



Empowered lives.  
Resilient nations.

# ELEVATING HOPES

UNDP Turkey Syria Crisis Response and  
Resilience Programme







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**ACHIM STEINER**  
UNDP Administrator

“ Our world faces many grave challenges. Widening conflicts and inequality, extreme weather and deadly intolerance, security threats. We have the tools and wealth to overcome these challenges. All we need is the will. ”



**CLAUDIO TOMASI**  
UNDP Turkey Resident Representative a.i

“ Resilience is the ability to cope with and recover from shocks and sustain development gains. This includes strengthening the required capacities at all levels, for refugees, host communities as well as national and local institutions- to be better able to resist shocks. A resilience-based development approach that complements the humanitarian response is more relevant than ever, including in Turkey, currently hosting the largest number of refugees in the world ”



# Executive summary

**The Government of Turkey and host communities have demonstrated an unprecedented level of generosity and openness in hosting the largest population in the world. UNDP has provided resilience oriented support since 2014 to national and local institutions, communities and refugees to be better able to cope with and recover from the impact and sustain development gains.**

The main challenges to date include access to employment and self-reliance, social cohesion and harmonization, as well as access to quality municipal services such as solid waste management. UNDP experience and expertise supporting local development in Turkey for over 50 years has been an essential in terms of ensuring ownership of the support provided and timely delivery. In addition to that, the UNDP Turkey Country Programme has been able to mobilize on strong relationships with local authorities, private sector, small businesses and key ministries to create synergies between efforts to address the Sustainable Development Goals and the priorities of the National Development plan on the one hand, and the needs to Syrians and host communities on the other. This network, local presence and expertise has been essential to support the Government in transforming the refugee presence into an opportunity to further advance local development.

In these endeavours, strong partnerships remain our main asset – mobilizing the capacities, the expertise of UNDP globally, Government, non-Governmental partners. UNDP is proud to take a leadership role in creating these synergies, co-leading the 3RP at regional and national levels, and ensuring operational coordination of the livelihoods sector and municipal support interventions amongst UN agencies and appealing 3RP NGOs.

**UNDP is also playing a key role in ensuring that global displacement and migration related discussions are able to capitalize on Turkey's experience. Turkey has been at the forefront of the implementation of global commitments of the Global Compacts on Refugees and on Migration, of the SDGs and the New Way of Working. In line with the localization principles, the Government of Turkey is demonstrating good practice examples of replicable and scalable responses to refugee and migrant challenges - responses that are central and embedded in the evolving global processes around migration and displacement diplomacy.**

Overall, through our support provided in Turkey, particularly through the UNDP Turkey Syria Crisis and Resilience Response Programme, we ensure that these pragmatic, practical and proven programmes provide the keystone to bridge the humanitarian and developmental responses to optimise choices for refugee, migration and host populations and to **leave no one behind.**



**CLAUDIO TOMASI**

**UNDP Turkey Resident Representative a.i**



## UNDERFUNDING OF THE RESILIENCE RESPONSE

The response in Turkey has been characterized by an integrated refugee and resilience response, embodied in the Regional Refugee and Resilience Plan (3RP) with a progressive transition from humanitarian assistance towards socio-economic integration and self-reliance. This sustained shift must materialize in support to Turkey on the creation of a conducive environment and ensure inclusive service delivery for all. The importance of this transition is commonly recognized, including fact that vulnerable refugees and host communities are best supported by strengthening existing systems and government institutions. However, resilience - oriented support has been significantly underfunded. In 2018, the total financial requirement for the Turkey 3RP was 1.74 billion USD out of which 1.45 billion USD was received. The total funding received for the resilience pillar was 216 million USD, which was 40% of the financial resilience requirements.

With the Syria crisis entering into its 9<sup>th</sup> year, resilience-oriented support for the refugee response in Turkey has become increasingly critical to cope with and respond to the impact of the large-scale displacement. Refugees, host communities and relevant institutions must be the focus of our sustained cooperation as the lead resilience partner to the Government of Turkey.

Turkey is home to over 4 million refugees and is thereby the largest refugee hosting country in the world, including 3.6 million Syrians under temporary protection.<sup>1</sup> The Government of Turkey and its communities have generously hosted the refugees over the years. This includes the Government's adoption of the temporary protection regulation that provides Syrians with access to legal employment opportunities and national services such as health, education and other social services.

However, recent surveys point at the fragility of relations between Syrians and Turkish host communities. For instance, lack of employment opportunities is often considered an important factor in driving inter-community tensions: while 51% of Turkish respondents indicated that unemployment was the most pressing issue, 71% said that "Syrians are taking away jobs from people in Turkey"<sup>2</sup>. The increase of waste in public spaces and insufficient capacities for proper waste management are often cited as negatively impacting the image of Syrians within communities. Language challenges significantly limit possibilities to interact, break down prejudices and build confidence. All in all, such real or perceived issues within communities critically impact social inclusion and self-reliance of Syrians<sup>3</sup>. External support to address these challenges is becoming more crucial than ever.

<sup>1</sup> Directorate General for Migration Management (DGMM), TURKSTAT (April 2019)

<sup>2</sup> Istanbul Bilgi University – Attitudes towards Syrians in Turkey-2017 (March 12, 2018), available at <https://goc.bilgi.edu.tr/en/our-researches/25/dimensions-of-polarization-in-turkey-2017/>

<sup>3</sup> EU Facility, Needs Assessment Final Report, October 2018. In 2014, 55% of Turkish nationals thought that most/all refugees would return, now 70% think that all/most will stay. The EU Needs Assessment confirms that "there is an increasing public perception among the host population that Syrian businesses and workers enjoy advantages over their Turkish counterparts and that livelihoods are thus being undermined, which can be detrimental to social cohesion"

### BRUSSELS III COMMITMENTS

During the Brussels III Conference, Turkey was commended for its continued efforts to, amongst others, provide access to national services including health, education, labor market, social as well as municipal services. It is recognized also that Turkey actively contributed to good practices, lessons learned and valuable experiences for the Global Compact on Refugees.<sup>4</sup> Furthermore, the conference acknowledged the close cooperation between 3RP actors and Turkey in planning the refugee response, particularly by investing in the self-reliance and resilience of refugees and host communities, and supporting their inclusion in services provided through public institutions at the national provincial and municipal levels.

<sup>4</sup><https://www.consilium.europa.eu/en/press/press-releases/2019/03/14/brussels-iii-conference-on-supporting-the-future-of-syria-and-the-region-co-chairs-declaration/>, par 25

### UNDP'S SUPPORT TO THE SYRIA REFUGEE RESPONSE IN TURKEY

UNDP is one of the key resilience partners to the Government of Turkey, in terms of coordination of policy as well as programmatic support. UNDP Turkey co-chairs the 3RP in Turkey with together with UNHCR, leads the coordination of the resilience response and co-chairs the 3RP Livelihoods Sector.

UNDP Turkey implements its Syria Crisis Response and Resilience Programme. The programme uses funding to bring support to scale and deliver results that have a lasting impact on individuals and communities, as well as the national and local institutions that provide the services to them. The programme was initiated in 2014 and has a current budget of 85M USD for 2019-2020. The programme promotes a resilience-based development approach to complement humanitarian assistance. The main objective

of the programme is to enhance self-reliance of Syrians and strengthen institutional capacities of local and national partners to be able to respond to the increase in demand for public services. The main donors for the Syria response programme in Turkey to date include the European Union, the Government of Japan, the Government of Korea, KfW, the Government of Kuwait and the US Bureau of Population, Refugees and Migration (USBPRM).

**Our programme team currently counts over 45 experts represented in both Ankara and several field locations. In addition to that, our Syria response programme builds on strong existing expertise and networks from our development-oriented portfolios on inclusive and sustainable growth, local governance, rule of law and environment.**







# THE GLOBAL GOALS

For Sustainable Development

## SUSTAINABLE DEVELOPMENT IN A TIME OF CHANGE

The new SDGs are unique in that they call for action by all countries, poor, rich and middle-income to promote prosperity while protecting the planet. All countries thereby support a common vision of how the world should be in 2030.

In Turkey, the resilience approach has become instrumental in articulating and bridging humanitarian and sustainable development priorities in supporting refugees, host communities and local and national institutions. Resilience helps to incorporate the 2030 Agenda's core principles (e.g. Leaving No One Behind) and to identify strategic collective outcomes to foster cross-sectoral and longer term-resilience-building perspectives in crisis response.

This goes along with the recognition that the 2030 Agenda and its overarching aspiration to **“Leave No One Behind”** and **“Reach the furthest behind first”** provides an important framework for strengthening synergies between humanitarian and development action. This is in line with the New Way of Working (NWOW) that emerged from the World Humanitarian Summit (2016) and charts a clear pathway for development and humanitarian partners, along with national and local partners, to support the implementation of the 2030 Agenda and the SDGs in a way that leaves no-one behind, through tailored SDG-relevant **‘collective outcomes’** that effectively reduce risks and vulnerabilities.

‘ The 2030 Agenda and the SDGs provide an integrated framework for collective action to build resilience in a way that ‘Leaves no one behind’. Efforts to implement the 2030 Agenda and the SDGs, and efforts to build resilience in refugees’ contexts cannot be disconnected. The 2030 Agenda for Sustainable Development is not only about meeting people’s needs, it is also about reducing needs, including humanitarian needs, through reducing risks and building both immediate and long-term resilience to various kinds of shocks and stresses.’

**CLAUDIO TOMASI**  
UNDP Turkey Resident Representative a.i



## “SDG IMPACT ACCELERATOR”:

### TURKEY’S FIRST-EVER INTERNATIONAL IMPACT ACCELERATING PROGRAMME TO ADDRESS REFUGEE RESPONSE CHALLENGES

As part of the ‘Next Generation UNDP’, UNDP launched the world’s largest and fastest learning network of 60 Country Based Accelerator Labs around development challenges to re-imagine development for the 21st century. The purpose of the Network is to close the widening gap between the current practices of international development and accelerating challenges such as unprecedented rates of urbanization, changing climate, freedom of expression in an era of big data, unemployment and inequality in an age of artificial intelligence, just to name a few. Additionally, we have launched SDG Impact, an initiative that aims to identify clear areas where companies can generate value for shareholders and contribute to wider society at the same time and Project Catalyst meant to build capabilities for scanning the ‘tomorrow’s world’ in terms of development choices and policies that countries must address today.

Turkey’s first-ever international impact accelerating programme “SDG Impact Accelerator” is led by the Turkish Ministry of Foreign Affairs and UNDP and supported by Bill & Melinda Gates Foundation, Eczacıbaşı Holding, Limak Holding and UN World Food Programme (WFP). The Accelerator will convene partners from across sectors and fields of expertise to prototype products and services for the most vulnerable groups in the world such as refugees. This exciting new initiative will move beyond siloed, single-point solutions and apply systemic lens to finding innovative solutions to big challenges, such as integrating refugees or eliminating poverty and vulnerability among the Least Developed Countries.

The scale and breadth of market-based solutions to the broad development challenges we face today are currently insufficient to be considered as major drivers of social change. It is clear that to work effectively, market-based solutions require access to information and coordination of different stakeholders in order to provide necessary inputs to the markets. The SDG Impact Accelerator aims to accelerate “systems entrepreneurs” for market-creating innovations, initially for refugee populations, and in turn for the LDCs.

For more information, please see: <https://www.sdgi.org/>





# PLEDGE TO LEAVE NO ONE BEHIND

Turkey's response has consistently stood out for its strong national ownership and leadership, with partners playing a support role to the Government of Turkey within the established national asylum framework- including access to national systems such as health, education, employment and social services.

The New York Declaration (NYD) for Refugees and Migrants (September 2016) calls for the development and application of a Comprehensive Refugee Response Framework (CRRF). The aim is to allow refugees to benefit from national services and integrate them into national and local development plans. This process aims to strengthen inclusion, ensure more predictable support in protracted refugee situations and to decrease refugee dependency on aid. This requires engagement of multiple actors, including Governments, refugees, NGOs, UN agencies as well as the private sector, international financial institutions and civil society (i.e. think tanks, academia and faith leaders). It also aligns with the pledge to **“leave no one behind”** in the 2030 Agenda for Sustainable Development.





# UNDP's SUPPORT TO THE SYRIA CRISIS RESPONSE IN TURKEY

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FOR 2019-2020

CURRENT **85M USD**  
BUDGET OF

THE PROGRAMME PROMOTES  
A RESILIENCE-BASED  
DEVELOPMENT APPROACH TO  
COMPLEMENT  
HUMANITARIAN  
ASSISTANCE.

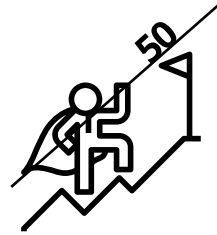




# WHAT IS OUR ADDED VALUE?

## UNDP Turkey:

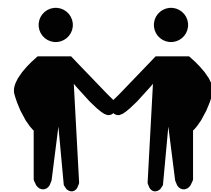
has over **50 year of experience** in Turkey as a key development partners to the Government of Turkey. Its established relationship with national and local partners ensures relevance and ownership of UNDP's support, in alignment with Turkey's national development goals.



**is one of the only agencies in Turkey supporting the actual creation of new jobs.** UNDP does this amongst others in cooperation with the Ministry of Industry and Technology through the design and creation of SME capability and Innovation Centres that support SMEs to expand and create additional demand labour.



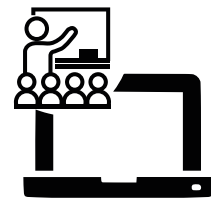
carries out its own procurement, in line with UNDP rules and regulations. This has allowed timely and high-quality delivery of the municipal infrastructure support and other large-scale procurement activities under the programme. **UNDP has well established partnerships with relevant municipalities ensuring strong ownership at all levels.**



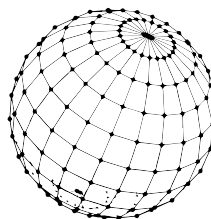
**promotes access to technology and innovation for SMEs, training and job placements for youth.** This includes for instance the facilitation of access to employment through Techno-Entrepreneurship Support programmes for high skilled youth in techno intensive sectors and vocational training in the renewable energy sector.



provides adults language skills training for Syrians at scale, specifically aimed at facilitating access to the formal labour market. **The trainings are provided through blended learning models** (i.e. combining online and in class trainings) **in cooperation with the Ministry of National Education.**



acknowledges the important role of the private sector (Turkish and Syrian) and works closely with the local Chambers of Industry and Chambers of Commerce under the programme. **We also build on our broad private sector networks, established partnerships and platforms.**





# UNDP TURKEY SYRIA CRISIS RESPONSE AND RESILIENCE PROGRAMME

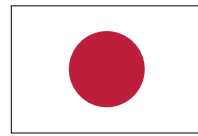
## OUR PARTNERSHIPS

### IN 2014-2017

#### DONORS



Funded by the European Union.  
Avrupa Birliği tarafından finanse edilmiştir.  
بتمويل من قبل الاتحاد الأوروبي



The Government of Japan

**KFW**



The Government of Kuwait



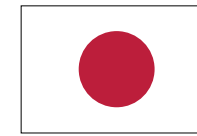
U.S. Department of State Bureau of  
Population, Refugees, and Migration  
(BPRM)

### IN 2018-2020

#### DONORS



Funded by the European Union.  
Avrupa Birliği tarafından finanse edilmiştir.  
بتمويل من قبل الاتحاد الأوروبي



The Government of Japan

**KFW**



U.S. Department of State Bureau of  
Population, Refugees, and Migration  
(BPRM)



Government of the  
Republic of Korea

#### PARTNERS



GAP RDA



AFAD



Gaziantep  
Metropolitan  
Municipality



Şanlıurfa  
Metropolitan  
Municipality



Kilis  
Municipality



HATAY  
BÜYÜKŞEHİR BELEDİYESİ  
Hatay  
Metropolitan  
Municipality

#### PARTNERS



Presidency  
Of The  
Republic Of  
Turkey



Ministry of  
National  
Education



Ministry of Industry  
and Technology



Ministry of Environment  
and Urbanization



Ministry of Agriculture  
and Forestry



İLBANK



Turkish  
Employment Agency  
(İŞKUR)

#### PARTNERS

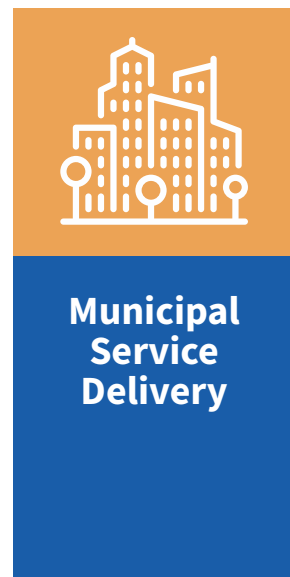
HARRAN UNIVERSITY • ANTAKYA CHAMBER OF COMMERCE AND INDUSTRY • HATAY CHAMBER OF SHOEMAKERS AND MANUFACTURERS •  
GAZİANTEP CHAMBER OF INDUSTRY • ŞANLIURFA GAP AGRICULTURAL RESEARCH INSTITUTE

#### PARTNERS

HARRAN UNIVERSITY • ANADOLU UNIVERSITY • ANTAKYA CHAMBER OF COMMERCE AND INDUSTRY • TURLISH RED CRESENT • GAZİANTEP  
CHAMBER OF INDUSTRY • ADANA CHAMBER OF INDUSTRY • MERSİN CHAMBER OF COMMERCE AND INDUSTRY • İZMİR CHAMBER OF COMMERCE  
• AEGEAN REGION CHAMBER OF INDUSTRY • ŞANLIURFA TECHNOPARK • ŞANLIURFA DIRECTORATE OF PROVINCIAL AGRICULTURE AND  
FORESTRY • METU TECHNOPARK • TURKONFED



# UNDP TURKEY SYRIA CRISIS RESPONSE AND RESILIENCE PROGRAMME



## Sustainable jobs and livelihoods

The programme provides support to both the labour supply and labour demand side of the market, with the aim to facilitate access to the formal labour market for Syrians and Turkish nationals in host communities. In terms of the labour supply side, UNDP's support focusses on adult language skills training, vocational training and support to the local capacities in terms of registration, counselling and job matching, including the Turkish Employment Agency, ISKUR. In terms of the labour demand side, UNDP supports job creation through the establishment of SME capability and Innovation Centres, the transformation of industrial zones, business development services and value chain development, and fostering enterprise development and inclusive business initiatives and developing institutional capacity of Sanliurfa Technopark in business development services

## Municipal service delivery

UNDP Turkey helps strengthen the capacities of municipalities to respond to the increase in demand for public services, in particular with respect to solid waste, wastewater and firefighting service. UNDP supports both infrastructure development, the procurement of required equipment and technical support for the management and future planning of waste infrastructure development. UNDP's support in terms of municipal services currently focusses on Gaziantep, Sanliurfa, Kilis and Hatay.

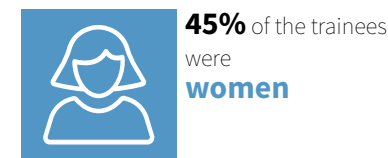
## Youth and women's empowerment, social cohesion and access to justice and legal aid

UNDP's response serves both Syrians and host communities in support of peaceful coexistence. UNDP provides support for Syrian women and Turkish women in host communities to enhance their social and economic empowerment and to enable them to engage actively within the community. UNDP also supports multi-purpose community centres (ÇATOMs) and local organizations by providing equipment, technical assistance and counselling. UNDP works with the Turkish National Bar Association to increase and improve access to justice and legal aid. This includes amongst others translation services, mobile clinics and support to the quality of legal services. UNDP Turkey also provides support to job opportunities for women and youth in growing sectors such as ICT (i.e. e-work) and renewable energy.

## SUSTAINABLE LIVELIHOODS AND JOB CREATION

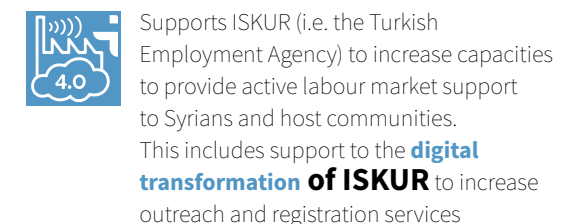
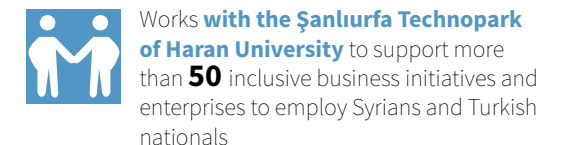
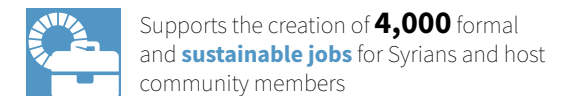
UNDP is grateful for all donor and partner contributions so far to the Syria Crisis Response and Resilience Programme and other development portfolios. The programme has significantly scaled up for continued support **in 2019-2020 and beyond.**

### 2014-2017



### 2018-2020

RESULTS



# MUNICIPAL SERVICE DELIVERY

## 2014-2017



**470,120** Syrians and host community members benefitted from **strengthened municipal services**.



**179,783** tons of efficient transportation of **solid waste facilitated** (per year).



**5,500** Syrians and host community members completed **trainings on recycling and environmental protection**.



**4 waste transfer stations** were constructed

### RESULTS

## 2018-2020



The following **infrastructures will be designed and constructed** to improve municipal service delivery for over **307,000** Syrians and host community members

**1 Mechanical Biological Treatment facility** (i.e. Gaziantep);

**Leachate management of sanitary landfill site and renovation of one existing facility (Kilis)**

**1 wastewater treatment facility (Hassa);**

**3 waste transfer stations** (i.e. one in Şanlıurfa, two in Hatay);



In addition to that, **3 project management offices (PMOs)** (Gaziantep, Sanliurfa and Hatay) will be set up to provide **technical support**. Moreover, equipment and technical support to municipalities in Hatay and Sanliurfa to strengthen their **firefighting capacities**



Additional support will be provided for the establishment of participatory **waste management** for community driven recycling to ensure **landfill diversion** as well as incentives for recycling collectives

# SOCIAL COHESION, EMPOWERMENT AND PROTECTION

## 2014-2017



**70** different activities for women in **14 multi-purpose community centres**



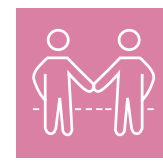
**2,893** Syrian women reached out through empowerment and **social inclusion activities**



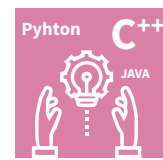
**2,942** Syrian women completed **life skills trainings**.



**1,120** Syrian **young people** completed life skills trainings



**2,256** Women of host community members reached out through **empowerment and social cohesion activities**



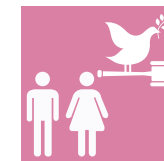
UNDP organized **two youth camps and a coding bootcamp** for youth to address both social cohesion and improving access to decent work opportunities in the **technology sector**

### RESULTS

## 2018-2020



UNDP's overall support to **livelihoods, job creation, adult language skills training** as well as municipal service delivery contributes to reducing real and perceived tensions over **access to jobs and public services**.



UNDP will work with the Turkish National Bar Association to improve access to **justice** for **refugees, asylum-seekers and host community members**.



# EXAMPLES OF UNDP TURKEY SUPPORT

## Resilient Southeast Municipalities respond to additional demands for services

While the Government of Turkey has demonstrated remarkable national ownership of the response by providing a solid and comprehensive rights-based legal framework, the large increase in the population has placed local institutions under considerable strain. Municipal services are automatically affected by any sudden population increase such as may arise due to a refugee influx. The municipalities in South-East Turkey collectively host over 1.3 million refugees, representing over 20% of their pre-crisis population. This increase in numbers has led, among other things, to the consumption of 70 billion litres more water and the generation of 1 million tons of additional solid waste per year.

As early as 2014, UNDP Turkey provided the municipalities of Gaziantep, Sanliurfa, Hatay and Kilis additional equipment such as fire-fighting and solid waste vehicles. To date, municipalities and UNDP have implemented almost 40 projects, including the provision of over 70 vehicles and 10 solid waste management facilities and 1 wastewater treatment plant were constructed. The municipalities concerned have built on this support and worked gradually towards introducing more comprehensive changes in municipal service delivery management.

UNDP support has allowed the municipalities to allocate corresponding amounts of resources to meet other needs. Initial infrastructural support soon set a virtuous circle in motion, with additional benefits in terms of the environment, public health and livelihoods of local communities. For instance:

In Kilis, the municipality faced overwhelming pressure on its waste disposal infrastructure, limiting its ability to maintain a healthy and clean environment for the host community and Syrians alike. The provision of a solid waste compactor has extended the existing solid waste storage capacity by two years, and UNDP is now establishing a leachate treatment and evaporation system within the Kilis sanitary landfill site to eliminate contamination risks.

In Sanliurfa, investments in Solid Waste Transfer Stations has greatly improved the transfer of waste from district to central facilities. The transfer stations have significantly improved the environment by preventing the use of wild dump sites while generating economic benefits through recycling and cost savings. The municipality and UNDP then analysed the solid waste management system to identify efficiency gains able to sustain these improvements. By re-allocating solid waste vehicles across districts and replacing private contractors with municipal staff and linking districts to alternative transfer stations, the municipality was able to reduce its annual expenditure for the transfer of solid waste from TL2.2 million to TL1.3 million – a saving of TL 920,000, or 42.7% of the municipal solid waste budget.

Gaziantep, Hatay and Sanliurfa municipalities are now using a new project management approach supported by UNDP to take proactive and preparatory steps prior to the submission of projects to international donors. In Gaziantep, an examination of the municipal fire-fighting department showed how re-allocating emergency equipment such as fire-fighting vehicles across the municipality, based on an analysis of population size (including the refugee population) and the occurrence of incidents, would extend the coverage of the emergency department from 800,000 people to 1,000,000 without any increase in resources. Such support is therefore bringing major change in their operational culture and enabling municipalities to increase their capacities beyond the pre-crisis levels.

However, these impacts need to be scaled up geographically and thematically. So far, UNDP has invested over USD 30 million in the capacities and services of the four municipalities with the support of the Government of Japan, the US BPRM (United States) and the EU Regional Trust Fund for the Syria Response (MADAD).

For more information on UNDP Turkey support to municipalities in relation to the Syria response, please see:

[http://www.tr.undp.org/content/turkey/en/home/library/syria\\_programme/undp-support-to-municipal-resilience-in-turkey.html](http://www.tr.undp.org/content/turkey/en/home/library/syria_programme/undp-support-to-municipal-resilience-in-turkey.html)

## Resilient Southeast Municipalities respond to additional demands for services



The Reyhanlı waste transfer station facility in Hatay in South East Turkey transports **120 tons** of solid waste per day. With the waste transfer station and services supports in Hatay, Southeast Turkey, Hatay is host to with over **447,000** Syrians, making up that makes around **28 %** of its population. **As a result of the support provided for the waste transfer station and related services, 1 one out of 4 four people of its inhabitants now live in a healthier environment.**

2018 © UNDP



## Cooperation with the private sector for job creation and job placements



UNDP Turkey is the only UN agency working on actual job creation and supporting the Government at scale in terms of labour demand, including the creation and facilitation of **4,000 sustainable jobs** for both Syrians and Turkish citizens in host communities. UNDP does this in partnership with the Ministry of Industry and Technology by supporting local economies, primarily through private sector engagement involving Turkish and Syrian-owned business, including the establishment and operationalization of SME Innovation and Capability Centers. For instance, UNDP provides training and tailor-made business development consultancy programmes on lean manufacturing<sup>5</sup> and innovation management services to SMEs, entrepreneurs and start-up businesses for Syrians and host community members. **The centres will support SMEs in achieving higher productivity and sustainable growth that would lead to job creation.**



UNDP carried out a **“Private Sector Survey”** in 2019 to better understand how the Syria Crisis response in Turkey is perceived by the Turkish private sector, which is being positioned at the **heart of the livelihoods strategies**.

The survey shows that the Turkish businesses are willing to learn more about the Syrians - mainly about their profiles, educational backgrounds and vocational skills. Their perception of Syrians as **“employees”** and / or **“refugees”** is shifting away from their temporariness in Turkey towards their integration with society and the local economy. Access to Arabic-speaking countries is a driving factor for the employment of Syrians. The survey also revealed a lack of information about the work permit procedures. Employers are still not well informed about the online application system and work permit procedures in general.

The survey also suggests that access to reliable information could trigger both income opportunities for Syrians and for business between the Turkish and Syrian business communities. The private sector needs guidance, on how to ensure positive interactions between Syrians and host community members at the workplace. Through the on-going initiatives of Sanliurfa Technopark on improvement of Business Development Center infrastructure, UNDP Turkey supports setting up a common office space for incubation programme and development of corporate strategy document.

UNDP Turkey also provides support on the (i.e. digital transformation) of İŞKUR for registration and screening of job seekers and improvement of İŞKUR processes to better serve Syrians and Turkish nationals seeking for jobs. Main target figures include the # of Syrians and Turks benefitting from counselling services, registration and screening. Key activities include a capacity assessment of İŞKUR focussing on services for Syrians and the development of a roadmap for digital transformation.

<sup>5</sup>Lean manufacturing aims at eliminating time and resource consuming processes throughout the production and delivery processes by following a systematic method for reaching ultimate productivity and efficiency in design, manufacturing, energy usage, distribution and logistics.

## Language skills training for adults for access to the labor market



Turkish language skills are a key challenge for Syrians under Temporary Protection to enter the labour market. Adult language training in Turkish can have a positive effect in improving their opportunities to find formal employment.

**UNDP is delivering trainings for 52,000 Syrians in 10 provinces and developed a blended learning system in partnership with the Ministry of National Education to provide Turkish language courses to Syrian trainees.**

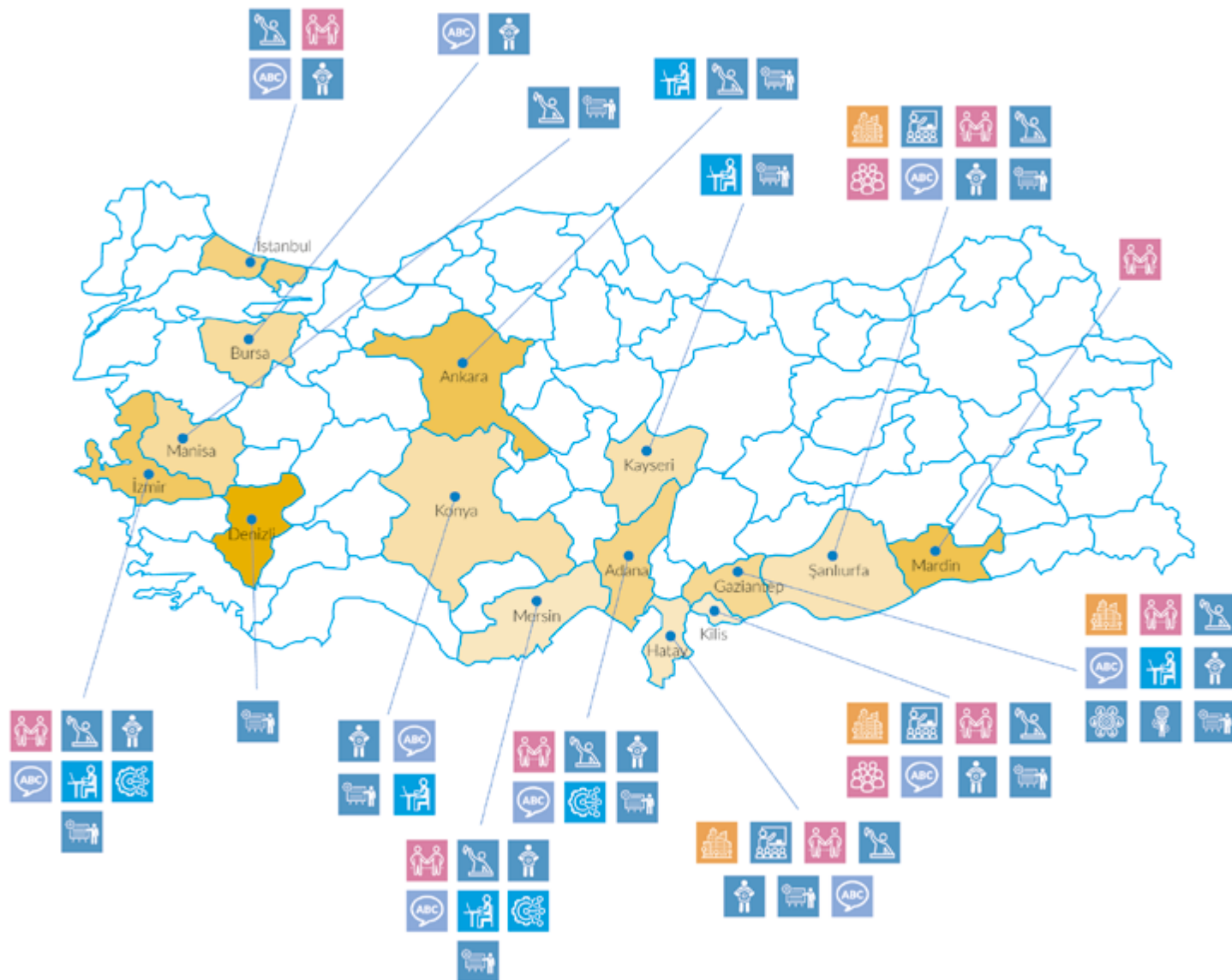
The blended learning modality provides an opportunity for Syrians to interact with other students and the instructor both online and in a face-to-face environment. **Trainings have started in March 2019.** UNDP also provided support to refurbish and establish new Public Education Centers to increase the capacities to deliver the language skills trainings



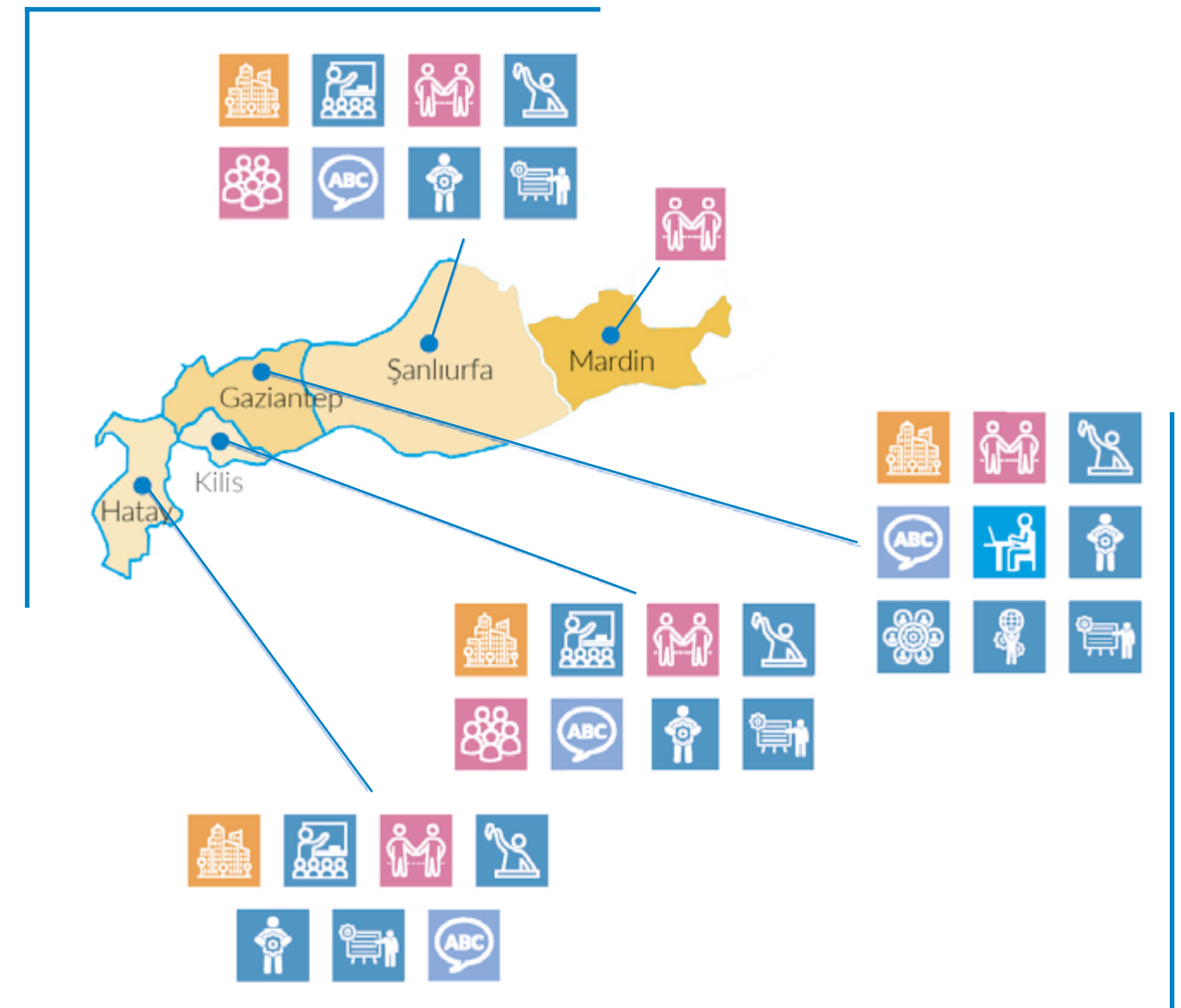


# WHERE DO WE WORK

-  Municipal Capacity Enhancements
-  Competency Development Activities and Trainings
-  Social Cohesion Activities
-  Establishment and Operationalization of Vocational Training Centers
-  Improvement of Local Institutional Capacities and Infrastructure For Employment
-  Refurbishment of Community Centers
-  Establishment and Operationalization of Innovation Centers
-  Establishment of Public Education Centers
-  Turkish Language Trainings
-  Establishment and Operationalization of Capability Centers
-  Refurbishment of Public Education Centers
-  Mapping of Syrian-Owned Enterprises/Private Sector Survey/ Sectoral Road Map Developing



## We are active in Southeast Anatolia



# INVESTING IN STRENGTHENING CAPACITIES FOR YOUTH AND WOMEN SHOWS POSITIVE IMPACT

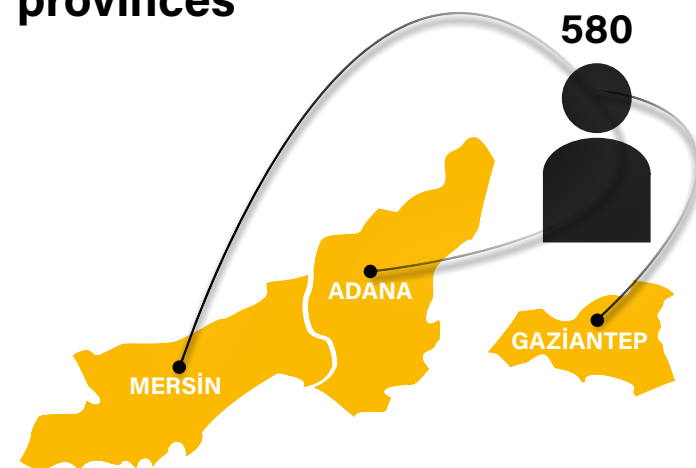
## Gender mainstreaming of Gaziantep and Hatay municipalities



UNDP carried out assessments for two municipalities looking into their capacities to provide gender-sensitive services. Roadmaps with specific guidance to gender responsive planning have been developed. It is expected that actions promoting gender equality will be incorporated in municipalities' 5 year Strategic Plans and Annual Plans.



## Entrepreneurship Trainings in three provinces



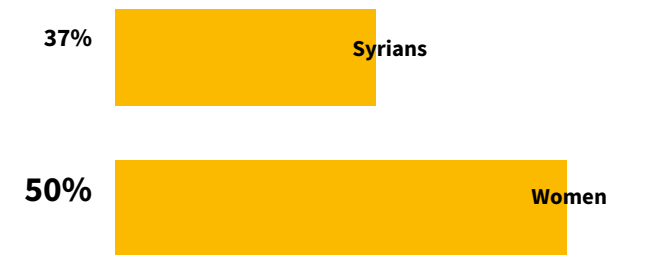
Entrepreneurship trainings were given to 580 Syrians and host community members in Mersin, Adana and Gaziantep with the aim to support them in establishing their own business, as well as improving their soft skills. Participants meeting targeted performance levels have been granted EURO passcard certificates and/or KOSGEB certificates.



## Android coding training programme brings Syrian and Turkish youth together

UNDP, funded by the Government of Japan and in partnership with the Southeast Anatolia Project Regional Development Administration (GAP RDA), provided seven months of coding training sessions and facilitated partnerships between Re:Coded (Bilgi University) and Harran University. Re:Coded conducted a five-month intensive coding bootcamp focused on Android Development for conflict-affected youth, aged 15 - 35, in Sanliurfa. The bootcamp program also included training on entrepreneurship and freelancing, career coaching and events to inspire students and cultivate the tech sector and developer community in Sanliurfa.

Students (of whom 50% were women and 37% refugees) benefitted from (1) Android coding training, (2) soft skills, freelancing and entrepreneurship training and (3) client project apprenticeships. For the client project apprenticeships, six international and local clients were sourced for the students to work with. During the apprenticeship, students worked in teams to create their first real Android applications and gain experience as a freelance developer with a remote client. Almost all students completed the bootcamp and received freelancing and entrepreneurship training from local and international experts, and actively sought employment or internship opportunities after graduation. Some are currently working as freelancers or are venturing into entrepreneurship.



Even after the training, the trainees kept in touch and formed a group called "coders(developers): coding community". Some of them started a start-up involving members of host communities and Syrian youth. They are still working together and are generating income.



# Workshops on Sectoral Road Maps and Conference on New Approached in Manufacturing Industry & Side Events on Business Development and Employment



More than 200 participants

UNDP organized 2 days event in Gaziantep to provide the opportunity for private sector representatives, Syrian and Turkish business communities, Government institutions and NGOs to discuss about the livelihoods sector strategies.

More than 200 participants have discussed also how to increase the competitiveness, strengthen their resilience and labor absorption capacity in the region.

As the side events, **B2B meetings between Syrian and Turkish companies** were organized to explore the business opportunities for both communities.

Throughout the event, Syrians and Turkish companies and individuals benefitted from consultancy on business development and employment services in Turkey provided by İŞKUR, KOSGEB and Livelihoods Sector partners.



# WOMEN'S EMPOWERMENT - BASIC GENDER EQUALITY TRAINING

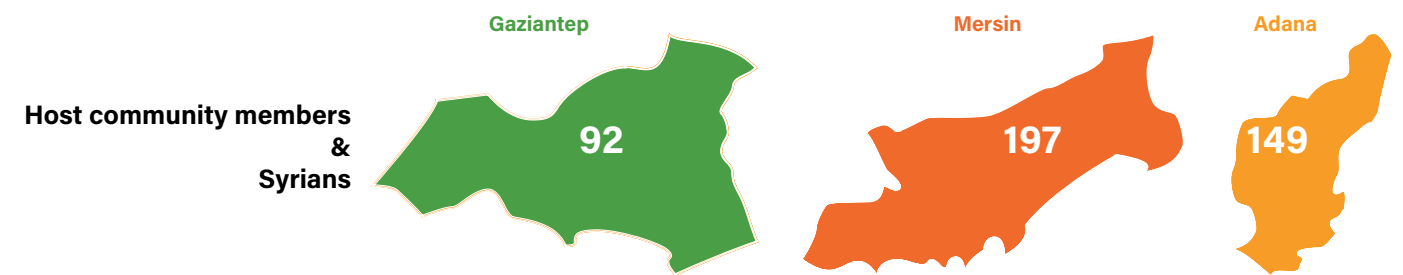
73%

Pre-crisis labour force participation rate (LFPR) amongst Syrians was

Pre-crisis labour force participation rate (LFPR) amongst Syrians was

14%

## Basic Gender Equality Trainings



Pre-crisis labour force participation rate (LFPR) amongst Syrians was 73% for men and 14% for women.<sup>6</sup> Challenges for women to enter the labour market in Turkey may even be higher, noting challenges to work outside the house, language barriers, additional household responsibilities and limitations to the use of public transportation.

UNDP organizes the Basic Gender Equality Training as part of Entrepreneurship trainings which organized in three provinces and in total over 400 people participated in. During the training, the participants learnt the basic concept of gender equality and importance of women's empowerment.

<sup>6</sup>Absorptive Capacity and Potential of Local Labour Markets Assessment, UNDP 2016.

# “ THE BETTER FACTORY CONDITIONS

## Resilience Building via Increased Livelihoods Opportunities and Strengthened Social Cohesion for Syrian Refugees and Host Communities Project

Man working at a factory given mentorship support. With these supports, the factories in the region are steadily progressing in the areas of integrated manufacturing, better labour conditions, sustainability and better end products. In the last 10 years, 2 new organized industrial zones are opened in Şanlıurfa, increasing its possible future export capabilities. Because of its geographical position, vast labour force and multicultural environment, Şanlıurfa may become a focal point in the area in the future. The smile of the workers is a proof of the better factory conditions.



# “ THE DREAM OF BETTER FUTURE

## Opening day of GIGAP (Gazelle Innvation & Entrepreneurship Programme) Atelier.

On these chairs sit the future CEOs, chief designers and bright minds. On these chairs, the handpicked local entrepreneurs design the future of the sustainable world by recycling electronic waste, producing reusable 3D printer materials and training the future workers with VR. All because of the GiGAP. Some choose to develop applications where others prefer to produce concrete products. However, they have one thing in common: the dream of a better future.





# MEDIA ATTENTION ON UNDP'S ADDED-VALUE: COMMUNICATING FOR RESILIENCE AND DEVELOPMENT



Multi-party project seeks new solutions for refugees in manufacturing industry  
YASEMIN NICOLA SAKAY - GAZIANTEP

## Project seeks to improve economic, social resilience of Syrian refugees

A 'resilience' project launched in a province near the Turkish-Syrian border by the UNDP and the Ministry of Industry and Technology focuses on meeting the long-term needs of Syrian refugees and their host communities with sustainable solutions.



The resilience project aims to address comprehensive solutions to the problems of displaced Syrian refugees who are living in Hatay and Şanlıurfa and other border provinces.

As part of our press trip to Gaziantep, a sprawling industrial city on Turkey's southern border with Syria, we, the Daily Sabah, got a glimpse into a promising project that focuses on meeting the needs of refugees and their host communities and were able to speak with Syrian business and businesspeople about the...



With the workshops, the event aims to pave way for Turkish people and Syrians to be involved in new markets, especially focused on exportation.

## Turkish-Syrian business cooperation to increase

A new project by the European Union and the UNDP aims to strengthen the economic and social resilience of Turkish and Syrian people... According to a 2019 UNDP report on the livelihoods of refugees in Turkey, the average salary of Syrians working in Turkey range from 756 Turkish Liras (around \$135) to 1,343 Turkish Liras (around \$242). In western or Central Anatolian provinces, 37 percent of Syrians are working part-time. This figure is 56 percent in southern provinces, the report added. The report also points out that 84 percent of refugee households in Turkey has a working family member, having either regular or irregular jobs. Budget of 50 mln euros The EU and UNDP commenced the Turkey Resilience Project in response to the Syria Crisis in February 2018. The two-year project has a budget of 50 million euros and aims to help Syrians and Turks strengthen their ties, economically and socially. The project's objectives are to employ 2,000 Syrians and Turks and ensure the establishment of 250 new companies or joint ventures. The program covers 11 provinces, from metropolitan cities to towns along the Turkish-Syrian border, including the Adana and Hatay, and the southeastern provinces of Gaziantep and Kilis. The three pillars of the project are job creation, enabling stronger municipal capacities and Turkish language training. The Turkish language training is crucial, officials say, because one of the main obstacles Syrian jobseekers have in their lack of language proficiency. According to the UNDP report, only 8 percent of refugees have undergone language training upon their arrival and 11 percent can speak Turkish. Nevertheless, from this 11 percent, only 3 percent of Syrians have an advanced level knowledge of Turkish. "Four out of five respondents had only basic Turkish language skills," the UNDP report asserted. "Syrians residing in Central Anatolia speak more Turkish in comparison to those in southeastern provinces. In provinces bordering Syria, 95 percent of Syrians speak Arabic, the report revealed. Turkey is one of the most generous countries regarding refugee population, as it hosts over 3.6 million registered Syrians under temporary protection.



## UNDP projects strengthen local governments



8 July 2019 Marketing Türkiye

Under "Turkey Resilience Project in Response to the Syria Crisis (TRP)" funded by the European Union (EU), UNDP offers long-term solutions to the problems experienced by municipalities and local governments due to the sudden population growth. In this context, support is provided in the fields of infrastructure, equipment, capacity, strategic planning, technical support and project management in the fields of fire, emergency response, fire brigade services, solid waste management and wastewater management in order to increase the resilience of local governments and municipalities and strengthen municipal services in Hatay, Kilis, Şanlıurfa and Gaziantep.

Sudden population growth due to the Syrian crisis caused a huge increase in demand for local governments and municipal services, including waste management, wastewater management and fire brigade services. This caused new pressure on local government with limited opportunities in terms of municipal services capacity even in the pre-crisis period to respond to additional service

demand. This pressure implied serious environmental and health risks, especially in solid waste and wastewater management. In order to respond to these challenges, UNDP works together with İbanc and municipalities in terms of infrastructure investments and technical support.

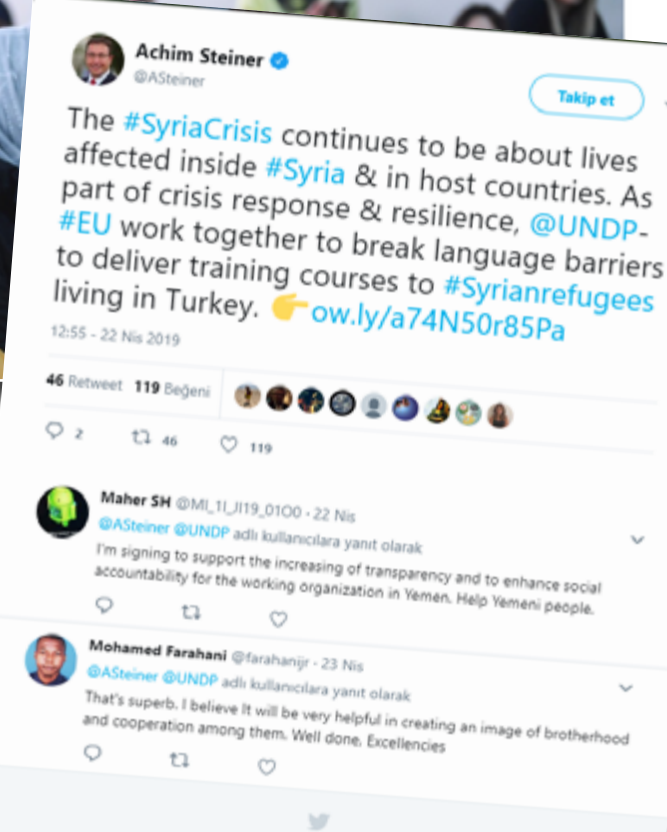


## Not shackles but support: UNDP improves the quality of life both for "host communities" and Syrians in border provinces "Leave no one behind!"



08 July 2019 23:30 Gonca Tokyol

"Would you like to return to your country?" More than 40 percent of Syrians who responded to the survey conducted by the Socio-Political Field Research Centre in January in the border provinces of Gaziantep, Şanlıurfa and Kilis answered "No" to this question. According to the global data, 70 percent of refugees continue to stay in the countries where they stay. Indicating that half of the Syrians across the country said they would not choose to return even if the conflict ended, the United Nations Development Programme (UNDP) says, "We can envisage that the majority of the refugee population will continue to remain in Turkey". But how? In Turkey which had elections for three times, one of which was only specific to Istanbul, in the last one year, both the populism brought about by elections and the continuation of economic downturn partly by deepening and partly by relenting feed the antagonism against foreigners.

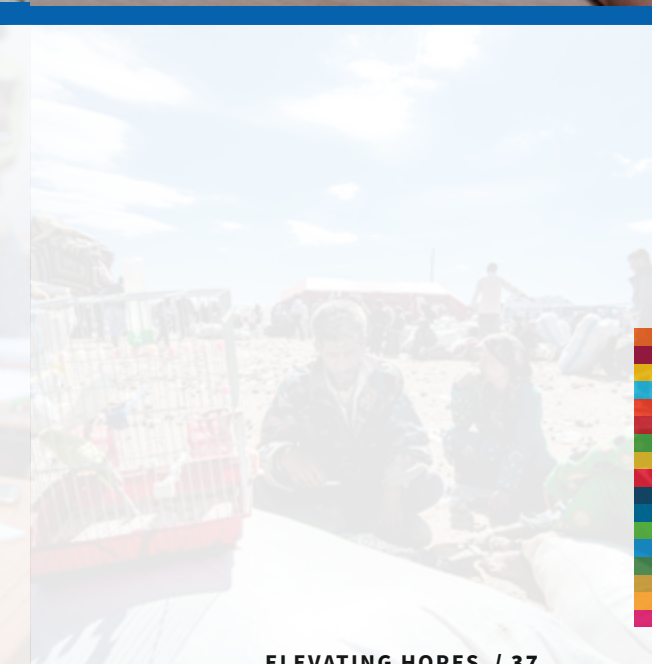


## UN envoy actor teaches pronouns to migrants

ISTANBUL Actor Mert Firat, the first goodwill ambassador of United Nations Development Programme (UNDP) Turkey, met Syrians at Istanbul's Zeytinburnu Public Education Center on April 11, joining a Turkish language course. He gave a class to Syrian adults as part of the course and talked about pronouns. Firat highlighted the importance of Syrians knowing Turkish to be more active in public life. "The most important obstacle standing in front of Syrians for them to live in harmony with the host society and to earn their own lives is the problem of language," said the actor. LESSON on page 02 Actor Mert Firat is seen tutoring Syrian migrants the Turkish language.











**United Nations Development  
Programme in Turkey, Country Office**

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