

HUMANITARIAN CONSULTANCY GROUP

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# COMPREHENSIVE STUDY ON CIVIL SOCIETY ORGANIZATIONS IN HATAY: POST-EARTHQUAKE MAPPING AND CAPACITY ASSESSMENT



In partnership  
with



**PREPARED AND PRESENTED BY**  
HUMANITARIAN CONSULTANCY GROUP



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# PREFACE

**The February 2023 earthquake in Türkiye underscored the crucial role played by civil society organizations (CSOs) and community-based organizations (CBOs) in responding to humanitarian crises.**

These organizations were at the forefront of providing immediate relief to affected populations. However, the scale of the earthquake has exposed numerous challenges and highlighted areas where capacity building is necessary to ensure longterm resilience and effectiveness in service delivery.

This report presents a comprehensive mapping of CSOs and CBOs operating in Hatay with a focus on their geographic and sectoral coverage, as well as an assessment of their operational capacity post-earthquake. By identifying key strengths, weaknesses, and gaps, the report provides valuable insights into how these organizations can be supported to enhance their impact.

Key areas for capacity building include strengthening project management, financial literacy, and governance, improving, monitoring

and evaluation systems, and diversifying funding streams to ensure sustainability. Additionally, the report draws attention to the critical need for enhancing coordination among CSOs, government bodies, and international organizations in a structured and sustainable way to optimize resources and avoid duplication of efforts.

The findings outlined in this report serve as a call to action for national and international stakeholders to support these organizations, as they are integral to rebuilding communities and ensuring long-term recovery in Hatay. Capacity-building efforts tailored to the specific needs of CSOs and CBOs will not only improve their immediate response capabilities but also foster their ability to meet the needs of the communities they provide support in the future.

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# LIST OF ACRONYMS AND ABBREVIATIONS

CSOs. Civil Society Organizations  
CBOs Community-Based Organizations  
NGOs Non-Governmental Organizations  
WASH Water, Sanitation and Hygiene  
ABC Area Based Coordination  
HCG Humanitarian Consultancy Group  
FGD Focus Group Discussions  
GBV Gender-Based Violence  
I/NGO International Non-Governmental Organization  
KII Key Informant Interviews  
UN United Nations  
LHF Türkiye Local Humanitarian Forum  
KVKK Personal Data Protection Law No. 6689  
GDPR General Data Protection Regulation  
LGUs Local Governmental Units  
MHPSS Mental Health and Psychosocial Support  
HR Human Resources  
M&E Monitoring & Evaluation  
PSS Psychosocial Support  
NFI Non-Food Item





# 1. EXECUTIVE SUMMARY

## **The February 2023 Earthquakes significantly impacted Hatay's civil society landscape.**

This report provides a comprehensive assessment of how local civil society organizations (CSOs) and community-based organizations (CBOs) have adapted and responded in the aftermath of the disaster. Hatay's civil society is composed of diverse civil actors with varying characteristics. It is crucial to analyze these actors not only by their areas of work and themes but also by their organizational structures to effectively determine how the civil society sector can be strengthened and its capacities enhanced. However, achieving this will require long-term, in-depth engagement with the organizations.

One of the primary drivers behind the existence of different civil structures is the varying needs within the community. People with common concerns, particularly after the earthquake, have organized to solve their own problems or leverage their skills through a problem-solving approach. Local civil society organizations

(CSOs) in Hatay face numerous challenges and needs.

Most important one among these is a change in the perception of civil society in Hatay. While there are many reasons for this shift, independent of its causes, Hatay's civil society now requires platforms where actors can come together to strengthen their understanding and practice of civil society, organization, democracy, participatory democracy, community building, and struggle practices.

In connection with this, there is a significant trust deficit within Hatay's civil society. After the earthquake, many external actors entered the region, and there is a prevalent narrative that these outsiders disrupted the local cultural fabric. This sentiment, regardless of its factual accuracy, has fostered distrust and negatively impacted solidarity processes. There is a need for concerted efforts to restore trust and solidarity within the civil society sector.

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## IMPACT OF THE EARTHQUAKE



**Hatay's civil society was diverse even before the earthquake, encompassing humanitarian aid organizations, grassroots initiatives, and social networks.**

The earthquake has had a different impact on these structures. There are two contrasting views emerging from the study. On one hand, humanitarian organizations that were already under burden before the earthquake experienced significant operational disruptions. Many were unprepared for a crisis of this scale and the earthquake led to organizational breakdowns and an inability to mobilize effectively.

On the other hand, local grassroots organizations, which functioned more as solidarity networks, were severely affected by the loss of key members, geographic displacement, and a change of their working area. However, the influx of national and international non-governmental organizations (NGOs) brought new resources, expertise, and personnel to the region and increased the overall capacity of Hatay's civil society.



Additionally, new local organizations that emerged in response to evolving needs after the earthquake increased the diversity and scope of CSOs.

These two perspectives highlight how the earthquake reshaped Hatay's civil society and demonstrated the gaps in resilience and the need for improved sustainability mechanisms. However, the formation of new organizations and the expansion of their operations in response to the earthquake present opportunities for rebuilding stronger and more sustainable civil structures.

Strengths and Challenges

Key Strengths	Key Challenges
<ul style="list-style-type: none"><li>● Flexibility and Adaptability: Many CSOs successfully shifted their focus to respond to the immediate needs created by the earthquake. Organizations like the Earthquake Solidarity Association and the Global Change Association expanded their missions to provide critical humanitarian aid.</li><li>● Rapid Mobilization: Local organizations demonstrated a remarkable ability to rapidly deploy resources and establish services, such as communal kitchens and emergency shelters, within days of the disaster.</li></ul>	<ul style="list-style-type: none"><li>● Resource Constraints: Financial instability and limited human resources remain significant barriers to long-term sustainability. Many organizations lack the funds necessary to continue their operations beyond the initial emergency response.</li><li>● Operational Disruptions: The earthquake caused widespread damage to infrastructure, resulting in logistical challenges and service delivery interruptions.</li></ul>



## 2. INTRODUCTION

### **The February 2023 earthquakes in Kahramanmaraş, which significantly impacted Hatay.**

Highlighted the critical role of civil society organizations (CSOs) and community-based organizations (CBOs) in crisis response and recovery. After the earthquake, CSOs and CBOs were at the forefront of the response and providing essential services such as shelter, food, and medical care. These organizations have been crucial in managing the crisis. However, the scale of the earthquake has exposed significant gaps in their capacity, coordination, and resources, underscoring the need for a comprehensive assessment of their roles and effectiveness in the ongoing recovery efforts.

The civil society landscape in Hatay is diverse and comprises both local and national organizations that operate across various sectors, including WASH, education, protection, and livelihoods. However, the distribution of CBOs and CSOs across the region is uneven, with certain areas receiving more attention and resources than others. For instance, sectors like education and mental health have seen concentrated efforts, while other critical areas such as economic empowerment and

agriculture remain underresourced.[1] CBOs and CSOs' presence within communities has enabled them to respond quickly and effectively to local needs. For example, grassroots organizations were instrumental in setting up temporary shelters and providing essential supplies during the initial phase of the disaster. However, their effectiveness has been restrained by several factors, including limited financial resources, inadequate infrastructure, and challenges in coordinating with larger NGOs and government agencies.[2]

The organizational capacity of these entities varies significantly. Larger

organizations generally have stronger management structures, financial management systems, and human resources. They are better equipped to handle the complexities of disaster response and recovery. In contrast, smaller CBOs often struggle with limited organizational capacity, including weak management, insufficient funding, and a lack of trained personnel.

[1] Area Based Coordination Hatay Hub. (2024, March). Hatay General Coordination Meeting Minutes.

[2] Area Based Coordination Hatay Hub. (2024, January). Hatay General Coordination Meeting Minutes



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This disparity has led to inconsistencies in service delivery and has limited the ability of smaller organizations to scale their operations or sustain their activities over the long term.[3]

Despite their crucial role, CBOs and CSOs face numerous challenges in delivering services. Regulatory barriers, such as the complex process for obtaining operational permissions, have delayed the implementation of critical projects. Additionally, the lack of coordination with local authorities has sometimes led to overlapping services or gaps in service delivery, particularly in sectors like protection and temporary settlement support.

Another important challenge is the lack of consistent coordination and integration among CBOs, CSOs, and other stakeholders. Despite the coordination efforts of Hatay Hub and the ABC system, there have been persistent issues with overlapping activities, gaps in service coverage, and a lack of communication between organizations. This has particularly affected sectors that require multidisciplinary approaches, such as protection and mental health, where the absence of integrated services has led to suboptimal outcomes for affected populations.[4]

The impact of CBOs and CSOs in Hatay has been significant, particularly in addressing the immediate needs of vulnerable populations. Their presence within communities has enabled them to respond quickly and effectively. For example, grassroots organizations have been particularly effective in providing psychosocial support, leveraging their close connections with local communities to address the mental health impacts of the earthquake.[1] However, the sustainability of these efforts is in question due to the aforementioned challenges. The limited capacity of smaller organizations, coupled with the ongoing need for external funding, raises concerns about their ability to maintain services over the long term. Moreover, the absence of a comprehensive strategy for capacity building and resource mobilization further risks the continued effectiveness of these organizations.

Humanitarian Consultancy Group (HCG) was commissioned by Sened to comprehensively map CSOs and CBOs in Hatay, Türkiye, to gain a clear understanding of their geographic and sectoral coverage. Building on the FGDs, KIs and surveys, the assessment analyzes the strengths, weaknesses, and operational capacities of these organizations, as well as the impact of the recent earthquake on their operations and service delivery. It explores the scope and effectiveness of services provided by these groups, identifies key challenges, and offers strategic recommendations to enhance their capacity, resilience, and longterm development.



### 3.METHODOLOGY

This study employed a mixed-methods approach by integrating both qualitative and quantitative data collection techniques to achieve a comprehensive understanding of the CSO and CBO landscape in Hatay. The methodology was designed to ensure broad representation and depth of insight.

A total of 70 unique organizations including CSOs/ CBOs, national, international and funding organizations, networks, foundations, cooperatives etc. were interviewed. The types of interviews conducted with these organizations are shown in the table below.

**Table 1: Total number and breakdown of the interviews**

Type of Interviews	Total number of organizations interviewed
KIIs	40 (26 CSO/CBOs, 14 stakeholder)
FGDs	8 (7 CSO/CBOs, 1 stakeholder)
Surveys	47 (45 CSO/ CBOs, 2 Stakeholders)

### 3.1. Data Collection Methods

**Desk Review:** A desk review was conducted to gather background information on the scope and activities of CSOs and CBOs in Hatay. This included analyzing reports from UN agencies, government publications, and documents from INGOs and research organizations. The review also involved an examination of local and regional networks, existing mappings, and relevant media reports to understand the broader humanitarian context in Türkiye and identify gaps in existing research. The dates for data collection and fieldwork are outlined below.

**Table 2: Timeline of interviews**

Methods	Due dates	1st week of September	2nd week of September	3rd week of September
KIIs	5- 23 September	X	X	X
FGDs	9-10 September		X	
Surveys	5-16 September	X	X	X

**Key Informant Interviews (KIIs):** Semi-structured interviews were conducted with 40 key stakeholders, including representatives from CSOs and CBOs, and key stakeholders. Among these institutions, there are 26 CSOs and CBOs with diverse characteristics, including organizations serving people with disabilities, groups focused on women's issues, those formed in response to the earthquake, as well as cooperatives and federations and 14 stakeholders like I/NGOs, funding organizations etc. Purposive sampling was applied to 40 KIIs and the informants were selected from the organizations that were identified by the mapping activity.

The aim was to gain insights into the operational capacities, strengths, weaknesses, and needs of these organizations. The interviews were guided by a set of open-ended questions and allowed respondents to share their experiences and perspectives freely.

**Focus Group Discussions (FGDs):** Two focus group discussions were held with representatives from various 8 organizations to explore their collective experiences and insights, including 7 CSO/CBOs and 1 Türkiye Local Humanitarian Forum (LHF) as stakeholder. The discussions provided a platform to discuss the challenges and successes of civil society initiatives in Hatay and identify opportunities for collaboration and capacity building.



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One of the focus groups consisted of CSOs that were established before the earthquake and are still active, while the other group was composed of CSOs that were established or became active in Hatay after the earthquake. The first focus group consisted of four women between the ages of 28 and 45. The second focus group included four men and one woman, aged 26 to 42, with two participants representing the same organization. The participants for the focus group discussions (FGDs) were selected based on the following criteria; Participation in active work following the earthquake; Continuation of active work to date.

The distribution of participants was also important for us:

- NGOs working on different themes were brought together.
- 6 organizations were invited to each FGD, but some were unable to participate at the last minute. Additionally, due to scheduling conflicts for some teams, they were included in key informant interviews (KIIs) instead.

**Online Self-Administered Surveys:** An online survey was distributed to gather quantitative data from a larger sample of CSOs and CBOs. A total of 50 institutions completed the survey. The survey aimed to capture organizational details, the scope of services provided, and the populations served.

Before starting the research, the research team examined the mapping studies conducted specifically for Hatay and prepared a list based on these maps. In this context, an email was sent to all the institutions on the prepared list, and those that did not respond were subsequently contacted by phone to ensure their participation. Some of the research team have been working with many local CSOs and CBOs in the earthquake area (and in Hatay) for a long time within the scope of other studies. Therefore, the research team has a good command of the Hatay area. At the same time, representatives of the major CSOs actively working in the field in Hatay have also contributed to this list.

## 3.2 Data Analysis

**Quantitative Data Analysis:** Survey data were analyzed using statistical methods to identify trends, patterns, and correlations within the dataset. Descriptive statistics provided an overview of the sector's status, while inferential statistics were used to examine relationships between variables and generalize findings to the broader population.

**Qualitative Data Analysis:** Qualitative data from KIIs and FGDs were transcribed and coded to identify key themes and patterns. The coding process involved categorizing data into thematic areas, such as operational challenges, coordination mechanisms, and capacity needs. This allowed for a detailed exploration of the experiences and perspectives of the participants.

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### 3.3 Triangulation

To enhance the reliability and validity of the findings, data from different sources were triangulated. This involved cross-referencing information from the desk review, surveys, KIs, and FGDs to identify consistencies and discrepancies in the data. The triangulation process helped to provide a more nuanced understanding of the complex dynamics within the CSO and CBO landscape in Hatay.

### 3.4 Ethical Considerations

The study adhered to ethical research practices, ensuring informed consent, confidentiality, and the protection of participants' rights. Data collection methods complied with the Personal Data Protection Law No. 6689 (KVKK) and GDPR requirements. Participants were informed about the purpose of the study and their right to withdraw at any time. All data were securely stored and used solely for the purposes of this research.

### 3.5 Limitations

One of the key limitations was **motivation**. Many institutions were reluctant to participate due to their previous involvement in many different studies conducted in the field that failed to bring about any tangible improvements. This resulted in a sense of fatigue and skepticism, with many organizations doubting that their participation would lead to meaningful change. Consequently, there was low motivation to engage, as these institutions felt their future situation would not improve by participating in yet another study.

Another challenge was **lack of trust**. Some organizations were hesitant to share detailed information due to their experiences with past studies that did not yield expected results, further contributing to their reluctance to participate fully.

To address these challenges, mitigation efforts included proactively seeking out less **accessible areas and organizations**. The research team made concerted efforts to reach beyond their usual networks, engaging with less visible or geographically distant organizations. This approach aimed to ensure a more comprehensive and inclusive dataset, despite the initial difficulties in reaching a wide array of participants.

## 4. KEY FINDINGS

### 4.1 Mapping of CSOs/CBOs in Hatay

A total of 70 organizations including CSOs/CBOs, foundations, initiatives, cooperation, federation etc. participated in the study. The table below summarizes the number of organizations interviewed, broken down by the method of data collection—KII, FGD, and Surveys. The data illustrates the total number of organizations involved in each method, as well as the overlap between methods, providing a clear picture of the overall engagement:

**Table 3: Total number of organizations interviewed by data collection methods**

MethodUsed	KII	FGD	Survey	Total
KII	20	1	16	37
FGD	1	2	5	8
Survey	16	5	26	47
Total	37	8	47	

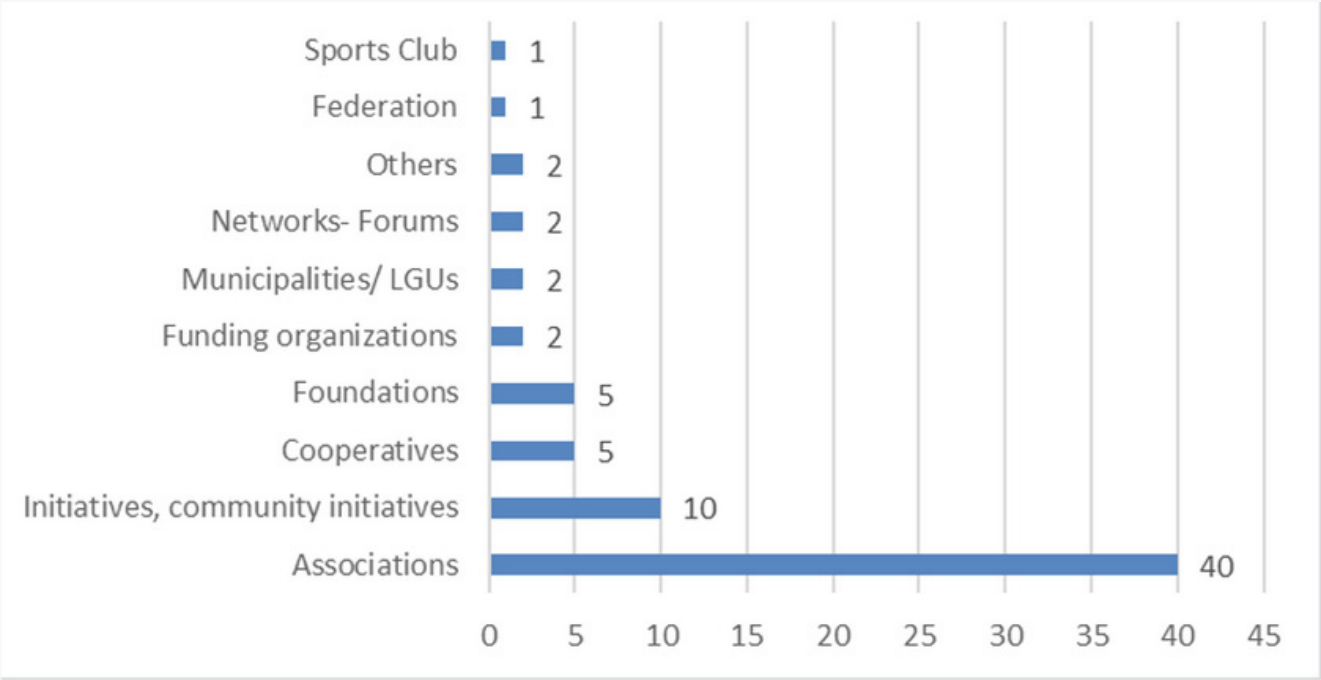
The list of institutions, along with additional details, can be found in the CSO and CBO mapping provided in the Annex 1. CSO\_CBO\_ Mapping (Actively engaged in the data collection process). The comprehensive list of all stakeholders in Hatay will be provided after cross-checking with other coordination networks.

## 4.2 Detailed overview of existing organizations operating in Hatay

### 4.2.1 Key Profiles of the Existing CBOs and CSOs in Hatay

To reach the organizations, the research team first reviewed existing mapping lists and created a separate, tailored list specifically for organizations operating in Hatay. The survey was then shared with all organizations on this list, which were categorized into two groups: those established before the earthquake and those founded afterward. Additionally, organizations operating in various sectors and targeting different groups were identified to ensure a diverse representation. The geographic areas in which these institutions were active were also considered. KIIs were conducted with organizations selected based on these characteristics, ensuring a comprehensive and balanced assessment of the civil society landscape in Hatay.

A total of 70 organizations were interviewed through various formats as explained in the table above. The following section presents descriptive statistics for these organizations that participated in this study.



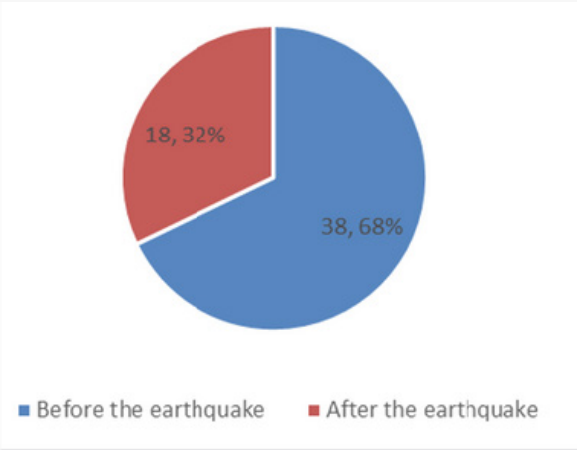
**Figure 1: Types of organizations participated in the study**

The table provides a breakdown of different types of organizations engaged in the study, with Associations being the most represented, accounting for 40 organizations. Other categories, such as Initiatives/Community Initiatives, included 10 organizations, while Cooperatives and Foundations each accounted for 5. Categories with fewer participants, such as Sports Clubs, Federations,



Networks/Forums, Municipalities/LGUs, and Funding Organizations, had 1-2 organizations represented in each. This distribution highlights the diverse nature of civil society organizations involved in the study.

CSOs and CBOs are grassroots-level entities that operate locally, often focusing on specific community needs, social issues, or development goals. In the context of Hatay, these organizations are directly involved in providing services, mobilizing resources, and supporting the local population, particularly in the aftermath of the earthquake.

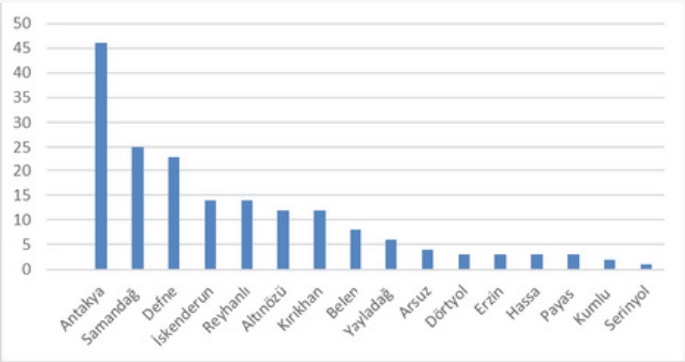


**Figure 2: Establishment of CSO/CBOs before and after the earthquake**

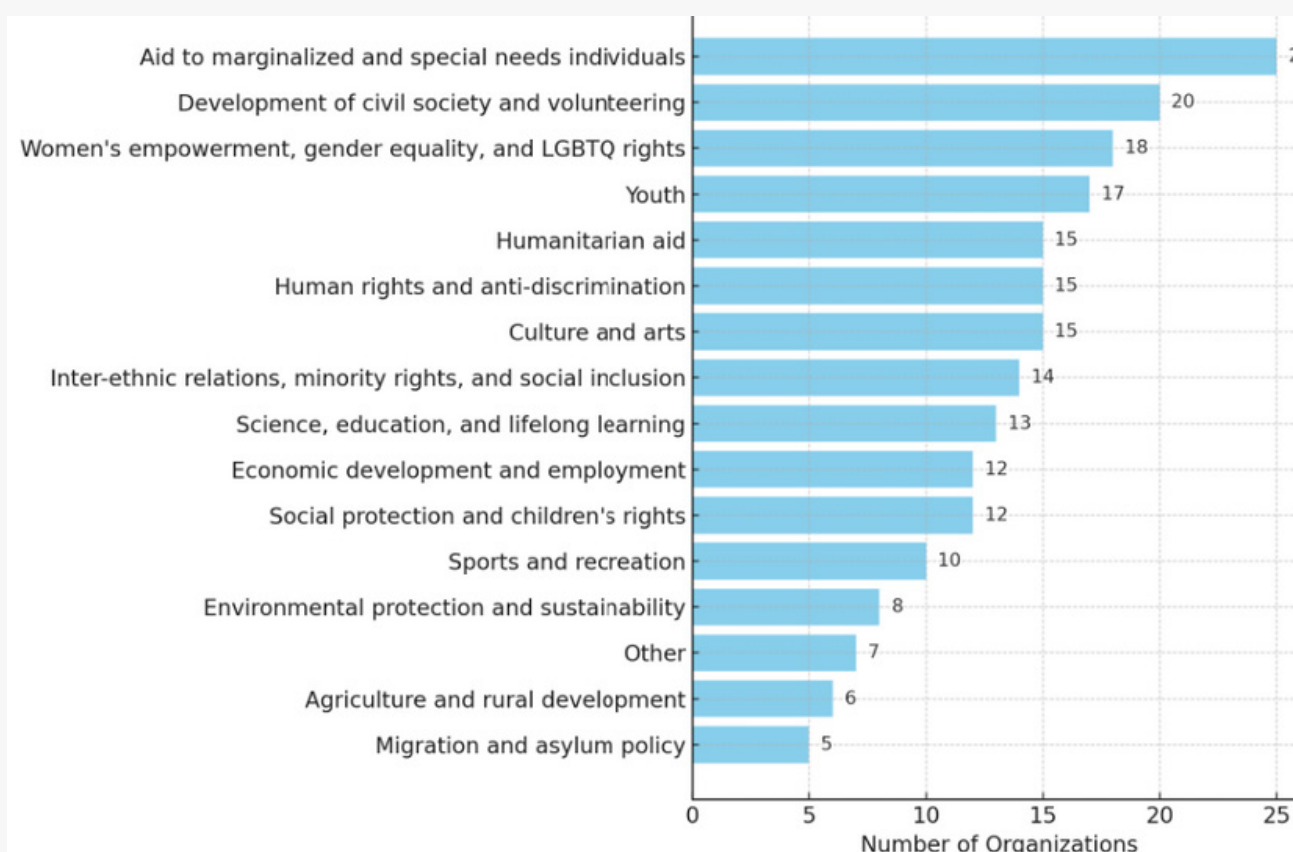
The chart shows the distribution of CSOs and CBOs operating in different districts of Hatay. The highest concentration of organizations is in Antakya with nearly 45 institutions, followed by Samandağ and Defne with around 25 and 20 organizations, respectively. Other districts, such as İskenderun and Reyhanlı, have a moderate presence of institutions, while districts like Serinyol, Kumlu, and Payas show a much smaller number of operating organizations. This suggests that the majority of CSOs and CBOs are concentrated in key urban areas, with fewer operating in more rural or less populated regions.

On the other hand, stakeholders refer to organizations or entities that have supported the work of CSOs and CBOs but may not be directly involved in local implementation. These include national and international organizations—such as UN agencies, donor organizations, and I/NGOs. They support the work of CSOs and CBOs in Hatay by providing funding, resources, expertise, and strategic guidance.

The pie chart shows the proportion of CSO/CBOs established before and after the earthquake. The majority of organizations (represented by the blue section) were established before the earthquake, while a smaller portion (represented by the red section) were established after the earthquake. This indicates that while most organizations were already operational before the disaster, there has been some growth in response to the earthquake



**Figure 3: District where CSO/CBOs operate in Hatay**



**Figure 4: Focus areas of CSOs and CBOs**

This chart demonstrates the distribution of focus areas among the organizations that participated in the survey. To identify these focus areas, the survey asked, "What is your organization's main area of work in line with your organization's mission?"

The chart demonstrates that the most prominent focus area for CSOs and CBOs is Aid to Marginalized and Special Needs Individuals, with 25 organizations involved and reflects a strong commitment to supporting vulnerable groups. Development of Civil Society and Volunteering follows closely, with 20 organizations working to enhance community participation. There is also significant attention on Women's Empowerment, Gender Equality, and LGBTQIA+ Rights as well as Youth, with 18 and 17 organizations engaged, respectively.

Consistent efforts are seen in Humanitarian Aid, Human Rights and Anti-Discrimination, and Culture and Arts, each with 15 organizations. Other areas like Inter-Ethnic Relations, Minority Rights, and Social Inclusion, Economic Development and Employment, and Science, Education, and Lifelong Learning are moderately represented, while focus areas like Sports and Recreation, Environmental Protection, and Agriculture and Rural Development have fewer organizations, indicating less emphasis or resource availability in these sectors.

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Migration and Asylum Policy has the least representation, suggesting lower demand or capacity in that area.

This question should not be viewed as earthquake-specific for the institutions but rather as a reflection of their core areas of work based on their founding purpose and mission, which includes activities prior to the earthquake. For institutions established after the earthquake, their field of work will naturally align with post-earthquake services.

### 4.3 Immediate Impact of Earthquake on the Operational Capacity and Services Delivery of CBOs and CSOs

Interviewed organizations reported that the earthquake had a profound impact on the operations of CSOs and CBOs, compelling them to adapt their activities and restructure their programs. Many organizations experienced the loss of buildings, offices, centers, equipment, or staff, which required substantial modifications to their service delivery methods.

The analysis of the KIIs and the survey revealed the following areas of impact on CBOs and CSOs:

- Loss of facilities, equipment and resources: Many organizations lost their offices and equipment due to the earthquake. Rising rent prices made it impossible for some to retain spaces they had before the disaster. Some key informants noted that the impact was so severe for some organizations, that they had to terminate their operations. One key informant noted that, **"We have a beautiful garden where older veterans would socialize and support each other with issues like getting medical care. It was destroyed. Only four members of the association remain, and the organization is likely to close"**
- Physical and mental impact on the staff: Many staff and volunteers were displaced to other cities, limiting organizations' ability to operate normally. Moreover, the earthquake resulted in the loss of staff for many organizations due to fatalities. The majority of the organizations reported that their operations were impacted by staff-related incidents. On the other hand, trauma of the earthquake affected the physical and mental well-being of staff, further limiting operations. On the other hand, trauma of the earthquake affected the physical and mental well-being of staff, further limiting operations.
- Interruption of services and operational delays: Post-earthquake organizations faced delays in accessing the affected areas, understanding the need and channeling the funding collected. Many of the previously ongoing programs (vocational courses, sessions on gender and women rights, right-based advocacy, and sessions for persons with disabilities etc. ) were impacted by the earthquake as these required physical spaces and materials.

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Despite these challenges, the earthquake response also presented opportunities for growth. Many organizations were able to scale up their activities rapidly, sometimes increasing their workforce from a handful of staff to over a hundred in a short time. While this expansion enabled a more comprehensive emergency response, it also exposed organizational gaps, particularly in management and coordination. Overall, the organizations noted the following changes as positive impact areas:

- New focus areas: Focus group discussions and KIIs revealed that many organizations had to shift their focus from their original missions to meet urgent humanitarian needs. The disaster led to the emergence of new needs, such as supporting individuals who became disabled due to the earthquake, and organizations began addressing these through advocacy and aid distribution. The civil society environment in Hatay had to adapt itself to the emergency aid situation, as a result of the earthquake.
- Wider Collaborations: The organizations began collaborating with new partners, including external NGOs and federations from other cities, though many of these collaborations were short-lived. Only a few remained.
- Adaptation in Operations: Some organizations changed their operational structure, including forming new associations to broaden their reach. They also focused on more sustainable initiatives, such as agriculture and economic support for women, helping them become more self-reliant.
- Capacity and Sustainability: Despite the challenges, organizations learned valuable lessons in areas like coordination, advocacy, and sustainability planning, improving their long-term capacities.

#### 4.3.1 Changes in Service Delivery Methods

**Adaptation and Broadening of Services:** Organizations that previously focused on specific areas or target groups expanded their scope to meet the increasing demands due to the earthquake. For example, organizations that initially worked on education or cultural projects began providing essential humanitarian aid, including food, shelter, and medical assistance. In some cases, this expansion led to the creation of new organizational branches or entirely new entities to manage the broader range of activities. This change enabled them to serve a wider population, but it also exposed gaps in organizational capacity and resource management.

**“We are not currently focused on humanitarian aid, but we are continuing to foster solidarity. Our approach is evolving from one that is needs-based to one that is rooted in rights”**

One organization, previously focused on education and community support, reported that they began providing comprehensive aid, including logistical and



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shelter support, in response to the urgent needs arising from the earthquake. Similarly, an organization that had been working with youth in recreational activities shifted to offering psychosocial support to address the trauma experienced by affected children and families.

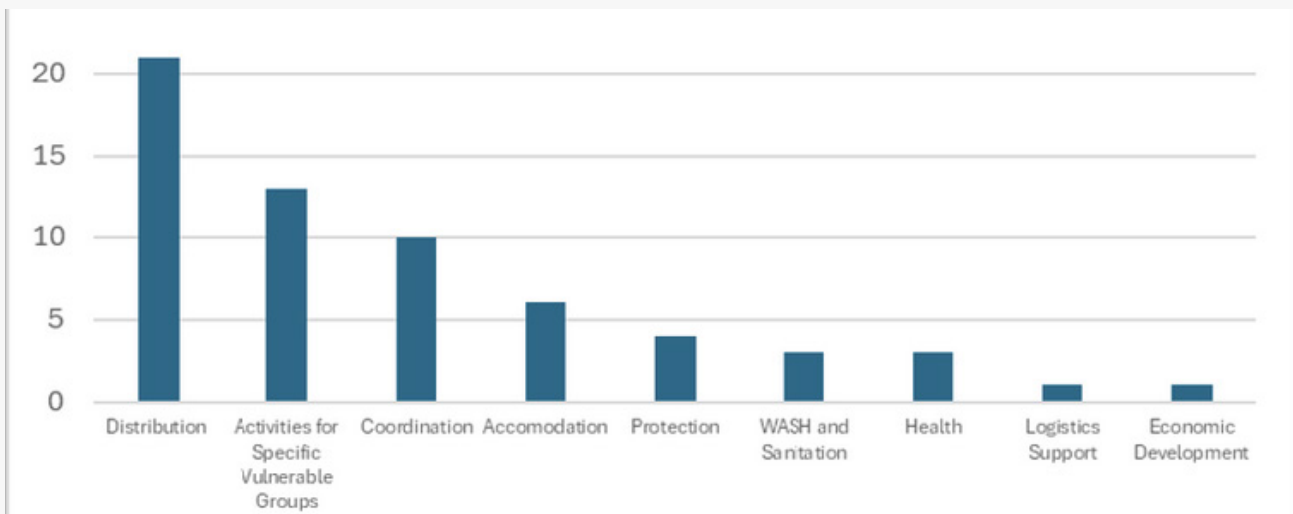
**Shifting from Civil Society Work to Humanitarian Aid:** Organizations previously engaged in areas like vocational training, cultural activities, or advocacy redirected their efforts towards basic humanitarian aid in response to the earthquake. This shift was necessary to meet the immediate needs of affected communities, but it often led to the temporary pause or reduction of their original programs. For instance, an organization working on cultural activities transitioned to providing food and essential supplies, while another focused on disability rights began addressing the needs of individuals newly disabled by the earthquake, offering both advocacy and practical support.

**Increased Focus on Vulnerable Groups:** The earthquake underscored the importance of targeting support to vulnerable groups, including children, women, and people with disabilities. Organizations that specialized in these areas were able to quickly adapt their services to meet the needs of these populations. For example, an organization focused on disability services received extensive support from other disability-focused entities to provide essential equipment and advocacy for better accessibility. Meanwhile, groups working with children established safe spaces and provided psychosocial support to help them cope with the trauma of the disaster.

**Integrating Humanitarian Relief and Development Strategies:** Many organizations acknowledged the importance of merging immediate humanitarian relief with long-term development objectives. For example, some entities that initially focused solely on humanitarian aid began incorporating developmental projects, such as establishing community hubs and supporting local economic recovery through agricultural initiatives. This integrated approach aims to enhance community resilience and foster sustainable recovery in the long run.

## 4.4 Earthquake Response

### 4.4.1 Scope of the Services Provided



**Figure 5: Emergency earthquake response services delivered by organizations**

**Basic Needs and Emergency Response:** A significant portion of CSOs and CBOs in Hatay focused on delivering essential aid to meet the immediate needs of affected populations. This included the distribution of food, hygiene products, clothing, medicine, and meal cards. For example:

- Food Distribution: Some organizations were instrumental in setting up soup kitchens, organizing food drives, and delivering meal cards to vulnerable populations. And some transformed local facilities to serve hot meals to children and the elderly, while others expanded their food support to multiple districts.
- Hygiene and Sanitation Products: Distribution of hygiene kits, including soap, sanitary pads, and disinfectants, was another key focus. There were two organizations that were involved in distributing hygiene products in camps and temporary shelters.
- Clothing and Winterization Support: Many organizations focused on providing warm clothing and heaters to protect against the cold. Two CSOs distributed stoves and heaters to rural communities, where the risk of cold-related illnesses was high.

**Specialized Services:** CSOs with expertise in addressing the needs of specific vulnerable groups provided customized services that went beyond basic necessities. These groups included women, children, the elderly, and people with disabilities.

- Support for Women and Children: Some organizations directed efforts toward supporting women and children. These organizations provide psychosocial support, organized women's shelters, and facilitated educational and recreational activities for children. For instance, there was an organization who focused on creating safe spaces for women and distributed hygiene products to them, while another established child-friendly spaces.
- Support for People with Disabilities: Some organizations provided essential services such as mobility aids (e.g., wheelchairs and walkers) and specialized care for people with disabilities. These organizations also worked to ensure that temporary shelters and aid distributions were accessible to people with disabilities, addressing gaps in mobility and access to basic services.
- Support for the Elderly: Some organizations targeted elderly populations by offering specialized health services and ensuring they received priority access to food and medical supplies and ensuring they received priority access to food and medical supplies

**Mental Health and Psychosocial Support (MHPSS):** In response to the significant emotional and psychological toll of the earthquake, several organizations prioritized the provision of MH/PSS. This was especially crucial in helping communities cope with trauma, stress, and loss.

- Psychosocial Support for Children: Two organizations led efforts in providing psychosocial support to children through recreational activities, educational support, and trauma counseling. For instance, one organization set up child-friendly spaces where children could engage in creative activities and receive emotional support.
- Community-Based MHPSS Programs: Some organizations extended their psychosocial services to entire communities, conducting group therapy sessions and providing one-on-one counseling

**Health and Medical Services:** Several organizations delivered critical health services, addressing both physical and mental health needs:

- Emergency Health Services: Some organizations coordinated with local health authorities to deliver medicine, organize mobile clinics, and ensure that critical healthcare services reached remote and underserved areas.
- Disability and Medical Device Support: One CSO distributed medical devices such as wheelchairs and other assistive devices to individuals with disabilities, ensuring they had the necessary tools to maintain mobility and independence.

**Water, Sanitation and Hygiene (WASH):** Providing access to clean water and sanitation was another priority for many organizations, particularly in areas where infrastructure was severely damaged. Two organizations played key roles in delivering WASH services. They set up clean water stations, distributed water

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purification kits, and ensured access to sanitation facilities for displaced communities. These interventions were critical in preventing the spread of waterborne diseases and maintaining hygiene in overcrowded shelters.

**Livelihood and Economic Development Support:** Some organizations extended their services beyond emergency relief to support long-term recovery and economic resilience.

- Women's Livelihood Projects: One CSO launched livelihood projects to help women generate income through craft-making and small-scale production. These initiatives provided women with opportunities to develop marketable skills, earn an income, and regain a sense of normalcy and empowerment in the wake of the disaster.
- Income Generation Support for Vulnerable Groups: Other organizations initiated economic development projects aimed at providing vocational training and job creation for displaced individuals and marginalized groups, including women and refugees. These efforts included training programs for women on agricultural production and other income-generating activities. Such projects were essential in helping vulnerable populations build sustainable livelihoods as part of the long-term recovery process.

**Education and Child Protection Services:** Ensuring the continued education and safety of children was a priority for many CSOs, especially as schools were disrupted and children were displaced.

- Child-Friendly Spaces and Educational Support: Two organizations established child-friendly spaces where children could engage in learning activities, art, and play. These spaces provided emotional and psychological relief for children affected by trauma, while also ensuring their protection and continued education during the crisis.
- Educational Continuity Programs: One CSO set up temporary classrooms and educational programs to ensure that children, especially those preparing for important exams, could continue their studies despite the disruption caused by the earthquake. In addition to academic support, these programs also emphasized emotional well-being and the social integration of children back into their communities.

**Health and Safety Services for Displaced Communities:** In response to the displacement caused by the earthquake, many organizations expanded their services to ensure the safety and well-being of affected populations.

- Temporary Shelter and Tent Distribution: Some CSOs worked to provide temporary shelter in the form of tents and makeshift accommodations. These shelters were vital for families who lost their homes and had no immediate access to safe housing.



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- **Safety and Security Measures:** Beyond providing shelter, some organizations focused on ensuring that these temporary accommodations were accessible and safe for people with disabilities. They also worked on enhancing the safety and security of women and children in these shelters, mitigating risks of violence and exploitation.

#### 4.4.2 Coordination

Effective coordination between local and international actors, government bodies, and the affected communities themselves is essential for ensuring that resources are used efficiently, duplication is avoided, and the most vulnerable groups are reached. Effective collaboration and cooperation are essential for ensuring that CSOs and CBOs can respond effectively to the needs of communities affected by the earthquake. Formalizing coordination mechanisms, building stronger partnerships with local authorities, supporting multi-stakeholder partnerships and engaging local communities in decision-making processes can strengthen their capacity for collaboration, improve resource allocation, and create more effective, community-driven solutions to the challenges they face in the aftermath of the earthquake.

**Developing Coordination Mechanisms Among NGOs and INGOs:** One of the key issues identified across both FGDs and KIIs was the lack of structured coordination mechanisms among local NGOs, INGOs, and governmental bodies. While many organizations have made efforts to collaborate, the lack of formalized structures has often led to fragmented responses and duplicated efforts.

In the FGDs, participants emphasized the importance of developing more structured coordination platforms. For instance, many CSOs expressed a desire for regular coordination meetings or forums to facilitate better communication and resource distribution. One notable example is Turkey's Local CSO Humanitarian Forum (LHF), which has initiated forums to foster collaboration among local and international actors, but many organizations believe these initiatives like regular meetings, peer network groups, forums etc. need to be expanded. This would allow organizations to share resources, avoid duplication of efforts, and ensure that assistance reaches the most vulnerable communities. In the KIIs for example, one participant discussed their existing collaborations with other women's organizations but noted that the coordination could be improved, especially in terms of resource sharing and synchronized planning. Similarly, some other organizations stressed the need for better integration of local and international actors to create more comprehensive responses.

**Building Partnerships with Local Authorities and Government Bodies:** While many CSOs are collaborating with other organizations, coordination with local authorities and government entities remains a significant challenge. Several organizations noted that local government engagement is inconsistent, which leads to delays and bureaucratic hurdles that slow down their response efforts.

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In the FGDs, participants emphasized the importance of building stronger relationships with local authorities to ensure better coordination and to navigate the complex bureaucratic processes more effectively. Two participants pointed out that government engagement often fluctuates, leaving NGOs to manage key services without sufficient governmental support. During the KIIs, two organizations developed some level of collaboration with local government and international organizations. However, these partnerships are often inconsistent and short-term, which limits their effectiveness. Many organizations expressed the need for stronger, long-term partnerships with local authorities, especially in disaster response efforts.

**Building Multi-Stakeholder Partnerships:** CSOs also highlighted the need for multi-stakeholder partnerships that bring together local NGOs, INGOs, private sector entities, and academic institutions. These partnerships would allow for knowledge sharing, technical assistance, and resource mobilization, thereby strengthening the overall capacity of local organizations.

FGD participants noted that some organizations have facilitated partnerships between local and international NGOs to coordinate their earthquake response efforts. However, these initiatives need to be expanded and made more sustainable to have a long-term impact. Many CSOs suggested that international donors should work more closely with local actors to ensure that interventions are tailored to local needs. Another example from the KIIs is the success of the collaboration of a CSO with Türkiye's local NGO Humanitarian Forum, which helped them expand their impact and scale up their services. Similarly, another participant mentioned their partnership with **Bridge to Türkiye's** and **Karsu Foundation**, which enabled them to launch larger-scale initiatives and reach more beneficiaries.

**Engaging Local Communities and Networks:** The involvement of local communities in decision-making processes is another critical factor in enhancing collaboration and ensuring that interventions are relevant and sustainable. Several organizations recognized the importance of community-led initiatives, where local beneficiaries play a key role in shaping projects and programs.

In the FGDs, CSOs working in Hatay discussed the importance of involving local actors in planning and decision-making. For instance, one participant advocated for the inclusion of youth in decision-making processes, which they believe would increase the relevance and sustainability of their programs. Engaging the community more actively in project design would ensure that interventions align with the needs and priorities of the affected population. The KIIs echoed these views. Some participants emphasized their community-centered approach, which allows them to directly address the needs of their beneficiaries. By involving local communities in the planning and implementation of projects, these organizations ensure that their interventions are more effective and widely accepted.

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#### 4.4.3 Key Strengths

The strengths of local CSOs and CBOs in Hatay include their deep-rooted connections to the community, specialized expertise, adaptability, and strong coordination. Their ability to mobilize quickly post-earthquake, engage volunteers, and deliver targeted services has been instrumental in addressing the immediate needs of affected populations.

**Proximity to Communities and Local Knowledge:** Local CSOs and CBOs in Hatay possess a unique strength in their **deep-rooted connection with their communities**, which allows them to maintain access and credibility. For instance, some of the CSO participants highlighted their ability to **mobilize rapidly and organize resources directly** in response to the earthquake due to their close ties with local communities. Additionally, few participants emphasized the trust they have built with vulnerable groups, such as families of children with autism and individuals with disabilities, which allowed them to continue delivering specialized services even under challenging conditions.

50% of the CSO/ CBOs have identified this issue as a key strength according to the KIIs' results. In the two FGDs, a total of 8 organizations participated, and four of these explicitly highlighted their deep connections to the local community and their ability to mobilize quickly in response to the earthquake. This indicates that 50% of the organizations in the discussions emphasized their proximity to communities as a key strength in their operational resilience and effectiveness during the crisis.

**Specialized Expertise and Dedicated Staff:** Many local organizations have developed expertise in serving specific populations. For example, one CSO has a focus on child protection and child rights advocacy, which has been critical in responding to the needs of children post-earthquake. Similarly, one other CSO is specialized towards advocacy for individuals with disabilities and has provided critical med-tech support during the earthquake. The depth of expertise within these organizations, often supported by dedicated volunteer teams and external specialists, enhances their capacity to deliver targeted services.

50% of the CSO/ CBOs have identified this issue as a key strength according to the KIIs' results. According to the FGDs' results, many CSOs/ CBOs (75%) have developed deep expertise in their respective areas, particularly in serving vulnerable populations.

In the FGDs, one of the CSOs/CBOs highlighted that they had no issues accessing their target groups, describing this as one of their greatest strengths. This ability to reach their target groups was emphasized twice during the discussions, underscoring the organization's strong connection with the communities they serve.

**Strong Coordination and Collaboration:** Coordination among local CSOs, as well as with external partners, was cited as both a strength and a challenge.

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Organizations working in coordination demonstrated significant capacity to coordinate across sectors and with external stakeholders, including local governments, INGOs, and other CSOs, enabling them to distribute resources efficiently. However, gaps in sustained coordination with external partners were also noted, particularly when large organizations failed to fully engage local actors. The coordination issue is the most prominent key strength in KIIs with a rate of 72%.

Local CSOs demonstrated strong coordination efforts, especially in the immediate aftermath of the earthquake. For instance, one CSO claimed that they took the lead in bringing together local and national CSOs for coordination efforts in Hatay. They organized a series of coordination meetings with CSO/CBOs, Chambers, and Unions, including NGOs. Although the effort did not result in a sustainable partnership, it was an attempt to fill the coordination gap. "We brought together different organizations for a few meetings, and while we couldn't establish a long-term collaboration, it was important to try," was mentioned.

Another example of local coordination came from another CSO/CBOs focusing on coordination within the Roman communities' post-earthquake. They highlighted the importance of these coordination efforts in reaching local communities: "Coordination efforts helped us reach local authorities more easily, which in turn helped resolve many of the issues our communities faced," they noted.

**Flexibility, Adaptability, and Rapid Mobilization:** One of the critical strengths of local CSOs in the aftermath of the earthquake was their adaptability and rapid mobilization of resources. Several organizations quickly shifted from their pre-earthquake missions to address the urgent needs of affected communities. For example, one CSO, previously focused on advocacy, became a key player in distributing aid, establishing child-friendly spaces, and supporting women's economic initiatives. Another organization highlighted how they had to reprioritize their efforts, stating that they "never thought we would be doing aid work, but after the earthquake, it became our priority." Four out of eight participating organizations shared similar experiences in the FGDs, highlighting their ability to pivot from their usual operations to broader humanitarian aid responses.

Similarly, rapid mobilization was noted as a significant strength in the KIIs, where local CSOs were able to organize aid and establish critical services, such as communal kitchens and emergency shelters, within days of the earthquake. As one organization shared: "The earthquake shifted our focus entirely to humanitarian aid, and we managed to provide support to over 67,000 people, despite the challenges." The ability to activate volunteer networks, secure resources, and deploy aid quickly has been crucial in stabilizing affected communities. Despite limited evidence of resilience in the KIIs (9%), the FGDs strongly support this as a key strength, with multiple quotes illustrating the organizations' flexibility and capacity to adapt under crisis.

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**Resilience and Community-Driven Solutions:** Despite resource constraints, many local CSOs have shown remarkable resilience by involving community members in decision-making and service delivery. An organization has demonstrated how a community-driven approach empowers local women and youth to take leadership roles in managing projects, ensuring the sustainability and relevance of the services provided. Their deep-rooted connection with the communities they serve enables them to effectively address immediate needs during crises. By leveraging their local knowledge and strong ties, these CSOs play an essential role in humanitarian response and recovery efforts. However, their ability to expand beyond their immediate communities is often limited by operational and financial constraints.

Several CSOs in the FGDs emphasized the importance of community-driven approaches in ensuring their resilience. For instance, one CSO/CBO discussed their efforts to increase children's participation through child committees and to create more child-friendly spaces, while also establishing income-generating opportunities for women. This approach reflects how community involvement, particularly of women and children, is crucial for decision-making and service delivery. Another organization highlighted their model of youth engagement, explaining how they have been working on youth councils and committees to empower young people to take on leadership roles and shape the future direction of projects. They shared that their aim is to create permanent youth models and strengthen them through these committees and councils.

#### **4.4.4 Areas for Capacity Reinforcement: Effectiveness and Quality**

The multifaceted role these organizations played in responding to the earthquake and reveal critical factors that influenced the effectiveness and quality of their services. While local organizations demonstrated remarkable resilience and adaptability in the face of overwhelming challenges, several key issues emerged that both enhanced and limited the quality and impact of their response efforts.

**Agility in Emergency Response:** Many CSOs and CBOs in Hatay quickly adapted to the crisis, mobilizing their resources and networks to address the immediate needs of affected communities. Some organizations played a crucial role in providing food, shelter, and hygiene supplies in the early days following the earthquake. Their ability to swiftly set up soup kitchens, distribute meal cards, and provide temporary shelter helped mitigate the immediate suffering of displaced populations. Additionally, some organizations demonstrated localized responses, utilizing community networks to deliver services directly to their beneficiaries.

Despite these successes, the quality of service delivery was affected by the lack of long-term operational funding, which limited the sustainability of these efforts. While the initial wave of donations and aid provided temporary relief, the short-term nature of this funding posed challenges in maintaining service delivery beyond the emergency phase.



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**Specialized Services for Vulnerable Groups:** The effectiveness of the earthquake response was particularly strong in delivering targeted services to vulnerable populations. Some organizations leveraged their expertise to deliver psychosocial support, disability services, and safe spaces for women and children. The provision of Mental Health and Psychosocial Support (MHPSS) by some organizations was critical in addressing the trauma experienced by children and adults in the affected areas. These specialized interventions contributed to the overall effectiveness of the response by ensuring that the most vulnerable populations received the support they needed during a time of heightened vulnerability.

However, the scale and consistency of these services were constrained by resource limitations. Some organizations struggled with the high costs of transportation and logistics, which hindered their ability to reach remote and marginalized groups consistently. The reliance on short-term funding also limited the continuity of specialized services, with many organizations finding it difficult to sustain their programs as donor priorities shifted.

**Coordination and Collaboration:** Coordination between local and external actors was a mixed factor in determining the effectiveness of the earthquake response. On one hand, some organizations actively engaged in collaborative efforts with international NGOs and local authorities to optimize the distribution of resources. These partnerships allowed for more efficient service delivery and avoided duplication of efforts, enhancing the overall quality of the response.

However, many local organizations expressed frustrations with the coordination mechanisms in place, particularly regarding the exclusion of local actors from decision-making processes. Some participants reported challenges in navigating bureaucratic processes and felt sidelined by large international organisations, knowledge and capacities. This lack of inclusivity in coordination efforts not only slowed down response times but also led to missed opportunities in addressing the unique needs of local communities.

#### 4.4.5 Key Weaknesses and Challenges

CSOs and CBOs in Hatay face significant challenges, including financial instability, logistical difficulties, and capacity gaps, which prevent their ability to provide sustainable services. Reliance on short-term funding, increased transportation costs, and the destruction of office spaces have further strained their resources. Many organizations struggle with a lack of skilled personnel and technological tools, while over-reliance on volunteers and limited institutional memory exacerbate operational inefficiencies. Dependence on external actors for funding and decision-making often creates a disconnection between community needs and donor priorities. Addressing these issues requires sustained funding, capacity-building, technological integration, and stronger coordination to enhance the resilience and effectiveness of these organizations.

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**Resource Constraints and Funding Instability:** While the capacity for rapid response was a key strength as mentioned above, many organizations noted ongoing challenges in securing sustainable funding. Many CSOs and CBOs in Hatay have financial instability, which severely hampers their ability to plan and sustain long-term operations. While the initial wave of donations and aid provided some relief, it was short-lived and insufficient to support ongoing activities. The reliance on short-term or project-based funding, combined with competition for limited resources, has strained the sustainability of many local organizations. Except for a few examples, there are no organizations that can receive individual donations. They generally survive through in-kind support (material assistance). Organizations that work with donors are usually those with more capacity. Smaller organizations benefit from funds directed towards small organizations, but even at this point, they face significant difficulties. This is because the funds are generally not "flexible" or "adaptable" to the needs of the local context.

Some of the organizations have highlighted how the lack of continuous funding has made it difficult to secure the resources needed for key initiatives, such as psychosocial support for children and livelihood projects for women. Many organizations struggle to diversify their funding sources, relying heavily on short-term project funding or specific donors. This leaves them vulnerable to shifts in donor priorities, further destabilizing their financial situation. Smaller organizations face even greater difficulties in securing the resources necessary for long-term community development strategies.

Within the KILs, approximately half of the institutions highlighted Resource Constraints and Funding Instability as a weakness.

FGDs revealed that maintaining regular operations is especially difficult in earthquake-affected areas, where transportation costs have skyrocketed. For example, one participant noted that the cost of transporting goods and personnel to and from affected areas had increased significantly, making it harder for organizations to maintain a consistent presence. Without core funding, many organizations can only operate when specific projects or grants are available, leading to operational uncertainty. To illustrate the degree that financials have an impact, one participant reports operating primarily through sporadic donations and lacks a stable source of income, while another struggles to access continuous funding due to limited technical expertise in grant writing. Additionally, another organization reported that it had to cease operations entirely in Hatay because of a shortage of financial resources.

**Logistical Challenges and Infrastructure Issues:** The logistical challenges faced by CSOs and CBOs in Hatay, exacerbated by the earthquake, have severely impacted their operational capacities. Many organizations lost office spaces, community centers, and essential infrastructure that were central to their service delivery. The destruction of these physical spaces has not only disrupted daily operations but also diminished their ability to engage with beneficiaries effectively. Rebuilding these spaces has proven both financially and procedurally

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difficult, further hampering their ability to operate. The earthquake has also worsened equipment and office supplies. Many organizations have found it difficult to procure the necessary tools and resources to maintain their operations in the affected areas. The lack of office supplies and equipment further hinders their ability to operate efficiently.

During FGDs, participants emphasized the challenge of securing new physical spaces, as many offices and centers served as key hubs for community engagement and service provision. Two participants reported that damaged roads, high transportation costs, and lack of reliable facilities made it especially difficult to reach beneficiaries in rural and marginalized areas. These challenges were compounded by the high costs of transportation and operational logistics, particularly in remote or hard-to-reach areas, which strained their limited resources even further.

In KIIs, more than 30% of institutions raised this issue. According to the KIIs, several organizations reported that their offices were either completely destroyed or rendered unusable by the earthquake. They are still struggling to find new locations and lack sufficient equipment to maintain regular operations, further complicating their efforts to serve their communities effectively. The need for temporary spaces, as well as equipment and infrastructure losses, continues to be a significant barrier to restoring services. than 30% of institutions raised this issue. According to the KIIs, several organizations reported that their offices were either completely destroyed or rendered unusable by the earthquake. They are still struggling to find new locations and lack sufficient equipment to maintain regular operations, further complicating their efforts to serve their communities effectively. The need for temporary spaces, as well as equipment and infrastructure losses, continues to be a significant barrier to restoring services.

**Capacity Gaps in Key Areas:** Many organizations struggle with capacity gaps in core areas like project management, financial management, and monitoring and evaluation. One organization noted their struggles in maintaining robust financial management systems that meet donor requirements, leading to missed opportunities for funding and growth. Additionally, other participants reported difficulties in proposal writing and project planning, often relying on external experts to fill these gaps. Technical gaps in advocacy, disability rights, and community mobilization were highlighted by two organizations which recognized the need for targeted capacity-building efforts to enhance the impact and reach of their programs.

**Human Resource Challenges and Staff Well-being:** The well-being and availability of staff and volunteers have been significantly impacted in the aftermath of the earthquake, as organizations face unprecedented demand and resource challenges. Many personnel, directly affected by the earthquake, are experiencing burnout and high levels of stress, which has affected the effectiveness of service delivery. The emotional damage on staff, coupled with economic hardships due to the ongoing crisis in Turkey, has reduced morale and limited volunteer availability. Many organizations find it increasingly difficult to

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retain skilled professionals, particularly in specialized roles such as psychosocial support, education, project management and advocacy.

In approximately 30% of KIIs, organizations raised concerns of lack of human resource, with some reporting a reduction to teams of only 3-4 people. This severely restricts their operational capacity. Financial constraints worsen this issue, as organizations struggle to offer compensation that would attract and retain both volunteers and skilled professionals. Limited funding was cited by participants as the primary barrier to recruiting qualified personnel.

While some organizations maintain a strong network of volunteers, they often lack individuals with the technical expertise required to handle complex tasks, leading to gaps in operational efficiency and limiting their ability to expand services to meet the escalating needs of the earthquake-affected communities.

This reliance on volunteers, though beneficial for some tasks, has created imbalances that impact service quality and consistency. The lack of professional expertise and over-reliance on volunteers remain critical obstacles for many organizations in the region, hampering their ability to provide consistent, high-quality support to those in need.

**Institutional Memory and Continuity Issues:** In line with the general shortage of human resources and high staff turnover mentioned above, the loss of institutional memory has been a significant issue for many organizations. This is not just about HR-related issues but is about the systems, documentation, and structures that preserve critical information. Some participants reported that high volunteer and staff turnover, combined with limited documentation systems has made it difficult to ensure continuity in their programs. This challenge is exacerbated by the fact that many CSOs rely heavily on volunteers, which limits the retention of institutional knowledge and hinders long-term planning and program sustainability. One organization emphasized the need for better documentation and organizational systems to preserve knowledge and ensure effective service delivery in future crises.

Many organizations highlighted staff turnover as a significant issue that directly impacts institutional memory, a topic discussed in detail in the previous section. In the KIIs, two of them specifically mentioned institutional memory. While human resources are the primary challenge in maintaining institutional memory, the issue extends beyond just staff retention. Institutional memory also involves the systems, documentation, and structures that preserve critical information. It encompasses the accumulated experiences and processes that an organization develops over time. Although it is often associated with human resources due to the reliance on staff to retain and transmit knowledge, institutional memory is also shaped by how well an organization manages and maintains these essential systems and records.

**Lack of Technological Integration:** Several CSOs reported difficulties in leveraging technology to improve service delivery and operational efficiency.

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Some of the participants noted that their organizations lack the necessary digital tools and systems for efficient communication, data management, and remote service delivery. This has particularly affected organizations working in more remote or digitally underserved areas, where online communication and service delivery could otherwise bridge physical access gaps. The need for better integration of technology was also echoed by an organization, which emphasized the importance of digital tools in managing beneficiary information and coordinating aid.

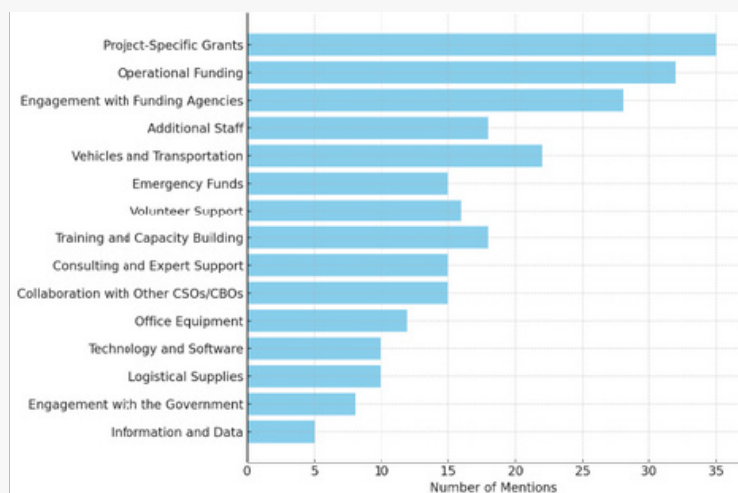
**Dependence on External Actors and Limited Local Capacity:** Many local CSOs feel over-reliant on external actors for funding, expertise, and decision-making, which undermines their autonomy and sustainability. Some participants reported that their role is often limited to implementing externally designed projects, with little input into the design or decision-making processes. This has led to a disconnection between the needs of the community and the priorities of external donors. Some participants echoed these sentiments, expressing concerns that reliance on external actors compromises their ability to develop locally-driven solutions and ensure sustainable impact. The mismatch between donor priorities and community needs is a recurring issue, limiting the effectiveness of many projects on the ground.

**Coordination and Bureaucratic Challenges:** Despite some efforts to create local coordination mechanisms, many CSOs continue to operate in silos, which limits their ability to collaborate effectively and pool resources. The lack of formalized coordination structures means that organizations often duplicate efforts or fail to reach the most vulnerable populations.

In the FGDs, participants discussed how many local CSOs are disconnected from larger networks, which limits their ability to coordinate responses efficiently. Collaboration with international organizations is often inconsistent, with no formal mechanisms in place to streamline efforts. This issue was also highlighted in the KIIs. For instance, one participant struggled with navigating local bureaucratic processes during their operations. The organization faced delays and complications in securing necessary permits and approvals from local authorities, which significantly slowed their response efforts. Similarly, another participant encountered issues with local authorities who, in some cases, blocked their activities in public spaces, further hampering their ability to provide services.



#### 4.4.6 Key Resources Requirements and Capacity Building Needs



**Figure 6: Most needed resources for CBO/CSOs to continue work**

CSOs and CBOs in Turkey's earthquake-affected regions have highlighted the need for tailored strategies to enhance their capacity and promote sustainable development. However, these organizations face significant operational challenges that hinder their ability to respond effectively to the needs of the communities they serve. To overcome these constraints, CSOs require a range of supports that focus on enhancing their capacity for

project management, governance, resource mobilization, and infrastructure development.

The charts highlight the key resources that CSOs require to continue their work and needs for capacity-building in this regard.



**Figure 7: Key capacity development areas**

In chart 6, the most frequently cited needs among organizations are Operational Funding and Project-Specific Grants, mentioned 35 and 32 times respectively, highlighting a critical demand for consistent financial support. Vehicles and Transportation (22 mentions) also emerged as a significant need and points to logistical challenges in reaching affected areas. Additionally, engagement with Funding Agencies (28 mentions) and Collaborations with Other CSOs/CBOs (20 mentions) reflect a strong desire for improved partnerships and donor support.

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Other frequently mentioned needs, including Training and Capacity Building, Volunteer Support, and Additional Staff, indicate that many organizations face constraints in human resources. While there is also a demand for Emergency Funds, Technology and Software, and Logistical Supplies, these are less pressing and suggest operational and infrastructure gaps that restrain effective service delivery. Engagement with the Government received the fewest mentions and it indicates that, while still relevant, it is not a top priority for most organizations.

The chart 7 above highlights the current capacity needs of organizations, with Access to Finance/Funds - Resource Mobilization emerging as the most significant area of need, indicated by 32 organizations. Other critical areas identified include Collaborations and Partnerships (17 responses), Sustainability Planning (16 responses), and Coordination and Communication (14 responses), all of which underscore the need for strengthened financial and strategic capabilities to sustain and expand organizational impact. In contrast, areas like Monitoring

Systems (3 responses) and Program Management (4 responses) appear to be lesser priorities, suggesting that organizations may already have foundational systems in place for these functions. This distribution of capacity needs reflects the pressing challenges that organizations face in securing resources and building partnerships, which are essential for achieving long-term resilience and scalability.

As shown in the charts, the identified needs primarily involve tangible resources like funding, human resources, and vehicles—essential elements required to maintain operations. In contrast, the capacity development aspect centers on training, mentoring, and support under a capacity-building framework, with an emphasis on knowledge transfer and skill development.

This distinction is particularly clear when comparing the tables. For instance, when participants express a need for more funding and long-term project support, the corresponding capacity development area focuses on resource mobilization, accessing funds, and sustainability planning. This contrast underscores the dual nature of organizational requirements: immediate resources for operational continuity and capacity-building initiatives to foster long-term resilience and growth.

The following sections discuss both the identified needs and corresponding capacity development opportunities that address these needs, as highlighted by the survey results. These findings are reinforced by insights from FGDs and KIs and emphasize 9 core areas; Financial Management and Sustainability, Skills Development for Project Management, Reporting, and Financial Literacy, Governance and Organizational Structures, Local Capacity and Leadership Development, Strategic Partnerships and Coordination, Volunteer Management Systems, Access to Technology and Digital Tools, Strengthening M&E Systems, and Advocacy, Communication, and Visibility.

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#### 4.4.6.1 Financial Management and Sustainability

##### A) Gaps/needs identified by CSO/CBOs

The main gap is the lack of diversified funding sources and reliance on short-term, project-based funding. Survey responses highlighted frequent challenges such as inconsistent project funding, delayed financial support, and limited capacity for long-term financial planning. This issue impacts CSOs' operational stability and prevents them from implementing sustainable strategies. Organizations indicated a critical need for resources that support operational continuity, like vehicles and transportation, volunteer support, and additional staff to maintain ongoing services.

The data of the charts above indicate "Operational Funding" and "Project-Specific Grants" as top requirements in this section. How the frequent mentions in charts 6 and 7 underscore the gap in financial stability and the critical need for sustainable funding solutions were highlighted. Addressing logistical challenges and supporting partnerships with CSOs/CBOs can help meet community needs more consistently.

##### B) Objectives identified by CSO/CBOs based on these gaps/needs

The objective is to strengthen resilience and support CSOs in achieving long-term impact by establishing diversified, stable funding strategies. Objectives include reducing reliance on single funding sources, improving relationships with funding agencies, and building effective financial management practices. This would enable organizations to secure operational funding, engage in sustainability planning, and build stronger relationships with private sector entities and donor organizations.

##### C) Opportunities for capacity building and support identified by the CSO/CBOs and consultants

Capacity-building efforts should focus on:

**Resource Mobilization and Financial Management Training:** Equip organizations with skills in grant writing, resource mobilization, and financial oversight. For example, training on digital fundraising tools and crowdfunding strategies could expand their financial base.

**Strategic Financial Planning:** Provide support in developing adaptable financing strategies and multi-source funding approaches to help mitigate reliance on short-term grants.

**Engagement with Donors and Funding Agencies:** Strengthen networking and engagement strategies to build stronger connections with funding agencies, and include workshops on grant application processes tailored for local contexts.

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#### **4.4.6.2 Skills Development for Project Management, Reporting, and Financial Literacy**

##### **A) Gaps/needs identified by CSO/CBOs**

A recurring theme from the FGDs and KIs was the significant need for capacity-building programs aimed at enhancing skills in project management, financial literacy, and reporting. Many CSOs and CBOs identified gaps in their ability to manage large-scale projects, apply for funding, and fulfill donor reporting requirements. These limitations directly affect their sustainability, operational capacity, and ability to scale up interventions to meet community needs effectively.

Although some CSOs have previously participated in capacity-building programs/workshops, the training has often lacked the necessary depth to address the complex demands of project management, resource mobilization, and financial oversight. The absence of specialized skills in areas like grant writing, proposal development, and M&E arose as significant barriers to securing donor engagement and participation in large-scale humanitarian projects.

Additional gaps include challenges in translating project ideas into fundable proposals that meet donor requirements, as well as a lack of operational skills in areas such as logistical management and financial reporting. These skills are crucial to streamline workflows and enhance organizational efficiency, which, in turn, would enable organizations to deliver higher-quality services.

##### **B) Objectives identified by CSO/CBOs based on these gaps/needs**

The primary objective of strengthening skills in project management, reporting, and financial literacy is to empower CSOs to design, implement, and sustain impactful programs more effectively. By developing comprehensive project management skills, CSOs can manage larger projects, ensure alignment with donor requirements, and improve the quality of their service delivery. These strengthened skills will allow CSOs not only to meet immediate community needs but also to lay the groundwork for sustainable, long-term growth and resilience.

##### **C) Opportunities for capacity building and support identified by the CSO/CBOs and consultants**

Capacity-building efforts should focus on:

**Advanced Project Management and Reporting Training:** To address gaps in managing large-scale projects and reporting to donors, workshops should cover project planning, budgeting, monitoring, and reporting frameworks. These sessions will help CSOs align closely with donor expectations, ultimately enhancing their credibility and funding potential.

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**Specialized Financial Literacy Programs:** Targeted training in financial oversight, budgeting, and financial reporting will help CSOs establish reliable financial management practices, increasing transparency and operational stability. This training should also include resource mobilization and adaptable financing strategies to build resilience against fluctuating donor support.

**Grant Writing and Proposal Development:** Provide comprehensive, ongoing training in grant writing and proposal development that moves beyond introductory content. Training sessions should focus on creating competitive proposals that align with both local needs and international standards, enabling CSOs to access larger funding pools and effectively demonstrate their impact.

**Operational Capacity Enhancement:** Building operational skills in logistical management, financial reporting, and other core processes will improve workflow efficiency and service delivery impact. Practical, hands-on training and mentorship in these areas will enable organizations to manage resources more effectively and deliver consistent, high-quality services to their communities.

#### **4.4.6.3 Governance and Organizational Structures**

##### **A) Gaps/needs identified by CSO/CBOs**

Many CSOs are in the early stages of formalizing their governance structures but still lack comprehensive frameworks essential for managing their operations efficiently. Discussions in the FGDs and KIIs highlighted the need for formal governance structures, including strategic planning, internal policies, and clear departmental workflows. Without these systems, many organizations struggle to make long-term decisions, ensure accountability, and coordinate effectively within their teams. For example, one organization developed a strategic plan with the support of an INGO but still requires assistance in internal policy creation and human resources management. Survey responses and KIIs further emphasized the importance of strategic thinking and organizational sustainability for helping CSOs adapt to evolving conditions and achieve growth over time. Respondents stressed the need for local solutions and the ability to respond flexibly in complex and changing environments, underscoring the critical role of strategic planning in long-term resilience.

##### **B) Objectives identified by CSO/CBOs based on these gaps/needs**

The primary objective of strengthening strategic planning and organizational development is to build resilient, adaptable governance frameworks that enable CSOs to effectively manage and expand their operations. By establishing powerful structures, policies, and workflows, CSOs can make informed long-term decisions, enhance accountability, and improve coordination across teams. Formalized governance structures will allow CSOs to adapt more readily to evolving operational contexts, support organizational sustainability, and scale their impact in a structured manner. Developing these capacities will ensure that



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CSOs can respond effectively to changing conditions while fostering growth and resilience over time.

### **C) Opportunities for capacity building and support identified by the CSO/CBOs and consultants**

Capacity-building efforts should focus on:

**Strategic Planning and Governance Training:** Conduct training sessions on strategic planning and governance, covering essential topics like goal setting, accountability mechanisms, and adaptive planning to equip CSOs for long-term sustainability and scalability.

**Organizational Structure and Policy Development:** Provide targeted support for developing internal policies, workflows, and departmental structures to promote clear lines of responsibility and efficient decision-making processes. Assistance in formalizing governance structures, including guidance on decentralized models like "circles," will help CSOs establish adaptable and accountable operations.

**Human Resource Management and Operational Efficiency:** Offer tailored guidance on human resource management, such as establishing internal policies for recruitment, supervision, and team development, which are essential for sustaining effective governance and organizational growth.

#### **4.4.6.4 Local Capacity and Leadership Development**

##### **A) Gaps/needs identified by CSO/CBOs**

Building local capacity and fostering community leadership are crucial for ensuring the long-term sustainability of CSOs. However, many organizations in the FGDs and KIIIs expressed a lack of structured training and mentorship programs to develop the next generation of civil society leaders. While some CSOs have begun incorporating community-centered approaches, they often lack comprehensive frameworks that actively engage local communities in decision-making and planning. This gap limits the relevance, ownership, and sustainability of interventions, as communities may feel less connected to projects in which they have little voice.

Furthermore, many CSOs emphasized the need for increased child and youth participation in decision-making processes to design interventions that are responsive to community needs and adaptable to evolving challenges. Without local leadership and community-driven decision-making, CSO initiatives risk being disconnected from the lived realities of the communities they serve.

##### **B) Objectives identified by CSO/CBOs based on these gaps/needs**

The main objective of strengthening local capacity and leadership development is to create a sustainable civil society sector led by empowered local leaders who are

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prepared to manage operations effectively, even during crises. Fostering local ownership and engagement ensures that communities are active participants in the design, implementation, and adaptation of projects, which in turn enhances the impact and sustainability of these interventions. By supporting child and youth participation, CSOs can cultivate a new generation of civil society practitioners who are attuned to local needs and equipped to address emerging issues effectively.

### **C) Opportunities for capacity building and support identified by the CSO/CBOs and consultants**

Capacity-building efforts should focus on:

**Leadership Training and Mentorship Programs:** Develop targeted training and mentorship initiatives focused on cultivating local leadership skills, particularly in governance, decision-making, and crisis management. These programs will equip community leaders with the skills needed to sustain operations and engage meaningfully with stakeholders.

**Community-Driven Frameworks and Child/Youth Participation:** Provide training on implementing community-centered approaches that integrate local voices into all stages of project planning and execution. Specialized workshops on child and youth engagement in decision-making processes can help CSOs ensure that projects are designed with input from future beneficiaries, fostering a sense of ownership and relevance.

**Local Capacity-Building in Decision-Making:** Establish training modules that emphasize community-driven decision-making, empowering local leaders to take an active role in project governance. Workshops can include methods for conducting community consultations, participatory planning, and feedback loops, ensuring that CSO interventions remain contextually grounded and responsive to community needs.

Supporting community involvement and developing leaders at every level will help ensure that interventions are relevant and empowering in the priorities of the communities they serve.

#### **4.4.6.5 Strategic Partnerships and Coordination**

##### **A) Gaps/needs identified by CSO/CBOs**

Collaboration and partnership development are critical areas where many CSOs struggle. Despite the initiation of some partnerships with external stakeholders, many organizations expressed challenges in forming strong, sustainable relationships, particularly with donors, other NGOs, and local stakeholders. Weak coordination, especially in disaster response scenarios, limits CSOs' capacity to respond effectively and collectively. Survey and FGD participants noted that building effective partnerships requires dedicated structures and resources,

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which are often unavailable. As a result, many CSOs are unable to leverage the full potential of collaboration to enhance service delivery and achieve collective impact.

Additionally, limited inter-organizational coordination prevents CSOs from accessing shared resources, technical expertise, and knowledge transfer opportunities. Although some organizations have started to partner with universities and INGOs for research and project support, many lack the necessary skills and frameworks to establish strong partnerships with government agencies and international organizations that could significantly expand their reach and resources.

### **A) Gaps/needs identified by CSO/CBOs**

The objective of enhancing strategic partnerships and coordination is to strengthen CSOs' ability to build and sustain effective, mutually beneficial partnerships that amplify their reach, resource access, and collective impact. By fostering inter-organizational collaboration, CSOs can create lasting relationships that not only improve service delivery but also enhance their resilience and scalability, particularly during crisis responses. Establishing structured approaches to partnership development will allow CSOs to integrate more effectively with other sectors, including universities, INGOs, government agencies, and local community groups.

### **A) Opportunities for capacity building and support identified by the CSO/CBOs and consultants**

Capacity-building efforts should focus on:

**Partnership Development Training:** Conduct training focused on developing strategic partnerships with a range of stakeholders, including donors, local NGOs, government, entities, and community leaders. This training will provide CSOs with tools to establish and maintain long-term, sustainable relationships that support mutual growth and resource sharing.

**Coordination Workshops:** Facilitate workshops on inter-organizational coordination practices, focusing on collaborative planning, disaster response coordination, and collective impact strategies. Training should cover building networks, creating joint action plans, and using shared resources effectively to enhance coordinated response efforts.

**Multi-Stakeholder Collaboration Support:** Provide specialized training in multi-stakeholder engagement, especially with academic institutions and INGOs. This support should include methods for knowledge transfer, research collaboration, and joint project development, empowering CSOs to access technical expertise and additional resources through strategic partnerships.

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Structured collaboration efforts will enable CSOs to expand their networks, increase their resilience, and collectively address community needs in a coordinated, efficient manner.

#### **4.4.6.6 Volunteer Management Systems**

##### **A) Gaps/needs identified by CSO/CBOs**

Effective human resource management and volunteer retention are significant challenges for CSOs, particularly those that rely heavily on volunteers to implement programs. Discussions in the FGDs revealed recurring issues, such as volunteer burnout and the urgent need for formal training in volunteer management to sustain engagement. KIs also highlighted the importance of structured supervision and mentorship, especially for technical staff in fields such as social work and psychology. Although operational efficiency was not directly addressed in survey responses, observed challenges suggest a broader need for stronger human resource management practices. Without these structures, organizations struggle to manage their teams effectively, leading to increased risks of burnout among both staff and volunteers.

Moreover, many CSOs lack formal volunteer management systems, making it challenging to recruit, retain, and motivate volunteers, especially given the economic difficulties faced in the region. FGDs participants emphasized the need for structured volunteer management strategies and formalized policies, which would improve their capacity to maintain an engaged and motivated volunteer base.

##### **B) Objectives identified by CSO/CBOs based on these gaps/needs**

The primary objective of strengthening volunteer management systems is to enhance CSOs' capacity to effectively recruit, train, and retain volunteers in a way that minimizes burnout and supports sustainable program implementation.

By establishing structured human resource management practices, CSOs can foster an environment where volunteers feel valued, well-supported, and capable of contributing meaningfully to the organization's goals. In particular, formalized mentorship and supervision for volunteers in technical fields will help ensure the quality of services provided to communities.

##### **C) Opportunities for capacity building and support identified by the CSO/CBOs and consultants**

Capacity-building efforts should focus on:

**Structured Supervision and Mentorship Programs:** Establish mentorship and supervision frameworks for volunteers, especially those working in technical areas such as social work and psychology.

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These programs will provide structured support for volunteers, enabling them to develop professionally while reducing burnout risks.

**Formalized Volunteer Management Policies:** Assist CSOs in creating comprehensive volunteer management policies that define volunteer roles, expectations, and support mechanisms. Formalized policies should include clear processes for recruitment, training, and supervision, ensuring volunteers are effectively integrated and supported within the organization

**Volunteer Management Training:** Develop training programs focused on volunteer recruitment, retention, and engagement strategies, with an emphasis on preventing burnout. Training should include best practices for motivating volunteers, setting clear roles, and maintaining long-term engagement.

#### **4.4.6.7 Access to Technology and Digital Tools**

##### **A) Gaps/needs identified by CSO/CBOs**

Access to technology is essential for enhancing the operational efficiency of CSOs, particularly in areas such as reporting, donor communication, and outreach. However, many organizations in earthquake-affected regions struggle with outdated or insufficient digital infrastructure. FGDs highlighted the need for improved digital tools to streamline operations, with numerous CSOs lacking basic technology necessary to expand their services. KIIs confirmed these challenges, indicating that limited access to digital resources hinders CSOs' ability to conduct efficient outreach, manage donor relations, and engage with beneficiaries effectively.

For example, some organizations lack access to a Premium Zoom membership, forcing them to rely on alternative platforms that are less effective due to weak internet infrastructure and limited functionality. Additionally, many CSOs are unaware of resources tailored to their needs, such as Google Workspace and Canva for NGOs, and struggle with basic digital tasks like design. These gaps in technological access and digital literacy prevent CSOs from maximizing their visibility, coordinating operations effectively, and tapping into new funding or volunteer sources.

##### **B) Objectives identified by CSO/CBOs based on these gaps/needs**

The objective of enhancing access to technology and digital tools is to improve CSOs' operational efficiency, outreach, and fundraising efforts. By equipping CSOs with the necessary digital infrastructure and skills, they will be able to expand their reach, strengthen donor and beneficiary engagement, and build more robust networks. Improved digital capabilities will also empower CSOs to increase their visibility, streamline internal processes, and operate more efficiently, allowing them to focus resources on achieving greater community impact.



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### **Opportunities for capacity building and support identified by the CSO/CBOs and consultants**

Capacity-building efforts should focus on:

**Digital Literacy and Access Training:** Conduct training sessions on digital tools and platforms that are beneficial for CSOs, such as Google Workspace, Canva, and social media platforms. Training should cover practical applications for daily operations, reporting, donor communication, and outreach, ensuring CSOs can use these tools effectively.

**Technology and Infrastructure Support:** Where possible, provide access to digital resources like Premium Zoom memberships or reliable communication tools that enhance operational functionality. Workshops on affordable or NGO-specific resources can help organizations make informed choices about their digital infrastructure needs.

**Social Media and Online Fundraising Training:** Facilitate specialized training sessions on social media use for visibility and advocacy. Training should cover content creation, engagement strategies, and online fundraising to attract financial and volunteer support from a wider audience.

**Resource Awareness and Digital Outreach Support:** Increase awareness of free or discounted digital resources available for nonprofits. This can include tailored guidance on setting up and using tools to improve outreach and communication with donors and beneficiaries effectively.

#### **4.4.6.8 Strengthening Monitoring and Evaluation (M&E) Systems**

##### **A) Gaps/needs identified by CSO/CBOs**

Many CSOs recognize the importance of strong M&E systems and mechanisms to ensure that their interventions are effective, sustainable, and accountable. However, gaps in M&E capacity were frequently noted in KIIs, with organizations emphasizing the need for more structured systems to effectively track and assess program outcomes. Current limitations in data collection and reporting systems hinder CSOs' ability to measure impact accurately, demonstrate accountability to donors and beneficiaries, and make informed, data-driven decisions for program improvement.

##### **B) Objectives identified by CSO/CBOs based on these gaps/needs**

The primary objective of strengthening M&E systems is to provide CSOs with the frameworks and skills necessary to systematically track their progress, evaluate the impact of their programs, and demonstrate accountability to stakeholders. By building robust M&E systems, CSOs can improve program quality, support

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transparent reporting, and generate evidence that informs future program design and decision-making.

### **C) Opportunities for capacity building and support identified by the CSO/CBOs and consultants**

Capacity-building efforts should focus on:

**M&E Framework Development Training:** Provide training on designing and implementing comprehensive M&E frameworks, focusing on data collection, analysis, and reporting methodologies. This training will equip CSOs with the tools to assess program outcomes more accurately and ensure that interventions are impactful and sustainable.

**Data Collection and Management Support:** Offer workshops on effective data collection, entry, and management techniques, emphasizing the importance of maintaining reliable databases and tracking systems for long-term program evaluation.

**Impact Assessment and Reporting Skills:** Facilitate sessions on impact assessment methods and evidence-based reporting, enabling CSOs to provide credible documentation of their achievements and impact, which is critical for donor accountability and community transparency.

#### **4.4.6.9 Advocacy, Communication, and Visibility**

##### **A) Gaps/needs identified by CSO/CBOs**

Many CSOs lack the capacity to develop effective advocacy strategies and communication campaigns, limiting their ability to raise awareness, represent community needs, and promote inclusive policies. Survey responses and FGDs highlighted the need for training in advocacy campaigns, public relations, and needs assessments. Without these skills, CSOs struggle to tailor their services to community needs and engage stakeholders effectively, particularly for marginalized groups that require targeted support. KIIs reinforced this need, with participants noting the importance of visibility and strategic communication to enhance CSOs' impact and influence.

##### **B) Objectives identified by CSO/CBOs based on these gaps/needs**

The objective of strengthening advocacy, communication, and visibility capacities is to empower CSOs to represent their communities effectively, engage stakeholders, and promote inclusive policy changes. By building skills in public relations and community-focused advocacy, CSOs will be able to raise awareness of key issues, increase their visibility, and foster stronger relationships with donors, beneficiaries, and policymakers.

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### **C) Opportunities for capacity building and support identified by the CSO/CBOs and consultants**

Capacity-building efforts should focus on:

**Advocacy Campaign and Public Relations Training:** Conduct training on designing and conducting advocacy campaigns, focusing on how to transmit effective messaging and utilize public relations strategies to raise awareness of their work and issues affecting their communities.

**Strategic Communication and Visibility Enhancement:** Facilitate sessions on communication strategies, social media management, and stakeholder engagement to help CSOs build a strong online presence and increase their visibility. Emphasis should be placed on demonstrating program impact and creating narratives that resonate with donors and the public.

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# 5. KEY RECOMMENDATIONS AND ACTION PLAN

## The capacity development needs of civil society organizations are as follows:

- **R1:** SENED could advocate with other INGOs and state bodies, such as municipalities, to establish co-working spaces where local CSOs can collaborate. These shared spaces would address the key challenge of limited access to physical locations and strengthen CSOs' networks, organizational capacity, and activities.
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- **R2:** SENED could facilitate regular coordination meetings or workshops within these spaces, helping CSOs share resources, align on common goals, and strengthen joint initiatives.
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- **R3:** SENED/INGOs could support CSOs in providing training and follow-up for robust monitoring and evaluation systems to track their activities, assess impact, and promote a culture of accountability.
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- **R4:** SENED/INGOs could support CSOs in providing training proposal writing, financial management, strategic planning, and governance. These areas are essential for enhancing the operational capacities of organizations, particularly in strengthening their ability to secure funding, improve project development, and ensure long-term sustainability.
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- **R5:** SENED/INGOs could provide training and resources to help CSOs diversify their funding sources, including exploring different international and local funding opportunities. This would increase their financial sustainability and reduce reliance on a single funding stream.
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- **R6:** SENED could work with CSOs/CBOs to identify and mitigate logistical barriers by providing access to shared resources, transport, or supply chain management support, improving their operational efficiency.
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- **R7:** SENED could offer capacity-building programs focused on helping CSOs integrate and diversify their use of digital tools and technologies. This would improve their ability to manage operations, enhance communication, and expand their outreach to beneficiaries and stakeholders.
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- **R8:** SENED/INGOs could support CSOs for establishing formal volunteer management systems and policies to support the well-being of staff/volunteers, considering the earthquake has significantly impacted the physical and emotional well-being of staff, and a more structured approach to volunteer retention and support is necessary to maintain effective service delivery in the long term.

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## 6.CONCLUSIONS

**The February 2023 earthquakes disrupted the already fragile civil society in Hatay.**



Local organizations, which were largely unprepared for such a large-scale disaster, faced severe operational challenges in mobilizing resources and providing effective services. Many grassroots organizations, which had been key to meeting immediate community needs, were decimated by the disaster, with members lost to death, displacement, and shifting priorities.

Despite these setbacks, the earthquake also sparked the emergence of new organizations and the expansion of national and international NGOs into the region. These organizations brought critical resources, personnel, and expertise, enhancing the overall capacity of civil society in Hatay. However, challenges remain. Financial instability limited human resources, and the absence of formal impact evaluation frameworks hinder the long-term sustainability of local organizations. While some organizations have developed robust systems for measuring their impact, the majority rely on informal assessments, making it difficult

to gauge the true effectiveness of their work.

The key takeaway from this study is that Hatay's civil society stands at a crossroads. The influx of new organizations and the expansion of existing ones have strengthened the sector, but the long-term sustainability of local organizations remains in question. To ensure their continued survival and effectiveness, it is essential to invest in capacity building, secure stable financial resources, and support the development of structured impact evaluation systems.

Moving forward, efforts must focus on rebuilding the resilience of local organizations, fostering stronger partnerships between local and international actors, and addressing the underlying challenges of financial and operational sustainability. By doing so, Hatay's civil society can emerge stronger and better equipped to serve its communities in both times of crisis and recovery.



# 7.BIBLIOGRAPHY

- Area Based Coordination Hatay Hub (2024, January). Hatay General Coordination Meeting Minutes.
- Area Based Coordination Hatay Hub (2024, March). Hatay General Coordination Meeting Minutes.
- Area Based Coordination Hatay Hub (2024, June). Hatay Hub Handover Note.

# 8.ANNEXES

- Annex 1. Mapping List
- Annex 2. Data Collection Tools
- Annex 3. List of Desk Review Documents
- Annex 4. Documents Reviewed for Desk Review

Organisation	Document Name
SENED	Market Assessment Report (2023).
Local Humanitarian Forum	Mapping of Local Civil Society and Coordination Networks (October, 2023)
International Labour Organization	The effects of the February 2023 earthquake on the labour market in Türkiye (March, 2023). Hatay General Coordination Meeting Minutes (June, 2024).
Area Based Coordination Hatay Hub	Hatay General Coordination Meeting Minutes including Summary of Discussion and Action Points (2023 and 2024). Hatay General Coordination Meeting Presentations including TSS and GBV Sectors Presentations (2023 and 2024). Hatay Hub Handover Note (June, 2024).
Türkiye Education Sector Working Group	Education Sector Needs Overview (May, 2024)