



TURKISH RED CRESCENT

COMMUNITY-BASED MIGRATION PROGRAMS

SOCIOECONOMIC EMPOWERMENT PROGRAM TEAM

CAPACITY DEVELOPMENT PROJECT FOR COOPERATIVES,
COOPERATIVE INITIATIVES AND SOCIAL INITIATIVES

Final Report



Ankara
April 2022



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FINAL REPORT

Turkish Red Crescent Publications

1st Edition, April 2022

This report is funded by United Nations High Commissioner for Refugees (UNHCR). This report does not necessarily reflect the views of European Union and Turkish Red Crescent. This report may not be reproduced and distributed in any way without permission of Turkish Red Crescent.

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ABBREVIATIONS

EU	: EUROPEAN UNION
DİKA	: TIGRIS DEVELOPMENT AGENCY
SEGE	: SOCIOECONOMIC DEVELOPMENT INDEX SURVEY
SOGEP	: SOCIAL DEVELOPMENT SUPPORT PROGRAM
STGM	: CIVIL SOCIETY DEVELOPMENT CENTER
SWOT	: STRENGTH, WEAKNESS, OPPORTUNITY, THREAT MATRIX
HAZEK	: HATAY ALTINÖZÜ ZEYTİN EMEĞİ WOMEN'S INITIATIVE PRODUCTION AND OPERATION COOPERATIVE
İZKA	: İZMİR DEVELOPMENT AGENCY
SWOT	: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS
HAZEK	: HATAY ALTINÖZÜ ZEYTİN EMEĞİ KADIN GİRİŞİM ÜRETİM VE İŞLETME KOOPERATİFİ
İZKA	: İZMİR DEVELOPMENT AGENCY
TGI	: TARGET GROUP INDEX
TKDK	: AGENCY FOR FINANCIAL SUPPORT IN AGRICULTURAL AND RURAL DEVELOPMENT
TOC	: THEORY OF CHANGE
UNHCR	: UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES
UZZK	: NATIONAL COUNCIL OF OLIVE AND OLIVE OIL

foreword

One of the most important dimensions of the migration crisis, which deeply affects all humanity, is to provide immigrant and asylum seeker populations with access to livelihoods, to achieve economic independence without the need for assistance and thus to establish social harmony with the local people.

One of the most valid methods of reducing or completely eliminating the economic-oriented negative perceptions and prejudices against immigrants and asylum seekers in the local society is that these people can participate in the production life and provide their own livelihoods and make an economic contribution to their relatives and even to the society they live in.

Starting with these sensitivities, Community Centers operating within the Turkish Red Crescent Community-Based Migration Programs aim to increase the employability of local people, Syrians under temporary protection and other foreigners under international protection within the scope of Socioeconomic Empowerment Program and to support the labor force policies of our country.

For this purpose, activities are carried out in the focus of developing professional capacity and language skills, directing to employment and observing rights in working life for beneficiaries.

At this point, we are pleased to share with you the results reports including the implementation processes, concrete outputs, multiplier effects and general evaluations of the projects carried out with public institutions, non-governmental organizations, private sector representatives and international stakeholders and aimed at enabling beneficiaries to access sustainable livelihoods. We hope that this report, which includes the field results of long and detailed planning studies, will pave the way for similar studies and shed light on that path.

COMMUNITY-BASED MIGRATION PROGRAMS

SOCIOECONOMIC EMPOWERMENT PROGRAM TEAM



1. general information

1.1. About Turkish Red Crescent

The Red Crescent is a voluntary social service organization with legal personality, subject to the provisions of private law, non-profit, free of charge and working for the public interest.

The Red Crescent, founded on June 11, 1868 under the name of “Ottoman Aid Society for Wounded and Sick Soldiers”, was named as “Ottoman Red Crescent Association” in 1877, “Turkey Red Crescent Association” in 1923, “Turkey Red Crescent Association” in 1935 and “Turkey Red Crescent Society” in 1947. The organization was named “RED CRESCENT” by the great leader Atatürk.

The purpose of the Red Crescent is to try to prevent or alleviate the pain of a person without any discrimination, to protect the life and health of a person, to ensure that his personality is respected and to try to bring mutual understanding, friendship, respect, cooperation and constant peace between people. The Red Crescent is a symbol of solidarity in times of need, equality in times of suffering, humanity, neutrality and peace in the heat of war.

Turkish Red Crescent, one of the most respected and powerful institutions of the humanitarian sector in the international arena, shares the basic principles of the International Red Crescent-Red Cross Community. These are the principles of humanity, non-discriminatory, impartiality, independence, charity, unity and universality.

The organization of the Turkish Red Crescent consists of Headquarters and branches. The duties at all levels of the Red Crescent other than the General Directorate are carried out voluntarily.

Turkish Red Crescent, which carries out works at national and international level in the fields of disasters, safe blood supply, social services,

migration services, education, youth and volunteering services, is developing its service range day by day.

1.2. About Community-Based Migration Programs And Community Centers

As a result of the political crisis and conflicts that started in Syria on March 15, 2011, millions of people were displaced and became in need of humanitarian aid. With this migration crisis, Turkey is home to around 4 million immigrants and refugees. Within the scope of the response to the Turkish Red Crescent migration crisis, the first Community Center was established in Şanlıurfa province on January 20, 2015 in line with the needs of migrants, refugees and local people living outside the camp. As of 2020, the services of Turkish Red Crescent Community-Based Migration Programs reach the beneficiaries with 17 community centers in 16 provinces across the country.

The key objective of Community-Based Migration Programs is to contribute to the community resilience and culture of peaceful co-existence by empowering the physical, psychological, social and economical of all vulnerable groups and individuals.

The priority audience of the services of our Community Centers, supported by many national and international non-governmental organizations, is vulnerable individuals from all age groups such as the disabled, the elderly and people exposed to violence. Our Community Centers aim to provide their services to all those in need who live in the region they serve, regardless of religion, language or race.



19 Active
Community
Centers



1.3. About Socioeconomic Empowerment Program

In order to ensure the economic self-sufficiency of all vulnerable individuals, it aims to increase their professional capacity, to direct them to work and to support entrepreneurship. Three main sub-programmes are implemented under the Socioeconomic Empowerment Program.

Guidance to Employment Subprogram

Within the scope of labor supply analysis, profiling, individual competence determination, Turkish level determination and personality inventory studies are carried out. Within the scope of labor demand analysis, workshops are organized with stakeholders and employers together with determination of positions and vacancies in employment, collection of employer demands

and determination of competence needs. As a result of these analyses, beneficiaries participate in vocational trainings, Turkish language courses, Business and Vocational Turkish Trainings and Social Skills Development Trainings opened to meet market needs and appropriate beneficiaries are directed to employers and vacant positions. Beneficiaries who are referred to employment are informed about legal and cultural working conditions and consultancy services are provided for employers during the work permit application process. In addition, work permit fees are also paid under the program.

Entrepreneurship Subprogram

Basic and advanced entrepreneurship trainings are provided through collaboration with



Vocational Training

21.925

Turkish Language Courses

14.308

Guidance to Employment

20.668

Counseling for Employers

8.376

Soft Skills Training

7.852Professional and Vocational
Turkish Language Course**8.407**

Work Permit

10.717

universities, civil society organizations and techno-parks in line with the needs analysis performed about local entrepreneurship by Community Centers. Following the trainings, entrepreneurship camps are organized to create business and feasibility plans of the beneficiaries. The ones with sustainable business plans are designated and in-kind support is provided for them. In the meantime, mentorship and incubation assistance is provided on the areas of legal, marketing, finance and business management during the incorporation process.

Additionally, support for Homebased Production, Small-Scale Agricultural and Livestock Production including material, equipment and consumables are given for the beneficiaries who participated to the vocational trainings and agricultural and husbandry trainings carried out at Community Center and received certification to produce at home and create livelihoods.

Number of People
Receiving Training**843**Number of People
Receiving In-kind Donation
Support**76**Number of People
Preparing Business Plan**383**Number of People Participating
in the Mentorship and
Incubation Program**77**

Agriculture and Livestock Subprogram

Theoretical and practical agriculture and livestock trainings are provided to the beneficiaries to meet local needs in line with the cooperation with local institutions, agricultural chambers, associations and universities affiliated to the Ministry of Agriculture and Forestry. Beneficiaries who successfully complete the trainings are directed to employment or beneficiaries who want to carry out production are given Home-Based Production, Small Scale Agriculture and Livestock Production supports.



Number of Agriculture
and Livestock Courses
Trainees

4.355



General Information About Project

Capacity Development Project for Cooperatives, Cooperative Initiatives and Social Initiatives” implemented by Turkish Red Crescent Community-Based Migration Programs” with the support of UNHCR aims at supporting the cooperatives as they are one of the socioeconomic solidarity models to facilitate social cohesion and economic empowerment at the local level, and strengthen sustainable, income-generating models for beneficiaries, consisting of both local community and refugees, to enable them engage in commercial activities by means of developing their capacities. As the service provider in the project, Youth Scientific Research and Development Training Cooperative (“Youth Cooperative”) provided services listed below:

1. Selection of the Social Initiatives, Initiatives and Cooperatives to be Supported
2. Industry, City and Cooperative Need Analysis
3. Cooperative Management Trainings
4. Mentorship and Consulting Service
5. Monitoring and Evaluation

A total of 134 applications from all over Turkey were received for the project which was publicly announced. Of eligible 105 organizations, 10 organizations from 8 different cities (7 cooperatives and 3 cooperative initiatives) were selected to receive support under the project.

As the first step, Youth Cooperative prepared the Theory of Change in line with the project expectations of Turkish Red Crescent Community-Based Migration Program and accordingly developed the road map for the project. The proposed strategy aimed at building sustainable structures in the ecosystem through need analysis specific to the beneficiary organizations, city and industry need analysis and capacity development in cooperative management. As part of capacity development activities, selected cooperatives and cooperative initiatives are supported with mentorship/technical consulting system. Also, Turkish Red Crescent Community-Based Migration Program provided cooperatives or initiatives in-kind support (equipment, raw material, devices, tools, licenses, services (design, websites), visibility material, application/subscriptions, etc.) up to TRY 60,000, determined according to the results of need analysis interviews, in order to contribute to continuity of organizations.

Ultimate goal of the strategy can be summarized as such: (1) To strengthen the capacities of selected cooperatives, cooperative initiatives and social initiatives via training and mentorship, (2) To give enhanced market visibility to the products they are currently producing or planned to produce in the future by providing suggestions for improvement of their current situation on the basis of city and industry, (3) to contribute in the continuity of the organizations by meeting their equipment, raw material, device, license, service (design, website), visibility materials, application/subscriptions, etc. needs as identified as a result of need analyses.

This report is designed to be a summary of the activities carried out by Youth Cooperative.

Project Timetable and Timing

The project “Support for Cooperatives, Cooperative Initiatives and Social Initiatives” was commenced on 1 June 2021 and ended on 31 December 2021, lasting a total of 7 months. Milestones and activities carried out in this process are provided in the following table.

Activity	Date
Signed Agreement Between Parties	31.05.2021
Circulated Publicly Invitation for Application	18.06.2021
Completed Scoring of the Main and Reserve List	09.07.2021
Evaluation Committee identified the Main and Reserve List	13.07.2021
Red Crescent Approved and Published the Main List	18.08.2021
Communicated the results to Cooperatives and Initiatives in the Main List, and Scheduled the Dates of the Field Visits to the 10 Cooperatives and Initiatives	19.08.2021- 03.09.2021
Conducted Need Analysis Visits	06.09.2021- 06.10.2021
Provided Online Trainings	27.10.2021 – 19.11.2021
Conducted Mentorship Interviews (Online and Face-to-face)	08.11.2021 – 19.12.2021
Delivered Final Report	29.12.2021

Tablo 1: Project Milestones Timetable

Project Preparation Stages

3.1 Project Presentation, Invitation and Collection of Applications

As part of the «Support for Cooperatives, Cooperative Initiatives and Social Initiatives Project» implemented by Turkish Red Crescent Community-Based Migration Program with the support of UNHCR, the notice of invitation to the application was published on 17 June 2021. Said notice for application were carried out via social media channels, e-mail delivery, and various websites (STGM Notices, EU Notices, Civil Pages) until 25 June 2021.

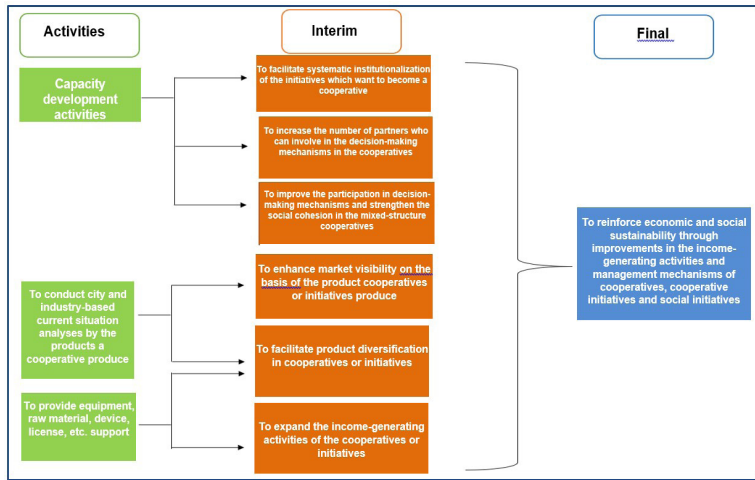
A Guide is prepared by Young Cooperative, and Turkish Red Crescent Community-Based Immigration Programs, which contain details of the application, evaluation and implementation processes of support program.

- Application Guide contains following headings and explains project processes in detail.
- - Objectives of support program,
- - Who can apply?
- - What are the contents of support program?
- - Which expenses are eligible for support?
- - How to apply?
- - How applications are evaluated?
- - When evaluation ends?
- - What is the next for eligible applications?
- - How to get information?

In addition, Theory of Change (ToC) is built to form the theoretical framework for the support to be provided to cooperatives, social initiatives and initiatives in 2021. ToC strategy is developed by taking into account the field observations of Young Cooperative on the joint needs of the cooperatives, initiatives and social initiatives, as the target group of the project, and expectations and demands of Turkish Red Crescent as defined in the technical specifications and the meetings held with Red

Crescent. The document we prepared for this purpose was submitted to Turkish Red Crescent, which, in turn, approved the document.

- Ultimate goal of the ToC strategy: (1) To strengthen the capacities of selected cooperatives, cooperative initiatives and social initiatives via training and mentorship, (2) To give enhanced market visibility to the products they are currently producing or planned to produce in the future by providing suggestions for improvement of their current situation on the basis of city and industry, (3) to contribute in the continuity of the organizations by meeting their equipment, raw material, device, license, service (design, website), visibility materials, application/subscriptions, etc. needs as identified as a result of need analyses.
- As part of ToC, four main functions are determined in regards to the capacity development trainings to be provided to the selected cooperatives or initiatives, and trainings were delivered on the basis of these functions. These functions are:
 1. To ensure inclusion of the inter-communality theme, interaction and consent manufacturing, and cooperative/social initiative governance
 2. To embed the inter-communality theme and interaction in the income-generating activities of cooperatives/social initiatives
 3. To make everyone involved in the cooperatives or initiative (partners, volunteers, employees) knowledgeable on legal, financial, governance, communication and marketing fields.
 4. To ensure the initiatives which are in the process of the establishment have basic-level knowledge on the legal, financial and governance fields by supporting cooperative structuring
- Main functions of the in-kind support (initially TRY 50,000, increased by Red Crescent to TRY 60,000 in the later stages of the project) are as follows:
 1. To enable cooperatives or initiatives take actions to determine and improve their positions in the market on the basis of the products they produced,
 2. To contribute in product diversification by making cooperatives or initiatives aware of the opportunities in alternative products,
 3. To facilitate cooperatives or initiatives diversify income-generating activities or support production capacity or product quality by means of in-kind support.
- Mentoring sessions were tailored to the needs of the beneficiary organization, and conducted in a predefined schedule.



To determine the organizations to be supported under the project:

- Threshold values, eligibility criteria and evaluation framework is determined in consultation with Red Crescent, by observing the requirements of Technical Specifications, in parallel with the ToC. First of all, eligibility criteria and evaluation framework were established. Afterwards, Application Guide, Application Questionnaire, Application Form (Digital) and Application Evaluation Guide were prepared.
- Notice text was drafted and designed.

Support Project for Cooperatives, Cooperative Initiatives and Social Initiatives

Who can apply?

- Operating in Turkey,
- Produces at least one added-value product,
- Annual turnover of less than TRY 500,000,
- Cooperatives,
- Organizations Aiming at Creating Social Impact
- Initiatives meeting the 1st and 2nd conditions above, aiming at becoming a cooperative.

10 organizations will be supported as part of the project.

Application Deadline: 25 June 2021

Application Form: Please Scan QR Code.



PUBLIC CALL








Information and Statistical Data of the Applicant Organizations

A total of 134 organizations from 39 different cities applied to the project by the application deadline on 25 June 2021 at 11.59 PM. Of these organizations, 109 applications were found having satisfied the application eligibility conditions as stated in the Application Guide, and accordingly being eligible for evaluation. Of these having found eligible for evaluation, 73 organizations is cooperative, with 2 cooperatives in the process of establishment, 18 companies aiming at creating social impact, and 16 initiatives.

Table 2: Project Application

Applicant organizations and initiatives	Number
Cooperative	73
Cooperative in the process of establishment	2
Companies aiming at creating social impact	18
Initiative	16
Applicants not meeting application criteria/not found eligible for evaluation	25
Total number of eligible application	109
Total number of application	134

3.3 Selection of Eligible Applicants

For application to the "Support Project for Cooperatives, Cooperative Initiatives and Social Initiatives", an online application form is prepared, which will be completed online by all cooperatives/organizations/initiatives which meet the application eligibility criteria as stated in the application guide.

In order to identify the applicant cooperatives/organizations/initiatives in a fair and transparent manner, an 140-score "evaluation criteria" are established, consisting of 3 main sections, each further containing 7 questions. Evaluation criteria are divided into sections and sub-sections. In the application form, there are questions that correspond to each sub-section. This sections are scored on a scale of 10 on the basis of following criteria: 1= very poor, 10 = excellent.

Evaluation Section		Score
1	Relevance of Application	80
1.1	To what extend the goals of the applicant are relevant to the goals and priorities of the program?	30
1.2	Is applicant committed to the empowerment and inclusion of the women in the decision-making mechanisms?	30
1.3	Does Applicant contribute to the equal opportunities for beneficiaries under temporary protection, and applicants and status holders of international protection, and disadvantaged local community members?	20
2	Financial and Operational Capacity	30
2.1	Is human resource and financial capacity of applicant adequate for implementing support program efficiently?	30
3	Sustainability	30
3.1	Does applicant have a plan that, once project implementation process completed, shows her intention to continue the activities and use the equipment and materials procured using the support under the project?	10
3.2	Does applicant plan to develop the human resources capacity after completion of the project implementation process? In this context, does she have effective collaborations with financially-sound organizations?	15
3.3	Does applicant implement actions that are sensitive to climate change as part of its income-generating activities?	5
TOTAL		140

109 applications were found eligible for evaluation according to the evaluation criteria defined in the Application Guide, and scoring chart. For a more comprehensive and fair evaluation of the applications, Youth Cooperative developed an Application Evaluation Guide. In this way, applications were evaluated by 3 different evaluators, while ensuring a standardization among applications in terms of the scoring of evaluators.

As a result of the evaluations carried out on 8 July 2021 by the evaluation jury consisting of officers from the UNHCR, Turkish Red Crescent Community-Based Immigration Programs and Youth Cooperative, project beneficiaries are determined as 7 cooperatives which involve refugees under temporary protection and international protection status and local community members as member, partner, employee or beneficiary, and 3 initiatives which involve refugees under temporary protection and international protection status and local community members as member, partner, employee or beneficiary. Selected cooperatives and initiatives are asked to submit the documents in order to confirm

information they provided in the form. As a result of evaluation of the documents, the main list of the organizations identified as beneficiary in the project is provided in the table below.

Table 3: List of Applicants found eligible for support

Applicant	City	Type
Mutlu Beslen Agricultural Development Cooperative	Manisa	Cooperative
Battalgazi'nin Kalbi Women's Initiative Production and Operation Cooperative	Malatya	Cooperative
Havva Women's Committee	İzmir	Initiative
Hemdem Women's Initiative Production and Operation Cooperative	Istanbul	Cooperative
Hatay Altınöz Zeytin Emeği Women's Initiative Production and Operation Cooperative	Hatay	Cooperative
Yesemek Women's Initiative Production and Operation Cooperative	Gaziantep	Cooperative
Sosyal Nefes Accessible Life Women's Initiative	İzmir	Initiative
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	Mardin	Cooperative
Cooperative for Development and Improvement of Women Labor in Agriculture	Mardin	Cooperative
Kulu Women's Initiative	Konya	Initiative

4. Statistical Data on Project Beneficiaries

Selected cooperatives and initiatives are asked to submit the documents in order to confirm information they provided in the form. Supporting information as provided in the documents submitted by organizations are incorporated in the following tables.

Table 4: Organizations by city, type and industry

ORGANIZATION	PROVINCE	TYPE	INDUSTRY
Battalgazi'nin Kalbi Women's Initiative Production and Operation Cooperative	Malatya	Cooperative	Food
(Dried Food, Catering)	İstanbul	Cooperative	Gıda (Sıcak yemek, tatlı vb.)
Hemdem Women's Initiative Production and Operation Cooperative	İstanbul	Cooperative	Food
(Catering, Desert-making, and like.)	Gaziantep	Cooperative	Gıda / İşlenmiş yöresel ürünler (Kırmızı biber ve üzüm)
Hatay Altınöz Zeytin Emeği Women's Initiative Production and Operation Cooperative	Hatay	Cooperative	Food
(Cake, Pomegranate Syrup, Olive Oil)	Mardin	Cooperative	Tarımsal Üretim (Baharat/Reçel, Unlu Mamuller)
Yesemek Women's Initiative Production and Operation Cooperative	Gaziantep	Cooperative	Food / Processed local products
(Red pepper and grape)	İzmir	Initiative	Gıda- Catering
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	Mardin	Cooperative	Agricultural Production
(Lavender flower/oil, grape)	Konya	Initiative	Gıda
Cooperative for Development and Improvement of Women Labor in Agriculture	Mardin	Cooperative	Agricultural Production
(Spices/Jam, Bakery Products)			
Mutlu Beslen Agricultural Development Cooperative	Manisa	Cooperative	Food/Gluten-Free

(Bread)			
Havva Women's Committee	İzmir	Initiative	Food-Catering
Sosyal Nefes Accessible Life Women's Initiative	İzmir	Initiative	Food
(Dried Fruit and Vegetable, Canned Foods)			
Kulu Women's Initiative	Konya	Initiative	Food

10 beneficiary organizations include 3 initiatives and 7 cooperatives. In addition, 5 of 7 cooperatives are of 'Women's Initiative Production and Operation' type with remaining 2 of 'Agricultural Development'. All of the cooperatives and initiatives are operating in the food-agricultural production industry.

Table 5: Number of existing / prospective partners of organizations (by Status: Local - International and/or Temporary Protection)

ORGANIZATION	Partner / prospective partner	Ortak / müstakbel ortak (Yerel)
(international / temporary protection status)	Partner / prospective partner	20
(Local)	10	18
Battalgazi'nin Kalbi Women's Initiative Production and Operation Cooperative	20	20
Hemdem Women's Initiative Production and Operation Cooperative	10	18
Hatay Altınöz Zeytin Emeği Women's Initiative Production and Operation Cooperative	7	25
Yesemek Women's Initiative Production and Operation Cooperative	3	7
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	4	20
Cooperative for Development and Improvement of Women Labor in Agriculture	10	20
Mutlu Beslen Agricultural Development Cooperative	1	14
Havva Women's Committee	10	4
Urla "Sosyal Nefes" Accessible Life Women's Initiative	1	12
Kulu Women's Initiative	3	12
Total	69	152

In light of the supporting documents submitted by organizations, it is observed that a total of potential 69 beneficiaries are in the status of International and/or Temporary Protection, with 152 beneficiaries are Turkish Citizen.

Chart 1: Number of existing / prospective partners of organizations (by Status: Local - International and/or Temporary Protection)

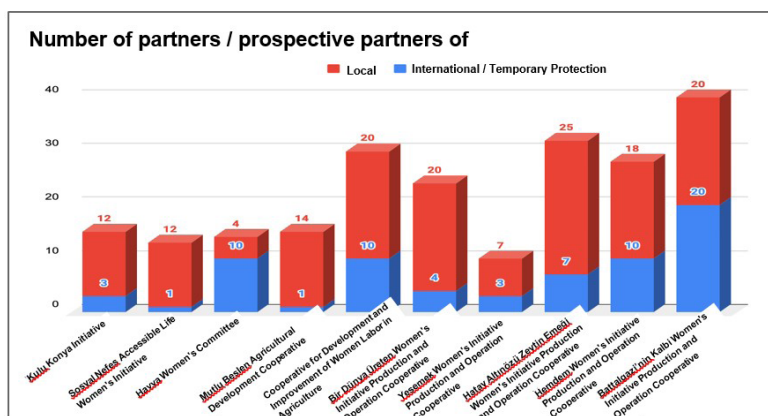
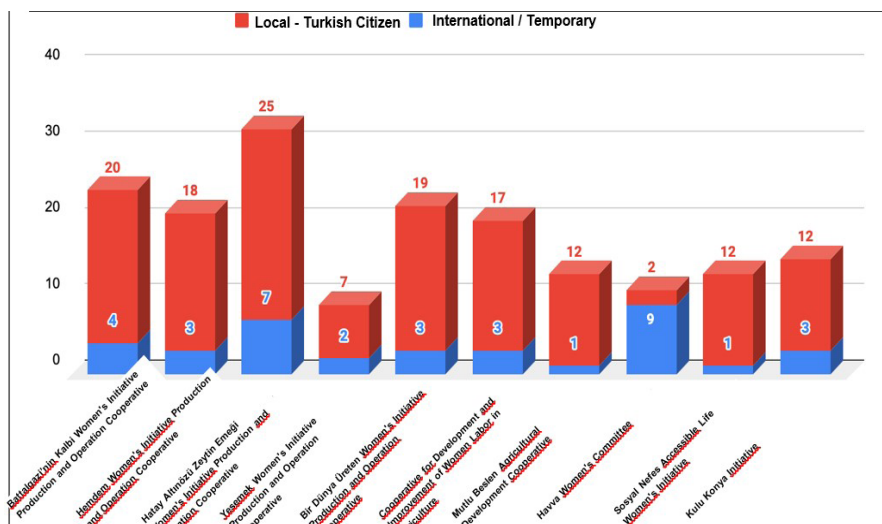


Table 6: Number of beneficiaries attended the training sessions (by the Status: Local - International and/or Temporary Protection)

ORGANIZATION	Number of beneficiaries attended the training sessions (international / temporary protection status)	Number of beneficiaries attended the training sessions(Local)
Battalgazi'nin Kalbi Women's Initiative Production and Operation Cooperative	4	20
Hemdem Women's Initiative Production and Operation Cooperative	3	18
Hatay Altınöz Zeytin Emeği Women's Initiative Production and Operation Cooperative	7	25
Yesemek Women's Initiative Production and Operation Cooperative	2	7
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	3	19
Cooperative for Development and Improvement of Women Labor in Agriculture	3	17
Mutlu Beslen Agricultural Development Cooperative	1	12

Havva Women's Committee	9	2
Sosyal Nefes Accessible Life Women's Initiative	1	12
Kulu Konya Initiative	3	12
Total	36	144

Chart 2: Number of beneficiaries attended the training sessions (by the Status: Local - International and/or Temporary Protection)



A total of 36 beneficiaries under the international and/or temporary protection status attended at least one session of the training/mentorship program, with a total of 144 beneficiaries who are Local - Turkish Citizen. It is found out that training attendance levels remained at low levels, compared to the number of beneficiaries as stated by organization in their applications and supporting documents. 36 of 69 beneficiaries under the international and/or temporary protection status attended at least 1 online trainings, compared to the 144 of 152 beneficiaries from local community - Turkish Citizen.

5-Project Activities

5.1 Need Analysis by Industry and City

5.1.1 Need Analysis by Industry and City for Gaziantep City

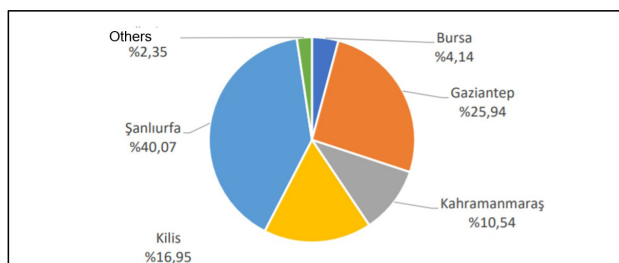
A number of phone and/or face-to-face interviews were conducted with “Yesemek Women’s Initiative Production and Operation Cooperative” based in Islahiye district of Gaziantep city and relevant institutions located in the region. Persons and Institutions interviewed are listed below:

- Gaziantep Metropolitan Municipality
- Islahiye Municipality
- İpekyolu Development Agency
- Gaziantep Chamber of Commerce
- Ezogelin Women’s Initiative Production and Operation Cooperative
- Yesemek Women’s Initiative Production and Operation Cooperative Partners

Gaziantep, the sixth largest city in Turkey and the largest city in the Southeastern Anatolia Region, is a metropolitan city with its population, economic potential, cultural richness, historical texture and metropolitan status. Manufacturing industry stands out among other economic units as Gaziantep’s most powerful aspect in terms of regional capacity, employment power and export potential. It has a high investment capacity in many sub-sectors such as textile, food, metal, machinery, chemistry, plastic, etc. Gaziantep, known as the industrial city, also has prominent features in the agricultural field. Gaziantep meets almost all of the total production capacity in Turkey in pistachio production. Olives, on the other hand, are the most produced agricultural products in Gaziantep after pistachios. In addition, many different products such as grapes, mint, red pepper, grain, etc. are produced.

Red pepper (*Capsicum annum L.*) is the second vegetable that comes after tomatoes in the world due to the seasoning and color it add to foods. Red pepper is a type of spice that is consumed in every region of Turkey and has an important place in the country’s economy, especially in the Southeastern Anatolia Region. Gaziantep constitutes 25.94% of Turkey’s production with 66.603 tons of pepper production in 2020. Şanlıurfa is the leader in pepper production with 40.07%. Gaziantep is followed by Kilis and Kahramanmaraş in the production ranking.

Chart 3: Turkey Pepper Production in 2020



The economy of Islahiye is an agriculture-based industry. The main plants grown are wheat, onion, sugar beet, cotton, barley, pepper, legumes, olives, garlic, soybean, corn, pistachio and grape. Vegetable and fruit cultivation is carried out along the water lines. Livestock and forestry are at the forefront in the mountainous parts of the district. Cattle, sheep and hair goats are raised.

Pepper, which ranks first among the agricultural products grown in Islahiye, where agricultural income constitutes the majority of its livelihood, is of great importance for the district economy. The hot red pepper grown in Islahiye is unique with its nutritional value, eye-catching dark red color and taste. An average of 80-100 thousand tons of fresh pepper is produced in 26,250 (da) areas in the district. 16 thousand tons of dried pepper is obtained from the grown fresh pepper. Annual red pepper production varies by years. Almost all of the produced quantity is consumed in the domestic market. In factories, locals also consider Islahiye pepper, which is generally used in making chili peppers, as tomato paste. Thus, each house meets its annual tomato paste needs by making its own pepper paste, and some people contribute to the family budget by selling the tomato paste they produce at home.

In addition to the 15 large-scale companies that produce with untouched drying ovens in Gaziantep, the number of small-scale companies that produce on high meshes or on concrete platforms in a hygienic environment is also considerable. The products processed by 10 factories in Islahiye are exported to many countries, especially Germany, Romania, America, Austria and the Netherlands, as well as the domestic market.

Grapes are another important agricultural product grown in the district. Table grape varieties are predominant among the grape varieties cultivated in the district. In addition, there are grape varieties such as for fermentation, wine and dried grapes. Different grape varieties are grown, especially Antep karası, hatun parmagi, cekirdeksiz perlet, sultani, kardinal, Yalova incisi, Trakya ilkeren, ata sarısı, uslu, pafi, dökülgen. Among these varieties, hatun parmağı and Antep karası constitute 75% of all vineyards.

The annual product amount of the grape grown in a hundred thousand decares in the district is, however varying by the years, around 174 thousand tons. İslahiye grape, which meets a significant part of Turkey's table grape needs, is also exported to many countries, especially Russia, Romania, Ukraine, Germany, Dubai, Kuwait and Saudi Arabia.

Yesemek Cooperative has not actively started production yet. Some deficiencies of the facility to be used for production are expected to be completed. On the other hand, the competitive products planned to be produced in the region are as follows:

- Pepper paste
- Red pepper flakes
- Dried pepper
- Verjuice
- Sour grape powder

According to the data obtained from İpekyolu Development Agency during our visit as part of the project, there are following cooperatives actively operating in Gaziantep:

Table 7: Active Cooperatives Based in Gaziantep

Cooperative Name	District
Ezogelin Women's Initiative Production and Operation Cooperative	Oğuzeli
Zahire Evi Women's Initiative Production and Operation Cooperative	Şahinbey
Yeşil Nizip Women's Initiative Production and Operation Cooperative	Nizip
Zeugma Women Entrepreneurs Production and Development Cooperative	Şehitkamil
Şehitkamil Women's Initiative Production and Operation Cooperative	Şehitkamil
Moringantep Women Entrepreneurs Production and Development Cooperative	Nurdağı
Yesemek Women's Initiative Production and Operation Cooperative	İslahiye

Gaziantep Metropolitan Municipality plans to support women's cooperatives by establishing 9 women's

cooperatives in 9 districts and creating a roof organization that brings these cooperatives together.

Yesemek Cooperative has not started production yet because it is a newly established cooperative. The two most important agricultural products of İslahiye district, red pepper and grape, appear to be the main products that will form the potential product portfolio. The verjuice and unripe grape powder that Yesemek Cooperative plans to produce appear to be completely innovative products. Since there is no competitive environment, it seems possible to enter the market quickly and create growth by introducing these products correctly.

For Yesemek Cooperative, developing an effective branding strategy and initial market positioning with right product quality will enable it to be recognized by consumers quickly. Given ever rising consumer demand, it will be facilitating for cooperative to reach the targeted position quickly, if cooperative engages in organic farming, production of products with geographical indication, promotion campaigns highlighting the indigenous and natural characteristics of the products. Besides the foodstuff currently planned to be produced, it will be useful for market diversification to expand the portfolio in time to include products such as non-food products such as soap, cologne and candle, or kitchen textile products, ceramic containers, etc. which can also be produced by partners.

5.1.2 Need Analysis by Industry and City for Hatay City

A number of phone and/or face-to-face interviews were conducted with “Altınözü Zeytin Emeği Women’s Initiative Production and Operation Cooperative (HAZEK)” based in Altınözü district of Hatay city and relevant institutions located in the region.

- Altınözü Municipality
- Altınözü District Governorship
- Hatay Life Support Association
- Hatay Olive Research Institute Directorate
- Hatay Provincial Directorate of Commerce
- Altınözü Zeytin Emeği Women’s Initiative Production and Operation Cooperative partners
- Kocaoğlu Olive Oil Factory
- Kuseyri Farm Olive Oil Factory

Hatay differs from other provinces in many different aspects in the field of agricultural production. Agricultural culture, soil structure, climate and other natural conditions allow diversity in product pattern, early harvesting and second crop cultivation. Under these conditions, it is possible to produce for four

seasons. In the province where intensive agriculture is carried out, there is a total of 275.578 hectares of cultivation area, including wheat, industrial plants (cotton, corn), vegetables, olive groves, oilseeds, citrus fruits, field vegetable cultivation, second product and intermediate agriculture .

Table 8: Distribution of Agricultural Lands of Hatay Province

LAND	2018	%	2019	%
Field Land	146,522	53	163,084	59
Olive grove	53,771	20	55,805	20
Orchard Zone	49,972	18	32,302	12
Vegetable Zone	20,502	7	19,755	7
Vineyard	4,811	2	4,632	2

Table 9: Hatay Province Agricultural Production Data

PRODUCT	COUNTRY RANKING	PRODUCTION AMOUNT (TON)		COUNTRY SHARE (%)
		HATAY	TURKEY	
Chard	1	5,886	8,049	73
Parsley	1	50,544	92,954	54
Dill	1	4,422	8,741	51
Mandarin	1	524,996	1,400,000	37
Citrus Total	3	878,234	4,301,415	20
Orange	3	294,602	1,700,000	17
Cotton (unseed)	3	219,581	2,200,000	10
Carrot	3	59,991	663,882	9
Olive	6	136,203	1,525,000	9
Grapefruit	3	15,378	249,185	6
Persimmon	6	2,663	51,317	5
Onion	7	106,587	2,200,000	5
<u>Escadonia</u>	3	463	16,170	3
Banana	3	4,238	548,323	1

As seen in Table 9, Hatay is at the first place in the country ranking in the production of chard, parsley, dill and mandarin. However, citrus fruits, cotton, carrots, olives, bananas, etc. are also ranked high in the products.

In addition to cultural agriculture, Hatay province has a very rich flora and vegetation. According to today's information, the number of flowering plants growing naturally in Hatay is around 2000. 250-300 of these species are endemic. Some of these endemic species grow naturally only in Hatay in Turkey. 550 of the plants in the Hatay flora have the characteristics of medicinal aromatic plants . However, the current plant potential cannot be adequately evaluated. Almost all of the plant species traded are picked from nature and marketed. Hatay has the potential to double its trade volume in a short time and to rise to the first place in the country's trade with the introduction of the products traded in culture with their fertile lands and suitable climatic conditions.

The fact that Hatay has a special position in the field of gastronomy throughout the country brings

the city to an advantage in terms of producing value-added products based on agriculture. In 2017, Hatay was selected by UNESCO to the «Creative Cities» network and added to the list of creative cities in the field of gastronomy. While Gaziantep was included in this list in 2015, Hatay was added in 2017, Afyonkarahisar in 2019 and Kayseri in 2021.

As seen in Table 9, olives constitute an important place in the agricultural production of Hatay Province. The Oleacea family is the homeland of olives (*Olea europaea* L.), a species of the genus *Olea*, Upper Mesopotamia and Southern Anatolia, including the Southeastern Anatolia Region. Based on this information, it is important to emphasize that Hatay is in the region considered as the motherland of olives.

According to the data of the International Olive Oil Council 2019-2020, Turkey ranks 4th in the world by realizing 7.2% of global olive oil production. According to the 2020/2021 Turkey collection report of the National Olive and Olive Oil Council (UZZK), Hatay ranks 5th in the country ranking with approximately 13.442 tons of olive oil production and ranks 1st in the production in the Mediterranean-Southeastern Anatolia Regions .

Approximately one third of the olives, which have a 20% share among the agricultural lands in Hatay province, are grown in Altınözü district . In addition to olive cultivation in the district, where Hazek is located, plants such as wheat, barley, tobacco, pepper, tomato, eggplant, cucumber, zucchini, bean, black bean etc. are produced.

The majority of olive varieties cultivated in Hatay province are local varieties and types. Three varieties unique to the region have been registered and these are halhalı, savrani and sari hasebi. In Hatay, where olive cultivation areas are increasing day by day, it is possible to find many different varieties such as halhalı,savrani, sarı haşebi, sarı ulak, karamani, gemlik . Altınözü District is one of the districts with a low population, but it has the highest number of farmers in Hatay province. Based on all these data, the olive-based agricultural potential of Altınözü District is very suitable for creating business opportunities for Hazek Cooperative. The products produced by Hazek Cooperative are:

- Olive and olive oil products
- Pickle
- Zahter
- Jam
- Vinegar
- Pomegranate Syrup
- Tomato paste

- Cake, cookies
- Salted yogurt
- Decorative household products (cinem)
- Ornaments

In addition to the production of these products, the Cooperative also serves as a restaurant and cafe in the Family Support Center and Culture House in Altınözü. The cooperative, which constitutes a large part of the menu from the products they produce, offers a place to eat and shop delicious for domestic tourists coming to Altınözü.

According to the data obtained during interview with Hatay Provincial Directorate of Commerce, active cooperative organizations and relevant statistical data are as follows:

Table 10: Cooperatives Established under Hatay Provincial Directorate of Commerce

Cooperated under Hatay Provincial Directorate of Commerce	Total	Number of Partner
Tradesmen and Craftsmen Credit and Guarantee Cooperative Union	1	
Tradesmen and Craftsmen Credit and Guarantee Cooperatives	16	19199
Motor Carriers Cooperatives	152	4,057
Road Passenger Transport Cooperatives	21	911
Road Freight Transport Cooperatives	3	24
Agricultural Sales Cooperatives	6	1006
Business Cooperatives	8	621
Site Operation Cooperative	2	383
Women's Initiative Production and Operation Cooperatives	20	198
Insurance Cooperative	1	11
Supply And Distribution Cooperative	1	28
Consumer Cooperative	1	8
Production and Marketing Cooperative	8	610
Tourism Development Cooperative	1	10
Development Cooperative	1	12
Maritime Passenger Transport Cooperative	1	7
Total	243	27,085

Hazek Cooperative has managed to stand out among the recently established women's cooperatives in Turkey due to its location, local resources, human resources and culture.

Although the Southeastern Anatolia Region is in the homeland of olives, it is not in a competitive position in the field of olive cultivation on a national scale. The reason for this is the major deficiencies in branding and quality. However, Hatay differs from other provinces in this regard. Hazek Cooperatives contract work with a facility, which adopts good manufacturing practices, will be the right step in terms of achieving the quality standard and efficiency in a product that can be a locomotive such as olive oil.

Given ever rising consumer demand, it will be facilitating for cooperative to ensure differentiation in the market, if cooperative engages in organic farming, promotion campaigns which will highlight the local varieties (Halhali, Savrani olive varieties, etc.) In particular, alternative packaging work should be carried out for the products that will cause problems during shipment. Using jar safety tape in water-based products such as olives, pickles, vinegar, etc. will create a positive perception in terms of food safety in the eyes of the consumer. Finally, one of the products that may be an opportunity for Hazek Cooperative is the group of medicinal aromatic plants. According to the report prepared by the Hatay Provincial Directorate of Food, Agriculture and Forestry, while sumac, thyme and licorice are currently grown in Altınözü, chamomile, pot marigold and saffron are recommended especially in Yunushan, Dokuzdal, Yanıkpinar and Kılıçtutan villages.

5.1.3 Need Analysis by Industry and City for Istanbul City

A number of phone and/or face-to-face interviews were conducted with «Hemdem Women's Initiative Production and Operation Cooperative» based in Sultanbeyli district of Istanbul city and relevant institutions located in the region. Persons and Institutions interviewed are listed below:

- Sultanbeyli Municipality
- Sultanbeyli Refugees Association
- Istanbul Development Agency
- Istanbul Provincial Directorate of Commerce
- Potlaç Women's Cooperative
- Göztepe Consumer Cooperative
- Partners of Hemdem Women's Initiative Production and Operation Cooperative

Istanbul is the largest city in Turkey with a population of approximately 15 million according to 2020 data. It is also the center of economic life in Turkey due to its intersection of land and sea trade routes and its strategic location. The city is also the largest industrial center. It meets 20% of the industrial employment in Turkey. It has an industrial area of approximately 38%. In this study, an analysis was made through regional and sectoral focus in order to reach a healthier data. The districts such as Sultanbeyli district, where the geographic production is carried out, and Kadıköy and Beşiktaş, which are among

the potential consumption areas, have been chosen as the focus.

Sultanbeyli ranks 22nd among 39 districts of Istanbul with a population of approximately 340 thousand. According to the monthly average household income ranking, it ranks 3rd from the last. Beşiktaş, Kadıköy, Bakırköy, Şişli and Sarıyer are the first five districts of Istanbul with the highest household income.

Since Hemdem Cooperative is a cooperative established in June 2021, the product portfolio has not been completed as of the date of the need analysis. Due to the overlap with the competencies of the women who are the partners of the cooperative and the partners of the pot, the following products have started to be produced in the first place in order to take rapid action:

- Bakery products (pastry, cookies, etc.)
- Home-cooked meals (pierogi, stuffed olive leaves, etc.)
- Special day foods (cake, desert, etc.)
- Seasonal products (jam, cherry juice, etc.)

Since there is no production of packaged products to be sold in retail yet, it would be more accurate to evaluate the products produced by Hemdem Cooperative within the Ready Meal Sector (Non-Home Consumption). The ready-made food sector consists of four main parts: hotels, restaurants, fast-food restaurants and ordinary (corporate food services). According to the research conducted by TGI Turkey, approximately 4 out of every 10 people in the city population of the country eat out. 3 out of 10 people go to «fast food» restaurants or buy ready meals at home.

Factors such as the development of technology, increase in income level, increasing work intensity, time limitation, increase in both national and international travel, increase in the working rate of women and socialization are considered as the causes of growth in the food&beverage sector. One of the situations caused by this growth is the change in eating habits outside. In Turkey, where there are approximately 150,000 restaurants and cafes, the ready-to-eat food sector is a market with an income of 20 billion dollars and 43% of this income is obtained in Istanbul.

In the gastronomy sector in Turkey, «Home Meals» is a new field opened by the entrepreneur Turkish woman and the demand is increasing day by day. These flavors, which are brought from different parts of Anatolia, are consumed in metropolitan cities. Gaziantep and Antep Cuisine, which is a city that has gradually become a brand in gastronomy in recent years, are the leaders in this field. Home cooking has a share of 2 to 3% in the Non-household consumer sector. This is estimated to be between 120 and 140 million dollars based on 2016.

Consumers, food communities and consumer cooperatives, especially in big cities, come together in Turkey due to concerns about access to healthy food and increasing prices in food. Food communities and consumer cooperatives place direct orders to small producers whose production processes

are closely monitored and deliver the incoming products to their members. The number of food communities and consumer cooperatives operating in Istanbul is increasing day by day.

According to the data obtained from Istanbul Provincial Directorate of Commerce, following cooperatives are active in Turkey:

Table 11: Cooperatives Established under Istanbul Provincial Directorate of Commerce

Cooperative Type	Number of Cooperatives	Number of Partners
Scientific Research and Development Cooperative	4	48
Maritime Passenger Transport Cooperative	3	75
Marine Freight Transport Cooperative	1	9
Training Cooperative	5	105
Tradesmen and Craftsmen Credit and Guarantee Cooperative	51	29376
Intellectual Property Rights And Project Consultancy	1	10
Real Estate Operation Cooperative	12	324
Porters Handling Cooperative	1	236
Service Cooperative	7	74
Operation Cooperatives	114	27463
Women's Initiative Production and Operation Cooperative	21	188
Development Cooperative	3	22
Road Passenger Transport Cooperative	13	244
Road Freight Transport Cooperative	11	465
Small Artisan Cooperative	1	7
Motor Carriers cooperative	98	4636
Market Sellers Operation Cooperative	3	33
Insurance Cooperative	2	426
Agricultural Sales Cooperative	2	683
Supply And Distribution Cooperative	4	5355
Tourism Development Cooperative	13	1006

Consumer Cooperative	31	2218
Production and Marketing Cooperative	20	4232
Publishing Cooperative	1	54
Renewable Energy Production Cooperative	1	235
Higher Union	5	
TOTAL	428	77524

Given the population of Istanbul, it is observed that cooperatives does not currently have the sufficient capacity. This creates an opportunity for the cooperatives actively engaged in production, such as Hemdem.

Since its establishment, Hemdem Cooperative sells the products it produces to the customers that the women working or working in the borders of Sultanbeyli district reach through their own networks. However, Sultanbeyli is one of the districts with the lowest per capita income among Istanbul districts. For this reason, it is important for the cooperative to sell its products in regions with high per capita income such as Beşiktaş, Kadıköy and Sarıyer. Consumer cooperatives are increasing in Istanbul. As a production cooperative, Hemdem is recommended to cooperate with consumer cooperatives.

At a time when the order for food at home is increasing, campaigns should be made on social media channels to reach the target audience with relevant advertising activities. Being a part of the weekend cooperative markets, collaborations with consumer cooperatives, establishment of mobile sales networks in the districts with dense population around the Sultanbeyli district seem to be actions that will drive up the sales in the short and medium terms. Recommended plans for medium and long term include market diversification by producing non-food items; developing projects that will make difference in environmental awareness by using recyclable or bio-degradable materials for the packed products planned to be produced in the future; developing new projects to support the employment of youth and women in the technology area.

5.1.4 Need Analysis by Industry and City for İzmir City

As part of the current product and market analysis report of Urla Sosyal Nefes Accessible Life Women's Initiative located in Urla district, and Havva Women's Committee located in Konak district, interviews were conducted with relevant persons and institutions and data were collected as needed for the current product and market analysis.

During the needs analysis, interviews were held with the institutions and organizations predetermined in the province of İzmir in order to carry out the relevant analysis and to collect the necessary data. During the visits, the current situation/support of the institutions and organizations, their perspectives on the sector and their experiences were examined. The data and information obtained are mentioned in the analysis report.

The institutions and organizations interviewed are as follows;

- İzmir Development Agency
- İzmir Metropolitan Municipality
- İzmir Commodity Exchange

İzmir, located in Western Anatolia, is the third largest province in Turkey with a total population of 4.320.519 as of 2020. The population density of İzmir is 366 people per square kilometer. Compared to the population density of 109 people/km² in Turkey, it can be stated that the population density of İzmir is high. However, the proportion of the young population (15-24 years) in the total population is 13,1 percent. This ratio shows that İzmir has an older population than Turkey in general. In addition, it allowed 107,172 immigrants and emigrated 92.400 people in 2020. Therefore, it is seen that İzmir is a province that receives immigration. According to the Socio-Economic Development Ranking Survey (SEGE) of the Provinces in 2017, it ranks 3rd among all provinces with a score of 1,926. When the socio-economic development situations in the districts of İzmir are examined, a total of 8 districts including Konak are at the 1st level of SEGE, while a total of 17 districts including Urla are at the 2nd level of SEGE. On the other hand, 2 districts are at the 3rd level of SEGE and 3 districts are at the 4th level of SEGE.

Map 1: İzmir Province Districts SEGE Stages (İZKA, October 2021)

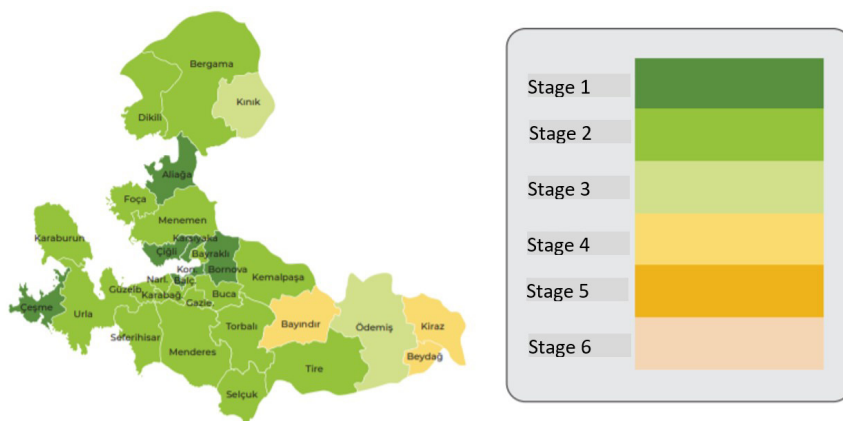


Table 12: İzmir Province Districts SEGE Stages (Ministry of Industry and Technology, 2017)

Stage 1	Stage 2	Stage 3	Stage 4
Aliağa Balçova Bornova Çeşme Çiğli Gaziemir Karşıyaka Konak	Bayraklı Bergama Buca Dikili Foça Güzelbahçe Karabağlar Karaburun Kemalpaşa Menderes Menemen Narlıdere Seferihisar Selçuk Tire Torbalı Urla	Kınık Ödemiş	Bayındır Beydağ Kiraz

Considering the socio-economic development level in Konak and Urla, it is observed that both districts are at a high level. This is an indication that for both cooperatives planned to be established (Urla Sosyal Nefes Accessible Life Women's Initiative and Havva Women's Committee Initiative), they are in a district that is especially advantageous in terms of sales and marketing. Because the socio-economic development status of the region is directly proportional to the number of sales channels that can be found for the sale of a product or service.

When the agricultural sector in İzmir is examined, it is observed that there are many products such as olives, olive oil, figs, dried figs, cherries, potatoes, corn, chestnuts, which are identified with İzmir and have become a quality criterion in İzmir. The importance given to agriculture in İzmir has increased in recent years. Institutions in İzmir have included the agricultural sector among the sectors that should be given strategic priority with agricultural-oriented programs.

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In addition to agricultural production, İzmir comes to the fore with its rich food culture. İzmir, which has hosted many different cultures from past to present, is also diverse in terms of culinary culture. When it comes to İzmir cuisine, various local herbs, vegetable dishes, olive oil and olive oil dishes come to the fore. İzmir cuisine carries important traces and breezes of Aegean cuisine such as pumpkin flower and artichoke stuffing. İzmir cuisine has characteristic features with meat dishes and desserts as well as herbs and vegetables. Tire and İzmir meatballs, fig dessert and gummy pudding are among the leading flavors of culinary culture. The indispensable part of İzmir cuisine is the olive oil that accompanies almost every meal and is flavored with some thyme and chili pepper. Fish varieties, İzmir dishes with their unique appetizers and herbs, famous grilled meat on skewers, İzmir meatballs, Tire meatballs, sea beans and kumru sandwich constitute the most delicious parts of Mediterranean and Aegean cuisine.

When the geographical indication products in İzmir are examined, there are registered products for agricultural products, local cuisine and handicrafts. There are various incentives and opportunities for the production and marketing of these products in the region.

Another prominent and prioritized area of İzmir is tourism. For tourism, it was mentioned that İzmir is a city that emphasizes premium and boutique tourism that appeals to the group with a higher income level. It is observed that İzmir has a great potential in terms of domestic tourism thanks to various festivals/events, social-sports opportunities, congresses and fairs, as well as being very advantageous especially in terms of sea, culture, countryside and eco-tourism.

Traditional handicraft products are among the products that cooperatives prefer to produce, especially in tourism-oriented cities. Traditional handicrafts in İzmir are among the sectors that have an important market share in the tourism sector.

Urla Sosyal Nefes Accessible Life Initiative and Havva Women's Committee Initiative, are not yet official cooperative legal entities. Although the members of the initiative make small-scale production within themselves at intervals, there is no institutionally active production yet. This shows that there may be changes in the planned product range and that the products may be shaped according to the competencies of the cooperative human resources.

5.1.5 Need Analysis by Industry and City for Konya City

As part of the sector and cooperative analysis for Konya city, data required for the existing product and market analysis were collected through interviews with relevant persons and institutions during our visits in Kulu district of Konya City.

During the needs analysis, face-to-face interviews were held with the institutions and organizations predetermined in the district of Kulu and the province of Konya in order to carry out the relevant analysis and to collect the necessary data. The current situation of the institutions and organizations, their perspectives on the sector and their experiences were examined during the visits. The data and information obtained are included in the analysis report.

The institutions and organizations interviewed are as follows;

- Konya Provincial Directorate of Commerce
- Konya Provincial Directorate of Agriculture
- General Directorate of TORKU (Beet Producers Association)
- Red Crescent Konya Provincial Directorate
- Kulu District Governorship
- Kulu Municipality
- Red Crescent Kulu Representation

Although the current product and market analysis is planned on a provincial basis, it differs from the characteristic features of Konya province with its geopolitical location and local features of Kulu district. For this reason, in the title of the analysis, in addition to including general information about Konya province, data about Kulu district are also included.

It has been clearly seen throughout the history that Konya province has a great potential in agricultural terms. Although the products that Kulu Women's Initiative intends to produce have not been clarified, the geographical features they are connected to show us that they will be more advantageous in agricultural production. During the field visit, it was seen that women who wanted to be cooperative did not have a clear idea about production. It is seen that people who participate in the works and want to be a cooperative partner produce very different products and that it is a very difficult process to have these products under a single cooperative structure. Some of the productions declared by the people who stated that they want to take part in the cooperative and be a partner during the analysis are as follows;

Milk	Molasses
Cheese Varieties	Borek varieties
Kashar varieties,	Various pastries,
Jam varieties,	Hand-woven rug,
Dumplings	Hand-woven booties, cardigans etc.
Erişte	Sewing embroidery products,
Hummus	Handcrafted cloth babies,
Fruit Leather	Various craft materials,

The high diversity of the above-mentioned products and the fact that a prominent and agreed locomotive product has not been determined make it difficult to conduct product and sector analysis. However, in line with the general structure of the products and the statements of the people who want

to participate in the cooperative, it will be a more accurate approach to address the «agricultural» sector and to retail and wholesale agricultural products to be produced, as stated in the report.

In 2020, the total agricultural production value of Turkey was realized as 500,62 billion dollars. Konya ranks first in Turkey with 29,95 billion TL in terms of agricultural production value. Konya's agricultural production value increased by 24% in 2020 compared to 2019. Reliable information about the share of Kulu district in this market could not be obtained.

In the light of the data obtained in the needs analysis study, it is recommended to turn agricultural products into commercial products with added value and to market them in a wholesale way, especially in retail. In the needs analysis, it is predicted that the following products, which are currently produced by the participants of the Kulu Women's Initiative, are more suitable for retail and can be brought to the faster economic cycle;

Milk and dairy products,	Pastries made with flour,
Cheese varieties,	Cumin,
Jam varieties (Cherry, Sour Cherry, etc.)	Walnut and Almond
Grape Molasses,	Hand-crafted knitting products,
Dry legumes varieties,	Types of handcrafted souvenirs
Wheat flour	

It is recommended that the specified products can be introduced in the commercial cycle faster with the following marketing and sales methods.

- Retail sale with a store to be opened in the center of Kulu district,
- Sending products resistant to cargo processes out of the district with e-commerce,
- Encouraging the supply of products by cooperating with the public institutions in the district,
- Performing marketing and promotional activities by participating in cooperative fairs,
- Wholesale of products with a lot of raw materials and special to Kulu and its surroundings, Agricultural Credit Cooperative,
- Marketing of products by establishing connections with Consumption Cooperatives,

It can be predicted that the fastest result among the specified sales methods will be with the retail store to be opened in the center of Kulu district. The most important reference in this prediction is that the relatives of Kulu people, which is stated to be around 70.000 living in European countries, come to the district intensively at certain periods of the year and want to take their products to the countries where they live.

Although Konya Kulu Women's Initiative is not an official cooperative, it is foreseen that it will establish a cooperative affiliated to the Ministry of Trade. In this context, a visit was organized to Konya Provincial Trade Directorate. During the visit to the Provincial Trade Directorate, information was obtained about the Women's Cooperatives throughout the province of Konya and their current operations were questioned. It has been learned that there are 3 Women's Initiative Cooperatives in Konya province. It is seen that these figures are quite low compared to Turkey in general. The Provincial Directorate of Commerce stated that they would support a women's Cooperative to be established in Kulu.

The strongest insight obtained as a result of field survey conducted in Kulu district during the needs analysis study that a cooperative that will be established in Kulu district should prioritize the agricultural products. In this context, it will be the most important step for the people working for the initiative to clarify the products they plan to produce and to be informed in the field of cooperatives by considering long-term planning and to choose the type of cooperative, purpose and activity subjects, as shared with them.

All this information and data show that the Kulu Women's Initiative should be cautious in the cooperative process and should decide on a good preparation and post-planning cooperative process. For this reason, it was recommended to determine the type of the cooperative, its articles of association, the products to be produced in detail and to make a sales-marketing plan accordingly. It is recommended that the products planned to be produced and sold should be economical, Kulu-specific and accessible, with characteristics suitable for the determined target audience.

5.1.6 Need Analysis by Industry and City for Malatya City

As part of the sector and cooperative analysis for Malatya city, a visit was made to the Battalgazinin Kalbi Women's Initiative Cooperative in Battalgazi District of Malatya province. During field visits, face-to-face interviews were conducted with relevant persons and institutions where the data required for existing product and market analysis were collected.

During the needs analysis, face-to-face interviews were held with the institutions and organizations predetermined in the province of Malatya in order to carry out the relevant analysis and to collect the necessary data. The current situation of the institutions and organizations, their perspectives on the sector and their experiences were examined during the visits. The data and information obtained are included in the analysis report.

The institutions and organizations interviewed are as follows;

- Malatya Provincial Directorate of Commerce
- Malatya Provincial Directorate of Agriculture
- First Development Agency

- Battalgazi Municipality
- Malatya Apricot Research Institute

Malatya is the most economically developed province in the Eastern Anatolia Region and approximately 30.000 people are employed in 1000 companies registered in the Malatya Chamber of Commerce. Food, textile and construction sectors stand out in Malatya, respectively. The vital point of the province's economy is undoubtedly apricot. Malatya province also comes to the fore with its organic agricultural production. The province has suitable soil and climate conditions and sufficient water assets for fruit growing. Apple, cherry, grape and other fruit varieties are produced in the province, especially apricots. According to the data of 2020, 44% of Turkey's fresh apricot production and 85.275 tons of dried apricot production are met from the province.

2020 Fruit Farming Data

Product Name	Turkey Production (Ton)	Provincial Production	Share in Turkish Production
Apricot	833,398	352,050	42,24%
Apple	4,300,486	31.8461	0,74%
Grape	4,208,908	22,812	0,54%
Mulberry	70,620	8,320	11,78%
Pear	545,569	6,267	1,15%
Grand Total	23,585,768	439,892	1,87%

The above-mentioned data show province-based information about the basic production products of Women's Initiative and Production Cooperatives operating in Malatya province.

Battalgazinin Kalbi Women's Initiative Cooperative was established in 2019 under the leadership of Battalgazi Municipality. Since Battalgazi is one of the largest central districts of Malatya province, it contains all the features of Malatya province. The products produced by the cooperative consist of local products specific to the Malatya region. The main products produced by the cooperative are as follows;

Pepper paste	Dried beans
Chickpeas	Black raisins
Mulberry molasses, grape molasses	Rose hip
Apples' vinegar	Vegetable noodles
Plum syrup, pomegranate syrup	Flour tarhana
Drying varieties	Breakfast products
Legumes and dry foods	Tomato paste and sauces
Local products	Various apricot products

The cooperative carries out its main sales within the borders of Battalgazi district. As a result of the cooperation of Battalgazi Municipality, the cooperative, which receives SOGEP Support with the 3K Project, brings its products together with its customers through the kitchen, packaging and production area it operates in the Municipal Building garden and the sales store provided by the municipality in the district center.

One of the main sales channels and important sources of turnover of the cooperative is the hot food menus they offer daily in the kitchen section in the Municipal garden. Hot meals are served to the employees in the region, especially the municipal personnel, at noon every day. Thanks to this service, the cooperative makes regular hot meal sales and maintains cash inflow. Another important sales channel of the cooperative is e-commerce, and cooperative has its own e-commerce website, www.batkoop.com, where it sells products in the national market. Also, company has an online shop at [hepsiburada](http://hepsiburada.com) shopping website and however, company states that the e-commerce sales are not at the desired levels.

One of the institutions visited in the needs analysis conducted within the scope of the project was the Malatya Provincial Directorate of Commerce. We are informed that cooperative activities are in good condition in Malatya province, especially the fact that the number of women's cooperatives is high and that they actively operate is positively evaluated. She stated that Malatya 6 Women's Cooperative benefited from the support of KOOP-DES opened by the Ministry of Commerce, General Directorate of Tradesmen, Craftsmen and Cooperatives in 2021, and emphasized that this is a high figure. In this context, she stated that the project carried out was important and that they were ready to provide the necessary support as provincial directorates within the scope of the project.

About Battalgazinin Kalbi Women's Initiative Cooperative, it can be said that it is in a very good condition in many titles such as institutional structure, expert personnel, physical structure, cooperations established, and the suitability of the products to the market within Women's Cooperatives throughout Turkey. The diversity and multiculturalism of cooperative partners and beneficiaries is also directly reflected in the diversity of cooperative products and strengthens the cooperative. The physical facilities of the cooperative provide an advantage in terms of bringing the produced products to the market. In the formation of these opportunities, the support of Battalgazi Municipality to the cooperative and an organization in the form of a municipal cooperative are effective.

Apart from the cooperative kitchen and retail store, it increases its marketing and sales activities by establishing stands in the areas directed by the municipality and in local markets in the district. Another sales channel is the e-commerce site. In addition to its own e-commerce site, the cooperative has an online store on the site of [hepsiburada](http://hepsiburada.com). The mentioned sales channels show that the Battalgazinin Kalbi Women's initiative cooperative has a strong sales and marketing potential.

Considering the data obtained as a result of the needs analysis report, literature review and interviews conducted by the Battalgazinin Kalbi Women's Initiative Cooperative, it is seen that it has a very strong structure. The continuity of cooperation with the Municipality is of great importance for the continuation of this advantage. It is predicted that this cooperation will continue and the cooperative will be among

the good examples in the field of sales and marketing in a short time with additional support.

5.1.7 Need Analysis by Industry and City for Manisa City

As part of the sector and cooperative analysis for Manisa City, field visits were made. To obtain in-depth information about Manisa city, face-to-face interviews were conducted with relevant persons and institutions where the data required for existing product and market analysis were collected.

The institutions and organizations interviewed are as follows;

- Manisa Provincial Directorate of Commerce
- Manisa Provincial Directorate of Agriculture
- Manisa Governorship Project Development Unit
- Manisa Celiac Association

Gluten-free products have been identified as the main product that Mutlu Beslen Agricultural Development Cooperative plans to produce. Cooperative partners explain the reasons for determining gluten-free products as the main item as follows: The cooperative partners include individuals with celiac disease themselves or their family members. For this reason, it aims to carry out its activities in order to improve the quality of life of both itself and other celiac patients, to create an awareness in the systems that affect them, to struggle to reach their most basic rights and to guide newly diagnosed patients by adopting a realistic, strong and solution-oriented understanding with the problem and need analysis obtained firsthand.

There is no market analysis of gluten-free products in and around Manisa province, nor is there sufficient market or product analysis and scientific study on a national scale. With the niche being a market, the demand for gluten-free products is increasing day by day, and it can be predicted that this will lead to more studies on the market and the sector. For this reason, it was planned to reach a result by sharing some information from the world and Turkey in the analysis.

Mutlu Beslen Agricultural Development Cooperative is a cooperative affiliated to the Ministry of Agriculture and falls within the scope of Manisa Provincial Directorate of Agriculture. In this context, a visit was organized to Manisa Provincial Directorate of Agriculture. Considering the information obtained, it has been learned that cooperatives, in general, are underperforming in Manisa province and that existing cooperatives have problems especially in the field of organization and sustainability. The representatives of the Provincial Directorate of Agriculture stated that they organized intensive meetings and trainings to prevent all these problems, but their cooperative partners did not show demand for these studies. It has been observed that Agricultural Development Cooperatives support through TKDK and Ministry Support Programs, but these supports are not regular and sufficient. According to the data provided by the Branch Directorate, the existing cooperative structures and statistics are as follows;

Table 13: Statistical Data on Cooperatives in Manina (Cooperative / Union)

Cooperative Type	Number of Organizations	Number of Members
Agricultural Development Cooperative	153	13504
Irrigation Cooperative	102	12616
Aqua-farming Cooperative	6	462
Cooperative Union	3	162
Producers' Union	14	11409
Farmers' Union	4	2068
Total	282	40221

Other cooperative visits were made to Manisa Provincial Trade Directorate. In the interview, it was stated that cooperatives were not sufficiently understood, rights and responsibilities were not known, so there were problems in belonging to and participation in cooperatives. It has been stated that various training and awareness studies have been carried out to meet these needs. According to the data of Manisa Provincial Trade Directorate, cooperative statistics are as follows;

Table 14: Statistical Data on Cooperatives in Manisa

Item	Cooperative Type	Number
1	Cooperatives Union	2
2	Motor Carriers cooperative	65
3	Tradesmen and Craftsmen Credit and Guarantee Cooperative	22
4	Agricultural Sales Cooperative	16
5	Operation Cooperatives	12
6	Road Passenger Transport Cooperative	12
7	Women's Initiative Production and Operation Cooperative	8
8	Production and Marketing Cooperative	6
9	Tourism Development Cooperative	4
10	Road Freight Transport Cooperative	3
11	Tobacco Agricultural Sales Cooperative	2
12	Real Estate Operation Cooperative	2
13	Consumer Cooperative	1
14	Supply And Distribution Cooperative	1
15	Development Cooperative	1
TOTAL		157

As a result, when Mutlu Beslen Agricultural Development Cooperative is evaluated in the light of all this information and analysis, it emerges as a good example of social cooperative. Cooperative partners and beneficiaries consist of needy and disadvantaged people and they plan to supply and produce gluten-free products with basic needs with the cooperative model. With the experience of the Celiac Association of Mutlu Beslen Cooperative, it has been seen that it can create the institutional structure more easily and make the division of labor and planning within the cooperative more easily. With its experience in the association and business administration, it can be said that cooperative has advantages in terms of bureaucratic processes and access to funding.

5.1.8 Need Analysis by Industry and City for Mardin City

Interviews were made with the relevant institutions in order to learn the current situation in the province of Mardin regarding the Development and Improvement of SS Women's Labor Agricultural Development Cooperative (KEKİK Cooperative), and SS Bir Dünya Üreten Women's Cooperative, needs analysis study and cooperatives in general. During the field visits, the cooperative partners, beneficiaries and stakeholders were interviewed and the necessary data were collected.

The institutions interviewed are as follows:

- Dicle Development Agency- DİKA
- Provincial Directorate of Commerce
- Provincial Directorate of Agriculture and Forestry
- Provincial Directorate of Agriculture and Forestry -Cooperative Unit
- Artuklu University
- Mardin Chamber of Commerce and Industry
- Kızıltepe District Women Producing Agricultural Development Cooperative

When we look at Mardin's sectoral analysis based on provinces, livestock, tourism and agriculture are the leading areas of income. The surface area of Mardin province is 889.100 Da, 43,35% is agricultural area, 32,12% is settlements and unused area, 18,33% is forest area, 6,18% is meadow and pasture area. Although Mardin has large agricultural lands, the temperature averages of the region are quite high during the agricultural production period and it has a limited irrigation opportunity. For this reason, many irrigation projects have been implemented in the region. It is seen that the primary goal of the institutions and administrations operating locally with the newly provided facilities and action plans is to support local development by using Mardin's existing rural and agricultural potential. Turning agricultural products into value-added products, thus creating employment areas for local people, and reducing rural-to-urban or outward migration constitute priority goals. When we look at the unemployment rates in 2020, it is seen that the highest region is TRC3 (Mardin, Batman, Şırnak, Siirt) with 33,5%. Again, it is seen that the lowest employment rate in Turkey in 2020 belongs to TRC3 (Mardin, Batman, Şırnak,

Siirt) Region with 26,0%. The lowest labor force participation rate was in TRC3 (Mardin, Batman, Şırnak, Siirt) Region with 43,5% (TURKSTAT-2019). According to 2019 data, per capita domestic product in Mardin is well below the average of Turkey (9,2 thousand USD) with 5,1 thousand USD. When we look at the regional statistics of the past years (Mardin, Batman, Şırnak, Siirt-TRC3), it is seen that it is the region with the highest youth and general unemployment rates unlike other regions. This region has a low income level and employment opportunities are limited. In terms of both the schooling rate and the literacy rate, region ranks at the last places in Turkey. It is seen that 1 out of every 3 young people is unemployed in this region where the youth population rate is above the average of Turkey. In addition to this information, the annual population growth rate observed in Mardin was 1,16% in 2019. In 2020, the population reached 855 thousand with a rate of 1,90% higher than the average of Turkey. Mardin has a population growth above the average of young population and Turkey. For this reason, it is important for local development that the region starts to use its existing agricultural potential at the highest level.

Tourism, on the other hand, has an important place for the development of the region. Mardin, which is known for its cultural and historical richness, is becoming a tourism center that attracts attention every day in the South East of Turkey. Many public and private investments have been made in recent years in order to develop and promote the tourism sector in Mardin. The European Union also supports the projects with the technical and financial assistance it provides. The increase in the number of tourists coming to the city increased the number of accommodation in the region, the focus was on transforming local products into value-added products that appeal to tourists, and a revival was observed in the service sector. Tourism has become the focal point of public institutions and regional development projects with agricultural development plans.

According to data shared with us, there are 197 cooperatives in Mardin , 5 Women's Initiative Production and Operation Cooperatives, and 3 Agricultural Development Cooperatives established by women. As a result of the interviews, we see that the number of cooperatives in Mardin is limited in terms of operating in different fields, although there are many. In the light of the information received during the interviews, it was stated that it was not possible to reach definite information about whether the cooperatives that were not established recently were active. For this reason, the Provincial Directorate of Agriculture and Forestry, Cooperative Unit initiates a study to determine whether the existing cooperatives are currently active or passive. It was stated that there are many cooperatives that are expected to enter the liquidation process, and at the same time, 5 women-intensive cooperative organizations affiliated to the Ministry of Trade were applied.

According to the information received in the interviews, the cooperatives in Mardin have a sustainability problem. It was stated that cooperatives could not progress healthily due to problems such as social structure, competitiveness, migration status, number of partners, and failure to find a market.

Currently, there is no program directly supporting cooperatives in Mardin Provincial Directorate of Agriculture and Forestry. However, cooperatives that meet the criteria can apply to many of the support programs. Likewise, cooperatives can benefit from SOGEP offered by the Dicle Development Agency. Bir Dünya Üreten Women's Cooperative is one of the cooperatives that is entitled to receive this support.

Although the products recommended to be worked in Mardin local and currently being worked on seem to be limited to products such as wheat, corn, barley, red lentils, cotton, corn, chickpeas, especially with the recent women-intensive cooperative initiatives, studies are carried out in different areas and with different products. The fact that Bir Dünya Üreten Women's Cooperative started to produce lavender, and the fact that strawberry production started in the cooperatives in Mardin shows that new climate-specific trials were made in the lands where Mardin is located. Dicle Development Agency and local governments have also stated that they support these initiatives/ cooperatives and will support them as much as possible. Cooperatives can apply to almost all of the support projects.

Problems seen in cooperatives include: the main areas are not using innovative agricultural methods, not getting sufficient support, having problems in addressing the right product to the right market, lack of knowledge on cooperative administrative and financial management.

It was observed that cooperatives entered into positive plans against cooperatives and future plans of institutions in some way. Mardin Chamber of Commerce and Industry is the only institution among the institutions interviewed that does not have an active link with the cooperatives other than membership. The institution only carries out a relationship through the chamber registration, apart from this situation, they do not carry out a unique work for cooperatives and do not plan.

Dicle Development Agency, Provincial Directorate of Agriculture and Provincial Trade Directorate have stated that there are always cooperatives on their agendas and that they can provide support in areas such as activation of cooperatives and development of their capacities.

The 'Empowerment of Women through Cooperatives' project, which will continue until 2023, which is associated with the 'Provision of Added Value Increase in Agricultural Local Products (Agriculture SOP)' in the TRC3 Region, also covers the province of Mardin. Dicle Development Agency, 2020 Work Program aims to increase the number of active agricultural cooperatives (3-year). The second of the strategy areas identified in the report prepared within the scope of the «COVID-19 Crisis Response and Resilience Project» funded by the Japanese Government and carried out by the United Nations Development Programme (UNDP) in cooperation with the General Directorate of Development Agencies of the Ministry of Industry and Technology was determined as Strategy E.2» Capacity Building in Cooperatives». Under this heading, 4 action plans recommended to be carried out in a period of 1-3 years are shared.

In the Mardin region, it is seen as a model that will pave the way for local development, especially in food-tourism-agricultural areas, if cooperatives become active, choose the right income generating activities/products/services, have high awareness of cooperative management, and have high level of knowledge on administrative and financial issues.

5.2 Needs of Cooperatives and Initiatives and their Analysis

5.2.1 Hatay Altınöz Zeytin Emegi Women's Initiative Production and Operation Cooperative

As part of analysis study conducted with the contribution of partners, prospective partners and project managers of the Altınöz Zeytin Emegi Women's Initiative Production and Operation Cooperative, participants were asked questions, and responses were recorded, on (1) pre-establishment / establishment and current condition of the cooperative; (2) Governance and social cohesion; (3) Organization communication; (4) Sales and Marketing Needs. All answers were analyzed and accordingly this report is designed.

As a result of the review on answers given to the questions about beneficiaries of Altınöz Zeytin Emegi Women Initiative Production and Operation Cooperative, as well as the cooperative establishment and operation, the following areas of development were identified:

- Lack of knowledge and practice on the subjects such as income-expense difference, positive income-expense difference (company & cooperative), distribution of difference, labor share, sharing.
- Lack of knowledge and practice on the basic financial concepts such as contribution dues, donations, operation and product costs, taxes, labor payments, return, attendance fee.
- Partners lacking adequate knowledge and experience on cooperative organs such as Board of Directors, Audit Board, General Assembly.
- Participants lacking adequate knowledge on basic concepts and binding nature of Articles of Associations, as well as establishment legislation and stages.
- Lack of means for an effective communication and decision-making mechanism.
- Lack of documented role and responsibility descriptions, despite being partially defined.

Target group is defined as individuals, groups or population being addressee of a message to be intentionally conveyed through, and as a result of, planned strategic efforts. It is determined that although partners of Altınöz Zeytin Emegi Women's Initiative Production and Operation Cooperative have a basic level of idea on defining structure and preferences of target group, they are unable to develop a systematic perspective and carry out assessment. No activities has, so far, been carried out by them to analyze changing needs of the target group (events, market research, etc.)

Communication, defined as the «process of conveying ideas, information and emotions using all imaginable ways» has a great importance for the corporate activities, just as every other areas of the life. Altınöz Zeytin Emegi Women's Initiative Production and Operation Cooperative has no documented and jointly-agreed communication strategy.

Cooperative has no in-house professional human resource personnel dedicated to corporate communication, but received pro-bono support from professionals from Altınözü District Governorship and Altınözü Municipality. Partners of the cooperatives also, from time to time, support social media communications.

First of all, a marketing plan is recommended for Hazek Cooperative. For this, one of the most basic issues to be done is the creation of the marketing mix and the target market selection. The concepts required to carry out marketing activities are called marketing mix. The strategy to be used by the cooperative on target market selection should be «intensified marketing strategy». Due to the current conditions, the budget allocated by the cooperative for marketing will be very limited. Although the product range is partially wide, it should be aimed to create a certain market share in those categories by categorizing the products currently produced and determining priority products.

Training/mentorship activities, as shown in the following table, are suggested, addressing the needs generated by problems, threats, risk areas examined in the need analysis.

- Basic Cooperative Management
- Financial and Legal Aspects of Cooperatives
- Business and Product Development

To address identified needs, trainings and mentorship as well as consulting sessions were conducted, targeting at raising knowledge level and awareness of cooperative partners.

5.2.2 Yesemek Women's Initiative Production and Operation Cooperative

In the interview conducted, before need analysis, with Branch Directorate of Local Products Processing and Cooperatives of Agricultural Services and Food Department of Gaziantep Metropolitan Municipality, we were informed that Gaziantep Metropolitan Municipality has a goal of establishing 9 women's cooperatives in 9 districts for turning agricultural products into value-added products (5 of which are currently established). It is also noted that they aim at increasing number of employed women as well as paving the way for local produce export through modern facilities, both existing or in the process of establishment, funded mainly by development agencies in every district. They stated that Agricultural Service and Food Department is established in July, 2020, under which Branch Directorate of Local Products Processing and Cooperatives is organized.

As part of the Consulting Service for Social Initiative and Cooperative Capacity Development Project of Turkish Red Crescent Community-Based Immigration Programs, a meeting was scheduled on 14.09.2021, which was delayed to next day due to various reasons, between Youth Cooperative and YESEMEK Women's Initiative Production and Operation Cooperative, in order to discuss need analysis for designing a sustainable, income-generating model for initiating commercial activities by supporting and capacity development of social initiatives and cooperatives in the context of the assessments and training and consulting services. Partners and prospective partners of YESEMEK Women's Initiative

Production and Operation Cooperative attended the meeting held in Islahiye Municipality conference hall.

As a result of the review on answers given to the questions about beneficiaries of YESEMEK Women's Initiative Production and Operation Cooperative, as well as the cooperative establishment and operation, the following areas of development were identified:

Partners lacking adequate knowledge and experience on cooperative organs such as Board of Directors, Audit Board, General Assembly.

Participants lacking adequate knowledge on basic concepts and binding nature of Articles of Associations, as well as establishment legislation and stages.

Lack of knowledge and practice on the basic financial concepts such as contribution dues, donations, operation and product costs, taxes, labor payments, return, attendance fee.

Partners lacking idea and experience in collective working among themselves as the cooperative is established in June, 2021 and has not yet started production.

Cooperative does not yet have any active website. And cooperative has no application method on how and who will represent the cooperative externally in case of need (seminary, panel, fairs, etc.) and project executives perform these duties in such cases.

First of all, a business plan and accordingly a marketing plan is required for Yesemek Cooperative. For this, one of the most basic issues to be done is the creation of the marketing mix and the target market selection. The concepts required to carry out marketing activities are called marketing mix. The recommended strategy to be used by the cooperative on target market selection is «intensified marketing strategy». Although the product range is partially wide, it is recommended to be aimed to create a certain market share in those categories by categorizing the products currently produced and determining priority products.

Training/mentorship activities, as shown in the following table, are suggested, addressing the needs generated by problems, threats, risk areas examined in the need analysis.

- Basic Cooperative Management
- Financial and Legal Aspects of Cooperatives
- Business and Product Development

To address identified needs, trainings and mentorship as well as consulting sessions were conducted, targeting at raising knowledge level and awareness of cooperative partners.

5.2.3 Bir Dünya Üreten Women's Initiative Production and Operation Cooperative

Bir Dünya Üreten Women's Cooperative, official called Bir Dünya Üreten Women's Production and

Operation Cooperative with Limited Liability is established on 15 May 2020. While official partners of the cooperative are Turkish citizens, there are refugees under protection status actively working on the farming field of the cooperative. These are called as the beneficiary of cooperative.

Bir Dünya Üreten Women's Cooperative is a cooperative currently at the stage of production planning. In this context, a visit was made to Burdur-Lisinia lavender production site to collect information about lavender production. Cooperative partners had visited another women's cooperative located in Seferihisar, İzmir in order to benefit from experiences of this cooperative with a view to develop the internal capacity of and production activities of cooperative. They created their production sites by using knowledge they gained from said visit, and with the support of the agricultural engineers from Mardin Provincial Directorate of Agriculture and Artuklu University.

Interviewees stated that currently they are mainly producing lavender in their production sites. They noted that lavender saplings are currently at the growth stage, and they plan, once harvested, to sell them both in the form of flower and lavender oil in cosmetic and cleaning industry. In addition, they started the works for production of «Mezrone Grape», endemic to Mardin region, and plan to produce different products such as molasses, walnut soudjouk, fruit leather, grape cider. Furthermore, their plans include food services by operating a cafe or road side restaurant where they will sell their own in-house production.

According to information provided by interviewees, existing and planned product range of Bir Dünya Üreten Women's Cooperative include following products:

Lavender Flower	Walnut Soudjouk
Lavender Oil (For cosmetic or cleaning products)	Fruit Leather
Soap and moisturizer	Grape cider
Molasses	Raisins

Bir Dünya Üreten Women's Initiative is observed to be a cooperative founded during pandemic, which is in the process of establishing its income-generating activities. Cooperative has not yet finalized its product range and related sales-marketing strategy. However, cooperative needs to establish its governance system before proceeding to product range and sales and marketing strategy. Cooperative has no clearly defined governance system yet. Accordingly, there is no defined procedures and flows in areas such as decision-making mechanisms, management processes in production stages, task distribution, and conflict resolution. In addition, cooperative partners are also observed to have low levels of awareness on the partnership concepts. Partners are observed to have low level of knowledge on the administrative and financial processes of the cooperative. Partners needs support in these areas.

In light of these findings: As a priority, following trainings were recommended for Bir Dünya Üreten Women's Initiative. i. Basic Cooperative Administration, ii. Legislation and legal aspects of cooperative administration, iii. Financial liabilities and administration of the cooperative. Training and mentorship

sessions were provided covering these topics. Cooperative will be more resilient if it is provided with support on administrative and financial subjects in the future.

5.2.4 Cooperative for Development and Improvement of Women Labor in Agriculture

KEKİK (Cooperative for Development and Improvement of Women Labor) Cooperative is a women-focused cooperative, initiated by Yeşilli District Governorship initiative in 2017, implemented by Hayata Destek Association, and funded by German NGO Caritas. Continued by Hayata Destek Association as the implementing partner, the project aimed at building skills required to generate livelihoods by providing occupational qualification courses, and, as a result, empowering the position of women in the community. KEKİK Cooperative commenced its active operations in 2019 when KEKİK Restaurant was opened in Yeşilli, Mardin. After establishment, KEKİK has had some changes in its field of activity. One of these changes include change in the purpose of use of Center located in Yeşilli. Initially opened as a restaurant, the premises is turned into a workshop for production and storage of the products such as pickles, jam, etc. KEKİK Cooperative is established by citizens of Republic of Turkey and Syrian citizens under Temporary Protection, which mixed partnership composition still continues into present day.

After starting the production, KEKİK cooperative expanded the diversity of its products range. Listed below are the current/planned products of the cooperative.

Jam	Fig, Cherry, Sour Cherry, Black Mulberry, Melon, Squash
Pickled Thyme	Prunes Marmalade
Pickle	Armenian Cucumber, Chili Pepper, Trozi, Beet and cauliflower
Sauce	Muhammara, Pomegranate Syrup
Mezrone Grape Molasses	Walnut Soudjouk, Nut and Walnut Fruit Leather
Vegetable for drying	Tomatoes, Pepper, Squash and Eggplant
Bakery Products	Erişte, Mardin Bun, Turkish Raviolio, Kuliçe
Spices	Zahter, Sumac, Thyme, Red Pepper Flakes
Confectionary products	

Before Project kick-off, KEKİK Cooperative attracted new partners. During need analysis, discussions were held with new partners and former partners on the new plans and areas of improvement. As a result of these meetings, trainings and mentorship sessions were conducted on the basic cooperative management, and financial and administrative management of the cooperatives. KEKİK Cooperative is a solid cooperative in terms of human resources and production potential. It can be said that resilience of the cooperative will be reinforced with actions such as the expansion of the sales channels, development of marketing strategy and financial management of the cooperative.

5.2.5 Hemdem Women's Initiative Production and Operation Cooperative

As part of the analysis study conducted in collaboration with the partners, prospective partners and project executives and interpreter of HEMDEM Women's Initiative Production and Operation Cooperative, the participants were asked questions, whose responses were recorded, on (1) pre-establishment / establishment and current condition of the cooperative; (2) Governance and social cohesion; (3) Organization communication; (4) Sales and Marketing activities, and SWOT Canvas (via Q&A method) was applied. All answers were analyzed and accordingly this report is designed.

As a result of the review on answers given to the questions about beneficiaries of HEMDEM Women's Initiative Production and Operation Cooperative, as well as the cooperative establishment and operation, the following areas of development were identified:

- Partners lacking adequate knowledge and experience on cooperative organs such as Board of Directors, Audit Board, General Assembly.
- Women partner of the Cooperative having restricted awareness on the outlook of the operations, and limited participation in the decision-making processes.
- Lack of knowledge and practice on the basic financial concepts such as contribution dues, donations, operation and product costs, taxes, labor payments, return, attendance fee. Lack of basic operation and cost cycle directives.
- Participants lacking adequate knowledge on basic concepts and binding nature of Articles of Associations, as well as establishment legislation and stages.
- Lack of knowledge and practice on the subjects such as income-expense difference, positive income-expense difference (company & cooperative), distribution of difference, labor share, sharing.
- Lack of documented roles and responsibilities, despite defined to some degree.
- Lack of a clear strategy on the product, price, place and promotion (marketing mix) of the cooperative which is in the research process at this stage.

Target group is defined as individuals, groups or population being addressee of a message to be intentionally conveyed through, and as a result of, planned strategic efforts. It is determined that although partners of HEMDEM Cooperative have a basic level of idea on defining structure and preferences of target group, they are unable to develop a systematic perspective and carry out assessment. No activities has, so far, been carried out by them to analyze changing needs of the target group (events, market research, etc.) There is no statistical data sufficient to be a guidepost for them as they have had sales experience for a short period of time.

Strategic communication means communication which has well-defined and systematically implemented goals and processes. HEMDEM Cooperative has not yet had a documented and jointly-agreed method or document. Products are made available to the personnel working at the premises of the association and people visiting said premises, and in this respect, face-to-face communication with consumers are mainly conducted for daily needs. In addition, cooperative partners are sharing posts from their own social media accounts irregularly and non-systematically. For communications with prospective customers, they don't use pre-defined messages, of which outcomes are measured, and have no professional human resources for corporate communication, as reported by the participants.

In addition, cooperative does not yet have any active website. Participants reported that they have no human or financial resources to create and operate such website. And cooperative has no application method on how and who will represent the cooperative externally in case of need (seminary, panel, fairs, etc.) and project executives perform these duties in such cases.

First of all, a marketing plan is recommended for Hemdem Cooperative. For this, one of the most basic issues to be done is the creation of the marketing mix and the target market selection. The recommended strategy to be used by the cooperative on target market selection is «intensified marketing strategy». Due to the current conditions, the budget allocated by the cooperative for marketing will be very limited. Furthermore, it is underlined that right sales channels must be identified for the current products to take a share from the market as the product range is relatively limited and costs are high.

Training/mentorship activities, as shown in the following table, are suggested, addressing the needs generated by problems, threats and risk areas defined as a result of the need analysis.

- Basic Cooperative Management
- Financial and Legal Aspects of Cooperatives
- Business and Product Development

To address identified needs, trainings and mentorship as well as consulting sessions were conducted, targeting at raising knowledge level and awareness of cooperative partners.

5.2.6 Mutlu Beslen Agricultural Development Cooperative

Face-to-face interviews were held with partners of the Mutlu Beslen Agricultural Development Cooperative in order to identify the needs of cooperative in income-generating activities and governance system.

Mutlu Beslen Cooperative is established by members of Manisa Manisa Celiac and Organic Nutrition Association in May, 2021 for production and sales of the «Gluten-free Products» at affordable prices for the benefit of celiac patients. Its partners and volunteers include public servants such as personnel of Manisa Provincial Directorate of Commerce, Provincial Directorate of Agriculture and Governors Office.

As a result of «Celiac Disease» awareness activities, carried out by members of Manisa Celiac Organic

Nutrition Association as a non-governmental advocate in this area, they found out that there is a difficulty in availability of Gluten-free products and high prices, accordingly they took action to establish a business in the form of a cooperative in order to produce and sell gluten-free products at affordable prices.

As Mutlu Beslen Agricultural Development Cooperative is a recently-established company and not yet started the production, currently there is no marketing-sales activities. However, market research, customer research and interviews on the products they planned to produce are currently in the progress. Besides the meetings with major brands such as Dr. Oetker, Dr. Schar, Eti, there are also pre-market meetings with its target group via Celiac Associations and Federation in the local market. During need analysis meetings:

Face-to-face interviews were held in order to identify the needs via question lists on - Sales and marketing activities, - Governance Needs - Communication Needs, details of which are provided in a report.

As Mutlu Beslen Agricultural Development Cooperative is established in May, 2021 and has not yet started the production, there is no documented governance and communication activities yet. Executive and Supervisory Board of the Cooperative members are elected but there is no details on internal governance system. Internal communication is handled via simple methods, and there is no organizational structures for external communication.

As Mutlu Beslen Agricultural Development Cooperative is a new organization which is established by an association, they have limited financial resources. Due to this limitation, cooperative could not start production yet. They plan to start production using the equipment/tool in-kind support list provided below. And they aim at using entire revenue they generated from the production in the new investments. They aim at re-investing the revenue they will generate using equipment they will acquire under the Project into a flour mill to produce flour. And they further aim at re-investing the revenue from flour production into the equipment to produce biscuit, bread, etc. added-value products. It is planned to scale up production capacity gradually.

As a result of the analysis on the current situation of the needs, as described above, it is understood that Mutlu Beslen Agricultural Development Cooperative has basic level of knowledge on the cooperative management. In addition, it is observed that, as cooperative has not yet started production, it has no experience on the sales, marketing, task distribution, decision-making etc. in the context of a cooperative.

In this line, it is determined that cooperative needs training and consulting services on the following subjects:

- Basic Cooperative Management
- Sales and Marketing
- Business and Product Development

It is planned as part of the project to provide partners and prospective partners of cooperative trainings on the aforementioned subjects.

5.2.7 Havva Women's Committee

Analysis study aims at identifying the current situation and needs of the initiative in the cooperative organization process. By this means, it is aimed at ensuring in-kind and training/mentorship components of support program provide the highest value to the initiative. During the field visits made by Youth Work Cooperative experts, the cooperative partners, beneficiaries and stakeholders were interviewed face-to-face and the necessary data were collected. All need analysis interviews were held along with Turkish/Arabic translation.

Havva Women's Committee brings many people from different nations together. Committee is mainly composed of well-educated women from law, art, education, language, psychology, social services background, including Arabic language teacher, instructor for hearing-impaired. Committee also has people with dual citizenship. Many women in the committee can speak and understand Arabic and Turkish. Committee also includes persons who received digital marketing and coding training.

It is observed that women in the committee wants to be knowledgeable on the cooperative organization process, and have the competence to establish and manage their own businesses. Committee members reported that entire committee are involved in the decision-making processes, listened the positive/negative approaches, passed decisions according to the majority of votes, on the 60% basis, and give importance to listening each other as they received the communication and advocacy trainings. This approach demonstrates that there is a robust internal communication in the community.

It is observed that they have no long-duration and active support in the cooperative establishment process, and they have no clear information on how and where they can receive long-duration support for establishment costs, kitchen tools/equipment, raw material procurement, website domain, leaflet promotion costs for promotions and communication, and they are lacking sufficient number of Turkish Citizen legally required for establishing a cooperative (minimum 7 Turkish Citizen), as well as the will to organize under a legal personality. In addition, they reported that they currently have no production sites and sales channels, and they just produced and sold leather bag just for one-time, but the area they actually want to work in is the kitchen. Aforementioned items are identified as the disadvantages for Havva Women's Committee in their cooperative establishment process.

Although not officially commenced the cooperative establishment process, Havva Women's Committee can be seen as an organization that have potential in terms of human resources and competences especially when they access the support they need. During the need analysis interviews, they frequently emphasized that they want to acquire a legal personality in order to formalize the works they want to carry out, and to realize this under a cooperative organization. Although women in the committee prepared a need list, they are unclear about the production, and have uncertainties on what type of products they will produce using which methods in which area once they became a cooperative, which is a fact that prevents need analysis from generating a reliable result. In addition, it is observed that

some members defend capital and establishment costs required for cooperative should not be paid by the committee, which leads to disagreement among committee members.

The most basic needs of Havva Women's Committee are identified as raising knowledge and awareness on the cooperative management (financial, administrative responsibilities, organizational structure, establishment process, etc.) and reaching joint agreement on the capital raising to cover the organizational costs of the cooperative.

5.2.8 Sosyal Nefes Accessible Life Women's Initiative

Urla Sosyal Nefes Accessible Life Women's Initiative is an initiative formed by beneficiaries of Turkish Red Crescent residing in Urla district. Initiative which implements various projects especially for disabled people since 2015 has 9 active members, with a Red Crescent beneficiary providing occasional support. Initiative is entirely composed of Turkish Citizens, with occasional involvement of refugees under temporary protection in the production processes. Initiative which currently has no legal personality wants to produce added-value products via parents, currently mothers, who have a disabled child. Initiative decided to establish cooperative before completion of this Project. They initiated the establishment process.

Although Urla «Sosyal Nefes» Accessible Life Women's Initiative members have certain products they produced working together, they do not have detailed production planning as they are still an initiative. A final production planning will be completed once initiative becomes a formal cooperative. Initiative members individually produce and sell various products. Besides this, they come together and produce as an initiative in the premises of Red Crescent, whenever needed.

According data collected from interviewees, Urla «Sosyal Nefes» Accessible Life Women's Initiative has following products in their ranges, currently and as a future cooperative:

Dried fruits and vegetables	Macrame
Dumplings	Net bag, curtain
Noodles, Tarhana, Jam,	Earrings, Necklaces,
Dessert,	Wedding candy
Hot food on request (ashure, rice, various local dishes)	

Urla «Sosyal Nefes» Accessible Life Women's Initiative will commence the activities for financial and administrative management once formal establishment process of cooperative completed. It is foreseen that they will need orientation, empowerment and consulting in this process. However initiative members experienced in the co-working and production for a long period, it is highly likely that they will need support in management processes, task distribution, product procurement, division of labor in the production stages once cooperative established. There is no defined and documented roles and responsibilities for initiative members, and no unit or component is established

for governance processes. Therefore, there is no defined communication channels between these units or components. Once cooperative established, it is necessary to make task distribution among partners and beneficiaries, as well as define the communication means and methods that suit to cooperative. Building the capacity of initiative on these areas will support them to establish a solid structure for their cooperative management.

5.2.9 Kulu Women's Committee

Kulu Women's Initiative is formed in order for women from local community, and under the status of temporary protection and international protection, living in Kulu town of Konay city, to facilitate their economic inclusion, social inclusion, social cohesion, access to means of livelihood, and employment inclusion, by commercializing their productions under an corporate identity.

As part of the need analysis, Kulu Women's Initiative was visited to carry out SWOT study face-to-face in order to collect information about its general mechanisms and organizational structure.

As Kulu Women's Initiative is composed of women who are not experienced in the commerce, they have also no experience in sales-marketing area. Said team engaged in personal production at home, and have no formal commercial activities. In this line, they need substantial support for sales-marketing activities.

It is foreseen that Kulu Women's Initiative will have no difficulty in reaching out local women who engage in household production. In this respect, and given women contacted during project, as well as potential contributors, they are expected to form their product ranges to include following products:

Jam varieties,	Various pastries,
Dumplings	Hand-woven rug,
Erişte	Hand-woven booties, cardigans etc.
Hummus	Sewing embroidery products,
Fruit Leather	Handcrafted cloth babies,
Molasses	Various craft materials,
Borek varieties	Milk, cheese varieties,

Women of the Initiative are told by Youth Cooperative experts that said product range is very large, and recommended to narrow down their product range accordingly develop their plans. During need analysis meetings: Face-to-face interviews were held in order to identify the needs via question lists on - Sales and marketing activities, - Governance Needs - Communication Needs, details of which are provided in a report.

6 entrepreneur women makes efforts to organize the activities Kulu Women's Initiative. These 6 women

make their contacts via phone and Whatsapp. So far, they have not needed other communication channels. No task distribution has been made in terms of governance. Their first aim is to access women who produce and strengthen the initiative. In this line, women shares every job opportunity equally among themselves.

Kulu Women's Initiative has not yet decided on type of legal personality and organization structure, however they plan to open a sales point where they will retail their products. They also reported to have access to persons who will support them in this respect. Kulu Women's Initiative aims at using the equipment they requested from the Project to develop the capacities of the sales points. Besides the equipment requested, they should procure other equipment of the sales shop they plan to open via donations or their own means.

As a result of the need analysis situation assessment on the subjects described above, Kulu Women's Initiative has a strong local network, and they will have no difficulty in accessing the women both from local community, and under status of temporary protection and international protection. However, this community has not much experience in the commercial activities. This appears as a serious risk. In this line, it is observed that cooperative needs training and consulting services on the following subjects:

- Basic Cooperative Management
- Cooperative Establishment Processes
- Sales and Marketing

As a result of discussions with 6 leading entrepreneur women of the initiative, they are recommended by Youth Cooperative experts that establishment of a production and marketing cooperative, and adding production to the Articles of Association will make progress easier for them. For a faster action, consensus was reached on starting with persons whose competency is conducive to cooperative management, and the persons who will facilitate access to the women under status of temporary protection and international protection.

5.2.10 Battalgazi'nin Kalbi Women's Initiative Production and Operation Cooperative

Battalgazi'nin Kalbi Women's Initiative Cooperative is established by Battalgazi Municipality in 2019 in order to facilitate women from local community, and women under status of temporary protection and international protection, living in Battalgazi town of Malatya city, access the means of livelihood and employment inclusion.

A SWOT analysis was conducted via face-to-face meetings in order to understand the general mechanisms and organizational structure of Battalgazi'nin Kalbi Women's Initiative Cooperative. As Battalgazi'nin Kalbi is a cooperative established with the support of municipality, it receives support

from a volunteering personnel from Municipality who has 15 years of experience in sales-marketing area. Sales and marketing strategies as well as new sales channels are developed on the basis of the opinions of said specialist consultant. Cooperative partners and beneficiaries have a consensus on the this organizational diagram as such.

By selling the products produced by adding added-value to the products which are locally grown in Malatya, including those identified with Malatya, Battalgazı'nın Kalbi aims at accessing the target group who wants to consume the local products of Malatya as well as contributing to the promotion of Malatya city. A part of the following products are directly produced by beneficiaries of the cooperative, with some are purchased from local producers.

Pepper paste	Drying varieties
Chickpeas	Breakfast products
Mulberry molasses, grape molasses	Legumes and dry foods
Apples' vinegar	Tomato paste and sauces
Plum syrup, pomegranate syrup	Local products
Dried beans	Various apricot products
Black raisins	Daily catering meals
Rose hip	Vegetable noodles
Flour tarhana	

During need analysis meetings: Face-to-face interviews were held in order to identify the needs via question lists on - Sales and marketing activities, - Governance Needs - Communication Needs, details of which are provided in a report.

Battalgazı'nın Kalbi was reorganized in 2nd half of 2020, implementing a new governance structure with new executive and supervisory board. As part of this structure, a task distribution were effected as cooperative partners are responsible for coordination of official procedures, external relations, production and organization, while volunteering specialist consultant focuses on the marketing-sales and branding efforts.

Sales-Marketing strategy is completely implemented by specialist consultant, while other processes are organized with a decision-making process contributed by all partners and beneficiaries.

Simple methods are used for handling internal communications. Communication is handled via Whatsapp and phone. External communications were managed by cooperative partners, which include social media, website and phone channels.

Advantages of municipality support Battalgazınin Kalbi receives are evident in the organization, governance and sales-marketing strategies. Also, income they generated is mainly used for payment of the remuneration of the beneficiaries and capacity development. Their current equipment pool is not adequate to meet the new beneficiary demands as well as supply capacity given their expanding markets. With the equipment they demanded as part of the Project, they will scale up their production capacity, enabling them to access more people from local community and in the protection status.

As a result of the analysis on the current situation of the needs, as described above, it is understood that Battalgazınin Kalbi has basic level of knowledge on the cooperative management. Further, partners of the cooperative have certain knowledge gaps on the cooperatives legislation, legal structure, and financial management. It is observed that organizational structure, task distribution, and sales and marketing structure are based on unique system.

In this line, it is observed that cooperative needs training and consulting services on the following subjects:

- Basic Cooperative Management
- Financial Management
- Legal Aspect

To address identified needs, trainings and mentorship as well as consulting sessions were conducted, targeting at raising knowledge level and awareness of cooperative partners.

5.3. Capacity Development Trainings

Based on the results of the need analysis studies conducted with Cooperatives, all cooperatives and initiatives are provided online Cooperative Management courses in 3 sessions. As each cooperative and initiative had knowledge gap or needs in different areas in terms of cooperative management, trainings are developed also by taking into account the demands of cooperatives and initiatives.

Topics of Trainings, in general, are as follows:

1- Basic Cooperative Management	What is a Cooperative?	-Battalgazi'nin Kalbi Women's Initiative Production and Operation Cooperative
	Meaning, synonyms and origin of the term.	- Mutlu Beslen Agricultural Development Cooperative
	*Basic Concepts	- Hemdem Women's Initiative Production and Operation Cooperative
	Worldwide-recognized concepts relating to cooperative management.	- Urla "Sosyal Nefes" Accessible Life Women's Initiative
	*7 Universal Principles of Cooperatives and Values of Cooperatives	- Bir Dünya Üreten Women's Initiative Production and Operation Cooperative
	Internationally-recognized principles and values	- Kulu Women's Initiative
	Differences between Cooperatives and Commercial Businesses	- Hatay Altınöz Zeytin Emeği Women's Initiative Production and Operation Cooperative
	Differences between Cooperatives and Commercial through legal and practical examples.	- Yesemek Women's Initiative Production and Operation Cooperative
	What is a Social Cooperative?	- Cooperative for Development and Improvement of Women Labor in Agriculture
	Meaning of Social Cooperative Management and examples from the world.	- Havva Women's Committee

2- Legal Aspect and Financial Concepts	*Legislation and Articles of Association	
	Cooperatives law and related legislation, and Articles of Association of a Cooperative.	- Battalgazi'nin Kalbi Women's Initiative Production and Operation Cooperative
	*Partnership in Cooperatives	- Hemdem Women's Initiative Production and Operation Cooperative
	Meaning of partnership, and partnership conditions, rights and responsibilities.	- Urla "Sosyal Nefes" Accessible Life Women's Initiative
	*Organs of a Cooperative	- Bir Dünya Üreten Women's Initiative Production and Operation Cooperative
	Concepts, tasks and responsibilities of General Assembly, Executive Board and Supervisory Board in Cooperatives.	- Kulu Women's Initiative
	*Production and Sharing	- Hatay Altınöz Zeytin Emeği Women's Initiative Production and Operation Cooperative
	Concepts of production and sharing in cooperatives and case studies.	- Yesemek Women's Initiative Production and Operation Cooperative
	*Accounting in Cooperatives	- Cooperative for Development and Improvement of Women Labor in Agriculture
	Concepts and processes of taxation, bookkeeping and accounting in Cooperatives	- Havva Women's Committee

3- Sales and Marketing & Business Development	<p>*Basic Concepts</p> <p>Sales and Marketing concepts, and differences between concepts.</p> <p>*Sales and Marketing & Planning</p> <p>Sales and marketing practices, application cycles, and important points to consider in sales and marketing plan.</p> <p>*Business Development</p> <p>Concept and meaning of business development, and setting vision, mission and goals in institutions.</p>	<p>- Hemdem Women's Initiative Production and Operation Cooperative</p> <p>- Mutlu Beslen Agricultural Development Cooperative</p> <p>- Hatay Altınöz Zeytin Emeği Women's Initiative Production and Operation Cooperative</p> <p>- Yesemek Women's Initiative Production and Operation Cooperative</p> <p>- Cooperative for Development and Improvement of Women Labor in Agriculture</p>
4- Cooperative Establishment Processes	<p>* Establishment Processes</p> <p>Necessary steps to establish a cooperative, and formal stages, step by step.</p>	<p>- Kulu Women's Initiative</p> <p>- Havva Women's Committee</p>

Although there are certain differences among cooperatives and initiatives in terms of topics of Capacity Development Training, all cooperatives and initiatives attended the Basic Cooperative Management, Financial and Legal Aspects of Cooperatives trainings. Based on the need analysis and on-site monitoring, initiatives that are currently not a cooperative are provided trainings on Cooperative Establishment Processes to support their establishment processes, together with consulting services on the establishment processes via mentorship sessions.

Need of all cooperatives for said trainings was clearly demonstrated via interviews conducted during and after trainings, pre-tests and post-tests, as well as verbalizations of participants. In particular, participants reported during face-to-face interviews that it would be efficient and useful if training is delivered using a methods and examples that match existing cooperative applications and mechanisms.

5.3.2 Training Assessment

A Training Evaluation Form (online) is designed to assess the contents, trainers and learning outcomes of beneficiaries on 3 main training topics (Basic Cooperative Management, Legal And Financial Aspects of Cooperatives, Business Development) found out as a result of the «need analysis» conducted before the trainings provided online to 10 cooperatives/initiatives (a total of 30 trainings) in October (third quarter) and November (third quarter) of 2021.

Participants are asked to provide their answers to the questionnaire, which consists of following sections, anonymously so that they can make evaluations as much objectively as possible.

- Status as written in the ID document
- Gender
- Age Range
- Education Level
- Cooperative/Initiative on whose behalf he/she attended the trainings
- Type of affiliation with cooperative/initiative
- Trainings attended and number
 - 4. General satisfaction level on training and trainers
 - 5. Communication with trainers
 - 6. Knowledge level of trainers on the subjects
 - 7. Comprehensibility of the training contents
 - 8. Richness of the training contents
 - 9. General awareness and knowledge level on the training topics
- Knowledge level on the «basic cooperative management» before/after trainings
- Knowledge level on the «legal and financial aspects of cooperatives» before/after trainings

- Knowledge level on the «business development and sales&marketing» before/after trainings

Evaluation forms prepared in Turkish and Arabic are completed online by training beneficiaries from 10 organizations in the last week of November, 2021. Datasets from two different forms are compiled and assessed briefly. 97 training beneficiaries completed the questionnaire.

Table 16. Completion of the 'Training Evaluation' forms by coope- ratives/initiatives	Total	Percent (%)
Altınözü Zeytin Emeği Women's Initiative Production and Opera- tion Cooperative	4	4,12%
Battalgazi'nin Kalbi Women's Initiative Cooperative	6	6,19%
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	11	11,34%
Havva Women's Committee	11	11,34%
HEMDEM Women's Initiative Production and Operation Coope- rative	19	19,59%
Cooperative for Development and Improvement of Women Labor in Agriculture	5	5,15%
Kulu Women's Initiative	11	11,34%
Mutlu Beslen Agricultural Development Cooperative	16	16,49%
Sosyal Nefes Accessible Life Women's Initiative	11	11,34%
Yesemek Women's Initiative Production and Operation Coopera- tive	3	3,09%
Grand Total	97	100,00%

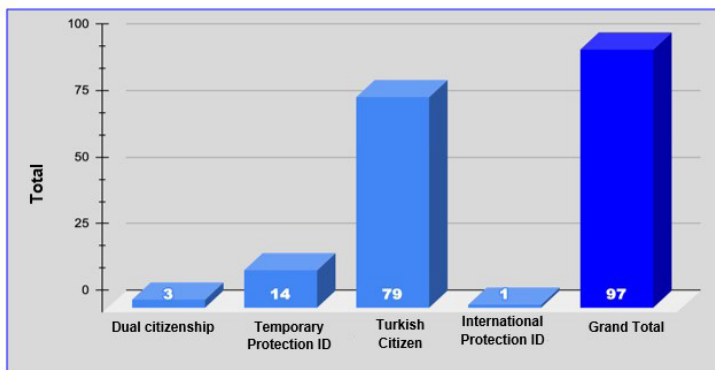
Profile of Beneficiaries

ID Status

Table 17: Status as written in the ID document	Total	Percent (%)
Dual citizenship	3	3,09%
Temporary Protection ID	14	14,43%
Turkish Citizen	79	81,44%
International Protection ID	1	1,03%
Grand Total	97	100,00%

When reviewed the answers to the status as written in ID, it is seen that, out of the 97 individuals, 18.56% has dual citizenship, temporary protection or international protection status, while %81.44 are Turkish citizen.

Chart 4: Status as written in the ID document

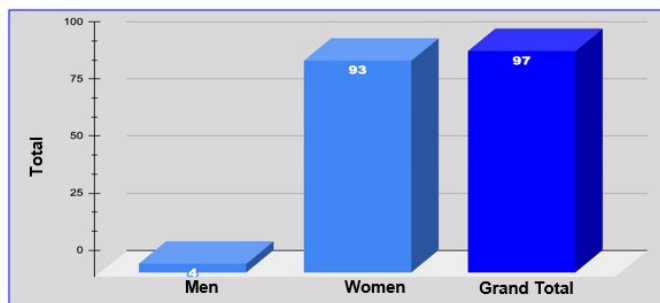


Gender

In terms of gender distribution in the beneficiary cooperatives/initiatives, which is set as a criteria «Situation as per gender equality, goals and activities for empowerment of women in employment and social inclusion» in the guide of the support program, it is seen that 95.88% of their members are women with a small percent of men (4.12%)

Table 18:	Toplam	Yüzde (%)
Gender Distribution	Total	Percent (%)
Men	4	4,12%
Women	93	95,88%
Grand Total	97	100,00%

Chart 5: Gender



Age Range

Chart 6: Age Range

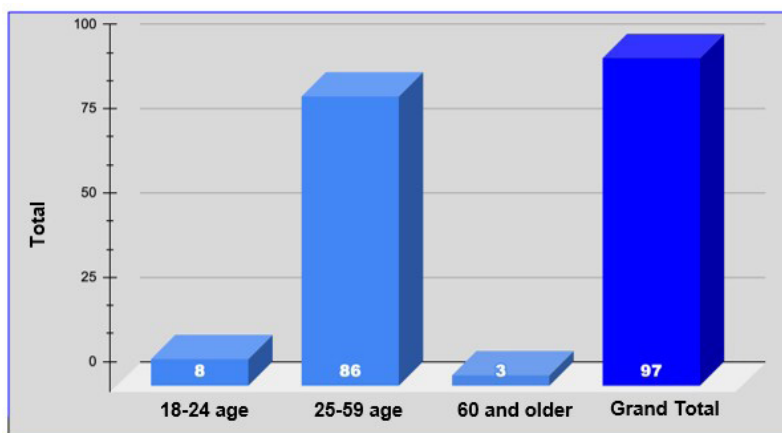


Table 19: Age Range Distribution	Total	Percent (%)
18 to 24	8	8,25%
25 to 59	86	88,66%
60 and older	3	3,09%
Grand Total	97	100,00%
Grand Total	97	100,00%

It is observed that 11.3% of the training beneficiaries are in the range of 18 to 24 ages, and 60 and older,

with 88.6% are in the range of 25 to 59 ages. It can be determined that a substantial part of the training beneficiaries participated in the evaluation is in the middle age range.

Education

It is found out that 44.3% of the participants of the training evaluation have associate/undergraduate/graduate degree/dropout with 20.62% who have basic literacy, elementary school graduate/dropout. Therefore, formal educational level of the participants of the training evaluations is found out to be relatively high.

Chart 7: Education

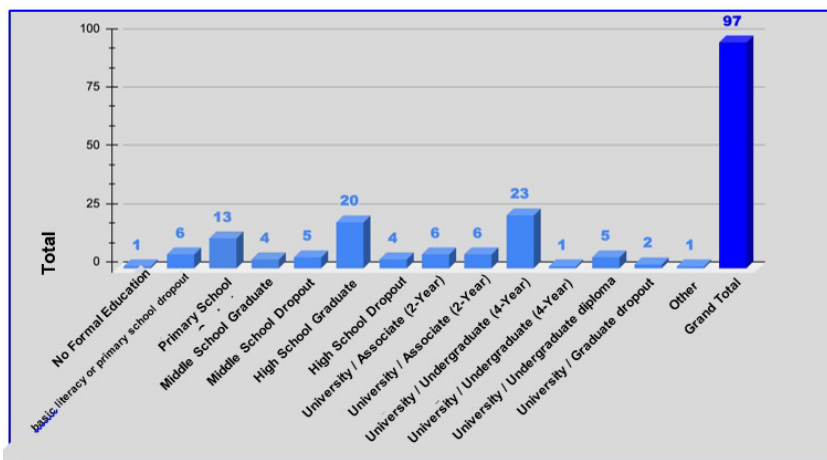


Table 20: Education	Total	Percent (%)
No Formal Education	1	1,03%
Basic literacy or primary school dropout	6	6,19%
Primary School Graduate	13	13,40%
Middle School Graduate	4	4,12%
Middle School Dropout	5	5,15%
High School Graduate	20	20,62%
High School Dropout	4	4,12%
University / Associate (2-Year) Graduate	6	6,19%
University / Associate (2-Year) Dropout	6	6,19%

University / Undergraduate (4-Year) Graduate	23	23,71%
University / Undergraduate (4-Year) Dropout	1	1,03%
University / Graduate degree holder	5	5,15%
University / Graduate dropout	2	2,06%
Other	1	1,03%
Grand Total	97	100,00%

Findings

Table 21: Type of affiliation with cooperative/initiative	Total	Percent (%)
Supervisory Board Member and Partner	10	10,31%
Prospective partner (volunteer / beneficiary)	28	28,87%
Partner	28	28,87%
Professional worker	11	11,34%
Executive Board Member and Partner	20	20,62%
Grand Total	97	100,00%

A total of 57.74% of the participants of the training evaluation are partners or prospective partner to the cooperation, while 30.93% are members of management organs of the cooperatives.

Chart 8: Type of affiliation with cooperative/initiative

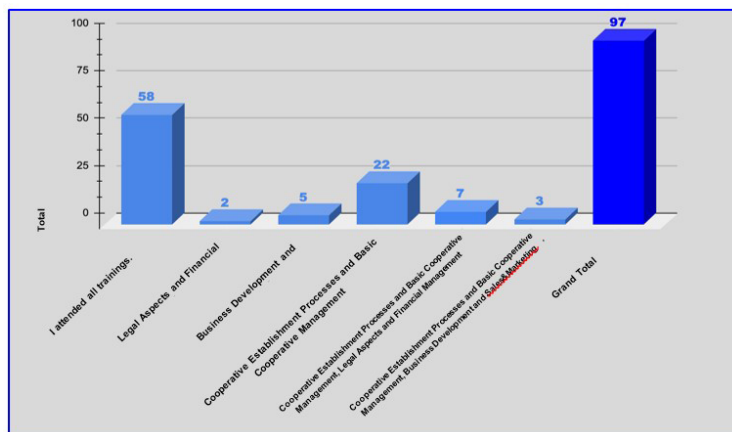


Table 22: Attendance in cooperative management trainings	Total	Percent (%)
I attended all trainings.	58	59,79%
Legal Aspects and Financial Management	2	2,06%

Business Development and Sales&Marketing	5	5,15%
Cooperative Establishment Processes and Basic Cooperative Management	22	22,68%
Cooperative Establishment Processes and Basic Cooperative Management, Legal Aspects and Financial Management	7	7,22%
Cooperative Establishment Processes and Basic Cooperative Management, Business Development and Sales&Marketing	3	3,09%
Grand Total	97	100,00%

The percent of respondents attended only one training module is 7.3% while 32.9% attended two training modules, with 59.8% attended all training modules. Online form is designed so that respondents can only evaluate the trainings they attended.

Chart 9: Attendance in cooperative management trainings



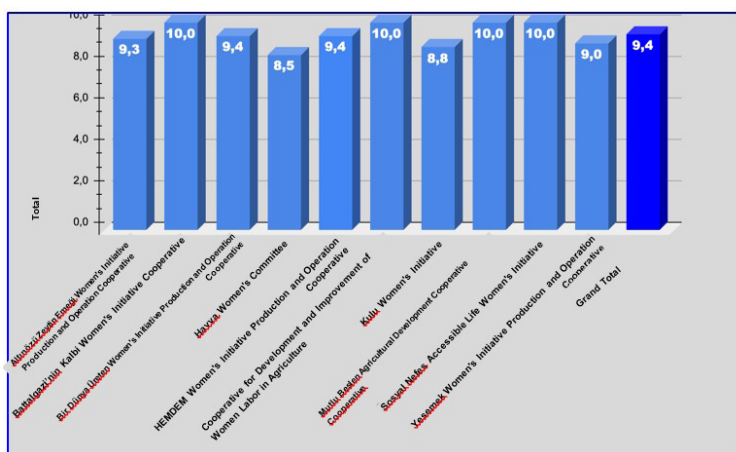
Training beneficiaries are asked to state their agreement with the statement «I am satisfied with the training and trainers, in general» on a scale of «(1) Absolutely disagree to (10) Absolutely agree».

Table 23: General satisfaction level on training and trainers: "I am satisfied with the training and trainers, in general."	Average
Altınözü Zeytin Emeği Women's Initiative Production and Operation Cooperative	9.3
Battalgazi'nin Kalbi Women's Initiative Cooperative	10.0
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	9.4
Havva Women's Committee	8.5

HEMDEM Women's Initiative Production and Operation Cooperative	9.4
Cooperative for Development and Improvement of Women Labor in Agriculture	10.0
Kulu Women's Initiative	8.8
Mutlu Beslen Agricultural Development Cooperative	10.0
Sosyal Nefes Accessible Life Women's Initiative	10.0
Yesemek Women's Initiative Production and Operation Cooperative	9.0
General Average	9.4

In the average level of the satisfaction with training and trainers, the lowest average was 8.5, while the highest average was 10.0. It can be concluded that respondent beneficiaries are satisfied with the training and trainers. It is observed that training design using common learning methods, tailored to participants and practice, helped to raise the impacts expected of trainings.

Chart 10: Communication capacity of trainers: «Trainers answered our questions satisfactorily»



Training beneficiaries are asked to state their agreement with the statement «Trainers answered our questions satisfactorily» on a scale of «(1) Absolutely disagree to (10) Absolutely agree».

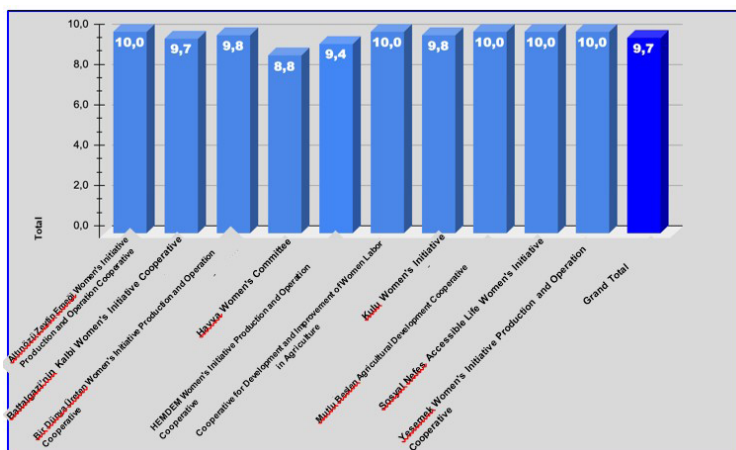
Training beneficiaries are asked to state their agreement with the statement «Training contents were satisfactory» on a scale of «(1) Absolutely disagree to (10) Absolutely agree».

Table 24: Training contents: "Training contents were satisfactory"	Average
Altınöz Zeytin Emegi Women's Initiative Production and Operation Cooperative	10.0

Battalgazi'nin Kalbi Women's Initiative Cooperative	9.7
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	9.8
Havva Women's Committee	8.8
HEMDEM Women's Initiative Production and Operation Cooperative	9.4
Cooperative for Development and Improvement of Women Labor in Agriculture	10.0
Kulu Women's Initiative	9.8
Mutlu Beslen Agricultural Development Cooperative	10.0
Sosyal Nefes Accessible Life Women's Initiative	10.0
Yesemek Women's Initiative Production and Operation Cooperative	10.0
General Average	9.7

In the average level of the satisfaction with training contents, the lowest average was 8,8, while the highest average was 10.0. It is seen that the training programs are found useful, which were tailored to the outputs of «need analysis» study conducted face-to-face with all organizations before trainings.

Chart 11: Training contents - Training contents were satisfactory



Training beneficiaries are asked to state their agreement with the statement «In your opinion, what is your level of knowledge on «basic cooperative management before and after trainings?» on a scale of «(1) Absolutely disagree to (10) Absolutely agree».

Table 25: "In your opinion, what is your level of knowledge on "basic cooperative management before and after trainings?"	Before Training (Average)	After Training (Average)	Change
Altınözü Zeytin Emeği Women's Initiative Production and Operation Cooperative	5.25	9.00	3.75
Battalgazi'nin Kalbi Women's Initiative Cooperative	5.50	8.33	2.83
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	5.64	8.82	3.18
Havva Women's Committee	6.18	8.36	2.18
HEMDEM Women's Initiative Production and Operation Cooperative	6.11	8.32	2.21
Cooperative for Development and Improvement of Women Labor in Agriculture	5.40	7.80	2.40
Kulu Women's Initiative	5.00	8.73	3.73
Mutlu Beslen Agricultural Development Cooperative	3.63	9.06	5.44
Sosyal Nefes Accessible Life Women's Initiative	4.82	8.36	3.55
Yesemek Women's Initiative Production and Operation Cooperative	8.00	9.67	1.67
General Average	5.33	8.60	3.27

The difference in general average between pre- and post-training knowledge level on the basic cooperative management is found out to be at levels of 3.27 points in the (+) direction. By the cooperatives/initiatives, the highest difference is observed in Mutlu Beslen Cooperative with (+) 5.44 points, with the lowest difference in Havva Women's Committee with (+) 2.18 points.

Training beneficiaries are asked to state their agreement with the statement «In your opinion, what is your level of knowledge on «legal and financial aspects of cooperatives» before and after trainings?» on a scale of «(1) Absolutely disagree to (10) Absolutely agree».

Table 26: In your opinion, what is your level of knowledge on "legal and financial aspects of cooperatives?"	Before Training (Average)	After Training (Average)	Change
Altınözü Zeytin Emeği Women's Initiative Production and Operation Cooperative	6.0	9.3	3.3
Battalgazi'nin Kalbi Women's Initiative Production and Operation Cooperative	4.2	6.0	1.8
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	5.5	8.5	3.0
Havva Women's Committee	4.9	7.0	2.1
HEMDEM Women's Initiative Production and Operation Cooperative	5.1	6.5	1.4
Cooperative for Development and Improvement of Women Labor in Agriculture	5.8	8.0	2.2

Kulu Women's Initiative	4.4	8.1	3.7
Mutlu Beslen Agricultural Development Cooperative	3.8	8.8	5.0
Sosyal Nefes Accessible Life Women's Initiative	3.7	8.1	4.4
Yesemek Women's Initiative Production and Operation Cooperative	7.7	9.7	2.0
General Average	4.8	7.8	3.0

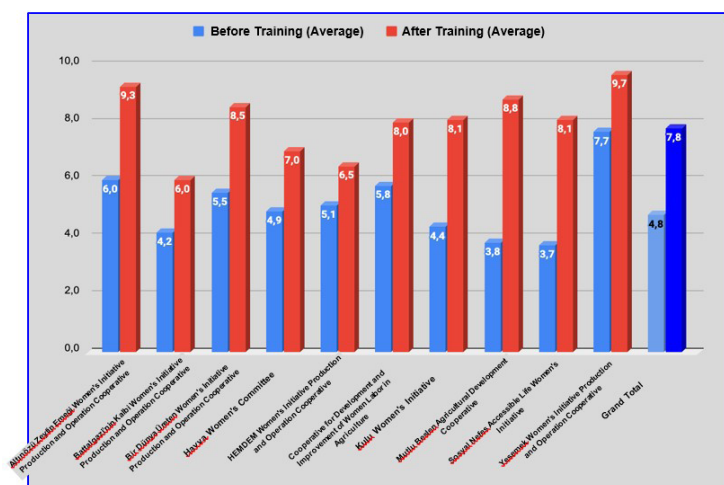


Chart 12: In your opinion, what is your level of knowledge on “legal and financial aspects of cooperatives?

The difference in general average between pre- and post-training knowledge level on the legal and financial aspects of cooperatives is found out to be at levels of 3.0 points in the (+) direction. By the cooperatives/initiatives, the highest difference is observed in Mutlu Beslen Cooperative with (+) 5.00 points, with the lowest difference in Havva Women's Committee with (+) 2.1 points.

Training beneficiaries are asked to state their agreement with the statement “In your opinion, what is your level of knowledge on business development and sales&marketing” before and after trainings?” on a scale of “(1) Absolutely disagree to (10) Absolutely agree”.

Table 27: In your opinion, what is your level of knowledge on "business development and sales&marketing?"	Before Training (Average)	After Training (Average)	Change
Altınözü Zeytin Emeği Women's Initiative Production and Operation Cooperative	6.5	9.5	3.0
Battalgazi'nin Kalbi Women's Initiative Production and Operation Cooperative	4.8	6.7	1.8
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	5.8	8.4	2.5
Havva Women's Committee	5.6	5.4	-0.2
HEMDEM Women's Initiative Production and Operation Cooperative	5.4	7.3	1.9
Cooperative for Development and Improvement of Women Labor in Agriculture	5.8	7.8	2.0
Kulu Women's Initiative	5.2	8.3	3.1
Mutlu Beslen Agricultural Development Cooperative	3.9	9.1	5.3
Sosyal Nefes Accessible Life Women's Initiative	4.5	8.8	4.3
Yesemek Women's Initiative Production and Operation Cooperative	9.0	10.0	1.0
General Average	5.2	8.0	2.8

The difference in general average between pre- and post-training knowledge level on the business development and sales&marketing is found out to be at levels of 2.8 points in the (+) direction. By the cooperatives/initiatives, the highest difference is observed in Mutlu Beslen Cooperative with (+) 5.3 points. Negative movement of (-) 0.2 points observed in the Havva Women's Committee is an unforeseen outcome under the normal circumstances. This is because of two beneficiaries from Havva Women's Committee who mistakenly answered the questions for business development and sales&marketing sections in which they did not attend, instead of leaving them empty. As a result, this led to a minor deviation.

Chart 13: In your opinion, what is your level of knowledge on "business development and sales&marketing?"



5.4 In-kind Support and Material Support

In line with the outcomes of need analysis studies conducted for the cooperatives, and resulting demands of the cooperatives, materials and equipment up to 60,000.00 per cooperative was acquired and delivered to cooperatives by following the Turkish Red Crescent procurement procedures.

5.5 Mentorship and Consulting

Mentorship and consulting services provided as a part of “Capacity Development Project for Cooperatives, Cooperative Initiatives and Social Initiatives” aims at designing a sustainable, income-generating model through supporting cooperatives, initiatives and social initiatives, as one of the socio-economic solidarity means, to facilitate social cohesion and economic resilience at the local level and accordingly development of the capacities of the beneficiaries. In this respect, mentorship and consulting sessions were provided to cooperatives and initiatives after the training program.

Mentorship and consulting sessions are determined as per the needs identified as a result of trainings provided to cooperatives and initiatives, and demands of cooperatives and initiatives, as well as project goals. Mentorship and Consulting Sessions were planned as a total of 6 meetings, consisting 4 online and 2 face-to-face sessions, as far as is practicable, and completed within schedule except a few changes due to the pandemic and travel conditions, and needs of cooperatives and initiatives.

Table 16: Mentorship/consulting sessions by organizations (cooperative/initiative)

Applicant	Subject	Meeting Method
Mutlu Beslen Agricultural Development Cooperative - Manisa	<p>1) How to use the materials already procured or to be procured under project, and definition of objective and target of the cooperative in this respect.</p> <p>2) Detailing the expense items in the financial processes of the cooperatives. Understanding its place in the financial balance.</p> <p>3) Understanding operations of Cooperatives, and the items of the works to be carried out to realize the objectives and targets.</p> <p>4) Understanding and prioritization of operations of Cooperatives, and the items of the works to be carried out to realize the goals and targets.</p> <p>5) Evaluation of the processes for the sustainability of the cooperative after the project support.</p> <p>6) Evaluation of the effects of equipment/devices provided under the project on the cooperative processes.</p>	<p>1) Face-to-face</p> <p>2) Online</p> <p>3) Online</p> <p>4) Online</p> <p>5) Face-to-face</p> <p>6) Face-to-face</p>

Battalgazi'nin Kalbi Women's Initiative Cooperative - Malatya	<p>1) Evaluation of the current workflow of the cooperative, and mentorship on the work flows planned after equipment/ device procurement.</p> <p>2) Raising awareness of cooperative's women partners on the right-based cooperative management.</p> <p>3) Raising awareness of cooperative's women partners on gender inequality and gender roles.</p> <p>4) Detailing the expense items in the financial processes of the cooperatives. Understanding its place in the financial balance.</p> <p>5) Understanding operations of Cooperatives, and the items of the works to be carried out to realize the objectives and targets.</p> <p>6) Providing existing Executive Board of Cooperative detailed information on human resources planning, fair income distribution, and distribution of positive income-expense difference</p>	<p>1) Face-to-face</p> <p>2) Online</p> <p>3) Online</p> <p>4) Face-to-face</p> <p>5) Face-to-face</p> <p>6) Online</p>
Havva Women's Committee - Izmir	<p>1) Evaluation of the cooperative's current workflow in line with the needs identified upon trainings, and demands.</p> <p>2) Evaluation of the situation in the establishment process of cooperative, and answering the areas requiring answer.</p> <p>3) Detailing the expense items in the financial processes of the cooperatives. Understanding its place in the financial balance.</p> <p>4) Understanding operations of Cooperatives, and the items of the works to be carried out to realize the objectives and targets.</p> <p>5) Clarifying up the establishment process of cooperative.</p> <p>6) Clarifying up the establishment process of cooperative, and discussion on the plans for the next process.</p>	<p>1) Face-to-face</p> <p>2) Online</p> <p>3) Face-to-face</p> <p>4) Face-to-face</p> <p>5) Online</p> <p>6) Online</p>

Hemdem Women's Initiative Production and Operation Cooperative - Istanbul	<p>1) Providing detailed information about mentorship process, and arriving mutual agreement on the areas requiring support.</p> <p>2) Raising awareness of cooperative's women partners on the right-based cooperative management. Discussion on the production constituents and task division, as well as providing detailed information about fair income distribution and distribution of the positive income-expense difference.</p> <p>3) A short discussion on the definition of social cooperative, and assessment of Hemdem's position in this issue & providing Integrity Regulation prepared by Youth Cooperative as good practices & review of the activities carried out using governance tools Slack and Drive as examples.</p> <p>4) A discussion on how to clear up the bottleneck in terms of responsibilities of professional workers, caused by high level of targeted business volume & discussion on how to resolve the conflict caused by the income difference relating to the works in production and service areas.</p> <p>5) Creation of alternative income models as competitiveness is difficult to maintain due to high costs and low volumes & Production of non-food items & planning social media management.</p> <p>6) Conducting online interviews with Beşiktaş Consumer Cooperative to exchange ideas on developing joint projects, and to create a collaborative environment with consumer cooperatives.</p>	<p>1) Online</p> <p>2) Face-to-face</p> <p>3) Online</p> <p>4) Face-to-face</p> <p>5) Face-to-face</p> <p>6) Online</p>
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<p>Hatay Altınöz Zeytin Emegi Women's Initiative Production and Operation Cooperative (HAZEK) - Hatay</p>	<p>1) Providing detailed information about mentorship process, and arriving mutual agreement on the areas requiring support.</p> <p>2) Raising awareness of cooperative's women partners on the right-based cooperative management. Discussion on the production constituents and task division, as well as providing detailed information about fair income distribution and distribution of the positive income-expense difference.</p> <p>3) A short discussion on the definition of social cooperative, and assessment of HazeK's position in this issue & providing Integrity Regulation prepared by Youth Cooperative as good practices & review of the activities carried out using governance tools Slack and Drive as examples.</p> <p>4) Discussion on improvements on logistics issues in online sales & Explaining requirements in packaging and labelling for legislative compliance & development of road map to develop B2B collaborations.</p> <p>5) Visit to new production site to observe equipment provided as in-kind support & Discussion on how supports speed up/provided benefits to the production & Evaluation of the HazeK's applications in social media management and accounting software.</p> <p>6) Conducting online interviews with Beşiktaş Consumer Cooperative to exchange ideas on developing joint projects, and to create a collaborative environment with consumer cooperatives.</p>	<p>1) Face-to-face</p> <p>2) Online</p> <p>3) Online</p> <p>4) Face-to-face</p> <p>5) Face-to-face</p> <p>6) Online</p>
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<p>Yesemek Women's Initiative Production and Operation Cooperative Partners - Gaziantep</p>	<p>1) Providing detailed information about mentorship process, and arriving mutual agreement on the areas requiring support.</p> <p>2) Raising awareness of cooperative's women partners on the right-based cooperative management. Discussion on the production constituents and task division, as well as providing detailed information about fair income distribution and distribution of the positive income-expense difference.</p> <p>3) A short discussion on the definition of social cooperative, and assessment of Yesemek's position in this issue and evaluation of potential of being a pioneering cooperative in Gaziantep & providing Integrity Regulation prepared by Youth Cooperative as good practices & review of the activities carried out using governance tools Slack and Drive as examples.</p> <p>4) Discussion on the target group and sales channel as production has not yet started & Explaining requirements in packaging and labelling for legislative compliance & development of road map to develop B2B collaborations.</p> <p>5) In-depth evaluations on expectations of current partners from cooperatives and each other, joint values and targets, and requirements on new partners, planning needs once production starts.</p> <p>6) Conducting online interviews with Beşiktaş Consumer Cooperative to exchange ideas on developing joint projects, and to create a collaborative environment with consumer cooperatives.</p>	<p>1) Face-to-face</p> <p>2) Online</p> <p>3) Online</p> <p>4) Face-to-face</p> <p>5) Face-to-face</p> <p>6) Online</p>
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"Sosyal Nefes" Accessible Life Women's Initiative	<p>1) Providing beneficiaries information about legal personality of cooperative,</p> <p>2) Ensuring beneficiaries to have a good grasp on the cooperative establishment process.</p> <p>3) Providing beneficiaries information about documents necessary for establishment of the cooperative,</p> <p>4) Providing beneficiaries information about important points to be considered during establishment of the cooperative,</p> <p>5) Raising awareness of beneficiaries on the potential costs and expense items that may arise in the short-term after establishment of the cooperative (0-6 months),</p> <p>6) An experience sharing sessions with Tomurcuk Education and Culture Solidarity and Operation Cooperative experienced in the cooperation management as well as the activity area of the cooperative to be established by Urla Sosyal Nefes Accessible Life Women's Initiative.</p>	<p>1) Face-to-face</p> <p>2) Online</p> <p>3) Online</p> <p>4) Face-to-face</p> <p>5) Online</p> <p>6) Online</p>
Bir Dünya Üreten Women's Initiative Production and Operation Cooperative	<p>1) Answering the questions of the cooperative partners about the cooperative management process,</p> <p>2) Session on the cooperative organization structure and management process,</p> <p>3) Developing the cooperative activity areas and responsibilities chart, and raising awareness of partners of cooperative on fair and equitable task distribution among the partners and beneficiaries,</p> <p>4) A study on Canvas Business Model.</p>	<p>1) Face-to-face</p> <p>2) Online</p> <p>3) Online</p> <p>4) Online</p> <p>5) Online</p> <p>6) Face-to-face</p>

Cooperative for Development and Improvement of Women Labor in Agriculture	<p>1) Raising awareness among beneficiaries on rights and responsibilities, working conditions, and income-generation models,</p> <p>2) Identification of problems in the existing production and administrative processes, and creation of the solution proposals for improvement of these areas,</p> <p>3) Answering questions of beneficiaries on the legal and financial structure of cooperative,</p>	<p>1) Face-to-face</p> <p>2) Online</p> <p>3) Online</p> <p>4) Online</p> <p>5) Online</p> <p>6) Face-to-face</p>
Kulu Women's Initiative - Konya	<p>1) Providing information about requirements for preparation of the basis for establishment of legal personality of Kulu Women's Initiative.</p> <p>2) Providing information about preparation of the Articles of Associations, documents, uploading the documents in the online system, and public authorities, required for establishment of legal personality of Kulu Women's Initiative.</p> <p>3) Mentoring on the Sales&Marketing and Resource Development.</p> <p>4) Providing support during cooperative establishment process when necessary, and help establishment process.</p> <p>5) Understanding and prioritization of operations of Cooperatives, and the items of the works to be carried out to realize the goals and targets.</p> <p>6) Evaluation of the effects of equipment/devices provided under the project on the cooperative processes. In addition, on-site meetings with workers on the production process of the products they will sell after establishment of cooperative.</p>	<p>1) Face-to-face</p> <p>2) Online</p> <p>3) Online</p> <p>4) Online</p> <p>5) Face-to-face</p> <p>6) Face-to-face</p>

It can be said that mentorship and consulting sessions are the most productive activity of the project for cooperatives and initiatives. At mentorship and consulting sessions, beneficiaries have had opportunity to have in-depth discussions on benefits of the trainings they received, processes of their own cooperatives or initiatives, and equipment and devices provided them under the project, and speak more extensively on the problems they experienced during the practice as well as the needs. Although having similarities, mentorship and consulting topics have differed among cooperatives and initiatives, tailored to the needs of each community.

During both training and mentorship processes, it has become evident that initiatives needed more information on the steps of cooperation establishment process, different than cooperatives then-currently existing. Supports enabled the formal processes to be handled more smoothly and faster. In the case of Havva Women's Initiative, it was decided that postponing the cooperative establishment will be more useful for the community after the trainings and mentorship sessions.

For cooperatives, financial aspects of cooperatives attracted a special interest, and subjects such as needs in the current operations, income-expense balance, labor division and task distribution are discussed with practical examples, with analyses specific to the cooperative. Mentorship and consulting process was not restricted only with the online and face-to-face sessions. Also, cooperatives and initiatives requested and received mentorship on many subjects through phone and e-mails. The common feedback among all beneficiary cooperatives and initiatives was that mentorship and consulting process should continue for longer periods and be repeated at certain intervals.

6. Lessons Learned and Recommendations

From a general perspective, and considering the theory of change developed at the beginning of the support program, it is observed that most of the targeted changes have been achieved in the project implementation process on the part of cooperatives and initiatives, and some change targets should be monitored and very likely to be realized in the medium-long term.

Certain challenges that arise during preparation and implementation process of the program, and solutions developed for these challenges, as well as the lessons learned and suggestions that can be used as an input for future projects are provided below.

Delays in the planned program schedule: :

Certain delays experienced in the schedule during preparation and implementation of the support program. Despite these delays caused complications in the planned program activities to a certain degree, all activities under the project were carried out in line with the technical specifications. These delays reduced the time required for conducting observations on outputs of the program. Causes of these delays are briefly explained below.

- Full lockdown due to COVID-19 pandemic from 29 April 2021 at 7:00 PM to 17 May 2021 at 05:00 AM delayed the program kick-off date. This reduced both program implementation period as well as periods between planned activities.
- According to the schedule set at the beginning of the support program and described in the application guide, it was planned to announce the organizations selected to receive support on 14 July 2021. However, result announcement date was postponed by program implementer, due to various bureaucratic processes, first to 28 July 2021 and then to 19 August 2021. This 37 days of delay in the date of announcement of organizations selected to receive support led to postponing of the need analysis, training and mentorship, etc. other program activities, and a tightened program schedule due to the reduction of the periods between program activities.
- Shortened times between activities planned to be implemented as part of the support program made for program implementing organization difficult to plan its own human resources required in the planning of field visits and preparation of the final reports, causing complications from time to time. As a result, delays occurred in the reporting stages of the support program activities, compared to the planned schedule.
- Another cause of the delays in the program schedule is the postponements due to COVID-19 pandemic at the planning stage of the field visits to the organizations selected to receive support.

Planned dates of some field visits were postponed and changed due to the cooperative partners or initiative members being infected with the Covid-19 virus.

All constituents should make a more effective time planning both in program preparation and implementation processes. Regular weekly meetings between Turkish Red Crescent as support program implementer and organization which executes the program will facilitate better coordination, understand mutual expectations more accurately, and a better time management. More effective communication of Turkish Red Crescent with the beneficiary cooperatives and initiatives will facilitate a more effective time management in the support program.

It is important to include all organizations (donor, implementer and executive) which will be included in the process in the similar future projects, and establish the effective communication channels from the very beginning of the program planning stage. All implementation stages and activities of the program should be defined in all details at the start of the program with the contribution from all organization involved in the implementation of the program, and accordingly a risk matrix should be developed, which will define the intervention areas and methods in case of occurrence of potential risks.

In addition, defining more realistic and longer durations for the program activities during the planning of the implementation stages of the similar programs will provide flexibility against unexpected delays in the implementation and reporting stages of the program activities, as well as allow for adequate time for the monitoring of the program outputs.

It is recommended to maintain, persist and apply written methods and monitor the expectations and results in a clear, specific and defined way throughout the program implementation period. A mutual agreement must be established at the outset of the program between parties on the technical specifications, theory of change, support program guide, application form, session plans and methods and other reporting tools and service flow must be handled in a clear and transparent manner.

Program application and evaluation processes:

A total of 134 organizations applied for the support program. Out of these applications, 109 applications were found having satisfied the application eligibility conditions as stated in the Application Guide, and accordingly being eligible for evaluation. Of these having found eligible for evaluation, 73 organizations is cooperative, with 2 cooperatives in the process of establishment, 18 companies aiming at creating social impact, and 16 initiatives. As a result of the evaluation, 7 cooperatives and 3 initiatives from 8 different cities are selected as the beneficiaries of the support program.

Considering the application and evaluation processes, target group should be defined by program implementer more clearly and explanatorily during the process of preparation of the application guide. It is recommended that expectations between donor and program implementation agency should be consistent, and conditions specified in the application guide should be set on the basis of mutually agreed criteria. Lack of such agreement leads to the applications in many numbers that are not target group of the program.

Support requests of the cooperatives and initiatives selected to receive support:

Support program beneficiaries are asked to define their own needs at the application stage and accordingly request their in-kind support and training needs. However, as a result of the need analysis, it is observed that many beneficiaries had difficulties in identifying needs of their organizations, and had needs that are more prior than supports they requested in the application form. It was revealed that almost all beneficiary organizations have low level of knowledge on the basic cooperative management, and they needed support on these topics. This demonstrates importance of the need analysis stage in similar projects that will be implemented in the future. Thanks to need analyses, beneficiary organizations could prioritize their needs more accurately and used in-kind supports and training supports more usefully.

Delivery, monitoring and impact of in-kind supports:

Processes of in-kind support provided under the program are managed by personnel of Community Center located at the city of beneficiary organization. Beneficiary organizations and personnel of Community Centers established communication among themselves for delivery of the identified needs. In this process, certain challenges emerged for the program beneficiary initiatives in receiving the in-kind supports due to not having a legal personality. Program implementer, occasionally had difficulties in reaching an addressee in the initiatives, which led to delays in the in-kind support process. Then, attempts were made to solve this problem via guarantee letters, which, however, created a pressure on the members of initiatives and personnel of program implementer. For similar support programs to be implemented in the future, it is recommended to define the eligibility conditions for the initiatives clearly and fully defined at the outset of the process, and include the initiatives which met these conditions in the support program.

Impacts of the in-kind supports provided as part of support program could not be measured during program implementation process. This is due to two basic reasons: First, human resources of the beneficiaries had some gaps in the basic knowledge level on the cooperative management, and accordingly have not yet defined the production processes. Since beneficiary organizations have not started active production process with full capacity, the level of impacts that equipment and tools provided have on the production process could not be measured. Another is the tightness of the program implementation schedule. To observe the impacts of the in-kind support, a medium-long term monitoring system must be established, and production processes of cooperatives must be monitored on the basis of indicators for at least 8-12 months after delivery of the support. To ensure such monitoring, at least 12-months mentorship support and monitoring support programs must be designed. A 6-month support program is insufficient to observe these changes.

Communication with beneficiary organizations:

Occasional discontinuities were experienced in communication with beneficiary cooperatives and initiatives. As the beneficiary cooperatives and initiatives have not fully established organizational structures, program executing organization maintained communications with just one representative

from each organization. However, during times when this representative remain inaccessible, communication with organizations was disrupted, leading to complications especially during planning stages. To avoid such problems, it is recommended to ensure at least 2 (one principal, one back-up) contact persons identified from each beneficiary organization. Thus, communication with beneficiary organization will not be restricted to one single person, enabling smooth communication with organization in times requiring fast action.

On the other hand, personnel of Community Center located in the program cities are involved in the process at the implementation stage of the program activities. This enabled a more planned process of both support coordination and the communication with beneficiary organizations.

Delivery of and attendance in Training and Mentorship sessions:

As part of support program, certain trainings and mentorship supports were provided by program executive agency to the beneficiary organizations. Scope and contents of the training and mentorship supports were identified as a result of the need analysis studies conducted with the beneficiary organizations. As needs varied among beneficiary organizations, training and mentorship contents also differed, and training and mentorship sessions were tailored to each beneficiary. Instead of preparing a standardized training and mentorship program, planning sessions customized to each organization is observed to be vitally important for meeting priority needs of the beneficiary organizations.

For training and mentorship sessions, hybrid methods are used (face-to-face and online). Occasional complications occurred especially in scheduling of face-to-face training and mentorship sessions due to the COVID-19 pandemic. Despite these complications, all trainings and mentorship sessions planned for all beneficiary organizations were conducted successfully. Attendance in the trainings and sessions varied by the beneficiary organization. While some organizations attended all sessions with high numbers of partners and beneficiaries, some had low level of attendance. The main reasons behind this variation include lack of an active communication means among cooperative partners and beneficiaries, and unwillingness or inactivity of the partners and beneficiaries, and partners and beneficiaries lacking knowledge on the cooperative management. For similar support programs to be implemented in the future, it is recommended to provide, first of all, basic cooperative management trainings to all cooperative partners and beneficiaries to avoid aforementioned problems. This will facilitate participants to have a clear idea on for what purposes they will continue trainings. In addition, mentorship sessions may be implemented using on-the-job training methods with certain groups of cooperative partners or beneficiaries. This will enable only persons dedicated to that topic to attend the sessions, instead of presence of entire partners or beneficiaries, and thus improve the productivity of the sessions.

It is observed that the number of Syrian participants are at the low levels in the training and mentorship sessions. This is mainly because refugees involved with beneficiary cooperatives and initiatives are mostly not a partner of cooperative, rather a beneficiary of them. It is observed that beneficiaries who does not have a goal of being a partner to cooperative are unwilling to attend the trainings and mentorship sessions, and have no tendency to attend regularly the sessions, despite being invited to do so. Another important reason behind low attendance levels is that cooperative beneficiaries

are generally actively participating in the production by working in workshops or fields. In the next support programs, it is recommended to take into these circumstances into account, and to prioritize the cooperatives of which Syrians under temporary protection are a partner.

7. Best Practices

In order to see the current status of the cooperatives supported within the scope of the project, the following communication studies were carried out. Examples of good practice can be viewed via the links below.

- **Cooperative for Development and Improvement of Women Labor in Agriculture**
Mardin : <https://www.youtube.com/watch?v=iwXWRUZ7gLQ>
- **Battalgazi'nin Kalbi Women's Initiative Production and Operation Cooperative**
Malatya: <https://www.youtube.com/watch?v=9uohAxPnMvc>
- **Yesemek Women's Initiative Production and Operation Cooperative**
Gaziantep: <https://www.youtube.com/watch?v=ZF2Axlq-Jnk>
- **Mutlu Beslen Agricultural Development Cooperative**
Manisa: <https://www.youtube.com/watch?v=zuXP2XYLvFM>
- **HEMDEM Women's Initiative Production and Operation Cooperative**
İstanbul: <https://www.youtube.com/watch?v=ZOPF9sxpLwo>
- **Kulu Women's Initiative**
Konya: <https://www.youtube.com/watch?v=zZUyRtOXpBc>
- **Bir Dünya Üreten Women's Initiative Production and Operation Cooperative**
Mardin: <https://www.youtube.com/watch?v=KePybug2wRU>

8. Conclusion

As part of Capacity Development Project for Cooperatives, Cooperative Initiatives and Social Initiatives, prepared by Turkish Red Crescent Community-Based Migration Program, capacity development and equipment/material support were provided to 10 organizations consisting of 7 cooperatives and 3 cooperative initiatives. In the project with official term of 7 months, 3-day need analysis visits, 30 online capacity development trainings covering at least 3 topics defined as a result of need analysis, and 60 mentorship sessions, consisting of 2 face-to-face and 4 online for each organization, were conducted, for which individual reports were drawn up. While 144 out of total 152 beneficiaries attended at least 1 activity, 36 of the participants had status of international and/or temporary protection.

As a result of the project need analyses, the most important need of the cooperatives and initiatives were identified as knowledge on cooperative management, and legal and financial aspects of the cooperatives, according to which the trainings were designed. Specifically for initiatives, trainings included the cooperative establishment processes, and support were provided for process of applications to public authorities until the end of the project. Evaluation and assessment surveys demonstrated an evident increase in knowledge and awareness level of cooperatives and initiatives. Beneficiaries objectively showed the usefulness of the trainings with the improvements they made in the organizational processes.

Mentorship and consulting processes were set up and implemented so that trainings meet the current applications and practical needs of cooperatives. 6 mentorship applications are all tailored to the specific needs of the cooperatives. Some cooperatives received mentorship support on the governance, decision-making and articles of association, while others were supported on income-expense balance, financial management, labor division, etc. topics. For initiatives, they are provided one-to-one support on the cooperative establishment processes and procedures. For instance, during project implementation, one of the initiatives postponed their goal of establishing a cooperative in order to ensure sound growth of the community and reach common goals as well as establish a stronger base. At the end of project, 2 out of 3 initiatives continued its willingness to establish a cooperative, and almost concluded the formal processes.

Cooperatives and initiatives supported throughout the process of the project noted that as their knowledge on the cooperative management built up further, they better understood that cooperative is the most suitable model for them, and had stronger belief in cooperative model as a means to meet their personal, economic and social needs. Beneficiaries highlighted that they are aware of the difficulties in the cooperative operations, however, supports provided under the project give them self-confidence and hope for the future.

Impacts of the in-kind supports provided as part of support program could not be measured at the desired level during program implementation process. One of two major reasons of this is that

organizations have not yet completed their production processes as they have no human resources and knowledge on the basic cooperative management, and the other is insufficiency of the project implementation time. Delivery of the equipment/tools took place very late in the project term, and many organizations have not yet started using the equipment. Just one cooperative which is engaged in active production is found out to have introduced the equipment in the production process faster. This enabled certain collaborations put in practice, which could not be made due to insufficient capacity, as reported. Also, equipment has increased the productivity in the production processes, facilitating workforce of 1-2 individuals daily become evident. Even though there is no general data and observations, it is seen that equipment and tools support has become a driving source of motivation for all organizations. It is anticipated that cooperatives will increase their production capacities in a short time by supporting their current operations with equipment/tools provided, driving up the financial inputs. Since initiatives will start their cooperative operations using the equipment and tools, they can re-allocate budget of establishment processes to other investments, initiating productions in the short time and generating a fast economic input. Equipment and tools support is seen to make significant contributions in either cooperatives or initiatives. To facilitate sustainability of the organizations, these supports will have a vital importance in income generation and resource creation, which are their paramount needs.

Even though it is foreseen on the basis of findings from capacity development project and feedbacks from organizations that project will substantially achieve its goals, project should be continued during 2022 using supportive methods in order to ensure productivity and sustainability. It is strongly considered that either cooperatives or initiatives should necessarily be supported with mentorship and need-focused trainings throughout 2022 in order to facilitate long-term impacts of all supports they received by virtue of the project. Fragile structures of the organizations supported under the project have high levels of vulnerability due to the internal factors such as structural problems relating to the cooperative management, restricted human resources, and capital restrictions, as well as external factors such as national and international economic fluctuations, market shrinkage. With the effects of said circumstances, impact of the equipment and tools and trainings provided will be limited and at risk of becoming idle and inactive in the long-term. To ensure sustainability of the supports provided under the project, experience, regular use and guidance are vital factors in meeting the needs of organizations.



This image shows a full page of white paper with horizontal dotted lines. The lines are evenly spaced and run across the width of the page, providing a guide for handwriting practice. There are no margins, text, or other markings on the page.

