# ACTIVITY REPORT

2025

REFUGEES
ASSOCIATION

MÜLTECİLER
DERNEĞİ
HUMANITARIAN AID
Clothing
Aid
FOOD
Blanket
Coal
Station Aid
Wood
Oven
Winter Aid
Mobiliar
AMBULANCE
Hospital
Laboratory
Call Center
182
Examination
Paediatrics
Syrian Doctors
Translation
HEALTH
Woman Shelter
Guesthouse
Families
Consultation
SHELTER
REHABILITATION
STEP 1
STEP 2
STEP 3
Rehabilitation Tool
→Expert Team
→Home Visits
→Prothesis
→Individual Therapy Rooms
→Group Therapy
Community CENTER
Reception
LEGAL ADVISORY
Law
Civil Law
Family Law
Business Law
Criminal Law
Mediation Services
EMPLOYMENT
CV Database
Licence Certificate
Job Application
Meeting
Wait Companies
EDUCATION
Language Education
Languages Books
AYDOS
Muhabbet Köprüsü
Temporary Education
YÖS (University Exam)
VOCATIONAL TRAINING
Sequa
Constructional Vocational Training
-Theroy
- Prache Training
- Turkish Language Education
Welthunger Hilfe
GOVERNMENT SUPPORT
GIZ
WHH
Aile ve Sos. Pol. Bakanlığı
Kızılay
WFB
Emergency Help
Goethe Institut
Flying Library
Kindergarten
Sewing
Handicrafts
Cooking
Handicapped Support
SED (Social Economical) Support
Hairdresser
TOGEM
ACTIVITIES
Trips
Trip Bus
Work Shops
Mind Game
Sports

# EXECUTIVE PRESENTATION

As the Refugees and Asylum Seekers Solidarity and Support Association, we have completed our 11th year as of 2025, on the journey we started in 2014 with the belief that everyone has the right to a life worthy of human dignity. This year has been a significant period in which both the transformations in the field of migration and our association's capacity to adapt to changing conditions have been tested.

We would like to express our sincere gratitude to all our partners who contributed to the implementation of the projects we carried out throughout 2025. In this regard, we extend our appreciation to GIZ, German Cooperation, Islamic Relief, SAMS, and all donor organizations with which we have collaborated for their valuable contributions to the sustainability of our work. Being able to reach people in need through these partnerships has been of great importance to us.

The year 2025 has been a year in which the narrowing of resources has been decisive in response to the increasing needs of institutions working in the field of migration. The redirection of international funds to different crisis regions and changes in donor mechanisms have directly affected the service capacity of many institutions; the termination or reduction of some support programs has necessitated a reevaluation of their areas of activity. We had to work with more limited resources compared to previous years and re-prioritize our programs during this process. While we experienced a period that required more careful planning in many areas, from human resources to operational processes; despite all the challenges, we continued to provide our essential services, especially to children, women, the elderly, the disabled, and other vulnerable groups.

Throughout 2025, discussions around voluntary return and changes in migration policies remained prominent on the agenda. Our experience in the field has shown that returns can only be possible under safe, dignified, and sustainable conditions. In line with this approach, we continued to support access to rights and services not only for Syrian migrants but also for refugees and asylum seekers from all countries. In response to rising anti-migrant sentiment, hate speech, and social polarization, we carried out initiatives aimed at strengthening social cohesion and coexistence. We also expanded our social cohesion activities to address exclusion, discrimination, and peer bullying, which have become increasingly prevalent among children and young people.

For 2026, our goal is to ensure the sustainability of our services, develop new resources and partnerships, strengthen local solidarity, and increase our impact as an organization engaged in advocacy, knowledge production, and contributing to policymaking in the field of migration. On this occasion, we would like to thank all our colleagues, volunteers, and partner organizations who stood by us throughout the year with their dedication, expertise, and support.

We hope that 2026 will be a year in which migrants, refugees, asylum seekers, and local communities grow stronger together; human rights are better protected; and a more just life becomes possible for everyone.

Halil İbrahim AKINCI
Chairman of the Board
of Directors

# CONTENTS

# HISTORY

The Refugees and Asylum Seekers Solidarity and Solidarity Association was established in 2014 to address the problems faced by individuals who have been forced to leave their countries and are under temporary and international protection, and to support social cohesion at the local level. Since its establishment, the institution has been carrying out its activities in accordance with the principles of respect for human rights, equality, and non-discrimination.

Figure: Refugees Association, 2015

In 2015, services were initiated to address the needs in the health sector; at the same time, shelter services were provided for disadvantaged women and children. In 2016, the Refugees Community Center was established, thereby consolidating the services offered by the institution under one roof, resulting in a more holistic and coordinated structure. In this process, social, educational, and psychosocial support services have been expanded.


Figure: Refugees Association, 2016

In 2017, physical therapy and mental health services were initiated; employment, work permit and economic integration processes have been supported through vocational support activities. In the same year, a call center was established, a Child and Youth Center was put into operation as well to support the development of children and young people. Also language and vocational courses were initiated. In 2018, services for children and young people were strengthened in terms of scope and accessibility.

Figure: Refugees Association, 2017

Figure: Refugees Association, 2018

In 2019, the Ümraniye Office was opened, enabling services to be provided in different regions and increasing the institution's accessibility. In 2020, a Career Center was established; initiatives in employment, entrepreneurship, and career fields were launched, and at the same time, economic empowerment efforts were supported through livelihood activities and the HEMDEM Cooperative.


Figure: Refugees Association, 2019

Figure: Refugees Association, 2020

In 2021, the Social Market, which facilitates access to basic needs for those in need, was opened after gaining public benefit status. In 2022, with the opening of the Ümraniye Elmalıkent Office, the service network was further expanded.

Figure: Refugees Association, 2021

Figure: Refugees Association, 2023

In 2023, the Social Welfare Service Model was developed, making the institution's service delivery approach more systematic; in 2024, evidence-based information production, dissemination, and advocacy efforts came to the forefront. By 2025, social support mechanisms were developed, and the structure of the Social Market was expanded to include clothing and hygiene products.

Figure: Refugees Association, 2024

The Refugees Association continues to provide multidimensional, inclusive, and sustainable services to refugees and asylum seekers by collaborating with public institutions, local governments, non-governmental organizations, and the private sector.

Figure: Refugees Association, 2025

# GENERAL INFORMATION

## A- Mission and Vision

### A.1. Mission

Providing effective and multifaceted support for the legal, socio-economic, and psycho-social needs of refugees and asylum seekers to ensure their social integration in accordance with international humanitarian law.

### A.2. Vision

To be a non-governmental organization that provides services to refugees and asylum seekers around the world in a manner that befits human dignity.

## A.3. Fundamental Principles

1. **Solution-Focused Approach:** Institution employes should focus on producing alternative solutions aimed at solving the problem, selecting alternative solutions, setting goals, implementing the solutions, and evaluating them, rather than focusing on the visible part of the problem in the intervention plan they create without any discrimination, considering both the visible and invisible parts of the problem.
2. **Equality of Opportunity:** It is ensured that everyone benefiting from the Refugees Association's services has equal access to the available opportunities.
3. **Respect for Human Rights:** They are rights that all people should benefit from, regardless of religion, language, gender, race, nation, and ethnic origin.
4. **Non-Discrimination:** It is necessary that no discrimination or denial of service occurs based on race, gender, color, religion, cultural or national origin, language, marital status, sexual preference, age, socio-economic status, mental or physical disability.
5. **Commitment to Ethical Standards:** In addition to international rules and standards related to the area of service, it is necessary to act in accordance with the national legislation and policies on the subject, as well as the principles provided in these documents, in order to ensure that the services are delivered in a professional and high-quality manner.
6. **High Wound:** In the case management process, all decisions should be made by evaluating the potential positive and negative outcomes and consulting with the affected person or caregivers to act in a way that causes the least harm.
7. **Do No Harm:** At every stage of the case management process, care should be taken to ensure that the behaviors of employes, the decisions made, and the steps taken do not harm the individual or their family.
8. **Respect for Privacy:** The information obtained from the person receiving the service should not be shared with different individuals or public institutions without their consent.

1. **Supporting the Participation of Affected Communities**: The affected community should be ensured to play an active role in the process of creating, delivering, disseminating services, and developing case plans.
2. **Informed Consent and Agreement:** In the planning and execution of all case processes, steps to be taken should be discussed, including their positive and negative aspects, potential risk factors, and the purpose and recipients of the shared information. Consent and approval should be obtained from children or adults to participate in the services and to allow the execution of these processes.
3. **Don't Leave Anyone Behind:** It is necessary for the services provided and the intervention plans created to be designed to produce permanent solutions. In this way, individuals should be enabled to continue their lives without being dependent on any institution or person.
4. **Accountability:** It is the necessity for the authorities and employes in the institution to be accountable to relevant individuals regarding the use of their authority and responsibilities, to act in accordance with criticisms and demands directed at them, and to take responsibility in the event of a failure or inadequacy.
5. **Honesty and Transparency:** The institution should share information about all its service areas and operations in a way that stakeholders and communities within its sphere of influence can be informed.
6. **Reliability:** With the institution adopting a human rights-compliant service model, it should demonstrate its reliability through visual and written documentation aimed at both beneficiaries and fund providers.

## B- Authority, Duties, and Responsibilities

The Refugees Association was established in 2014 under the Associations Law No. 5253 and carries out its activities within the framework of the association's bylaws and relevant national and international legislation.

## B.1.Duties and Powers of the Board of Directors

The board of directors fulfills the following matters:

1. To represent the association or to authorize one or more of its members in this regard.
2. To carry out transactions related to income and expense accounts and to prepare the budget for the upcoming period to present to the general assembly.
3. Preparing the regulations related to the association's activities and submitting them for the general assembly's approval.
4. With the authority granted by the general assembly, to purchase real estate, sell movable and immovable properties belonging to the association, construct buildings or facilities, enter into lease agreements, and establish pledges, mortgages, or real rights in favor of the association.
5. To ensure the establishment of representation in necessary locations.
6. To implement the decisions made at the general assembly.
7. At the end of each fiscal year, prepare the association's operating account table or balance sheet and income statement, and a report explaining the board of directors' activities, and present it to the general assembly when convened.
8. Ensuring the implementation of the budget.
9. To make decisions regarding the admission of members to the association or the expulsion of members.
10. To take and implement all kinds of decisions to realize the association's purpose.
11. To perform other duties assigned by the legislation and to exercise the powers granted.

## B.2. Duties and Powers of the Audit Committee

1. To monitor whether the association operates in accordance with the objectives specified in its bylaws and the work topics aimed at achieving these objectives.
2. To examine whether the books, accounts, and records are kept in accordance with the regulations and the association's bylaws.
3. Conduct audit activities in accordance with the principles and procedures specified in the association's bylaws and at intervals not exceeding one year.
4. Presenting the audit results in the form of a report to the board of directors and, when convened, to the general assembly.
5. Calling the general assembly to a meeting when deemed necessary.

## B.3.The Authority, Duties, and Responsibilities of the Social Welfare Directorate

1. To ensure the development of policies, strategies, and programs in the field of social welfare in line with the association's mission, vision, and strategic goals.
2. To ensure the planning, implementation, monitoring, and evaluation of all activities carried out within the Directorate of Social Welfare.
3. To coordinate, direct, and ensure the effective execution of the activities of the coordinatorship and units within the directorate in line with institutional goals.
4. To ensure the development and implementation of social services, social assistance, protection, and support programs aimed at the basic needs of refugees and asylum seekers.
5. Ensuring that activities carried out in the field of social welfare are conducted within the framework of human rights, protection principles, and ethical standards.
6. Contributing to the development of programs and projects based on needs analyzes, field assessments, and data analyzes related to social welfare services.
7. To develop cooperation and coordination with national and international organizations, public institutions, local governments, and non-governmental organizations.
8. To ensure that directorship activities are carried out in compliance with internal policies and procedures, donor requirements, and quality standards.

1. Conducting reporting, monitoring, and evaluation processes related to the activities carried out within the Directorate and regularly providing information to senior management.
2. To ensure the management of personnel working within the directorate, support the professional development of teams, and strengthen internal coordination.
3. To carry out the necessary improvement and development efforts to enhance the effectiveness of programs conducted in the field of social welfare.
4. Ensuring the sustainability of activities in the field of social welfare in line with the institution's strategic plan.

### B.4.The Authority, Duties, and Responsibilities of the Administrative Affairs Directorate

1. Planning, organizing, and executing the administrative processes of the association
2. Ensuring the implementation of corporate policies and procedures and continuously improving them.
3. To ensure the coordination of units under the directorate and monitor their performance.
4. To supervise building, office, security, cleaning, and maintenance activities within the scope of facility management.
5. To develop strategies to enhance institutional capacity and report them to senior management.
6. Managing personnel recruitment, personal records, leave, performance evaluation, and termination processes.
7. Planning and implementing in-house training and capacity development programs.
8. Ensuring the compliance of human resources policies with corporate standards.
9. To support employee motivation as well as occupational health and safety processes.
10. Managing the IT infrastructure and ensuring the use of up-to-date technologies.

1. Ensuring the effective operation of the institution's automation and data management systems.
2. Ensuring the implementation of procedures related to data security and privacy
3. To support digital reporting and analysis processes.
4. Planning, monitoring, and optimizing warehouse and logistics activities.
5. Ensuring material and equipment management, organizing the timely procurement of needs.
6. Ensuring the safe and efficient execution of transportation, distribution, and shipping processes.
7. To plan and manage transportation for internal and field activities.
8. Organizing the task distribution for the driver and support staff.
9. Prepare and implement emergency and operational support plans.
10. To ensure the effective execution of translation services and conduct needs analyzes.
11. Providing the necessary administrative, logistical, and coordination support to the units within the framework of corporate support.
12. To monitor and coordinate the administrative processes of the association's affiliated businesses and subsidiaries.
13. To carry out operational efficiency, reporting, and process development activities.
14. Ensuring that internal and external communication processes are conducted in an orderly and professional manner.
15. Managing the consistency and visibility of corporate documents, web, and social media content.
16. Organizing communication and reporting channels related to directorate activities.
17. To represent and coordinate the activities of the directorate.
18. Implementing the board of directors' decisions in accordance with the approval of the Chairman of the Board.
19. Participate on behalf of the directorate in internal and external meetings.

1. Monitoring, evaluating, and improving the performance of directorate activities.
2. Contributing to the preparation of annual and periodic activity reports.
3. Collecting and analyzing data in line with corporate goals.

### B.5. Authority, Duties, and Responsibilities of the Program Management Directorate

1. To ensure the coordination of affiliated sub-units; to conduct communication and cooperation processes with national and international funding institutions; to carry out project development, monitoring, coordination, and resource mobilization/fundraising activities.
2. To ensure the visibility of projects and activities through sharing on communication channels and preparing visual and written materials; to conduct corporate promotional activities.
3. To prepare monthly and annual activity plans along with the annual performance program, and to regularly monitor and report on them.
4. Ensure compliance with internal control, audit, and quality management processes; conduct implementation, monitoring, and reporting activities within this scope.
5. Coordinating policy development and implementation processes for the Program Management Directorate and its affiliated units.

### B.6. The Authority, Duties, and Responsibilities of the Finance Directorate

1. To ensure the establishment and implementation of the association's financial management system.
2. Preparation and monitoring of project budgets.
3. To check the compliance of project expenses with donor rules.
4. Managing cash flow and financial planning processes.
5. Ensuring the execution of all corporate and project payments.

1. Ensuring that the purchasing processes are carried out in accordance with institutional procedures.
2. Ensuring the maintenance of the association's accounting records and the fulfillment of legal obligations.
3. Ensuring the preparation of financial reports and their submission to the relevant institutions.
4. Coordinating internal and external audit processes.
5. Ensuring the regular archiving of financial documents.

## C- Information Regarding the Administration

### C.1. Physical Structure:

The institution operates at the address Turgut Reis Mah. Fatih Bulvarı No: 306 34930, Sultanbeyli/İstanbul/Türkiye. The building where the institution operates is rented, and services are conducted in this area.

In terms of physical capacity, the institution has a total of 1,500 m² of indoor space. This area consists of 600 m² on the 5th floor, 600 m² on the 4th floor, and a 300 m² storage area. Additionally, there is an open area (terrace) of 200 m² within the institution.

There are a total of 4 vehicles available for the institution's service activities. These consist of 3 passenger cars and 1 minibus.

## C.2. Organization Structure:

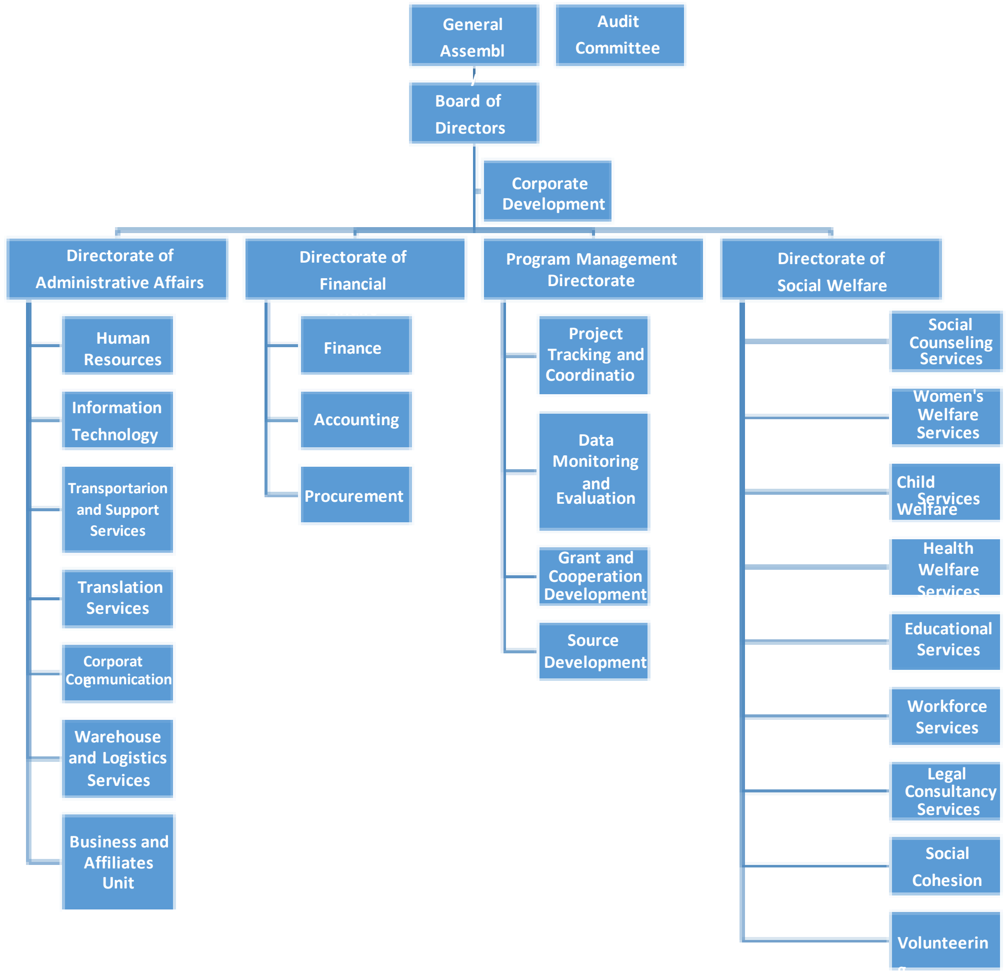
Table 1: Refugees Association Board of Directors Members

| TITLE | NAME |
|---|---|
| President / Chairperson | Halil İbrahim AKINCI |
| Vice president | Mehmet ÇETİNKAYA |
| Secretary | Hüseyin AK |
| Treasurer | Hayati ANKARALI |
| Member | Mehmet AKTAŞ |
| Member | Halil BÜYÜKYILDIRIM |
| Member | Osman AKAR |
| Member | Sezgin BULĞU |
| Member | Vural IŞIK |
| Alternate Member | Muhammet BİLDİK |
| Alternate Member | Ahmet YALÇIN |
| Alternate Member | Emre TÜTÜNCÜ |
| Alternate Member | Türker ŞENGÜL |

Table 2: Members of the Refugees Association Board of Directors

| TITLE | NAME |
|---|---|
| President / Chairperson | Eyüp COŞKUN |
| Vise President | Yasin DEMİRAĞ |
| Member | Niyazi BAŞER |
| Alternate Member | Siyami YÜCEL |
| Alternate Member | Süheyla ÖZTÜRK |
| Alternate Member | Erol AKBULUT |

**Chart 1: Refugees Association Organizational Chart**




## C.3. SUKOM and Technology and Information Infrastructure

SUKOM is a comprehensive data management and tracking system that ensures the holistic management of services conducted within the institution in a digital environment. The system centralizes many operational processes such as the creation of client records, monitoring of service processes, execution of referral mechanisms, reporting of activities, and preparation of statistical analyzes.

Thanks to SUKOM, demographic information about clients, application histories, services received, referrals, case notes, and follow-up processes can be recorded in a organized and standardized manner. This structure not only strengthens institutional coordination in service delivery processes but also helps to prevent data loss and duplicate records.

The system allows different units to work on the same data infrastructure, accelerating the internal flow of information and supporting the execution of processes in a more transparent, traceable, and sustainable manner. Thanks to the user-based authorization structure, data security and access control are ensured; a secure working environment is provided to protect sensitive information.

Thanks to the reporting and data analysis infrastructure provided by SUKOM, numerical data related to activities can be compiled quickly, project outputs can be monitored regularly, and needs analyzes can be conducted based on data. The data obtained through the system is effectively used in activity reports, donor reporting, monitoring-evaluation studies, and institutional planning processes.

Throughout 2025, efforts were continued on SUKOM to improve data standardization, refine registration processes, enhance user experience, and strengthen reporting infrastructure. Thanks to the implemented improvements, the operational efficiency of the system was increased, contributing to conducting service processes faster, more regularly, and measurably.

Data obtained through SUKOM allows for the regular analysis of the demographic structure, geographical distribution, and service needs of applicant profiles. This data is used as an important decision support mechanism in service planning, resource management, monitoring-evaluation efforts, and need-focused intervention processes.

**Table 3: Distribution of Applicants by Province**

| PROVINC | MAL | FEMALE | GRAND TOTAL |
|---|---|---|---|
| Istanbul | 23.788 | 21.988 | 45.776 |
| Other | 4.086 | 5.543 | 9.629 |
| Kocaeli | 195 | 175 | 370 |
| Hatay | 32 | 23 | 55 |
| Bursa | 23 | 18 | 41 |
| **Grand Total** | **28.124** | **27.747** | **55.871** |

Source: SUKOM, 2025

When examining the distribution of applicants by province, it is observed that the vast majority of beneficiaries reside in Istanbul. However, receiving applications from different provinces indicates that the services have a broader geographical scope rather than being solely local.

**Table 4: Distribution of Applicants by Age Group and Gender**

| AGE | MAL | FEMAL | GRAND TOTAL |
|---|---|---|---|
| 0-6 | 2.880 | 2.801 | 5.681 |
| 7-14 | 6.549 | 6.013 | 12.562 |
| 15-17 | 2.200 | 2.187 | 4.387 |
| 18-35 | 8.815 | 9.200 | 18.015 |
| 36-59 | 6.562 | 6.445 | 13.007 |
| 60+ | 1.118 | 1.101 | 2.219 |
| **Grand Total** | **28.124** | **27.747** | **55.871** |

Source: SUKOM, 2025

When the age group distribution is examined, it is seen that a significant portion of applicants consists of children and working-age adults. The balanced nature of the gender distribution indicates that services reach different age and gender groups.

**Table 5: Distribution of Applicants Living in Sultanbeyli District by Age Group and Gender**

| AGE | MAL | FEMALE | GRAND TOTAL |
|---|---|---|---|
| 0-6 | 1.514 | 1.479 | 2.993 |
| 7-14 | 2.390 | 2.121 | 4.511 |
| 15-17 | 805 | 685 | 1.490 |
| 18-35 | 3.579 | 3.239 | 6.818 |
| 36-59 | 2.530 | 2.184 | 4.714 |
| 60+ | 416 | 424 | 840 |
| **Grand Total** | **11.234** | **10.132** | **21.366** |

Source: SUKOM, 2025

The age group distribution of applicants living in Sultanbeyli district indicates an intense need for services, especially among children and young adults. The data demonstrates that service planning in the district is particularly important in terms of family and child-focused work.

**Table 6: Distribution of Applicants by Nationality and Gender**

| NATIONALIT | MALE | FEMALE | GRAND TOTAL |
|---|---|---|---|
| Syria | 24.233 | 22.367 | 46.600 |
| Türkiye | 2.892 | 4.392 | 7.284 |
| Other | 480 | 515 | 995 |
| Afghanista | 276 | 239 | 515 |
| n | 129 | 120 | 249 |
| Palestine | 114 | 114 | 228 |
| **Grand Total** Iraq | **28.124** | **27.747** | **55.871** |

Source: SUKOM, 2025

When the distribution of applicants by nationality is examined, it is observed that Syrian nationals constitute the vast majority of beneficiaries. However, serving individuals from various nationalities reflects the association's inclusive and multicultural service approach.

**Table 7: Distribution of Applicants Living in Sultanbeyli District by Nationality and Gender**

| NATIONALIT | MALE | FEMALE | GRAND TOTAL |
|---|---|---|---|
| Syria | 10.80 | 9.724 | 20.525 |
| Türkiye | 220 | 173 | 393 |
| Other | 88 | 120 | 208 |
| Afghanistan | 55 | 53 | 108 |
| Iraq | 55 | 45 | 100 |
| Palestine | 15 | 17 | 32 |
| **Grand Total** | **11.234** | **10.132** | **21.366** |

Source: SUKOM, 2025

The nationality distribution of applicants living in Sultanbeyli district shows that services in the district are mainly provided to Syrian beneficiaries. Additionally, including individuals from different nationalities in service processes highlights the adoption of a needs-based and inclusive service model.

**Table 8: Technology and IT Infrastructure Used**

| DESCRIPTION | TOTAL |
|---|---|
| Laptop | 122 |
| Desktop Computer | 36 |
| Projector | 9 |
| Tablet | 5 |
| Cell Phone | 12 |
| Camera | 3 |
| Printer | 11 |
| Sennheiser Hde 2020-D Tourguide System | 1 |
| Security Cameras | 60 |
| Television | 16 |

Source: Warehouse and Logistics Unit, 2025

Table 9: Used Programs and Software

| CATEGORY | PROGRAM/SOFTWARE |
|---|---|
| Office Applications | Outlook |
| | Excel |
| | Word |
| | PowerPoint |
| | Adobe Acrobat (PDF) |
| Cloud and File Management | Google Drive |
| Human Resources Management System | Perkotek |
| Accounting Software | Logo |
| | Online banking systems |
| | Electronic document management and filing systems |
| Communication and Meeting Tools | Google Calendar |
| | Zoom |
| | Microsoft Teams |
| | Google Meet |
| Design and Content Creation | Canva |
| Artificial Intelligence Tools | ChatGPT |
| | Google Gemini |
| | Google NotebookLM |
| Task Tracking Systems | Perfex |
| Data Collection Tools | Kobo |
| | SUKOM |
| Database Management | SQL Server Management Studio |
| | MySQL |
| | DBeaver |
| Data Analysis and Reporting | Power BI |
| | Power BI Report Builder |
| | Power BI Service |

Source: Warehouse and Logistics Unit, 2025

## C.4. Human Resources

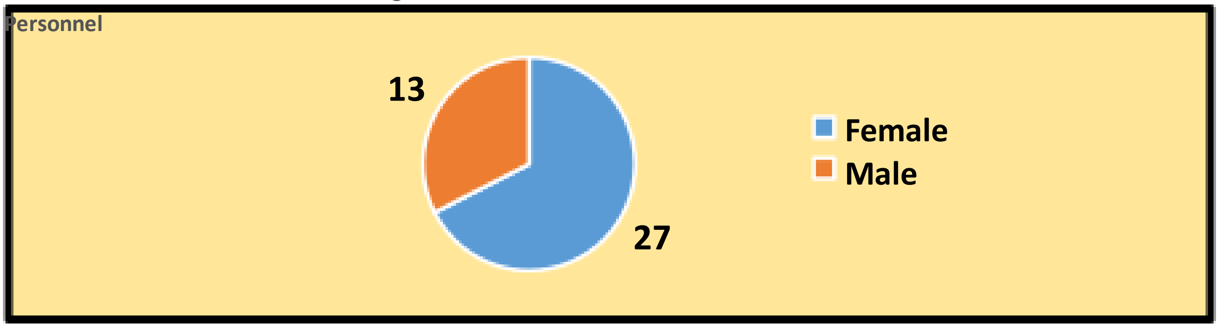
Table 10: Employment Type of Working Personnel

| UNIT | NUMBER OF PERSONNEL | EMPLOYMENT TYPE |
|---|---|---|
| Social Consueling Services | 5 | Full-time |
| Women's Welfare Services | 1 | Full-time |
| Legal Counseling | 1 | Full-time |
| Mentorship and Volunteering | 1 | Full-time |
| Education Services | 3 | Full-time |
| Early Childhood | 3 | Full-time |

| | | |
|---|---|---|
| Health Welfare | 3 | Part-Time / Full-Time |
| Child Welfare | 3 | Full-Time |
| Social Cohesion | 1 | Part-Time |
| Warehouse and Logistics | 1 | Full-Time |
| Human Resources | 1 | Full-Time |
| Translation Services | 5 | Full-Time |
| Transportation and Support | 5 | Full-Time |
| Project Tracking and Coordination | 2 | Full-Time |
| Data Monitoring and Evaluation | 2 | Part-Time / Full-Time |
| Resource Development | 1 | Full-Time |
| Finance | 2 | Full-Time |
| **Grand Total** | **40** | |

Source: Human Resources Department, 2025

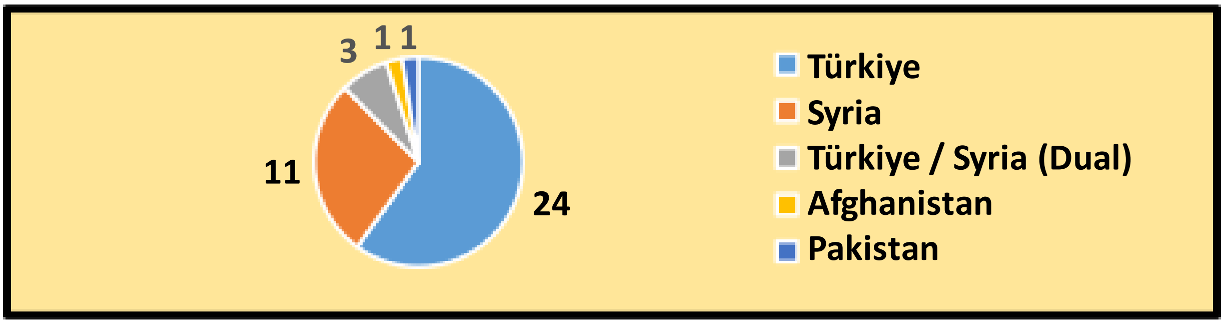
**Chart 2: Gender Distribution of Working Personnel**




Source: Human Resources Department, 2025

Women constitute 67.5% of the personnel (27 people), while men account for 32.5% (13 people). This distribution indicates a clear predominance of female employees in the institution.

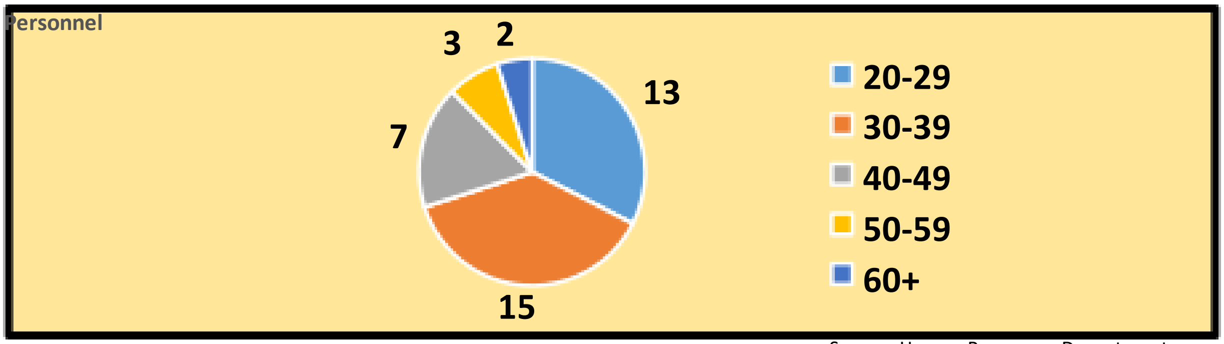
**Chart 3: Nationality Distribution of Working Personnel**




Source: Human Resources Department, 2025

60% of the personnel are Turkish (24 people), 27.5% are Syrian (11 people), and 7.5% are dual citizens (3 people), with the remaining 5% consisting of employees with Afghan and Pakistani nationalities. This distribution demonstrates that the institution possesses a multicultural and multilingual human resource pool. Especially for an organization serving refugees and asylum seekers, the presence of employees from different nationalities offers a significant advantage in terms of communicating with the target audience, correctly understanding their needs, and increasing service efficiency. This structure also reflects the institution's inclusive approach that supports diversity.

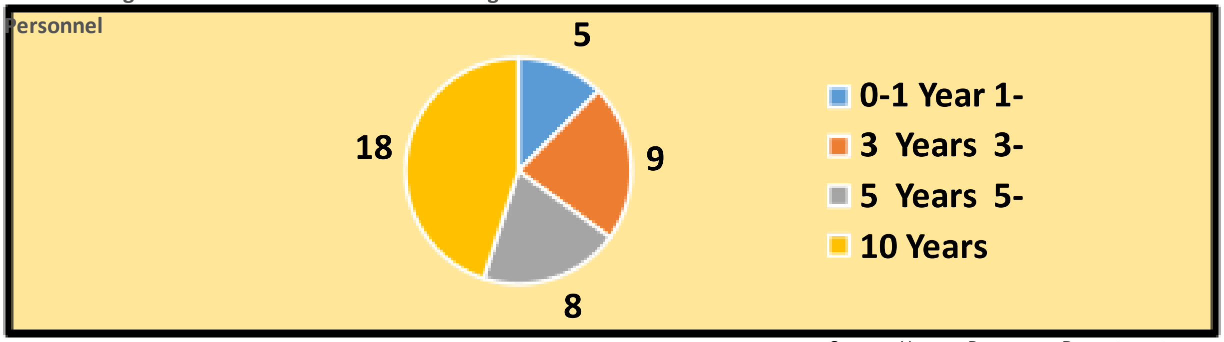
Chart 4: Age Distribution of Working Personnel




Source: Human Resources Department, 2025

32.5% of the personnel are in the 30-39 age range, 32.5% in the 20-29 age range, 17.5% in the 40-49 age range, 7.5% in the 50-59 age range, and 5% are aged 60 and over. This distribution shows that young and middle-aged groups are balancedly represented within the institution. Combining the dynamism and adaptability of young employees with the knowledge and experience of more senior staff contributes to strengthening institutional capacity. This age breakdown provides a structure that supports both innovative approaches and the sustainability of corporate memory.

Chart 5: Length of Service Distribution of Working Personnel




Source: Human Resources Department, 2025

While 45% of the personnel have a length of service between 5-10 years, 22.5% have 1-3 years, 20% have 3-5 years, and 12.5% have 0-1 year of experience. This indicates that long-term employees hold significant weight in the organization and that institutional experience is strong. Furthermore, the balanced distribution across different service duration intervals demonstrates that knowledge and experience transfer is possible between newly joined employees and experienced staff. This structure serves as a positive indicator for organizational sustainability and the continuity of service quality.

# PURPOSES AND OBJECTIVES

## A- Fundamental Policy and Priorities

The Association for Assistance and Solidarity with Refugees and Asylum Seekers carries out its activities within the framework of a human rights-based, inclusive, and sustainable service approach. The primary priorities of the institution are to support the social cohesion of refugees and asylum seekers, protect vulnerable groups, and ensure individuals' access to living conditions fit for human dignity. In all its processes, the principles of doing no harm, equality, and non-discrimination are taken as a basis.

The association carries out its activities within the framework of the following fundamental policies that guide its institutional operation and service delivery:

- Policy on Prevention of Sexual Exploitation, Abuse, and Harassment
- Accountability Policy
- Personal Data Policy
- Institutional Reliability Policy
- Policy on Misuse of Corporate Resources
- Financial Affairs Policy
- Anti-Retaliation Policy
- Program Management Policy
- Social Welfare Policy
- Sustainability Policy
- Conflict of Interest and Anti-Fraud Policy
- Child Protection Policy
- Administrative Affairs Policy

These policies form the essential framework aimed at ensuring transparency, accountability, adherence to ethical values, and the sustainability of service quality in all activities of the institution.

**Table 11: Activity - Sustainable Development Goals (SDG) Relationship**

| Activity | Related SDG | Activity | Related SDG | Activity | Related SDG |
|---|---|---|---|---|---|
| Early Childhood Activity | 4 QUALITY EDUCATION | Provision of Shelter Support Activity | 1 NO POVERTY | Service and Need Assessment | 16 PEACE JUSTICE AND STRONG INSTITUTIONS |
| Social Counseling Services Unit Activities | 10 REDUCED INEQUALITIES | Provision of Legal Support Activity | 1 NO POVERTY | Digital Media Usage and Enhancing Visibility Activity | 16 PEACE JUSTICE AND STRONG INSTITUTIONS |
| Youth Mentorship Activities | 8 DECENT WORK AND ECONOMIC GROWTH | Child Protection Activity | 10 REDUCED INEQUALITIES | Service Capacity Building Activity | 16 PEACE JUSTICE AND STRONG INSTITUTIONS |
| Turkish Language Teaching for Foreigners Activity | 4 QUALITY EDUCATION | Women Protection Activity | 10 REDUCED INEQUALITIES | Structuring Mental Health and Psychosocial Support and Rehabilitation Services | 3 GOOD HEALTH AND WELL-BEING |
| Life Skills Development Activity | 4 QUALITY EDUCATION | Guidance and Counseling Activity | 10 REDUCED INEQUALITIES | Need Analysis Activity | 3 GOOD HEALTH AND WELL-BEING |

| | | | | | |
|---|---|---|---|---|---|
| Mentorship Activity | 8 DECENT WORK AND ECONOMIC GROWTH | Information Provision Activity | 10 REDUCED INEQUALITIES | Measurement and Evaluation Activity | 3 GOOD HEALTH AND WELL-BEING |
| Entrepreneurship Services Activity | 8 DECENT WORK AND ECONOMIC GROWTH | Documentation within Institutionalization Studies | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | Mental Health and Psychosocial Support Activity | 3 GOOD HEALTH AND WELL-BEING |
| Employment Provision Activity | 8 DECENT WORK AND ECONOMIC GROWTH | Grant and Partnership Development Activity | 17 PARTNERSHIPS FOR THE GOALS | Awareness Raising Activity | 3 GOOD HEALTH AND WELL-BEING |
| Course Activities for Adults | 8 DECENT WORK AND ECONOMIC GROWTH | Need Analysis Activity | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | Medication Support Activity | 3 GOOD HEALTH AND WELL-BEING |
| Case Management Activity | 10 REDUCED INEQUALITIES | Budget Management Activity | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | Provision of Physiotherapy Services Activity | 3 GOOD HEALTH AND WELL-BEING |
| Developmental Monitoring Activity | 10 REDUCED INEQUALITIES | Performance Evaluation Activity | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | Physical Therapy Awareness Activity | 3 GOOD HEALTH AND WELL-BEING |
| Provision of In-Kind / Cash Support Activity | 1 NO POVERTY | In-House Communication Evaluation and Coordination Activity | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | Provision of Speech Therapy Services Activity | 3 GOOD HEALTH AND WELL-BEING |
| Social Cohesio n Activity | 10 REDUCED INEQUALITIES | Internal Control Monitoring and Evaluation Activity | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | Assistive Device Support Activity | 3 GOOD HEALTH AND WELL-BEING |
| Solidarity-Based Event Activity | 10 REDUCED INEQUALITIES | Capacity Building Training Activity | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | Orthotics / Prosthetics Support Activity | 3 GOOD HEALTH AND WELL-BEING |

## B- Purposes and Objectives in the Administration's Strategic Plan

**Goal A1:** To improve institutional capacity and ensure efficiency along with effectiveness, thereby using the physical and financial resources of the association effectively.

**Objective A1.O1:** To create standard operating procedures and policies within the scope of institutionalization efforts.

**Objective A1.O2:** To track project calls and submit applications tailored to needs to ensure the sustainability of service areas.

**Objective A1.O3:** To meet physical needs and provide sustainable procurement services for the effective execution of the association's services.

**Objective A1.O4:** To ensure efficiency in income and expenditure transactions, enhance service quality, and provide effective management.

**Goal A2:** To increase the management capability of the association, develop a data-driven management system, and effectively utilize planning, monitoring, and evaluation processes.

**Objective A2.O1:** To establish mechanisms regarding performance evaluation.

**Objective A2.O2:** To increase communication and coordination among internal stakeholders.

**Objective A2.O3:** To carry out activities towards establishing and monitoring the internal control system of the institution.

**Objective A2.O4:** To conduct capacity-building training based on personnel needs.

**Goal A3:** To become an institution aligned with national and international standards, with diversified and sustainable financial resources, and to expand activities in areas where needed.

**Objective A3.O1:** To establish mechanisms that will periodically conduct service evaluation, needs analysis, and social impact measurement, ensuring the execution of feedback mechanisms.

**Objective A3.O2:** To increase the visibility of delivered services and executed projects through effective use of digital media.

**Objective A3.O3:** To open branches in different provinces and districts in order to expand the association's beneficiary network and reach more people in need.

**Goal A4:** To support access to livelihoods and increase employability levels by enabling individuals' inclusion into social and economic life.

**Objective A4.O1:** To increase labor market participation by providing counseling support and skill-development training in line with market needs for individuals' career planning.

**Objective A4.O2:** To raise awareness in the field of entrepreneurship, encourage the social entrepreneurship model, and develop policy and incentive programs to formalize informal entrepreneurs.

**Goal A5:** To impart self-sufficiency skills to refugees living in our region by providing protective, preventive, supportive, and guidance services.

**Objective A5.O1:** To guide service delivery by ensuring social inclusion through participatory mechanisms and to increase the service satisfaction rate.

**Objective A5.O2:** To facilitate access to rights and services for disadvantaged communities and those in need.

**Objective A5.O3:** To facilitate access to legal counseling and protection services for disadvantaged communities and those in need.

**Goal A6:** To increase access to healthcare services for minority, disadvantaged, and socially struggling refugee and local communities living in our region.

**Objective A6.O1:** To conduct measurement, evaluation, and needs analysis activities in order to provide a comprehensive, efficient, effective, and sustainable healthcare service; to structure MHPSS and Rehabilitation services and carry out preventive activities.

**Objective A6.O2:** To increase access and transportation to mental health services and medication for disadvantaged communities and those in need.

**Objective A6.O3:** To increase access and transportation to physical therapy services and medical devices for disadvantaged communities and those in need.

**Goal A7:** To involve disadvantaged and socially struggling refugee and local communities in services such as qualified education, mentorship, and psychological counseling through national and international collaborations, in order to facilitate their adaptation to new living conditions and support their social cohesion.

**Objective A7.O1:** To strengthen access to pre-school education in early childhood within the framework of social inclusiveness.

**Objective A7.O2:** To increase the number of social and cultural activities to facilitate the adaptation of disadvantaged children, youth, and adults to new living conditions.

**Objective A7.O3:** To integrate youth into society by developing their academic and life skills within the scope of education and mentorship studies.

**Objective A7.O4:** To strengthen communication networks by improving refugees' Turkish reading, writing, and speaking skills in social and professional life.

**Objective A7.O5:** To increase local community awareness regarding migration and refugee status through social cohesion events such as workshops, seminars, trips, etc.

**Goal A8:** To contribute to enabling individuals from immigrant and local communities to live in harmony and to strengthen social peace.

**Objective A8.O1:** To support the adaptation processes of the local population and foreign asylum seekers in our country, particularly children, women, and people with special needs.

# INFORMATION AND EVALUATIONS REGARDING ACTIVITIES

## A- Financial Information

### A.1. Budget Execution Results

**Table 12: Detailed Revenue Table**

| REVENUE | TOTAL | RATE |
|---|---|---|
| External Donations | 22.081.536,25 TL | 34,54% |
| UNHCR Project | 19.043.908,00 TL | 29,79% |
| SAMS 4 Project | 8.311.394,53 TL | 13,00% |
| Islamic Relief Türkiye Project | 6.839.869,15 TL | 10,70% |
| Refugee Girls Worldwide Project | 2.665.661,78 TL | 4,17% |
| Save The Children Project | 1.598.548,53 TL | 2,50% |
| Save The Children Project | 1.077.300,00 TL | 1,69% |
| Embassy of Malta Türkiye Project | 858.479,68 TL | 1,34% |
| LimbFit Project | 779.765,73 TL | 1,22% |
| UNICEF Project | 672.752,75 TL | 1,05% |
| **Grand Total** | [illegible] | [illegible] |

Source: Financial Affairs Directorate, 2025

**Table 13: Detailed Expense Table**

| EXPENSE NAME | TOTAL | RATE |
|---|---|---|
| Personnel Expenses | 43.976.068,02 TL | 74,64% |
| Donations and Grants | 8.523.257,71 TL | 14,47% |
| Event Expenses | 2.392.153,21 TL | 4,06% |
| Healthcare Expenses | 930.768,65 TL | 1,58% |
| Consultancy Expenses | 841.937,07 TL | 1,43% |
| Vehicle Expenses | 751.522,70 TL | 1,28% |
| Rent Expenses | 508.639,36 TL | 0,86% |
| Other Expenses | 428.485,61 TL | 0,73% |
| Stationery Expenses | 226.703,54 TL | 0,38% |
| Cleaning Expenses | 188.410,60 TL | 0,32% |
| Utility Expenses | 133.517,06 TL | 0,23% |
| Per Diem and Travel Expenses | 12.790,39 TL | 0,02% |
| Bank Expenses | 6.277,79 TL | 0,01% |
| **Genel Toplam** | | |

Source: Financial Affairs Directorate, 2025

## A.2. Explanations Regarding Main Financial Statements

When the 2025 financial data is examined, it is observed that a **total revenue of 63.929.216,40 TL** was generated, whereas **58.920.531,71 TL in expenses** was incurred. In this context, a bank balance of **5.008.684,69 TL** remained at the end of the period. The distribution of expense items clearly reveals the priorities and operational structure of the institution.

Within total expenses, the highest share is formed by **personnel expenses at a rate of 74,64% (43.976.068,02 TL)**. This situation demonstrates that the association has a human-resource-focused structure and that services are largely carried out through personnel. It is evaluated that human resources play a critical role, especially in social work, field operations, and project implementations.

The second largest expense item is **donations and grants at a rate of 14,47% (8.523.257,71 TL)**, showing that the association allocates significant resources to direct support activities for beneficiaries. This item reveals a spending structure compatible with the social aid and support mission of the association.

When other expense items are examined:

- **Event expenses (4,06%)** represent the budget allocated to organizations and field operations carried out within project activities.
- **Consultancy expenses (1,43%)** demonstrate that technical support and expertise services were utilized.
- **Vehicle and health expenses (in the 1% range)** represent necessary expenditures in terms of operational sustainability.

Apart from these, each remaining expense item constitutes less than 1% of the total budget, showing that general expenses are managed in a controlled and balanced manner. In particular, low percentages of stationery, cleaning, utility, and bank expenses indicate that financial discipline is maintained and resources are directed toward core activity areas.

When evaluated overall, the 2025 expense distribution demonstrates:

- That a high level of investment was made in human resources,
- That direct support targeting beneficiaries is strong,
- That operational expenses were kept under control,
- That a planned and balanced approach was adopted in resource utilization.

The high share of human resource expenses within the total budget stems from the structure of the association's service model. Association activities rely not merely on providing short-term in-kind or cash assistance, but on multidimensional services such as evaluating applicant needs, conducting case management processes, operating referral and tracking mechanisms, and continuing protection and empowerment efforts. Accordingly, studies conducted through expert personnel support the regular, accessible, and sustainable delivery of services. Investment in human resources is evaluated as one of the core elements that enhances the quality, continuity, and impact capacity of services offered to beneficiaries.

This structure reveals that the association uses its financial resources effectively in line with its strategic goals and executes its activities in a sustainable manner.

# PERFORMANCE INFORMATION

## 1- SOCIAL WELFARE DIRECTORATE

### EXECUTIVE PRESENTATION

The 2025 activity report prepared by the Social Welfare Directorate of the Association for Assistance and Solidarity with Refugees and Asylum Seekers has been prepared to reveal the scope of the work carried out throughout the year, evaluate the impact of services on beneficiaries, and contribute to organizational development processes. This report also aims to share the activities carried out with stakeholders in line with the principles of transparency and accountability.

Throughout 2025, efforts carried out in the areas of legal counseling, mentorship, education, social cohesion, and labor market, along with social counseling, women, child, and health welfare services, were sustained with a holistic approach in line with the needs arising from the field. Thanks to the effective implementation of case management processes and the complementary design of different service areas, beneficiaries' access to services was strengthened, and mechanisms aimed at protecting vulnerable groups were made more effective.

The activities carried out strengthened the association's rights-based approach and social welfare-focused service model. The more effective use of inter-institutional referral mechanisms, increased coordination in service delivery, and the dissemination of an individual-focused approach contributed to more effective implementation of institutional policies in the field. Accordingly, the accessibility and effectiveness of services were increased, and the beneficiary-focused approach was further strengthened.

The year 2025 has been a period in which not only service delivery was strengthened, but also knowledge production and organizational learning. With the publication *Being a Child in Sultanbeyli*, prepared by reporting findings obtained from the field, children's living conditions, the risks they face, and their need areas were made more visible. Monitoring and analysis studies conducted regarding voluntary return processes contributed to reflecting beneficiary experiences onto service development processes. In addition, the data monitoring and management infrastructure used within the institution became one of the main tools supporting the regular, systematic, and holistic evaluation of activities.

Compared to 2024, service delivery in 2025 is seen to have attained a more systematic, holistic, and coordinated structure. The strengthening of case management processes, increased integration among services, and more effective reflection of field findings onto service planning processes are among the main elements of this development.

In the upcoming period, as the Social Welfare Directorate, we aim to increase service quality based on knowledge and experience from the field, develop more inclusive and sustainable solutions, and maintain our efforts to improve the living conditions of refugees/asylum seekers.

We thank all our colleagues, volunteers, and the institutions and organizations with which we cooperate for their contributions in this process, and hope that the activity report will be beneficial for all stakeholders.

Sincerely,

Social Counseling Services Manager

## A- Mission and Vision

### A.1. Mission

To support refugees' and asylum seekers' access to living conditions fit for human dignity in line with international humanitarian law principles; to conduct effective and versatile case management targeting legal, socio-economic, and psycho-social needs in order to strengthen social cohesion and ensure the empowerment of vulnerable groups.

### A.2. Vision

To be an exemplary organization with inclusive and sustainable social welfare services where migrant and refugee individuals participate in social life in an equal, safe, and dignified manner.

## B- Duties and Responsibilities

The duties and responsibilities of the units within the Directorate are as follows:

**Social Counseling Services:**

- To identify and evaluate the social, economic, health, and legal needs of individuals and families.
- To create appropriate intervention plans by determining vulnerability statuses.
- To provide information to applicants regarding rights, services, and application mechanisms.
- To carry out referral and follow-up processes for access to public institutions and social services.
- To facilitate access to social aid and support mechanisms.
- To ensure the identification of individuals at risk and make the necessary referrals.

**Women's Welfare Services:**

- To identify cases of violence against women and carry out protection processes.
- To offer psychosocial support and counseling services to women.
- To provide information regarding women's rights and access to services.
- To provide guidance and counseling that supports social and economic empowerment.
- To carry out awareness and sensitization activities targeting women.
- To ensure inter-institutional coordination and case tracking.

**Legal Counseling Services:**

- To provide information regarding applicants' legal rights.
- To offer counseling in the fields of family law, labor law, and migration law.
- To carry out referral and application mechanisms regarding judicial processes.
- To ensure coordination with public institutions and judicial mechanisms.

**Child Welfare Services:**

- To carry out protection and support services by considering the best interests of children.
- To ensure the identification, evaluation, and referral of children at risk.
- To carry out family-based empowerment efforts.
- To support children's social development through educational and developmental activities.

**Health Welfare Services:**

- To facilitate beneficiaries' access to healthcare services.
- To provide health counseling and referral services.
- To support access to psychological support, therapy, and rehabilitation processes.
- To conduct informative studies aimed at increasing health awareness.

**Labor Force Services:**

- To support employment processes by directing job seekers to suitable job opportunities.
- To organize events that bring employers and job seekers together.
- To provide support aimed at developing individuals' social and vocational skills.

- To provide guidance and support in work permit processes
- To provide information and guidance in entrepreneurship and licensing processes

**Education Services:**

- To run programs that support individuals' education and development processes
- To carry out academic support, language education, and skill development activities
- To offer psychological counseling and guidance services
- To increase social participation by organizing volunteering activities

**Mentorship :**

- To run programs that support individuals' education and development processes
- To carry out academic support, language education, and skill development activities
- To offer psychological counseling and guidance services
- To increase social participation by organizing volunteering activities

**Social Cohesion:**

- To plan, support, and carry out activities aimed at strengthening social cohesion between refugee and host communities
- To plan, support, and carry out social and cultural events that increase interaction between communities
- To plan, support, and carry out awareness-raising efforts on social cohesion and living together
- To plan, support, and carry out activities aimed at preventing discrimination and social exclusion

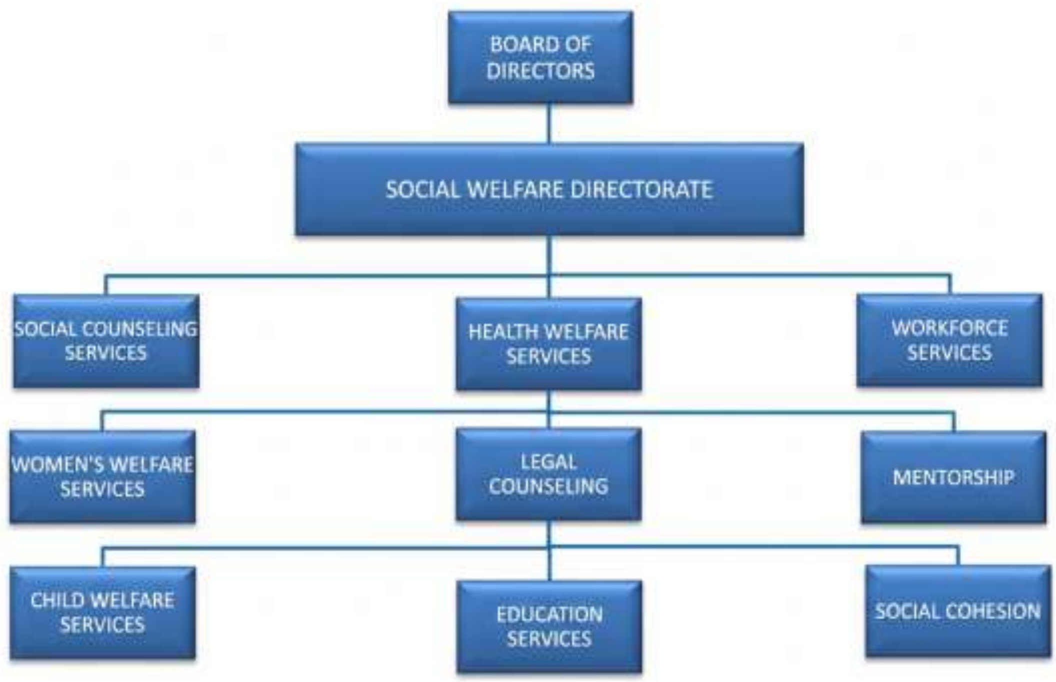
## C- Information Regarding the Administration

### C.1. Physical Structure:

The Social Welfare Directorate serves on the 4th and 5th floors of the institution's community center building located at Turgut Reis Mahallesi, Fatih Bulvarı, No: 306, Sultanbeyli/İstanbul.

### C.2. Organizational Structure:

**Chart 6: Social Welfare Directorate Organization Chart**



## C.3. Technology and Information Infrastructure

**Table 14: Technology and IT Infrastructure Used**

| ITEM | TOTAL |
|---|---|
| Laptop Computer | 43 |
| Cell Phone | 8 |
| Printer | 3 |
| Televition | 16 |

Source: Warehouse and Logistics Unit, 2025

**Table 15: Used Programs and Software**

| CATEGORY | PROGRAM/SOFTWARE |
|---|---|
| Office Applications | Outlook |
| | Excel |
| | Word |
| | PowerPoint |
| | Adobe Acrobat (PDF) |
| Cloud and File Management | Google Drive |
| Communication and Meeting Tools | Google Calendar |
| | Zoom |
| | Microsoft Teams |
| | Google Meet |
| Artificial Intelligence Tools | ChatGPT |
| Job Tracking Systems | Perfex |
| Data Collection Tools | Kobo |
| | SUKOM |
| Database Management | SQL Server Management Studio |
| Data Analysis and Reporting | Power BI |
| | Power BI Report Builder |
| | Power BI Service |

Source: Warehouse and Logistics Unit, 2025

### C.4. Human Resources

Table 16: Number of Personnel by Education Level

| Distribution of Employes According to Their Educational Background | | | | | |
|---|---|---|---|---|---|
| | Primary Education | Associate Degree | Bachelor's Degree | Master's Degree | Total |
| Refugees Association | | | 1 | | 1 |
| Karl Kahane Foundation | | 1 | | | 1 |
| Dignity For the Ampu Tee International | | | 1 | | 1 |
| Embassy of Malta | | 1 | | | 1 |
| Refugee Girls Worldwide | | 1 | 2 | | 3 |
| UNHCR | 1 | | 11 | 1 | 13 |
| Save the Children Türkiye | | | 1 | | 1 |
| **Toplam** | **1** | **3** | **16** | **1** | **21** |

Source: Human Resources Unit, 2025

# INFORMATION AND EVALUATIONS REGARDING ACTIVITIES

## A- Financial Information

### A.1. Budget Implementation Results

Table 17: Social Welfare Directorate Employe Expenses for 2025

| DIRECTORATE OF SOCIAL WELFARE | |
|---|---|
| Net Salary | ₺ 12.605.786,81 |
| Social Security (SSI / SGK) | ₺ 5.626.901,17 |
| Tax (Summary) | ₺ 1.728.782,1 |
| **Total** | **₺ 19.961.470,07** |

Source: Directorate of Financial Affairs, 2025

### A.2. Activity and Project Information

**Objective A5: To provide protective, preventive, supportive, and guiding services to refugees living in our region, enabling them to become self-sufficient.**

**Target A5. O3: Facilitating access to legal advice and protection services for disadvantaged communities and those in need.**

### SOCIAL COUNSELING SERVICES UNIT ACTIVITIES

In the Social Counseling Services Unit, it is aimed to meet the demands of individuals, analyze all the needs of families through sensitivity assessments, and provide solutions to family problems through internal and external referrals by offering protective, preventive, complementary, and supportive services to disadvantaged groups with a holistic working principle.

Without discrimination on the basis of language, religion, race, gender, sect, or political opinion, information provision and internal/external referral activities were conducted to address or minimize vulnerabilities, and case management was carried out for sensitive cases.

Following the cases identified through sensitivity and status interviews, an intervention plan was developed in the best interest of the individuals and in line with the do-no-harm principle. Throughout all processes, services were delivered in cooperation with public institutions and non-governmental organizations, centered in Sultanbeyli and Ümraniye, while including surrounding districts within available capacities. By working in collaboration with local authorities during case management processes, support was provided for all individuals applying to the association to access services. To closely monitor developments in the field and develop solution proposals, participation was ensured in case management meetings, coordination meetings, and protection sub-sector meetings involving non-governmental organizations.

Figure: Counseling Service

Within the scope of the activities carried out by the Social Counseling Services Unit in 2025, a total of **10,370** interviews were conducted with **3,364** individuals from **2,400** families. During this process, social assessments were conducted in **561** households, and the needs of individuals and families were evaluated on-site.

To strengthen access to services, **3,470** internal referrals were made and followed up. In addition, **1,827** external referrals were carried out to support beneficiaries' access to relevant services.

Additionally, **509** new family records were opened during the year; through all interviews and case management processes conducted, a total of **6,841** new sensitivity conditions were identified.

## CASE MANAGEMENT ACTIVITY, DEVELOPMENTAL MONITORING ACTIVITY

Within the scope of the Social Counseling Services Unit's activities in 2025, out of **10,370** recurring interviews conducted, **3,707** case conditions were identified across **1,318** families. Of these cases, **2,173** have been completed, while the processes for the remaining **1,534** identified cases are ongoing.

Figure: Social Assistance Mechanisms Training

Within the scope of Case Management, a detailed introduction to our association and unit was provided to individuals receiving services from our organization, and a detailed information session was held on access to social assistance mechanisms.

By repeating these trainings throughout the year, the goal was to introduce the association's services in detail and to reach larger audiences through the beneficiaries.

**Goal A5: To provide refugees living in our region with protective, preventive, supportive, and guidance services, thereby enabling them to acquire self-sufficiency skills.**

**Objective A5.O2: To facilitate access to rights and services for disadvantaged communities and individuals in need.**

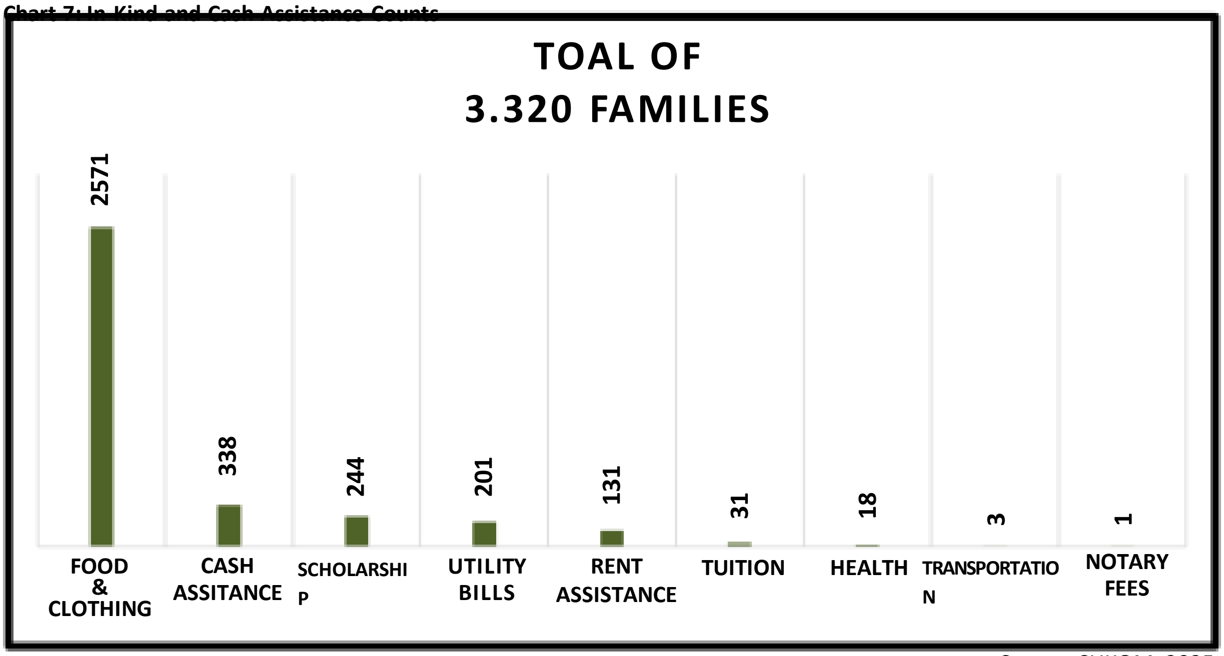
## PROVISION OF IN-KIND / FINANCIAL SUPPORT ACTIVITY

In 2025, a total of **3,320 families** were supported within the scope of in-kind and financial assistance activities. In the aid provided by our association, priority was given to meeting the basic needs of beneficiaries, with the most intensive support delivered in the areas of food and clothing.

In addition, **cash support, educational scholarships, and utility bill assistance** were provided to alleviate the economic burden on households. In line with a need-based approach, support was also offered in areas such as **rent, healthcare, transportation, and notary services** to address the multifaceted needs faced by the beneficiaries.

In-kind and financial aid provided by our association was carried out with a **holistic, rights-based approach** aimed at contributing to the improvement of beneficiaries' living conditions.

**Chart 7: In-Kind and Cash Assistance Counts**




Source: SUKOM, 2025

### *Sarp Yokuş*

On the *Sarp Yokuş* platform, formed by voluntary donors who came together to support the activities of the Refugees Association, the cash assistance needed by individuals is provided following relevant assessments. Within this scope, individuals' needs such as rent, utility bills, hospital expenses, and tuition/official fees are covered through donations.

**Table 18: Total Support**

| SUPPORTAmount | NUMBER OF TRASACTIONS | TOTAL AMOUNT (₺) |
|---|---|---|
| Cash Assistance | 836 | 4.094.705,20₺ |
| Utility Bill Assistance | 532 | 475.731,84₺ |
| **Tota** | - | **4.570.437,04₺** |

Source: SUKOM, 2025

In 2025, within the scope of financial support activities carried out by the Refugees Association, aid totaling **4,570,437.04 TRY** was provided to **747** families. This assistance was delivered under two main categories: cash support and utility bill assistance.

During the period in question, a total of **4,094,705.20 TRY** in cash assistance was provided across **836** transactions, accounting for a major portion of the overall aid. Through cash support, beneficiaries were enabled to address their basic needs according to their priorities.

In addition, utility bill assistance totaling **475,731.84 TRY** was provided across **532** transactions. Through utility support, contributions were made to meeting beneficiaries' mandatory expenses such as electricity, water, and similar utilities.

Through these provided supports, it was aimed to contribute to the improvement of beneficiaries' living conditions, and care was taken to implement a needs-based and sustainable support mechanism.

## Social Market

Figure: Social Market Clothing Support

Through the Social Market, instead of parcel-style aid with contents predetermined by the organization, individuals are offered the opportunity to shop in a dignified manner and according to their specific needs. In this way, the aim is to prevent waste by avoiding the distribution of unneeded items and to contribute to social cohesion by serving without making any distinction between the local community and refugees. To this end, individuals are enabled to shop in the food, hygiene, and clothing sections based on their needs, within the scope of points assigned following a sensitivity assessment.


Figure: Social Market Food Support

**Table 19: Purchases**

| Made PRODUCT | QUANTITY |
|---|---|
| Basic Food | 26.322 |
| Charcuterie / Breakfast Products | 11.350 |
| Cleaning Products | 14.269 |
| Textile Products | 87.133 |
| Baby and Children's Supplies | 1.145 |
| Personal Care Products | 2.567 |
| Office and Stationery Supplies | 3.365 |
| Household Items / Houseware | 196 |
| **Tota** | **146.347** |

Source: Global (Social Market System), 2025

In 2025, within the scope of in-kind aid activities carried out by the Refugees Association, support was provided across various product groups to meet the basic needs of beneficiaries.

In this context, 26,322 basic food items, 11,350 delicatessen and breakfast items, 14,269 cleaning products, 87,133 textile products, 1,145 baby and child items, 2,567 personal care products, 3,365 office and stationery supplies, and 196 household items were distributed.

Through the in-kind aid provided, it was aimed to support beneficiaries' access to the essential needs required to sustain their daily lives, and a diversified aid approach targeting different need groups was adopted. In line with this, care was taken to deliver support in a needs-based and inclusive manner.

## WOMEN'S WELFARE SERVICES ACTIVITY

Evaluating the 2025 data of the Women's Welfare Services Unit reveals that the need for service is multidimensional and continuous in nature. Throughout the year, a total of **2,304** interviews were conducted with **306** women, indicating that the applications largely consist of processes that require follow-up and continuity.

Figure: Suppotive Counseling Service, 2025

Based on the **3,187** vulnerability assessments conducted, it is observed that women primarily require support in the areas of socio-economic difficulties, domestic issues, access to employment, psychosocial support needs, and access to rights. Accordingly, interventions were not limited to immediate support alone; a holistic and sustainable service approach was adopted.


Figure: 16 Days of Activitsm Violence Prevention Seminar

Social assessments were conducted in **163** households, revealing that the identified issues were largely household-based in nature. In this context, social support processes were carried out by addressing both individual and family integrity together.

Figure: Wonen's Solidrity Group Workshop

To strengthen access to services, **495** external and **361** internal referrals were carried out. Services were delivered in line with the recognition that women's needs span various service areas and that inter-institutional cooperation plays a critical role.

Figure: Women Writing Beautiful Stories Workshop

In 2025, economic empowerment, participation in employment, psychosocial support, and rights-based information awareness emerged as primary priority areas for intervention. Within this scope, the holistic service approach aimed at strengthening women's participation in social life and enhancing their quality of life was sustained through the activities conducted.

Figure: Seminar Preventing Violence Against Women

Skill-building programs for women, seminars to deepen knowledge about the city we live in alongside relevant units, and awareness-raising programs on combating violence against women as well as legal and social rights were conducted to help women discover their own power, capacity, and resources. Within the scope of socio-cultural activities, special day celebrations (New Year, Mother's Day, Women's Day, Family Week) were organized. Based on their talents and skills, the goal was to facilitate their employment processes by directing them to vocational training, and to increase their participation in social life by guiding them to hobby courses. To address their needs, joint interventions were carried out through cooperation with the Ministry of Family and Social Services, local governments, and civil society organizations.

## HOUSING SUPPORT PROVISION ACTIVITY

Within the scope of Women's Welfare Services shelter activities, no shelter services were offered within the institution in 2025 due to the termination of services at the previously operating Women's Solidarity Center. However, as part of the "**Household Empowerment Model**" developed as a new approach to housing needs, regular rent and utility support was provided to 3 single-parent families in households where they could maintain independent lives. With this model, it was aimed to support women's independent living skills and strengthen their access to sustainable living conditions.

## LEGAL SUPPORT PROVISION ACTIVITY

The Legal Unit aims not only for refugees to understand legal processes, but also to effectively access their rights. Operations are carried out with an empowering approach that respects human dignity and is free from discrimination. Each case is addressed by taking into account the social and psychological vulnerabilities experienced by clients, focusing on generating sustainable solutions.

In 2025, a total of **735** families were interviewed. During these meetings:

- Information was provided to **1,250** individuals,
- Petition support was offered to **43** individuals,
- Escort/accompaniment to public institutions and organizations was provided for **31** individuals.

In addition, during 2025, the Legal Counseling Unit conducted 6 training sessions for clients. These sessions provided information primarily on Family Law, as well as Migration Management Update Procedures, Deportation, and Administrative Detention Processes. Information seminars were also held for female clients regarding divorce proceedings, divorce-related rights, and protection orders.

Figure: Family Law Training

Due to both language barriers and a lack of awareness regarding their rights, accompaniment is provided to clients to ensure their procedures in public institutions and organizations are resolved swiftly. Legal aid application processes are carried out by the legal unit. To ensure clients receive attorney support for their relevant court proceedings, legal aid applications are filed, and their cases are meticulously monitored.

## CHILD PROTECTION ACTIVITY

The Child Welfare Services Unit, after conducting household visits and social assessments for the cases referred to it, utilizes social and economic support, protective/precautionary measures, and counseling orders as intervention tools.

The table below presents the number of cases referred to the Child Welfare Services Unit by other units of the Refugees Association via the SUKOM system, along with the number of household visits conducted by the Child Welfare Services Unit. The difference stems from the fact that the Child Welfare Services Unit conducts household visits not only through internal referrals from the Refugees Association, but also based on file referrals from the Sultanbeyli Social Service Center.


Figure: Household Visit

A total of 405 cases were referred to the Child Protection Unit, and 201 household visits were conducted by the unit. The household visits were not limited solely to internal institutional referrals, but were also carried out within the scope of files forwarded by the Sultanbeyli Social Service Center. Accordingly, it is observed that the unit conducts field work addressing cases arriving from various referral channels.

**Table 20: Child Protection Unit Performance Data**

| | |
|---|---|
| Child Protection Number of Cases Referred to the Unit Number of Home | 405 |
| Visits Conducted by the Child Protection Unit | 201 |

Source: SUKOM, 2025

Following assessments conducted as part of case management, Social and Economic Support was provided to households in need. Accordingly, Social and Economic Support (SED) was awarded to a total of **87** families in the Sultanbeyli district, covering **1** child in **65** households and **2** children in **22** households. The support was provided for a duration of 1 year.

Figure: Household Visit

Below are the details regarding the number of intervention tools implemented by the Child Welfare Services Unit following their household visits.

**Table 21: Child Welfare Services Intervention Types**

| | |
|---|---|
| Social and Economic Support (Family) | 144 |
| Counseling Order (Child) | 12 |
| Education Measure / Order (Child) | 7 |
| Health Measure / Order (Child) | 5 |
| Care Measure / Order (Child) | 3 |
| Counseling Support (Family) | 110 |
| **Total** | **281** |

Source: SUKOM, 2025

According to the table, a total of **281 measures and support** mechanisms were implemented for children and families. The data show that the services provided are diversified under various categories for both children and families and are executed within the framework of a holistic approach. Within this scope, it is understood that efforts to strengthen child welfare continue through the combined use of various measure and support mechanisms.

## GUIDANCE AND COUNSELING ACTIVITY

### Individual Interview / Counseling

In 2025, individual meetings and counseling efforts continued to be conducted to support children's educational and psychosocial processes. Within this scope, individual interviews were carried out to support children's educational journeys, address the academic and social challenges they encounter, and provide necessary referrals.

**Table 22: Individual Counseling Participant Count**

| MEETING TOPIC | NUMBER OF REPEATED PARTICIPANTS | NUMBER OF UNIQUE PARTICIPANTS |
|---|---|---|
| Exam Counseling | 24 | 16 |
| Peer Bullying | 5 | 5 |
| School Adaptation | 12 | 10 |
| Transfer Procedures | 20 | 20 |
| Educational Couneling | 229 | 200 |
| Grand Total | 290 | 251 |

Source: SUKOM, 2025

When examining the subjects of the interviews conducted in Table 22, it is observed that the highest number of applications and participation were in the field of educational counseling. Furthermore, the higher rate of repeated participation in exam counseling and school adaptation indicates that clients required regular support in these areas by engaging in the process multiple times.

### Parent Interview

Regular meetings were conducted with parents to ensure that students' educational processes proceed more effectively.

During these meetings, information was exchanged with families regarding the students' academic and social progress, aiming to support the students' adaptation to the school environment and strengthen their educational journey.

Within the scope of these meetings, issues such as support for access to education, the school adaptation process, attendance tracking, transfer procedures, and educational measures were specifically addressed; parents were informed and guided whenever necessary. Throughout this process, the goal was to support students' regular participation in their educational lives by strengthening collaboration with their families.

**Table 23: Parent Interview Participant Count**

| SUBJECT OF THE MEETING | NUMBER OF REPEATED PARTICIPANTS | NUMBER OF UNIQUE PARTICIPANTS |
|---|---|---|
| Educational Measure | 2 | 2 |
| Transfer Procedures | 10 | 9 |
| Absenteeism Process | 14 | 12 |
| Adaption to School | 27 | 21 |
| Support for Access to Education | 199 | 180 |
| Grand Total | 252 | 224 |

Source: SUKOM, 2025

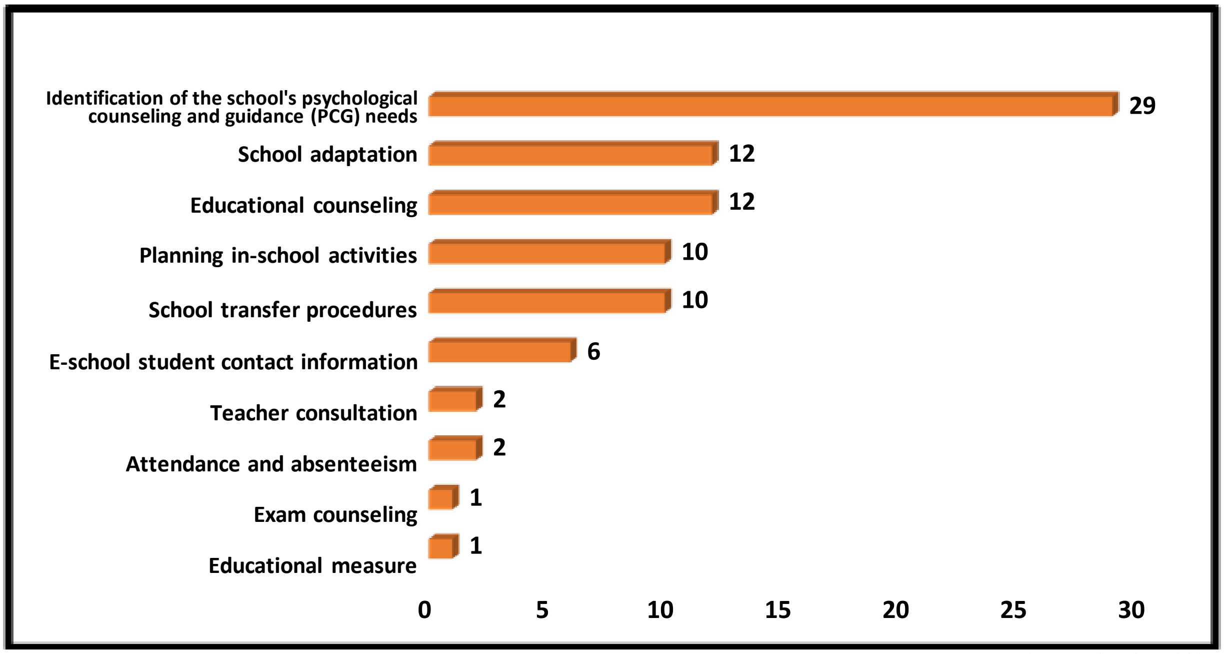
When examining the distribution of topics in parent meetings, it is observed that these sessions are particularly concentrated in the area of educational access. It is understood that topics related to the Turkish education system (such as school registration processes, the e-School system, open education, and special education procedures) are the areas where parents require the most guidance and counseling.

## School Interview

Within the scope of the protocol executed with the Sultanbeyli District Directorate of National Education, single or repeated meetings were conducted with administrators and teachers serving in public schools across the district. During these meetings, topics such as students' academic development, school adaptation processes, attendance tracking, registration and transfer procedures, and educational counseling were addressed.

In addition, collaboration was provided for planning in-school activities, conducting teacher consultations, tracking student information on the e-School system, and identifying the psychological counseling and guidance (PDR) needs of schools.

Chart 8: School Meeting Topics




Source: SUKOM, 2025

When examining the topic distribution in Chart 8, it is observed that teacher meetings are primarily concentrated on identifying the psychological counseling and guidance (PDR) needs of schools. This situation is evaluated to stem from school visits conducted for unit activity planning. In addition, teacher consultations regarding the adaptation of foreign national students to school and the education system also occupy a significant place.

## School Enrollment / Attendance Monitoring Interviews

In 2025, enrollment and school tracking meetings were conducted to support students' regular participation in their educational processes. Within this scope, chronically absent students referred by the Sultanbeyli District Directorate of National Education were monitored, and the necessary information and guidance were provided to ensure their return to school.

In addition, the educational processes of students enrolled in open education and formal education were monitored, and efforts were carried out to integrate out-of-school children into the education system. Through these meetings, the aim was to ensure that students continue their education and to strengthen their access to the education system.

Table 24: School Follow-Up Meeting Participant Counts

| SUBJECT AND OUTCOME OF THE MEETING | NUMBER OF REPEATED PARTICIPANTS | NUMBER OF UNIQUE PARTICIPANTS |
|---|---|---|
| Schooling / School Enrollment | 3 | 3 |
| Absenteeism Monitoring "Open Education" - Attending School | 21 | 14 |
| Absenteeism Monitoring "Formal Education" - Attending School | 37 | 30 |
| Absenteeism Monitoring "Formal Education" - Absent | 311 | 266 |
| **Grand Total** | **372** | **313** |

Source: SUKOM, 2025

Especially the high number of students with chronic absenteeism in formal education indicates that, despite the meetings conducted, a significant portion of students could not be persuaded to attend school, and the problem of chronic absenteeism persists.

## Special Needs Support

In 2025, support activities were carried out for children identified as having special needs. Within this scope, guidance was provided to families and necessary referrals were made, taking into account conditions such as attention deficit, learning difficulties, and similar challenges.

In addition, based on the needs of the children, information was provided regarding Counseling and Research Center (*Rehberlik ve Araştırma Merkezi - RAM*) processes, and families were accompanied during appointment booking, evaluation, and testing procedures. At the end of the process, information regarding the results was shared, and psychiatric referrals were made when necessary.

Table 25: Special Needs Support Meeting Participant Counts

| SUBJECT OF THE | NUMBER OF REPEATED PARTICIPANTS | NUMBER OF UNIQUE PARTICIPANTS |
|---|---|---|
| Psychiatry Referral | 1 | 1 |
| RAM - Appointment Scheduling | 8 | 2 |
| RAM - Testing Process | 5 | 3 |
| RAM - Notification of Results | 1 | 1 |
| **Grand Total** | **15** | **7** |

Source: SUKOM 2025

As shown in Table 25, meetings related to the field of special education remained limited throughout the year. The low number of applications regarding psychiatric referrals and RAM processes indicates that the demand for services in this area is relatively lower compared to other topics.

## INFORMATIONAL SESSION

In 2025, comprehensive information and awareness activities were carried out targeting both parents and children, as well as institutions and individuals. Within this scope, the seminars organized provided information about the education system in Türkiye, addressing students' school adaptation processes and educational experiences. Furthermore, guidance was provided to families regarding attendance and absenteeism procedures, children's rights, and access to educational opportunities, while orientation was offered on examination processes such as YÖS, SAT, and YKS.

Figure: Children Seminar - Informing about YÖS-SAT-YKS

In addition, train-the-trainer programs were conducted on refugees, migration, working with children, social cohesion, and children's rights. Sensitivity assessment, collaboration, and problem-solving-oriented training sessions were organized for school administrators, teachers, and internal staff. Furthermore, meetings were held with guidance counselors working in the Sultanbeyli district to evaluate the school adaptation processes of foreign national students, exchange views on the challenges encountered, and develop solution proposals.

**Table 26: Information Activities Topic - Session - Participant Count Distribution**

| SUBJECT OF THE INFORMATION ACTIVITY | NUMBER OF SESSIONS | REPETITIVE | NON-REPETITIVE |
|---|---|---|---|
| Train-the-Trainer | 4 | 128 | 125 |
| YÖS-SAT-YKS Information | 4 | 183 | 151 |
| Attendance Process | 5 | 66 | 64 |
| Adapting to School - Sharing Experiences | 5 | 83 | 46 |
| Information on the Education System in Türkiye | 13 | 405 | 376 |
| **Grand Total** | **31** | **865** | **762** |

Source: SUKOM, 2025

When examining the table, it is observed that the highest participation occurred in the information sessions on the education system in Türkiye. This situation aligns with the findings obtained from parent meetings indicating that the greatest need for counseling is on the education system, demonstrating that parents specifically require comprehensive information regarding the operation of the system.


Figure: Trainer Training - Guidance Counselor Meeting

In addition, it is evaluated that the sessions conducted under the title of train-the-trainer contributed to strengthening collaboration with teachers in schools. In this context, the efforts carried out are considered to have increased information sharing among teachers and supported the development of a more coordinated approach in field practices.


Figure: Our Published Reports

The needs analysis activities carried out in 2025 aimed to reveal the social, economic, and protection needs of different target groups from a multidimensional perspective. Field research and analyses conducted in this direction yielded significant datasets at both the local level and within an international context. Within the scope of information activities conducted during the same period, data and analyses obtained from the field were shared with the public, decision-makers, and relevant stakeholders through various reports. In the report prepared within this scope, titled "*Field Observation Report: Practices Targeting Migrants and Their Reflections*", policies and services implemented in Türkiye for migrants in areas such as education, healthcare, and employment were evaluated, addressing migrants' access to rights and how these circumstances reflect on their daily lives.

Figure: Trainer Training - District Directorate of National Education

Through the three separate outputs of the report series titled "*What Syrians Think*", the current perceptions, expectations, and return trends of Syrian individuals were comprehensively analyzed. The studies in question were prepared in line with findings obtained from analyses conducted via the Refugees Association's SUKOM database and focus group discussions held with Syrian women. Within this framework, the return trends of 3,822 families were examined, and qualitative data was obtained through focus group discussions in which 42 women participated. Presented as a series, these reports contributed to monitoring changing needs by providing regular data on the perceptions, expectations, and future plans of Syrian individuals.

Through the studies "*Voluntary Returns to Syria*" and "*Field Observation Report: Syria*", direct field observations regarding return processes and the current situation in Syria were shared. In the "*Voluntary Returns to Syria*" report, SUKOM data pertaining to 857 individuals identified as having made voluntary returns during field activities and database update processes was analyzed, revealing descriptive findings on the concentration of returns and the profiles of returning individuals.
On the other hand, the "*Field Observation Report: Syria*" was prepared based on observations and interviews held with 10 institutions during field visits to Damascus, Aleppo, and Hama between February 23–25, 2025; it presented the current situation and needs in

Syria through both visual and written data. By analyzing the return processes and the field impacts of related policies, these studies also brought the cross-border dimension of needs into focus.

Through the locally conducted studies titled "*Being a Child in Sultanbeyli*" and "*Social Profile of Women with a History of Marriage Living in Sultanbeyli*", the living conditions of vulnerable groups were analyzed in detail. Within the scope of the "*Being a Child in Sultanbeyli*" study, a survey was conducted with 489 children, semi-structured interviews with 23 children, and a total of 6 focus group discussions with the participation of 31 children and 12 parents. Furthermore, to share the research findings, a workshop attended by 49 individuals from national and international NGOs and public institutions was organized, along with a seminar for teachers working in Sultanbeyli with 25 participants. The study "*Social Profile of Women with a History of Marriage Living in Sultanbeyli*", on the other hand, was prepared on the basis of analyzing the SUKOM database.

These studies served as an important reference point for designing programs targeting vulnerable groups. All reports produced were published in English and Arabic in addition to Turkish, reaching a broader target audience. In this way, access to current and reliable information for national and international stakeholders was supported, and the institution's capacity for knowledge generation and dissemination was strengthened. Consequently, the comprehensive needs analysis and information activities conducted contributed to shaping the institution's program development, advocacy, and service delivery processes in a data-driven manner; laying the groundwork for developing more effective and suitable interventions for the priority needs of target groups.

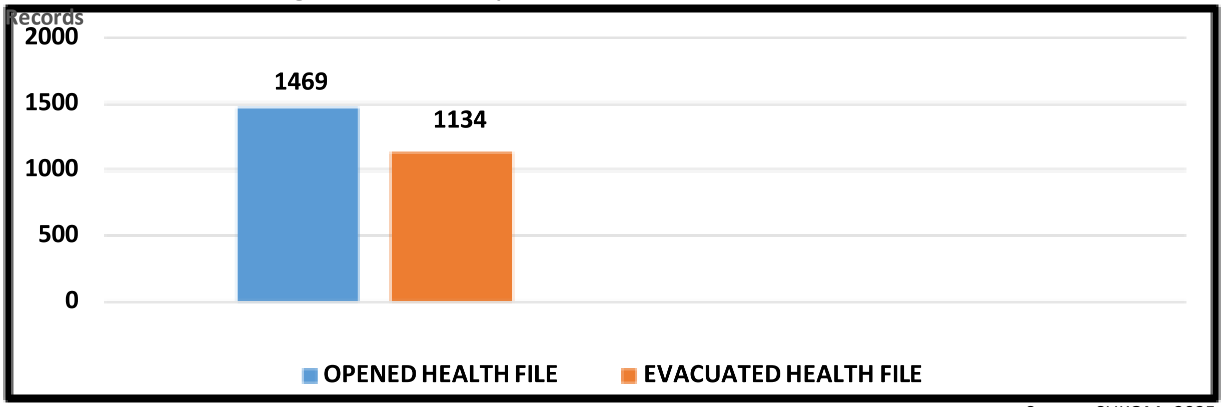
**Objective A6: To increase access to healthcare services for minorities, disadvantaged groups, and socially vulnerable refugees and local communities living in our region.**

**Target A6.O1: To conduct measurement, evaluation, and needs analysis activities in order to provide comprehensive, efficient, effective, and sustainable healthcare services; to structure MHPSS and Rehabilitation services, and to carry out preventive activities.**

## STRUCTURING OF MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT AND REHABILITATION SERVICES ACTIVITY

Within the scope of Healthcare and Wellbeing Services; health counseling, the monitoring of medication and treatment processes, and preventive and supportive activities for acute and chronic diseases were carried out. In addition, preliminary consultations were conducted for physical therapy, psychological support, child-adolescent-adult psychiatry, and speech and language therapy, and clients were referred to the relevant services.

**Chart 9: Health Counseling Service Total Opened Health Records**

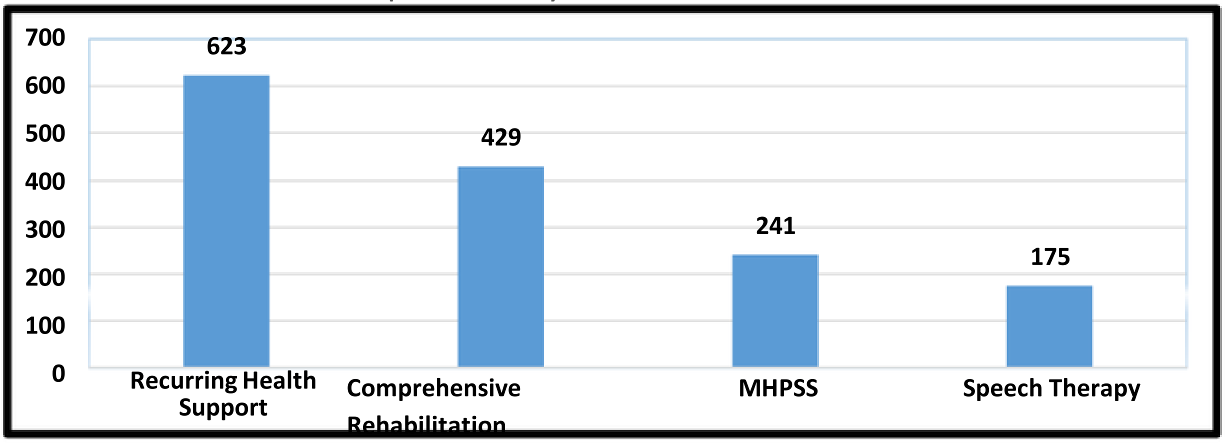



Source: SUKOM, 2025

During the January-December 2025 period, a total of **137** referrals were made by the health unit, **122** of which resulted in access to services, achieving a success rate of **89%**. The most needed services were observed to be financial support, state hospitals, child psychiatry (Marmara University Department of Child and Adolescent Psychiatry), protection services (women, children, family), and legal support.

During 2025, a total of **1,468** health records were opened, and by the end of the year, the number of clients whose service process was completed and whose files were closed reached **1,134**. In the same period, **122** external institution referrals were carried out.

**Chart 10: Distribution of Health Files Opened in 2025 by Breakdown**

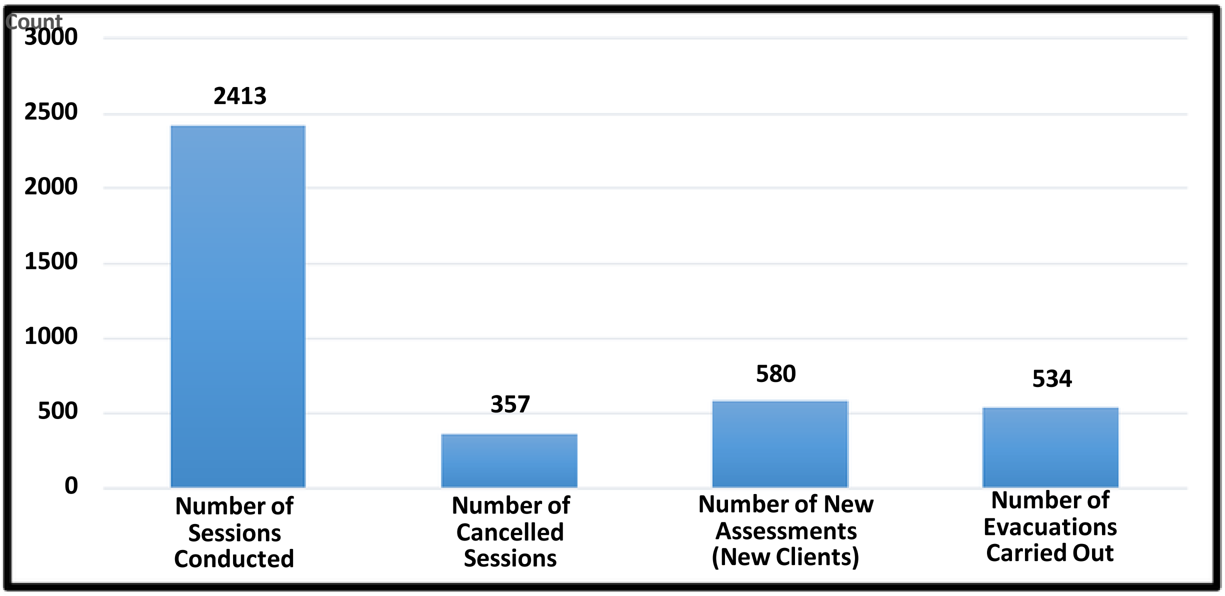



Source: SUKOM, 2025

According to the graph, in the distribution of opened health files by service type, repeated health support accounts for the highest share with **623** files. This is followed by comprehensive rehabilitation services with **429**, while a more limited number of files were opened in the areas of **MHPSS (241)** and **speech therapy (175)**. This distribution indicates that a significant portion of clients within the scope of healthcare services require regular support that demands continuity, while rehabilitation and psychosocial support services also hold a distinct place.

Figure: Health Awareness Training

Chart 11: Mental Health Unit Session Count



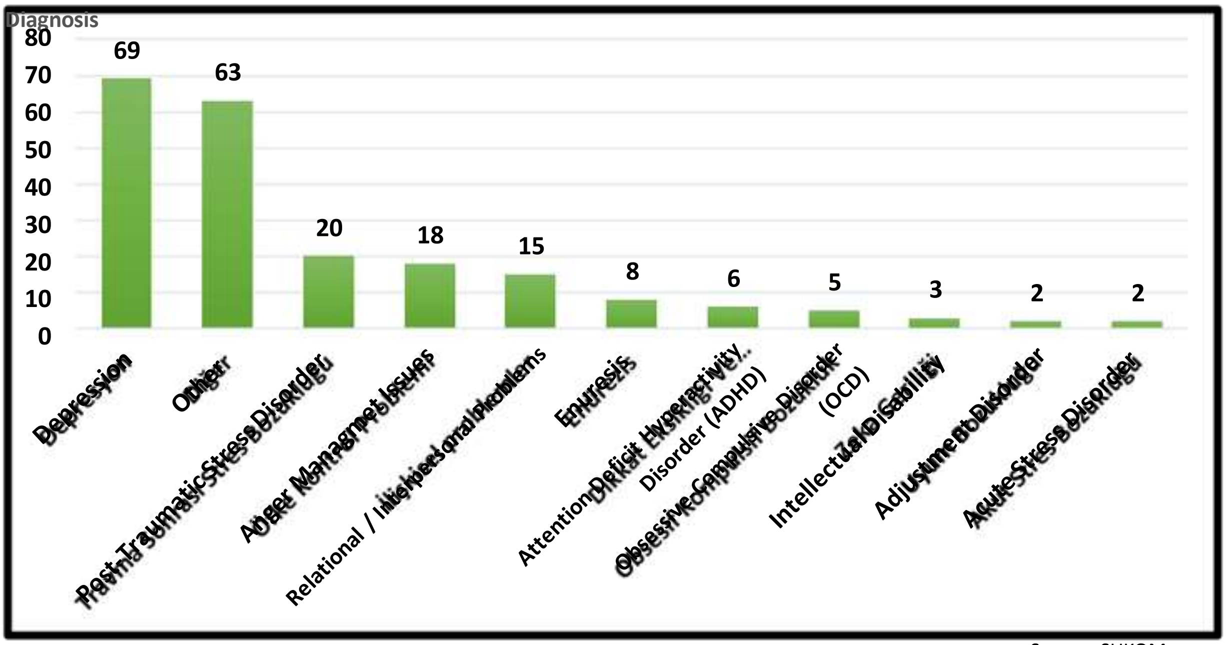

Source: SUKOM, 2025

During the reporting period, a total of **2,413** sessions were conducted. Out of the planned sessions, **357** were canceled. A total of **580** new evaluation (new client) sessions were conducted by the unit. Additionally, **534** follow-up/monitoring sessions were carried out.

The obtained data indicates that service delivery was largely maintained. It was observed that new evaluation and follow-up sessions held a significant place in the workflow.

In 2025, the distribution of locations where Mental Health sessions were conducted was as follows: 80.7% of the sessions were held at the Refugees Association Community Center, 19% online, and 0.3% at the Ümraniye office. No sessions were conducted in the field.

**Chart 12: Client Distribution by Diagnosis**




Source: SUKOM, 2025

Looking at the diagnoses of newly registered clients in 2025, depression emerged as the most common diagnosis with a count of **69**. While post-traumatic stress disorder, anger management issues, and relational problems progressed at similar rates, intellectual disability, adjustment disorder, and acute stress disorder were less frequently encountered diagnoses.

## NEEDS ANALYSIS ACTIVITY

In 2025, an analysis of the needs of elderly individuals following the earthquake was reported.

- Identification of the Needs, Concerns, and Roles of Elderly Individuals
- Lessons Learned from the Experiences of Elderly Individuals Affected by the 2023 Türkiye Earthquake

In the study conducted by the Refugees Association in Istanbul, participants were evaluated across six main domains: vision, hearing, mobility, cognition, self-care, and communication. The findings revealed that the domains most affecting older adults (across all older age groups) were mobility (37%) and self-care (39%), followed by hearing (11%). Vision, cognition, and communication difficulties were found to be less prevalent, affecting only 2% of the total sample.

**Table 27: Difficulties Experienced in Functional Areas, by Gender (All Elderly Groups)**

| FIEL | % TOTAL | % MALE | % FEMALE |
|---|---|---|---|
| Mobility | 37% | 41% | 35% |
| Self-Care | 39% | 45% | 35% |
| Hearing | 11% | 17% | 8% |
| Vision | 2% | 4% | 1% |
| Cognition | 2% | 3% | 1% |
| Communication | 2% | 4% | 2% |

Source: https://www.helpage.org/resource/identification-of-the-needs-concerns-and-roles-of-older-people-in-turkiye-turkish-report/

In the scope of the study, it was determined that 53% of participants experienced at least one significant functional difficulty. It was identified that these difficulties increased steadily with age. While 59% of male participants reported functional difficulties, this rate was 50% among women. Contrary to global trends, it was found that men in this sample reported higher rates of difficulty compared to women. It was evaluated that further research (such as a barrier analysis) is necessary to explain this situation.

**Table 28: Distribution of Functionality by Age Groups and Gender**

| | 50-59 | | | 60-69 | | | 70-79 | | | 80-89 | | | 90-99 | | | TOTAL | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Male | Female | Total | Male | Female | Total | Male | Female | Total | Male | Female | Total | Male | Female | Total | Male | Female | Total |
| Vision | 3 | 1 | 4 | 6 | 3 | 9 | 1 | 0 | 1 | 1 | 1 | 2 | 1 | 0 | 1 | 12 | 5 | 17 |
| Vision % | 2% | 0% | 1% | 6% | 2% | 3% | 3% | 0% | 1% | 10% | 25% | 14% | 100% | | 100% | 4% | 1% | 2% |
| Hearing | 9 | 11 | 20 | 21 | 25 | 46 | 14 | 6 | 20 | 4 | 4 | 8 | 1 | 0 | 1 | 46 | 95 | 122 |
| Hearing % | 7% | 3% | 4% | 19% | 16% | 17% | 36% | 18% | 28% | 40% | 100% | 57% | 100% | | 100% | 17% | 8% | 11% |
| Mobility | 39 | 102 | 141 | 52 | 69 | 121 | 22 | 20 | 42 | 8 | 4 | 12 | 1 | 0 | 1 | 122 | 195 | 317 |
| Mobility % | 29% | 28% | 28% | 48% | 44% | 45% | 56% | 61% | 58% | 80% | 100% | 86% | 100% | | 100% | 41% | 35% | 37% |
| Cognition | 0 | 2 | 2 | 4 | 3 | 7 | 3 | 1 | 4 | 2 | 1 | 3 | 1 | 0 | 1 | 10 | 7 | 17 |
| Cognition % | 0% | 1% | 0% | 4% | 2% | 3% | 8% | 3% | 6% | 20% | 25% | 21% | 100% | | 100% | 3% | 1% | 2% |
| Self Care | 45 | 92 | 137 | 57 | 80 | 137 | 22 | 20 | 42 | 8 | 4 | 12 | 1 | 0 | 1 | 196 | 329 | 525 |
| Self Care % | 33% | 25% | 27% | 52% | 51% | 52% | 56% | 61% | 58% | 80% | 100% | 86% | 100% | | 100% | 45% | 35% | 39% |
| Communication | 2 | 2 | 4 | 5 | 3 | 8 | 2 | 3 | 5 | 2 | 1 | 3 | 1 | 0 | 1 | 12 | 9 | 21 |
| Communication % | 1% | 1% | 1% | 5% | 2% | 3% | 5% | 9% | 7% | 20% | 25% | 21% | 100% | | 100% | 4% | 2% | 2% |
| Total | 61 | 149 | 210 | 73 | 105 | 178 | 31 | 22 | 53 | 8 | 4 | 12 | 1 | 0 | 1 | 330 | 529 | 859 |
| Total % | 45% | 41% | 42% | 67% | 67% | 67% | 79% | 67% | 74% | 80% | 100% | 86% | 100% | | 100% | 59% | 50% | 53% |
| **Total Sample** | **136** | **364** | **500** | **109** | **157** | **266** | **39** | **33** | **72** | **10** | **4** | **14** | **1** | **0** | **1** | **259** | **558** | **853** |

* % functionality (overall) 'a lot of difficulty' or 'cannot do at all' in at least one domain (coded as 2 or 3)
Source: https://www.helpage.org/resource/identification-of-the-needs-concerns-and-roles-of-older-people-in-turkiye-turkish-report/

Table 28 demonstrates that functional difficulties increase significantly with age when broken down into age groups. It was observed that 42% of participants in the 50-59 age group reported significant difficulties, with this rate rising to 67% in the 60-69 age group, and to 74% in the 70-79 age group. Although it was noted that data representation for the 80 and over age group was limited, age was clearly established as a strong indicator of functional decline.

It was determined that gender differences were particularly pronounced in the domains of mobility, self-care, and hearing. Men were found to report higher rates of difficulty compared to women. For instance, mobility difficulties were recorded at 41% for men and 35% for women. Similarly, the rate of difficulty in self-care was identified as 45% for men and 35% for women. It was evaluated that these findings could be linked to gender-based health outcomes, occupational histories, or differences in healthcare access and help-seeking behaviors.

In conclusion, significant findings were obtained regarding the needs of older individuals who are part of both displaced and host communities. It was revealed that more than half of the population over the age of 50 experiences at least one significant functional difficulty, and this situation becomes even more pronounced in advanced age groups. In light of the findings, it was evaluated that inclusive, age and gender-sensitive health, rehabilitation, and accessibility interventions focusing particularly on mobility and self-care support are necessary. Furthermore, it was stated that risks of isolation, dependency, and decline in quality of life among older individuals could be reduced through targeted services and proactive screening mechanisms.

## AWARENESS-RAISING ACTIVITY

In 2025, the Climate Awareness and Resilience Project for Emergencies and Sustainability was carried out. Started in April 2025 and lasting seven months, the project was completed in November 2025. The aim of the project was to increase community members' level of knowledge, awareness, and resilience against climate-related challenges and emergencies.

Within the scope of the project, advocacy campaigns regarding community-based information sharing and inclusive practices on emergency situations and climate change were conducted; the pilot implementation process of the "Climate Change Awareness" and "Emergency & Disaster Preparedness" modules, developed by experts and specialized institutions for children aged 5-6 and 6-8, was supported; and Climate and Emergency Resilience programs were organized in school environments through play-based, age-appropriate activities.

Figure: Climate and Emergency Resilience Day

Climate and Emergency Resilience Days were organized on October 1-2. Children's climate and emergency awareness and resilience were increased through play-based and age-appropriate programs; knowledge regarding environmental issues, disasters, and emergencies was reinforced through interactive presentations, group games, and visual-auditory-kinesthetic tools. Additionally, family participation was ensured with the Nature Calendar and the "Climate Awareness, Disaster, and Emergency Preparedness Guide for Families," and the sustainability of the project was aimed for through nature-focused activities.

On October 9, 2025, under the coordination of the Refugees Association, a seminar titled "**Being Aware of the Nature Around Us**" was conducted by an assistant professor from Istanbul University's Department of Biology, focusing on nature-themed books. At the same time, interactive activities were carried out in classroom environments to increase nature and ecosystem awareness through nature-themed and visually rich books. In line with these activities, the cause-and-effect relationships of natural phenomena were explained through concrete examples appropriate for the children's age and developmental levels. The needs and roles of different living species within the ecosystem were addressed with the participation of the children; knowledge about nature was discussed with them by relating it to values such as non-harm, mutual support, and coexistence. The children's questions and feedback ensured the lasting reinforcement of their learning.


Figure: Being Aware of Nature Around Us Activity

As a result of the project activities, children's awareness and resilience regarding climate change and emergency situations were increased in the school environment through age-appropriate, play-based activities.

The project process also strengthened coordination with the Sultanbeyli District Directorate of National Education and other stakeholder institutions. Within the scope of the activities, the topic-focused operational capacity of the institutions was increased, contributing to the creation of a new field of action aimed at ensuring the sustainability of practices on climate awareness and emergency preparedness even after the project period. Within the framework of the two-year Protocol signed with the Sultanbeyli District Directorate of National Education (MEM) regarding projects carried out in cooperation with Save the Children Türkiye during the year, activities were conducted in the school environment.

Specific activities were carried out to increase the knowledge, awareness, and resilience of community members regarding climate and emergency matters. Furthermore, information dissemination and advocacy activities were conducted on climate change and resilience using printed and digital materials. The aforementioned activities were managed by the Project Monitoring and Coordination Unit.

Within the scope of awareness activities, Climate and Emergency-themed events were conducted over two days. A total of **494** children in the 6-17 age group, consisting of local community members and foreign nationals, participated in the activities carried out. The distribution of participants consisted of **450** local children and **44** foreign national children. Regarding the gender distribution, **225** girls and **225** boys from the local community, and **21** girls and **23** boys from the foreign national group attended the activities. Furthermore, a 60% improvement was observed between the pre-test and post-test scale results applied for the activities.

## MEDICATION ASSISTANCE ACTIVITY

In 2025, medication assistance activities were carried out to support the treatment processes of individuals in need within the field of mental health. In this scope, a total of **892** items of medication support were provided to **223** psychiatric patients, thereby facilitating the clients' access to and continuity of treatment.

The medication support provided was determined in line with expert evaluations and procured in accordance with the individuals' treatment plans. This activity constituted an important support mechanism, particularly for beneficiaries facing difficulties in accessing medication due to financial constraints.

Figure: Medication Support within The Scope of Psychiatric Service

**Objective A6: To increase access to healthcare services for minority, disadvantaged, and socially struggling refugee and local communities living in our region.**

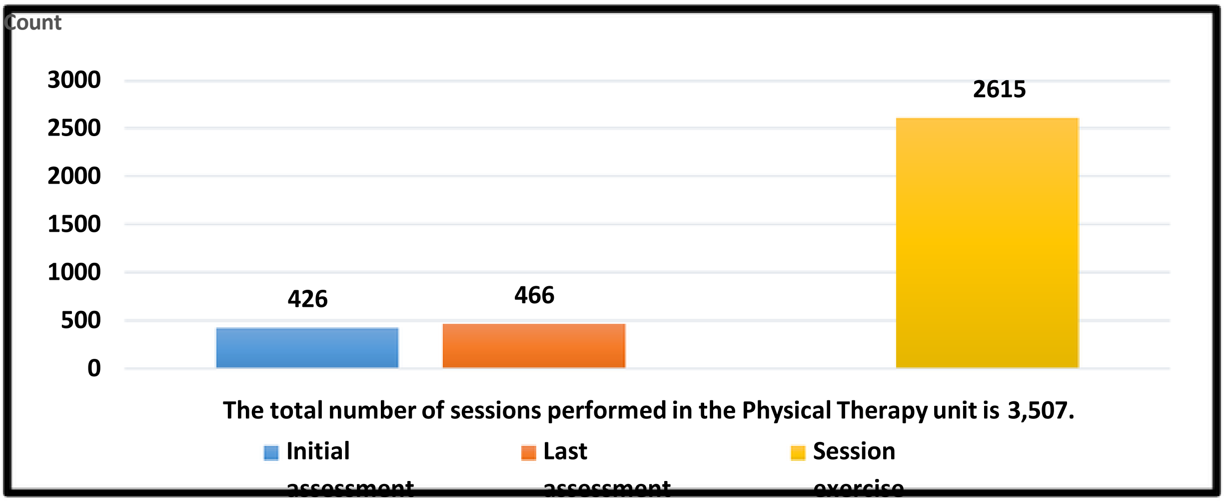
**Target A6.O3: To increase the access and transportation of disadvantaged communities and individuals in need to physical therapy services and medical devices.**

## PROVISION OF PHYSIOTHERAPY SERVICES ACTIVITY, PHYSICAL THERAPY AWARENESS-RAISING ACTIVITY

Refugees Association Physical Therapy and Rehabilitation Unit 2025 Activities:

- Comprehensive Rehabilitation Support
- Physical Therapy Sessions (On-site, Center-based, and Online)
- Assistive Device Donations (Wheelchairs, toilet chairs, canes, corsets, electric wheelchair, swalkers, etc.)
- Prosthetic and Orthotic Device Support

Chart 13: Physical Therapy and Rehabilitation Session Count

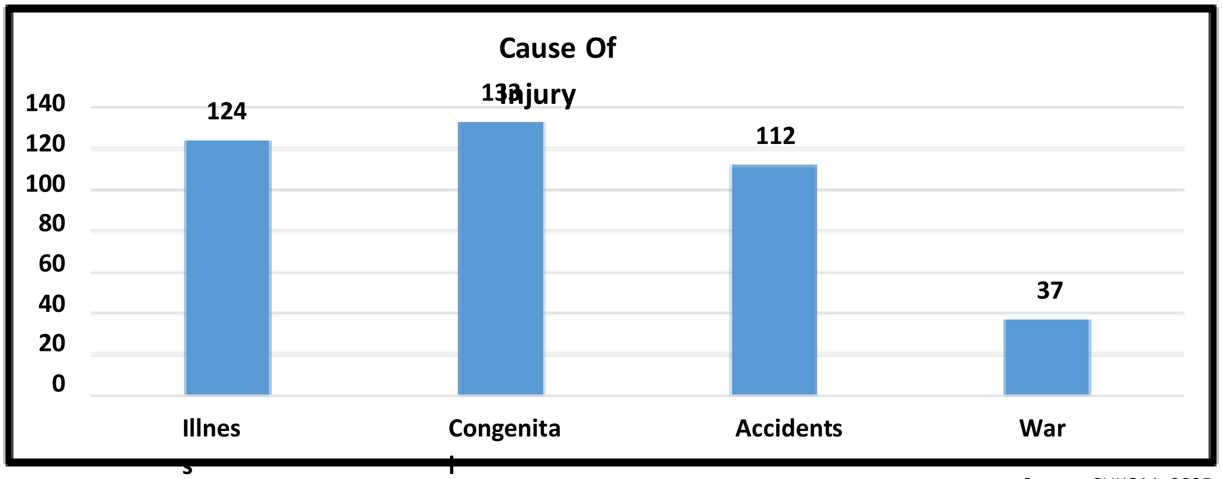



Source: SUKOM, 2025

In 2025, a total of **3,507** sessions were conducted within the scope of Physical Therapy and Rehabilitation efforts. Evaluations were carried out prior to the sessions and upon completion of the processes.

In 2025, 89% of the physical therapy sessions were conducted at the Refugees Association Community Center. Online services ranked second. Physical therapy services were also provided online during 2025, delivering services to clients who did not have access to the facility.

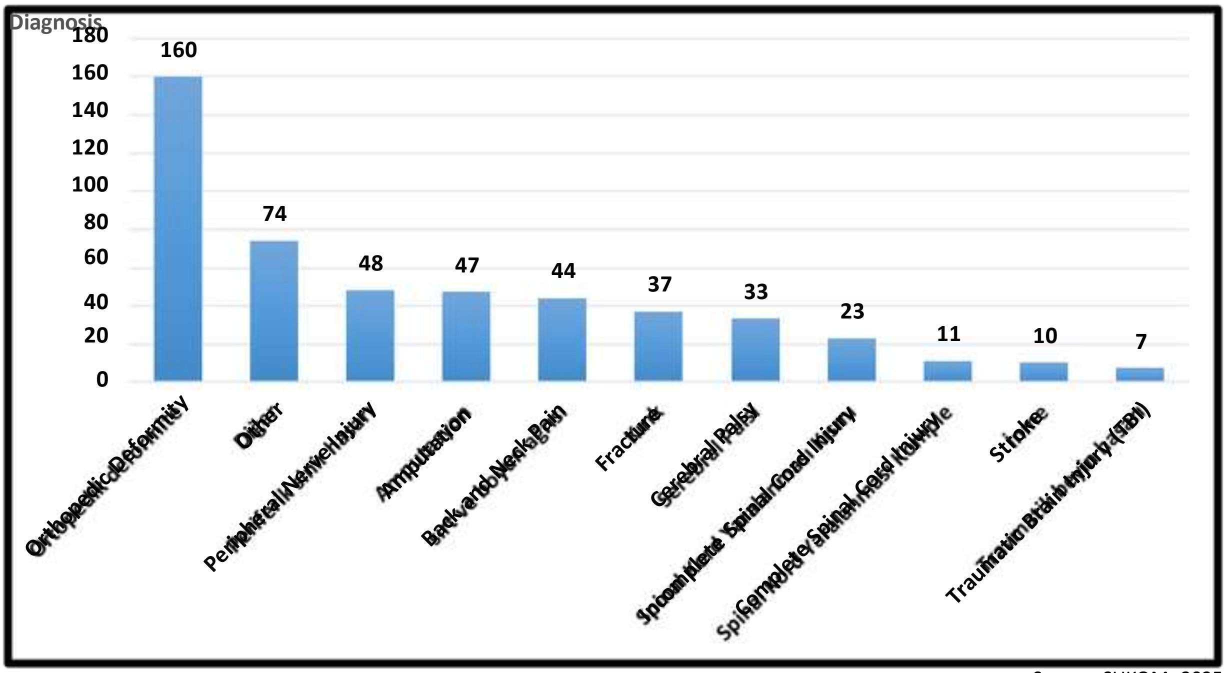
Chart 14: Rreasons for Receiving Physical Therapy Service Distribution




Source: SUKOM, 2025

An examination of the reasons for attendance among clients benefiting from Physical Therapy services within the Refugees Association in 2025 reveals that they are predominantly due to congenital conditions and accidents.

**Chart 15: Client Distribution by Diagnosis**



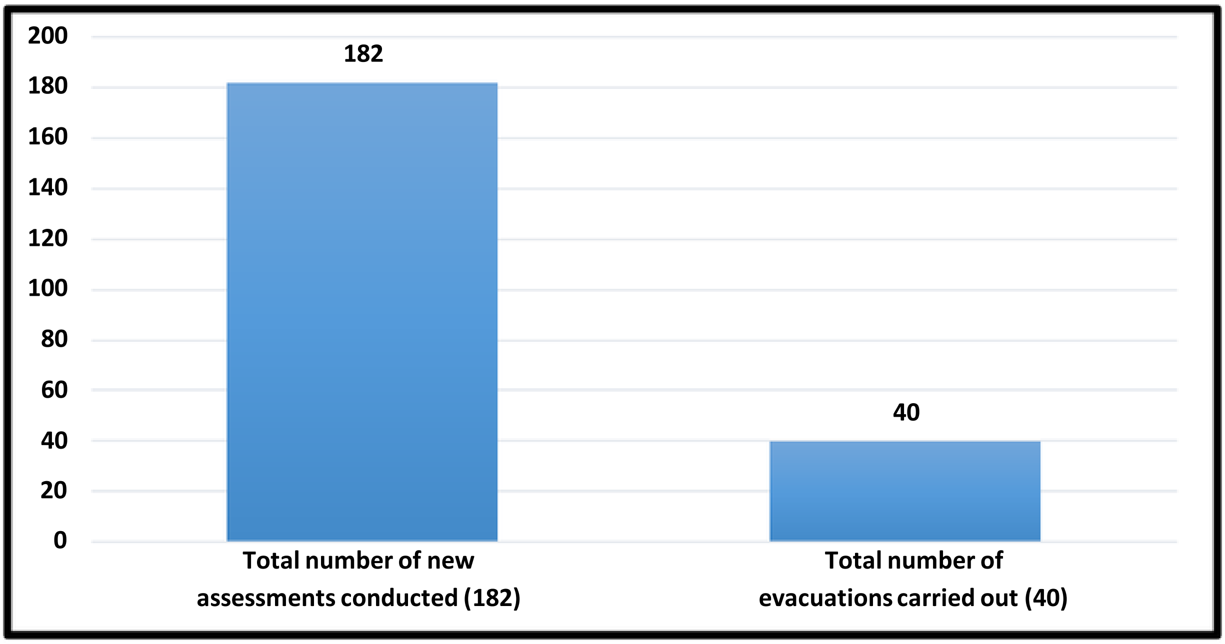

Source: SUKOM, 2025

It is observed that Orthopedic Deformity accounts for a major share, covering 32% of the diagnoses. Peripheral nerve injury, amputation, and back and neck pain hold equal proportions among the remaining diagnoses.

## PROVISION OF SPEECH THERAPY SERVICES ACTIVITY

Therapy sessions were conducted by a speech and language therapist for individuals recommended for intervention, aimed at supporting active speech in those experiencing speech difficulties. In addition to speech support, exercises to strengthen facial and lip muscles were also carried out during the therapy sessions.

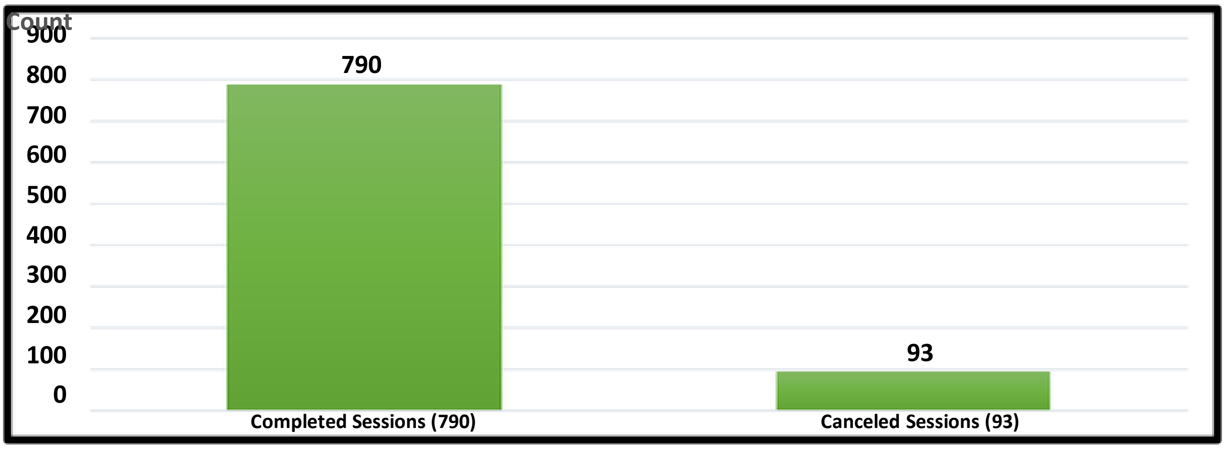
Chart 16: 2025 Speech Therapy Client Count




Source: SUKOM, 2025

In 2025, an initial evaluation for speech therapy was conducted for **182** clients, and the process was initiated. The sessions for **40** clients were successfully completed.

Chart 17: Speech Therapy Session Count



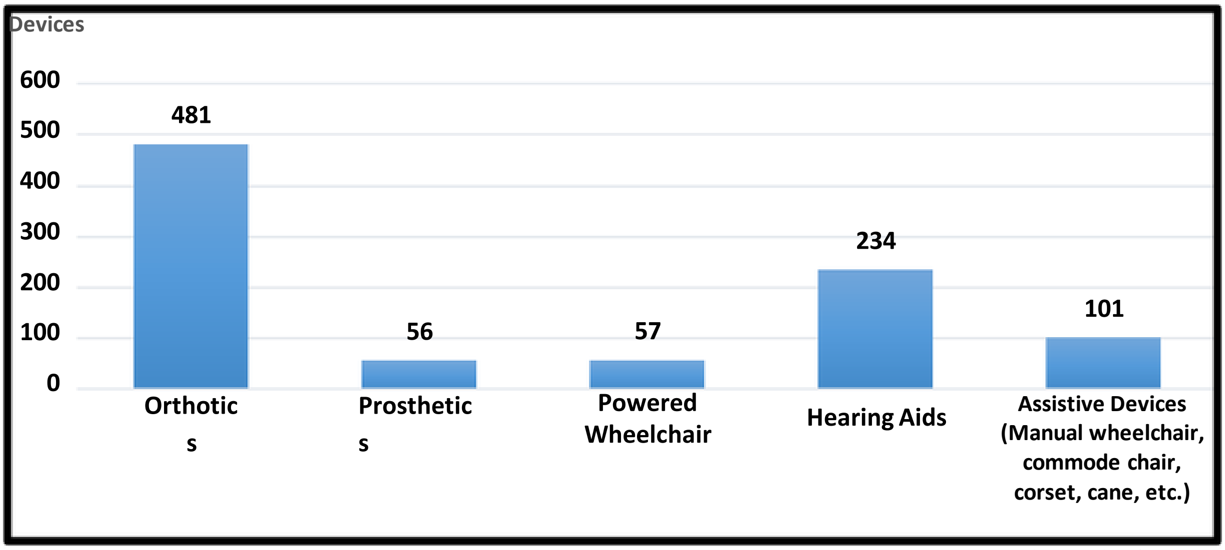

Source: SUKOM, 2025

In 2025, a total of **884** sessions were scheduled, and **790** sessions were successfully completed. A total of **93** sessions were canceled due to various reasons.

## ASSISTIVE DEVICE ASSISTANCE & ORTHOTICS/PROTHETICS ASSISTANCE ACTIVITY

With the aim of facilitating the lives of individuals with disabilities through a comprehensive rehabilitation program, assistive technological devices (wheelchairs, elbow crutches, commode chairs, orthoses, prostheses, hearing aids, etc.) were provided to individuals deemed suitable by specialists.

Chart 18: Distributed Assistive Devices




Source: SUKOM, 2025

In 2025, a total of **929** assistive technological devices were distributed to **451** individuals. These consisted of **481** orthoses, **234** hearing aids, **57** powered wheelchairs, **56** prostheses, and **101** other assistive devices.

## EARLY CHILDHOOD ACTIVITY

Within the scope of early childhood activities, it is planned to raise family awareness and foster insight in areas where they lack knowledge by providing mothers and expectant mothers with comprehensive training on infant care and development. The organized training programs aim to ensure the permanence of the acquired knowledge by reinforcing it through practical activities and fieldwork.

**Activities:**

- To provide guidance to mothers on mental health, nutrition, and infant care in the postpartum period,
- To support the creation of a healthy society by monitoring infant development,
- To introduce families to toys and activities suited to infant development,
- To raise women's awareness on sexual and reproductive health matters,
- To inform and empower young girls on topics such as puberty and bodily changes
- To provide self-defense training to young girls,

Within the scope of this program, a total of **27** home visits were carried out. Throughout the program, families receive **3** visits prior to childbirth and regular visits twice a month following the birth until the baby reaches **12** months of age. By the end of the program, a total of **27** home visits were completed.

The main topics addressed during the visits are as follows:

- The 0-6 Month Period,
- Maternal and infant health,
- Infant sleep patterns and nutrition,
- Mother-infant bonding,

- The 6-12 Month Period
- Complementary Feeding (or Weaning / Solid Food Introduction)
- Play and Developmentally Supportive Activities with the Baby
- Talking and Communicating with the Baby
- Spending Quality and Enjoyable Time with the Baby


Figure: Women's Health Seminars

**Young Women Empowerment Seminar:** The goal is to create a safe space where participants can reflect on and discuss the new physical needs and responsibilities that emerge as they gain knowledge about external and internal reproductive organs.

**Women's Health Seminar:** To provide young adults with foundational knowledge on sexual and reproductive health topics. This includes subjects such as the functioning of the reproductive organs, sexually transmitted infections (STIs), pregnancy, contraception methods, and the prevention of STIs.

**Group Seminars:** Aim to help expectant mothers and fathers experience a healthy pregnancy, prepare for postpartum infant care, and foster the healthy growth of their babies.

**Self-Defense Training:** To enable young girls and women to acquire basic self-defense skills so they can protect themselves in potential threat and risk situations, and to support them in acting safely and consciously by enhancing their body awareness and self-confidence.

**Scholarship and Tuition Fee Support:** To support youth with limited financial resources so they can continue their education uninterrupted, and to strengthen equal opportunity in education. This support aims to prevent students from discontinuing their education due to financial obstacles.


Figure: Household Visit

**Table 29: Project Activity Targets**

| ACTIVITY | TOTAL PROJECT TARGET | TOTAL CUMULATIVE ACHIEVEMENT |
|---|---|---|
| Infant Care Guidance | 90 | 101 |
| Group Activity | 100 | 105 |
| Women's Health Seminar | 90 | 93 |
| Adolescent Girls' Seminar | 90 | 91 |
| Self-Defense Training | 50 | 50 |
| Scholarship Support | 30 | 30 |
| University Tuition Fee Support | 10 | 10 |

Source: SUKOM, 2025

In the activities carried out under the Early Childhood Guidance Unit, the targeted participant numbers were generally met, and for certain activities, they exceeded expectations. Attendance higher than planned was achieved in Infant Care Guidance (90/101) and Group Activities (100/105), demonstrating high interest in these services. The Women's Health Seminar (90/93) and Young Women's Seminar (90/91) came very close to their targets, while other activities (Self-Defense Training, Scholarship Support, and University Tuition Support) fully met their targets.

Overall, it is evaluated that the planning and implementation processes of the program were well aligned, targets were largely achieved, and the needs in the field were met effectively.

## ÇOGEM Kindergarten

Figure: ÇOGEM Kindergarten Science Festival

Comprehensive kindergarten activities were conducted to support the cognitive, social, and emotional development of preschool-aged children. These activities aimed to develop children's fundamental learning skills, prepare them for school life, and strengthen their social interaction skills. During the activities, cognitive skills such as problem-solving, attention, and memory were encouraged, while social and behavioral competencies such as sharing, cooperation, and empathy were supported. In terms of emotional development, particular emphasis was placed on helping children express themselves, recognize their emotions, and develop skills for managing them.

Figure: ÇOGEM Kindergarten - Cinema Workshop

The study was conducted with the participation of 109 students aged 5-6. The presence of both foreign-national and Turkish children within the group also enabled the observation of interactions arising from cultural diversity. In this way, the children's ability to communicate with peers from different cultural backgrounds and to develop social adaptation skills was further strengthened.

**Aim A7: To engage disadvantaged refugee and local communities experiencing social difficulties in qualified education, mentoring, psychological counseling, and similar services through national and international cooperation, with the aim of facilitating their adaptation to new living conditions and supporting their social integration.**

**Aim A7.O2: To increase the number of social and cultural activities aimed at facilitating the adaptation of disadvantaged children, young people, and adults to new living conditions.**

## SOCIAL COHESION ACTIVITY - SOLIDARITY-BASED EVENT ACTIVITY

The Social Cohesion Unit has carried out strategic activities under its umbrella in Sultanbeyli with the aim of contributing to a culture of peaceful coexistence based on mutual respect between the local population and the refugee community.

### Our Focus Areas and Approach:

- **Child-Focused Work:** For children at the center of our activities, we have gone beyond simply addressing problems; by expanding protective and preventive initiatives, we have worked to build a safer future.
- **Empowering Women:** We aim to support women in becoming more visible and actively engaged in every aspect of life such as home, school, workplaces etc.
- **Strong Communication and Collaboration:** Within a human rights framework, we have established channels of dialogue to prevent groups from becoming socially isolated from one another, while supporting social well-being through inclusive social policies.

peer bullying, child labor, early marriage, domestic violence, neglect, and abuse, so to take appropriate protective and preventive measures through the necessary referrals.

Figure: Mentoring Sessions

Within the scope of the program, various trainings, workshops, and activities have been organized in the areas of education, career planning, and personal development to support the development of mentors and mentees. Through these activities, mentors were supported in strengthening their mentoring skills, while mentees were encouraged to develop themselves in both academic and social areas.

## Impact and Scope of the Program

- **66** mentors actively participated in the program.
- **112** mentees benefited from mentorship support.
- A total of **1,005** sessions were conducted between mentors and mentees.
- A total of **39** people attended **6** mentorship training sessions.

Figure: Mentoring Sessions

Through the conducted mentorship activities, it was aimed to enable mentees to engage more strongly in their educational processes, support their personal development, and strengthen a solidarity-based social support mechanism among youth.

Figure: Mentoring Sessions

Within the scope of sociocultural activities carried out in 2025, efforts were aimed at supporting the social integration of individuals from different age and target groups, enhancing their psychosocial well-being, and strengthening their active participation in social life. Accordingly, a variety of activities were planned and implemented for children, youth, women, and older individuals.

Figure: Summer Course Picnic Activity

The activities carried out were organized in various formats, including artistic events, group activities, workshops, cultural trips, awareness-raising trainings, and outdoor events. Through these activities, it was aimed to enhance participants' social skills, enable them to gain new experiences ,encourage interaction with their peers, and strengthen their sense of belonging.

Figure: Experiment Workshop

As part of the program, various activities were organized for young people, including a wall-painting activity, a bonding activity, film analysis sessions, and various social activities. Through these activities, participants were encouraged to engage in collaborative production, express their emotions, and develop their critical thinking skills.

Figure: Mentoring Program - Bonding Activity

As part of the “Women Write Beautiful Stories” trainings conducted for women, the aim was to raise awareness about violence, provide information on legal rights, and increase participants’ awareness of access to available referral and support mechanisms. Following the trainings, it was observed that a significant proportion of participants had limited knowledge of mechanisms for preventing and responding to violence.

It was observed that, following the training, participants’ awareness of the issue had increased and they had gained a better understanding of their legal rights.


Figure: International Arabic Book Fair

As part of the cultural activities, visits to fairs and biennials were organized to increase participants’ access to artistic and cultural activities. However, the limitations encountered in terms of content and implementation in some activities highlighted the need for more careful planning of future activities.

Figure: Workshop on Aging

Throughout the program, all activities were designed to support the social, emotional, and cultural development of participants, while particular attention was paid to developing content tailored to the needs of different target groups.

- A wide range of activities was implemented for different target groups, including children, young people, women, and older individuals.
- The activities contributed to the development of participants’ social integration, communication, and interaction skills.
- An increase in awareness of violence and legal rights was observed through the trainings provided for women.

- The participation of young people and children in social settings, their motivation, and their interactions within groups have been strengthened.
- Contributions have been made to reducing social isolation among older individuals and strengthening their social networks.
- Participants have been supported in gaining diverse experiences through cultural and artistic activities.

The sociocultural activities carried out have made significant contributions to the social integration processes of different age groups and target groups, while also supporting participants' psychosocial well-being. However, shortcomings encountered in the content, planning, and implementation processes of some activities have highlighted the need to develop a more systematic activity planning and monitoring mechanism in the coming periods.
Throughout 2025, 14 activities were conducted with the participation of 237 people. Through these activities, contributions were made to increasing participants' social interaction, supporting their motivation, and strengthening their participation in social life.

## Volunteering Program

Figure: volunteers' Day Activity

A total of **95** volunteers from different age and professional groups, particularly university students and graduates, were engaged in the association's activities. Within this scope, orientation and information sessions were organized. Volunteers were actively involved in social cohesion activities, events, organizations, and fieldwork carried out by the association.

Figure: Volunteers' Day Activity

## Education / Scholarship and Tuition Fee Support Program

Figure: Scholarship Recipient Process Evaluation Meeting

To support disadvantaged students in continuing their education, scholarships were provided to **244** students and tuition fee support was provided to **31** students, while support mechanisms were established to help cover students' educational expenses. Accordingly, these efforts contributed to reducing the negative impact of financial difficulties on students' educational processes. Within the framework of the program, various trainings, seminars, and information sessions were organized to support scholarship recipients' academic achievement and personal development. At the same time, they were encouraged to participate in volunteer activities to develop a sense of social responsibility and actively contribute to processes of social solidarity.

In addition, scholarship recipients were encouraged to take part in social responsibility projects and contribute to initiatives that generate social benefit.

Figure: Scholarship Recipient Process Evaluation Meeting

**Aim A7: To engage disadvantaged refugees and local communities experiencing social difficulties in qualified services such as education, mentoring, and psychological counseling, through national and international partnerships, in order to facilitate their adaptation to new living conditions and support their social cohesion.**

**Objective A7.O4: To strengthen refugees' communication networks by improving their Turkish reading, writing, and speaking skills in social and professional life.**

## TURKISH LANGUAGE TEACHING ACTIVITIES FOR FOREIGN NATIONALS

### ÇOGEM Courses

In 2025, educational activities were carried out within the Refugees Association Children and Youth Center to support the cognitive, social, and academic development of children from different age and interest groups. Courses were organized for **378** students aged 6-17, and diversified to address both their academic and personal development needs.

## ADULT EDUCATION COURSE ACTIVITIES

### Turkish Language Education

In 2025, educational activities were carried out within the Refugees Association Children and Youth Center to support the cognitive, social, and academic development of children from different age and interest groups. The courses, attended by **378** students aged 6-17, were diversified to address both their academic and personal development needs.

Table 30: Distribution of Beneficiaries by Nationality and Gender

| Nationality | Male | Femal | Tota |
|---|---|---|---|
| SYRIA | 8 | 14 | 22 |
| MOROCCO | | 2 | 2 |
| LABENON | 1 | 1 | 2 |
| TÜRKİYE | 1 | | 1 |
| IRAQ | | 1 | 1 |
| ALGERIA | | 1 | 1 |
| UZBEKISTAN | | 1 | 1 |
| **Total** | **10** | **20** | **30** |

Source: SUKOM, 2025

### Skills Development Courses

Throughout 2025, a total of **61** individuals of different nationalities participated in **22** cultural and artistic activities. The participants consisted of **30** Syrian, **27** Turkish, **3** Iraqi, and **1** individual of other nationalities. The activities aimed to strengthen social cohesion, support individuals' active participation in social life, and promote cultural interaction.

Figure: Skills Development Courses - Cross-Stitch Workshop

**Objective A8: To contribute to the harmonious coexistence of individuals from migrant and local communities and to strengthen social peace**

**Target A8.O1: To support the integration processes of local communities and foreign nationals seeking asylum in Türkiye, particularly children, women, and individuals with special needs.**

## LIFE SKILLS DEVELOPMENT ACTIVITIES

### Child Solidarity Group

Figure: Child Solidarity Group - Introduction Session

A total of **68** children, comprising **37** boys and **31** girls, participated in the Child Solidarity Group activities. Within this framework, **15** Child Solidarity Group sessions were conducted, providing children with opportunities to collectively discuss the challenges they encounter in their educational and social lives, share their experiences, and develop solutions together.

Within the scope of these activities, topics such as children's rights, school adaptation, peer bullying, communication and empathy, emotional expression, child safety, and youth rights were addressed. In addition, social activities and trips were organized to support social cohesion and provide children with opportunities to have positive experiences together.

### Emergency Preparedness and School Safety Project

The Emergency Preparedness and School Safety Project, which started in September 2025 and will continue until May 2027, is being implemented under a protocol signed with the Sultanbeyli District Directorate of National Education. As part of the project, modules focusing on safe schools were implemented for children to support the development of their life skills.


Figure: Safe School Module - Peer Bullying and The Best Defense Session

During the 2025 academic year, the activities were launched simultaneously in five schools and implemented with 15 groups through five-session child modules, with repeat participation by the children. Through these activities, children's participation was enhanced using psychosocial methods and content, while their skills and awareness in coping with difficult emotions, preventing and addressing peer bullying, and valuing differences were supported. At the same time, monitoring and evaluation processes were conducted through feedback and assessment scales. The effectiveness of the activities was monitored, and data were collected to support the further development of the program content.

During the 2025 reporting period, a program comprising 5 sessions of the Safe School modules was implemented across 5 middle schools. Within the scope of these activities, content was delivered to strengthen the safety and protection of school-aged girls and boys against risks inside and around the school environment. The program was conducted in **5** schools through **15** different groups, completed in **4** schools, with activities still ongoing in the remaining schools.

Table 31: Number of Children Reached in the School Safety Program Conducted under the Emergency and School Safety Project

| Activity | Girls aged 6-17 (Local) | Boys aged 6-17 (Local) | Total Local | Girls aged 6-17 (Foreigners) | Boys aged 6-17 (Foreigners) | Total Foreigners | Overall Total |
|---|---|---|---|---|---|---|---|
| Children Count | 30 | 29 | 59 | 5 | 4 | 9 | 68 |

Source:SUKOM,2025

The table above presents the distribution of children participating in the program that included five sessions of the Safe School Module, broken down by age and gender, and categorized as local children and foreign children. The data covers children who attended at least three sessions. As of December 2025, the table reflects the results from four schools that completed all five sessions. **68** children participated in the program, with **59** local children (30 girls and 29 boys) and **9** foreign nationals (5 girls and 4 boys) attending at least three sessions.

**Objective A5: Help refugees in our region learn how to be self-sufficient by giving them services that protect, support, and guide them.**

**Goal A5.O1: Enhancing Service Satisfaction through Inclusive Participation**

## EMPLOYMENT CREATION ACTIVITY

Within the activities conducted by the Labor Service Unit, job candidates are evaluated based on their applications and referred to employers for suitable positions, thereby supporting employment processes. In addition, job interviews are organized to bring employers and applicants together, ensuring job-matching processes are conducted more effectively.

Information and guidance activities are organized to support labor market participation by facilitating the development of social and vocational skills. Employers are provided with guidance on work permit procedures, and support is offered for work permit fees, thereby promoting registered employment.

Additionally, individuals intending to establish their own businesses are provided with information and guidance regarding licensing procedures.


Figure: Employer and Tradesperson Meeting

**Table 32: Beneficiaries by Age and Gender**

| AGE/GENDER DISTRIBUTION OF BENEFICIARIES | MALE | FEMALE | OVERALL TOTAL |
|---|---|---|---|
| 16-25 | 152 | 84 | 236 |
| 26-35 | 269 | 81 | 350 |
| 36-45 | 185 | 106 | 291 |
| 46-55 | 69 | 42 | 111 |
| 56-65 | 29 | 11 | 40 |
| 65+ | 6 | 1 | 7 |
| OVERALL TOTAL | 710 | 325 | 1.035 |

Source: SUKOM,2025

In 2025, within the scope of employment activities conducted by the Refugees Association, the gender distribution of beneficiaries was regularly observed and reported. It was observed that **32%** of individuals referred to employment were women, while **68%** were men.

Based on the data obtained, a balanced approach has been adopted to support both women’s and men’s access to employment; in particular, efforts have been continued to increase the labor force participation of vulnerable groups.

Activities were undertaken with the objective of supporting an inclusive employment process, ensuring gender equality.

Table 33: Employment Placement Status

| Applications and Job Placements by Month | APPLICATION | ACCEPTED | FOUND A JOB INDEPENDENTLY |
|---|---|---|---|
| January | 2 | 2 | |
| February | 47 | 2 | |
| March | 65 | 8 | 1 |
| April | 45 | 7 | 4 |
| May | 69 | 15 | 2 |
| June | 95 | 29 | |
| July | 160 | 30 | 6 |
| August | 83 | 7 | 7 |
| September | 31 | 4 | |
| October | 21 | | |
| November | 16 | | |
| December | 3 | | |
| OVERALL | 637 | 104 | 20 |

Source: SUKOM, 2025

As can be observed from the data in the table, job applications increased particularly during the summer months. By mid-2025, both applications and job placements showed an upward trend. Still, the rate of job placements remained lower.

Tablo 34: Nationality Information

| BENEFICIARIES BY NATIONALITY | MALE | FEMALE | OVERALL TOTAL |
|---|---|---|---|
| Syria | 667 | 301 | 968 |
| Afghanistan | 20 | 0 | 20 |
| Palestine | 6 | 3 | 9 |
| Turkmenistan | 4 | 2 | 6 |
| Iraq | 1 | 4 | 5 |
| Egypt | 5 | 0 | 5 |
| Others | 7 | 15 | 22 |
| OVERALL TOTAL | 710 | 325 | 1.035 |

Source: SUKOM,2025

Since the majority of beneficiaries in the area are of Syrian nationality, it is observed that **93%** of applicants are Syrian. Beneficiaries of Afghan nationality rank second.

## 2- Directorate of Administrative Affairs

### EXECTUTIVE PRESENTATION

The 2025 Annual Activity Report, prepared by the Administrative Affairs Directorate, was drafted to evaluate administrative, operational, and support service activities conducted during the relevant period, present the current state of institutional capacity, and support planning for the period ahead

During the year 2025, significant efforts were made in the areas of institutionalization and process management; progress was achieved in documenting administrative processes, updating existing procedures, and transitioning operations into a more systematic structure. In this context, contributions were made to ensuring standardization throughout the institution and managing processes more effectively.

Over the course of the year, periodic fluctuations occurred in the personnel structure and service capacity due to the effects of project-based activities; nevertheless, through the efforts of the Administrative Affairs Directorate, the operational continuity of the institution was ensured, and administrative support services were maintained without interruption.

With this report, the activities undertaken in 2025, the achievements realized, the challenges faced, and the areas requiring improvement have been evaluated using a holistic approach, while recommendations and measures aimed at elevating the institutional capacity to a higher level have also been included.

The primary objective of the Administrative Affairs Directorate is to ensure that institutional operations are conducted in an orderly, effective, and sustainable manner, to secure the efficient use of resources, and to contribute to achieving the institution's general goals. The work undertaken in this regard is expected to provide the foundation for building a stronger institutional structure in the coming period.

Sincerely,

Human Resources Directorate

## A- Mission and Vision

### A.1. Mission

By maintaining coordination across units, the aim is to conduct the association's activities in an effective and sustainable manner and to establish a robust and efficient administrative structure.

### A.2. Vision

Developing an innovative and reliable administrative system that supports the association's service capacity by ensuring strong administrative infrastructure, efficient resource management, and coordinated institutional practices.

## B- Duties and Responsibilities

### Information Technology Unit

It is responsible for planning, managing, monitoring, and developing the institution's IT infrastructure to ensure uninterrupted, secure, and efficient operations of the association's activities.

The unit's duties and responsibilities are:

- Identifying the hardware and software required by the institution, supporting the procurement processes, and ensuring effective utilization.
- Preparing and implementing short- and medium-term plans for the sustainability of IT services.
- Ensuring uninterrupted and efficient operation of all technical infrastructure (servers, network systems, computers, and peripherals).
- Conducting maintenance, control, and performance monitoring processes of systems; conducting efficiency evaluations, and implementing improvement measures.
- Establishing and operating backup, recovery, and access control systems to ensure data security.
- Managing user account, authorization, and password administration.
- Integrating new personnel into the information systems and preparing the necessary technical infrastructure.
- Providing technical support services to the staff regarding hardware, software, and communication tools; managing fault detection and resolution processes.
- Following up on warranty-covered technical issues through the relevant companies.
- Ensuring the continuity of internal communication and information systems.
- Conducting unit-based needs and performance evaluations regarding the systems, software, and devices.
- Following technological developments and contributing to the development of solutions suited to institutional needs.
- Planning, monitoring, and regularly reporting unit activities to management.
- Carrying out awareness and guidance activities to increase the staff's technical capacity.
- Ensuring all activities comply with the institution's administrative policies, procedures, and regulations.
- Acting in accordance with common duties, principles, and responsibilities determined throughout the institution.

## Warehouse and Logistics Service Unit

Warehouse and Logistics Service Unit is responsible for the effective, secure, and uninterrupted planning, execution, and improvement of materials, equipment, and logistics processes required for the association's activities.

The unit's duties and responsibilities are:

- Ensuring necessary coordination with suppliers and transportation companies; planning and managing material procurement, receiving, and shipment processes.
- Ensuring the intake, inspection, classification, and appropriate placement/storage of incoming goods in the warehouse.
- Maintaining up-to-date inventory management systems; conducting regular stock counts and tracking inventory movements.
- Analyzing material requirements and planning procurement processes in coordination with relevant departments.
- Ensuring that products (including food, chemicals, etc.) are stored under proper and safe conditions, and maintaining warehouse order.
- Ensuring the warehouse operates in compliance with standards of order, cleanliness, security, and occupational health and safety (OHS).
- Planning dispatch and shipment processes; ensuring products are prepared, packaged, and loaded accurately, completely, and on time.
- Developing loading plans and ensuring dispatches are carried out with appropriate vehicles.
- Ensuring the continuity, efficiency, and cost-effectiveness of logistics operations.
- Executing warehouse inbound/outbound transactions, goods receipt, and delivery note (waybill) processes, and maintaining regular records.
- Preparing and monitoring daily, weekly, and monthly logistics activity reports and statistics.
- Ensuring the maintenance, proper use, and operational readiness of warehouse and logistics equipment.
- Ensuring the planning, coordination, and monitoring of logistics activities.
- Contributing to the planning of personnel recruitment, orientation, and training processes.
- Conducting analyses to enhance supply chain efficiency and developing improvement proposals.
- Formulating and updating business continuity and emergency response plans against potential risks.
- Ensuring logistics operations are conducted in alignment with targets for cost, time, accuracy, and service quality.
- Identifying needs regarding systems and technologies used in corporate logistics processes and submitting recommendations for improvement.
- Conducting all operations in accordance with internal policies, procedures, and relevant legislation.
- Acting in compliance with the shared duties, principles, and responsibilities established across the organization.

## Human Resources Unit

The Human Resources Services Unit is responsible for planning, executing, and improving all processes related to the organization's human resources in an effective, fair, and transparent manner in line with strategic goals and applicable legislation. The Unit is fundamentally dedicated to attracting qualified talent to the organization and maintaining sustained employee satisfaction.

In this context, the duties and responsibilities of the unit include:

- Establishing and implementing human resources policies and strategies aligned with the organization's overall work plan and strategic objectives.

- Conducting workforce planning and contributing to goal-setting in coordination with executive management.
- Developing, updating, and enforcing policies, procedures, and disciplinary mechanisms governing workplace order.
- Conducting studies on job descriptions, task allocations, and staff structuring.
- Analyzing workforce requirements and overseeing the planning and execution of recruitment processes.
- Determining sourcing methods and ensuring effective assessment and selection processes.
- Ensuring that hiring processes are completed systematically, transparently, and in full compliance with relevant legislation.
- Planning and managing orientation and onboarding processes for new employees.
- Creating, updating, and archiving employee personnel files and records.
- Executing onboarding and offboarding procedures in accordance with applicable legislation.
- Monitoring notifications and official correspondence with SGK (Social Security Institution), İŞKUR (Turkish Employment Agency), and other public authorities.
- Recording and tracking leave, medical reports, and absenteeism data.
- Preparing, auditing, and reporting timesheets and attendance records.
- Managing compensation, payroll, and benefits operations accurately and on schedule.
- Tracking and reporting severance and notice indemnity obligations.
- Establishing, implementing, and improving performance evaluation systems.
- Identifying employee training and professional development needs and planning training programs.
- Managing feedback, suggestion, and grievance mechanisms to enhance employee satisfaction.
- Handling disciplinary processes in compliance with legislation and institutional policies.
- Executing termination and offboarding processes in accordance with legal regulations.
- Managing budget planning, analysis, and reporting processes regarding compensation and fringe benefits.
- Regularly reporting and archiving human resources data.
- Ensuring compliance with legal requirements regarding occupational health and safety (OHS) and monitoring related procedures.
- Executing all human resources operations holistically in alignment with institutional administrative policies and procedures.
- Establishing and maintaining standardized human resources practices across the organization.

## Enterprises and Subsidiaries Unit

The Enterprises and Subsidiaries Unit is responsible for the planning, execution, supervision, and development of the administrative, financial, and operational processes of the economic enterprises and subsidiaries operating in social, cultural, artistic, and sports fields affiliated with the association, in compliance with relevant legislation, from their establishment onward.

Within this scope, the duties and responsibilities of the unit are structured as follows:

- Planning, executing, and carrying out necessary administrative and operational procedures for the establishment of economic enterprises and subsidiaries affiliated with the association.
- Planning, organizing, and managing the operations of existing and planned enterprises and subsidiaries.
- Preparing strategic plans, work programs, and activity reports for the enterprises and submitting them for board/executive management approval.

- Preparing enterprise budgets in line with strategic objectives, monitoring them, and ensuring financial sustainability.
- Ensuring the proper accounting of revenues generated from enterprises; recording them in compliance with tax legislation and monitoring transfers to the association's budget.
- Maintaining regular income and expenditure records; establishing and managing the enterprise ledger and the "Economic Enterprise Information File."
- Ensuring timely submission of declarations, tax returns, and official statutory notifications, as well as tracking associated payments.
- Procuring goods and services required by affiliated enterprises through direct procurement or tender methods, and managing supply chain processes.
- Ensuring and supervising the implementation of pricing tariffs determined by executive management.
- Regularly inspecting the maintenance, repair, and utilization of physical premises, equipment, and infrastructure of the enterprises, and ensuring their continuity.
- Monitoring daily operational processes, identifying bottlenecks/disruptions, and ensuring corrective actions are taken.
- Ensuring the planning, execution, and performance management of human resources processes across affiliated enterprises.
- Identifying personnel requirements; contributing to the planning of recruitment, onboarding, training, and development processes.
- Ensuring the planning and execution of in-service training activities.
- Analyzing compensation policies based on regional and current market conditions, and submitting them for board approval.
- Ensuring and auditing compliance with occupational health and safety (OHS) legislation in all operational activities.
- Providing interdepartmental coordination to ensure harmonious and efficient operation of all enterprises.
- Regularly preparing financial, operational, and performance reports and submitting them to executive management.
- Conducting all activities in accordance with the institution's administrative policies and relevant standard operating procedures.
- Ensuring adherence to the core principles, standards, and guidelines set out in institutional job descriptions.

### Corporate Communications Unit

The Corporate Communications Unit is responsible for planning, executing, and developing the organization's internal and external communication activities with a holistic approach.

In this scope, the duties and responsibilities of the unit are as follows:

- Formulating, planning, and implementing the organization's communication strategies.
- Managing, monitoring, and evaluating processes aligned with established communication goals.
- Managing relations with the press and media, and ensuring necessary coordination.
- Managing and supervising the organization's digital communication channels (website, social media, etc.).
- Determining key messaging for corporate statements, and ensuring content preparation and consistency.
- Editing and refining content to ensure corporate messages are accurately and effectively understood by target audiences.
- Identifying the most appropriate channels and methods for communication activities, and planning dissemination processes.
- Monitoring national and international agendas to adapt communication strategies to current developments.

- Planning internal communication processes and coordinating information flow across departments.
- Ensuring the coordination of corporate communication activities and supervising process effectiveness.
- Ensuring the accuracy, consistency, and alignment of corporate messages with standard brand voice and guidelines.
- Ensuring digital media and social media activities are conducted effectively, accurately, and in compliance with institutional policies.
- Conducting communication initiatives focused on the organization's reputation management and public perception.
- Carrying out all communication activities in accordance with administrative policies and relevant legislation.
- Ensuring adherence to established principles, standards, and objectives across corporate communication processes.

## Translation Service Unit

The Interpretation and Translation Services Unit fulfills the following duties and responsibilities in order to provide language support in the internal and external communication processes of the organization, carry out translation activities, and enhance communication effectiveness:

- Ensures the planning, organization, and coordination of translation and interpretation services in line with the needs of departments within the institution.
- Meets all internal and external written translation and oral interpretation needs, ensuring these processes are conducted effectively.
- Carries out accurate and complete translations of reports, official documents, correspondence, emails, and similar materials.
- Manages translation processes for institutional materials, speech scripts, and project documentation.
- Organizes consecutive interpretation services during meetings, interviews, and assessment sessions.
- Meets clients' language support needs, enhancing the effectiveness of referral mechanisms.
- Provides interpretation support during initial assessments, evaluations, and meetings conducted by institutional staff.
- Coordinates translation and interpretation support for household visits, field activities, events, training sessions, and official institutional visits.
- Provides written and oral translation support for the institutions social media activities and requirements from other units.
- Provides operational support for data updates, system records, and application intake when required.
- Coordinates support for hospital appointment scheduling and related logistics within the scope of access to healthcare services.
- Provides flexible operational support to other units based on organizational workload and emergent needs.
- Monitors, evaluates, and reports on processes to improve the quality and efficiency of interpretation services.
- Helps eliminate language barriers in internal communications, strengthening interdepartmental coordination.
- Conducts all operations within the framework of the Administrative Affairs Policy, standard operating procedures, and relevant regulations.
- Delivers services in compliance with institutional job descriptions, core principles, and quality standards.

## Transportation and Support Services Unit

The Transportation and Support Services Unit is responsible for the effective, orderly, and institutional standard-compliant execution of the institution's cleaning, transportation, logistics, security, and support services.

In this context, the unit's duties and responsibilities are specified below:

- Ensures that the institution's cleaning, hygiene, transportation, logistics, security, consulting, and operational support services are carried out effectively and in accordance with corporate standards.
- Ensures the cleanliness and order of all areas of the institution (offices, floors, common areas, restrooms, staircases, etc.).
- Ensures that cleaning activities are carried out according to the specified periods and monitors their documentation.
- Carries out the control and supervision of cleaning processes.
- Ensures the procurement, tracking, and proper and economical use of cleaning supplies.
- Ensures the implementation of hygiene standards throughout the institution.
- Ensures the maintenance and care of indoor plants within the facility.
- Provides necessary service and hospitality/support services during meetings and organizational events.
- Plans, coordinates, and ensures the execution of internal and external transportation processes.
- Organizes transportation for institutional staff to field operations and provides necessary support throughout the process.
- Coordinates clients' transportation to relevant institutions and provides accompaniment services when required.
- Manages emergency transportation processes rapidly and effectively.
- Provides support for transportation, distribution, and fieldwork within the scope of corporate logistics activities.
- Ensures the safe, orderly, and proper use of institutional vehicles in accordance with their intended purpose.
- Tracks maintenance, repair, insurance, periodic inspection, and related processes for vehicles.
- Ensures the thorough execution of record-keeping, forms, and documentation processes regarding vehicle usage.
- Controls and records all entry and exit movements to and from the institution.
- Conducts visitor guidance and reception/consultation desk services.
- Enforces and supervises rules and procedures regarding institutional building and premises security.
- Monitors CCTV/security camera systems and inspects records whenever necessary.
- Organizes and leads evacuation procedures in emergency situations.
- Maintains communication with relevant law enforcement authorities in cases of security breaches or offenses.
- Ensures necessary security screenings and checks are conducted within authorized procedures.
- Evaluates, plans, and organizes support and transportation requests from units to ensure uninterrupted operations.
- Provides operational support for transportation, distribution, and social aid delivery processes.
- Ensures operational coordination for the effective execution of institutional activities.
- Conducts all operations in compliance with the institution's administrative affairs policy and related procedures.
- Protects vehicles, equipment, and materials allocated for use, ensuring their efficient operation.
- Promptly reports any potential damage, technical failure, or operational disruptions to the relevant departments.
- Ensures accurate and complete record-keeping, reporting, and documentation across all designated processes.
- Ensures operations are conducted in accordance with the institution's general code of conduct and job descriptions.
- Guarantees that departmental operations are executed in a planned, coordinated, and efficient manner.

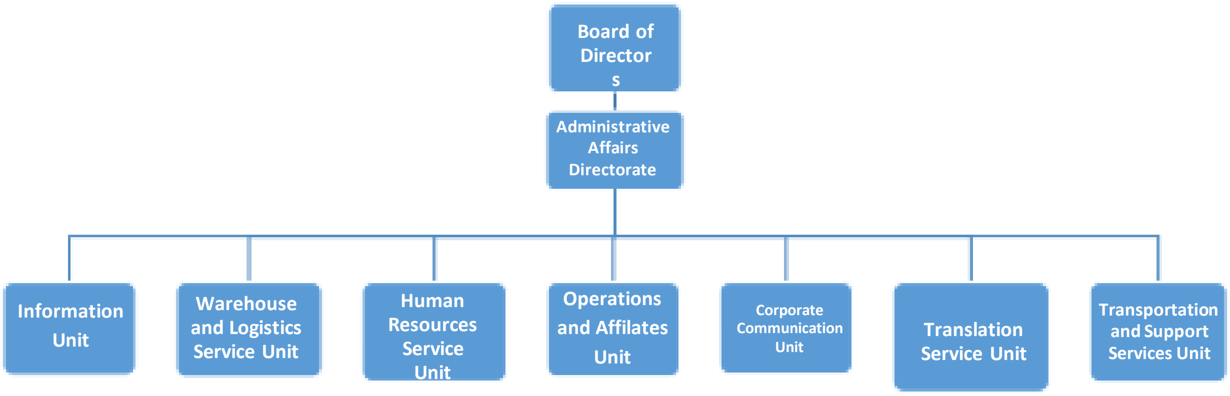
# C- Information Regarding the Administration

## C.1. Physical Structure:

The Administrative Affairs Directorate serves on the 4th floor of the community center building at the institution's address: Turgut Reis Mahallesi, Fatih Bulvarı, No: 306, Sultanbeyli/Istanbul.

## C.2. Organization Structure:

**Chart 19: Administrative Affairs Directorate Organization**




## C.3. Technology and Information Infrastructure

**Table 35: Technology and IT Infrastructure**

| Used TECHNOLOGICAL EQUIPMENT | NUMBER |
|---|---|
| Laptop | 5 |
| Desktop Computer | 1 |
| Printer | 2 |
| Photocopier | 2 |
| Projector | 1 |
| Scanner | 2 |
| Camera | 1 |

Source: Warehouse and Logistics Unit, 2025

**Table 36: Programs and Software Used**

| CATEGORY | PROGRAM/SOFTWARE |
|---|---|
| Office Applications | Outlook |
| | Excel |
| | Word |
| | PowerPoint |
| | Adobe Acrobat (PDF) |
| Cloud and File Management | Google Drive |
| Human Resources Management System | Perkotek |
| Communication and Meeting Tools | Google Calendar |
| | Zoom |
| | Microsoft Teams |
| | Google Meet |
| Design and Content Production | Canva |
| Artificial Intelligence Tools | ChatGPT |
| Job Tracking Systems | Perfex |
| Data Collection Tools | SUKOM |

## C.4. Human Resources

Table 37: Distribution of Personnel by Education Level

| PROJECT | ELEMENTAR | HIGH SCHOO | BACHELOR'S | TOTAL |
|---|---|---|---|---|
| Refugees Association | | 1 | | 1 |
| HEMDEM | | 1 | | 1 |
| Karl Kahane Foundation | 2 | | | 2 |
| Karl Kahane Foundation+Save the Children Türkiye | 1 | | | 1 |
| UNHCR | 2 | | 3 | 5 |
| UNHCR + | 1 | 1 | | 2 |
| Tota | 6 | 3 | 3 | 12 |

Source: Human Resources Unit, 2025

# INFORMATION AND EVALUATIONS REGARDING ACTIVITIES

## A- Financial Information

### A.1. Budget Implementation Results

Table 38: Administrative Affairs Directorate 2025 Employe Expenses

| | |
|---|---|
| Net Salary | ₺ 5.856.916,11 |
| Social Security (SSI / SGK) | ₺ 2.567.426,15 |
| Tax (Summary) | ₺ 641.485,76 |
| Total Amount | ₺ 9.065.828,02 |

Source: Financial Affairs Directorate, 2025

### A.2. Activity and Project Information

**Objective A1: To develop institutional capacity and ensure efficiency along with effectiveness, effectively utilizing the association's physical and financial resources.**

**Objective A1.O3: To meet the physical needs and provide sustainable supply services for the effective execution of association services**

## INTERNAL SUPPLY ACTIVITY NEEDS ANALYSIS ACTIVITY

In 2025, the needs for internal procurement activities were systematically identified primarily through meetings and Purchase Request Forms. Thanks to these methods, the needs of the units have been regularly recorded, and the relevant processes have been carried out transparently. The needs analysis process has been addressed with a broad perspective not only when the need arises but also during the project writing phase. At the beginning of the project, the needs identified in the general framework were re-evaluated through small-scale meetings held during the implementation process; they were updated with consideration of short, medium, and long-term institutional benefits. The needs requests were mostly communicated by the logistics unit and project managers, which ensured that the needs from the field were directly and effectively included in the process.

When looking at the performance of the procurement processes, it is observed that purchases made with a single offer are completed within an average of 2 business days, while purchases made with three offers are completed within an average of 5 business days. In purchases conducted through the tender method, the durations vary according to the relevant procedures.

In the procurement process, a multiple bid system is implemented to ensure transparency and competition, and in cases where three bids are received, all bids are analyzed and recorded using the CBA Price Comparison Form. In the selection of suppliers, a performance evaluation system based on the institution's past experiences is used. Within this system, suppliers are scored on the processes from order to delivery, and it is generally preferred to work with companies that achieve a performance score of 70 or above.

Significant improvements have been made in the procurement and supply processes in 2025. The acceleration of processes, standardization, and simplification of approval mechanisms are at the forefront of these improvements.

As a result of all these efforts, significant gains have been achieved across the institution. Operational processes have accelerated, the needs of the units have been responded to more quickly and effectively, and the physical and financial resources have been used more efficiently. Thanks to the standardization of processes, clarification of approval mechanisms, and effective use of the supplier performance system, the overall efficiency, productivity, and sustainability of the institution's operations have been significantly enhanced.

**Objective A2: To enhance the administrative capacity of the association, to develop a data-driven management system, and to effectively utilize planning, monitoring, and evaluation processes.**

**Objective A2.O2: Increasing communication and coordination among internal stakeholders.**

## INTERNAL COMMUNICATION EVALUATION AND COORDINATION ACTIVITY

In 2025, the effective use of existing systems to strengthen communication and coordination among internal stakeholders within the association was ensured, and regular coordination mechanisms were implemented.

In order to ensure inter-departmental coordination, 6 meetings have been held on a monthly basis since July. The aforementioned meetings were conducted in accordance with pre-determined agendas, and the decisions and evaluations made during the meetings were recorded to contribute to the institutional memory.

**Objective A3: To become an institution that is compliant with national and international standards, with diverse and sustainable financial resources, and to increase its activities in the regions where they are needed.**

**Target A3.O2: Increasing the visibility of the services provided and the projects carried out thru the effective use of digital media.**

## Activities to Enhance Digital Media Usage and Visibility

Throughout 2025, digital media activities aimed to increase the association’s visibility, effectively reach the target audience, and ensure regular information sharing about ongoing work.

In accordance with these objectives, social media platforms were actively used, the website was regularly updated, and multilingual communication was introduced.

## Social Media Activities

Throughout 2025, consistent content production was maintained across Instagram, LinkedIn, Facebook, and Twitter (TR, ENG, AR).

### General Performance Summary

- A total of 381 social media posts were shared.
- The highest reach and engagement occurred on the Instagram platform.
- The most notable increase was observed during the August-September period
- In the second half of the year, multilingual communication activities (EN & AR) were strengthened

### Platform-Based Analysis

**1. Instagram**

- **Total posts**: 99
- **Total views**: 749.897
- **Total number of accounts reached**: 189.025

Instagram proved to be the most effective platform in terms of performance.
Standout months:

- **September**: 263.533 views
- **August**: 115.078 views

**Table 39: Instagram Monthly Performance**

| Data MONTH | NUMBER OF POSTS | NUMBER OF VIEWS | ACCOUNTS REACHED |
|---|---|---|---|
| January | 11 | 46.728 | 35.792 |
| February | 10 | 38.026 | 16.203 |
| March | 8 | 28.787 | 12.590 |
| April | 2 | 6.921 | 2.808 |
| May | 11 | 68.295 | 12.676 |
| June | 6 | 29.596 | 9.149 |
| July | 6 | 33.592 | 10.031 |
| August | 12 | 115.078 | 27.104 |
| September | 6 | 263.533 | 27.117 |
| October | 3 | 26.948 | 5.675 |
| November | 13 | 46.004 | 14.184 |
| December | 11 | 46.386 | 15.696 |
| | 99 | 749.897 | 189.025 |

Source: Instagram Meta Business Suite, 2025

## 2. LinkedIn

- **Total posts**: 62
- **Total views**: 43.282

Highest performance:

- **August: 10.225** views

Table 40: LinkedIn Monthly Performance Data

| MONT | NUMBER OF | NUMBER OF |
|---|---|---|
| January | | |
| February | | |
| March | | |
| April | 2 | 2.170 |
| May | 8 | 5.109 |
| June | 5 | 3.752 |
| July | 5 | 3.231 |
| August | 12 | 10.225 |
| September | 3 | 5.288 |
| October | 4 | 3.986 |
| November | 12 | 5.377 |
| December | 11 | 4.144 |
| Tota | 62 | 43.282 |

Source: LinkedIn Analytics, 2025

## 3. Facebook

- **Total posts**: 95
- **Total views**: 80.520

Facebook demonstrated strong effectiveness in wide audience reach.

The standout months:

- **January**: 25.679 views
- **August**: 7.854 views

Table 41: Facebook Monthly Performance Data

| MONT | NUMBER OF POSTS | NUMBER OF VIEWS |
|---|---|---|
| January | 11 | 25.679 |
| February | 10 | 12.266 |
| March | 9 | 7.040 |
| April | 2 | 1.883 |
| May | 9 | 5.389 |
| June | 5 | 3.553 |
| July | 5 | 4.232 |
| August | 12 | 7.854 |
| September | 5 | 2.567 |
| October | 3 | 1.428 |
| November | 13 | 3.436 |
| December | 11 | 5.193 |
| Tota | 95 | 80.520 |

Source: Facebook Analytics, 2025

### 4. Twitter (TR)

- Total posts: **90**
- Total views: **37.135**

Highest performance:

- September**: 10.660** views

Table 42: Twitter (TR) Monthly Performance

| Data MONT | NUMBER OF POSTS | NUMBER OF VIEWS |
|---|---|---|
| January | 11 | 3.439 |
| February | 9 | 2.242 |
| March | 7 | 2.432 |
| April | 3 | 705 |
| May | 10 | 2.851 |
| June | 2 | 639 |
| July | 6 | 1.984 |
| August | 12 | 7.550 |
| September | 5 | 10.660 |
| October | 3 | 851 |
| November | 11 | 2.130 |
| December | 11 | 1.652 |
| Tota | 90 | 37.135 |

Source: X (Twitter) Analytics, 2025

### 5. Twitter (EN)

- Total posts: **35**
- Total views: **1.028**

English content production began in the second half of the year and showed steady growth.
The standout months:

- November**: 332** views
- December**: 239** views

Table 43: Twitter (EN) Monthly Performance

| Data Month | NUMBER OF | NUMBER OF |
|---|---|---|
| January | | |
| February | | |
| March | | |
| April | | |
| May | 1 | 44 |
| June | 3 | 71 |
| July | 4 | 102 |
| August | 3 | 129 |
| September | 3 | 94 |
| October | 1 | 17 |
| November | 10 | 332 |
| December | 10 | 239 |
| Tota | 35 | 1.028 |

Source: X (Twitter) Analytics, 2025

**6. Twitter (AR)**

- Total posts: **20**
- Total views: **607**

Arabic content was particularly concentrated in the last quarter of the year.
The standout months:

- November**: 279** views
- December**: 319** views

Table 44: Twitter (AR) Monthly Performance

| Data MONT | NUMBER OF | NUMBER OF |
|---|---|---|
| January | | |
| February | | |
| March | | |
| April | | |
| May | | |
| June | | |
| July | | |
| August | | |
| September | | |
| October | 1 | 9 |
| November | 10 | 279 |
| December | 9 | 319 |
| Tota | 20 | 607 |

Source: X (Twitter) Analytics, 2025

Table 45: Social Media Follower

| Distribution APPLICATIO | NUMBER OF FOLLOWERS |
|---|---|
| Instagram | 11.800 |
| LinkedIn | 7.555 |
| Facebook | 2.100 |
| Twitter (TR) | 10.400 |
| Twitter (EN) | 265 |
| Twitter (AR) | 182 |

Source: Corporate Communications Department, 2025

## Website Activity

- Total number of clicks: **323.038**
- Number of news added: **9**

Months with the highest traffic:

- **January: 40.570** clicks
- **May: 31.012** clicks

Table 46: Website Monthly Trafic

| Data MONTH | NUMBER OF CLICKS | NUMBER OF FILTERED NEWS |
|---|---|---|
| January | 40.570 | 1 |
| February | 32.558 | |
| March | 29.723 | 1 |
| April | 26.334 | |
| May | 31.012 | 2 |
| June | 27.372 | |
| July | 27.297 | 2 |
| August | 26.774 | 1 |
| September | 23.313 | |
| October | 19.884 | |
| Noember | 19.519 | 1 |
| December | 18.682 | 1 |
| Tota | 323.03 | 9 |

Source: Google Ads, 2025

## Distribution by Content Types

Posts are planned in a balanced manner according to content type:

- Informative announcement posts: **34**
- Activity posts: **34**
- Project content: **12**
- Awareness day content: **19**

## General Evaluation

When digital media activities of 2025 are evaluated in general:

- Regular and planned content production was ensured across all platforms.
- Instagram became the strongest platform in terms of reach and engagement.
- August and September were the peak period in terms of visibility.
- International visibility was increased through content production in English and Arabic.

## 3- PROGRAM MANAGEMENT DIRECTORATE

### EXECUTIVE PRESENTATION

Throughout 2025, the Program Management Directorate carried out activities in the areas of project development, monitoring, coordination, and resource development to enhance the institutional capacity and ensure the sustainability of the Refugees Association. This report has been prepared to demonstrate the contribution of the activities performed in line with the mission, vision, and corporate goals of the association, and to record developments regarding the relevant period.

Through the grant development and cooperation activities carried out within the Directorate, national and international resources were secured for the institution; thanks to the developed projects and established partnerships, service capacity was increased and fields of activity were diversified. Effective monitoring of projects was ensured by the Project Tracking and Coordination Unit, coordination with internal and external stakeholders was strengthened, and the planned implementation of activities for field needs was supported.

Under the coordination of the Data Monitoring and Evaluation Unit, data collection, verification, analysis, and reporting processes were carried out systematically and tracked through the SUKOM database. In this context, efforts were made to develop data collection tools, standardize data entries, and increase data quality; the obtained data was reported to monitor and evaluate program processes and made available to the relevant units.

In line with the changing field conditions in 2025, project development activities were diversified; particularly within the framework of developments in Syria, new project and cooperation opportunities were evaluated. In this process, return trends and field needs were monitored and reported through the SUKOM system. Additionally, existing donor relations were strengthened, new partnerships were developed, and projects in different thematic areas were produced, contributing to the sustainability of the institution.

Program Management
Directorate

## A- Mission and Vision

### A.1. Mission

In line with the mission of providing effective and multifaceted support for the legal, socio-economic, and psycho-social needs of refugees and asylum seekers in accordance with international humanitarian law, the Program Management Directorate carries out the planning, coordination, monitoring, and evaluation of programs.

In this context, the Directorate aims to strengthen institutional capacity and ensure sustainable, effective, and accountable program management by integrating project tracking and coordination, data monitoring and evaluation, resource development, grant, and partnership development processes.

### A.2. Vision

To be a leading civil society organization with a holistic and effective program management approach that offers services worthy of human dignity, strengthens data monitoring and evaluation processes with an evidence-based approach, and supports the social cohesion of refugee and host communities.

## B- Authority, Duties and Responsibilities

- Ensuring the coordination of affiliated sub-units; conducting communication and cooperation processes with national and international funding bodies; carrying out project development, monitoring, coordination, and resource development activities.
- Ensuring the visibility of projects and activities through sharing on communication channels and preparing visual and written materials; conducting institutional promotion activities.
- Preparing monthly and annual activity plans as well as the annual performance program, monitoring, and reporting them regularly.
- Ensuring compliance with internal control, audit, and quality management processes; conducting implementation, monitoring, and reporting efforts in this context.
- Coordinating policy development and implementation processes for the Program Management Directorate and its affiliated units.

### Project Tracking and Coordination

- Executing projects supporting the association's activities in a transparent, efficient manner aligned with institutional policies; planning the activities of operational units in parallel with program management objectives.
- Implementing projects in accordance with the target, budget, and timeline specified in contracts; executing them to respond to the multidimensional needs of refugees and asylum seekers, ensuring alignment between donor requirements and field needs.
- Supporting the visibility, promotion, and sharing of projects through communication channels by preparing visual and written materials.
- Conducting data quality, monitoring, and reporting activities; planning contract renewal processes in coordination with project development and program management.

### Grant and Partnership Development

- Conducting project development activities based on unit needs in accordance with donor terms and association policies; regularly tracking national and international funds; preparing project files for eligible calls, completing approval processes, submitting applications, and following up on the processes.
- Conducting project scope, needs, budget performance, and stakeholder analyses in coordination with relevant units; developing innovative ideas for projects and making improvements and adjustments when necessary.
- Completing contract preparation processes for approved projects; preparing justification reports for rejected projects and carrying out corrective/preventive actions.

### Data Monitoring and Evaluation Unit

- Maintaining the SUKOM (Social Support System) database, which is a service database compliant with international standards, to strengthen the formation of a democratic, participatory, pluralistic, transparent, and accountable civil society; collecting and publishing secure and regular data to meet the needs of social welfare and project units.
- Establishing a business intelligence system for sustainability purposes; developing data analysis and visualization processes using tools like Power BI and ensuring data standardization.
- Preparing data sharing standards, an enterprise data inventory, and a data dictionary within the scope of KVKK (Law on Protection of Personal Data); conducting efforts aimed at improving business processes.
- Expanding the Social Support System to cover all activities of the association.

### Resource Development

- Researching grants and funds, tracking calls, and conducting resource development activities to ensure the sustainability of the association.
- Increasing voluntary participation to ensure the efficient use of financial resources and to spread social philanthropy; accepting in-kind and cash donations from within the country and abroad.
- Meeting social assistance requests such as food, hygiene, clothing, and fuel within the scope of Food Banking; planning and conducting donation campaigns according to beneficiary needs.
- Organizing association visits; participating in external events, meetings, and organizations; following accreditation processes, and coordinating interview and partnership requests with relevant personnel.

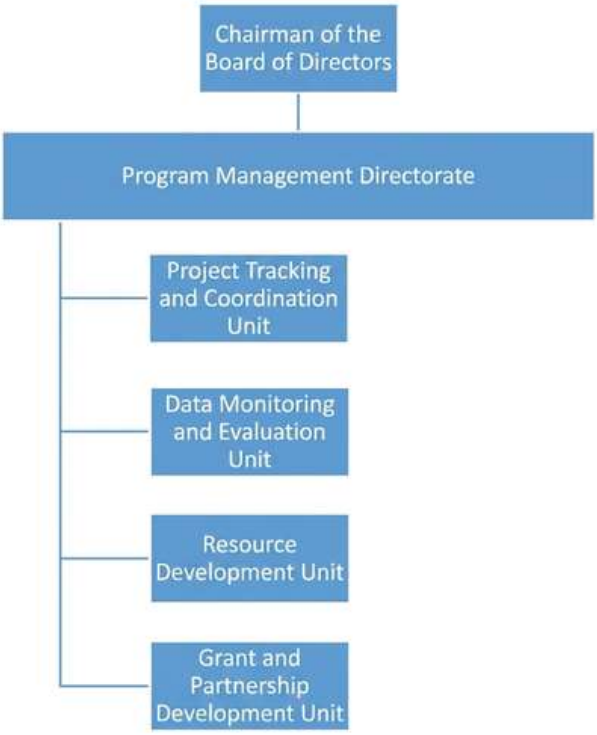
## C- Information Regarding Administration

### C.1. Physical Structure:

During the reporting period, all units within the directorate provide service on the 4th and 5th floors of the association building located at Turgut Reis Mahallesi Fatih Bulvarı No:306 Sultanbeyli/Istanbul.

## C.2. Organizational Structure:

**Diagram: Program Management Directorate Organization Chart**




## C.3. Technology and IT Infrastructure

Table 47: Technology and IT Infrastructure

| Used DESCRIPTIO N | TOTAL |
|---|---|
| Laptop | 10 |
| Desktop Computer | 1 |

Source: Warehouse and Logistics Unit, 2025

Table 48: Software and Programs

| Used CATEGOR | PROGRAM/SOFTWAR |
|---|---|
| MS Office Applications | Outlook |
| | Excel |
| | Word |
| | PowerPoint |
| | Adobe Acrobat (PDF) |
| Cloud and File Management | Google Drive |
| | Google Calendar |
| Communication and Meeting Tools | Zoom |
| | Microsoft Teams |
| | Google Meet |
| Design and Content Creation | Canva |
| Artificial Intelligence Tools | ChatGPT |
| | Google Gemini |

| | |
|---|---|
| | Google NotebookLM |
| Task Tracking Systems | Perfex |
| Data Collection Tools | Kobo |
| | SUKOM |
| Database Management | SQL Server Management Studio |
| | MySQL |
| | DBeaver |
| Data Analysis and Reporting | Power BI |
| | Power BI Report Builder |
| | Power BI Service |

### C.4. Human Resources

**Table 49: Staff Distribution by Educational Attainment**

| PROJEC | HIGH SCHOOL | BACHELOR'S | MASTER' | TOTAL |
|---|---|---|---|---|
| UNHCR | | 2 | | 2 |
| Save the Children Türkiye | | 2,5 | | 2,5 |
| Karl Kahane Foundation | | 1 | | 1 |
| Refugee Girls Worldwide | | | 1 | 1 |
| Dignity For the Ampu Tee International | | 1 | | 1 |
| HEMDEM | 1 | | | 1 |
| Grand | 1 | 6,5 | 1 | 8,5 |

Source: Human Resources Department, 2025

# INFORMATION AND EVALUATIONS REGARDING ACTIVITIES

## A- Financial Information

### A.1. Budget Execution Results

**Table 50: Program Management Directorate 2025 Personnel Expenses**

| UNIT NAME | NUMBER OF PERSONS | NET PAYMENTS | TAXES AND DEDUCTIONS | TOTAL COST |
|---|---|---|---|---|
| Program Director | 0,5 | - | - | - |
| Project Tracking and Coordination | 4,5 | 2.223.975,77 ₺ | 1.416.284,19 ₺ | 3.640.259,96 ₺ |
| Data Monitoring and Evaluation | 1,5 | 836.324,97 ₺ | 483.845,19 ₺ | 1.320.170,16 ₺ |
| Grant and Partnership Development | 1 | 1.119.226,51 ₺ | 731.630,39 ₺ | 1.930.856,90 ₺ |
| Resource Development | 1 | - | - | - |
| TOTAL | 8,5 | 4.259.527,25 ₺ | 2.631.759,77 ₺ | 6.891.287,02 ₺ |

Source: Finance Department, 2025

## A.2. Activity and Project Information

**Goal A1: To improve institutional capacity and ensure efficiency along with effectiveness, thereby using the physical and financial resources of the association effectively.**

**Objective A1.O2: To track project calls for the sustainability of service areas and make applications according to need.**

## GRANT AND PARTNERSHIP DEVELOPMENT ACTIVITY

In 2025, 55 national and international project/opportunity calls aligned with the objectives and targets of the grant and partnership development unit and compliant with technical application requirements were identified. Applications were submitted to 46 of these, corresponding to 83.6%.

Table 51: Performance Summary of the Grant and Partnership Development Unit

| | |
|---|---|
| **Identified Calls** | 55 |
| **Applied Calls** | 46 |
| **Rate** | **%83.6** |

Source: Grant and Partnership Unit, 2025

Submitted projects were prepared in direct proportion to topics, call expectations, and the requirements of the institution. Following the cutting of funds provided by the US to countries at the beginning of 2025, activities of the Refugees Association in the field of health and rehabilitation were completely disrupted, leading to an emphasis on health and rehabilitation. Since children, youth, and education are primary target areas of the Refugees Association, they were prioritized in project applications.

Figure: 3RP Networking and Partnership Fair

Table 52: Subject Distribution of Submitted Projects

| FIELD OF ACTIVITY | NUMBER OF APPLICATIONS |
|---|---|
| Health & Rehabilitation | 10 |
| Child & Youth | 10 |
| Education & Scholarships | 8 |
| Women & Gender | 8 |
| Other (Capacity Building, Democratic Participation, Culture- Art, Disability, Social Cohesion, Protection) | 6 |
| Climate Change | 2 |
| Sports | 2 |
| TOTAL | 46 |

Source: Project Tracking and Coordination Unit, 2025.

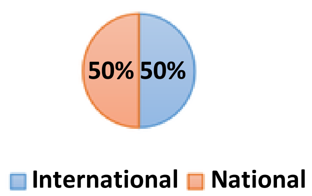
Although response has not yet been received for the majority of the submitted projects, 4 projects have been accepted and put into implementation. Half of the accepted projects were received from national institutions (WRI Türkiye, Halkbank) and half from international institutions (Horizon, RGW). Partnerships were developed with 33 institutions during project proposal writing processes, and joint applications were submitted.

Table 53: Results of Submitted Projects

| RESULT | NUMBER |
|---|---|
| Unresponded | 23 |
| Pending | 8 |
| Rejected | 8 |
| Canceled | 3 |
| Accepted | 4 |
| TOTA | 46 |

Source: Grant and Partnership Unit, 2025

Chart 20: Distribution of Approved Projects




Within the scope of grant and partnership development activities, meetings were held with 28 national and international institutions (UN agencies, local municipalities, international NGOs, etc.) in Türkiye and Syria; 2 networking events were attended. Protocols were signed with 5 local and international institutions in 2025.


Figure: Social Impact Summit

Figure: ECHO Visit

**Goal A3: To scale up activities in areas of need by becoming an institution that complies with national and international standards and has diversified, sustainable financial resources.**

**Objective A3.O1: To ensure the execution of feedback mechanisms by establishing mechanisms that will periodically conduct service evaluation, needs analysis, and social impact measurement.**

## SERVICE AND NEEDS EVALUATION ACTIVITY

Within the framework of standard project management and reporting procedures carried out by the Project Tracking and Coordination Unit, the performance of projects was systematically evaluated through project implementation plans, budget tracking, and performance monitoring processes via monthly project progress reports, regular meetings, and data verification processes; the effectiveness of services was measured, and necessary improvements were made in line with the findings. In this way, a structure in which service delivery is regularly reviewed and enhanced was established.


Figure: LimbFit Monitoring Visit

Within the scope of the Service and Needs Evaluation Activity, mechanisms were developed to support the effectiveness and achievement of goals of the association's projects. Periodic monitoring meetings, performance and indicator reports, information notes, narrative and accountability reports, satisfaction surveys, and final reports were prepared for projects; sub-working groups and lessons learned meetings were organized. These processes ensured that each project was implemented in alignment with the targets and indicators specified in contracts, planning field implementations to respond to the multidimensional needs of refugees and asylum seekers. Furthermore, feedback processes were executed effectively by establishing mechanisms to conduct service evaluation, needs analysis, and social impact measurement, supporting the program management and operational units in reaching their strategic goals.


Figure: Save the Children Japan Visit

Within the scope of the Service and Needs Evaluation Activity, mechanisms were developed to support the effectiveness and achievement of goals of the association's projects. Periodic monitoring meetings, performance and indicator reports, information notes, narrative and accountability reports, satisfaction surveys, and final reports were prepared for projects; sub-working groups and lessons learned meetings were organized. These processes ensured that each project was implemented in alignment with the targets and indicators specified in contracts, planning field implementations to respond to the multidimensional needs of refugees and asylum seekers. Furthermore, feedback processes were executed effectively by establishing mechanisms to conduct service evaluation, needs analysis, and social impact measurement, supporting the program management and operational units in reaching their strategic goals.

Chart 21: Produced Needs Analysis Tools

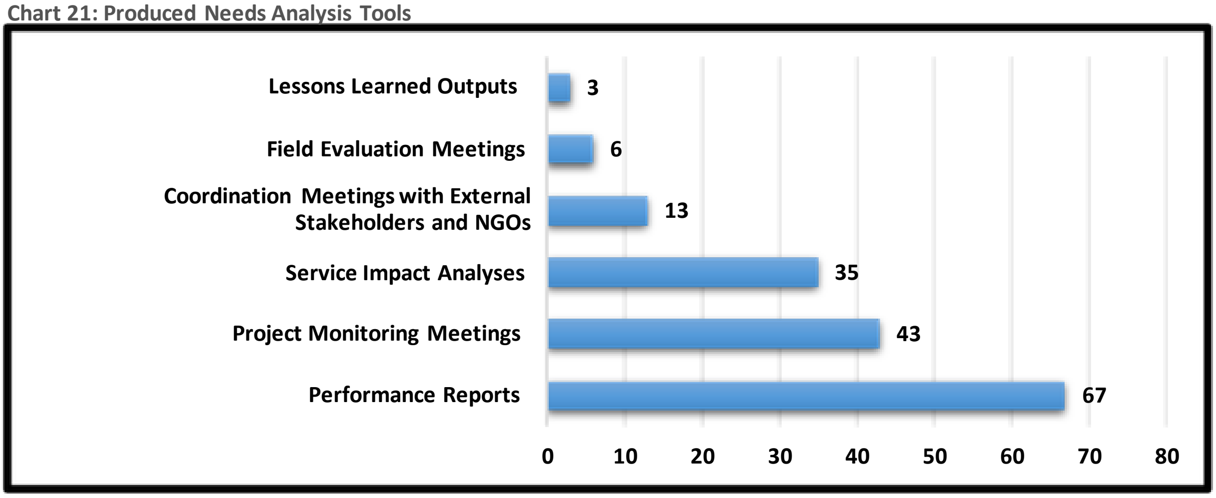



Figure: Islamic Relief Visit

Through coordination with the Data Monitoring and Evaluation Unit, data obtained from projects were analyzed monthly to evaluate outputs and results, and these evaluations were integrated into decision-making processes.

- 107.23% of the targeted indicators were achieved within the scope of the "Child Protection, CBRS and Protection Focused on Economic Empowerment Project" carried out in partnership with UNHCR.
- 101% of the targeted indicators were achieved within the scope of the "Climate Awareness and Resilience for Emergencies and Sustainability Project" carried out in partnership with Save the Children.
- 77.4% of the targeted indicators were achieved within the scope of the "Emergency Preparedness and Safe School Project" carried out in partnership with Save the Children. The activities of the project, which is planned until 2027, commenced as of December 2025 following the training of trainers conducted in November. For this reason, realizations have not yet been completed.
- 109.7% of the targeted indicators were achieved within the scope of the "Provision of Integrated Social Services to Refugees and Host Community Project" carried out in partnership with GIZ.
- 100% of the targeted indicators were achieved within the scope of the "Women's Solidarity Center Project" carried out in partnership with Karl Kahane Foundation.
- 100% of the targeted indicators were achieved within the scope of the "Empowerment and Self-Reliance: Empowerment of Refugee Women in Sultanbeyli Project" carried out in partnership with the Embassy of Malta in Türkiye.
- 79% of the targeted indicators were achieved within the scope of the "Improving Access to Mental Health Psychosocial Support and Physical Therapy Services Project" carried out in partnership with SAMS. The project was implemented for 14 months, and its final 2-month period was included in the 2025 activity period was implemented. Targets and achieved figures include this 2-month plan and realizations. Since the project ended earlier than planned in line with the US foreign policy decision, the 4-month reporting period planned to continue could not be completed.

- 109.4% of the targeted indicators were achieved within the scope of the "Livelihood Support and Assistive Devices for Persons with Disabilities Project: We Rebuild Hopes Project" carried out in partnership with Islamic Relief Türkiye.
- 110.8% of the targeted indicators were achieved within the scope of the "Project for Improving Access to Physiotherapy Services and Prosthetics & Orthotics Devices" carried out in partnership with LimbFit.
- 102.9% of the targeted indicators were achieved within the scope of the "Little Hearts Big Hopes Project" carried out in partnership with Refugee Girls Worldwide.
- 108.8% of the targeted indicators were achieved within the scope of the "Being a Child in Sultanbeyli Project" carried out in partnership with UNICEF.
- 119.2% of the targeted indicators were achieved within the scope of the "Art Workshops Project" carried out in partnership with The Soho House Foundation.

Figure: Being a Child in Sultanbeyli Final Workshop

Within the framework of the projects, comprehensive feedback mechanisms were operated to inform beneficiaries, receive their opinions, and enable them to contribute to programming processes. Services, rights, project activities, and complaint/feedback mechanisms were shared in an accessible manner through posters, face-to-face counseling, KOBO-based surveys, a multilingual call center, social media, and the website. In this context:

- Beneficiary satisfaction surveys were conducted; the satisfaction rate was recorded as 82-95% in social counseling (117), child protection (62), legal (89), community-based protection (89), maternal and child health (32), and health (127) services, while those confirming the appropriateness and confidentiality of the services were recorded as 98%.

- Within the scope of post-disaster protection interventions, interviews were conducted with 12 out-of-school children, and address verification barriers were identified to carry out targeted advocacy.
- Within the scope of participatory accountability mechanisms, 8 school-based focus group discussions were held; topics such as peer bullying, language barriers, school adaptation, and voluntary return were addressed with children, parents, and school counselors.
- Through 3 community-based focus group discussions, data was collected from Syrian representatives regarding voluntary return and protection risks.

Through these mechanisms, feedback was systematically collected, evaluated, and integrated into the planning, monitoring, and improvement processes of services.

Regular tracking of project budgets and procurement processes, as well as the verification of procurement forms and expenditure documents, ensured that the use of funds was conducted transparently and in compliance with procedures. This process not only strengthened the principle of accountability but also contributed to the accurate determination of field needs and priorities. In line with the conducted needs analyses, the allocation of resources in accordance with set priorities made the effective and efficient delivery of services possible.

Figure: SOHO House Foundation Project

Additionally, the project tracking and coordination unit strengthened accountability efforts by conducting risk management activities specific to each project. In this context, the recorded risks and the measures taken during the year in coordination with other directorates are summarized in the table below:

**Table 54: Risk Records**

| RISK | PROBABILITY | ACTIVITY | TAKEN MEASURES/PRACTICES |
|---|---|---|---|
| Unethical Behaviors and Sexual Exploitation/Harass-ment | Low | Ethics Code reminders to personnel and stakeholders, trainings, policy and procedure updates | 3 trainings were conducted within the scope of Child Safety, Feedback and Complaint Mechanisms, and Sexual Exploitation and Abuse Prevention policies. |
| Challenges in adaptation in a rapidly changing and demanding environment | Low | Ensuring adequate systems, controls, and procedures; recruitment and retention of experienced personnel; conducting regular capacity-building activities on relevant topics. | Employment of experienced personnel continued during the year. 1 capacity-building training on financial processes was organized for personnel. |
| Challenges in the fair and transparent distribution of non-food relief materials materials or in the accurate reporting of distribution to UNHCR | Low | Ensuring the effective use of stock and inventory management system, providing accss to the social market based on beneficiaries' needs and vulnerability assessments, preparation of distribution plans and sharing them with UNHCR on time, submitting monthly distribution reports to UNHCR | Stock and distribution tracking lists were created and submitted regularly in coordination with UNHCR. |
| Uncertainties in the reorganization of operations and aid due to changing conditions in Syria | Medium | Clarifying guidance and job descriptions by establishing regular consultation mechanisms with Turkish authorities, developing flexible contingency plans for operational and financial transitions, strengthening collaborations with civil society organizations to ensure service continuity, conducting specific risk assessments for the voluntary return operation, implementing open communic-cation strategies to manage expectations and maintain trust | Monthly follow-up was provided through the voluntary return trend and voluntary return modules included in SUKOM within the year; advocacy activities were developed by preparing 4 separate reports: 3 on trends, 1 on voluntary return, and and 1 on field observation. In addition, 3 focus group discussions were conducted, a community-based feedback was also recorded. |
| Threat to the sustainability of the project in case of lack of funding | Medium | Developing alternative funding sources, strengthening collaborations, and managing financial processes in a transparent manner | 46 project applications were made during the year, 4 of which were accepted, and 8 were reported as pending. |
| Impact of exchange rate fluctuations on budget and costs | Low | Regular monitoring of budget realizations, updating forecasts, and managing expenditure processes in a controlled manner | Monthly expenditures and plans were reviewed in coordination with the finance directorate during the year. |

| | | | |
|---|---|---|---|
| Resource inadequacy due to economic fluctuations, disasters, and increasing needs | Medium | Continuation of resource development activities, planning for increasing needs, and effective management of resources in coordination with stakeholders | No situation where resources were insufficient was observed during the year. |

In quarterly safeguarding meetings held to analyze risks within the institution and take precautions, the Operational Safety Activities Checklist Excel tool was used extensively. Through this tool, both current situation analysis was performed and capacity building activities were systematically tracked. In this context, training content regarding child and adult safety was prepared on an up-to-date basis, human resources procedures were reviewed and updated, efforts to disseminate child and adult safety mechanisms were carried out, and improvement studies were conducted regarding the accessibility of feedback mechanisms.

All these efforts also served to strengthen the sustainability of the institution within the scope of Goal A3. Thanks to data-driven management, effective monitoring-evaluation processes, and transparent use of resources, the effectiveness of projects was increased, and a strong management infrastructure was established for the institution to expand its activities in different regions. Thus, the institution's compliance with national and international standards was supported, contributing to its sustainable growth.


Figure: Relief International Summit

## 4 - FINANCIAL AFFAIRS DIRECTORATE

### EXECUTIVE PRESENTATION

This activity report, prepared to evaluate the activities we carry out as the Refugees Association in line with the principles of transparency, accountability, and institutional sustainability, presents a comprehensive summary of the work carried out in 2025. This report has been prepared to demonstrate the effectiveness of the activities carried out by our association in line with its strategic goals, to ensure the traceability of financial and administrative processes, and to inform all relevant stakeholders.

Throughout 2025, while maintaining its activities with projects in the fields of social support, education, protection, and humanitarian aid, our association took significant steps towards strengthening its institutional capacity. In this context, finance, accounting, and procurement processes carried out specifically within the Financial Affairs Directorate were made more systematic; budget management, financial reporting, and internal control mechanisms were strengthened. During the year, the budget of 12 different projects carried out was effectively managed, and a total financial resource of 63.929.216,40TL was used in line with planned activities.

These efforts directly contributed to our association's goals of using financial resources effectively, increasing donor trust, and creating a sustainable financial structure. The balance achieved in income and expenditure processes, the completion of budget realization rates at a level of 99,9%, and the regular reporting of financial processes show that our corporate governance approach has been strengthened.

Compared to the previous year, a more planned, systematic, and data-driven approach was adopted in financial management processes in 2025; inter-unit coordination was increased, and the execution of processes over digital infrastructure was expanded. These developments contributed to both increasing operational efficiency and elevating service quality.
In the upcoming period, our association will continue with determination to strengthen its institutional capacity, improve its financial management processes, and effectively sustain its services for those in need.

Financial Affairs Directorate

## A- Mission and Vision

### A.1. Mission

The mission of the Financial Affairs Directorate is to ensure that the financial resources of the association are managed in an effective, transparent, and accountable manner; to execute the financial processes of ongoing projects in accordance with donor rules and national legislation; and to strengthen institutional financial management capacity.

### A.2. Vision

To establish a sustainable financial management structure that gains the trust of national and international donors through strong financial management systems, effective internal control mechanisms, and transparent financial processes.

## B- Authority, Duties and Responsibilities

### Finance Unit Authority, Duties and Responsibilities

- Ensuring that all financial transactions of the association are carried out in compliance with legislation
- Monitoring the implementation of project budgets and ensuring budget control
- Auditing project expenditures for compliance with donor rules
- Creating expenditure plans and updating them regularly
- Preparing financial reports of projects
- Submitting financial reports to donors and partner institutions
- Carrying out cash flow management
- Ensuring project payments are made accurately and on time
- Executing payment processes by working in coordination with procurement and human resources units
- Making payments for tax, SSI (Social Security Institution), and other legal obligations
- Ensuring the archiving and preservation of financial documents
- Providing necessary financial information and documents during internal and external audit processes

### Procurement Unit Authority, Duties and Responsibilities

- Executing the procurement processes of goods and services needed by the association within the framework of relevant legislation, internal procedures, and approved budget
- Evaluating procurement requests and planning the process
- Collecting quotes by conducting market research, comparing them, and ensuring the most suitable selection
- Communicating with suppliers and conducting negotiation processes when necessary
- Coordinating contract, order, and delivery processes
- Ensuring timely and complete procurement of goods and services
- Regularly archiving all documentation related to procurement processes
- Ensuring that needs are met accurately and effectively by working in coordination with relevant units
- Contributing to the efficient use of resources and acting in accordance with transparency principles
- Ensuring compliance of processes with legislation, identifying risks in advance, and taking necessary precautions
- Providing necessary information and documents during audit processes

### Accounting Unit Authority, Duties and Responsibilities

- Executing all accounting transactions of the association in accordance with relevant legislation, internal procedures, and financial standards
- Recording income and expenditure transactions in an orderly, accurate, and timely manner
- Tracking bank, cash, and other financial accounts and ensuring their reconciliation
- Executing payroll, SSI, and tax withholding (muhtasar) procedures, and making statutory filings on time
- Preparing financial reports (income-expense statements, budget realizations, etc.) and presenting them to relevant units
- Controlling payment processes, preparing payment instructions, and ensuring their follow-up
- Controlling, recording, and systematically archiving invoices, receipts, and other financial documents
- Monitoring compliance of expenditures with the budget through budget tracking
- Working in coordination with relevant units to ensure the healthy execution of financial processes
- Acting in accordance with principles of compliance with legislation, transparency, and accountability
- Preparing and presenting necessary information, documents, and reports during audit processes

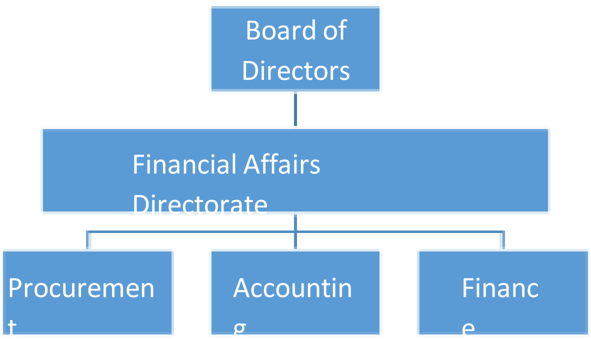
## C- Information Regarding Administration

### 1- Physical Structure:

The Financial Affairs Directorate provides service on the 4th floor of the community center building of the institution located at Turgut Reis Mahallesi, Fatih Bulvarı, No: 306, Sultanbeyli/Istanbul.

### 2- Organizational Structure:

**Chart 22: Financial Affairs Directorate Organization**




### 3- Technology and IT Infrastructure

**Table 55: Technology and IT Infrastructure Used**

| DESCRIPTION | TOTAL |
|---|---|
| Laptop | 4 |
| Desktop Computer | 2 |
| Printer | 1 |
| Television | 1 |

Source: Warehouse and Logistics Unit, 2025

Table 56: Software and Programs Used

| KATEGORİ | PROGRAM/YAZILIM |
|---|---|
| Office Applications | Outlook |
| | Excel |
| | Word |
| | PowerPoint |
| | Adobe Acrobat (PDF) |
| Accounting Software | Logo |
| | Online banking systems |
| | Electronic document management and filing systems |
| Communication and Meeting Tools | Google Calendar |
| | Zoom |
| | Microsoft Teams |
| | Google Meet |
| Artificial Intelligence Tools | ChatGPT |

## 4- Human Resources

Table 57: Staff Distribution by Educational Attainment

| | BACHELOR'S | TOTAL |
|---|---|---|
| UNHCR | 1 | 1 |
| Deutsche Gesellschaft für Internationale Zusammenarbeit | 1 | 1 |

Source: Human Resources Department, 2025

# INFORMATION AND EVALUATIONS REGARDING ACTIVITIES

## A- Financial Information

### A.1. Budget Execution Results

Table 58: Financial Affairs Directorate 2025 Personnel Expenses

| | FINANCIAL AFFAIRS |
|---|---|
| Net Salary | ₺ 1.191.918,97 |
| SSI (SGK) | ₺ 535.684,02 |
| Tax (Withholding) | ₺ 178.924,56 |
| GRAND | ₺ 1.906.527,55 |

Source: Finance Department, 2025

## A.2. Activity and Project Information

**Goal A1: To improve institutional capacity and ensure efficiency along with effectiveness, thereby using the physical and financial resources of the association effectively.**

**Objective A1.O4: To ensure efficiency in income-expenditure transactions, increase service quality, and ensure effective management.**

## BUDGET MANAGEMENT ACTIVITY

In 2025, budget management processes were carried out regularly by the Financial Affairs Directorate in order to ensure the effective and efficient use of the association's financial resources. In this context, finance, accounting, and procurement units worked in coordination, contributing to the strengthening of the institutional financial management system.

Throughout 2025, the budget management of 12 different projects carried out within the association was executed by the Financial Affairs Directorate. Under these projects, a budget of approximately 58.920.531,71 TL was managed, and project expenditures were monitored regularly.

Within the scope of the activities carried out throughout the year, project budgets were regularly monitored, expenditure plans were prepared, and actual expenses were analyzed by comparing them with planned budgets. Compliance of project expenditures with donor rules was checked, and budget revision processes were carried out when necessary.

Project-based cash flows were tracked by the finance unit, fund request processes to donor institutions were carried out during required periods, and the financial sustainability of the projects was ensured.

Goods and service procurements carried out by the procurement unit were executed in accordance with the institution's procurement procedures, and efficient use of financial resources was ensured through price research.

The accounting unit, on the other hand, ensured that all financial transactions carried out were recorded, maintained financial records regularly, and carried out processes to fulfill legal obligations. Tax and SSI (SGK) payments were made on time, and financial documents were archived in compliance with legislation.

Thanks to these activities carried out within the scope of budget management, transparency in income and expenditure processes was increased, efficient use of resources was achieved, and the financial management capacity of the institution was strengthened.

# EVALUATION OF INSTITUTIONAL CAPACITY AND CAPABILITY

## A- Strengths

- There is a strong teamwork culture within the institution, and the personnel's effective fulfillment of duties and responsibilities supports reaching shared goals.
- Human resources with long-standing institutional experience contribute to preserving corporate memory and ensuring the continuity of services.
- The combination of a young and dynamic team structure with field experience enables fast adaptation to changing needs and continuous improvement of service quality.
- Multilingual service delivery capacity (especially Turkish and Arabic) facilitates reaching the target audience and supports the accurate identification of needs.
- The institution's visibility in the field and access capacity provide a significant advantage in reaching disadvantaged and refugee groups.
- Strong and sustainable partnerships established with public institutions, local stakeholders, and national/international organizations support the coordinated and effective execution of services.
- Thanks to a versatile and holistic service approach, simultaneous and integrated solutions can be offered to different need areas.
- A strong referral and cooperation network contributes to accelerating access to services and effectively managing processes.
- Conducting education, counseling, and social support activities together supports the multidimensional development of beneficiaries.
- Volunteer-based human resources contribute to the dissemination of services and the expansion of the institutional sphere of influence.
- Employees' high motivation and dedication make it possible to perform above targets despite limited resources.
- The fact that administrative processes have been put in writing, regularly updated, and implemented organization-wide has strengthened the level of institutionalization.
- Through process improvement efforts and standardized operations, operational processes have become more systematic, predictable, and coordinated.
- With the effective use of digital tools and systems, data tracking, reporting, and business processes have been rendered more orderly, traceable, and data-driven.
- Strong inter-unit communication and coordination ensure that institutional operations are carried out with a holistic approach.
- The ability to quickly adapt to changing conditions and sustain administrative processes without interruption demonstrates the institution's operational flexibility and resilience.
- The institution possesses years of project management experience and the capacity to run multiple projects simultaneously.
- Active field participation and regular coordination meetings provided in project management processes increase the effectiveness of implementations.
- Flexible data collection and analysis tools supporting evidence-based decision-making processes are utilized.
- Thanks to community-based and two-way data collection methods, field needs can be responded to quickly and accurately.
- Managing financial processes over digital systems ensures that transactions are transparent, traceable, and reliable.
- Achieving an income-expenditure balance and completing budget realizations at a high level demonstrates strong financial discipline.

- Conducting finance, accounting, and procurement processes within specified procedures strengthens corporate governance capacity.
- Directing a significant portion of resources directly to services and beneficiaries demonstrates the adoption of an impact-focused financial approach.

## B- Weaknesses

- The fact that activities are largely project-based creates limitations in terms of long-term planning and sustainability of services.
- The limited capacity of human resources relative to increasing service demand increases the workload, making individual follow-up, internal control, and audit processes less effective.
- Personnel turnover and inadequate human resources create difficulties in ensuring business continuity and preserving institutional knowledge.
- Simultaneous execution of field and center services, as well as disruptions in the division of labor among units, increases operational burden and can lead to a loss of efficiency in processes.
- Uncertainties in the organizational structure and the inability to fully apply the principle of segregation of duties limit the effectiveness of processes.
- The absence of a written and holistic internal control system and a systematic performance evaluation mechanism organization-wide reduces the traceability and measurability of management processes.
- The lack of a centralized and standardized system for archiving and data management processes forms a deficiency in terms of the sustainability of institutional memory.
- Simultaneous use of multiple digital systems (SUKOM, Perfex, Sentroid, Google Drive, etc.) for similar purposes leads to operational complexity and loss of efficiency.
- The insufficiency of the institution's technological infrastructure, old hardware, internet access issues, and systemic disruptions can cause interruptions in business processes.
- Technical limitations experienced in online meeting tools, email management, and the use of certain software can negatively affect communication and coordination processes.
- Physical space and technical capacity limitations can constrain the scope and reach of services.
- Beneficiaries' socio-economic conditions, language and cultural differences, along with limited family participation, can complicate regular participation in services and the effectiveness of processes.
- Dependence on external institutions for cases requiring advanced support continues.
- Limited internal English proficiency restricts international cooperation and project development processes.
- The lack of audit reports and similar supporting documents can create limitations in grant and project application processes.
- The concentration of activities primarily at the local level limits expansion to different cities and countries.
- Budget constraints and uncertainties regarding the continuity of financial resources impact institutional capacity and long-term planning.

## C- Evaluation

The year 2025 has been a period in which significant trials were experienced in both operational and strategic terms for the Refugees Association. Decreasing financial resources, changing donor priorities, and increasing service demand have made it necessary for the institution to use its current capacity more efficiently. Within this framework, despite limited resources, the association has managed to maintain its core services and continued its support, particularly for vulnerable groups.

The multidimensional service structure of the institution demonstrates that it offers a holistic approach across various fields such as social counseling, education, health, psychosocial support, legal counseling, and social cohesion activities. This situation reveals that the needs of beneficiaries are addressed in a versatile manner rather than in a single area alone.

When examining the human resources structure, it is observed that an experienced and multicultural team structure supports institutional capacity. In particular, the presence of personnel from different nationalities contributes to delivering services to the target audience in an appropriate and effective manner. However, the fact that a large portion of expenses consists of personnel costs indicates that careful planning is required for the sustainability of a human resource-driven service model.

Financial data reveals that the institution generally maintains balanced budget management. However, the fact that revenues heavily depend on project and external resources is evaluated as a risk factor in terms of financial sustainability.

In conclusion, despite challenging conditions in 2025, the Refugees Association ensured service continuity, preserved its institutional capacity, and executed effective interventions targeting its audience. Nevertheless, there remain areas requiring development regarding sustainability, resource diversification, and the long-term impact of services.

# SUGGESTIONS AND MEASURES

- Increasing resource diversification: To strengthen the financial sustainability of the institution, local donors, private sector partnerships, and income-generating activities should be increased alongside international funds.

- Reducing project dependency: Instead of carrying out services strictly on a project basis, long-term and sustainable program models should be developed.

- Strengthening data-driven decision-making mechanisms: By utilizing existing data monitoring and evaluation systems more effectively, the impact of services should be measured regularly and integrated into strategic planning processes.

- Human resources sustainability: Considering high personnel costs, human resources should be utilized more efficiently through volunteering systems, part-time models, and capacity development efforts.

- Increasing beneficiary participation: More active participation of beneficiaries in service design and evaluation processes should be ensured to develop programs more aligned with needs and effective.

- Strengthening social cohesion efforts: Considering increasing anti-immigrant sentiment and social tensions, priority should be given to activities that increase interaction between the local population and refugees.

- Digitalization and technological infrastructure investments: Digital solutions should be used more effectively in data management, reporting, and service delivery processes, and capacity should be increased in this area.

- Risk management and crisis preparedness: Alternative scenarios and emergency action plans should be created against situations such as funding cuts, sudden migration movements, or policy changes.

- Institutional visibility and advocacy: The visibility of the work carried out by the institution should be increased to strengthen both donor interest and influence at the policy level.

# İŞ BİRLİKLERİ VE PAYDAŞLAR

# COLLABORATIONS AND STAKEHOLDERS

## İş Birlikleri:

## Collaborations:

## Paydaşlar:

## Stakeholders:

# ACTIVITY REPORT

2025

MÜLTECİLER
DERNEĞİ