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Evaluation Report

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MONITORING & EVALUATION EXPERT

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Abbreviations

CCSS: Center for Civil Society Organizations

CM: Closing Meeting

CSEP: Civil Society Exchange Program

CSOs: Civil Society Organizations

OM: opening Meeting

PEF: Program Evaluation Form

Introduction

Civil Society Exchange Program (CSEP), is a capacity building and sustainability program for Civil Society Organizations (CSOs) in Turkey and Europe designed and implemented by Istanbul Bilgi University's Center for Civil Society Studies (CCSS) and MitOst e. V. with support of Stiftung Mercator, during January 2017 – March 2019.

Background

Although a radical change has occurred in the civil society of Turkey since 2000s, as expected, civil society has never been a monolithic unit. Both the value-based organizations and charity oriented CSOs have increased their numbers. As the number and the influence of the CSOs that are working with/on European values such as democratization, multiculturalism, social cohesion has increased, new capacity problems emerged and/or new organizations needed different forms of assistances.

In the late 2000s, sustainability of the CSOs was diagnosed as a fundamental problem for the development of civil society and for the democratization of Turkey.¹ The “Civil Society Monitoring Report” of 2011, indicated that the sustainability problem has continued and only %8 of the CSOs have managed their sustainability problem according to the global standards (CIVICUS standards in this case).² Different than the 2000s (a “training centered” assistance), the sustainability problem of the CSOs is in need of divergent solutions/assistances since the segmentation of the organizations varied since then. Aside trainings, the CSOs need other forms of interventions/methods in order to collaborate with stakeholders – both civic and public. They need to learn from each other’s experiences, tools and/or operational activities to support their capacity building process and establish sustainability. The CSOs need spaces and eco-systems that will provide them opportunities to establish deep and long relationships with their counterparts. CCSS and MitOst e.V. assumed if attained, this will provide support to the sustainability of the organizations as well as fostering innovation.

Aim, Objectives and Activities

Overall aim of CSEP was increasing organizational capacity of CSOs from Turkey and Europe through cross border mobility in a non-formal, mutual learning environment. The long-term goal of the program was to increase organizational sustainability of the CSOs. In line with this goal the program aimed at providing tailor made mutual learning environment support to its beneficiary organizations

¹ Türkiye’de Sivil Toplum Bir Değişim Süreci: Uluslararası Sivil toplum Endeksi Türkiye Raporu (Civil Society in Turkey, A Changing Process: International Civil Society Index Turkey Report), Tüsev Publishings, 2006.
http://www.tusev.org.tr/usrfiles/images/yayinlar/Uluslararası_STEP_Turkiye_Ulke_Raporu.pdf

² Türkiye’de Sivil Toplum Bir Değişim Süreci: Uluslararası Sivil toplum Endeksi Türkiye Raporu II (Civil Society in Turkey, A Changing Process: International Civil Society Index Turkey Report II), Tüsev Publishings, March 2011.
http://www.tusev.org.tr/usrfiles/files/step2011_web_SON.pdf

in determining their prioritized organizational capacity areas and improving their capacity through mobility and international partnership work.

Therefore, the specific objectives of the program were enabling participant organizations to;

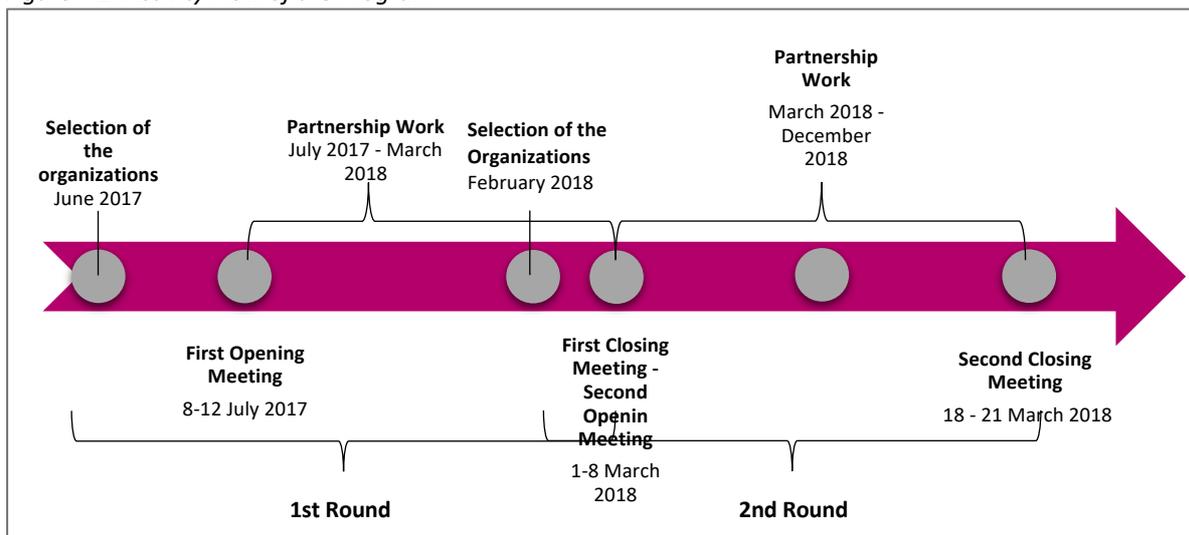
- Develop/learn new organizational approaches, methods, skills and tools in their prioritized capacity building areas such as financial sustainability, working with volunteers, communication and visibility, networking, etc.
- Cooperate in partnerships; learning from each other
- Practice and/or develop international networking
- Expand their vision

The conceptual activity flow of the program was designed as follows:

- Organizations meet with their partner and other non-partner participant organizations. They get together and begin to work with their partner on their capacity development areas(s), working plan and strategy. They get informed about the upcoming phases of the program.
- Organizations work with their partners using various activities developed regarding their needs.
- Organizations increase their knowledge and skills, particularly in these prioritized areas;
- Organizations meet again to evaluate and share their partnership experience; and discuss and propose future contacts/collaborations.

Three main activities were included in the program; Opening Meetings, Partnership Work and Closing Meetings. In addition, during the partnership work phase, organizations from Turkey were supported by a mentor; all of the organizations were supported by the coordinators and update reports were requested from the participant organizations. See the figure - 1 and below for the activity flow of the program.

Figure – 1: Activity Flow of the Program



16 CSOs (2 participants from each organization) participated in the first round of the program and 18 CSOs in the second round. Half of the organizations were from Turkey and the other half was from EU region (Germany (4), Poland, France (2), Czech Republic, Georgia, Bulgaria(3), Romania, Spain, United Kingdom, Denmark and Greece). These 34 organizations formed 17 partnerships. 16 partnerships completed the program (composed of one CSO from Turkey and one from EU; see Annex-1 for the list).

Evaluation Strategy and Data Collection Instruments

The evaluation plan was designed and conducted by an evaluation specialist. Program organizers provided context support to the evaluator in developing the evaluation plan. All of the instruments were developed specifically for CSEP, based on the specific objectives of the activities and overall program.

Appreciative inquiry, gender-sensitive and participatory approaches were used to seek the views of the participants as well as program organizers and facilitators.

Confidentiality of information, in that all documents and data collected from questionnaires, scales, evaluation forms and observations were treated as confidential and used solely to facilitate analysis, was insured by the evaluator.

The evaluation study included the process as well as the impact of the program. It was not an audit but an inquiry into what worked and what could be improved in the future. It was conducted making use of both qualitative and quantitative data collection including:

- Evaluation Questionnaire for Opening Meetings.
- Evaluation Questionnaire for Closing Meetings.
- Semi – structured observations during the Opening and Closing Meetings.
- Evaluation Meetings with program organizers and meeting facilitators before, during and after Opening and Closing Meetings
- Update Reports collected during partnership process.
- Program Evaluation Form
- Informal unstructured meetings with project coordinator.

Findings

Opening Meetings

Aim, Objectives and Setting

Overall aim of the Opening Meetings (OM) was to provide learning environment in which participant organizations meet their partner organizations and other participants; and set the framework in which they will work together throughout the program. More specifically, the meeting was designed to provide its participants a space in which they can

- Get to know the other organizations,
- Get to know their partner organization,
- Begin to cooperate with their partner organization,
- Identify their issues, challenges and capacity development area with their partner organization,
- Begin to build a business plan/strategic plan (canvas) with their partner organization,
- Learn from their partner organization,
- Learn from the other participants,
- Contribute to their partner organization's learning,
- Have adequate information about the exchange program; its organizers and upcoming phases (timeline, services and funds provided, participant organizations' responsibilities).

(See Annex -1 for the meeting programs)

The meetings took place on 08th – 12th July 2017 in Istanbul, Turkey and 01-04 March 2018 in Berlin, Germany. 16 CSOs (2 participants from each organization) and 7 team members (coordinators, facilitators, evaluator) participated in the first meeting and 18 CSOs in the second meeting. 68 people participated in the Opening Meetings, in total.

Assessment Tools

Opening Meeting Evaluation Form (see Annex – 2): The form was developed to enable participants

- to assess the objectives of the meeting,
- to give feedback about the structure and flow of the meeting program, the facilitators, strengths&weaknesses of the program; knowledge they gained, skills they acquired and change in their opinions/perspective.

The form included both Likert scale items and open-ended questions.

Daily Evaluation Meetings with Facilitators and Coordinators: These were the meetings facilitators and coordinators held at the end of each day where they evaluated the sessions, participants' reactions and make modifications on the program if necessary. The evaluator participated in these meetings mostly as an observer and shared suggestions if needed.

Final Evaluation Meeting with Facilitators and Coordinators: Meeting held with the participation of facilitators, coordinators and evaluator after Opening Meetings where overall structure and elements of the meeting program were evaluated and necessary future modifications were discussed.

The evaluator fully participated in the opening meetings to make observations, to apply the evaluation forms and to take part in the daily and final evaluation meetings with the team.

Results

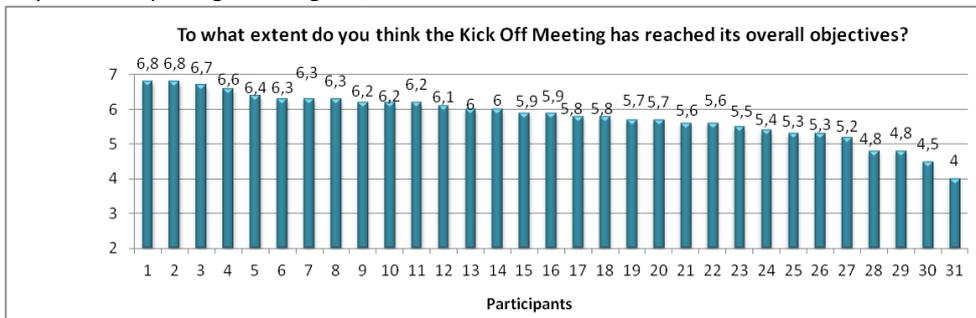
In this section, findings derived from the Evaluation Form were presented. Findings from daily and final evaluation meetings were combined with participants’ feedback to identify recommendations for the future meetings.

Objectives of the Meeting

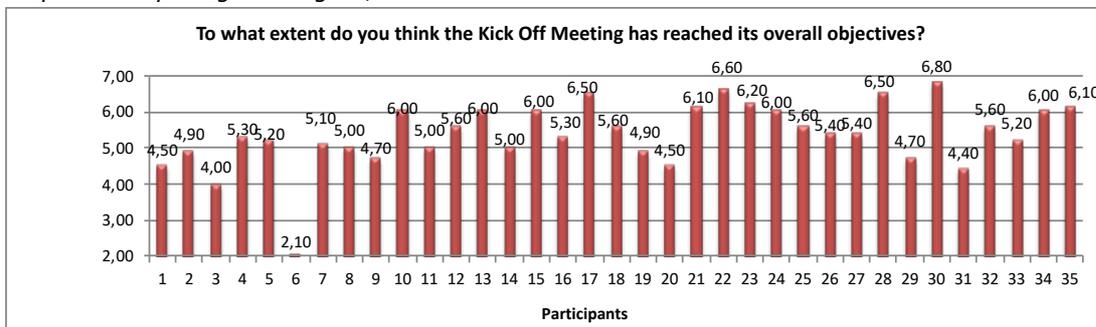
In Graphic – 1 and Graphic – 2, participants’ assessment results for meeting objectives were presented. Participants were asked to rate to what extent they think the Opening (Kick Off) Meeting has reached its overall objectives on a 7-point Likert scale from “1: Not at all” to “7: Completely”.

Graphic – 1 and Graphic – 2 showed the individual mean scores of participants whereas Graphic - 3 and Graphic - 4 demonstrated mean scores for the objectives.

Graphic – 1: Opening Meeting – 1, Individual Mean Scores



Graphic – 2: Opening Meeting – 2, Individual Mean Scores



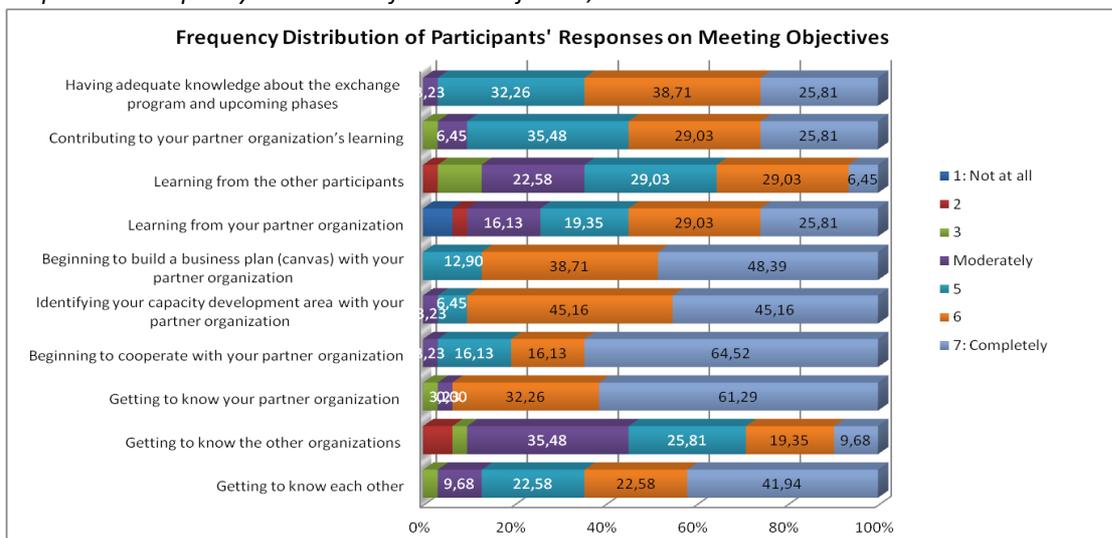
The overall average of individual mean scores in OM-1 was 5,80 out of 7. Minimum score was 4,00 and maximum score was 6,80 (Graphic – 1). %50 of the participants had mean scores higher than overall average (5,80). %87 of the participants had mean scores higher than 5,00.

The overall average of individual mean scores in OM-2 was 5,37 out of 7. Minimum score was 2,10 and maximum score was 6,80 (Graphic – 2). %51 of the participants had mean scores higher than overall average. %74 of the participants had mean scores higher than 5,00.

These scores together suggested that *most of the participants thought that the meetings mostly fulfilled their objectives.*

In addition, the frequency distribution of participants’ responses (Graphic – 3) showed a more detailed picture of participants’ assessment.

Graphic – 3: Frequency Distribution for Each Objective, OM - 1

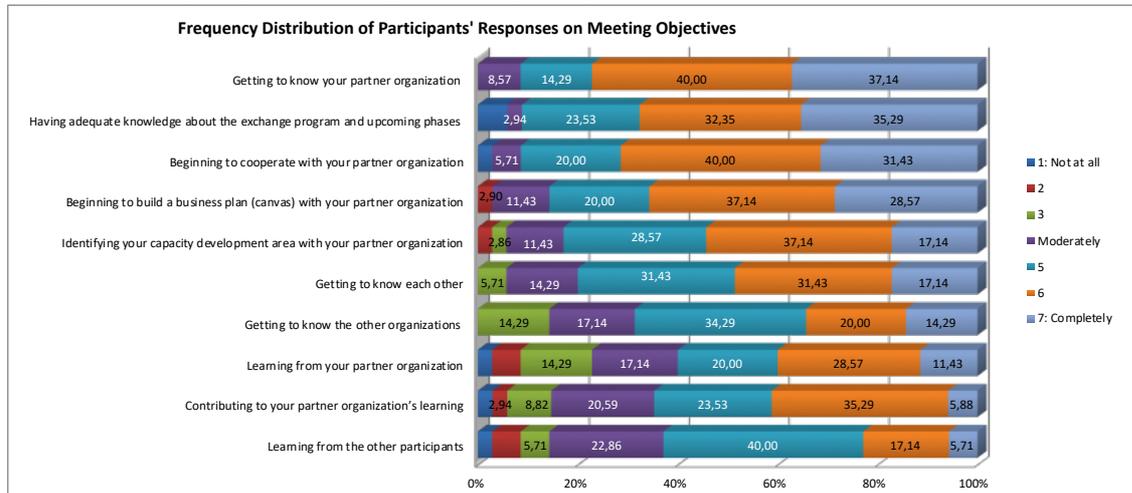


In OM – 1, “Getting to know their partner organization”, “Beginning to cooperate with their partner organization”, “Identifying their capacity building area (including issues&challenges) with their partner organization”, “Beginning to build a business plan with their partner organization”, “Contributing to their partner organization’s learning” and “Having adequate information about the program and its upcoming phases” were rated 5 and above with quite high percentages. On the other hand, “Getting to know other organizations” and “Learning from other participants” were considerably rated 4 and below.

In OM – 2 (see the graphic below), “Getting to know their partner organization”, “Beginning to cooperate with their partner organization”, Having adequate information about the program and its upcoming phases”, “Beginning to build a business plan with their partner organization”, “Identifying their capacity building area (including issues&challenges) with their partner organization” and “Getting to know each other” “were rated 5 and above with quite high percentages. On the other hand, “Getting to know other organizations” “Learning from your partner organization”, “Learning from other

participants” “Contributing to their partner organization’s learning” were considerably rated 4 and below. Yet, “Getting to know other organizations” were considerably high as compared to OM -1.

Graphic – 4: Frequency Distribution for Each Objective, OM - 2



Additional qualitative, detailed data regarding participants’ learning were gathered using open-ended questions in the Evaluation Form. Participants were asked to briefly share what they had learned during the training; including knowledge gained, skills acquired or improved, and opinions/ideas changed.

The learning outputs reported by the participants can be grouped in three major categories. The knowledge, the skills, and understanding and awareness regarding new approaches and shared issues/challenges. Another underlying category might be their increased hope and motivation. Quotes were presented below for each category (*Note that some of the quotes may fit in more than one category*).

3

Knowledge, OM -1	Knowledge, OM -2
“Context in Turkey for NGOs.”	“A lot of interesting facts about the political context and civil society in TU, GE, SP, etc.”
“An impression of the situation for Turkish NGOs and their challenges.”	“The current state of Turkey and the ways local people cope with it.”
“An overall view of volunteering in other countries.”	“TR culture, geo-political context.”
“Exploring new things like volunteer management, funding, etc.”	“Topics and skills that other organizations work on.”
“Developing volunteer programs.”	“Rough knowledge/idea about participant organizations.”
“Methods and approaches to our issue.”	“Knowledge about other organizations.”
“Volunteer mapping.”	“Knowledge from different cultures.”
“Different types and methodologies of CSOs.”	“Useful info about other organizations.”
“Learned approaches to fund raising.”	

³ Sentences of the participants were not edited unless there were typing errors or significant incoherent expressions.

<i>"I learned what is capacity building and what is not."</i>	<i>"Challenges and opportunity, good practices of other organizations."</i>
<i>"Our partner organization's activities, challenges, needs and opportunities."</i>	<i>"Civic engagement ideas from other organizations' projects."</i>
<i>"I learned about training methodology"</i>	<i>"New organizations and topics."</i>
	<i>"Personal approaches of some of the other participants."</i>
	<i>"Info about partner, way of working and how they can support us."</i>
	<i>"Partner NGO's aims, working fields, weaknesses and their skills to solve."</i>
	<i>"Partner organization's structure, work flow, interests, motivation."</i>
	<i>"Getting to know our partner better."</i>
	<i>"Learned so much about partner organization."</i>
	<i>"Learned about partner organization."</i>
	<i>"Methods of capacity building."</i>
	<i>"I learned the problem tree."</i>
	<i>"Fundraising."</i>
	<i>"Financial sustainability possibilities, visibility and how to measure impact."</i>
	<i>"Learned about volunteer motivations."</i>
	<i>"Few ideas about involving volunteers and fundraising."</i>
	<i>"Networking."</i>
	<i>"New canvas models and new technique to engage people."</i>
	<i>"New methods for planning activities."</i>
	<i>"New sources, knowledge for our issues."</i>
	<i>"Management of a project."</i>
	<i>"Brand new model of mutual learning."</i>
	<i>"Theories and concepts for measuring impact."</i>
	<i>"New ideas for improving financial sustainability of our organization."</i>
	<i>"A clear idea what the program is for; all the details of the framework."</i>

Skills, OM - 1	Skills, OM - 2
<i>"Identifying needs and characteristics of volunteers."</i>	<i>"How to better motivate our volunteers."</i>
<i>"Canvas planning and problem analysis."</i>	<i>"Road mapping."</i>
<i>"Looking into our own organization and identifying downsides."</i>	<i>"How to structure a project; canvas method."</i>
<i>"Identifying our problem (issues-challenges)."</i>	<i>"How to test the canvas with other participant organizations."</i>
<i>"Reviewing our problem."</i>	<i>"How to visualize steps and aims."</i>
<i>"Working with a team towards an aim."</i>	<i>"Working with another organization and developing a common idea."</i>
<i>"Working with a partner in a very quick and organized way and come to good results."</i>	<i>"Working with another organization, cooperation."</i>
<i>"Sharing knowledge and ideas."</i>	<i>"Creating projects with other types of organizations despite the different topics we work on."</i>
<i>"Networking skills."</i>	
<i>"My communication skills improved."</i>	

	<p><i>"Group work – simultaneous thinking process."</i></p> <p><i>"Combining intercultural point of views and different kinds of approaching to the same goal."</i></p> <p><i>"Meeting with people from other organizations, networking."</i></p> <p><i>"How to communicate with other organizations."</i></p> <p><i>"How to better talk about my organization shortly."</i></p> <p><i>"Diplomatic skills."</i></p>
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Perspective/Understanding and Awareness, OM - 1	Perspective/Understanding and Awareness, OM - 2
<i>"I started to think 'outside of the box' for resources."</i>	<i>"Importance of having a network and sharing knowledge, ideas."</i>
<i>"I am more positive about the situation in Turkey after seeing such nice people."</i>	<i>"Usefulness of data."</i>
<i>"An approach to planning."</i>	<i>"Feel more organized about our challenges."</i>
<i>"I realized the importance of forming well planned, organized standards for volunteers."</i>	<i>"Thinking out of the box by meeting organizations with entirely different focus areas."</i>
<i>"I realized the importance of identifying our problem."</i>	<i>"Empathy with other organizations."</i>
<i>"Communication will work to resolve issues and conflicts."</i>	<i>"Realized that I'm too self-critical about our skills and capacities as most organizations struggle with same things."</i>
<i>"I understand better the different forms of civil society areas and activities."</i>	<i>"Realized that community building is very hard and long path and I'm glad to be in this path."</i>
<i>"CSOs' activities and realities they work in."</i>	<i>"I feel more aware of other geopolitical situations and of how initiatives can take different and original forms."</i>
<i>"We all live in divided societies."</i>	<i>"Changed my opinion on the range of NGOs operating in Turkey."</i>
<i>"It's not easy to do things even in the EU NGOs."</i>	
<i>"It's interesting to see that CSOs around the world, although diverse, often suffer from same problems."</i>	

Hope and Motivation, OM - 1	Hope and Motivation, OM - 2
<i>"I am more positive about the situation in Turkey after seeing such nice people."</i>	<i>"Inspiring to learn from other organizations."</i>
<i>"It's good ... to many people are working to make the world a better place."</i>	<i>"Huge personal inspiration for action."</i>
<i>"Meeting with people whom I never could have met."</i>	<i>"Realized that I'm too self-critical about our skills and capacities as most organizations struggle with same things."</i>
<i>"Being a part of something new that can change something."</i>	
<i>"We are not alone... gave me inspiration and energy."</i>	

Other open-ended questions concerning the team of facilitators, program structure and flow, and strengths&weaknesses of the meeting revealed the following responses.

Facilitators

Participants' comments and feedbacks on the team of facilitators included facilitators' approach to participants, their competencies, styles and skills; and teamwork.

"Funny, friendly, inspiring, sympathetic, great, excellent, polite, kind, respectful, hardworking, available, helpful, supportive, responsive, well equipped, experienced, competent and professional" were the adjectives and expressions that participants used as they evaluated the facilitators. Some participants also emphasized that facilitators worked well as a team, encouraged participation and contribution, their engagement with the program was encouraging and appreciated their different styles of moderation. On the other hand, some of the participants demanded more clear use of language considering varying levels of participants' English proficiency. In addition, though most participants found the facilitators as open about themselves they also reported that they needed the facilitators to share more of their experiences in the field and clearly express their roles and specialties.

Program structure and flow, OM - 1	Program structure and flow, OM - 2
<i>"Like a movie you understand at the end."</i>	<i>"Very fine."</i>
<i>"Perfect sequence of sessions."</i>	<i>"Well-organized."</i>
<i>"Well organized."</i>	<i>"All the sessions were useful."</i>
<i>"Very good structured."</i>	<i>"Logistics, timing, clarity of activities was all fine."</i>
<i>"Planned effectively."</i>	<i>"Useful for starting to solve specific issues."</i>
<i>"Relaxed mode, encouraging"</i>	<i>"Totally good, well built."</i>
<i>"Clear manner and enabling active participation."</i>	<i>"Clear good balance of work and fun."</i>
<i>"No stress due to time trouble, good atmosphere."</i>	<i>"Well structured and not too intense."</i>
<i>"Enough free time and breaks."</i>	<i>"Carefully planned structure."</i>
<i>"Balanced program (work-pauses)."</i>	<i>"Very well organized and smoothly going."</i>
<i>"Long but not boring."</i>	<i>"Structure was so perfect; we could easily see the great amount of work behind it."</i>
<i>"Never boring"</i>	
<i>"Very informative."</i>	<i>"Maybe in the opening evening, there shouldn't be so long activities."</i>
<i>"Interesting and helpful to understand main topics."</i>	<i>"Having a shorter welcome session in the opening evening would be nice."</i>
	<i>"Social activities could be a little bit shorter and more time to work could be nice."</i>
<i>"Program was very intensive, sometimes I needed time to reflect."</i>	
<i>"Intense and tiring."</i>	

Strengths, OM-1	Strengths, OM-2
<i>"Being in diverse international network."</i>	<i>"Facilitators."</i>
<i>"People and facilitators without ego 😊"</i>	<i>"Good, smooth program flow."</i>
<i>"The facilitators were the strength of the meeting."</i>	<i>"Excellent opportunity to really deep dive into collaboration with our partner."</i>
<i>"Positive and safe environment."</i>	<i>"Meeting space was excellent."</i>
<i>"A respectful and fun group of people."</i>	<i>"Being face to face."</i>
<i>"Material use and variety of methods as well as facilitation styles."</i>	<i>"Learning about others."</i>
<i>"Meeting provided tools and resources."</i>	<i>"Getting inspiration, refreshing our viewpoints."</i>
<i>"Learning from a network of people."</i>	<i>"Great at connecting people, giving motivation, providing right tools to start."</i>
	<i>"Option for networking."</i>

<p><i>"Organization, timing, accommodation and free time."</i></p> <p><i>"Gave me inspiration and energy."</i></p> <p><i>"Improved me about our main task/theme."</i></p>	<p><i>"Experienced participants from different NGOs."</i></p> <p><i>"Socializing, mentoring, networking, support."</i></p> <p><i>"Well curated selection of organizations."</i></p> <p><i>"Interesting, passionate people. "</i></p> <p><i>"Good combination of work and leisure time."</i></p> <p><i>"Feeling part of a wider partnership program."</i></p>
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Weaknesses and Recommendations, OM - 1	Weaknesses and Recommendations, OM - 2
(Weaknesses (areas to be improved) and recommendations were grouped together.)	
<i>"Needed information about the program earlier."</i>	<i>"We couldn't come with other organizations to share our experiences because usually we worked too separately."</i>
<i>"Specific, clear technical instructions prior to the meeting (travelling to an unknown environment is difficult)."</i>	<i>"Time to contact more with other non-partner organizations."</i>
<i>"Sending a list including a brief info about participants."</i>	<i>"Learning more about each other's context."</i>
<i>"More info on other organizations and phases of the program, before the meeting."</i>	<i>"Spare time to get together."</i>
<i>"Time for networking between all organizations to share who we are and what we do."</i>	<i>"More focus on working with the partner."</i>
<i>"3 minutes of presentation on who we are"</i>	<i>"More time to work with the partners."</i>
<i>"Opportunity to explore the organizations other than our partner."</i>	<i>"Matching the organizations. Our partner is very different from us to find a way together when we worked with them still, this was a kind of learning process for us."</i>
<i>"What can we all do together, I needed to know more about the organizations other than my partner."</i>	<i>"The arrival evening shouldn't have important activities such as making presentation posters of the organizations."</i>
<i>"Could be nice to share best practices."</i>	<i>"First evening could be warmer, interaction with local people would make our stay more realistic and inclusive."</i>
<i>"NGO fair, thematic workshops delivered by participants."</i>	<i>"Welcome evening was too intense, no time to rest."</i>
<i>"Participants may be allowed to organize small workshops."</i>	<i>"Meeting place was so cold and so far away from accommodation area."</i>
<i>"Organizers can tell more about themselves and their organizations."</i>	<i>"Physical conditions; not expecting a hotel but there was no shampoo, no extra blanket, no market. We should have been informed about this for taking precaution."</i>
<i>"More time with our partner organization."</i>	<i>"You should have warned us about area of the meeting; no pharmacy, no market, etc. so that we may take all the stuff with us."</i>
<i>"Allow more time on canvas to create more concrete outcomes."</i>	<i>"Long way to walk in cold weather."</i>
<i>"We could have some feedback on canvas from the facilitators."</i>	<i>"All pax could stay at the same place to find extra time to share ideas."</i>
<i>"Increase time for in-depth work on themes (Volunteers – Networking – Funding)."</i>	<i>"The purpose was not clear before the meeting, the program was unknown before the second day. As a result, we could not prepare ourselves for the meeting."</i>
<i>"More input about the themes, papers about the themes."</i>	<i>"Maybe more information about program and events would be nice."</i>
<i>"More theoretical resources."</i>	
<i>"Increase examples and practices."</i>	
<i>"Activities outside of hotel; e.g. Study visits to NGOs."</i>	
<i>"Hotel was too far away from the city."</i>	
<i>"More free time."</i>	
<i>"More icebreakers and energizers."</i>	
<i>"Financial guidelines needed."</i>	

"A less luxury hotel"	
"Translator/translation support."	

In OM-1, meeting location was far away from the city center. Some participants reported that this enabled them to spend more time with other participants whereas others thought that this was a weakness of the meeting. In addition, some of the participants suggested the organizers to decrease the duration but some of them reported that the duration was appropriate and balanced. In OM – 2, even though the time allocated to working with partners and meeting with non-partner organizations some of the participants still demanded more time. Additionally, half of the participants did complain about the physical conditions of accommodation.

Conclusions and Recommendations

The Opening Meetings of CSEP were designed and implemented as learning space for its participants where they could get to know their partner organizations, other participating organizations, and organizers; learn from each other; identify their issues/challenges/capacity development areas and begin to build a working framework with their partners.

The findings presented in the previous section indicated that the meetings had reached their overall objectives. Participants’ assessment of the meeting objectives (Graphic – 3 and 4) indicated that the meeting enabled its participants to adequately get acquainted with their partner organization; begin to cooperate with them, work/reflect on their issues/challenges, identify their capacity building areas, and begin to build a working plan.

They acquired enough information about the following phases of the exchange program. Even though they thought that they contributed to their partner’s learning and learned from them, most of them recommended to allocate more time on partnership work. In OM-2, participants were more satisfied with the time allocated to partnership work and feedback provided by facilitators.

On the other hand, participants’ objective assessment results and open-ended responses showed that OM - 1 did not provide enough time and space for the participants to get to know other organizations and learn from them. In OM -2, the facilitation team made improvements in the program (such as organization presentations, team work, meeting of the first and second round participant organizations) and enabled the participants to interact more. Since it was a fast-paced encounter it did not bring the desired outcome. However, in the closing meetings participants responses showed that they had much more adequate time to interact with other organizations and discuss/plan future collaborations. This will be discussed in more detail in the relevant sections of the report.

Specific learning outputs showed that participants gained knowledge concerning the political and cultural context in Turkey for NGOs/CSOs; other participant organizations; partner organization’s activities, challenges, needs and conditions they work in; methods and approaches on working with

volunteers, networking, fundraising, impact measurement, mutual learning and planning. Participants acquired or improved skills of problem analysis and identification, communication, networking and working in a team (particularly with their partners). Through the meeting participants developed new perspectives and awareness regarding methods/approaches (e.g. importance of identifying their problems, importance of having a network and sharing knowledge, planning, communication) and shared issues/challenges. As they got to know each other, participants had the chance to see that even though they came from different countries and backgrounds they were struggling with similar challenges. Moreover, they realized that this diverse group of people (the other participants as well as the facilitators and organizers) was trying to find solutions for social issues just as they did. They realized that they were not alone, hence, their hope and motivation increased; and their sense of isolation decreased.

Participants' comments on the team of facilitators concentrated on facilitators' approach to participants, their competencies, styles and skills, and teamwork. Facilitators' supportive, sincere, funny, friendly and encouraging attitudes helped participants to feel secure and comfortable, which also increased participants' involvement in the meeting. Team of facilitators was perceived as complementary and well balanced by the participants. Varying skills that each facilitator had, provided a learning environment which allowed participants with different learning styles to have appropriate opportunities for learning. On the other hand, participants needed the facilitators to share more of their experiences in the field and clearly express their roles and specialties. In addition, more clear use of language considering varying levels of participants' English proficiency was demanded by some participants. In OM- 2, participants' comments on the team of facilitators were very similar to OM-2. Suggestion to be firmer and clearer when giving instructions was shared by some of the participants.

According to participants, the structure of both meetings was fluent, well prepared, well organized, balanced (work – breaks), effective and also had a clear manner enabling participation. Participants also reported that the program was intensive however most of them had fun and the program was neither boring nor exhausting. Few of the participants found it intense and tiring. Encouraging, balanced, fluent, informative and productive were shared adjectives emphasized by some of the participants.

Having a chance to learn in a diverse, international network of people; respectful and funny group of people; positive and safe learning environment; facilitation methods, material use and facilitators' encouraging and supportive approach were perceived as the strengths of the meetings.

Areas to be improved - Recommendations for future Opening Meetings

(Feedback of the participants were combined with the results of evaluation meeting with the organizers and facilitators)

Before the meeting

- Providing more detailed and earlier information on
- participating organization.
 - the meeting program.

- physical conditions of the accommodation area.

(In the second-round, organization team prepared a detailed info-pack for the participants)

During the Meeting

- Providing detailed information about hosting organizations; MitOst and Bilgi University CCSS during the meeting.
- Facilitators and organizers may share more about their professional background and their roles in the program.
- Facilitators may share more about their experiences in the field.
- A less intense welcome evening program.
- Finding a balance between the input given on the context of CSOs in Turkey and Europe.
- Reviewing the content and amount of input about capacity building areas.
- Providing more time and space for the participants to get to know other organizations and learn from them; e.g. NGO fair, space for participants to organize their own small workshops, short presentations **(In OM-2, organizers included the “why are we here?” section so that organizations could have a common basis for the partnerships. Also included short presentations of NGO’s in the program).**
- Allocating more time on canvas (building the business plan) and partnership work (Finding a balance between time allocated for partnership work and whole group work)
- Sharing best practices about the capacity development areas.
- Providing additional theoretical resources about capacity development areas.
- Giving feedback for the canvas at the end.
- Including more icebreakers and energizers in the program.
- Translation support (for the partnerships where the language became a significant barrier)
- More clear use of language considering varying levels of participants’ English proficiency.

After the meeting

- Concrete financial guideline
- Support for completing and reviewing the canvas
- All in all, more structured information for the following phases of the program (More clear-cut inputs about how organizers will support participants’ work).

Closing Meetings

Aim, Objectives and Setting

Overall aim of the Closing Meetings (CM) was to provide learning environment in which participant organizations get to know other participants better, evaluate and share their partnership experience, identify possible ways to transfer their knowledge and set a basis for future collaborations. More specifically, the meeting was designed to provide its participants a space in which they can

- Get to know the participant organizations from the first round
- Get to know the participant organizations from the second round
- Identify outcomes of their partnership experience
- Share their experiences with other participant organizations
- Identify possible ways to transfer their experiences&knowledge to their organizations
- Develop ideas and proposals for future collaboration within the network
- Gain clarity about reporting and accounting
- Evaluate their partnership experience

In the CM-2, the objectives were modified due to the circumstances.

- Get to know the other participant organizations
- Identify outcomes of their partnership experience
- Share their experiences with other participant organizations
- Identify possible ways to transfer their experiences&knowledge to their organizations
- Evaluate their partnership experience
- Develop ideas and proposals for future collaboration within the network

(See Annex - 3 for the meeting programs)

The meetings took place on 04 – 08 March 2018 / Berlin, Germany and 18 – 21 March 2019 / Athens, Greece. 14 CSOs and 7 team members (coordinators, facilitators, evaluator) participated in the first meeting; and 18 CSOs and 8 team members in the second meeting. 57 participants participated in the Closing Meetings, in total.

Assessment Tools

Closing Meeting Evaluation Form (see Annex – 4): The form was developed to enable participants

- to assess the objectives of the meeting,
- to give feedback about the structure and flow of the meeting program, the facilitators, strengths&weaknesses of the program; knowledge they gained, skills they acquired and change in their opinions/perspective.

The form included both Likert scale items and open-ended questions.

Daily Evaluation Meetings with Facilitators and Coordinators: These were the meetings facilitators and coordinators held at the end of each day where they evaluated the sessions, participants’ reactions and make modifications on the program if necessary. The evaluator participated in these meetings mostly as an observer and shared suggestions if needed.

The evaluator participated in the first closing meeting to make observations, to apply the evaluation forms and to take part in the daily and final evaluation meetings with the team. Due to health problems the evaluator could not participate fully in the second closing meeting.

Results

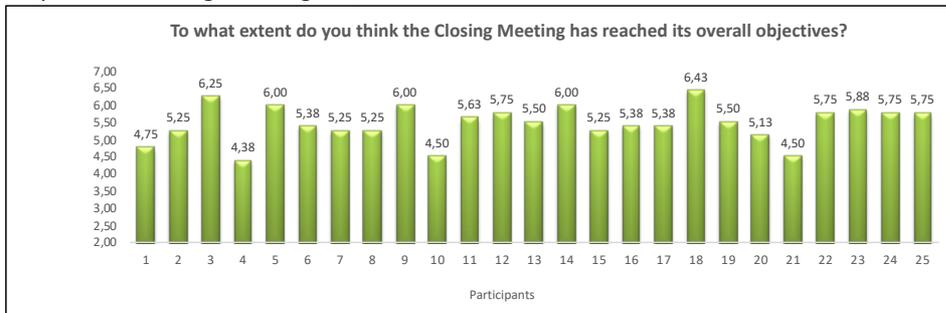
In this section, findings derived from the Evaluation Forms were presented. Findings from daily and final evaluation meetings were combined with participants’ feedback to identify recommendations for the future meetings.

Objectives of the Meeting

In Graphic – 1 and Graphic – 2, participants’ assessment results for meeting objectives were presented. Participants were asked to rate to what extent they think the Opening Meeting has reached its overall objectives on a 7-point Likert scale from “1: Not at all” to “7: Completely”.

Graphic – 5 and Graphic – 6 showed the individual mean scores of participants whereas Graphic - 7 and Graphic – 8 demonstrated mean scores for the objectives.

Graphic – 5: Closing Meeting – 1, Individual Mean Scores



Graphic – 6: Closing Meeting – 2, Individual Mean Scores

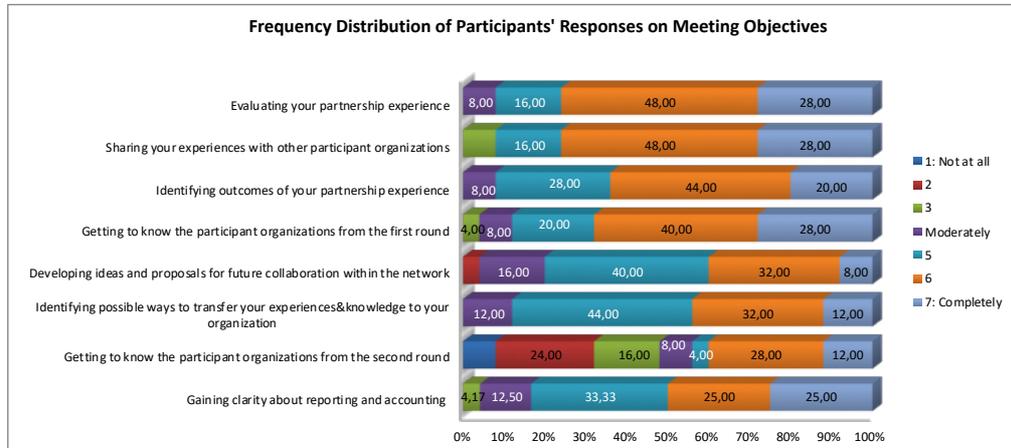


The overall average of individual mean scores in CM-1 was 5,46 out of 7. Minimum score was 4,38 and maximum score was 6,43 (Graphic – 5). %52 of the participants had mean scores higher than overall average (5,80). %84 of the participants had mean scores higher than 5,00.

The overall average of individual mean scores in CM-2 was 5,66 out of 7. Minimum score was 3,83 and maximum score was 7,00 (Graphic – 6). %89 of the participants had mean scores higher than overall average. %74 of the participants had mean scores higher than 5,00.

In addition, the frequency distribution of participants’ responses (Graphic – 7 and 8) showed a more detailed picture of participants’ assessment.

Graphic – 7: Frequency Distribution for Each Objective, CM - 1



In CM – 1, All of the objectives except “Getting to know the participant organizations from the second round.” were rated 5 and above with quite high percentages (%80 to %90).

In CM – 2, all of the objectives were rated 5 and above with very high percentages (%80 to %95).

Graphic – 8: Frequency Distribution for Each Objective, CM - 2



These scores together suggested that *most of the participants thought that the meetings mostly fulfilled their objectives.*

Additional qualitative data regarding participants’ learning were gathered using open-ended questions. Participants were asked to briefly share what they had learned during the training; including knowledge gained, skills acquired or improved, and opinions/ideas changed.

Participants’ responses can be grouped in three major categories. The knowledge, the skills, and understanding and awareness regarding new approaches and shared issues/challenges. Another underlying category might be their increased hope and motivation. Quotes were presented below for each category (*Note that some of the quotes may fit in more than one category*).⁴

Knowledge, CM -1	Knowledge, CM -2
<i>“How to transfer knowledge.”</i>	<i>“More info about others’ projects.”</i>
<i>“How we can transfer our knowledge to our organization.”</i>	<i>“Experiences and news from other projects.”</i>
<i>“Some inspirations for sharing knowledge.”</i>	<i>“Challenges that others face in their work.”</i>
<i>“New ideas to share our experience.”</i>	<i>“Learning from the processes while examining and observing the outcomes of partnerships taught me a lot.”</i>
<i>“Other organizations’ program experience.”</i>	<i>“There are a number of organizations in the program who have a lot of knowledge to share.”</i>
<i>“Better understanding of other organizations’ situation and work.”</i>	<i>“New project ideas and knowledge about different working fields.”</i>
<i>“How the other organizations work.”</i>	<i>“New way for evaluation.”</i>
<i>“How other partnerships went on, functioned; their high and low moments.”</i>	<i>“Renewable energy.”</i>
<i>“Knowledge about different methods.”</i>	
<i>“Open Space Method”</i>	
<i>“Methods and tools to collect ideas and experiences.”</i>	
<i>“Learned a lot about how to reflect on a long-term process like this program.”</i>	
<i>“Tools for workshops; how to structuralize and combine organizational ideas.”</i>	
<i>“Different methods of sharing and assessment.”</i>	
<i>“Networking.”</i>	
<i>“Learned about different cultures.”</i>	
<i>“Learned the positions of NGOs all around the world, especially Europe.”</i>	
<i>“New knowledge about Turkish context.”</i>	
<i>“Knowledge about civil society landscape across countries.”</i>	
<i>“The scope of many CSOs.”</i>	
<i>“Volunteering experiences.”</i>	
<i>“Motivating volunteers.”</i>	
<i>“Knowledge on methodologies for projects; art, refugee centers, volunteerism, etc.”</i>	

⁴ Sentences of the participants were not edited unless there were typing errors or significantly incoherent expressions.

Skills, CM - 1	Skills, CM - 2
<i>"Improved my English and now I can take part in discussions."</i>	<i>"I more closely reviewed the structure and culture of my organization and ways this could be improved (reviewing own organization)."</i>
<i>"My English is improved."</i>	<i>"I learned how to be more organized, how to rethink my own organization, how to convey our messages."</i>
<i>"Not to be afraid of speaking in front of people."</i>	<i>"Communication and understanding skills."</i>
<i>"Communicating with other organizations."</i>	<i>"Knowledge sharing, communication and fundraising."</i>
<i>"Building bridges across cultures and working approaches."</i>	<i>"Networking."</i>
<i>"Patience."</i>	<i>"Thinking and note taking skills."</i>
<i>"Writing a financial report, evaluating, sharing experience."</i>	<i>"Group dynamic observation".</i>
<i>"Experience on networking."</i>	<i>"Presentation skills."</i>
<i>"The way I reflect on my experiences is more structuralized."</i>	<i>"Teamwork and communication skills."</i>
<i>"Clarifying where our diverse activities have led us."</i>	
<i>"Planning projects."</i>	

Perspective/Understanding and Awareness, CM - 1	Perspective/Understanding and Awareness, CM - 2
<i>"The importance of cooperation."</i>	<i>"I've got aware of the power and skills of people in my association. I think I will make it more visible in the future."</i>
<i>"Not only visibility, all parts are important."</i>	<i>"I learned that the idea of involving civil society is so variable from person to person."</i>
<i>"If you listen to people with your heart you can learn incredible things."</i>	<i>"I realized whatever we do we all need to learn about being community and maintain it."</i>
<i>"Opinions on political situations in different countries."</i>	<i>"I've seen that there are many opportunities to collaborate across different sectors."</i>
<i>"I used to think NGOs should be run with volunteers but now I think it should be run with the help of professionals."</i>	<i>"I've learned a lot about how when people are motivated, they can find commons and every time new ideas for collaborations."</i>
<i>"Changed my opinion on financing."</i>	<i>"Diversity is great."</i>
	<i>"Widened opportunities for collaboration that weren't visible at the first meeting."</i>
	<i>"Happy to find two future partners for our programs."</i>
	<i>"I've met with people whom I'll work in future projects."</i>
	<i>"Found out two really good collaboration opportunities in the future with two different organizations."</i>
	<i>"The more we know each other the more opportunities we can discover and create."</i>
	<i>"It is still possible to connect and work together if we invest enough in terms of time and thinking."</i>
	<i>"Nearly all partnerships came along with concrete outcomes and I wasn't expecting it."</i>

	<p><i>"Since our partnership wasn't successful, I used to have negative thoughts about the program. But when I saw that there were many successful partnerships and projects my opinions are changed."</i></p>
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Hope and Motivation, CM - 1	Hope and Motivation, CM - 2
<i>"The impact of the outcome of the NGOs' work is bigger and more important, they have more solidarity."</i>	<i>"The value and the belief in what we are doing."</i>
<i>"Now I believe in the importance of NGOs a little bit more."</i>	<i>"I am more positive that there are ways forward for the UK making exchanging after Brexit – It's all to do with making connections directly with people."</i>
<i>"I am motivated again to work in civil society field."</i>	<i>"It feels so wonderful to get together with volunteers and staff of NGOs. I think, as a staff of an NGO, we needed this meeting for feeling powerful and inspired."</i>
<i>"More hope for CSOs."</i>	
<i>"The impact of the outcome of the NGOs' work is bigger and more important, they have more solidarity."</i>	

Other open-ended questions concerning the team of facilitators, program structure and flow, and strengths&weaknesses of the meeting revealed the following responses.

Facilitators

Participants' comments and feedbacks on the team of facilitators included facilitators' approach to participants, their competencies, styles and skills; and teamwork. "Funny, friendly, inspiring, sympathetic, energetic, interactive, communicative, creative, great, excellent, polite, kind, respectful, hardworking, available, helpful, supportive, responsive, well equipped, experienced, competent and professional" were the adjectives and expressions that participants used as they evaluated the facilitators.

Program structure and flow, CM - 1	Program structure and flow, CM - 2
<i>"Successful and equipped."</i>	<i>"Very nice and organized structure including presentations and experience sharing."</i>
<i>"Informative."</i>	<i>"Well balanced program, it was inclusive even for new participants. We did a lot of work but in a nice and not stressing way."</i>
<i>"Promoting feedback."</i>	<i>"Smooth and calm. Many opportunities to interact without a pressure to mingle at every possible moment."</i>
<i>"Interactive."</i>	<i>"Enough time allocated to talk to others."</i>
<i>"Freedom in expression."</i>	<i>"Good decision to have organizations frame their report as a workshop/activity. Made it more interesting."</i>
<i>"Well structured and organized."</i>	<i>"Regular opportunities to relax and socialize were valuable for developing inter-organizational relationships."</i>
<i>"Efficient in accomplishing tasks."</i>	
<i>"Prompted a great level of participation from the pax."</i>	
<i>"Uncovered a lot of topics, thoughts, opinions and approaches to problems."</i>	
<i>"Good sharing session with a lot of reflection and knowledge."</i>	
<i>"Enough time for discussions and breaks."</i>	
<i>"Lots of opportunities to meet other participants."</i>	

<p>"We really had time to close the reflections which we started at the opening meeting."</p>	<p>"Easy going, nice balance of work and rest. Everything was planned with care and good attitude to the participants and the program values."</p>
<p>"Sometimes so hard to follow; all tired about speaking the same focused point. More time to digest what we have heard."</p>	<p>"Pretty fluid while providing enough time for evaluation and collaboration."</p>
<p>"Needed more time to evaluate or own experience as a team in private."</p>	<p>"More dynamic than our first meeting in Paretz."</p>
<p>"More organized time to organize future collaborations."</p>	<p>"Structure and flow were well designed. Network dinner and first day of the program were really good."</p>
<p>"Work time was long."</p>	<p>"On the first day, it was too much input from 9 partnerships, maybe it could have been spread in two days."</p>
<p>"The meeting was long."</p>	<p>"Time we've spent in the room was a bit long. More structured outdoor activities, some joy."</p>
<p>"Too long, it's hard to allocate too many days for the meetings."</p>	<p>"Facilitation methods looked very same to me, small group work and discussions in plenary. We may be adults but everybody needs to play games ☺"</p>
<p>"I am not sure if the meeting with 2nd rounders worked because most of the pax left. But the idea is nice and should be improved."</p>	<p>"Tight program, could have been less intensive with more spare time for exploring potential partners in Athens."</p>
	<p>"More time for building up future partnerships."</p>

Strengths, CM-1
"Good place for accommodation."
"Atmosphere of Paretz; helped to focus on the meeting."
"Friendly, nice ambiance."
"The venue worked in tandem with the meeting and the values of the program."
"Very good, interesting program."
"Diversity of organizations."
"Very good coordination among organizers."
"The team."
"Great people, great training, great location, great food, great exchange of ideas."
"Very good people, networking."
"Lots of opportunities to meet other participants."
"Opportunity to get in touch with other organizations and learn how they work."
"Two rounds meeting together."
"Time to discuss learning outcomes with other partners."
"Focus on learning experiences and shared values."
"Program focusing on the journey, not only producing outputs."
"Process orientation – we had a look on the development of our partnership, not only the project results."

Strengths, CM-2
"Logistics."
"Quite comfortable atmosphere."
"Nice, homely, work-easy environment."
"Very good atmosphere which enriched relationships."
"Getting to know other organizations more."
"Whole group knowing each other."
"Networking, meeting venue, hotel."
"Everything was timely oriented according to the participants' valuable experience; both personally and in relation to their occupations, needs/demands/desires."
"Very well-prepared program, also providing time, space and chances to socialize and to build new collaborations."
"Encouraging new collaborations."
"It was a good mix of work, networking opportunities and fun/leisure time."
"Group works, dealing with certain topics from different approaches."
"Great workshops with interesting topics."
"Interesting reporting framework (workshops)."
"All the facilitators and organization team were so helpful and nice."
"Communication skills of the organization team."

<p><i>"Enough time to discuss our partnership and share with other participants."</i></p> <p><i>"Enough time for socializing."</i></p>	<p><i>"Finances; repayments of receipt, etc. was done very well and efficiently with no fuss or stress."</i></p>
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Weaknesses and Recommendations, CM - 1	Weaknesses and Recommendations, CM - 2
(Weaknesses (areas to be improved) and recommendations were grouped together.)	<i>"More case studies, practical tasks. Trying to solve each other's problems + connecting to similar NGOs from Athens."</i>
<i>"Not enough time to visit Berlin, free time."</i>	<i>"A bit more specific discussions on the challenges met during the program; while running partnerships."</i>
<i>"Changing the place for accommodation (Paretz to Berlin and back to Paretz)."</i>	<i>"After collecting challenges of each partnership, it would be better to have a short session to learn how to overcome these difficulties, input from organizing team, only brainstorming is not enough."</i>
<i>"Felt cut off from the civilization."</i>	<i>"Some tasks could be more focused/directed towards specific aims."</i>
<i>"Cold weather and sleeping places."</i>	<i>"A little bit more structure on how to present our projects would be great."</i>
<i>"Wifi, too slow."</i>	<i>"More time in planning future steps together."</i>
<i>"Lots of vegetarian food, too much, everyday it's boring."</i>	<i>"Chance to discuss future activities of the current partnership."</i>
<i>"Program was hard. No space for rest or visiting hosting cities."</i>	<i>"A Q&A session."</i>
<i>"A lot of time inside the hall."</i>	<i>"To split the presentations on two days slots; including more inside inputs of conducted events."</i>
<i>"Needed translation."</i>	<i>"Presentation part maybe divided into two days ; it was mentally tiring the whole day."</i>
<i>"It was hard to summarize a long period of experience. It would be better to focus on particular experiences and work on them."</i>	<i>"A session to discuss our own structural situation as a continuation of the opening meeting, such as volunteer management, communication strategy, financial capacity."</i>
<i>"What after this? Any follow up?"</i>	<i>"Knowing in advance that we had to make a presentation of our project would be nice."</i>
<i>"Help with further funding possibilities to continue partnerships."</i>	<i>"Probably 'home work' would have been helpful/trigger to prepare presentations beforehand."</i>
<i>"Presentations of learning outcomes were boring – monotonous. People should be explained clearly what is expected of them."</i>	<i>"Variety of activities, entertainment, fun."</i>
<i>"Not enough time to meet people from 2nd Round."</i>	<i>"Games, we needed more games."</i>
<i>"Time with 2nd Round participants was not enough. A full day would be better."</i>	<i>"There could be more entertaining activities."</i>
<i>"Duration was long."</i>	<i>"More opportunities to get to know each other."</i>
<i>"Tiring and long."</i>	<i>"Giving more space for knowing each organization because there are always new faces."</i>
<i>"Final meeting was very very long, somehow maybe it would be better to have deeper focus on less aspects."</i>	<i>"Program should offer a concrete model of networking device to encourage participants to keep in touch."</i>
	<i>"More time for formal networking."</i>
	<i>"Long program, 2 days could be enough."</i>
	<i>"Well designed but a long program."</i>
	<i>"A place where we can upload our insights and products from the partnerships so that they can be accessible to everybody."</i>

Conclusions and Recommendations

The Closing Meetings of CSEP were designed and implemented as a learning space for its participants where they could get to know other participant organizations better, evaluate and share their partnership experience, identify possible ways to transfer their knowledge and set a basis for future collaborations.

The findings presented in the previous section indicated that the meetings had reached their overall objectives. Participants' assessment of the meeting objectives (Graphic – 7 and 8) indicated that the meeting enabled its participants to get to know the other participate organizations, identify the outcomes of their partnership experience, evaluate their experience, share their experiences with other participants, identify possible ways to transfer their knowledge to their own organization, and develop ideas and/or opportunities for future collaboration.

CM-1 of 1st Rounders and OM-2 of 2nd Rounders were tied together and a half day was allocated for all of the participants to get together and meet. Since the time was restricted and it was a fast-paced activity it did not bring the desired outcome in terms of two Rounds getting to know each other. Thus, “getting to know the participant organizations form the 2nd Round” objective was rated relatively low (see Graphic – 7).

Specific learning outputs showed that in CM -1 participants gained knowledge about how they could share/transfer their knowledge/experience; other participant organizations' partnership experience; tools and methods for workshops; assessment methods; the scope and positions of many CSOs and different cultures. In CM -2, they gained knowledge about other partnership experiences; ways for evaluation and different working fields. Participants acquired or improved skills of speaking in English, communicating with other organizations; networking; reflecting on, assessing and evaluating their experience. CM-2 participants improved their skills of reviewing their own organization; teamwork, communication; networking and knowledge sharing. Through the meetings participants developed new perspectives and awareness regarding methods/approaches such as importance of cooperation, communication, political situations in different countries, collaboration opportunities (some had already developed future partnerships). As they got to know each other better, participants had the chance to see that even though they came from different countries and backgrounds they were struggling with similar challenges. They realized that they were not alone, hence, their hope and motivation increased; and their sense of isolation decreased. This led them to appreciate their own work as well.

Participants' comments on the team of facilitators concentrated on facilitators' approach to participants, their competencies, styles and skills, and teamwork. “Funny, friendly, inspiring, sympathetic, energetic, interactive, communicative, creative, great, excellent, polite, kind, respectful, hardworking, available, helpful, supportive, responsive, well equipped, experienced, competent and professional” were the adjectives and expressions that participants used as they evaluated the facilitators. Some participants also emphasized that facilitators worked well as a team, worked in

harmony, encouraged participation and contribution, their engagement with the program was encouraging and appreciated their different styles of moderation. On the other hand, some of the participants still demanded more clear use of language considering varying levels of participants' English proficiency. In addition, few of the participants suggested them to simplify instructions, include more energizers in the program and check the small groups more frequently.

According to participants, the structure of the both meetings were well organized, informative, interactive, well-balanced (work -rest-leisure time), inclusive, promoting participation. Participants also reported that the program provided time and opportunities to socialize, interact and get to know other participant organizations. It also enabled them to reflect on and evaluate their own partnership experience. In CM – 2, preparing workshops for sharing their experiences were appreciated by some participants in terms of use of an interesting method. On the other hand, few of the participants found the program long and intensive. In CM-2, sharing experiences day was reported as long and tiring, spreading it into two days were recommended. They also suggested to include some fun and dynamic activities in the program since they thought the facilitation methods used were very similar and needed to be diversified.

In CM-1, ambiance and atmosphere of Paretz and the meeting venue, diversity of organizations, enough time to socialize, opportunities to get to know others and for networking, time to discuss learning outcomes, program being process oriented, facilitators and organization team were perceived as strengths of the meeting. In CM-2, logistics, physical conditions, work-easy environment of the venue, atmosphere, time and space for building new collaborations, workshops were the strengths of the meeting according to CM – 2 participants.

Areas to be improved - Recommendations for the future Closing Meetings

Before the meeting

- Providing more detailed information on accommodation conditions.
- Knowing in advance that participants will make presentation of their partnership experience.

During the meeting

- Free time to visit hosting cities.
- Follow up information. What's next after the closing meeting.
- Reducing the duration of the meeting.
- Focusing on particular experiences instead of trying to summarize the whole partnership experience.
- Giving more structured instruction for the presentations of the learning outcome.
- Increasing the time allocated to meet the 2nd Round participants.
- Improving the activity utilized to meet both round of participants.
- More case studies on practical task. Discussions on challenges and how to overcome them. And input from facilitators.

- A Q&A session.
- Giving more structured instruction for the presentations of the learning outcome.
- More time for planning future steps together.
- A session to discuss organization's structural process; as compared to their initially defined capacity building areas.
- Dividing the presentation day in to two.
- More entertaining activities/facilitation methods.
- An online platform to share insights and products of the partnerships (so that they can be accessible to everyone).

After the meeting

- A concrete model of networking device to keep in touch.

Program Evaluation Findings

In this section, findings from Program Evaluation Form (PEF) were presented. PEF (see Annex - 5) was designed and implemented to collect data on the process as well as the impact of the program. It included 15 open-ended questions covering the following topics; actions taken by the partnerships, partnership experience and mutual learning, learning outcomes and effectiveness of program elements, networking, program coordinators and recommendations. In addition, significant and relevant data from our observations and evaluation meetings were added wherever appropriate.

Actions Taken by the Partnerships

During the opening meetings partnerships worked together; identified their needs and priorities, tried to develop their strategies and plan their activities. Some partnerships kept on working on their strategy after the opening meeting. Each partnership planned their activities on their own, based on their strategy and organizational capacity building areas. Thus, these activities were quite diverse. Through these activities the organizations tried to improve their capacity in areas such as financial sustainability, fundraising, working with volunteers, organizational communication, networking, organizational structure, advocacy and lobbying, etc. (see Annex - 6 for a list) . The list of activities was shared below.

Table – 1: List of Activities by the Partnerships

Organizing workshops, trainings
Study visits
Participating in seminars, congresses, festivals
Organizing festivals
Organizing local activities (street cooking events, garage sales, etc.)
Fundraising activities
Working with the mentor
Starting new projects/programs within the organization (e.g. Buddy Program, Volunteer Orientation Program, Mini Mini Projects)
New project/program applications
Winning Program Grant Awards
Taking new organizational actions (strategic planning, communication planning)

Participants were encouraged to create tangible outputs but not obliged to. The program aimed at providing their participants a learning environment in which they could not only create tangible products (tools, methods) but also increase/develop their knowledge and skills on networking, intercultural learning, international partnership work and their prioritized learning areas; and expand their vision. Thus, actions taken by the organizations were consistent with program objectives; serving all of those objectives.

Yet, some of the organizations came up with tangible outcomes. See below for examples.

“Our particular focus was on the method of storytelling in the context of policy and politics. attended the “Global Vision, Local Action” conference aimed at raising awareness of best practices on localizing the UN Sustainable Development Goals (SDGs). At the conference, Storytelling tool, that was our common focus in the CSE framework, was used in practice - as an opening for the conference.”

“In this exchange program, we managed to create a training program on storytelling, for our members and volunteers. Activists from other organizations also participated. We created this program to make activists use real human stories to be more effective in their campaigning or in their advocacy work.”

“Awarded the EUR 2m tender of the World Bank”

“For Ideas Factory’s team the visit in Bodrum was combined with an experiential training on the use of non-violent communication in personal and professional life, introduction to the basics of sociocratic model of maintaining an organization and inclusive decision-making.”

“Final performance of “Bak-ış / The Look” at VISIBILITY in ARTS FESTIVAL; featuring Ivo Ivanov, Valko Chobanov, Gizem Aksu, Sarp Keskiner and Şafak Ersözlü.”

“The workshop that we co-organized covered issues such as sustainable consumption and future resilient cities through ad busting technique. It helped the participants prepare advertisement posters (Mango,Zara, Smoking companies) that evoked critical reflection and assessment for consumption patterns that exist in the world today. A significant number of participants in this workshop were associated with youth work.”

“The training (on networking, partnership building, communication strategies and fundraising) was a really fruitful experience for ALDA to get to know the reality of Turkish Civil Society and expand its network.”

“Volunteers’ orientation program \including training program, preparing ethical code of the volunteers with involvement of the management board and all volunteers\, Mini-mini projects program, Study visits.”

“We organized second-hand sales named “Garage Sales” We met new volunteers during this activity.”

“BUDDY team (CZ) – 11/2017 Civil society Exchange project inspired us to put volunteers on this position to help people after foster care with first steps to the adult independent life, especially people with experience with aging out of foster care. So, we are in the process to take this idea to the practice.”

“We have already applied for two funding with our partner.”

“We are on the beginning of another project with our partner.”

Partnership Experience

Participants’ responses when asked about positive and challenging aspects of their partnership process were grouped and summarized below.

Positive Aspects

“Friendly, inclusive, motivating, flexible, sincere, warm, energetic, smooth relationship.”

“Partner’s considerate attitude.”

“Mutual understanding.”

“Common interests, similar working fields; similar background, work contexts, expectations and interests.”

- "Knowing the partner before the program."*
- "Freedom to decide own activities based on organizational needs."*
- "Good transfer of experience and knowledge between partners."*
- "Learning from each other; exchanging artistic approaches and practices, understanding each other's culture, history, traditions and ethnicity."*
- "Increase in self-confidence."*
- "Learning different working cultures."*
- "Support (from the partner) to organize organization's goal and activities more efficiently."*
- "Adding international horizon to local work."*
- "Learning participatory and peaceful approaches."*

Challenging Aspects

- "Different expectations, motivations and needs."*
- "Initial differences in interests/focus of organizations; leading to a lack of mutual activities."*
- "Different working fields – challenging to find a common ground and working area."*
- "Limitation of one partner's internal structure (unbalanced partnership – different experience/capacity levels)."*
- "Duration of the partnership (being short)."*
- "Communication issues (intercultural communication)."*
- "Mutual language barrier."*
- "Bureaucratic challenges – visa problems."*
- "Administration work, such as visa issues and accountancy."*

Mutual Learning

Learning From Partner

- "Sharing similar challenges."*
- "Feeling of belonging to a wider community."*
- "Insight into cooperation activities between Turkey and Germany."*
- "Much clearer overview of the situation in Turkey, challenges that civil society is facing in Turkey."*
- "Civil society context in a different country."*
- "Civil society system in Germany."*
- "Different approaches of organizations' to civil society."*
- "Working in another sociopolitical landscape/culture."*
- "Good examples of partner's local network."*
- "Organizational structure and management review."*
- "Volunteer management."*
- "How to establish and run a big network."*
- "Incubation model for "non-startup" participants."*
- "Monitoring and evaluation processes."*
- "Use of non-violent communication in personal and professional life. Basics of sociocratic model of maintaining an organization and inclusive decision making."*
- "Team work – misunderstanding is inevitable and there is always a way to solve it."*

Contribution to Partner

- "Changing perspectives and defining new world view."*
- "Organizational structure and management review."*
- "Networking in Turkey and reaching more partners in Turkey (local CSOs and administrations)"*
- "Civil society and cultural context in Turkey."*
- "Networking opportunities in Bulgaria."*
- "Increased their motivation in field work."*
- "Increase in overall motivation."*
- "Helped them to develop an intraorganizational project idea."*

"A new thematic tool for visibility and recruiting volunteers."
"Workshop techniques and methodology for informal education."
"Knowledge and experience in establishing cooperatives."
"Knowledge about impact measurement."
"Common facts of cultural, political, artistic and culinary characteristics of Bulgaria and Turkey."
"Communicational methods."
"How to manage a more effective web page."
"Knowledge about Syrian refugees in Turkey."

Learning Outcomes and Program Elements

When asked about what they had learned throughout the whole program, responses of the participants were summarized as follows.

"Improved organizational communication skills."
"Communication methods."
"Effective organizational communication strategy."
"Methods on how to build strong relationships with the community and reach out people in an effective way."
"Context in Turkey."
"Art environment in Turkey."
"Knowledge about Turkish context of small civil society exchange; a great networking opportunity."
"Organizational structure and culture review."
"Organizational capacity improvement."
"Awareness of the passions of other organizations."
"Awareness that so many organizations face similar challenges."
"We are not alone; we can reach out to other groups who have the same struggles."
"The way the other organizations address their challenges."
"International partnership work – being a partner with another organization."
"International partnership work – patience and mutual understanding."
"Importance of financial transparency in partnership work."
"Experience in international partnership – now it is easier for us to create future international partnerships."
"Working with different work cultures and priorities - enabled us to be more flexible and accommodating."
"Team building activities."
"Organizing and facilitating a workshop."
"Working with volunteers (involving them in a long-term basis)."
"Networking during the opening and closing meetings."
"New perspectives and approaches to performance arts."
"How open autonomous structures work."
"Analyzed a new model about integration of refugees."
"Evaluation methods."
"New tools for engaging audiences."
"New tools for youth participation."
"Tools to bring volunteers back in contact; importance of communication with volunteers."
"Overcome our stress about speaking in foreign language in a big group."
"Trained our volunteers and members on children rights issues by inviting a professional trainer."
"More understanding of each other's language, history, ethnicity, culture, traditions, etc."
"Mobility – possibility to travel and visit our partner (which enabled us to learn from them)."
"Awareness of vast opportunities to do joint international projects."
"Awareness of the power and capacity of own organization – self-confidence and motivation."
"Function and importance of professional workers in CSOs."
"Felt so strong after this program and really focused on volunteering for the sake of our organization."

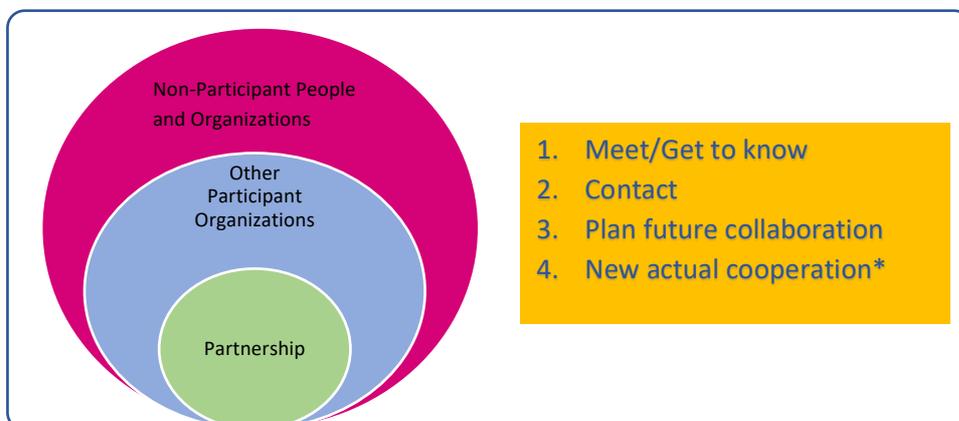
Partnership work was at the center of program’s methodology. Apart from that the program had non-formal and informal components designed to support the partnership work of the participant organizations; such as opening meetings, closing meetings, coordinator support, mentor support (for CSOs from Turkey), update reports and Facebook page. According to participants, most effective program components were presented below.

- “Our partner, coordinators and mentor.”*
- “Our mentor – about volunteer management.”*
- “Work with our mentor – reviewing our strategic plans.”*
- “Coordinator’s support – whenever needed.”*
- “Facebook group – beneficial to monitor other partnership’s work.”*
- “Facebook group – good tool for call for action and sharing tools.”*
- “Update reports – in monitoring our progress.”*
- “Visit to partner organization.”*
- “Visit to our partner- Face to face interaction helped to develop a real relationship/bond.”*
- “Visit to our partner – seeing good practices; how to work with local communities.”*
- “Visit to our partner – seeing their model of volunteerism.”*
- “Hosting our partner – our organizational skills improved.”*
- “Opening meeting – in identifying and working on our capacity building area.”*
- “Opening meeting – in terms of capacity building.”*
- “Opening meeting – Canvas Model; we implemented this method to our other activities.”*
- “Opening and Closing meetings – beneficial in getting to know other organizations.”*
- “Closing meeting – to structuralize our experience.”*
- “Closing meeting – helped us to reflect on our missions and goals and future plans.”*
- “Closing meeting – provided us the platform to interact with other organizations and mull over future projects and cooperation.”*
- “Closing meeting – chance to see possible future collaborations.”*
- “The whole program – being a part of a structured program pushed us to organize and deliver our meetings and trip visits.”*

Networking Experience

International networking experience of participant organizations throughout the program could be analyzed in two zones and four levels (see figure below).

Figure -2: Networking Zones and Levels



- ***Meet/get to know:** Meeting with other organizations, learning their work, challenges (and partnership experience)
- Contact:** Building a relationship in which they can contact any time needed.
- Plan future collaboration:** Discussing and planning a possible future collaboration idea.
- New actual cooperation:** Already started a new partnership or just about to start.

As shown in the quotations below, the participant organizations experienced networking in two zones; with two different group of people.

Few of the organizations worked only in their partnerships and just met/get to know other participant organizations. Most of them had a relationship on “Contact Level”, some of them began to plan future collaboration opportunities and few had already started new partnerships with other participant organizations. On the other hand, almost half of the organizations had met and got to know non-participant organizations/people and some of them began to make future collaboration plans. As they reported, those who have met with non-participant organizations/people also built a relationship that they could keep in contact in need.

These findings suggested that the program had provided opportunities for contact making and networking particularly through the closing meetings and study visits; and most of the participant organizations have benefitted from it.

Relationship with Other Participant Organizations

Throughout the program we only dealt with our partner. Just on the FB group level with others. Unfortunately, our organization didn’t establish some strong connections with other organizations from the CSE network. Either due to lack of time and capacity because of the staff changes in our team or due to bad structuring of priorities, we stayed within the partnership.

During the exchange program we had the opportunity to learn more about other organizations activities and projects and to interact with some of them on social media. Many will remain as our friends and we hope to work with them in the future.

We had the opportunity to interact and get information. We talked about possible future collaborations but haven’t realized something concrete yet.

It was very inspiring to meet other participant organizations at the opening and closing meetings. Especially it was a great opportunity to listen their experiences and their project outputs. We have tried to develop collaborations with the organizations especially for our future projects and events.

We did not have an opportunity to interact with them during the project. However, during the final meeting, we had a chance to exchange ideas, and to see how they implemented their projects.

We did not have any chance to interact with other participant organization during Paretz. But here in closing meeting we had so many chances to meet and talk to other participant organization.

Only very briefly with one of them, but we think the opening meeting did not facilitate that. The situation changed completely with the closing meeting and we expect to have close interaction with at least three other organizations.

We had and we used the opportunity to interact with almost all the participants - organizations during opening and final meeting. We have a lot in common with Slow Living Izmir because we both do community work. We are impressed by the Social Kitchen Initiative and may we will try to visit them in Autumn during MitOst festival in Athens.

We got to know better the other Bulgarian participants and their work and during the final meeting there arose an idea of collaboration with IKPG (Izmir) related to international socially-engaged art residencies in the countryside.

The elasticity and playful nature of the program in Athens supplied us various options to exchange concrete ideas with other participant organizations for future collaborations, while having fun together when needed. We held meetings with TIAFI, JANA, INNOVATIVE ENT., REALITY CHECK, CIES FOUNDATION more than once, for to supply mutual support and for to look on opening possible paths to strengthen the solidarity.

Our contact with other organizations has been limited to the meetings in Paretz and Athens, however as we move forward, we have three possible future collaborations planned, with: Nordic Folkecenter for Renewable Energy, Polis 180, and Reality Check with Visibility in Art Festival.

We had a closer match with another organization, from Denmark. We hope to do a project together on bringing renewable energy in poor villages in Romania. This is something we discussed both time we met – hopefully we will manage to make it happen in the near future. During the closing workshop we found synergies with a cultural organization from Izmir, with whom we discussed to design a project for discovering talent and empowering impoverished Roma-Turks from Romania, through music, dance, photography and film.

Murat Cekiç: knowing them through the program enabled us to integrate them in the Word Bank tender. TIAFI: we went to visit them and we are supporting them in their search for funding and filling grants, also through networking with other participants or organizations. Women organization Ankara: we discussed a lot on how to increase the employment rate of women (they are providing vocational training but the women start to work and then quit, we are working a lot on the mindset of women before and while they are starting to work). Green Thought: not enough time to go into details but we exchange some information about women cooperative. BBOM very interested on the way they work, their way of thinking.

ALDA and MitOst will be offering a workshop for a seminar we are organizing on Shrinking Spaces in Germany.

We are trying to cooperate with 4 other organizations: KITEV and HIM: we are interested in developing a project together in Ukraine and we are discussing the possibility to become partners in more Erasmus+ projects. Effendi Villa (Georgia): they left the program but we have approached them and we are discussing possible partnership opportunities. Eine Welt Netzwerk Thuringen: we will implement a workshop on local democracy in the frame of an international event that they are organizing for the end of March.

Relationship with Non-Participant Organizations/People

“No, there were none intended as our focus was on internal status of volunteers and keeping / attracting new individual volunteers through our own events and organized activities.”

“No, we haven’t yet...”

“Yes, we have, during the training in Izmir we met many local civil society organizations. We haven’t cooperated with them so far besides the training but we may do it in the future.”

“Yes, by the meeting in Warsaw we meet with different NGO’s and also a cooperative. But the COP23 was really so great. We meet there so many potential partners from all over the world. That was a great meeting.”

“All the organizations that we conducted interviews/meetings, that we motioned in the first section, was a result of the CSE (outside of Yereliz). With most of them, we are in touch, no specific project developed yet, but it’s matter of time.”

“We have met and interacted with the other Bulgarian organization which was part of the exchange – the Ideas Factory. In many aspects we share similar goals.”

“Yes, we visited four cooperatives in Denmark during our study visit to Folkecenter and we learned about different models. Also, we meet some other organizations during the Energy Cooperatives Meeting in Milan and it was a very informative meeting for us. We invited to some organizations from this meeting to the Energy Cooperative Conference in Izmir and also, we learn about the new technology and methodology about civil renewable energy system. This information helps us to develop our work in Turkey.”

“We got the opportunity to meet Turkish organizations working on similar issue such as Habitat, Türkiye Cocuklara Yeniden Ozgurluk Vakfi, Gönüllü ve Gönüllü Projeleri Yönetmen.”

“We visited Niksic, Bar and Ulcinj Municipalities in Montenegro. We met project teams of the municipalities and responsible stuff about CSOs at there. We also met Association of Young Ecologist of Niksic representatives in Montenegro. This NGO is very experienced in policy making so We have learned about their involvement in policy-making processes. We have visited the NGO’s ERA and Thermokiss in Kosovo .The common feature of these two NGOs is that they use the building provided by the Municipality as a center for them. Here they told us what kind of way they used to apply to the municipalities to obtain these buildings.”

“Yes. We improved our relations with Kadıköy Municipality. We met lots of associations and architectural groups working in our field.”

“We started to cooperate much more with the international organization focused on volunteers – ADRA.”

“Yes, as a result of this program, we focused on the issue in different ways. Volunteering is a huge and limitless subject so we contacted the national education directorate for awareness and training of teachers. Because most of our foster carers are teachers.”

“Because of the mini-mini projects’ activities we met and started a collaboration with the art club “Nerontsi” – Bozhurishte, Sofia region we have also established a partnership with High school “prof. doc. Asen Zlatarov” – Godech, Sofia region.”

“We got the grant from the World Bank (having the partners coming was a good opportunity to obtain a meeting); Partnership with Tangente, a Madrid based coop of women cooperatives which whom we partnered in the World Bank consortium. It was introduced by Miquel from Ciess. Bilgi University, introduced through Yorük and Laden TAPV introduced by Murat Cekiç”

“Yes, we visited Evangelische Schule, Werbelinsee Schule, Netzwerk Schule, Demokratische Schule X and Socius in Berlin and had the opportunity to share our experiences and knowledge about democratic school and alternative schools.”

“Also, we visited schools in Bulgaria and one of them (ODO) was also in the EUDEC Conference 2018 in Greece and we met them again in there. We found a chance to get stronger relationship with this school and we might make another project with them in the future.”

“Mr. Sarp Keskiner helped us to organize a charity music evening for TIAFI, and Mrs. Sandrine from Carma organization helped out (still helping though) with grant applications. And of course, Yorük Kurtaran is always a big supporter of TIAFI activities. Besides that, the success of our partnership was presented on German News Channel ARD.”

Future Collaborations

“No upcoming plans with our partner, Yeliz. But, as far as we advanced our knowledge in the method of communication/advocacy, we will try to use it in different projects within our organization.”

“Probably, nothing is planned right now but we will stay in touch with some others organization of the program.”

“We’re planning to reflect what we learn first then work on what we can do to improve this knowledge. So yes, we will keep our communication with the institutions that we met and also Ideas Factory.”

“Yes, we came up with various ideas. Firstly, we would like to strengthen our partnership with Drei Musketiere and then look forward for possible collaborations with other organizations we met during the exchange program.”

“Yes, we plan. With our program partner we are writing now a different project and are in contact with the other partner organizations.”

“We have already applied for two funding with our partner.”

“We are thinking about the labour exchange model between Kitev and HiM.”

“We are on the beginning of another project with our partner and we hope for cooperation with other organizations too.”

“We prepared together a project application with our partner. We would like to continue to our collaboration in different working areas. So, it was also an important experience for working together and developing our relationship. We will also apply for Erasmus Plus partnership Program. Beside from our partnership we had a chance in final meeting for developing new relationships with the other organizations in the project. We planned to do together some workshops, and collaboration for new project application. (For example; with HAKİM/ALARM a workshop for speciesism, a new partnership with YERELİZ for networking for climate change and non-violence communication and learning methods with Another School is Possible.)”

“Yes, we have three possible collaborations:

- 1) With B-Arts, combining art and renewable energy*
- 2) With Reality check, to apply renewable energies to poor neighborhoods in Romania as a way to improve their living conditions*
- 3) Sustainable cities in Spain: taking renewables and sustainable practices in account when planning a city”*

“We had a closer match with another organization, from Denmark. We hope to do a project together on bringing renewable energy in poor villages in Romania. This is something we discussed both time we met – hopefully we will manage to make it happen in the near future. During the closing workshop we found synergies with a cultural organization from Izmir, with whom we discussed to design a project for discovering talent and empowering impoverished Roma-Turks from Romania, through music, dance, photography and film.”

“At the closing session, on 21st; we got serious with REALITY CHECK to design an exchange program for Konstanz, in 2020. In draft, the program which will be based on “horacai” Roma minority of Dobrogea will use various disciplines of art to generate the artistic potentials of the region, while including an extended study residency. Using contemporary dance, field researches, storytelling technics, photography workshops, collective improvisation and video documentation as tools to increase this Turkish speaking minority’s visibility, the program aims to honor the minority’s unique artistic and social assets with a series of exhibitions and screenings.”

“In Izmir we have met with Kultur İcin Alan organization and with the Lokall organization, with whom we organized a party with Ipek Ipekoglu and Hakan Vreskala and Ivo.”

“During the final meeting there arose an idea of collaboration with IKPG (Izmir) related to international socially-engaged art residencies in the countryside. They would probably join the international art residency we organize in Plovdiv in the summer of 2019.”

“One other collaboration discussed was Social Kitchen coming again to Bodrum then traveling with Bodrum Humanity to Denizli to meet our other First Round friends, Denizli Foster Care Association (Denizli Koruyucu Aile Derneği) there to manage a soup kitchen event or festival there. All fund dependent.”

“Outside of our First Round Group, at the meeting of the First and Second rounds, we followed up our earlier independent Facebook contacts by personal meetings with the members from the Izmir group TIAFI and discussed collaboration by means of supplying secondhand clothes, and also to investigate if we can sell the TIAFI women’s bags. This is a very positive proposal for collaboration.”

“We also met the Three Musketeers group and made preliminary plans to follow up with them on their visit to Turkey and formulate project needs where they can support Bodrum Humanity.”

Relationship with Program Coordinators

"The program coordinator worked really very hard for doing the best. I think MitOst can be clearer by reporting period. We send the documents and after that they say we must put in more detail. That and same "small" details is for working more better together."

"Marischa was wonderful and was available for any questions or assistance that we needed regarding the exchange process or smooth working with our partners."

"Our program coordinator was Merve, she was great and always very nice and we got all the information on what we have to do. We haven't always been in touch with her. We were much more with Marischa, maybe because we spent more time together."

"It was wonderful."

"We tried to make the process easier for each other. She was helpful."

"Everything was great."

"All our coordinator was very kind and work in a facilitating and inspiring way. Thank you, it was very reassuring to know that they were in our side of every possible question and problem..."

"We received clear instructions and answers to all our questions from Merve and Marischa – no complains."

"Friendly, helpful, supportive."

"Our relationships with our co-ordinator, Merve was very good, and responsive throughout."

"Everything went really well."

"We did not get any mentor but the team was quite helpful getting us meeting for example with Bilgi University. Sometimes we were writing the reporting but we were not sure that everyone was reading them. It would have been nice to have small feedback on it (even a just "it was interesting")."

"Everything went smooth; she was very professional and always ready to answer to our questions."

"It was good . Maybe communicate earlier things like "Please carry your laptop with you" , or the place and date for the restaurants (but this last detail is not that important)."

"It was nice. We did not have any problem."

"Finance was a disaster, the details of the info needed (for example everyone has same exchange rate, why do we all have to go on that website and PRINT the exchange rate and attach it), very administrative (issues to get the boarding ticket, issue with taxi, with restaurant not writing what we ate). We had to start 10 times, reprinting everything, rescanning everything...this was really waste time."

“We actually don’t know who was our program coordinator – other than Marischa, who was the overall coordinator. We didn’t have a very good communication in terms of activities that we are allowed to do. We had set up a plan in the canvas in February, that we sent to Mitost. However, in the middle of the program we were told by our Turkish partners that our initial plan was not really agreed by Mitost/Bilgi and that we have to do something else (our first proposal was to publish a magazine that would create awareness about our cause – and in this way help us raise more funds). Bottom line, a better and closer communication from both sides would have helped us gain more from this program.”

Most of them are satisfied with their relationship with and support provided by their coordinators. Challenges were financial guidelines and instructions, communication quality.

Relationship with Mentors

“It was a great change to have a mentor support. It helped us improve our working methodology in the area. And the best part is that having a long-term support.”

“Our Interaction was good. She was very enthusiastic to learn our processes and try to make it better.”

“It did not apply to us, but we would strongly recommend that you think of a way in which you can provide a mentorship program also for the other organizations, who are not from Turkey (possibly online). We felt that would have helped us a lot.”

“Our mentor Gizem Girgin did a good job not just by grabbing our perspective but doing the best she can, when it comes to supply help and recommendation on subjects that we had required help.”

“We had a really nice relationship with our mentor, she was always a great help . She provided us guidance and assistance whenever we needed.”

“Our mentor was Devin Bahçeci and he was so helpful for our program period. He helped us also for the COP23 meeting.”

“We met together in Izmir and talked on the phone couple of times, he gave us another perspective in how we see things.”

“We feel like we are family with our mentors, and we really feel ourselves in safe hands to feel their supports.”

“Although we were contacted to a mentor through Bilgi Uni. He visited one of our meetings and one of our street events, he did not contact us again as we believe he was very busy by that time. We could not get feedback from him yet.”

“We’ve already met our mentor from our network. But we did not find a chance to work together about this project, because she was already working with us for another project that we did.”

“We couldn’t have chance to work with her. We made a quick skype meeting but than during upcoming holidays we’ve lost connection.”

Recommendations for Future Programs

The participants were asked which processes or activities they thought needed improvement and/or modification. Their recommendations were summarized below.

“More advance notice of dates would aid in planning.”

“Have a small online booklet introducing each organization beforehand with the same structure: what is your typical day, how do you measure success, what are your important stakeholders, what are your challenges, what are your dreams and also a page on each participant with picture and some personal info on them.”

“It would be nice if the coordinators could communicate more with the partner organizations and about the entire process as well as their concrete expectations involving the administrative requirements. More clarity and support involving midterm evaluation forms because for us its availability and the time period within which it should be filled out was not clear. More frequent support with finance related issues and it should be not piled up for the end.”

“During the period, it would be nice if you could react more what they’re doing. Not like controlling but sharing the events they are doing, maybe conferences for all the participants, then they could share their experience during the period and have more time to discuss about social issues.”

“To make the program min. for one year.”

“We think that this should be a 1-year program maybe organized on different levels:

First step on organizations’ internal capacity

Second step on networking opportunities and how to make the most from them

Third step implementation of projects. Hopefully not just with one partner but with more of them.”

“The partnerships need some extra money for the study visits.”

“Translation support.”

“One of the last sessions of the Closing Meetings was a very useful discussion and perception on how to take two people’s experiences and learning back to the organization they represent. This is very critical to our partnership and organizations, and perhaps should have been touched on in the opening meeting, as well. But can be by mentoring and discussion throughout. It can be lost in the ‘activity’ but also included as part of the partnerships.”

“The program is mostly related with Turkey’s situation, so it is hard to make the discussions on the general level of civil society. And mostly it is about to work on organizational issues. Still if there could be more space for the rest, then it could help more not only understanding what the other’s working on, but how they work. Because after we learned deeply about our partners’ methods, it was the most helpful input for our organization and it is easy to pass that information-open a new discussion in our member group.”

“To match the partners with more similar working areas: Due to the fact, that we and Yereliz did not had a lot in common (working areas/general focus of the organizations were different), it was challenging to come up with a project that suited both of us and kept up on the same track throughout the whole program timeframe.”

“Better partner matching in terms of work fields and common organizational interests. It felt to us, from the discussions, that where there were partners who were both in the cultural field, and also with similar specific focuses (e.g. contemporary art), things worked out very well. We realize this might be difficult to do for all organizations that apply.”

“Maybe the working areas could have been defined before the application so that the more suitable matches could be done. Also, if the capacities and experiences are known beforehand the growing possibilities would be higher.”

“One of the studies might be to mix partners and develop a project together. I think this will be a creative work for possible partnerships. New and exited project may appear in these kinds of mixing.”

“A platform where people can be updated on what other organizations do, collect weakness of each organization and add a bunch of training sessions in the program.”

“During the meeting it would be great to show participants some special places around, not only meeting place. Not to stay whole day, every day with all people in one room. More freedom for participants. Better chairs for whole day sitting :D”

“Only maybe cities and cultures are also a part of exchange. I wonder if the participants had a chance to get to know Istanbul and Berlin more.”

Conclusions and Recommendations

The Civil Society Exchange Program proposed a new model of organizational capacity development to promote sustainability in civil society field. Rather than delivering mass thematic training programs CSEP offered needs based, tailor made support program for its beneficiary organizations by providing them with a non-formal, mutual learning environment including mobility.

It was assumed that through international partnership work, with support and assistance they received throughout the program, beneficiary organizations would cooperate in partnerships; learn from each other, practice and/or develop international networking, expand their vision, and develop/learn new organizational approaches, methods, skills and tools particularly in their prioritized capacity building areas such as financial sustainability, working with volunteers, communication and visibility, advocacy and lobbying, networking, etc.

The findings of the evaluation study were discussed and concluded below; including overall outcomes of the program.

The Opening Meetings (OM) were the beginning phase of the program for beneficiary organizations. 16 CSOs (2 participants from each organization) participated in the first meeting and 18 CSOs in the second meeting. 68 people participated in the Opening Meetings, in total.

The OMs had reached their overall objectives. Participants' assessment of the meeting objectives indicated that the meeting enabled its participants to get acquainted with their partner organization; begin to cooperate with them, work/reflect on their issues/challenges, identify their capacity building areas, and begin to build a working plan.

Specific learning outputs of OMs showed that participants gained knowledge concerning the political and cultural context in Turkey for NGOs/CSOs; other participant organizations; partner organization's activities, challenges, needs and conditions they work in; methods and approaches on working with volunteers, networking, fundraising, mutual learning and planning. Participants acquired or improved skills of problem identification and analysis, communication, networking and working in a team (particularly with their partners). Through the meeting, participants developed new perspectives and awareness regarding methods/approaches (e.g. importance of identifying their problems, importance of having a network and sharing knowledge, planning, communication) and shared issues/challenges. As they got to know each other, participants had the chance to see that even though they came from different countries and backgrounds they were struggling with similar challenges. Moreover, they realized that this diverse group of people (the other participants as well as the facilitators and organizers) was trying to find solutions for social issues just as they did. They realized that they were not alone, hence, their hope and motivation increased; and their sense of isolation decreased.

Having a chance to learn in a diverse, international network of people; respectful and funny group of people; positive and safe learning environment; facilitation methods, material use and facilitators' encouraging and supportive approach were perceived as the strengths of the opening meetings.

During the partnership work phase, participant organizations were encouraged to create tangible outputs but not obliged to. The program aimed at providing their participants a learning environment in which they could not only create tangible products (tools, methods) but also increase/develop their knowledge and skills on their prioritized areas. Thus, actions taken by the organizations were quite diverse and consistent with program objectives; serving all of those objectives. Moreover, all the activities were decided by the organizations based on their prioritized needs. Study visits to partner organizations, organizing workshops/trainings and participating in seminars, congresses and festivals were most used activities. Some organizations applied for new project funds with their partner or other participant organizations and some particularly reviewed and improved their organizational structure and/or management strategy. In addition, some of the organizations came up with tangible outputs, such as creating a storytelling workshop, awarding new tender, organizing a festival, creating new local fundraising activities, starting new within-organization programs (e.g. volunteer programs, mini-mini projects).

Partnership work was at the heart of the whole process. It had positive and challenging aspects for the organizations. Some of the positive aspects reported by the participants were the determinant factors of a positive working experience and some were its consequences.

If in a partnership friendly, inclusive, motivating, flexible, sincere, warm, energetic, smooth relationship and mutual understanding is established; they knew each other before; partners had similar background, work context, working fields, expectations and interests; decided their own activities based on their needs then they had a satisfactory and effective partnership work. An effective partnership work resulted in a good transfer of knowledge and experience; mutual learning (including knowledge, skills and approaches as well as intercultural learning), and increase in self-confidence.

On the other hand, having initial differences in working fields, interests and focus lead to a challenge in finding common ground and working area; a lack of mutual activities. Having different experience/capacity levels, mutual language barrier (proficiency in common language, English) were other challenging aspects of partnership work experienced by few of the participants. Few of the partners also reported that visa problems (for Turkish participants) and accountancy issues were challenging for them.

Designing the program as including CSOs coming from the same background and working fields was an issue to be discussed. This approach had its own pros and cons as one of the participants had mentioned. Participant organizations coming from the same or neighboring backgrounds and fields would have a chance of fast bonding as they face common obstacles and motivations, while being able to build up a concrete cooperation. By means of experience gained on the same field, this approach would also help to collaborate much more easily, when it comes to sharing the organizational duties,

task of reporting or managing the budget. On the other hand, as witnessed during the program, participant organizations coming from different backgrounds and fields served an unorthodox approach on collaborating, which led partners to a new way of learning and sharing. However, it harbors a risk of low-level collaboration or incompatibility and intolerance between partnering organizations.

Knowing the partner before helped some of the partnerships to speed the process up yet there were a sufficient number of efficient partnerships who met at the beginning of the program. The scale and capacity of partner organizations was a factor which also needed to be discussed. Though there were efficient/effective partnerships who were unbalanced in terms of scale and experience this factor needs to be controlled in the future programs more than partners knowing each other beforehand.

Conclusively, similar background, working fields, interests; scale and capacity of the partners; language barrier and bureaucratic challenges (visa and accountancy) were the factors predicting a challenging partnership experience and should be controlled in future programs.

Learning from each other, particularly in the partnership, was also one of the main objectives of the program. Through the partnership experience, participant organizations gained a much clear overview of the context and situation in their partner's country, realized that they were facing similar challenges and felt belonging to a wider community. They realized the principles of international teamwork, different approaches to civil society, interacted with partner's local network and some had an experience working in another sociopolitical culture. Moreover, they learned new organizational approaches, methods, skills and tools such as organizational structure and management review, volunteer management, establishing and running a big network, monitoring and evaluation processes, incubation model for non-startups, visibility, recruiting volunteers, and use of non-violent communication.

Effective organizational communication skills (storytelling method, a more effective webpage) effective outreach methods (tools for engaging audiences), international partnership work, working with different work cultures, team building, organizations skills (workshops, trainings, festivals, etc.), model about integration of refugees, evaluation methods, tools for youth participation, tools for recruiting and working with volunteers were the new tools and methods learned by the participant organizations through the program, including opening and closing meetings.

Through the program, participants developed new perspectives and awareness regarding new methods/approaches; learning particularly from each other. Some had better understanding of the civil society context in Turkey and in their partner's country (EU countries). They also got aware of other organizations' motivation and challenges that they faced. As they got to know each other better, participants had the chance to see that even though they came from different countries and backgrounds they were struggling with similar challenges. They realized that they were not alone and saw how they addressed those challenges, hence, their hope and motivation increased; and their sense of isolation decreased. This led them to appreciate their own work as well. For some organizations,

increased awareness of their own capacity led to increased self-confidence and motivation. Awareness of vast opportunities to do joint international projects was another factor causing increased motivation for future collaborations. The organizations also had a much better understanding of each other's culture and traditions. As a consequence of this pack of awareness the organizations expanded their vision regarding both themselves and the civil society work.

Apart from partnership work, the program had non-formal components designed to support the partnership process; such as opening meetings, closing meetings, coordinator support, mentor support (for CSOs from Turkey), update reports and Facebook page. According to participants, most effective program components were study visits to partner organization, closing and opening meetings. Face to face interaction helped the partners to develop a real bond and partners had the chance their partner's working model and culture during study visits. Opening meetings helped the participants in identifying and working on their capacity building area and in getting to know other organizations (at get to know level at least). Furthermore, closing meetings helped the participants to structuralize and evaluate their partnership experience, to reflect on their organizational mission/goals and future plans, provided them an environment to interact with other organizations and discuss future collaborations. Few of the organizations emphasized the role of their mentor in reviewing their strategic plan and most of them mentioned the helpful attitude of coordinators whenever needed. Facebook group was not an efficient component for most of the participants. It was not used as frequently as expected by the participants, yet, few found it beneficial to monitor other partnerships' work, call for actions and share tools.

Networking activity of the participant organizations were observed under two zones and four levels. The two zones were "Other participant organizations" and "Non-participant people and organizations". The four levels were "meet/get to know", "contact making", "plan future collaborations" and "new actual cooperation".

Besides partnerships, the organizations had opportunities to meet and contact with other participant organizations in the opening and closing meetings and via Facebook. According to their responses, the closing meeting had provided the best opportunity to get to know the others and build relationships and make future collaboration plans with them. Particularly through the visits to their partners, organizations met with people and other non-participant organizations (CSOs and Governmental Organizations mostly, most of them were at "Contact Level").

Few of the organizations worked only in their partnerships and just met/get to know other participant organizations. Most of them had a relationship on "Contact Level", some of them began to plan future collaboration opportunities and few had already started new partnerships with other participant organizations. On the other hand, almost half of the organizations had met and got to know non-participant organizations/people and some of them began to make future collaboration plans. As they reported, those who have met with non-participant organizations/people also built a relationship that they could keep in contact in need (See pages 31-33, for quotations).

These findings suggested that the program had provided opportunities for contact making and networking particularly through the closing meetings and study visits; and most of the participant organizations have benefitted from it.

The Closing Meetings were the final phase of each Round in the program. 14 CSOs and 7 team members (coordinators, facilitators, evaluator) participated in the first meeting; and 18 CSOs and 8 team members in the second meeting. 57 participants participated in the Closing Meetings, in total.

The CMs had reached their overall objectives. Participants' assessment of the meeting objectives indicated that the meeting enabled its participants to get to know the other participant organizations, identify the outcomes of their partnership experience, evaluate their experience, share their experiences with other participants, identify possible ways to transfer their knowledge to their own organization, and develop ideas and/or opportunities for future collaboration.

Specific learning outputs showed that in CM -1 participants gained knowledge about how they could share/transfer their knowledge/experience; other participant organizations' partnership experience; tools and methods for workshops; assessment methods; the scope and positions of many CSOs and different cultures. In CM -2, they gained knowledge about other partnership experiences; ways for evaluation and different working fields. Participants acquired or improved skills of communicating with other organizations; networking; reflecting on, assessing and evaluating their experience. CM-2 participants improved their skills of reviewing their own organization; teamwork, communication; networking and knowledge sharing. Through the meetings participants developed new perspectives and awareness regarding methods/approaches such as importance of cooperation, communication, political situations in different countries, collaboration opportunities (some had already developed future partnerships).

In CM-1, ambiance and atmosphere of Paretz and the meeting venue, diversity of organizations, enough time to socialize, opportunities to get to know others and for networking, time to discuss learning outcomes, program being process oriented, facilitators and organization team were perceived as strengths of the meeting. In CM-2, logistics, physical conditions, work-easy environment of the venue, atmosphere, time and space for building new collaborations, workshops were the strengths of the meeting according to CM – 2 participants.

Most of the participants were satisfied with their relationship with and support provided by their coordinators. Financial guidelines and instructions and communication quality were challenging and recommended to be improved areas of that relationship. However, our observations suggested that the role of coordinator(s) should be structured in a sense that they can monitor and assist the partnerships more frequently and closely. In that manner, the update reports required from the partnerships should be kept in the program and in addition the coordinators can give a short feedback for the reports. Another suggestion in structuralizing the role of coordinators is to have two coordinators; one for thematic support and one for the operational/administrative tasks. Between opening and closing meetings, the partners have a duration of six-month partnership work. Even

though it's the organizations' primary responsibility to keep up with the process, the organizing team may also come up with non-formal or formal support mechanisms to keep organizations' motivation high; and structuralizing the coordinator function as mentioned above will be crucial in doing so.

Organizations from Turkey had mentors during the process. Though some of the organizations mentioned that they have benefited from mentor support, mentorship had not become one of the effective components of the program. Again, the mentorship process needs closer monitoring and program coordination may set clearer expectations from the mentors. Organizations benefiting from mentor support reported that their mentor guided them to improve their working methodology, helped them feel supported and safe.

Consequently, CSEP had served as an alternative organizational capacity development model for civil society field. A need based, tailor made support program model providing its beneficiary organizations with a non-formal, mutual learning environment including mobility.

Recommendations for Opening Meetings

Before the meeting

Providing more detailed and earlier information on

- participating organizations.
- the meeting program.
- physical conditions of the accommodation area.

(In the second-round organization team prepared a detailed info-pack for the participants)

During the Meeting

- Providing detailed information about hosting organizations; MitOst and Bilgi University CCSS during the meeting.
- Facilitators and organizers may share more about their professional background and their roles in the program.
- Facilitators may share more about their experiences in the field.
 - A less intense welcome evening program.
- Finding a balance between the input given on the context of CSOs in Turkey and Europe.
- Reviewing the content and amount of input about capacity building areas.
- Providing more time and space for the participants to get to know other organizations and learn from them; e.g. NGO fair, space for participants to organize their own small workshops, short presentations **(In OM-2, organizers included the “why are we here?” section so that organizations could have a common basis for the partnerships. Also included short presentations of NGO’s in the program).**
- Allocating more time on canvas (building the business plan) and partnership work
- Finding a balance between time allocated for partnership work and whole group work
- Sharing best practices about the capacity development areas.
- Providing additional theoretical resources about capacity development areas.
- Giving feedback for the canvas at the end.
- Including more icebreakers and energizers in the program.
- Translation support (for the partnerships where the language became a significant barrier)

- More clear use of language considering varying levels of participants' English proficiency.

After the meeting

- Concrete financial guideline
- Support for completing and reviewing the canvas
- All in all, more structured information for the following phases of the program (More clear-cut inputs about how organizers will support participants' work).

Recommendations for Closing Meetings

Before the meeting

- Providing more detailed information on accommodation conditions.
- Knowing in advance that participants will make presentation of their partnership experience.

During the meeting

- Free time to visit hosting cities.
- Follow up information. What's next after the closing meeting.
- Reducing the duration of the meeting.
- Focusing on particular experiences instead of trying to summarize the whole partnership experience.
- Giving more structured instruction for the presentations of the learning outcome.
- Increasing the time allocated to meet the 2nd Round participants.
- Improving the activity utilized to meet both round of participants.
- More case studies on practical task. Discussions on challenges and how to overcome them. And input from facilitators.
- A Q&A session.
- Giving more structured instruction for the presentations of the learning outcome.
- More time for planning future steps together.
- A session to discuss organization's structural process; as compared to their initially defined capacity building areas.
- Dividing the presentation day in to two.
- More entertaining activities/facilitation methods.
- An online platform to share insights and products of the partnerships (so that they can be accessible to everyone).

After the meeting

- A concrete model of networking device to keep in touch.

Recommendations for Overall Program

- Structuralizing the coordination during partnership process - better and closer communication:

"It would be nice if the coordinators could communicate more with the partner organizations and about the entire process as well as their concrete expectations involving the administrative requirements. More clarity and support involving midterm evaluation forms because for us its availability and the time period within which it should be

filled out was not clear. More frequent support with finance related issues and it should be not piled up for the end.”

“During the period, it would be nice if you could react more what they’re doing. Not like controlling but sharing the events they are doing, maybe conferences for all the participants, then they could share their experience during the period and have more time to discuss about social issues.”

“We actually don’t know who was our program coordinator – other than Marischa, who was the overall coordinator. We didn’t have a very good communication in terms of activities that we are allowed to do. We had set up a plan in the canvas in February, that we sent to Mitost. However, in the middle of the program we were told by our Turkish partners that our initial plan was not really agreed by Mitost/Bilgi and that we have to do something else (our first proposal was to publish a magazine that would create awareness about our cause – and in this way help us raise more funds). Bottom line, a better and closer communication from both sides would have helped us gain more from this program.”

- Monitoring and assisting the partnerships more frequently and closely. In that manner the update reports required from the partnerships should be kept in the program and in addition the coordinators can give a short feedback for the reports. Another suggestion in structuralizing the role of coordinators is to have two coordinators; one for thematic support and one for the operational and administrative tasks.
- Better partner matching in terms of work fields and common organizational interests.
- Defining the working areas before the application so that the more suitable matches could be done. Also, if the capacities and experiences are known beforehand the growing possibilities would be higher.
- Recommendation for scale and similar working fields issue:
 - A 1-year program on different levels;
 1. Developing organization’s internal capacity.
 2. Networking opportunities and how to make the most of it.
 3. Implementation of projects, hopefully with more than one partner.

ANNEXES

ANNEX - 1

OPENING MEETING - I

Saturday, 8.7.2017

Afternoon	Arrival
19:00	<i>Dinner</i>
20:00	Welcome / Introductions / Rough Frame & Objectives of the programme
	Group Building Activity (Quiz)

Sunday, 9.7.2017

9:30	Clarify Programme Frame & Principles Expectations 5' in Org Team Introduce Canvas → see below *1
	<i>Break</i>
11:30	Partnership Building 2:2 - Exchange on Homework - Profiling Orgs and People
13:00	<i>Lunch</i>
15:00	Situation of Turkish NGOs/CSOs Input, Q&A & Discussion
	<i>Break</i>
17:00	Best Practice Exchange on Issues (Stock Exchange Exercise)
19:00	<i>Dinner</i>

Monday, 10.7.2017

9:30	Training Sessions on Issues Giving a conceptual map
11:00	<i>Break</i>
11:30	Partnership Identify Focus / Common Issue (Canvas 1) (→ Homework 2) Problem Tree of the issue to identify causes and consequences and focus on common issues
13:00	<i>Lunch</i>
15:00	Partnership Mini Project - Building an Experiential Model of the Issue - Group Process Analysis of the working process
19:00	<i>Dinner</i>

Tuesday, 11.7.2017

9:30	<p>Session on Grant Requirements, Q&A on Programm</p> <p>Business Plan: Strategy / Approach of Work (Canvas 2)</p>
13:00	<i>Lunch</i>
15:00	<p>Feedback / Peer Counselling on Approach / Business Plan (Fare)</p> <p>Formal Approval by Programme Team</p>
Afternoon / Evening	Dinner with Boat Trip Excursion

Wednesday, 12.7.2017

9:30	Evaluation Session (including application process)
	Outlook: Clarify / Purify Programme / Next Phases
13:00	<i>Lunch / Goodbye</i>

OPENING MEETING – 2

1.Mar <i>Thursday</i>	2.Mar <i>Friday</i>	3.Mar <i>Saturday</i>	4.Mar <i>Sunday</i>	5.Mar <i>Monday</i>
	Breakfast			
Team arrival in Paretz & Check-in	What is Civil Society Exchange? Introducing the Exchange program and the host organizations	Partnership Work - What do we want to learn? Defining common themes and issues to work on in the partnership	Next steps & Evaluation Reporting, agreements, next steps	Civil Society World Cafe Experience sharing between groups
Prep meeting team	Trends of Civil Society Mapping and discussing developments in the European context		Evaluation of the Meeting	
Team Lunch with Paretz team at Kantine	Lunch	Lunch	Group photo & Departure to Berlin	
Prep room & Relax before welcome	Capacity building Assessment and strategy exchange on key areas & themes of organizational development	Partnership Work - How can we implement it? Developing a work plan (Canvas) for the partnership	Free time & Lunch in Berlin	
			Berlin tour - guided by a refugee	
Welcome & Dinner	Dinner	Dinner		
Getting to know each other	Open Slot	Final Party	Group Dinner & Get together 1st and 2nd season	

CIVIL SOCIETY EXCHANGE PROGRAM (CSEP)

Opening Meeting - I/ 08 – 12 July 2017 / Istanbul

Evaluation Form

Thank you for participating in CSEP Kick Off Meeting! This form is developed in order to evaluate the meeting; to figure out to what extent the meeting objectives are met. Your contributions will help us to improve the meeting. Thank you in advance for your sincere responses. **No names or codes needed.**

1. Please rate to what extent you think the Kick Off Meeting has reached its overall objectives.

Not at all							Completely
1	2	3	4	5	6	7	

For each item, write down your scores in the column *next to the items*.

	A
Getting to know each other	
Getting to know the other organizations	
Getting to know your partner organization	
Beginning to cooperate with your partner organization	
Identifying your capacity development area with your partner organization	
Beginning to build a business plan (canvas) with your partner organization	
Learning from your partner organization	
Learning from the other participants	
Contributing to your partner organization’s learning	
Having adequate knowledge about the exchange program and upcoming phases	

Use this space if you have any comments for the overall objectives.

2. Please evaluate overall structure and flow of the meeting program.

3. Please share your comments about the facilitators.

4. Please share with us briefly what you have learned during this meeting.

It may include

a) knowledge you have gained, b) skills you have acquired or improved, c) and opinions that have changed.

5. What are the strengths and weaknesses of this meeting (Please include your recommendations so that we can improve the meeting program) ?

Thank you for your contribution 😊

erhan

CLOSING MEETING – I

4 March <i>Sunday</i>	5 March <i>Monday</i>	6 March <i>Tuesday</i>	7 March <i>Wednesday</i>	8 March <i>Thursday</i>
	Civil Society World Cafe Experience sharing between groups	Harvesting & Reflection - What did we learn? Identifying relevant experiences and outcomes of the partnership	Knock On How to bring it back to	Evaluation & Closing
			Final Steps Gaining clarity about reporting	
	Group photo & Lunch Departure	Lunch & Videos	Lunch on board &	Snack to go & Departure
	Welcome, Paretz	Sharing sessions Relaying partnership outcomes in short experience based formats with the whole	Follow-up ideas & Network Developing	Team lunch, Debrief round & Check out
	Cooking together	Dinner	Dinner	
Group Dinner & Get together 1st and 2nd season			Final Party	

CLOSING MEETING – 2

18.Mar	19.Mar	20.Mar	21.Mar
Arrivals	Harvesting & Experiences Reflection - What did we learn? Identifying relevant experiences and outcomes of the partnership	Knock On Sustainability and Outlook for Networking: What would you like to do next?	Evaluation & Closing
		Chance to get out of your partnership / cross sectional approaches / New opportunities in the room, new cycles, cross team discussions	
	Lunch & Videos	Final Steps Gaining clarity about reporting	Lunch & Departure
	Sharing sessions Relaying partnership outcomes in short experience based formats with the whole group	Follow-up ideas & Network Chance to get out of your partnership / cross sectional approaches / New opportunities in the room, new cycles, cross team discussions	
	Dinner	Freeish Time with Task	
Dinner out / Reunion	Free Night	Dinner	
		Final Party	

CIVIL SOCIETY EXCHANGE PROGRAM (CSEP)

Closing Meeting - II / 18 – 21 March 2019 / Athens, Greece

Evaluation Form

Thank you for participating in CSEP Closing Meeting! This form is developed in order to evaluate the meeting; to figure out to what extent the meeting objectives are met. Your contributions will help us to improve the meeting program. Thank you in advance for your sincere responses. **No names or codes needed.**

1. Please rate to what extent you think the Closing Meeting has reached its overall objectives.

Not at all							Completely
1	2	3	4	5	6	6	7

For each item, write down your scores in the column next to the items below.

	A
Getting to know the other participant organizations	
Identifying outcomes of your partnership experience	
Sharing your experiences with other participant organizations	
Identifying possible ways to transfer your experiences&knowledge to your organization	
Developing ideas and proposals for future collaboration within the network	
Evaluating your overall partnership experience	

Use this space if you have any comments for the overall objectives.

2. Please evaluate overall structure and flow of the meeting program.

3. Please share your comments about the facilitators.

4. Please share with us briefly what you have learned during this meeting.

It may include

a) knowledge you have gained, b) skills you have acquired or improved, c) and opinions that have changed.

5. What are the strengths and weaknesses of this meeting (Please include your recommendations so that we can improve the closing meeting program)?

Thank you for your contribution 😊

erhan

CIVIL SOCIETY EXCHANGE PROGRAM (CSEP)

Program Evaluation Form

We hope you benefited from participation in Civil Society Exchange Program. Your feedback is one of our most valuable sources of information for prospective exchange participants and your cooperation in completing this evaluation of your exchange experience is very much appreciated. Please fill out the form as completely and accurately as possible.

!!! Please note that this is not an individual assessment, fill out the form on an organizational basis; one form for each organization. Keep in mind what participating in this program has brought and will bring to your organization.

A. Name of Your Organization:

B. Your prioritized capacity building area(s) in the exchange program (financial sustainability, working with volunteers, communication and visibility, networking, etc.):

1. Please tell us what you have done throughout the program. Please name key activities with dates such as meetings, visits, workshops, etc. and provide short information about them.

.....Your answer

2a. How would you describe your relationship and work with your partner? What were the positive and challenging aspects of your relationship?

.....

2b. How would you describe your relationship with participant organizations other than your partner? Did you have any opportunity to interact, learn and/or cooperate with them throughout the program? Please briefly explain.

.....

2c. Have you met, interacted and/or worked with new organizations/people other than program participant organizations (other CSOs, governmental organizations, private sector organizations) as a result of your participation in the exchange program? Please briefly explain.

.....

2d. Do you plan to develop new relationships and collaboration opportunities after the program? Please briefly explain.

.....

3a. How have you benefitted from your participation in this program?

- What have you learned throughout the program; new tools, methods, approaches, perspective, understanding, awareness?
- (Optional) What is the single most important thing you got out of the program?

.....

3b. Do you think you have learned from your partner organization? If yes, please briefly describe what you have learned. If not, what were the reasons for that; what made it hard to learn from them?

....

3c. Do you think you have contributed in your partners' learning? If yes, please briefly describe in what ways. If not, what made it hard for you to contribute to your partner's learning?

.....

4. Which program activities/elements/resources (opening meeting, CANVAS, visits to your partner organization, mentor support (for organizations from Turkey), coordinator's support, update reports, Facebook group, closing meeting) have you benefitted most in increasing your organizational learning and organizational capacity; improving your organizational skills, functions, activities, approach and awareness. Please try to briefly explain how and why.

.....

5. What would you recommend us so that we can improve this experience for the prospective partnerships in the second round of the exchange program?

.....

6. Please share your comments about your relationship with your program coordinator throughout the program (Your interaction with her, assistance/support provided by her, etc.)

.....

7. (**!!! For CSOs from Turkey only**) Please share your comments about your relationship with your mentor throughout the program (Your interaction with him/her, assistance/guidance/support provided by her, etc)

.....

8. What would you like to tell about the program to the prospective participants of the second round?

.....

9. (Optional) How would you describe your experience throughout the program in one sentence?

.....

10. Please use this space for any additional comments and feedback

.....

1st Round – Organizations and Capacity Development Areas

	TR no	Name	City	Priority	EUR No	Name	Country	Priority		
Applied With or Without Partners	With	tr 1	Troya Çevre Derneği (Troya Environment Association)	Çanakkale	f. Advocacy or lobbying to influence decision makers or the targeted public	eu 17	Spoleczny Instytut Ekologiczny	Poland	e. Communication and Visibility	
		tr 55	Association for the Protection of Cultural Heritage (KMKD) (Kültürel Mirası Koruma Derneği)	İstanbul	b. Collaborating with civil initiatives on the national or international level working in the same field	eu 7	Social Impact Hub "Effendi Villa"	Georgia	c. Financial sustainability (that includes mobilizing financial/in any kind individual or institutional donations) and Fundraising	
		tr 65	Toplum Gönüllüleri Vakfı	İstanbul	d. Working with volunteers/activists and/or coordinating volunteers/activists	eu 18	Eine Welt Netzwerk Thüringen	Germany	d. Working with volunteers/activists and/or coordinating volunteers/activists	
		tr 29	Association for Supporting Slow Living (Yavaş Yaşamı Destekleme Derneği)	İzmir	d. Working with volunteers/activists and/or coordinating volunteers/activists	eu 34	Association Des Agences de la Democratie locale - ALDA	France	b. Collaborating with civil initiatives on the national or international level working in the same field	
		tr 84	Herkes İçin Mimarlık (HİM / Architecture for All)	İstanbul	d. Working with volunteers/activists and/or coordinating volunteers/activists	eu 44	kitev	Germany	c. Financial sustainability (that includes mobilizing financial/in any kind individual or institutional donations) and Fundraising	
	Without	tr 37	Denizli Foster Care Assosation (Denizli Korumucu Aile Derneği)	Denizli	d. Working with volunteers/activists and/or coordinating volunteers/activists	eu 19	Rodinné a komunitní centrum Chaloupka z.s.	Czech republic	d. Working with volunteers/activists and/or coordinating volunteers/activists	
		tr 66	Bodrum'da İnsanca Yaşam Derneği / Bodrum Humanity	Muğla	c. Financial sustainability (that includes mobilizing financial/in any kind individual or institutional donations) and	eu 30	Social Kitchen "The other human"	Greece	d. e. and c. at the same time :-)	
		tr 36	Youth Approaches to Health Association (Sağlıkta Genç Yaklaşımlar Derneği)	Ankara	d. Working with volunteers/activists and/or coordinating volunteers/activists	eu 1	Dreamers' morning	Bulgaria	to develop a system how to wide our network through appointing and working properly with new members.	
		Backups								
		Back Up List	tr 20	ASSOCIATION OF BACK TO THE NATURE YOUTH AND SPORT CLUB	Kirklareli	b. Collaborating with civil initiatives on the national or international level working in the same field	eu 26	Organization Earth	Greece	c. Financial sustainability (that includes mobilizing financial/in any kind individual or institutional donations) and Fundraising
tr 54	Ceza İnfaz Sisteminde Sivil Toplum Derneği / Civil Society in the Penal System		İstanbul	d. Working with volunteers/activists and/or coordinating volunteers/activists	eu 14	Associazione Antigone Onlus	Italy	d. Working with volunteers/activists and/or coordinating volunteers/activists		

2nd Round – Organizations and Capacity Development Areas

	TR no	Name	Country	City	Priority	EUR No	Name	Country	City	Priority
With	tr 22	HAKİM (Animal Rights Watch Committee)	Turkey	Istanbul	c. Financial sustainability (that includes mobilizing financial/in any kind individual or institutional donations) and Fundraising	eu 18	ALARM (Association for the Animal Liberation of Marseille's Region)	France	Marseille	d. Working with volunteers/activists and/or coordinating volunteers/activists
	tr 28	JANA (Project of Turkish Non Profit Company C@rma)	Turkey	Istanbul	b. Collaborating with civil initiatives on the national or international level working in the same field	eu 47	Foudation CIEES	Spain	Toledo	b. Collaborating with civil initiatives on the national or international level working in the same field
	tr 48	TIAFI (Uluslararası Yardımlaşma ve Entegrasyon Derneği)	Turkey	Izmir	c. Financial sustainability (that includes mobilizing financial/in any kind individual or institutional donations) and Fundraising	eu 19	Drei Musketiere Reutlingen e.V.	Germany	Baden	c. Financial sustainability (that includes mobilizing financial/in any kind individual or institutional donations) and Fundraising
	tr 57	Innovative Enterprise Association	Turkey	Mersin	b. Collaborating with civil initiatives on the national or international level working in the same field	eu 50	B Arts	England	Staffordshire	g. Measuring the impact of your work and Evaluation
	tr 41	Yeşil Düşünce Derneği (Green Thought Association)	Turkey	Istanbul	b. Collaborating with civil initiatives on the national or international level working in the same field	eu 17	Nordic Folkecenter for Renewable Energy	Denmark	Hurup	f. Advocacy or lobbying to influence decision makers or the targeted public
	tr 49	Visibility in Art Festival	Turkey	Izmir	b. Collaborating with civil initiatives on the national or international level working in the same field	eu 14	eX Art Foundation	Bulgaria	Plovdiv	b. Collaborating with civil initiatives on the national or international level working in the same field
	Without	tr 24	BBOM (Baska Bir Okul Mümkün Derneği)	Turkey	Muğla	b. Collaborating with civil initiatives on the national or international level working in the same field	eu 12	Ideas Factory	Bulgaria	Sofia
tr 8		Humane Life Democratic Society	Turkey	Ankara	b. Collaborating with civil initiatives on the national or international level working in the same field	eu 42	Reality Check Association	Romania	Bucharest	d. Working with volunteers/activists and/or coordinating volunteers/activists
tr 32		Local Monitoring, Research and Implementation Association	Turkey	Istanbul	b. Collaborating with civil initiatives on the national or international level working in the same field	eu 25	Polis 180 e.V.	Germany	Berlin	f. Advocacy or lobbying to influence decision makers or the targeted public