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الرؤية العالمية  
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# TURKISH RED CRESCENT

COMMUNITY BASED MIGRATION PROGRAMS  
SOCIO-ECONOMIC EMPOWERMENT PROGRAM

STRENGTHENING THE SOCIO-ECONOMIC WELFARE OF  
COMMUNITIES THROUGH AGRICULTURE  
**FINAL REPORT**



Ankara, June 2021

the 1990s, the number of people with diabetes has increased in all industrialized countries, and this increase is continuing to rise (1).

Diabetes is a chronic disease, and the long-term complications of diabetes are a major cause of morbidity and mortality. The most common complications are retinopathy, nephropathy, neuropathy, and cardiovascular disease (2).

The aim of this review is to discuss the pathogenesis of the long-term complications of diabetes and to discuss the role of insulin resistance in the pathogenesis of these complications.

The review is divided into two parts. The first part discusses the pathogenesis of the long-term complications of diabetes, and the second part discusses the role of insulin resistance in the pathogenesis of these complications.

The pathogenesis of the long-term complications of diabetes is complex and multifactorial. It is thought to be the result of a combination of factors, including hyperglycemia, insulin resistance, and oxidative stress.

Hyperglycemia is thought to be the primary factor in the pathogenesis of the long-term complications of diabetes. It is thought to lead to the formation of advanced glycation end products (AGEs), which are thought to be responsible for the development of the complications.

Insulin resistance is also thought to play a role in the pathogenesis of the long-term complications of diabetes. It is thought to lead to the development of the complications by promoting the formation of AGEs and by promoting the development of oxidative stress.

Oxidative stress is thought to be another factor in the pathogenesis of the long-term complications of diabetes. It is thought to lead to the development of the complications by promoting the formation of AGEs and by promoting the development of insulin resistance.

The role of insulin resistance in the pathogenesis of the long-term complications of diabetes is discussed in more detail in the second part of this review.

The long-term complications of diabetes are a major cause of morbidity and mortality. It is therefore important to understand the pathogenesis of these complications and to develop strategies to prevent or delay their development.

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# SOCIO-ECONOMIC EMPOWERMENT PROGRAM STRENGTHENING THE SOCIO-ECONOMIC WELFARE OF COMMUNITIES THROUGH AGRICULTURE FINAL REPORT

Turkish Red Crescent Publications  
Ankara, Turkey - June 2021

**World Vision**  
الرؤية العالمية  
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Within the scope of this project, Domestic Production and Business Cooperative

with Women's Hands



was supported with the support of GAP Regional

Development Administration



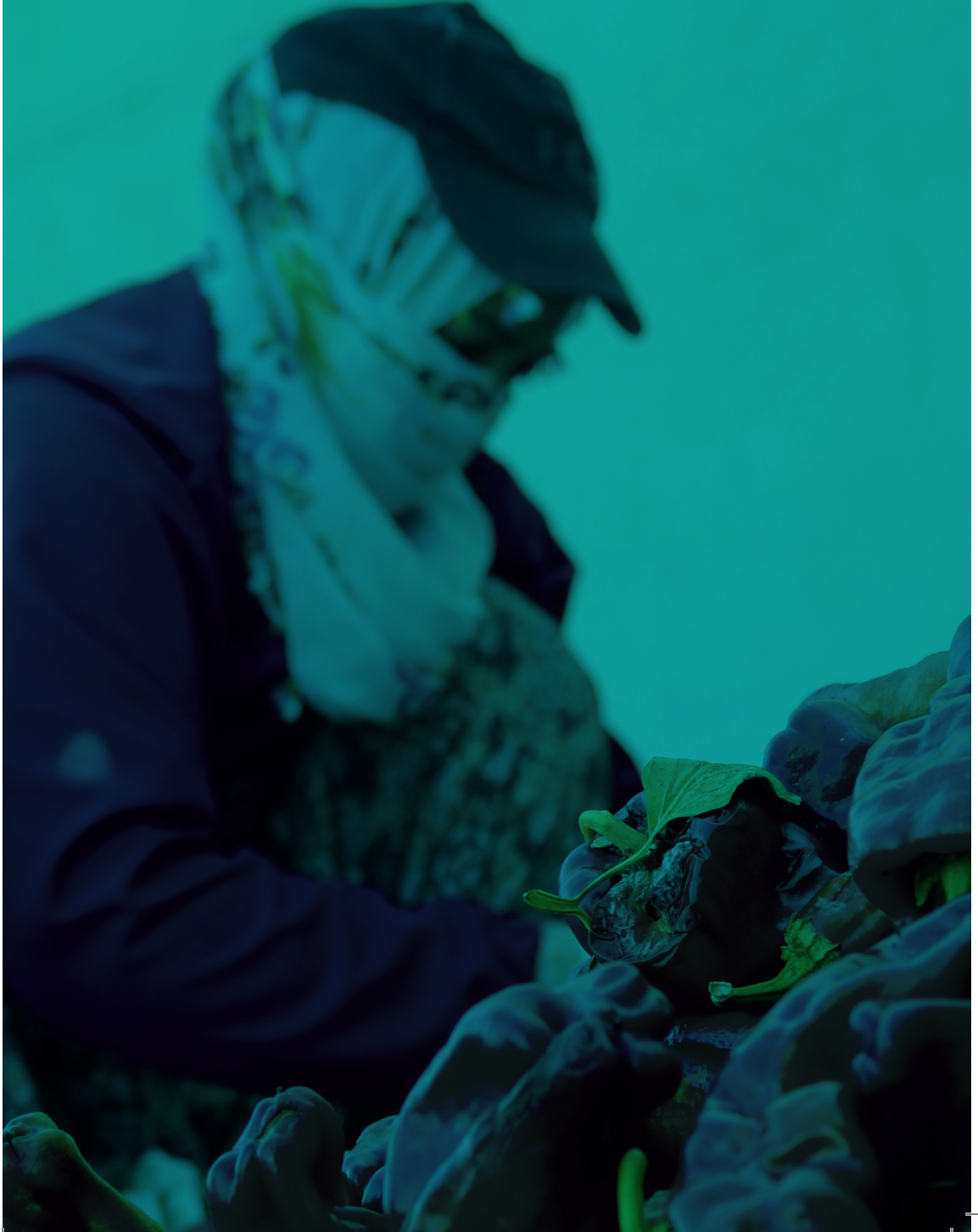
and Youth Work Cooperative



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# FOREWORD



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

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

Starting with these sensitivities, Community Centers operating within the Turkish Red Crescent Community-Based Migration Programs aim to increase the employability of local people, Syrians under temporary protection and other foreigners under international protection within the scope of Socioeconomic Empowerment Program and to support the labor force policies of our country. For this purpose, activities are carried out in the focus of developing professional capacity and language skills, directing to employment and observing rights in working life for beneficiaries.

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

**Community-Based Migration Programs  
Socio-economic Empowerment  
Program Team**

# 1. GENERAL INFORMATION

World Vision  
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GAP  
T.C. SAĞLIK VE TEKNİK OLUS BAKANLIĞI  
GÜNEYDOĞU ANADOLU BÖLGE  
BÖLGE KALKINMA İÇİŞİ BAKANLIĞI

TÜRK  
KIZILAY

TOPLUM  
MERKEZİ

Kadın Elilerle Eyalet Üretimi  
Yapı İşletme Kooperatifleri



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## 1.1. About Turkish Red Crescent

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

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

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

of suffering, humanity, neutrality and peace in the heat of war.

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

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

Turkish Red Crescent, which carries out works at national and international level in the fields of disasters, safe blood supply, social services, migration services, education, youth and volunteering services, is developing its service range day by day.

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## 1.2. About Community-Based Migration Programs and Community Centers

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

The main purpose of Community-Based Migration Programs is to provide psychological, social and economic well-

being of Syrians living under temporary protection outside the camp in Turkey, refugees with other international protection status and the local people they live with, to increase social resilience and to develop a culture of living together in harmony with the local community and to carry out post-crisis assistance and development activities.

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



# 17 Active Community Centers



### 1.3. About Socio-Economic Empowerment Program

In order to ensure the economic self-sufficiency of the needy people living under temporary protection and international protection in our country, it aims to increase their professional capacity, to direct them to work and to support entrepreneurship. Three main sub-programmes are implemented under the Socio-economic Empowerment Program:

#### Guidance to Employment Subprogram

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

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



Vocational Training

**20.334**



Turkish Language Courses

**20.534**



Guidance to Employment

**37.756**



Counseling for Employers

**6.402**



Soft Skills Training

**5.140**



Professional and Vocational  
Turkish Language Course

**6.541**



Work Permit

**8.206**

## Entrepreneurship Subprogram

Basic and advanced entrepreneurship trainings are provided by cooperating with universities, non-governmental organizations and techno parks in line with the needs analysis carried out by community centers on entrepreneurship at local level. After the trainings, entrepreneurship camps where the business plans and feasibility plan of the beneficiaries are created are organized, beneficiaries with sustainable business plans are determined and in-kind support is given. At the same time, mentoring and

incubation supports are provided in matters such as law, marketing, finance and business management during the establishment process of the company.

Besides, Home-Based Production, Small Scale Agriculture and Livestock Production supports are provided to beneficiaries who have participated in vocational trainings organized in the Community Center and who hold certificates, in order to be able to perform home-based production and to create their livelihoods.



Number of trainees

**843**



Number of those who prepared business plans

**383**



Number of those provided with in-kind grants

**76**



Number of participants in mentoring and incubation programs

**77**

## Agriculture and Livestock Subprogram

Theoretical and practical agriculture and livestock trainings are provided to the beneficiaries to meet local needs in line with the cooperation with local institutions, agricultural chambers, associations and

universities affiliated to the Ministry of Agriculture and Forestry. Beneficiaries who successfully complete the trainings are directed to employment or beneficiaries who want to carry out production are given Home-Based Production, Small Scale Agriculture and Livestock Production supports.



Agriculture and Livestock Courses

**3.147**



## 2. STRENGTHENING THE SOCIO-ECONOMIC WELFARE OF COMMUNITIES THROUGH AGRICULTURE PROJECT



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GAP  
T.C. SANAYİ VE TEKNOLOJİ BAKANLIĞI  
GÜNEYDOĞU ANADOLU PROJESİ  
BÖLGE KALKINMA İDARESİ BAŞKANLIĞI

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## 2.1. Project Summary

In order to strengthen the local people and immigrant women living in Sanliurfa province socioeconomically, with the support of the fund provided by World Vision International, they were provided with theoretical and practical training in the fields of food production and agricultural production for 100 women in cooperation with the Turkish Red Crescent Sanliurfa Community Center, Domestic Production and Business with Woman's Hand Cooperative and GAP Region Development Administration, and 15 qualified women who completed the training were ensured to be members of the Woman's Hands Cooperative and to participate in the sustainable production and sales network and to generate income within this framework.

In addition, by purchasing services from Young Work Cooperative, 'Cooperative

Needs Analysis (APPENDIX-1) was provided to reveal the curriculum, methodology and targeted learning outcomes of cooperative/ social cooperative trainings planned to support the capacity development of cooperative partners for Domestic Production and Business with Women's Hands cooperative with qualitative/quantitative data; 'Marketing and Sales Plan (APPENDIX-2)' in order to establish a sales & marketing plan for the cooperative to implement in the short, medium and long term; 'Existing Product and Market Analysis (APPENDIX-3)' to collect the data required for existing product and market analysis by conducting interviews with persons and institutions related to field visits; 'Mentoring Supports (APPENDIX-4)' to provide consultancy and transfer information and experience to cooperative partners.

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## 2.2. Project Preparation Processes

With theoretical and practical trainings in the fields of food production and agricultural production in Sanliurfa province, interviews were held with institutions and organizations that carry out/can carry out vocational training activities in order for the beneficiaries to benefit from the project at the highest level and to generate income by converting the vocational skills they acquired at the end of the course into production. As a result of the interviews carried out in order to cooperate with the institution that can contribute the most to the project during the project implementation process, the past vocational training experiences of the institutions, their proximity to the job market and their connections were evaluated. After all these evaluation stages, it was decided to work with the GAP Region Development Administration, and then the workshops of the cooperatives that were determined to provide vocational training in the fields of

food production and agricultural production in Şanlıurfa province were examined and the goods and services required for the project execution were determined and feasibility studies were carried out. After all these evaluation stages, Domestic Production and Business with Woman's Hands Cooperative was determined as the most suitable partner for the project in Sanliurfa province and a cooperation protocol was signed between Turkish Red Crescent Sanliurfa Community Center, GAP Region Development Administration and Domestic Production and Business with Woman's Hands Cooperative on 06.01.2021.

Following the signing of the cooperation protocol, studies have been initiated on planning the dates and modules of the trainings to be organized within the scope of the project, promotional activities, beneficiary selection criteria, execution process, instructor assignments.

### 2.3. Purposes and Objectives of the Project

It is of great importance to provide social and economic well-being of people under international and temporary protection and the local people in need, to recover and to develop a culture of living together in harmony with the local community in order to eliminate the harsh destruction caused by the Syrian crisis. In this context, within the scope of the project, which was created by taking into account the existing labor market and economic production opportunities, it is aimed to support the participants' access to sustainable, self-sufficient livelihoods by strengthening women, disseminating cooperative culture and providing employment opportunities for women in the fields of agriculture and food. However, by setting an example in the region, the project is aimed to pave the way for the studies of Turkish Red Crescent Community-Based Migration Programs Coordinatorship to reach large populations. Thus, human, social and

physical capital will be used more effectively to contribute to the country's economy and the damage caused by the crisis will be improved.

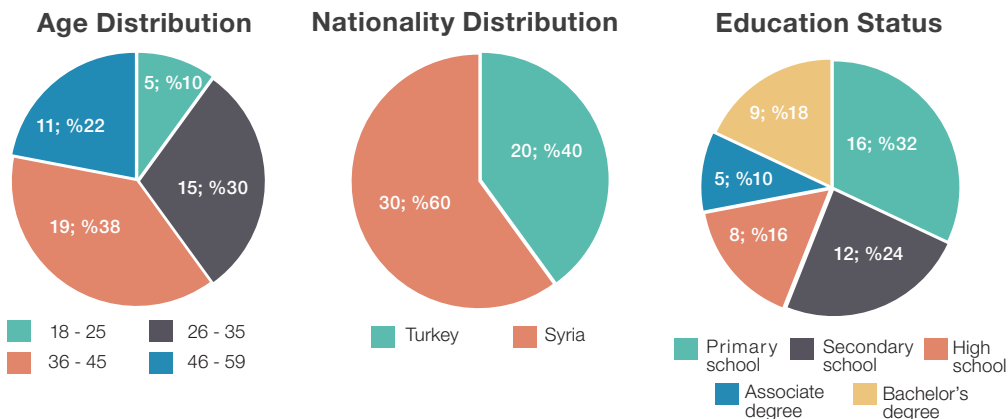
In line with these objectives and purposes, three different professional courses based on theory and practice were organized in the fields of agriculture and food, namely 'Home Type Table Olive Processing', 'Pickling' and 'Organic Jam and Marmalade Production', for 50 women included in the project. In addition, during the course, Society Center organized socioeconomically and psychosocially empowering and awareness raising trainings and seminars for the project participants.

15 entrepreneurial women who successfully completed the trainings were provided with Cooperative Capacity Building Trainings and women were ensured to be partners in the Woman's Hands Cooperative, which provides a professional service in the fields of agriculture and food.

### 2.4. Target Group of the Project

The target group of the project is composed of people over the age of 18 and who have an interest/skill in related occupations and who want to work by adapting to the requirements of the sector. The statistical data including

the age range, nationality and educational distribution of the project participants in which 50 women were included are given below.



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## 2.5. Project Beneficiary Evaluation Process

Depending on the principle of impartiality, the Turkish Red Crescent takes care not to adhere to a single source in the beneficiary identification process. In addition to informing the beneficiaries in the Community Center database via phone calls and/or SMS; mukhtars, local non-governmental organizations and public institutions were informed about the project and directed the beneficiaries who may be involved in the project to Şanlıurfa Community Center. These institutions posted project posters in visible areas in their institutions and supported the distribution of brochures. Project promotion activities were also carried out with the social media shares of Turkish Red Crescent Community Centers and stakeholder institutions.

When the application period was completed, the beneficiaries who met the criteria were called by phone and detailed interviews were held about the project. A list of 100 people who meet the criteria and want to be involved in the project has been completed. Processes were initiated to determine 50 beneficiaries from the list of 100 people prepared. Due to the pandemic, the applications were interviewed by phone. The final 50 beneficiaries were determined by considering the vulnerability status of the

participants, their willingness and motivation to work in the relevant sector, their experience in the field and socioeconomic conditions.

Criteria applied in the beneficiary identification process;

- Does s/he have valid ID in Turkey?
- Is s/he between 18 and 59?
- Does s/he have the desire and motivation to have a regular job?
- Is she a lonely woman with at least one child under the age of 18?
- Is she a lonely woman who lives alone and has no one?
- Are there many dependent individuals in the household?
- Are there disabled people dependent on care in the household?
- Does s/he have work experience in the relevant field?
- Is s/he unemployed for a year or more?
- SUY beneficiary?
- Does s/he have motivation and desire?

Considering the specified criteria, the most appropriate 50 beneficiaries were identified and the process was completed.

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## 2.6. Project Design and Duration

The project, which started with the grant agreement signed between the parties on 06.01.2021, was strengthened with Cooperative Capacity Building trainings and 15 women who stood out with entrepreneurial spirit and motivation among the women who were entitled to receive certificates successfully from the vocational trainings in the fields of agriculture and food were ensured to be included in the production & marketing network. Simultaneously, the

needs of the materials and equipment that emerged as a result of the needs analysis for the Woman's Hands Cooperative were met through service procurement, then the capacity of the relevant cooperative was improved by providing branding and patent supports and the project was completed on 09.04.2021 with the creation of the final report.



Name of Activity	Start-End Date
Profiling Studies (100 Beneficiaries)	06.01.2021 – 15.01.2021
Vocational Trainings (50 Beneficiaries)	20.01.2021 – 19.02.2021
Selection of 15 Participants to be Members of the Cooperative	22.02.2021 – 26.02.2021
Cooperative Capacity Development Training (15 Participants)	01.03.2021 – 12.03.2021
Women's Hands Cooperative Needs Analysis	01.03.2021 – 31.03.2021
Cooperative Mentoring Supports	01.03.2021 – 31.03.2021
Providing Cooperative Material, Equipment Support	22.02.2021 – 05.03.2021
Providing Cooperative Branding and Patent Support	22.02.2021 – 05.03.2021
Monitoring and Evaluation Visits	19.02.2021 – 26.03.2021

## 2.7. Project Implementation Place

Theoretical trainings, capacity building trainings and information seminars were held in Şanlıurfa Community Center and practical trainings were carried out in the workshop of Şanlıurfa TeknoKent, which includes the Woman's Hand Production Cooperative.



Şanlıurfa  
Community Center

Theoretical Trainings &  
Information Seminars  
Address: Yenice  
Mahallesi, 5002.  
Sokak, No:10 Eyyübiye/  
ŞANLIURFA



TeknoKent

Applied Trainings  
Address: Ulubağ  
Mahallesi, Recep Tayyip  
Erdoğan Bulvarı, No:283,  
PK: 63050, Haliliye/  
ŞANLIURFA

## 2.8. Main Activities of the Project

### Project Promotion Activities:

Project promotion activities were carried out through posters, brochures and social media platforms in order to disseminate the project and reach the target audience.



### Profiling Studies:

Registration and profiling studies were carried out for 100 beneficiaries in line with the criteria determined for the project objectives and objectives.

### Vocational Trainings

Of the 100 beneficiaries registered and profiled, 50 beneficiaries most suitable for the project criteria were selected and vocational trainings were organized in the fields of agriculture and food for these beneficiaries.



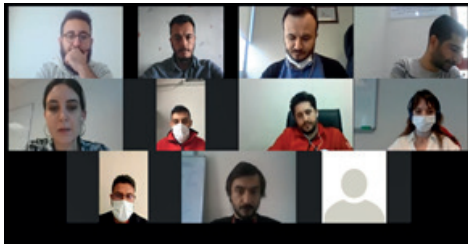
## Cooperative Capacity Development Training:

15 beneficiaries who graduated from the vocational trainings organized within the scope of the project and came to the forefront with entrepreneurship spirit were made members of the Woman's Hands Cooperative and Cooperative Capacity Development Training was organized for these beneficiaries.



## Women's Hands Cooperative Needs Analysis and Capacity Building Supports:

A needs analysis was carried out for the Woman's Hands Cooperative through the service received from the Youth Work Cooperative and as a result of this analysis, mentoring supports, material equipment supports and branding and patent supports were provided for the relevant cooperative.



## Social Skill Development Training:

Social Skill Development Trainings were organized to support participation in sustainable employment, adaptation to business life and formation of a working culture for project participants.



## Monitoring and Evaluation Studies:

During the project, the workshops and production areas where the beneficiaries received training were visited and the project beneficiaries and other cooperative members were interviewed and monitoring and evaluation studies were carried out regarding the project activities.



## 2.9. Project Budget

PROJECT COST ITEMS	
VOCATIONAL TRAINING COST	3.648,00 USD
VOCATIONAL TRAINING-ALLOWANCE	6.804,00 USD
COOPERATIVE CAPACITY DEVELOPMENT TRAINING	1.887,00 USD
COOPERATIVE CAPACITY DEVELOPMENT TRAINING – DAILY ALLOWANCE	817,00 USD
COOPERATIVE NEED ANALYSIS SERVICE	3.774,00 USD
COOPERATIVE MATERIAL, EQUIPMENT AND LAND LEASE	21.995,00 USD
COOPERATIVE BRANDING AND PATENT SUPPORT	8.119,00 USD
PSSR (%7)	3.293,00 USD
<b>TOTAL COST</b>	<b>50.337,00 USD</b>
<b>COST PER PERSON</b>	<b>1.006,74 USD</b>

## 2.10. Project Stakeholders - Roles and Responsibilities

A cooperation protocol was signed between the parties for the project carried out under the coordination of Sanliurfa Community Center, Domestic Production and Business with Woman's Hands Cooperative and GAP Administration and aimed at strengthening and disseminating cooperativity and increasing the participation of women in the sustainable employment network.

### **Obligations of Domestic Production and Business with Women's Hands Cooperative:**

- Informing stakeholders in training, production and marketing processes and ensuring that the activities to be carried out within the scope of the programs reach the beneficiaries
- Preparing and sharing reports and information notes related to the distribution of income and all activities produced, sold, obtained periodically,

- Being responsible for the sale of all kinds of products produced, grown and made within the cooperative and to invoice all sales,
- Sharing the financial reports and bank documents of the cooperative with the parties,
- Assigning trainers for vocational trainings and allocating the training area free of charge,
- Carrying out technical follow-up of the processes such as the cultivation, collection, production, packaging and sale of the products to be obtained in vocational training,
- Forwarding the request of materials, equipment and equipment required for vocational training to the Turkish Red Crescent Sanliurfa Community Center in an official letter together with the technical

- specifications,
- Working in coordination with the parties to determine the beneficiaries to be included in the project,
- Following the processes necessary for the designated beneficiaries to become cooperative partners and to ensure that 15 beneficiaries are partners.

### **Obligations of GAP Region Development Administration:**

- Conducting brand studies for the products obtained during the production phase and creating new sales and marketing channels,
- Organizing technical trips for similar cooperative visits in different provinces that can be models in order to improve the capacities of the beneficiaries,
- Assigning the Agricultural Engineers within its structure for the control of the planting area,
- Assigning instructors involved in

- educational activities related to agriculture, food and other educational activities that will support Woman's participation in economic life,
- Participating in interviews for beneficiary selection,

### **Turkish Red Crescent Sanliurfa Community Center Obligations:**

- Ensuring the supply of materials, equipment and equipment required for vocational courses,
- Delivering the materials, equipment and equipment needed during the planting, production and marketing stages to the Woman's Hands Cooperative,
- Ensuring the access of the beneficiaries to the vocational course area,
- Participating in interviews for beneficiary selection,
- Assigning interpreters in training for migrant beneficiaries,

## **2.11. Project Outputs**

Within the scope of the project, vocational trainings were organized for a total of 50 women in need in the fields of 'Home Type Table Olive Processing', 'Pickling' and 'Organic Jam and Marmalade Production', 15 women who successfully completed the training and stood out with entrepreneurial spirit and motivation were ensured to be members of the Woman's Hands Cooperative and these women were supported by Cooperative Capacity Building Training. At the same time, a needs analysis was carried out for the Woman's Hands Cooperative through service procurement from the Youth Work Cooperative and the materials, equipment and consultancy needs of the relevant cooperative were determined in line with this analysis. Subsequently, the

materials and equipment determined were purchased by the Turkish Red Crescent Sanliurfa Community Center and delivered to the relevant cooperative with a minute, and mentoring support was given by the service provider to the relevant cooperative partners in product development, marketing and sales issues.

As a result of all these studies, women, who are supported by vocational trainings and capacity building training within the scope of the project, are ensured to become members of the cooperative, produce within the cooperative in line with the trainings they receive and generate sustainable income from sales made through the cooperative.

# 3. GENERAL ASSESSMENT AND CONCLUSION



Due to ongoing conflicts in Syria, Turkey is home to around 4 million Syrian immigrants living in urban areas under Temporary Protection Status. Ensuring social cohesion between people under Temporary Protection and International Protection and the host community and supporting their access to livelihoods by increasing their employability is of great importance for immigrants who have been affected by the Syrian humanitarian crisis and have had to leave their homes and are in the process of recovery. In this context, by developing cooperation with local stakeholders in terms of humanitarian aid, increasing professional skills in terms of the opportunities and needs of the Turkish labor market will facilitate the access of these people to livelihoods and enable the development of social adaptation processes with the local people and dynamics by being in the labor market. At the same time, the inclusion of local people in these programs will ensure that both immigrant people and the host community in need have access to livelihoods and social integration will be developed within the framework of equal opportunities and these programs will become sustainable.

This report reflects a summary of the experience gained in the Strengthening Socioeconomic Welfare of Communities through Agriculture through Sanliurfa Community Center within the scope of the Socioeconomic Empowerment Program conducted by Community-Permanent Migration Programs.

The GAP Regional Development Administration and the Woman's Hands Cooperative are important stakeholder local organizations for foreign nationals with Temporary Protection and International Protection status and programmes and projects aimed at people's access to

livelihoods with comprehensive vocational training opportunities developed for the host community who want to have a profession and a job.

Considering the above-mentioned requirements and expected outputs, it has been observed that within the scope of the Project to Strengthen the Socioeconomic Welfare of Communities through Agriculture, which is carried out in the departments of GAP Region Development Administration and Woman's Hands Cooperative through Şanlıurfa Community Center, vocational trainings were provided in the fields of food and agriculture for foreigners with Temporary Protection and International Protection status and the host community in need, in the professional branches of 'Home Type Table Olive Processing', 'Pickling' and 'Organic Jam and Marmalade Production', these people's vocational skills were improved, women who stood out with motivation and entrepreneurial spirit at the end of the vocational trainings were ensured to be partners in the Woman's Hands Cooperative and thus they were found in a production & sales chain where they could obtain sustainable income in cooperation with other cooperative members.

# 4. APPENDICIES



# **DOMESTIC PRODUCTION AND BUSINESS WITH WOMEN'S HANDS COOPERATIVE TRAINING NEEDS ANALYSIS AND TRAINING FINANCIAL REPORT**



**March 2021**



## 1. TRAINING NEEDS ANALYSIS AND FINAL REPORT SCOPE

### 1. 1. Objective, Methodology

Within the scope of Turkish Red Crescent Community-Based Migration Programs Coordinatorship Şanlıurfa Community Center Cooperative Capacity Building Consultancy Service Procurement, in order to reveal the curriculum, methodology and targeted learning outcomes of the Domestic Production and Business with Women's Hands Cooperative (in the context of legal entity) in Şanlıurfa province with qualitative/quantitative data; (1) focus group interview was conducted on February 10, 2021, (2) online - general evaluation (joint) questionnaire was applied and the results were analyzed. In addition, along with from the (3) online – general evaluation (future partner) questionnaire 5 piece of data set selected, the data sets and case interview qualitative findings highlighted from the (4) skill assessment from were also included in order to enrich the report universe.

In line with the findings obtained from the needs analysis, it was aimed to carry out online cooperative trainings between 13.30 - 16.30 (total 30 hours) on March 1, 2, 3, 4, 5, 8, 9, 10, 11, 12, 2021 (10 trainings) and as soon as the trainings were completed, Training Evaluation Questionnaire consisting of 7 sections (demography, teacher/trainer/content/general, expectations, mentoring) was applied to 35 final beneficiaries in TR&AR languages.

- Before noon; **focus group interview** and **questionnaire application** with 2 Youth Work Cooperative consultants, 3 Red Crescent staff, 16 beneficiaries
- In the afternoon: A survey form (online) application and **case interview** based study was conducted with 2 Youth Work Cooperative consultants, 3 Red Crescent personnel, 35 beneficiaries
  - » When the trainings were completed, an online **Training Evaluation Questionnaire** was conducted with 35 beneficiaries.

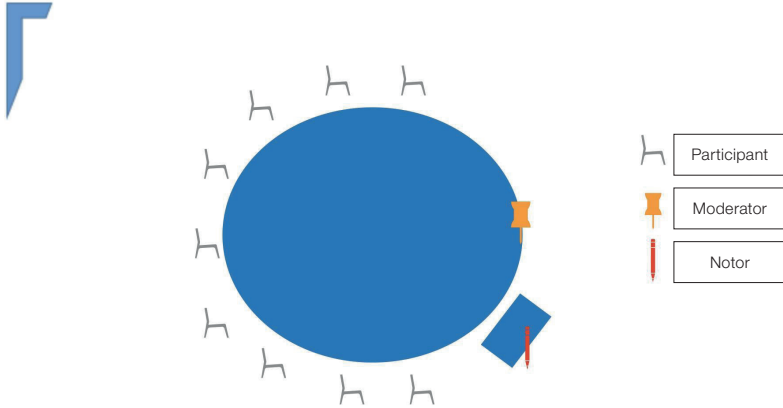
### 1. 2. Focus Group Interview - Methodology

- **Partner Profile:**
  - » **Method:** Focus group interview will be held with at least 70% of the cooperative partners
  - 
  - » **Date:** 10.02.2021
  - » **Number of participants:** 16
  - » **Term:** 120 minutes

- » **Tasks:** 1) Skill Evaluation and Partner General Evaluation before OGG study Online implementation of surveys 2) Cooperative background analysis 2) Current situation (internal structure) analysis, 3) Cooperative sustainability analysis

- **Focus Group Interview Guideline**

- » **Seating Plan:** Participants should sit in the U/O layout so that they can see each other. The moderator should be positioned as follows. It is recommended that the participants have nametags to address each other and the moderator to the participants by their names.



- » **Meeting Flow:**
  - Purpose of the interview and explanation of the rules (10 min)
  - Introduction (15 min)
  - Questions and discussion (85 min)
  - Summary and closing (10 min)
- » **Rules:**
  - The interview period is 2 hours; no breaks will be made during this period.
  - Participants participate in the interview voluntarily.
  - During the interview, it is aimed that each participant participates in the

discussions in a balanced manner and that they discuss with each other.

No one should interfere with the discussion except the moderator.

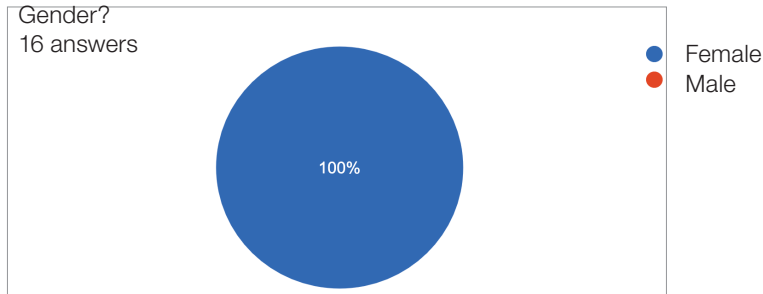
Referral questions should not be asked or any verbal/bodily behavior that will affect participants' responses should not be taken.

Whether the questions asked to the participants were correct or incorrect should be told to them and they should be reminded to respect each other's opinions It is important to provide an environment that is conducive to the emergence of opposing views.

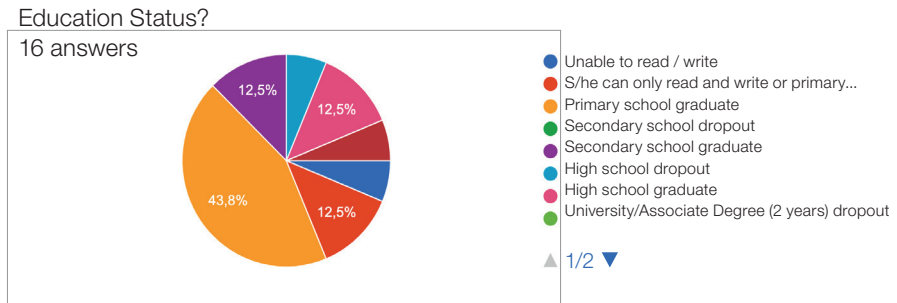
#### **Questionnaires:**

- **Skill Evaluation Questionnaire** (Cooperative partners TR and Future partners SR)
- **Joint - General Assessment Questionnaire** (prepared for TR partners of the Cooperative)
- **Focus Group Interview Form**

## 2. PARTICIPANT PROFILE



The mean age of the beneficiaries, all of whom were women (16), was 44; the highest age was 56; and the lowest age was 21. However, their educational status; 6.3% illiterate; 12.5% can only read and write and/or drop out of primary school; 43.8% are primary school graduates and 6.3% are university/associate degree.

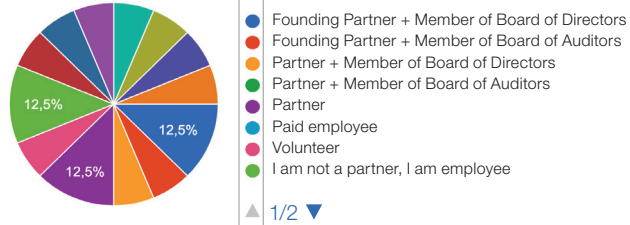


The answers to the question of the **date of being partner to** the cooperative are shown in the table below. In the related study, **it was determined that 4** out of **16** beneficiaries were cooperative partners and the intra-cooperative management task distribution of these partners was 2 (founding partner/board member) 1 (founding partner/board member) 2 (partner+board member).

Status	Number
I am not a partner of cooperative/ I am volunteer	3
I am not a partner of cooperative/ I am a professional employee	4
I am not a partner of cooperative/I have been working since the beginning of the project	1
I am not a partner of cooperative/ I'm going to be a new partner.	3
2020	5

Your governance role within the cooperative?

16 answers



### 3. FINDINGS

The focus group interview was conducted under 3 main headings (background, current situation, sustainability) with the aim of interacting with the beneficiaries' trainers/consultants, the project team and each other, accompanied, if necessary, by detailed questions.

**Table.1 Participation in democratic and economic life - Background** (Findings obtained in the pre-implementation study.)

Title	Sub Title	Statements of the Participants
Participation in democratic economic life	<b>Background</b>	<b>“We’ve already been in the project. We heard from Sedat and Aslı Teacher. We decided together. “</b>
	A. How did you know about the cooperative?	Sedat Teacher told us. He told me if anyone wanted to be a partner, and we wanted. We didn't think about the loss or the profit.
	B. How did you become a partner in the cooperative?	<b>My friend, my neighbor, became a member.</b>
	C. How do you define your cooperative?	<b>It wasn't a cooperative at first. I am not a member. I'm just getting started. “</b>
	D. Have you read the articles of association of the cooperative?	“I heard it from İşkur. When I went to Iskur, they told me there by chance. “ “The ladies are all active, but we expect financial support from the cooperative.”
	E. Are you aware of the international definition and 7 universal principles of cooperation?	<b>“Sedat Teacher said we will plant, produce and process in the field. I can't go to the field. “</b> “We never read the articles of association. Time was running out. “
	F. Are you aware of the concept of Social Cooperative?	<b>No.</b> “Tea maker, garbage disposal, pepper handling, washing, drying, packaging, etc. Everything on production. Some people wanted pepper. Client was coming. We were selling there. I sold to the people around me. “
	G. What kind of work do you do in the cooperative?	“We would like to generate a minimum income without waiting for the product to be sold.” “No idea, I do not know the cooperative”
H. How can a new person be involved in the cooperative?		

**Table.2: Participation in democratic and economic life - Current situation**  
(Findings obtained in the pre-implementation study.)

Title	Sub Title	Statements of the Participants
Participation in democratic, economic life	<p><b>Current situation</b></p> <p>A. How much time do you devote to the cooperative?</p> <p>B. What motivates/ demotivates you the most?</p> <p>C. How is communication provided between the cooperative partners?</p> <p>D. Are you aware of accounting issues?</p> <p>E. How are the decision-making processes?</p> <p>What methods do you use?</p>	<p><b>“I won’t come without Asli teacher. I love Asli teacher because she is understanding and moral. “</b></p> <p><b>“It is very nice that women improve their psychology,</b> relieve their troubles there, and are compatible with each other”</p> <p>“When we do division of labor, we get demoralized when someone loafs.”</p> <p><b>I don’t like staying late. “</b></p> <p>“I resent those who don’t know the work and pretend to know it.”</p> <p><b>“I wouldn’t participate every morning if the Red Crescent hadn’t helped me with 40 TL.”</b></p> <p>“We reveal something and we enjoy it.</p> <p>Not only money, but such pleasures are also important. “</p> <p><b>“We don’t have that kind of communication yet”</b></p> <p>“They were describing the purchase price of pepper or the expenses incurred. We don’t know how much came.”</p> <p><b>“Most of the time Asli teacher gathers us and tells us.</b></p>

**Table.3 Participation in democratic and economic life - Sustainability**  
(Findings obtained in the pre-implementation study.)

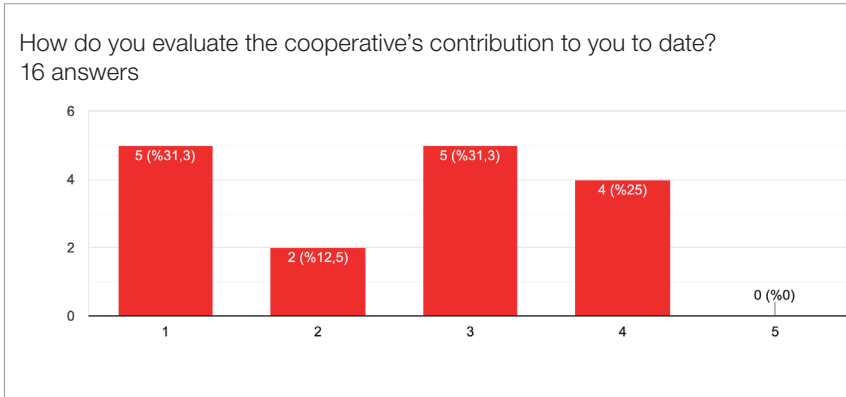
Title	Sub Title	Statements of the Participants
Participation in democratic, economic life	<p>Sustainability</p> <p>A. Where do you see the cooperative at the end of 2021?</p> <p>B. Where do you see yourself in two years?</p> <p>C. What are your fears about the future of the cooperative? What do you think is the source/cause of this fear?</p> <p>D. What are your solutions to overcoming them?</p>	<p><b>“In a beautifully spacious area.”</b></p> <p>“They love our pepper.”</p> <p>“If it goes well, I consider myself a businesswoman.”</p> <p><b>“I see it as a documentary film will be shot.”</b></p> <p><b>“I am afraid that Mrs. Aslı will leave.”</b></p> <p>“Closure of cooperative is my fear.”</p> <p><b>“I have no fear. If it happens, it happens.”</b></p> <p>“A place where we relieve our stress. Otherwise, we’d go crazy at home.”</p> <p><b>I want to be able to advertise.</b></p> <p>“I want to improve more on communication.”</p> <p>It is possible, if we work all together. If everybody finds an excuse and become a penny pincher, it is not possible.</p> <p><b>“Selling the products made at a price that is suitable for the quality.”</b></p>



The 11 questions in the General Evaluation Questionnaire (Partner) and the answers given by the participants are expressed in graphs as percentages and numbers.

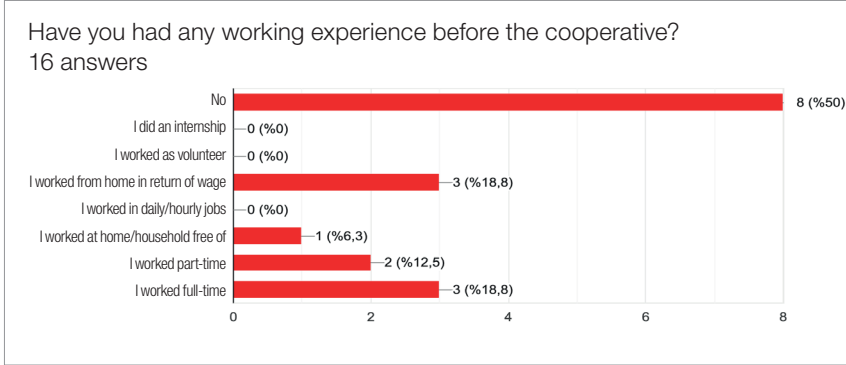


(1)Very insufficient (2) Insufficient (3) Undecided (4) Sufficient (5) Very sufficient



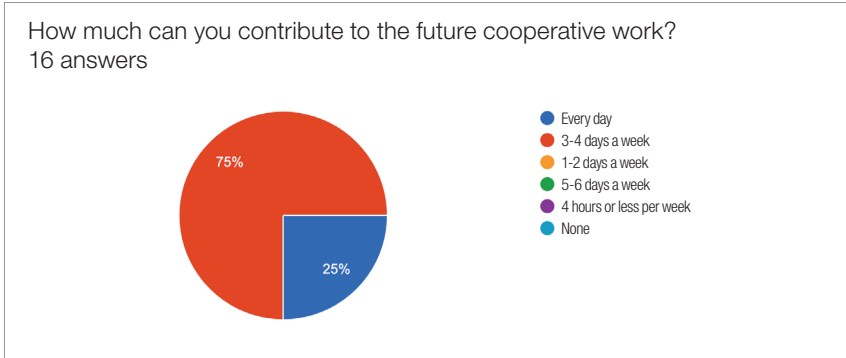
(1)Very insufficient (2) Insufficient (3) Undecided (4) Sufficient (5) Very sufficient

Participants were asked to evaluate their contributions to the cooperative to date and also to evaluate the benefits of the cooperative to themselves. **They stated their contribution to the cooperative** as follows: 18.8% very insufficient/insufficient; 18.8% undecided; 62.5% sufficient/very sufficient. However, **in the context of the contribution of the cooperative to themselves**; 43.8% are very insufficient/insufficient; 31.3% were undecided; 25% were sufficient/very sufficient.

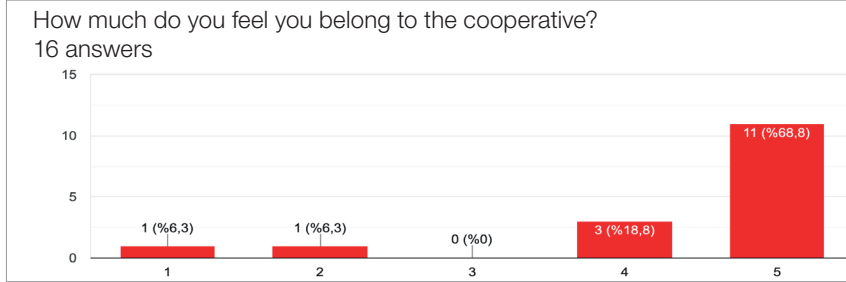


It was determined that **50% of the participants had no previous working experience.**

31.3% of the participants stated that they had previously worked full-time and/or part-time jobs



**75% of the participants** stated that they can participate in the planned cooperative studies of Domestic Production and Business with Women's Hands Cooperative for **3-4 days** and **25% stated that they can participate every day.**



**87.4% of the participants** in Domestic Production and Business with Women's Hands Cooperative stated that **they felt "much" or "too much"**; 12.6% stated that they felt "too little" or "too little".

The questions produced on behalf of the case-based study and the qualitative/open-ended answers given by the participants are compiled below:

**Question 1 - For example, we are isot producing cooperative and Merve says, let's produce candy, candy sells very well and we can make a good income. But you have no idea how to make candies. What would you do?**

- "The most sold product in Şanlıurfa is isot. Let's make it first, and then we'll make candy."
- "Let's not skip it, we can also devote some of the space we will produce to candy."
- "Isot worths a lot of money. Let's do the work that will generate more income."
- "Since the pepper is seasonal, we can make pepper for 3-4 months and produce candies for the rest of the time."
- "Candy can be better in terms of marketing. It can be sold on social media."
- "We are open to variations. We can combine Turkish and Syrian cuisine and produce nice products."

**Question 2 - You made division of labor during production, but a friend of yours works slowly and causes disruption. What would you do?**

- "By changing jobs, we get her to do what she would do better."
- "We'll give her a job that suits her own power."
- "We may recommend her to take a break. It may be better if she rests and returns to work."

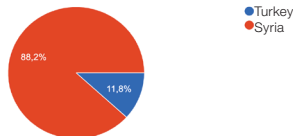
- “The important thing is that the job is done. By understanding each other, we get the job done.”

**Question 3 - After coming to Turkey, there was probably a way of life where you were usually at home. Maybe after a while, you'll have to get out of the house and go to work regularly. You will do business with 20-30 people. Are you concerned or excited about this?**

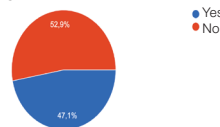
- I would love to be in such an environment. I can take something from them, and they can take something from me.
- We can all be one and accomplish something.
- We want to be partner of the cooperative. There was a problem, we couldn't go on, at least we'd learn something, and then we'd get on with our business.
- We would like to benefit from such a community both materially and spiritually.
- We were always at home when we were in Syria. All the work was belonging to our husbands We couldn't have done anything without a man. As for Turkey, we started to do business on our own and take responsibility. We go to the market, we take care of the children's school.

When the answers given by **34 participants** to General Assessment Questionnaire (future partner TR & SR) were categorized as two groups, **it was determined that 11.8% were TR participants and 88.2% were SuTP participants.**

Nationality?  
34 answers

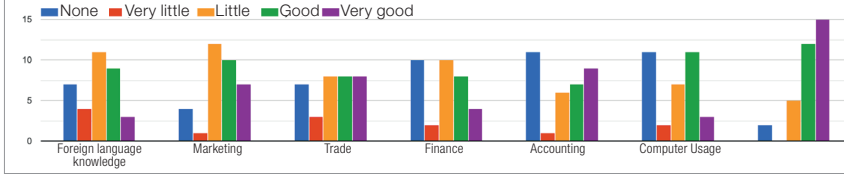


If your nationality is Syrian, can you speak Turkish; if your nationality is Turkish, can you speak Arabic?  
34 answers



According to the future partners survey: the rate of being able to speak Arabic if the citizenship is Turkish; and the rate of being able to speak Turkish if SuTP is; **52.9% No; 47.1%; Yes.** However, 97.1% answered “No” to the question “Do you currently have a job?”

Mark your competencies in the table below.



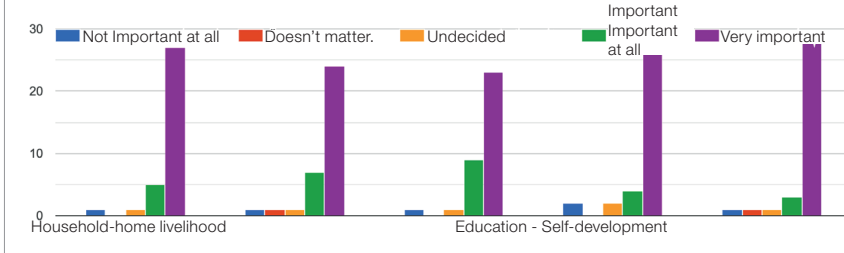
None (1) Very little (2) Little (3) Good (4) Very good (5)

Table of Competencies

Competencies	None	Very little	Little	Good	Very good	Total (Person)
Foreign language knowledge	7	4	11	9	3	34
Marketing.	4	1	12	10	7	34
Trade	7	3	8	8	8	34
Finance	10	2	10	8	4	34
Accounting	11	1	6	7	9	34
Computer Usage	11	2	7	11	3	34
Smartphone Usage	2	0	5	12	15	34

In the competencies map, while the highest competency was recorded in the context of the group under the heading of **“Smartphone use”**, the lowest competency was recorded under the headings of **“foreign language grammar”** and **“Finance”**.

Which of the following needs do you associate yourself with? Mark by severity.



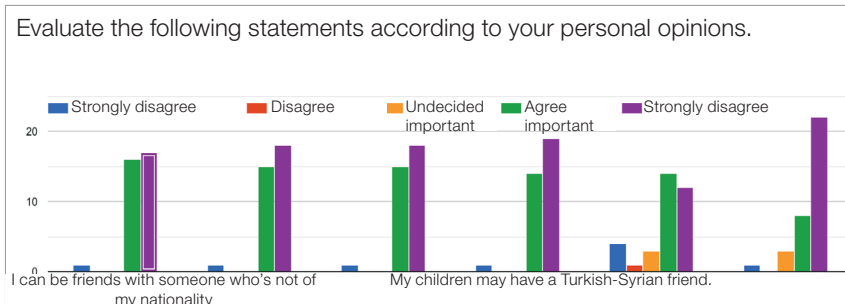
Insignificant (1) Not important (2) Undecided (3) Important (4) Very important (5)

It was determined that **(27 people)** who marked the **“livelihood of the household/ house”** as *“Very important”* and **(24 people)** who marked the **“Family Care Obligation”** as *“Very important”* and **(23 people)** who marked the **“Social Adaptation”** as *“Very important”* and **(26 people)** who marked the **“Education-Self-development”** as *“Very important”*.

Table of Social Statements

Statements	1	2	3	4	5	Top
I can be friends with someone who's not of my own nationality.	1	0	16	17	0	34
It doesn't matter to me that my neighbor is a Turkish-Syrian family.	0	1	0	15	18	34
I can work with a Turkish-Syrian in the same workplace.	1	0	15	18	0	34
My children may have a Turkish-Syrian friend.	1	0	14	19	0	34
My children may marry a Turkish-Syrian.	4	1	3	14	12	34
I believe that there is a future for me and my family in Turkey	1	0	3	8	22	34

Strongly Disagree (1) Disagree (2) Undecided (3) Agree (4) Strongly agree (5)



Strongly Disagree (1) Disagree (2) Undecided (3) Agree (4) Strongly agree (5)

Skill Assessment Form 9 Turkish citizens filled out the form in Turkish and 23 Syrian who are under temporary protection status in Arabic . The form consists of two parts:

**A. Life Skills (12 questions) - Topics are listed below.**

Adaptability and Flexibility b) Motivation c) Managing responsibility d) Time management e) Communication f) Teamwork g) Conflict management h) Service-orientation i) Decision making i) Problem solving j) Creativity and innovation k) Formal and structured thinking

**B. Situational behavior questions (6 questions) -Topics are listed below.**

a) Motivation b) Time management c) Teamwork d) Service-focused

Three main inferences were concluded from the responses to the form:

1. In each life skill, the skills of the group were determined to be weak and strong,
2. In the behavioral questions related to the situation, the people who scored 0 out of 5 and the skills they scored 0 were marked for the attention of the Project Team,
3. "Individual life skill index" was created and ranked over life skills questions.

### a) In each life skill, the areas where the group is weak and strong

Table 1. In each life skill, the areas where the group is weak and strong

	Turkish citizen (n:9)	SuTP (n:23)	TR group mean - SR group mean	Whole Group (n:32)
Adaptability and Flexibility	78	68	9	71
Motivation	89	66	23	73
Managing responsibility	69	41	28	49
Time management	86	68	18	73
Communication	69	76	-7	74
Teamwork	69	66	3	67
Conflict management	72	68	4	70
Service-focus	67	61	6	63
Decision making	56	54	1	55
Problem solving	61	58	4	59
Creativity and innovation	72	64	8	66
Formal and structured thinking	78	71	7	73

It was determined that there was a significant difference between the Turkish citizen group (group average: 72/100) and the SuTP group (group average: 64/100) in the average of the 12 mentioned skills. The skills in which separation is deeply observed are managing responsibility, motivation and time management, respectively. In these issues, necessary educational measures should be taken for the SuTP group to catch the Turkish citizen group. The most powerful skills among the whole group were communication, motivation, time management and formal-structured thinking, respectively. The weakest skills among the whole group were managing responsibility, decision making and problem solving, respectively. It is important to ensure educational progress in areas that are found to be weak.



#### 4. RISKS

*Table.4: Participation in democratic and economic life - Risks (Findings obtained in the pre-implementation study.)*

Title	Sub Title	Identification	
Participation in democratic, economic life	Back-ground	<ul style="list-style-type: none"> <li>Lack of intellectual knowledge about cooperatives and cooperation.</li> <li>Lack of awareness of new partners, volunteers about cooperative processes and lack of transfer of organizational culture.</li> <li>Lack of information about the legal and financial processes of the cooperatives;</li> <li>Lack of written and unambiguous inclusion processes in the cooperation.</li> </ul>	X
	Current Situation	<ul style="list-style-type: none"> <li>Not or can not being involved in decision-making processes.</li> <li>People's being dominant rather than cooperative structure.</li> <li>Lack of tools for effective communication and decision-making mechanisms.</li> <li>Inefficient communication strategy.</li> <li>Lack of defined and written roles and tasks.</li> <li>Communication between partners of TR &amp; SR origin and the problem of doing business together.</li> <li>The problem of social cohesion and intercultural integration between partners of TR &amp; SR origin.</li> <li>Unbalanced distribution of time allocated to the cooperative among the partners.</li> <li>Failure to develop a holistic business model that will allow the cooperative to be commercially sustainable. In this context, the income-generating activities of the cooperative are scattered and disconnected from each other.</li> <li>Lack of visible and measurable performance and contributions.</li> </ul>	X
	Sustain-ability	<ul style="list-style-type: none"> <li>Lack of ambiguous partnership procedures.</li> <li>The mean age of the partner/volunteer is high.</li> <li>The burden of the cooperative is on several partners and there is not enough incentive for other partners to take initiative.</li> <li>Reducing the working efficiency of the cooperative that may arise from the inadequacy of communication and doing business together of partners of TR &amp; SR origin and being able to leave the cooperative partnership.</li> </ul>	X X

- Group consciousness, the consciousness of doing business together seems relatively strong in terms of activity, but it shows weakness in terms of cooperative internal governance and communication.
- The partners/participants do not have sufficient information about the

cooperative bodies such as the Board of Directors (BoD), the Audit Board (DoA) and the General Assembly (GA).

- Participants do not have sufficient knowledge of the basic concepts and binding nature of the Articles of Association, as well as the constitutional legislation and stages.
- The partners/participants do not have conceptual knowledge and implementation competencies about the differences between horizontal and vertical management.
- Lack of information about 7 Universal Acceptances of Cooperatives. In particular, intra-cooperative eigenvalue and organizational values are not created jointly.
- Lack of knowledge and practice on income-expense difference, positive income-expense difference (company & cooperative), difference distribution, labor share, distribution.
- Lack of knowledge and practice on basic financial concepts such as dues, donations, operating and property costs, taxes, labor payments, return, daily allowance. The basic operating and fiscal cycle guidelines have not been established.
- Low overall awareness of the cooperative partner women about the whole work and their involvement in decision-making processes.
- Failure to develop the business model that provides the basis for the cooperative to be commercially sustainable.

Youth Work, Cooperative Capacity Building Training Curriculum is in 5 main categories (Basic Cooperation: **101**, Governance & Communication in Cooperatives: **201**, Financial Administration in Cooperatives: **301**, Legal Dimension in Cooperative Management: **401**, Business Development in Cooperatives: Cooperation: **501**) is designed to minimize the risks identified in the current situation of the cooperative and to strengthen its relative weaknesses in order to enable both participants to experience different training methods and to share their ideas and opinions with other participants openly, clearly and transparently through interactive methods. Youth Work is standardized by training content criteria:

- **KOOPS** : Presentation
- **KOOPM** : Module
- **KOOPB** : Information package
- **KOOPX** : Example

Customized contents for Domestic Production and Business with Women's Hands Cooperative needs are specified with the headings highlighted in the table below.

*Tablo.5 Participation in democratic and economic life - Curriculum and practices*

Education - Title	Course - Sub Title	Education - Application	
<b>Basic Principles of Cooperatism</b>	Articles of Association, Legal Processes, International Acceptances	KOOPS101 Cooperative General Presentation/Initiation, KOOPM101 Seven Basic Principles Application,	
<b>Basic Values of Cooperative</b>	Clarification of the eigenvalues of the cooperative	KOOPX101 Cooperation/Youth Work, KOOPM101 Equivalents Organizational Values Application,	✓
<b>Decision Making Mechanisms</b>	Operation of intraoperative decision-making mechanisms and exemplary practices	KOOPX201 Governance & Communication Implementation Example (Sociocracy)	
<b>Teamwork and Internal Communication</b>		KOOPM201 Volunteer Guideline Implementation KOOPM101 Activity Guideline Implementation	✓
<b>Conflict / Resolution Management</b>	Communication mechanisms and methods		
<b>Finance &amp; Marketing &amp; Business Development in Cooperatives</b>	Business Model, Financial Capacity, Marketing Methods	<ul style="list-style-type: none"> <li>• KOOPM301 Financial Cycle Application - 1</li> <li>• Basic Social Entrepreneurship</li> <li>• Mission, Vision and Goal Study</li> <li>• Assumption Verification</li> </ul>	✓
<b>Sustainability</b>	Strategic Planning & Action Plan	KOOPM501 Business Model Application KOOPX201 Governance & Communication Implementation Example (Sociocracy) KOOPM301 Financial Cycle Application - 2	✓

## 5. TRAININGS AND GENERAL ASSESSMENT

In line with the findings obtained by the needs analysis, it was carried out online on March online cooperative trainings<sup>1, 2, 3, 4, 5, 8, 9, 10, 11, 12, 2021</sup> (30 hours in total 10 Education) between 13.30 - 16.30. When the trainings are completed, the results applied to 35 final beneficiaries in TR&AR languages consisting of 6 sections (demography instructor/content/general, expectations, mentoring) are reflected in this report. Education Evaluation Questionnaire.

### 5. 1. Basic Cooperation (March 01, 2021)

- What is a cooperative?
- What are the 7 universal principles of cooperatives and the values of cooperatives?
- What are the differences between Cooperatives and Commercial Companies?
- What is a Social Cooperative?

In the training with Domestic Production and Business with Women's Hands Cooperative, general cooperativity information, especially the international definition and history of the Cooperative, was given to the participants. Information was made about the development of cooperation in the world and in Turkey. The 7 universal principles and values of cooperation, what these principles and values mean for cooperative partners and their reflections on cooperation processes were evaluated in a participatory way through both conceptual and practical examples.

Being a cooperative partner was evaluated. Interpretations were made by sharing the differences between cooperative and company business models and their perception by cooperative partners. The issues of boss-partnership difference, profit and labor payment, decision making were discussed. The international definition, history and development of social cooperativity, especially the definition of Social Cooperative, and the social cooperativity processes in Turkey were discussed. Differences between Social Cooperatives and classical cooperatives, social cooperativity criteria were discussed. It was discussed how Social Cooperatives provide solutions to social needs and create social benefits. Domestic Production and Business with Women's Hands Cooperative participants enriched the discussion by making highly conscious and aware comments about creating social benefit.

Training increased Participants' awareness and knowledge levels in titles of ' 1)

What the Cooperative is 2) Cooperative partner awareness 3) Why a cooperative should be established to produce a job, service or product 4) The equivalence of cooperative principles and values in people and society 5) Differences between cooperative and company 6) Boss and employee relationship 7) Profit-oriented/non-profit awareness 8) Social Cooperative definition 9) Characteristics of Social Cooperative 10) Significantly social benefit-orientation.

## **5. 2. Decision Making Mechanisms & Teamwork (Tuesday, March 2, 2021)**

- Methodology and Business of Decision Making Processes

The elements of experiencing the process by applying practical examples with decision-making scenarios and obtaining information about what kind of methods can be used by the partners and future partners of the Domestic Production and Business Cooperative with Women's Hands when making decisions about the cooperative are designed as the two main objectives of the training. Different aspects of consensual decision-making from other "classical" methods have been conveyed and experienced through concrete examples in order to learn the relevant approach.

It was observed that the level of awareness of the participants about "taking personal responsibility" from the cooperation values increased. The concepts representing the second (equality) and third (joint decision-making) of the 5 main features that distinguish cooperatives and other economic enterprises were highlighted. One of the most difficult and important processes in cooperatives, "common decision-making" methods, together with the decision-making practices created, experience in different common decision-making levels was created at the basic level by experiencing common decision-making tools such as secret/open vote, majority, more than half, consensus and consent. It was observed that the level of experience of the participants increased about the stages and methods of "decision-making".

## **5. 3. Internal Communication (Wednesday, March 3, 2021)**

- Strengthening communication between partners.
- Intercultural Learning
- Community Formation

The gains obtained as a result of the Internal Communication Training organized for Domestic Production and Business with Women's Hands Cooperative were as

follows: 1) Supporting the participants to get to know each other in different ways, 2) Learning different perspectives on communication and understanding that communication is a very general and very important concept, raising awareness that communication is the basis of all studies, 3) Gaining awareness that communication is not a single type and the impact of different types of communication is different, 4) Gaining communication history knowledge by explaining the communication history through communication tools for the participants to access the common level of knowledge, 5) Effect of learning by doing, reflection of communication to cultural elements, visibility of the communication culture relationship with concrete examples, 6) Awareness of compassionate communication, encouraging compassionate communication methods, raising awareness of the ease and difficulties of uniting with the steps of being a community, 7) Learning from which direction the participants look at the community they are in and determining the areas where they need to partner.

In order to reinforce the achievements of the participants, their productivity was encouraged through painting, poetry and song and it was ensured that they gained awareness of each other's communication tendencies.

#### **5. 4. 4. Teamwork (Thursday, March 4, 2021)**

- Working together
- Strengthening social cohesion

The gains obtained as a result of the Teamwork Training organized for Domestic Production and Business with Women's Hands Cooperative were as follows:

1) Supporting the participants to get to know each other in different ways and gaining solidarity awareness, 2) Understanding the importance of the participants leaving unhappy events in the past behind when they come to the cooperative, 3) Gaining knowledge about the conceptual background, 4) Learning the concept in depth thanks to the detailed examination of teamwork, 5) Gaining awareness of teamwork from a holistic perspective, 6) Gaining awareness on the importance of working together based on negative examples based on animated videos symbolized by animals, 7) Gaining awareness on the importance of teamwork through animation video created over different animal images on how to reverse the situation in the negative example, 8) Gaining awareness about the common dream, having the experience of partnership of the participants and gaining awareness about the importance of taking the first steps of the idea of unity in the community, 9) Understanding the importance of all participants hearing each other and sharing the goals of the community, 10) Awareness of the participation of

the participants about each other, 11) Awareness of the importance of being open to the skill assessment and development of common imagination, 12) Awareness of the participants about the importance of sharing experience and taking the first steps of unity thinking in the community, 13) Gaining awareness on the importance of being a responsible community thanks to the business examples.

In order to reinforce the achievements of the participants, the pictures, poems and songs produced within the scope of the applications made in the Internal Communication Training were shared. Thanks to the fact that the participants presented their production on being “cooperative” and “being a team”, it was revealed that they had different perspectives on the subject. While participants realized that they had different perspectives, they discovered what they had in common and gained a high awareness of the importance of being a team.

## 5. 5. Conflict/Resolution Management (Friday, March 5, 2021)

- Conflict resolution

Before defining possible conflicts that Domestic Production and Business with Women’s Hands Cooperative partners and future partners may experience while making decisions about the cooperative; informing with presentation technique on concepts such as conflicts, causes, types, solution suggestions, supporting communication constitutes the first of the aims of the study. The second purpose of the study is to consult with practical examples from life about the types of conflict and the nature of the conflict and to create predictions about how conflict can be both beneficial and harmful to communities.

The methods that can be used in the transition from an unresolved conflict to the beginning of the management of the conflict (not interviewing when angry, angry, sad and angry, not interviewing in an inappropriate and negative environment, listening to more people than talking, asking appropriate questions to understand the situation and the problem, etc.) were practiced with real examples from life and the participants were encouraged to give their own examples. Although linguistic cultural incompatibility encountered in cooperatives with common hosts in different languages and ethnicities, which are defined as risk, is not seen in intensive amounts in Domestic Production and Business with Women’s Hands Cooperative, it was observed at basic level during training. The training was continued for the partner and/or future partners to analyze the issue together and develop their own roadmaps for the solution in order to experience the conflict resolution tools offered. It was observed that the tendency to use conflict resolution methods increased in the participants.

## 5. 6. Legal Dimension in Cooperatives - I (Monday, March 8, 2021)

- Legislation and Articles of Association
- Partnership title in cooperatives
- Rights and responsibilities of partners

A presentation was made about the basic legal elements such as legislation, partnership, articles of association in the cooperatives and the concepts of cooperation, which are frequently used in the field of law, were discussed with the question-answer method. It is explained in a simplified way how the legal processes work through a presentation. It was aimed for the participants to think about the legal processes in their own cooperatives and to be familiar with how to manage these processes. The definition of cooperative described in the Law 1163 on Cooperatives has been put forward and the participants have been consulted in the form of question and answer by emphasizing the concepts such as real/legal entity, changing partnership and changing capital mentioned in the text. Changing partnership/capital concepts were associated with the voting rights of the partners and contributed to their thinking practices. It has been emphasized that legal entities may be partners to the cooperatives (explaining the concept of legal entity) and it has been stated that legal entities that are partners will have equal status with 1 representative and 1 voting right with other partners. In the law, cooperatives are informed about how they define who can be partners. The fact that the founding partners do not differ from other partners has been emphasized. Discussion topics were opened in the following questions and mutual consultation was held.

1) Can the Board of Directors remove the partner from the partnership? 2) Are board members superior to other members (partners)? 3) Who can enter the partnership? 4) Do the founding partners have an advantage over others? 5) How are the cooperative partners responsible for the debts of the cooperative?

## 5. 7. Legal Dimension in Cooperatives - II (Tuesday, March 9, 2021)

- Cooperative Bodies
- Board of Directors
- Board of Auditors
- General Assembly

By mentioning legal sources related to cooperatives, it has been revealed which laws and provisions are binding for cooperatives in the form descending order.



(Constitution, Turkish Commercial Code No. 6102, Cooperatives Law No. 1163, Domestic Production Business with Women's Hands Cooperative Main Contract) It was underlined that the decisions adopted by the partners should not conflict with any laws and/or directives in the specified series. What is the General Assembly in the Cooperative has been explained and the duties of the General Assembly have been expressed in detail.(The General Assembly is the most authorized body representing all partners of the cooperative and making decisions.) It has been stated that the only body that can change the articles of association of the cooperative is the general assembly, that is, all partners. The conditions under which the General Assembly is invited to convene are explained by referring to the articles of law. The Ordinary and Extraordinary General Assembly has been mentioned and how it can be organized with what needs has been expressed in detail. What is the Board of Directors in the Cooperatives (BoD) has been explained and the duties of the BoD and the conditions for participating the BoD have been expressed in detail.It was underlined that BoD is the executive body that manages and represents the activity of the cooperative within the provisions of the law and the articles of association. It has been emphasized that the highest authority in the cooperative is GK (all partners).

The Board of Directors stated that it is the executive body that manages and represents the activities of the cooperative within the provisions of the law and the articles of association and explained how the definition and duties of the membership of the Board of Directors (primary/substitute) are specified in the 1163 Cooperatives Law. It was mentioned why the members with cooperative organs should consist of a single number of people such as 3-5-7.

It has been emphasized that management members and their substitutes must be cooperative partners. At the same time, these board members should be citizens of the Republic of Turkey, should not be members of the board of directors of another cooperative of the same kind and should not be convicted of the crimes listed in the Law No. 1163. The conditions for entering the Board of Directors (in the legal context) were mentioned in the Cooperative. The duties of the supervisory board were mentioned. It was stated that the supervisory board is not a court, only that other people other than the Board of Directors are obliged to review the works and inform both the Board of Directors and all cooperative partners about the subject.

## **5. 8. Financial Cycle & Finance & Marketing in Cooperatives (Wednesday, March 10, 2021)**

- Inoperative income distribution and fair distribution
- Distribution of cooperative income-expense difference
- Finance in Cooperatives
- Marketing in Cooperatives

In the training with Domestic Production Business with Women's Hands Cooperative, participants were informed about the financial and financial cycle in Cooperatives. The concepts of investor, operator and employee in the cooperatives and the connection of cooperative partnership with these concepts were discussed and the opinions of the participants were taken. Opinions were taken about what the income and expenses of the cooperatives could be and examples were made. The similarities between the participants' cooperative fixed income and expenses and their own household fixed income and expenses were discussed. Their opinions were taken by creating a discussion environment about how to divide the income obtained by the cooperatives among the cooperative partners. The principles of fair sharing and equal sharing were emphasized and the opinions of the participants were taken by providing an environment for discussion. The subjects of sharing cooperative revenues, determining labor wages and distributing them among their partners were discussed. A high-level of participation was held about how a fair sharing method could be. It was talked about which methods could be used for income sharing according to cooperative models and production types and examples were given. Information about financial management was given within the cooperative and what kind of division of labor should be between the partners was discussed.

Participants' knowledge levels and awareness on the topics of 1) basic financial concepts 2) incomes and expenses 3) Capitalist, operator and laborer concepts 4) Cooperative fixed income and expenses 5) Fair and equal sharing concepts 6) Labor distribution among cooperative partners 7) Finance and financial cycle in the cooperative have been observed to increase.

## **5. 9. Business Development and Business Model Application (Thursday, March 11, 2021)**

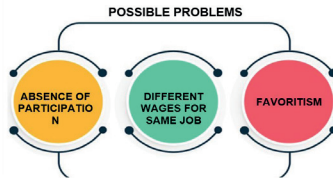
- Business development in cooperatives
- Business model application in Cooperatives

The concept of "social business" was emphasized with the Business Development

and Business Model Application Training organized for Domestic Production Business with Women's Hands Cooperative. In addition, the business model framework was introduced in general terms and the subject was reinforced with examples. During the business development process, it is explained what kind of tactics should be applied at the point where the customer is contacted. In order to reinforce the achievements of the participants, "sales meeting" was made by 2 Turkish and 2 Syrian participants on the assumption that one side was the red pepper selling partner and the other side was the potential buyer. It has been a good experience for the theory to be put into practice. In addition, it was an application where the participants both enjoyed and learned something.

## 5. 10. Project Specific Cooperation and Experience Sharing (Friday, March 12, 2021)

- Social entrepreneurship in refugee context, cooperative
- Challenges, opportunities and good examples encountered in cooperative modeling for women in cooperatives?



Designed as the last activity of the training program, "Cooperation and experience sharing specific to the project" activity was designed on revealing conflicting information and eliminating deficiencies from the trainings carried out in previous training activities.

The main mechanism that prevents unfair distribution in cooperatives and therefore an individual or group from accumulating "profit/positive income-expense difference" should be that all partners have equal voice and voting rights in the cooperative and thus determine the criterion of distribution jointly. In this context, possible problems in Domestic Production Business with Women's Hands Cooperative are discussed under 3 headings.

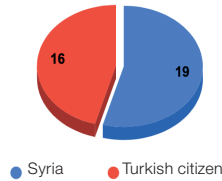
**(1) Lack of participants:** Preventing and/or neglecting the participation of all partners in the production relationship without exception. **(2) Different wages for the same job:** The unit fee (unit labor or goods fee) paid to each partner in return for the services and/or goods contributed varies significantly from partner to partner. **(3) Favoritism:** Investments to meet the common needs of partners are made in an unbalanced way in favor of only one group of partners. A question-and-answer session was held on the three axes mentioned and mutual consultations were held.

In the context of the challenges/opportunities encountered in cooperatives in Turkey (1) Democratic participation and supervision (2) Ownership (3) Common social needs (4) Continuity and endurance (5) Solidarity and inclusion (6) Public and awareness (7) Unit of labor (8) Open door (9) Various practical examples of mechanisms, tools and concepts such as fair and regular gains were given and discussions on Domestic Production Business with Women's Hands Cooperative were held.

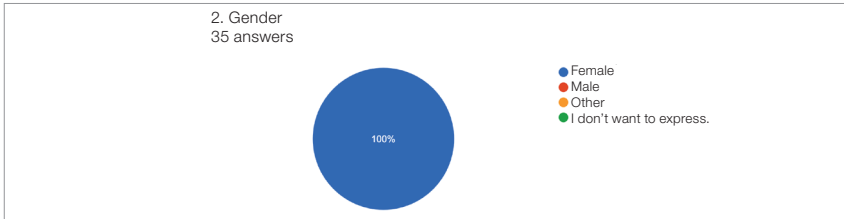
## 6. EDUCATION EVALUATION QUESTIONNAIRE

Education Evaluation Questionnaire In TR&AR languages, following the completion of the trainings, it was applied to 35 final beneficiaries and their responses are expressed in graphs below. The questionnaire consists of 7 sections (demography, instructor/instructor/content/general, expectations, mentoring) and the participants are arranged in such a way that they can be evaluated. (10-point rating system)

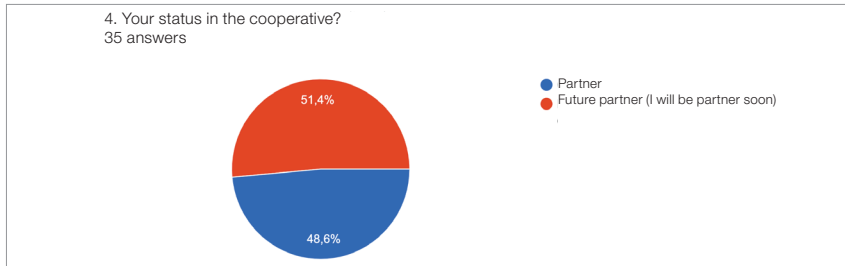
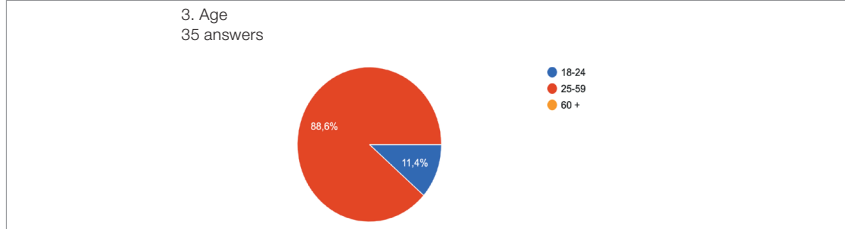
1. Nationality



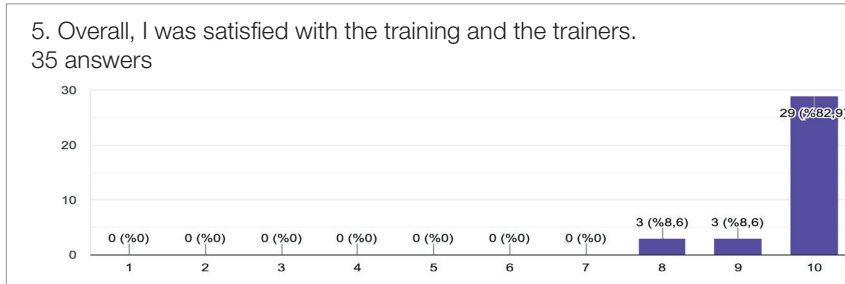
2. Gender  
35 answers



Within the scope of the questionnaire, answers were sought to 4 questions related to demographic information (citizenship status, gender, age range and partnership status). 16 of the participants stated that they are Turkish citizens and 19 of them stated that they have Syrian status under Temporary Protection.

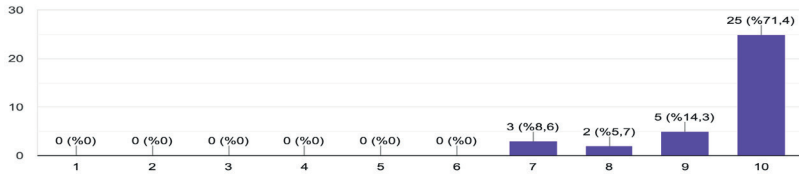


Although Domestic Production Business with Women's Hands Cooperative has only 10 partners legally, 17 participants (48.6%) marked themselves as "partner" and 18 participants as "future partner" in the survey. This reveals that the difference between being a project beneficiary and being a partner is not clearly understood in some beneficiaries.

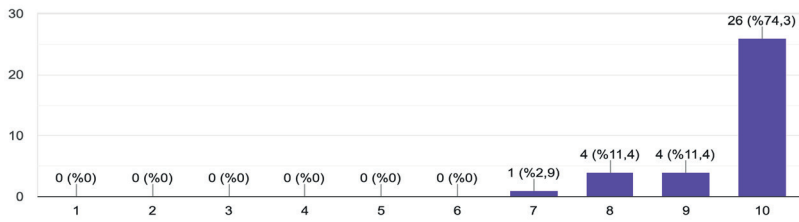


The average level of overall satisfaction from the communication model applied from the training, trainers and training was found to be 9.7 (out of 10 points); the average score of the participants who thought that explanatory answers to the questions asked in the training were reflected in the results as 9.4.

7. The trainers gave satisfactory answers to the questions we asked  
35 answers

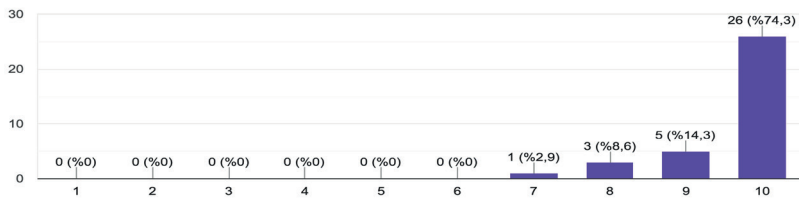


9. The content of the training was at a level I could understand.  
35 answers



It is understood from their responses that the prepared training content is close to the level of understanding of the final beneficiaries. It is seen that 1 of the participants marked the options in the questionnaire as 7; 4 of them as 8; 4 of them as 9 and 26 of them as 10.

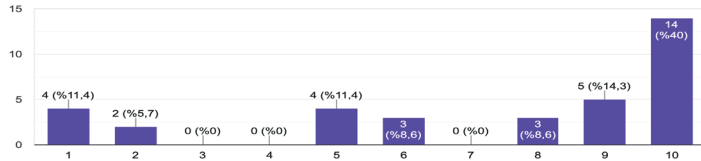
11. I think that my awareness and knowledge level have generally increased in the subjects I have been trained on. 35 answers



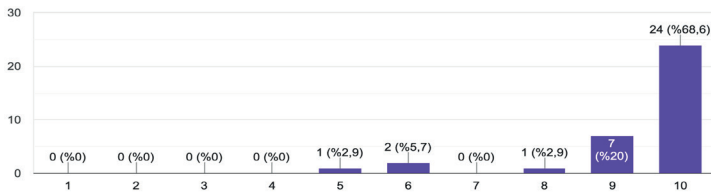
Participants indicated that there was a significant increase in the level of knowledge and awareness about the subjects they were trained in in the online survey. It is seen that 1 of the participants marked the options in the questionnaire as 7; 3 of them as 8; 5 of them as 9 and 26 of them as 10.

Contradictory data were determined in the answers given to the questions (Questions 16 and 17) where they reflected their own ideas on cooperative knowledge before and after the training.

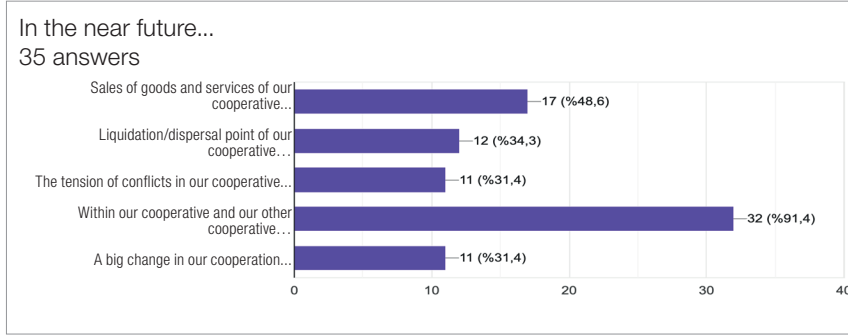
16. Can you evaluate your level of knowledge about cooperatives before training? 35 answers



17. I think that my knowledge and awareness level has increased after the training. 35 answers



It is known that the knowledge and experience levels of the final beneficiary women on cooperation are not as reflected in the results reflected in the above graphs before and after the training (14 participants marked themselves with 10 points regarding the knowledge levels related to cooperativity before the training) by the trainers, from the observations and statements heard from the participants in the question/answer sessions. However, 4 participants marked 1; 2 participants marked 2; 4 participants marked 5; 3 participants marked 6 points.



The expressions in the above graph are as follows in descending order (with percentage expressions):

- I think sales of goods and services of our cooperative will be collected. (%48,6)
- I think that our cooperative may come to liquidation/dispersal point. (%34,3)
- I think that conflicts and tension will increase in our cooperative. (%31,4)
- I think solidarity will increase within our cooperative and with other cooperatives. (%91,4)
- I don't think there will be a big change in our cooperation. (%31,4)

It was observed that 91.4% of the final beneficiaries selected the option "I think solidarity will increase within our cooperative and with other cooperatives in the survey study titled "Your Predictions and Expectations for Your Cooperative in the Near Future ". However, 31.4% think that **intracooperative conflicts will increase** and 34.3% think that cooperatives **may come to liquidation/dispersal point**.



## 7. RESULT

Within the scope of Turkish Red Crescent Community-Based Migration Programs Coordination Sanliurfa Community Center Cooperative Capacity Building Consultancy Service Procurement; reports related to the relevant services have been prepared as a result of i-Needs Analysis ii - Cooperative Stakeholder Capacity Building Trainings iii- Sales and Marketing Plan iv- Mentoring and Monitoring-Evaluation studies conducted to support the capacity development of the Women's Hands Domestic Production and Business Cooperative (in the context of legal entity), partners and potential beneficiaries in Sanliurfa province.

As a result of the studies, the following results emerge by considering all reports.

### **Advantages:**

- In trainings and group interviews, it was found that most of the participants were prone to a culture of solidarity and prioritized doing business together.
- Although video participation in trainings and group interviews was not preferred by the participants, the participants were able to express themselves clearly when they took the floor. It was observed that they were experienced in online participation.
- There is no language barrier among the participants that may seem like a threat. According to the evaluations, 47% of the beneficiaries speak both Arabic and Turkish. Especially the presence of beneficiaries who speak both Arabic and Turkish as their mother tongue will speed up the team's integration speed.
- Although it is mentioned that the difficulties of the cooperatives and they have different areas of responsibility in the group interviews, at least 75% of the participants stated that they can allocate 3-4 days and the remaining 25% stated that they can allocate every day of the week to the cooperative, it will make it easier to own the cooperative and make an effective division of labor.
- 87.4% of the participants in Domestic Production Business with Women's Hands Cooperative stated that they felt "much" or "too much" cooperative, indicating the strength of taking responsibility in the cooperative and belonging to the cooperative.
- In both trainings and focus group interviews, it was observed that women were prone to the principles and values of cooperation. It has been observed that they are especially prone to teamwork, communication and conflict resolution.
- Despite being a newly assembled team, women with leadership characteristics

were observed at the point of “Taking Personal Responsibility”. And it was observed that women with these characteristics use their leadership skills without using them in a hierarchical structure and by playing a facilitating role.

- In the competencies evaluation table, women generally described themselves as middle and above level in the titles of “Marketing and Trade”. In the trainings and interviews, it has been observed that there are women who appear to be competent in this field. In the short and medium term, this will have an impact on the strength of the human resources cooperative.
- Among the cooperative stakeholders, Gap Regional Development Administration General Coordinator of Humanitarian Social Projects and Prof. Dr. Sedat Benek contribute greatly to the survival and strengthening of the cooperative in the short and medium term.
- The absence of third country applicants among the participants constitutes a positive situation in terms of the sustainability of the cooperative.
- After the trainings, it was observed that women gained a visible level of awareness about cooperation consciousness. This is thought to create a positive motivation for taking responsibility and taking ownership of the cooperative.
- It has been observed that the institution that purchases services before the consultancy service has received a cooperative-based orientation, albeit very briefly, provides a significant advantage during the study.

#### **Limitations and Risks:**

- The level of education of the participants is 78% primary/secondary school and can only read and write. Some participants attend high school and others are university graduates. For this reason, the difference in education between the participants may cause different topics to stand out in training and group interviews. Participants with high level of education do not find some sectors suitable for them in terms of working areas of cooperatives. However, it is seen that they are included in the cooperative due to socio-economic conditions. In the medium term, this may lead to a decrease in human resources.
- Although it is stated that Syrian participants speak Turkish at the basic level, they may harm the cooperative in the execution of the works because they do not have sufficient command of Turkish in the executive part of the cooperative.
- No cases of late attendance/non-attendance/early departure were encountered in participation in trainings and group interviews. Although this does not seem to be negative, it has been shown that the participation due to the allowance

support provided by the Turkish Red Crescent has not decreased in the current project period. It is seen that the majority of the participants who participated compulsorily due to daily allowance were not very active during the trainings.

- Post-project short-term cooperative organization supports do not meet sufficient time for the continuity of cooperatives.
- It is understood from the shares of the participants that the participants do not see the cooperative as full-time work/fixed salary work. However, it was stated that Syrian participants in particular had a fixed monthly income expectation. The fact that women who will be cooperative partners will not be able to earn income in the short term may negatively affect their participation processes in the cooperative.
- In the answers and comments given, it was noted as an important observation that the participants expressed the awareness that the cooperative did not create miracles and that the partners had different types of responsibilities, even verbally.
- The commitment to Aslı Melik who appear to be the current Chairman of the Board of Directors of the cooperative and supporter Sedat Benek, negatively affects the awareness of women to take responsibility in the cooperative. In fact, some participants have been heard to say that if Aslı Melik leaves the cooperative, I will leave. This may lead some beneficiaries to leave the cooperative.
- Considering the existing production area and human resources, isot production may not allow them to generate sufficient income for beneficiaries.
- The hesitation of women who are citizens of the Republic of Turkey to do business with Syrian women may harm cooperative structure in terms of integration and sustainability in the short and medium term. However, it has been observed that this situation has changed visibly after cooperative trainings. In fact, this situation was expressed verbally by the beneficiary women themselves.
- Domestic Production Business with Women's Hands Cooperative in the Main Contract allows only Turkish citizens to be partners with the cooperative in the partnership conditions section. While the General Assembly process is being waited for the amendment of the Articles of Association, it may lead the future partners in the project to decrease their motivation for inclusion in the expected process and even to reach negative results.

- Although it is seen that the cooperative partners play an active role in every stage of production, it is seen that they do not take almost any role in administrative issues such as raw material supply, sales & marketing or accounting.

### **Recommendations:**

- All project beneficiaries should conduct a detailed study of the cooperative field of activity. The sector should evaluate the fields of activity by calculating the business development opportunities in terms of time and cost and adding, if necessary, vocational training periods, material supply costs and procurement periods.
- Beneficiaries must have financial and legal competence in cooperative management in order to advance the cooperative in a sustainable structure. Learning the trainings received during the consultancy service by experiencing the on-the-job training model after the partnership involvement facilitates the gradual leaving process of the support institution at the end of the consultancy service and improves the ability of the cooperative to continue its journey with its own partners.
- Some participants stated that they would work by taking ownership of all kinds of works considering their needs and situations. In the process that may continue, the differences shaped by the level of education should be tried to be brought closer to each other. Implementation of cooperative principles (equality, justice, democratic participation, etc.) in practice will reduce the risk of a hierarchy between participants/potential partners.
- Informing the participants clearly and transparently will enable them to prepare themselves very well for the process and to be aware of the process.
- Especially after the inclusion of new partners, it is recommended to support the processes of doing business, administrative management of the cooperative, business development, completing the work and sustainability in all areas.
- Two-month consultancy service is not an adequate time frame for the development of the capacity of the cooperative. Although it has been observed that the existing consultancy service has created a serious awareness on the beneficiaries, it is recommended that the content of the consultancy service received in this two-month period be implemented in a wider calendar in order for the cooperative to be sustainable and to continue its business life on its own feet.
- In order to ensure the partnership process of Syrian women who are the project beneficiaries to the cooperative, the term of being a Turkish citizen,

which is one of the partnership conditions, should be removed by realizing the Ordinary General Assembly of Domestic Production Business with Women's Hands Cooperative as soon as possible.

- In order to create a year-round workplace for partners, it is very important to increase the level of knowledge and take an active role in all value chain steps in isot production before focusing on producing new products. If this is done, the time spent by the partners for the cooperative will be increased. However, it will of course be necessary to add new products to the product range in order to use production capacity effectively, create new production, drying and processing areas and increase the turnover of the business.
- It is necessary to strengthen the equipment and equipment infrastructure required for the processing of the products.
- In the current situation, it is seen that the financial capacity to provide the breakeven point to meet the monthly income expectations and cooperative expenses of Domestic Production and Business with Women's Hands Cooperative partners cannot be sufficient in the short-medium term. This may pose a serious risk to the cooperative in the medium to long term. The perception that the cooperative partners do not receive sufficient labor revenues through sales may reduce motivation and therefore productivity and may pave the way for internal conflicts. Therefore, sufficient production capacity, infrastructure and human resources should be organized to realize the target turnover that will arise as a result of the sales plan to be prepared. However, when making this business plan, it would be more appropriate to make plans not only through production but also through all business processes.
- If sufficient capacity development cannot be achieved at the point of red pepper production, it is possible to increase the product variety for the production and processing of different products in order to make women's economic income sustainable and to ensure that they earn income at a level that will provide their livelihoods. However, this should not be priority.

## **DOMESTIC PRODUCTION AND BUSINESS WITH WOMAN'S HANDS COOPERATIVE MARKETING AND SALES PLAN**



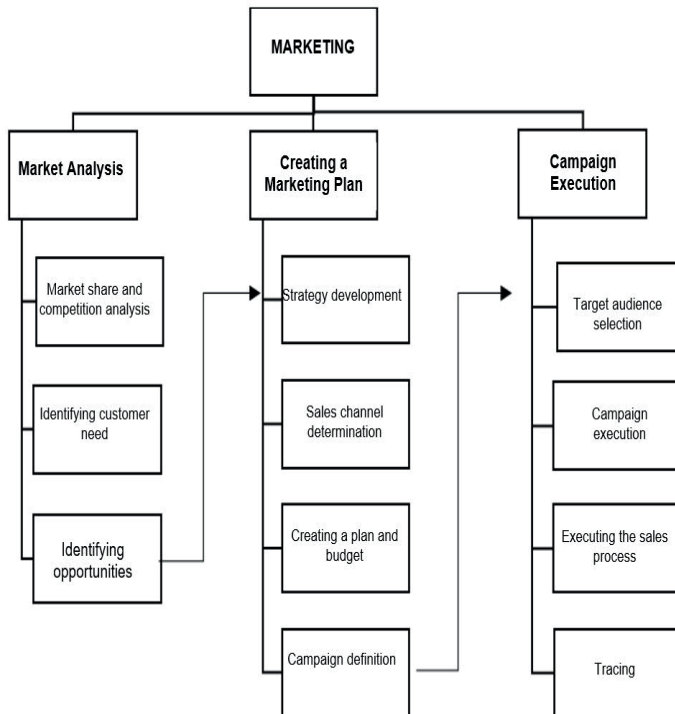
**March 2021**

## 1. INTRODUCTION

Within the scope of Turkish Red Crescent Community-Based Migration Programs Coordinator Sanliurfa Community Center Cooperative Capacity Building Consultancy Service Procurement, a sales & marketing plan has been created to implement Domestic Production and Business with Women’s Hands Cooperative in Sanliurfa province in the short, medium and long term. Since it is a very new business and there is not enough sales volume, it would be more appropriate to focus on the marketing plan instead of a detailed sales plan.

## 2. MARKETING PLAN

The diagram showing the basic steps to be taken for the marketing plan is as follows:



### 3. MARKETING RESEARCH

Good marketing can be accomplished through effective market research. Marketing can not be efficient and continuous without conducting market research. The path to marketing research is as follows:

- Identifying potential customers: Who is the buyer, when is the purchase done, where are the customers or where do they come from?
- Asking questions to identified potential buyers: What kind of goods and services do they prefer to buy? How do they evaluate competitors' products? What economic income group do they belong to, at what price do they demand goods/services?
- Examine competitors (at least 3) and keep files for each: Quality, design, prices, presentation techniques, promotional methods used, etc.
- Interviewing experienced people in the field: What do they think of the idea of starting a business? What do they think of competitors' products? What are their recommendations? What kind of products and services do they recommend to be offered?
- To be familiar with new products and services: Newspapers, television, radio, internet, magazines, trade newsletters, catalogues, etc.

### 4. MARKETING MIX

One of the most basic issues to be done for the marketing plan is to create a marketing mix. The concepts required to carry out marketing activities are called marketing mix. One of the main approaches to marketing mix is the opening of 4P as follows:

- Product
- Price
- Place
- Promotion

**Product:** The product is a commercial commodity shaped by bringing raw materials together as a result of various processes. The physical and chemical properties of a new product play an important role in determining the marketing strategy of the product.

**Price:** Price is the second basic parameter to be determined after having the



product. Although the most important of many factors in determining the price of the product is the production cost, the cost alone is not sufficient to complete the process. When pricing it is necessary to determine the common point well according to the supply and demand relationship. There are four types of pricing methods. These are pricing by cost, pricing by demand, pricing by competition and mandatory pricing. Pricing by cost is adding a small dividend to the cost. If the prices that consumers can pay are examined and the cost is paid attention, this is pricing according to demand. Competitive pricing is the pricing offered in the international market or in the market where the sale of the product is considered. A competitive price is created according to the characteristics of the receiving country. Pricing by competition is the most commonly used pricing method in Turkey. This method is generally used especially in the textile and food sector. The reason for this is that these sectors are widespread in the international market. Mandatory pricing is mostly the type of pricing related to the costs of public enterprises.

**Distribution:** After deciding on the product to be offered to the market and the price of the product, the next stage is to determine where the consumer will find this product. Distribution is a concept that complements the marketing activity by delivering the produced product to the consumer. Ensuring flow in harmony is carried out with the concept of distribution. This process is operated with the help of concepts such as sales points, distribution channels, stocks and carriers. It is very important that the product is provided to the consumer in the right place and at the right time during distribution. It is a sensitive issue that needs to be taken into consideration by the manufacturer to understand the time that the consumer needs the product well and to ensure that it can find it when he needs it.

**Promotion:** Although the product planned to be placed on the market is correctly positioned and priced, it is difficult to achieve the expected sales performance if an effective promotion study is not carried out. The mission of the concept of promotion is to introduce the product to the market by using promotional channels, to communicate and to allow the product to remain in the market for a long time. The basic terms related to the concept of promotion are advertising, personal sales, public relations and promotion of sales.

## 5. TARGET MARKET SELECTION

There are some key points that need to be analyzed when selecting the target market. These are:

- Business resources
- Product characteristics
- The place of the product in the life curve
- Structure of market
- Competition status

Strategies in target market selection are;

- Undifferentiated (whole market) strategy
- Undifferentiated marketing (multimarket) strategy
- Concentrated marketing (single market) strategy
- Narrow marketing (niche marketing) strategy

### **Whole Market Strategy**

In this structure, the company considers the entire market in a homogeneous structure and can save money to be spent in the methods used to segment the market, and this audience is tried to be addressed with a single market mix since it is thought that the buyer audience has the same characteristics. This method, which is successfully applied in the marketing of goods such as sugar, salt, etc., is a method with some unique advantages. Since the variety of goods is low, there is a significant profit in inventory costs.

### **Multi-Department Marketing Strategy**

Multiple departments marketing strategy requires multiple marketing methods and products for multiple marketing departments. Businesses have the opportunity to achieve high sales by developing a special product for each market and at the same time have the chance to exist stronger in the market. The most important disadvantage of this method is that its cost is high. Developing and maintaining different products for each marketing mix is truly challenging, and it is both challenging and costly to set up and manage a team that will work professionally.

### **Concentrated Marketing Strategy**

It is a method used in cases where business resources are limited. In this method, the business addresses a single market segment by developing a single marketing mix. The entity applying this method should get to know the market segment in which it operates well and in detail. In this method, the enterprise strives to obtain a large share from a small market.

### **Niche Marketing Strategy**

Some requests and needs cannot be satisfied because they are new and large enterprises do not find this market worth entering. Thus, a market gap is formed here and these gaps are called niche markets. The release of diabetic jams for diabetics is a niche market example. It is easier to create customer loyalty in the niche market, which ensures a high profit margin. The biggest risk is the shrinkage of niche market or the increasing of competitors. In such a case, more than one niche marketing strategy should be applied instead of one niche marketing strategy.

## **6. BASIC QUESTIONS FOR PRODUCTION**

In the light of the methods described above, the main questions to be asked for a cooperative in the field of production are as follows:

- Who will produce the goods to be produced?
- How will the production of the goods to be produced be?
- What are the characteristics of the goods to be produced?
- What is the compliance of the product to be produced with international standards and how will it be ensured?
- What are the features, advantages and weaknesses that distinguish the goods to be produced from others?
- What is the cost of the goods to be produced?
- What is the price of the goods to be produced?
- Who are the target customer audience of the goods to be produced? How will the goods to be produced be promoted?
- How will the marketing and marketing organization of the goods to be produced be?

## 7. “DOMESTIC” BRAND RED PEPPERS MARKETING MIX

<p><b>PRODUCT</b></p> <ul style="list-style-type: none"> <li>• Domestically produced red peppers</li> <li>• Top quality with local characteristics</li> <li>• Aflatoxin load zero</li> <li>• Products of different colors and flavors suitable for their intended use</li> <li>• Product range in different weights</li> <li>• Packaging variety</li> </ul>	<p><b>PRICE</b></p> <ul style="list-style-type: none"> <li>• Accurate quality/price performance</li> <li>• Price reduction above a certain amount</li> <li>• Product warranty</li> <li>• Wire transfer, cash on delivery, etc. Payment facilities</li> <li>• Predictable price policy</li> </ul>
<p><b>DISTRIBUTION</b></p> <ul style="list-style-type: none"> <li>• Direct sales via the website</li> <li>• Sales via social media channels</li> <li>• E-commerce sites (Trendyol, direct sales via Hepsiburada, etc.)</li> <li>• Being a supplier to Agricultural Credit Cooperatives and municipal markets</li> <li>• Bulk sales to consumption cooperatives</li> <li>• Retail sales via the Red Crescent sales network</li> <li>• Export sale</li> </ul>	<p><b>PROMOTION</b></p> <ul style="list-style-type: none"> <li>• Conducting promotional activities with regular shares via social media</li> <li>• Participation in fairs, festivals, events, promotional day activities.</li> <li>• Creating low-cost advertising activities on social media</li> <li>• Price reduction and campaign arrangement in certain periods (buy one get one free, etc.)</li> <li>• Collaborating with dieticians and doctors to promote the consumption of the product</li> <li>• Highlighting the benefit to body health (immunosuppressant, etc.)</li> </ul>

## 8. “DOMESTIC” BRAND RED PEPPERS TARGET MARKET SELECTION

The strategy to be used by the cooperative on target market selection should be “intensified marketing strategy”. Due to the current conditions, the budget allocated by the cooperative for marketing will be very limited. In addition, due to the narrow product range, it should be aimed to increase the market share in red peppers in the first place.

Due to the high profit margin, it would be more profitable to sell products in small retail packages instead of wholesale. The spread of e-commerce enables product marketing across the country and even internationally. For this reason, retail sales should be prioritized primarily on e-commerce sites, sales offices of consumption cooperatives in metropolitan cities and via the Red Crescent sales network.

## 9. SALES PLAN

A sales plan sets out your goals, top tactics, audience, and potential barriers. It's like a traditional business plan, but it focuses specifically on your sales strategy. A business plan sets out your goals - a sales plan explains exactly how to accomplish them.

Sales plans often include information about the enterprise's target customers, revenue targets, team structure, and the strategies and resources needed to achieve their goals. Basic rule is to create a strategic sales plan for the entire organization. However, cooperatives and/or companies can use many different sales plans to facilitate their operations.

### Strategic Sales Plan

It is a strategic periodic sales plan consisting of the company's sales targets, target market, sales strategies, sales tools and sales budget. It outlines strategically what needs to be done to increase sales, when it needs to be done, who needs to do it and what needs to be done to measure it.

### Regional Sales Plan

The regional sales plan is a variation subset of a strategic sales plan that is created for use in a specific region or market segment.

### Tactical Sales Plan

The tactical sales plan is a subset of the strategic sales plan developed by teams within the organization to facilitate their operations. It includes more detailed team-specific strategies and tactics that are aligned with overall corporate sales strategies and objectives.

### Unexpected Sales Plan

An emergency sales plan specifies how the organization will perform sales related activities in times of unforeseeable events such as sudden loss of key personnel, changes in government policies, proposals by new competitors that change the rules of the game.

Preparing a sales plan will provide many benefits to Domestic Production and Business with Women's Hands Cooperative in the development phase and some of them are as follows:

- The sales plan defines a sales target set for the cooperative business
- Determines sales strategies appropriate to the target market
- A sales plan describes the sales tactics of the cooperative
- A sales plan activates, motivates, and focuses on the goal of cooperative partners
- Ensures that the steps to be taken to achieve the goals are budgeted and clarified.
- The sales plan helps to review targets at regular intervals and improve sales approaches.

Domestic Production and Business with Women's Hands Cooperative "Sales Plan" is recommended to include the following headings;

- **Sales Channel:** It shows the methods and environments in which the products will be sold.
- **Products and Services:** What are the products and services offered for sale by the cooperative.
- **Costs:** Expenses incurred during the delivery of the products and services offered for sale to the customer.
- **Targeted Sales Unit:** Predicted sales amount of the product or service offered for sale during the sales period. The sales unit varies according to the nature of the product or service.
- **Sales Period:** Calendar indicating the date range in which the objectives should be achieved. The sales period may be short (3-9 months), medium (1-3 years) and long (3-5 years) according to the objectives of the cooperative.
- **Performance Indicators:** Targets set to measure performance in sales. While these determined targets increase motivation, they also show the results that the sales plan should achieve.

## Domestic Production and Business With Woman's Hands Cooperative Marketing And Sales Plan:

SALES CHANNEL	PRODUCTS AND SERVICES	COSTS	TARGETED SALES UNIT	PROMOTION STRATEGY	SALES PERIOD	PERFORMANCE INDICATORS
STORE	<ul style="list-style-type: none"> <li>* İsoot (100 gr)</li> <li>* İsoot (200 gr)</li> <li>* İsoot (500 gr)</li> <li>* İsoot (1000 gr)</li> <li>* Turşu (0,5 kg)</li> <li>* Turşu (1 kg)</li> <li>* Turşu (5 kg)</li> <li>* Zeytin (1kg)</li> <li>* Zeytin (5 kg)</li> </ul>	<ul style="list-style-type: none"> <li>- Administration</li> <li>- Logistics</li> <li>- Staff</li> <li>- Lease</li> <li>- Contact</li> <li>- Energy</li> <li>- Payment Systems</li> <li>- Packaging</li> <li>- Images, etc.</li> </ul>	12,000 units (pcs/kg/ton)	<ul style="list-style-type: none"> <li>- Product tasting in the store</li> <li>- Product design</li> <li>- Visual advertising</li> </ul>	January December 2021	<ul style="list-style-type: none"> <li>* 250.000 TL retail sales turnover</li> <li>* Increasing store customer traffic by 20%</li> <li>* Increasing regular customers by 15%</li> <li>* Increasing new customer rate by 12%</li> <li>* Realizing 40% sales share to tourists</li> </ul>
ONLINE	<ul style="list-style-type: none"> <li>* Red Peppers (100 gr)</li> <li>* Red Peppers (200 gr)</li> <li>* Red Peppers (500 gr)</li> <li>* Red Peppers (1000 gr)</li> <li>* Pickles (half kg)</li> <li>* Pickles (1 kg)</li> <li>* Pickles (5 kg)</li> <li>* Olives (1kg)</li> <li>* Olives (5 kg)</li> </ul>	<ul style="list-style-type: none"> <li>- Stock Management</li> <li>- Website</li> <li>- Design/Maintenance</li> <li>- Logistics/Cargo</li> <li>- Order Management</li> <li>- Client Service</li> <li>- Online tools</li> <li>- web ads</li> </ul>	20,000 units (pcs/kg/ton)	<ul style="list-style-type: none"> <li>-Keyword Search</li> <li>-Web/Internet Contents</li> <li>-Client Web Shares</li> <li>-Linking</li> <li>-Web Store Membership</li> <li>-Online Campaigns</li> </ul>	January December 2021	<ul style="list-style-type: none"> <li>* 400.000 TL online sales turnover</li> <li>* Increasing online customer traffic by 30%</li> <li>* Increasing regular customers by 18%</li> <li>* Increasing new customer rate by 17%</li> </ul>
TOPTAN	<ul style="list-style-type: none"> <li>* Red Peppers (100 kg)</li> <li>* Red Peppers (500 kg)</li> <li>* Red Peppers (1000 kg)</li> <li>* Red Peppers (1000 kg +)</li> <li>* Pickles (50 kg +)</li> <li>* Olives (50 kg +)</li> </ul>	<ul style="list-style-type: none"> <li>- Storage</li> <li>- Logistics/Cargo</li> <li>- Manufacturing</li> </ul>	18,000 units (pcs/kg/ton)	<ul style="list-style-type: none"> <li>- Fair attendances</li> <li>- Supplier Introductions</li> <li>- Tenders</li> </ul>	January December 2021	<ul style="list-style-type: none"> <li>* 350.000 TL wholesale sales turnover</li> <li>* Receiving more than 30 bulk orders</li> <li>* Increasing the number of wholesale suppliers by 10%</li> <li>* Winning at least 3 tenders</li> </ul>

# DOMESTIC PRODUCTION AND BUSINESS WITH WOMAN'S HANDS CURRENT PRODUCT AND MARKET ANALYSIS REPORT



**March 2021**



## 1. INTRODUCTION

Within the scope of Turkish Red Crescent Community-Based Migration Programs Coordinatorship Sanliurfa Community Center Cooperative Capacity Building Consultancy Service Procurement, within the scope of the existing product and market analysis report of Domestic Production and Business with Women's Hands Cooperative in Sanliurfa province, interviews were made with the relevant persons and institutions during field visits made by Youth Work Cooperative experts and the data required for existing product and market analysis were collected.

One of the most consumed vegetables in Şanlıurfa as wet and dry is pepper called "Isot" or "Urfa Red Peppers" in the region. Red pepper (*Capsicum annum L.*) is the second vegetable that comes after tomatoes in the world due to the seasoning and color it add to foods. Turkey ranks third in red pepper cultivation after China and Mexico. 78% of the total fresh red pepper produced in Turkey is grown by the provinces in the GAP region. Şanlıurfa takes the first place by making 47.7% of the total production (Source:Turkish Statistical Institute 2012). Traditional isot, a spice, is one of the main reasons that makes this vegetable a critical product for the region.

	Cultivated Red Pepper Areas (Da)	Produced Red Pepper (Ton)	Average Yield	Rate (%)
Turkey	112,677	165,527	1,469	100
Gap Zone	91,383	129,098	1,413	78,0
Hatay-Kahramanmaraş-Osmaniye	15,752	27,750	1,726	16,6
Gaziantep-Kilis	48,550	50,154	1,033	30,3
Şanlıurfa	42,383	78,924	1,843	47,7

Pepper is one of the commonly consumed products such as fresh, dried green pepper, tomato paste, pickles and powder (chili powder). The people of Şanlıurfa obtain products such as dry pepper, Isot, pepper paste, tomato paste by taking the agricultural raw material from the market place, processing it on the roofs of the houses, on the apartments or on the balconies and on empty plots near the houses in recent years.

Isot, which was obtained by the people of the region only for their private consumption in the previous periods, has begun to be seen as an important source of income for family groups with low economic levels, especially women. The fact that consumers have started to tend to traditional products with more natural characteristics has enabled Şanlıurfa isot pepper to become a product marketed in the national and/or international market. However, as a result, products that are only similar in appearance to mislead the consumer and have low sensory and hygiene quality have also begun to be produced. As a result, some microbial problems such as “aflatoxin”, which is one of the biggest risks in red pepper, arise. Aflatoxins are toxic-acting compounds produced in particular by *Aspergillus* molds (*Aspergillus flavus*, *Aspergillus parasiticus* and *Aspergillus nomius*). Aflatoxin production of molds depends on their genetic potential and environmental conditions (temperature, pH, etc.). According to the International Agency for Cancer Research (IARC), aflatoxins are classified as first group carcinogens.

Domestic Production and Business with Women’s Hands Cooperative has reset the risk of aflatoxin with its good production practices while preserving the expected taste in the product with domestic production method.

## **2. FIELD VISIT PLAN AND METHOD**

The interviewees and institutions are as follows:

- Şanlıurfa Red Crescent Community Center
- GAP Administration
- Karacadağ Development Agency
- Şanlıurfa Turizm A.Ş.
- GAP Agricultural Research Institute Directorate
- Aslı Melik - Chairman of Cooperative Board of Directors/ Food Engineer
- Prof.Dr. Sedat Benek - Project Coordinator
- Domestic Production and Business with Women’s Hands Cooperative Partners

In this report, SWOT analysis was made for Domestic Production and Business with Women’s Hands Cooperative and analysis was made on the existing product and market in the light of the information obtained in the interviews and the data obtained in the literature review.

### 3. EXISTING PRODUCT AND MARKET ANALYSIS

Domestic Production and Business with Women's Hands Cooperative, its main production is isot and it also produces products such as olives, pickles, tomato paste, jam, etc. In this report, existing product analysis was made with two main headings as isot and other products.

#### 3. 1. Isot Product and Market Analysis

Domestic Production and Business with Women's Hands Cooperative performs isot production on the terrace on the top floor of Şanlıurfa Teknokent building. There is a special reason for choosing this area as the place of production. Since peppers are dried by laying; it is an important criterion to produce in a location where environmental pollution such as traffic density, wind direction, etc. is little. Teknokent building is also located in a region that meets these criteria.

There are multiple types of isot produced by the cooperative. Red isot is used in kebab and laps, the purple one is used in bulgur salad and lahmacun, and the black one is used in cig kofte. In addition, Urfa red pepper is converted into tomato paste after a long and arduous process. "Urfa red pepper jam", which is blended with olive oil, is used as breakfast food and added into dishes.

For the production of red isot; the seeds of the peppers grown in Şanlıurfa are extracted and divided into 3-4 pieces and the cloths are laid on the terrace of Teknokent and left to dry. After the peppers, which see the sun day and night for 15-20 days, are dried and turned into red isot, they are ground in stone mortars and turned into flakes. Then, 4 kg of olive oil is poured on the red isot for 100 kg of dry red isot and blended to obtain red isot.



Photo: Red Isot

In purple isot production, no additives are used to give black and purple colors while the colors of the peppers are red. While the natural color of the peppers is red, a method is applied to make purple and blacken them. The seeds of the peppers are extracted and divided into 3-4 pieces and laid on the cloth and kept for a week. In this weekly time, only the water of the pepper is drained, stretched and softened. Peppers are picked before dawn, especially on the morning of the 7-8th day, in order for the peppers that should dry in 20 days to become purple and blacken. It is placed in transparent thin 1.5-2 m<sup>2</sup> polyethylene bags and left to areas that can see the sun on the terrace. Peppers in a bag under sunlight for 8 days at a temperature of 50-60 degrees in August-September sweat and turn into the desired color (black-purple).



Photo: Isot Types

In black isot production, peppers that sweat in transparent thin polyethylene bags at 8th sunset are removed from the bag and laid on the cloth again to prevent rot and mold formation. Peppers, which are left in the ventilation between sunset in the evening and sunrise in the morning, are collected again before sunrise and placed in transparent bags. The same procedure is repeated on the 8th day and the peppers treated for 4 days turn purple while their natural color is red. Keeping the pepper in the sun longer allows the color to turn black. For the peppers to dry completely, they should be kept under the sun for 18-22 days, day and night, depending on the condition of the sun, the type of product and the size of the product.

Depending on the situation, 1 kg of red isot is produced from 11 to 16 kg of fresh pepper. Heated and 4kg cooled olive oil is added to 100 kg red pepper which is ground and powdered in the mortar or machine and blended. Thus, the final product is obtained.

In Şanlıurfa, pepper paste is called as “isot jam”. For the production of red isot jam, the pepper, whose stem and seed are removed, is divided into six to seven pieces. After being laid on a cloth and ventilated in the open air for a day, it is ground like minced meat in meat grinder. The ground peppers are placed in a large and wide container and kept in an environment that will see the sun for 5-6 days, provided that they are mixed at times. At the end of this period, it is expected not to flow like water for its consistency.

Then, salt and olive oil are added and kneaded and packaged.



Photo: Red Isot Jam

It is not possible to accurately determine the market size of red pepper due to the fact that it is a product with high informal production. However, it is possible to say that the red pepper market is not where it deserves due to the fact that the product is not correctly recognized in the eyes of the consumer and there is no branding. In the research article of Aydoğdu et al. titled “Due Diligence of Şanlıurfa Isot in the Marketing Channels: Sellers” in 2016, significant information about the market was shared. Data from face-to-face surveys conducted with red

isot vendors in Şanlıurfa, İstanbul, Ankara, İzmir, Bursa, Adana, Antalya and Sivas provide important data about the isot market. The main headings of the study are as follows:

- Perception of Urfa Red Pepper varies widely depending on the provinces.
- Urfa red pepper is not sufficiently known in terms of its properties, uses and purposes. It is thought to be used in cig kofte at an average rate of 85%.
- There are deficiencies in the promotion and branding of Şanlıurfa isot.
- Consumer behavior is very effective on the amount of consumption.
- Consumers' perceptions, expectations and attitudes are communicated to producers through intermediaries and sellers.
- In order for a good or service to exist in the market; it must raise awareness, ensure differentiation of interest, and be valuable and accessible for consumers.
- In the survey, the opinion of "The taste of isto is very important" was highest with 89.2%, while sellers agreed with the opinion of "Quality red pepper is expensive" with 70.5%. The opinion of "Food safety is important in red pepper" was supported by 78.6% of sellers.

Domestic Production and Business with Women's Hands Cooperative is the most prominent point in producing under hygienic conditions without disturbing the expected taste in the red pepper. The fact that the level of aflatoxin, a carcinogenic substance, is zero seems to be a great advantage for a good positioning in the market. But the problem here is that awareness of this issue is low in the market. According to the above data, food safety of people selling Urfa Red Pepper is less important than taste or other elements. Therefore, cooperatively, it will be effective to carry out communication activities describing the risk of aflatoxin in the Urfa Red Pepper.

Looking at the competition situation on a national scale, primarily Urfa red pepper competes with Maraş Red Pepper in the national market. The 2-3 times cheaper price of Maraş Urfa Red Pepper creates an advantage in competition. This price difference is due to the fact that Urfa red pepper is a high quality product that does not cause heartburn, acid reflux, etc. However, it is seen that there is no awareness on this issue except for a small section on a national scale. Communicating with this aspect of the product will be an important step.

Considering that almost everyone produces their own red peppers in Şanlıurfa locality, the target consumer audience is primarily Şanlıurfa people living in large cities. Where one-on-one contact with the consumer is not possible, a branded and well-packaged product is more preferred than other products. Branding has

benefits such as creating demand for the product, attracting the right product to intermediaries, providing an advantage in offering it to the market, providing loyalty to the product, facilitating the tracking and processing of orders and protecting it from unfair competition. Domestic Production and Business with Women's Hands Cooperative seems to have not yet completed the branding process as a result of being a newly established business. Instead of "Domestic" as the brand name, it is recommended to use a name that is more identical and remarkable with the region.

Since organic products become more preferred by consumers and therefore the market size is gradually increasing, the issue of making organic production in the products included in the production plan should also be evaluated.

In terms of packaging, rather than ordinary plastic bags, a more attractive and robust packaging should be preferred. In addition, it is recommended that the label used on the packaging should be designed in accordance with the Turkish Food Codex and appropriate statements regarding the use and benefits of the product should be added to the label. For example, on the front of the label, as can be seen in the following example, an expression such as "In all sauces, soups and meat dishes" will be useful for expanding the field of use.

The logos of the organization on the current label should be removed or placed in the back section and the logo of the cooperative should come to the forefront on the front label.

Sample packages are as follows:



Photo: Red Isot Craft Packaging



Photo: Red Isot Plastic Packaging

In marketing, creating a good and high quality product, determining target markets and distribution channels are necessary but not sufficient in terms of profitability. Because consumers need to be aware of the existence, benefits and advantages of the products. This will only be through publicity. At a time when digital sales routes are increasing, shortcomings in these areas should be eliminated in order to sell through social media, e-commerce sites and websites.

Global health, organic and natural life trends are increasing. This creates an increase in the tendency to localize and an increasing demand for consumption of traditional food products. Using the geographical indication logo is one of the most important methods to create the perception of locality. Şanlıurfa is a city with a geographical indication for red pepper. Domestic Production and Business with Women's Hands Cooperative should also use this logo in its products.

In order to expand the field of employment of the cooperative partners, a structure should be built to ensure that the partners are involved in every possible stage of the supply chain process, rather than only taking part in production.

Considering the tourism potential of Şanlıurfa, it will be useful to prepare boxes that tourists coming to the region can take as gifts. In addition to the products already produced, the production of products that can be partially produced by partners such as Urfa red pepper cologne, textile products suitable for use in the kitchen, ceramic spice bowl, etc. should be encouraged. The idea of producing different souvenirs for sale in the red pepper museum planned to be established by Şanlıurfa Turizmi Geliştirme A.Ş. should also be evaluated.

Looking at the competition situation across Şanlıurfa province, there are many individuals, private companies or cooperatives that produce red peppers. Cooperation with other cooperatives in appropriate areas will provide empowerment for both parties, as cooperatives should not compete but be in solidarity.

Cooperatives producing red peppers in the region are as follows:

- Mesopotamia Women's Culture Environmental Business Cooperative (Bozova)
- Şanlıurfa Red pepper Producers Cooperative (ŞİKOP)
- Kibele Women's Cooperative (Suruç)



### 3. 2. Red Pepper Production SWOT Analysis

Strengths/weaknesses emerging as a result of existing product and market analysis and opportunities/threats in the market are as follows:

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Hygienic production</li> <li>• Product quality</li> <li>• Taste at home production standard</li> <li>• Use of olive oil</li> <li>• Competent human resources in production</li> <li>• Corporate supports</li> <li>• That Şanlıurfa Urfa red pepper does not cause any stomach discomfort</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• High price</li> <li>• Inadequacies in packing</li> <li>• Inadequacy in branding</li> <li>• Inadequacy in production infrastructure, machinery/equipment</li> <li>• Lack of competence of partners in business processes on non-production issues</li> <li>• Dependency on institutions</li> <li>• Restricted production potential</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Increased awareness of quality product in the market</li> <li>• Increased opportunity to sell in digital media</li> <li>• Increased tourism potential of Şanlıurfa</li> <li>• Geographical indication of Urfa red pepper</li> <li>• Planning by Urfa local governments on exports</li> <li>• The fact that the products produced by women's labor are preferred by some consumers</li> <li>• Increased cooperation environment between production and consumption cooperatives</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Insufficient awareness of the consumer about the risk of aflatoxin</li> <li>• Intense competition with products that are not of the same quality (Example: Kahramanmaraş red isot)</li> <li>• Thinking that the product has a narrow usage area</li> <li>• Similar initiatives located as competitors in Şanlıurfa borders</li> </ul>

### 3. 3. Other Products

Domestic Production and Business with Women's Hands Cooperative also produces products such as olives, pickles, etc. in addition to the products obtained from pepper. Compared to red pepper, there is no strong aspect that

will stand out in competition in these products. In addition, due to the aqueous structure of the products, there are risks in transporting them to a long distance by cargo. Another issue causing this risk seems to be deficiencies in packaging. For these reasons, it is recommended to make a business plan for this product group as follows:

- Produced olives are produced from “Domat” type olives. However, this species is not the local species of the region. Instead, in order to use the emphasis on locality, it would be more appropriate to make production from “Halhal” and “Savranı” species, which are the local species for Şanlıurfa.
- Instead of classic olives, it will be possible to achieve superiority in competition and higher profit margin by making a differentiation such as seasoned, filled, etc. Especially if there is a specific product produced locally or if it is possible to season with another plant suitable for the locality, it is recommended to carry out an R&D study within the framework of these products in order to maintain the emphasis on locality.
- Although the glass jar is healthier as a package, a very good packaging is required due to the high risk of fracture during the transportation of the product. Instead, plastic jars commonly used in brine olives will be a more accurate choice to safely ship the product.
- Using a jar of warranty safety tape on both olives and pickles or other water-based products to be produced will create a positive perception in terms of food safety in the eyes of the consumer. Conscious consumers do not prefer such products because there is a risk that products without safety closures may be opened by someone else before.
- Improvements in content should be carried out to reveal a different aspect of the pickle produced. For example, using only the vegetables produced by women as raw materials or using only the vegetables produced within the borders of Şanlıurfa will be supportive elements to create the communication strategy.
- The “prebiotic” property of pickles is a feature known to those who have targeted healthy nutrition. In order to turn this situation into an opportunity, it will be differentiated to produce a product where only vegetables with higher prebiotic properties are selected and to use the definition of “prebiotic” on the label.
- Instead of the uniform type of pickles where all kinds of vegetables are used in pickle production, it will be useful to diversify different sizes or types of products in the marketing of the product.

Apart from these products, it seems possible to add new products to the product range to the extent that the capacity of the business permits. It will be especially important to prefer local products in the selection of these products. Dried vegetables (especially okra, eggplant, pepper, etc.) are examples of this. In addition, products such as Havrani wheat (to be used in bulgur pilaf), firik bulgur and green sumac, which are produced in the region, can be packaged and sold by the cooperative.

#### 4. RESULT

Domestic Production and Business with Women's Hands Cooperative has operated a successful R&D process in the production of red pepper, which is its main activity, although it has a narrow portfolio on product diversity due to being a newly established cooperative. With the improvements that need to be made in the field of marketing (packaging, branding, marketing plan, etc.), it seems to be relatively easier to get the reward for the labor spent in Urfa red pepper production. Although it is seen that the cooperative partners play an active role in every stage of production, it is seen that they do not take almost any role in administrative issues such as raw material supply, sales & marketing or accounting. In order to create a year-round workplace for partners, it is very important to ensure that partners take an active role and specialize in all value chain steps in Urfa red pepper production before focusing on producing new products. If this is done, the time spent by the partners for the cooperative will be increased. However, it will of course be necessary to add new products to the product range in order to use production capacity effectively, create new production, drying and processing areas and increase the turnover of the business. In addition, it is necessary to strengthen the equipment and equipment infrastructure required for the processing of the products. In the current situation, it is seen that the capacity of the cooperative cannot be sufficient to obtain income to meet the monthly income expectations and cooperative expenses of Domestic Production and Business with Women's Hands Cooperative partners. This may pose a serious risk to the cooperative in the medium to long term. The perception that the cooperative partners do not receive sufficient labor revenues through sales will reduce motivation and therefore productivity and may pave the way for internal conflicts. Therefore, sufficient production capacity, infrastructure and human resources should be organized to realize the target turnover that will arise as a result of the sales plan to be prepared. However, when making this business plan, it would be more appropriate to make plans not only through production but also through all business processes.

# **DOMESTIC PRODUCTION AND BUSINESS COOPERATIVE WITH WOMEN'S HANDS**

## **Mentorship Training Program Report**



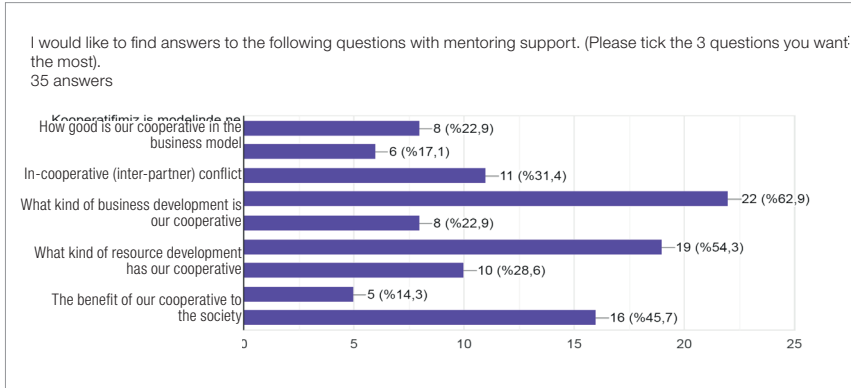
**March 2021**

## 1. SCOPE OF MENTORING PROGRAM

### 1. 1. Introduction and Scope

Community-Based Migration Programs Sanliurfa Community Center Cooperative Capacity Building Consultancy Service Procurement has been developed with the topics of knowledge provided in the capacity building trainings attended by the beneficiary female cooperative partners and their future partners during the service procurement, which will enable the voluntary transfer and sharing of experiences to groups, initiatives, people and institutions that want to establish cooperatives in the region and to have knowledge about cooperativity and collective working issues.

The process has been designed in two parts. Firstly, an online study was carried out with the participation of Gap Regional Development Administration General Coordinator of Humanitarian Social Projects, Turkish Red Crescent Sanliurfa Community Center representatives, Prof. Dr. Sedat Benek and his students who are supporters and stakeholders of Domestic Production and Business with Women's Hands Cooperative. Secondly, the session contents of the online program, which was carried out with the participation of all cooperative partners and future partners, were gathered under 2 headings with the highest number of votes. The content of the program is designed in accordance with the data/ results/ needs that emerged following the "Mentoring program preliminary consultation questionnaire" study in which 35 beneficiary women participated online. You can see the results of the survey study in the graph below.



The questions in the above graph are as follows in descending order:

- What improvements/adaptations can be made to our cooperative business model
- What improvements/adaptations can be made to our intra-cooperative (inter-partner) communication channels?
- How can in-cooperative (inter-partner) conflict resolution tools and methods be improved?
- How can the division of labor within our cooperative - task distribution be improved?
- What kind of business development (goods and services sales) strategy should our cooperative create?
- What kind of distribution, profit distribution, labor wage payment should our cooperative make?
- What kind of resource development and cooperation strategy should our cooperative develop with other organizations?
- How does our cooperative get rid of accounting problems (tax, records, books, etc.)?
- How can it increase the benefit of our cooperative to the society?

The program consists of 2 session titles. The board indicating the session titles, the dates of realization and the number of participants is as follows.

Session Title	Number of Participants	Session Date
How can the division of labor within our cooperative - task distribution be improved?	32	25.03.2021
What kind of distribution, profit distribution, labor wage payment should our cooperative make?	32	25.03.2021

The study is designed to support the capacity building trainings previously provided by minimizing the risks identified during the consultation period of the cooperative and strengthening the relative weaknesses. Information on topics and notes on meetings conveyed in the sessions are discussed in the following sections.

## **2. PURPOSE OF THE STUDY**

For the partners participating in the study;

- Providing information about the basic principles of production and distribution and income and expense components in cooperative enterprises,

- To convey information on effective business development strategies, business development tools and creation of new business opportunities in cooperatives,
- Providing information about business improvement methods,
- How can the division of labor within the cooperative, task distribution be improved information was transferred about these topics, a discussion environment was created and it was aimed to produce solution proposals together. At the same time, the study has been progressed on the axis of how the participating cooperative partner women can share their new knowledge and experiences with different groups both during the mentoring program and the entire counseling service, and how to mentor the groups in need.

### **3. METHOD**

The study was organized based on i) learning status ii) group dynamics iii) physical environment conditions by non-formal education methods together with formal education practices, taking into account basic adult education criteria.

The study is planned to use presentation, question/answer and application/adaptation methods. The narratives were realized by using as simple a Turkish as possible, making concrete analogies and giving examples. Instructions to encourage participants to ask questions were provided by the trainers. In addition, cooperative practices developed and/or localized by Youth Work Cooperative were used.

### **4. IMPLEMENTATION**

One of the 2 sessions carried out within the scope of mentoring activities was carried out online and the other was carried out face-to-face. The sessions were held during working hours on weekdays at the joint request of the participants.

During all sessions, formal and/or non-formal training methods were applied according to the needs and content. Content studies were supported with Q&A sections.

The observation notes for the activities carried out within the scope of the session titles are listed below.

#### **4. 2. Question/Answer Study with Supporters and Stakeholders of Domestic Production and Business with Women's Hands Cooperative**

Youth Work Cooperative partners, Gap Regional Development Administration

General Coordinator of Humanitarian Social Projects, Turkish Red Crescent Şanlıurfa Community Center representatives, Prof. Dr. Sedat Benek and his students participated in the study carried out online on 23.03.2021. In this meeting, firstly, the trainings received by the beneficiary women during the 2-week training process were evaluated and opinions and feedback were received about the process. After the evaluation, it was discussed what changes the existing cooperative structure needs. In particular, amendments to the articles of association, general assembly processes, current status of the cooperative, new partnerships, leaving the partnership, partnership of non-Turkish citizens were mainly discussed. Finally, it was discussed how income generation and income sharing processes can be realized in the cooperative.



*A picture of mentoring training with beneficiary women in Şanlıurfa Domestic Production and Business with Women's Hands Cooperative and Şanlıurfa Teknokent(TGB-1) dated 25.03.2021.*

#### **4. 3. What kind of distribution, profit distribution, labor wage payment should our cooperative make?**

32 beneficiaries participated in the meeting held on 25.03.2021. The principles and approach in the triangle of labor-capitalist and operator, which is also expressed in the cooperative training set, were reminded. In this field, examples of the associations of participating cooperatives with both public and other external



supports were shared. 2 innovative sample applications that directly answer the question under the title of the session were introduced:

- Recruitment of investor partners - The concept of “investor partner”, which is a form of formal relationship that respects and structure the law of the parties towards potential investor real and legal persons to which the beneficiary cooperatives are addressed in order to overcome the restriction of access to finance, have been discussed.
- Community-assisted production - Community-assisted agriculture practice, which appeals to beneficiary cooperatives that produce especially for agricultural purposes and has successful examples in Turkey, has been discussed.

Afterwards, income generation methods of partners in cooperatives based on “Social Cooperatism” were discussed. The process of income generation, determination of business items over the product to be sold and task sharing topics were discussed. During these stages, the issue of remuneration of the partners’ labor was brought up and how the partners will earn income was discussed. Here, the importance of determining and dividing labor wages by all cooperative partners with a fair and equitable decision-making method is emphasized.

If the income of the existing product is insufficient to maintain the life of the partners, product diversification, business improvement and business development processes are mentioned. The importance of vision creation and planning for business model development has been emphasized. At the end of the session, the questions and opinions of the participants were taken and the session was completed.

#### **4. 4. How can the division of labor within our cooperative - task distribution be improved?**

32 beneficiaries participated in the meeting held on 25.03.2021. At the beginning of the session, each participant was given a right of speak to provide information about the current status of the cooperatives. In the second session after the break, the topic of division of labor and task distribution was examined under 4 headings:

- Principles and approach in the division of labor,
- Problems-causes - solutions in division of labor and task distribution.
- How to perform the division of labor.
- Importance of communication in division of labor and task distribution

The first topic, principles and approaches, was discussed on the division of labor phenomenon. Finally, in division of labor and task distribution, problems-causes - solutions section has been started. In this section, the causes of the problems and solutions were discussed by identifying the problems caused by division of labor and task distribution, especially in cooperatives. Facilitators have provided a free space in this section without interrupting the discussions and sharing of beneficiaries among themselves.

The division of labor graph of a cooperative that is already in operation by the facilitators was reflected by the projection and an exemplary operation has been discussed. In addition, a special company division of labor diagram was drawn on the board and the differences between the company-cooperative organization and division of labor were discussed. The possible division of labor and task distribution of Domestic Production and Business with Women's Hands Cooperative was discussed over the example and the opinions of the participants were taken. Similarly, beneficiaries were advised to determine their own work items and make divisions of labor.

At the end of the session, the beneficiaries stated that they would create their own job descriptions in writing and make a study for an equal distribution of tasks. As an observation, it has been observed that beneficiaries have problems with division of labor and this situation may create some conflict areas.

## **5. RESULT**

With the mentoring work consisting of 2 different sessions, topics specific to the cooperatives for the economic and sustainability problems of the existing cooperative structure were studied with the beneficiary cooperative partner women and project stakeholders and supporters. Possible arrangements for intraoperative studies were discussed in mutual consultation. With the mentoring work presented in addition to the capacity building trainings provided throughout the project, it has been prioritized to take responsibility in the existing cooperative, to develop the awareness of partnership and to develop the skills to do collective work. In addition, it has been aimed to strengthen the initiatives that are candidates for cooperative in their regions to reach the level that will enable them to inform, direct and advise the cooperative ecosystem.



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