes)

- When you think of your friends, family members, and community members within your area, what are the most urgent services and needs they need?

(The session facilitator, please ask about all the services they need: ask more about these needs)

- I would like now to ask you about the bodies that meet these needs?

(The session facilitator, please ask more about the authorities (if they do not mention a role for CBOs, it must be mentioned)

- Would you please tell me about the roles CBOs play in your local communities?
- In case these bodies you mentioned (the bodies that meet the needs) are unable to fulfill their roles towards the displaced, please tell me what roles you can play as CBOs to fill this gap (session facilitator please ask more about the roles that they can play).

Challenges and concerns (30 minutes)

Moving to another topic now, I would like to discuss the challenges that affect the representative CBOs of the Displaced Committees in carrying out their roles.

- What do you think are the main challenges / problems facing the CBOs representatives of the displaced to implement their usual roles, or when they intervene to fill a gap as a result of the inability of the concerned authorities to meet these needs?
- Among the challenges that you mentioned, in your opinion, what are the three most important challenges that the CBOs representatives of the displaced may face in implementing their roles?

(The session facilitator please ask more about the three challenges that guide them).

- What are your biggest fears when you think of intervening to fill a gap as a result of the responsible authorities inability? What are you concerned about this intervention?

Strength Tools and Resources (30 minutes)

Thinking about the roles played by the committees of displaced representatives CBOs :

- Please tell me, what are the sources of strength, tools and skills that you think will help you to fulfill your role towards the displaced?
- Through the roles that you have previously implemented within your CBOs, please tell me what sources of power do you have that helped you to implement these roles?
- Thinking about the challenges and concerns you mentioned, so that the CBOs representing the committees of the displaced can overcome the challenges they face. In your opinion, what are the sources of strength and the auxiliary tools that they need in order to be able to overcome them?



Closure (5 minutes)

What was the most interesting thing you learned during this session?

What will you remember from this session?

In a word, what is your concern about the displaced needs?

- Dear Facilitator, ask the participants if they have any comments or additions they would like to provide.

Ensure that the observer has documented the required matters.

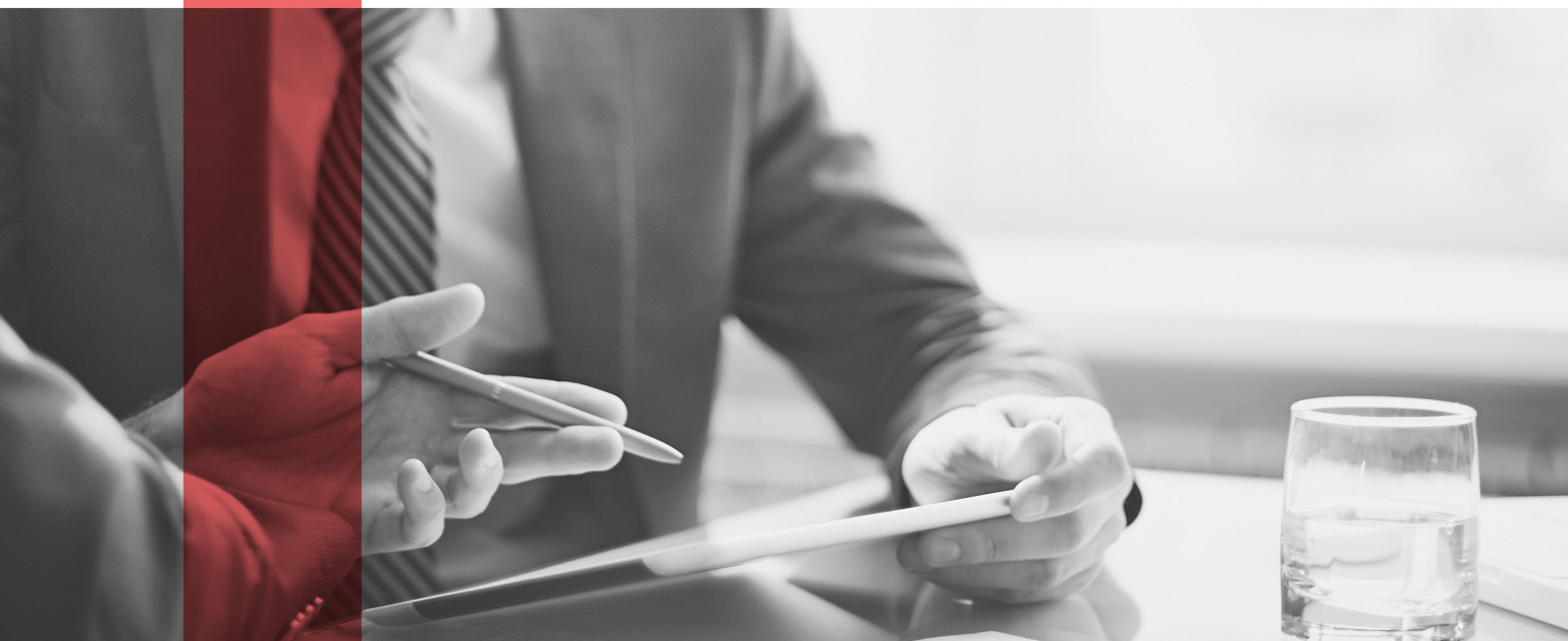
Ensure that what was recorded has been saved and the voice recorder is closed.

Do not forget to document a group of photos to attach to the session report.

Appendix2

List of CBOs participating in focus groups

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Report

