



United Work

From Refugee To Employee

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JULY AUGUST SEPTEMBER 2019

QUARTERLY REPORT



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Message From CEO



In 2018, United Work demonstrated that we can continue to build on a strong foundation as a Dutch NGO that is well positioned to meet the growing need for refugees in host communities. I would like to express my gratitude to all employees of United Work, as well as to our partner and sponsor, the Dutch Ministry of Foreign Affairs, who have continued to do their utmost in the past quarters of 2019.

Also, in 2019 and 2020 we will continue to focus on the development of innovative services in the interest of the refugees, which we are trying to give a future. In the fourth quarter of 2019, for example, the Bebemoss activities, where Syrian women and girls enjoy full employment and income, will be further expanded.

United Work is still the market leader in Turkey for offering legal work for Syrian refugees and the demand to look at countries such as Jordan and Lebanon is increasing. In the third quarter of 2019 the milestone of the 3000th legal placement has been reached and by 2020 it is expected that we can create 1500 jobs for Syrian refugees in Turkey. The strategic partnerships with, among others, ILO and the major textile and hotel sectors will be further developed, and we see a synergistic advantage in increasing support.

United Work is undergoing major development. Within the world of humanitarian services, United Work is indispensable when it comes to acquiring jobs and developing refugees. United Work also developed in 2019 as a powerful organization that knows what moves the refugee and what its relationships expect. United Work now has the right competencies to deal with ecological and social developments.

And those developments are huge. Climate change, troubled markets, new refugee groups, trade wars and numerous new partnerships ... This requires United Work to be an externally focused company. More decisive, more businesslike. The combination of political and business interests is also better utilized. It requires a United Work where attention to people is central.

Frank Damen

Frank Damen

CEO United Work

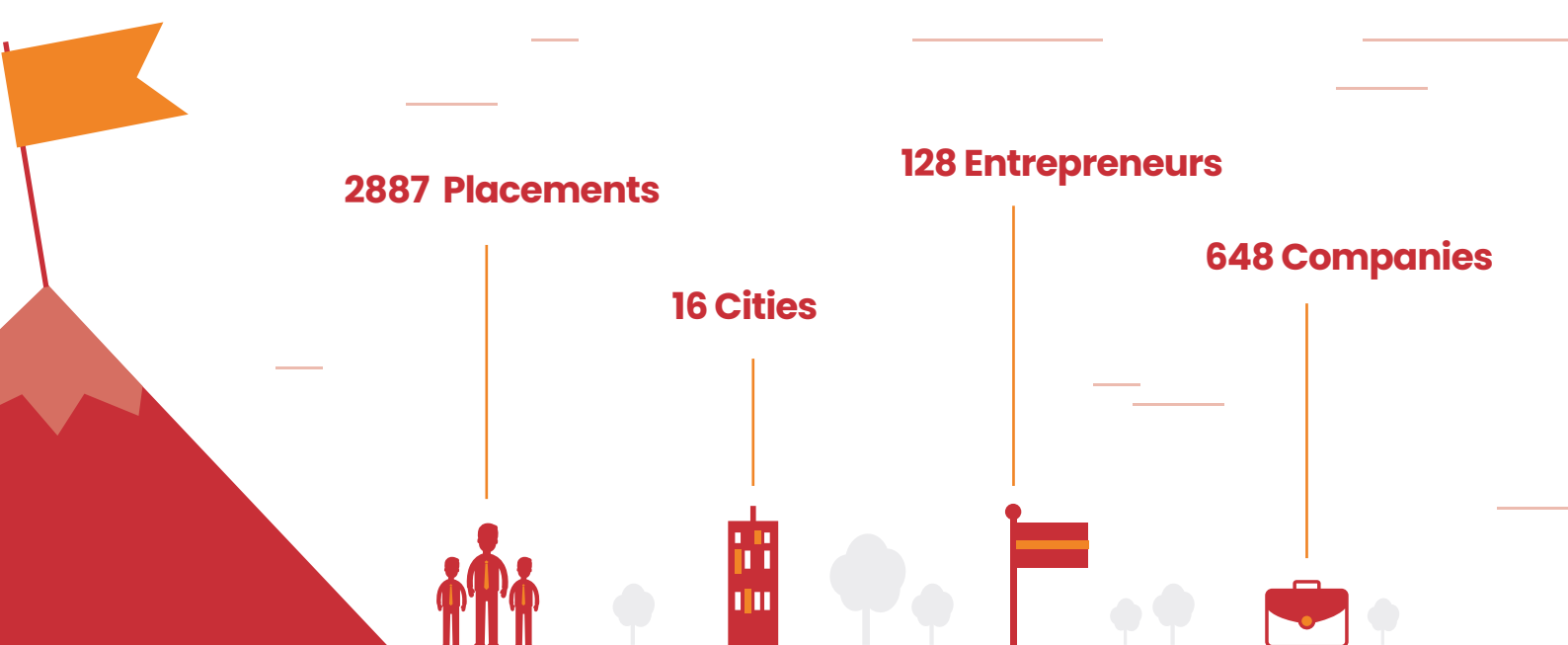


About Us

United Work is an NGO that was established in 2016 to increase the socio-economic conditions and prospects for Syrian refugees that have fled to Turkey after the Syrian Civil War.

It was set up originally as an initiative by the **Dutch Ministry of Foreign Affairs**, who together decided in 2016 that there was a need for intermediation between the labor demand from the Dutch companies along with other international companies operating in Turkey, and the labor supply of Syrian refugees. The aim was to facilitate a job search process for refugees and remedy major issues for both refugees and employers.

In 2017, with the help of the Dutch Ministry of Foreign Affairs, the Dutch NGO “United Work” started its operations in Istanbul. Followed by an initial survey launched among 60 Dutch businesses operating in Turkey showed that there was a strong interest from these companies to employ Syrian refugees and that, by successfully placing refugees into jobs at these companies, both refugees and the companies involved would benefit. Job placement and training services offered by United Work clearly filled a gap. According to UNHCR data published in November 2016, there



2887 Placements

16 Cities

128 Entrepreneurs

648 Companies



were over 400 educational centers in Turkey providing various training courses aimed at refugees (e.g. in Social Adaptation & Cultural Learning, Turkish Language, and Vocational Training). In addition, there were over 60 community centers providing refugees with social assistance.

However, until United Work was founded (and until today) there was no other experienced intermediary agency with a capacity to build a network of employers, offering job placement services, and providing training in relevant skills to increase the employability of refugees.

In 2017, United Work set up the necessary infrastructure to initiate the job matching process in Istanbul. Assessment centers were set up and recruiters that could connect with companies and Syrian refugees were hired. The project soon proved to be a success and its initial target (200 job placements for refugees by end- 2017) was met earlier than expected.

Following its successful job placement experience in Istanbul, United Work expanded its operations in several ways. First, it expanded its network of employers to include Turkish employers as well. Second, it expanded geographically and opened offices in Izmir and Bursa in 2018. Third, United Work expanded its service operations by providing not only 'internal training' (at United Work offices) but also 'external training' and began offering work permit support on job placement locations. These combined efforts have led to more than 2850 job placements since its launch in 2017 until September 2019.



Summary

The figures below represent a brief summary of the activities that United Work performed in July, August and September 2019.

Programme	Duration	Location	Participants for the Quarter
Job Placements	1 July 2019 30 September 2019	İstanbul, Bursa, İzmir	436
Training	1 July 2019 30 September 2019	İstanbul, Bursa, İzmir	566
Work Permit	1 July 2019 30 September 2019	İstanbul, Bursa, İzmir	429
Business Registration	1 July 2019 30 September 2019	İstanbul, Bursa, İzmir	13

Section 1

Introduction

According to the last figures, released by the Ministry of Interior in early June 2019, there were around 3.6 million registered Syrian refugees living in Turkey as of May 2019. During the progressed time, EU, UN and non-profit organizations have been putting tremendous efforts in various interventions to stand together with Turkey against one of the biggest humanitarian crises of the century.

The needs and demands of Syrian refugees in Turkey have changed over time.

While the initial emphasis was mostly on securing immediate assistance [housing, food, and safety etc.], the next step is now to improve the longer-term socio-economic prospects for refugees and their families, including better economic and social integration in their host communities (during their residency in Turkey).

This project takes a starting point that economic integration via formal employment is one of the best ways to reduce current and future vulnerabilities and improve socio-economic status of Syrian refugees in Turkey.

Ultimately, having a job not only leads to more economic independence and resilience,

DISTRIBUTION BY AGE AND GENDER OF REGISTERED SYRIAN REFUGEES RECORDED BY TAKING BIOMETRIC DATA			
AGE	MALE	FEMALE	TOTAL
TOTAL	1.953.126	1.653.611	3.606.737
0-4	265.260	247.790	513.050
5-9	254.669	239.734	494.403
10-14	199.361	184.917	384.278
15-18	148.466	122.556	271.022
19-24	316.095	228.011	544.106
25-29	204.929	146.151	351.080
30-34	169.451	124.377	293.828
35-39	119.941	94.623	214.564
40-44	79.265	69.943	149.208
45-49	58.715	55.796	114.511
50-54	47.484	45.391	92.875
55-59	33.021	33.357	66.378
60-64	23.082	23.790	46.872
65-69	15.188	15.817	31.005
70-74	8.565	9.209	17.774
75-79	4.771	5.980	10.751
80-84	2.647	3.300	5.947
85-89	1.449	1.901	3.350
90+	767	968	1.735

by the date of 16.05.2019



Figure1: Distribution by age and gender of registered Syrian Refugees in Turkey (Ministry of Interior Directorate General of Migration Department) http://www.goc.gov.tr/icerik3/gecici-koruma_363_378_4713 (May 16, 2019)

but it also improves social integration and leads to a meaningful stay in Turkey. United Work therefore supports refugees with the process of finding a formal job, which includes obtaining a work permit, a contract, and decent working conditions.



Thus far, unemployment among Syrian refugees in Turkey is reportedly very high and the success rate of other labor market integration programs to assist them via formal employment is low. Out of these 3.6 million refugees, around 60% are of working age but less than 1% have obtained a work permit to legally work in Turkey¹.

This is despite the fact that the regulation on the work permit for “foreigners under temporary protection” made in 2016 was a significant milestone that allowed refugees to apply for a work permit². Since then, many livelihood programs have been put into action, but formal labour market participation of Syrian refugees remains low, as shown in Figure 1. The number of issued work permits was just above 20,000 in 2017 and according to unofficial sources it increased to 27,930 as of September 2018 (last available data). Out of these, since 2017 up to now more than 2,500 refugees participated in the formal job market with the support of United Work. So, compared to total number a relatively big share of work permits were given to Syrians.

“The low formal employment participation figures do not imply that the vast majority of Syrian refugees are unemployed.”

They rather suggest that the present regulation is not an effective solution against informal labor practices, which appear to be widespread. (2M+) working-age Syrians aged 15-64 in Turkey are estimated to be working informally. Most of these are men; the low percentage of women peaks at only 7% among women aged 30 to 44.

What complicates the labor market integration of Syrian refugees is the current difficult economic environment of Turkey as a host country. General unemployment in Turkey rose to nearly 15% in the first quarter of 2019 and youth unemployment level has been estimated above 25%. Given the current economic recession, finding a job has become more difficult, even for the native employment seekers.

The vulnerable groups of Syrian refugees on which this project will focus are unemployed refugees, and informally employed refugees who work without a work permit and without any form of labor protection.

On the one hand, unemployed refugees tend to have poorer life circumstances and less economic independence, which make them economically vulnerable and more dependent on external aid structures.

The income generated through employment promotes economic independence and allows the financial means to rebuild one’s life in a host country and graduate from social assistance. Having a job also allows Syrian refugees to contribute to Turkish economy and their host community, which reduces social segregation and promotes socio-economic integration.

On the other hand, refugees involved in informal employment are also economically vulnerable and at risk of being exploited.

¹ According to the regulation, all Syrians are eligible to apply for work permission in the place where they had been registered (It is not allowed to travel or apply for work permission in other cities rather than the registered cities) United Work is in the process of implementing these new rules, and will take this restriction into consideration while providing its services.

² While there is no official refugee status given to Syrians in Turkey, they are being referred to as being “under temporary protection”. Since January 2016, they have the right to obtain formal work permits with which they can work under formal conditions. The goal was to help Syrian refugees for being economically independent, graduate from social assistance, and contribute to the Turkish economy. However, this right is limited to a workplace not exceeding 10% of the total number of employees.

Informal employment tends to be associated with poor financial compensation, insecurity, unsafe workplaces and exploitation risks. Groups that are in this position are at risk of being exploited by employers, e.g. by being underpaid relative to their Turkish peers, not being paid for overtime, or even physical harassment or improper working conditions.

By having a young population, Turkey falls short of creating new jobs to satisfy labour market expectations. As a result, labor force participation rate that currently stands at %52.9 has been gradually decreasing in the last 10 years⁴. In spite of the fact that economic situation of Turkey is the main reason behind the high unemployment rates, structural features of labour market has also negative effects on the issue. This is a crucial problem that needs to be responded with effective solutions. Therefore, Turkey has been responding by working on combining its education system with needs of modern work life. Opening new vocational departments in high schools and universities, providing certificate programmes in local centers, there many vocational or soft skill training courses provided by the government under complimentary services can be counted under governmental initiatives in response to unemployment issue. However, it is seen that graduates from those programmes have struggle with finding right jobs after completing or graduating from the programmes. In job placement services, the capacity of Turkish government does not meet expectations of job seekers. Therefore, the project targets to fill this gap and supply job placement services to those groups in order to support governmental capacity in terms of those services.

Project Aim: Reducing vulnerabilities among Syrian refugees in Turkey who are currently unemployed or informally employed, by providing them with training and labor market integration support that is expected to result in an increase in formal employment, a higher quantity and quality of jobs, improved socio-economic prospects for refugees and their families, and improved social cohesion between refugee households and their host communities.

Project Objectives:

- Livelihood activities carry out for the most vulnerable geographic regions as those with the largest (absolute) numbers of unemployed or informally employed refugees.
- Livelihood activities carry out for the groups that could be seen as specifically vulnerable, based on individual or household characteristics (e.g. single parents, disabled persons, etc.).
- While the above two interventions are only supply-side activities, success will be determined by the demand side. That is, it is ultimately up to employer demand for labour whether the placement will be successful. For entrepreneurship component, success will be measured according to scope of the services within the targeted numbers.

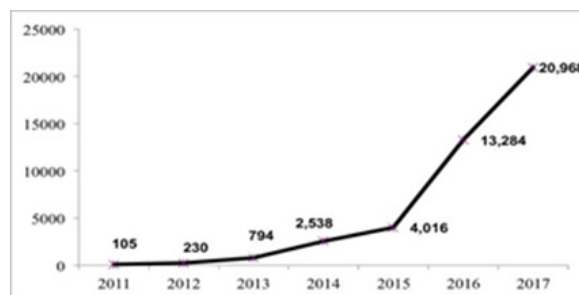


Figure 2: Number of work permits issued for Syrians in Turkey.
Source: Data compiled for the study from Turkish Ministry of Labour, Social Services and Family Statistics, 2018 (cumulative)

The project implementation is carrying out in **Istanbul, Izmir and Bursa** where United Work has established operations with extensive field experience of its team and with the advantage of assessing needs of targeted groups periodically. However, United Work is providing services in all around Turkey within its capacity.



Shaded Gozum

“It is really difficult for a Syrian to find a job in Turkey”

For more than four years Mrs. Shahed Gozum (23) from Aleppo worked as an English teacher for Turkish kids, in private schools, in public schools, in a company.

“I didn’t have a work permit. But the thing was, nobody knew I was Syrian. They thought I was an American from Los Angeles. Nobody asked for my ID. When I told them I wanted to have a full time job and legal papers, they first learned that I was Syrian. The problems started and they fired me.”

Her years in Turkey as a refugee taught her that ‘it is really difficult for a Syrian to find a job here’. “In many places they didn’t pay me. And if they get to know that you are Syrian they don’t want to work with you anymore”.

In September 2012 she escaped the war in her country with her mom and dad. Her oldest brother lives in Saudi Arabia. Her younger brother was in Lebanon and joined his family in Turkey three years ago.

Shahed was not able to graduate from high school as she had to leave her war-torn country before her final exams. Before she tried to restart her education in Turkey she lived for one-and-a-half years in Egypt.

In Istanbul she tried for three consecutive years to enter a Turkish high school. “In the third year, during the entrance exam for Syrians, I missed only 0.5 points, that’s two questions! And I was like ‘that’s it! I want to start working’.

She heard about the program ‘From Refugee to Employee’ by Dutch NGO United Work in Istanbul and contacted them. “They found me a job here in Galata at the Turkish online wedding marketplace Düğün (Wedding). I work here now for two months at the telesales department. Here I feel happy. I call to Saudi Arabia, Egypt, and the United Arab Emirates. As I lived in Egypt and was with my brother for two months in Saudi Arabia I am familiar with their different Arabic accents too. So that helps”.

Düğün is Turkey’s dominant online wedding marketplace where young couples can connect with numerous dress shops, restaurants, photographers, bands, hotels, jewelers, hair dressers, lingerie shops. In 2015 Düğün opened an Arabic-language site called Zafaf.net (Wedding). They have expanded into a dozen countries.

“Our star market is Saudi Arabia”, CEO Emek Kirbiyik says. “Every year there are 160,000 weddings in Saudi Arabia. 25 Percent of them used our platform. We have at the moment a sales team of 4 in Saudi Arabia”.

United Work didn’t only give Shahed an opportunity to get a legal job and a work permit. Mr. Kirbiyik doesn’t hide his enthusiasm either. “United Work helps us in a super way to find proper Syrian workers”.



Section 2

Program Activities and Achievements

Activities

Delivering Full-Cycle of Job Placement Services to Job Seeker Refugees and Companies Operating All Around Turkey

From the past experience of United Work, it can be said that the reason behind hiring a refugee is not mainly about taking a socially responsible initiative. In reality, companies tend to hire refugees for some positions that they cannot fill with native workforce. In other words, it is not a one-way service. It can be a mutually beneficial situation for both parties.

On the side of **employers**, Turkey recently became one of the top tourist destinations for Arab countries. This has resulted in a high demand in Arabic-speaking customer-related positions. Another example is the increase in Arab investments in Turkey, which has created demand for talent in foreign trade, real estate sales or other marketing positions.

On the side of job-seeking **refugees**, searching for a job is already very demanding and stressful for everyone. As a refugee, it is much harder because of the reasons such as being lack of knowledge of the job market, language barriers, lack of sufficient cultural understanding, lack of knowledge about job searching channels, etc.

Due to high costs of hiring, offering a full cycle service as cost free can encourage employers to hire refugees, provided that the service can be done effectively. Implementing such a need-based project activity ensures to reach desired outputs.

Carrying Out Training Activities to Facilitate Formal Labor Market Participation and Integration of Refugees by Improving Their Employable Skills and Capacities

In Syria, corporate systems are not well improved neither in governmental nor private sector. So that, refugees face many challenges during their attempts of economic integration. In this context, United Work provides training on employment to ensure the adaptation of refugees to work life, to improve the sustainability of the employment process and to achieve social cohesion between the host community and refugees. Trainings include different topics and themes such as Job-fit Support Program for Employees, Job-fit Support Program for Entrepreneurs, Job-fit Support Program for Women, Job-fit Support Program for Textile and Hotel Industries, CV Writing, Job Interviews, Training

of Trainers, Mentoring Skills, Basic Communication and Workplace, Basic Labour Law and Human Rights, Discrimination & Mobbing, Organizational Safety and Security Communication, Talent Development Training Programs

Offering Assistance Services to Both Parties (Employee/Employer) About Work Permit Applications and Any Other Employment Related State Requirements

Lack of information about Regulation on Work Permits of Foreigners under Temporary Protection discourages employers to hire refugees. Delivering cost free assistance service while enlightening false facts it earns trust to take this mostly confusing initiative into consideration. Offering this service has a positive impact on refugee hiring decisions of employers and providing such guidance whenever it's needed also raises their satisfaction. Since it is type of a business process outsourcing, during past implementations it has been witnessed that after being advised from their business networks some employers took the first step to involve in project by giving refugees a chance to participate in the formal labor market.

Entrepreneur Business Registration

License refers to the permission given by the competent authorities for the establishment and operation of the businesses within the scope of the Regulation on Opening and Operating Licenses. Syrian entrepreneurs are required to obtain business licenses from the competent authorities in order to start or continue their activities. Licensing procedures vary according to the type of workplace, work area and activities. In this context, Syrian entrepreneurs need support to carry out the process with the competent authorities and to complete the procedures. Currently, United Work, in cooperation with Sultanbeyli Municipality, provides support to Syrian entrepreneurs in Sultanbeyli and surrounding districts for business license transactions



United Work

From Refugee To Employee

Section 2

Program Activities and Achievements

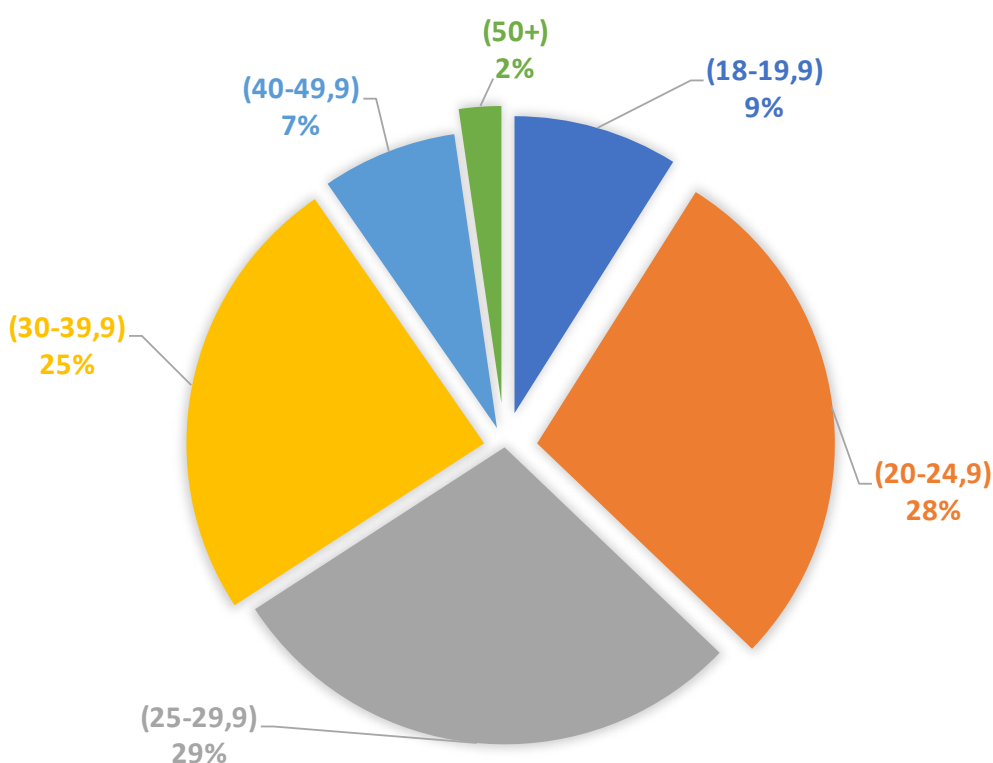
Achievements

Job Placements

During this quarter which is including July, August and September, United Work provided **426** job placements. The figures below contain details of the job placements performed.

Age Distribution of Recruitments

Taking into account the age distribution and age averages of the Syrian population living in Turkey, United Work conducts its recruitment processes in direct proportion to the population. Young people constitute a large segment of the recruitments. In this context, 8,94% of recruitments are between 18 and 19,9, 28,21% of recruitments are between 20 and 24,9, 28,67% of recruitments are between 25 and 29,9, 7,34% of recruitments are between 40 and 49,9 and 2,29% of recruitments are over than 50. Depends on age distribution of recruitments are consist of young population. 65,82% of recruitments are between 18 and 30.



Gender Distribution of Recruitments

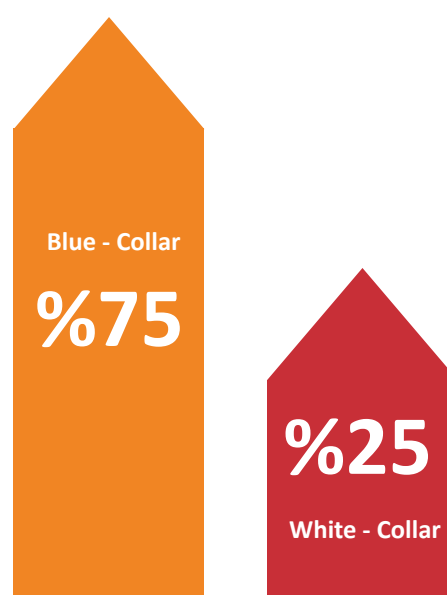
Inclusion of women to the labour market is one of United Work's priorities. For this reason, United Work carefully implements and organizes its activities for women. In this context, 17% of the recruitments are women and 83% in are men in this quarter. However, this is much more higher than recruitment percentage of women in general and inclusion of women to the labour market in Syria which is only 6%.



Collar Type Distribution of Recruitments

Inclusion rates of Syrians to the labour market in Turkey are observed to be high in blue collar positions according to the conditions of the Turkish labour market. Depends on this, 75% of recruitments are blue-collar positions and 25% of recruitments are white collar.

Collar Type	Amount	Percentage
Blue-collar	329	75.46%
White-collar	107	24.54%
TOTAL:	436	100.00%

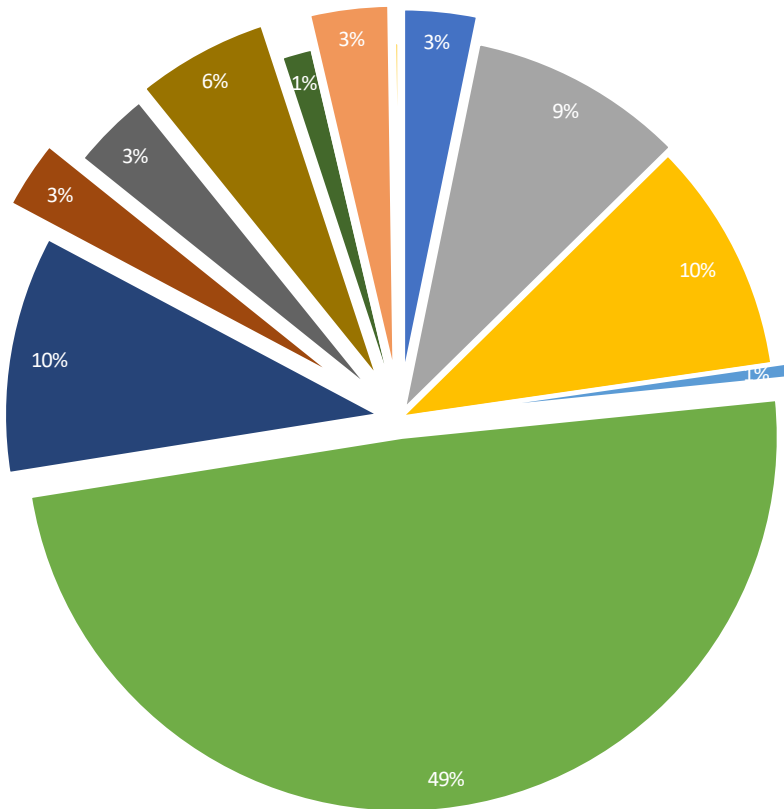


Sector Distribution of Recruitments

Based on the needs of the Turkish labour market and the qualifications of Syrian refugees, textile is the sector where refugees are most employed. In this context, 49% of recruitments which are placed by United Work in textile sector. Textile sector is followed by telecommunications and tourism sectors with 10%. This is because the recent increase in the flow of Arab tourists in Turkey and the need for Arabic language in the telecommunication sector has affected employment distributions.

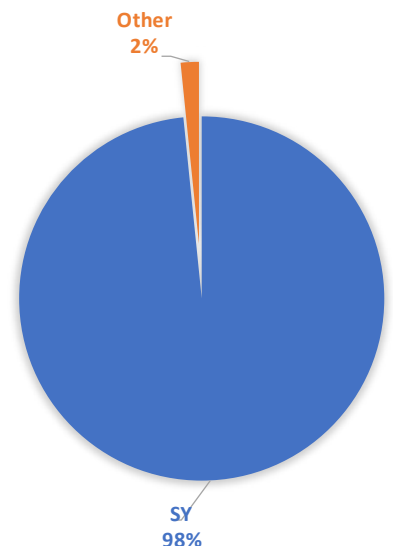
RECRUITMENT NUMBER

Other	14
Production	41
Tourism	44
Electric & Electronics	3
Textile	214
Telecommunication	45
Enterprunureship	13
Service	15
Plastics	25
FMCG	6
Retail	15
Construction	1
TOTAL:	436



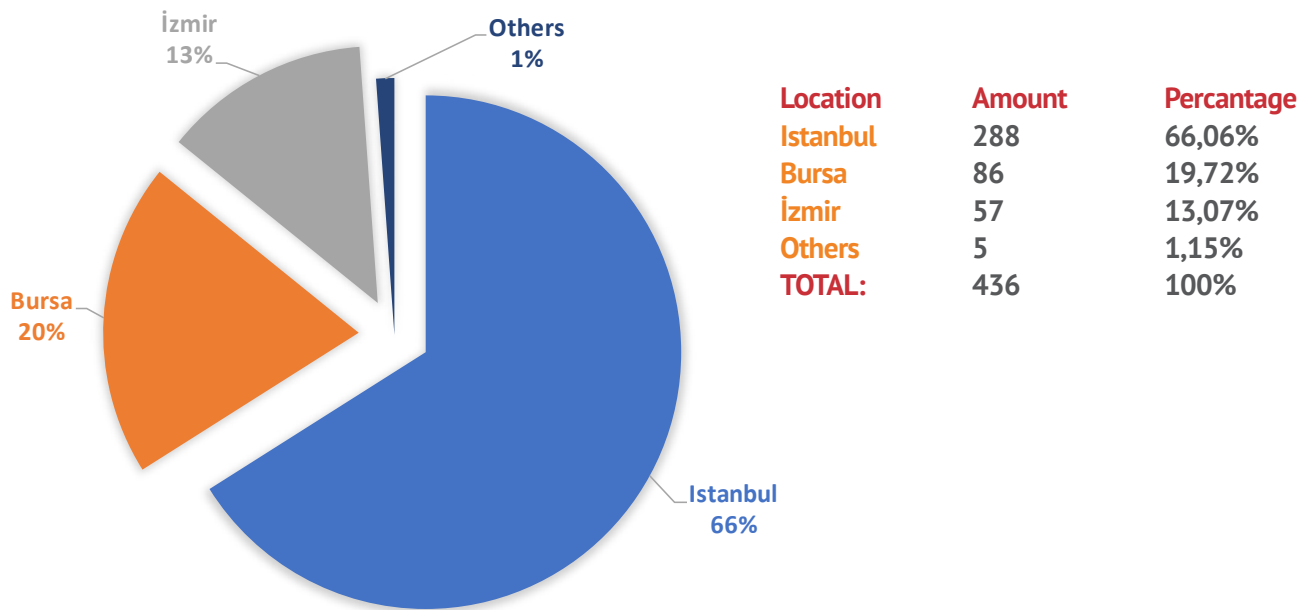
United Work is working for inclusion of Syrian refugees to the labour market therefore 98% of recruitments have Syrian nationality. On the other hand, 2% of recruitments are Turkish nationality. Turkish nationalities consist of Syrians who have become Turkish citizens.

Nationality	Amount	Percentage
SY	429	98,39%
TR	7	1,61%
TOTAL:	436	200%



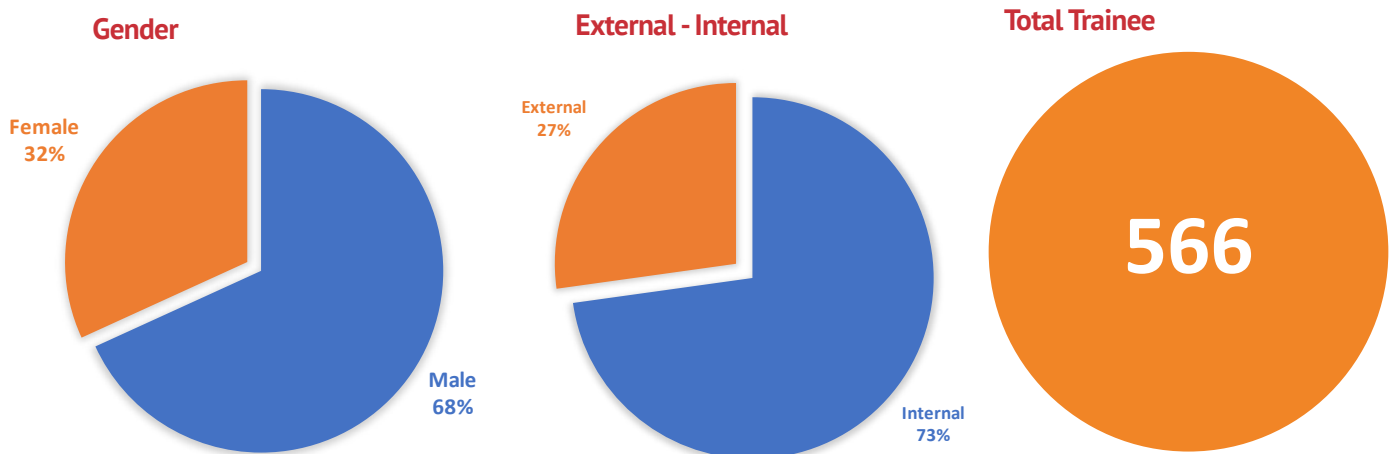
Location Distribution of Recruitments

As United Work has a headquarter in İstanbul as well as two branch offices in Bursa and İzmir, location distribution of recruitments realize in coordination with this. 66% of recruitments are based on İstanbul, 20% of recruitments are based on Bursa and 13% of recruitments are based on İzmir. However, United Work provides its services all around in Turkey when its needed or demanded. In addition, 1,15% of recruitments are realized in other cities of Turkey.



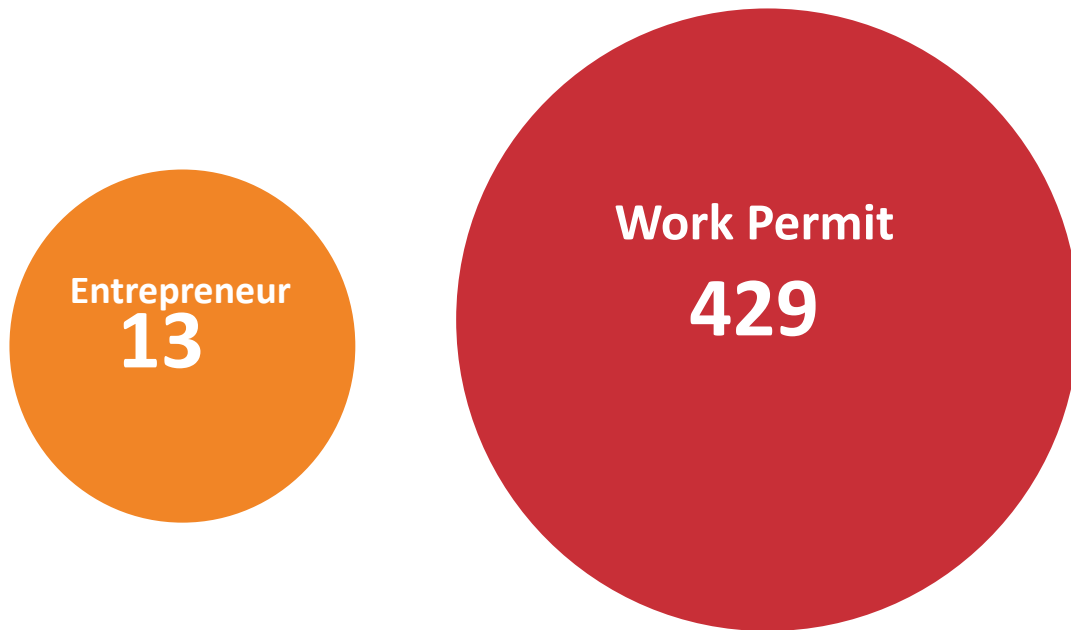
Training

566 trainees participated to trainings which are provided by United Work during this quarter. 32% of trainees were female which is critical for inclusion of women to the labour market and 68% of trainees were male. On the other side, United Work also provides its trainings as external depends on needs and demand such in workplaces, factories or in other cities. Therefore, 27% of trainings are external and 73% of trainings are internal which provided in United Work offices.



Work Permit

Work permit should be taken employers all Syrian refugees in Turkey to be included in the formal labour market. In this regard, during this quarter 429 work permits of Syrian refugees are obtained with the support of United Work. On the other side, Syrian entrepreneurs are obliged to have their work permits and 13 entrepreneur work permits are obtained with the support of United Work



Entrepreneur Business Registration

United Work supports Syrian entrepreneurs to registration of their businesses with coordination of Sultanbeyli Municipality based in Sultanbeyli Field Office. This service is too much needed for Syrian refugees because of registration procedures and bureaucratic process which should be followed. Therefore, United Work provides assistance to Syrian entrepreneurs who would like to run their businesses. During this quarter, United Work registered 13 Syrian enterprises and included them to the formal labour market.



Aber Alla Aldin

Young Syrian refugee found a job in health tourism

Mrs. Abeer Alla Aldin (24) was born and raised in the Syrian capital Damascus. She is the eldest of six children and has one brother and four sisters. She came to Turkey with her family in 2013. Two years after the civil war started in Syria.

“I studied business administration at Aydin University in Istanbul”, she says.

“And in a short time I learned to master the Turkish language as well. In the third year at the university I didn’t have many courses and a lot of free time on my hands. That’s why I started working as an English interpreter for the International Organization for Migration, an intergovernmental organization that provides services and advice concerning migration to governments and migrants”.

Her father had left for Germany where he got a legal status as a refugee. Later Abeer’s mother and siblings went to Germany as well for a family reunification. “As I was over 18 years old I was not allowed to join them”.

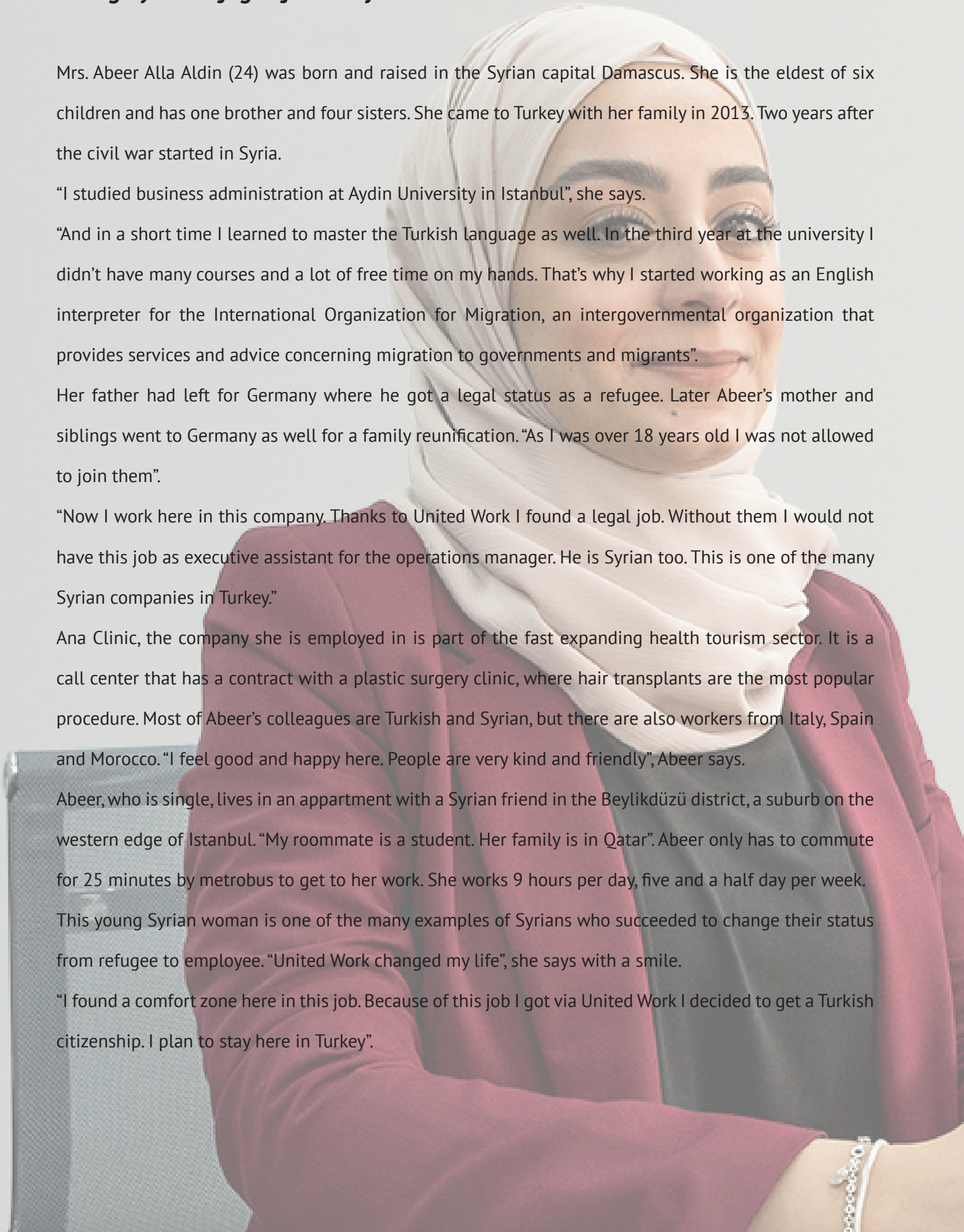
“Now I work here in this company. Thanks to United Work I found a legal job. Without them I would not have this job as executive assistant for the operations manager. He is Syrian too. This is one of the many Syrian companies in Turkey.”

Ana Clinic, the company she is employed in is part of the fast expanding health tourism sector. It is a call center that has a contract with a plastic surgery clinic, where hair transplants are the most popular procedure. Most of Abeer’s colleagues are Turkish and Syrian, but there are also workers from Italy, Spain and Morocco. “I feel good and happy here. People are very kind and friendly”, Abeer says.

Abeer, who is single, lives in an apartment with a Syrian friend in the Beylikdüzü district, a suburb on the western edge of Istanbul. “My roommate is a student. Her family is in Qatar”. Abeer only has to commute for 25 minutes by metrobus to get to her work. She works 9 hours per day, five and a half day per week.

This young Syrian woman is one of the many examples of Syrians who succeeded to change their status from refugee to employee. “United Work changed my life”, she says with a smile.

“I found a comfort zone here in this job. Because of this job I got via United Work I decided to get a Turkish citizenship. I plan to stay here in Turkey”.



Developments and Context

Developments

As United Work, we continue to expand our works and build new partnerships with private sector, public institutions and civil society organizations to increase quality of our services, to change lives of people who are in need, to create more livelihood opportunities for refugees and to ensure social cohesion between refugees and host community. In this context, United Work has started to partnership with NGO's as well as many new companies such as Fair Wear Foundation, Spark, Hilton and Turkcell in this quarter.

spark

Spark

United Work has started a collaboration with Spark , which works in the field of humanitarian aid and development, to support refugees. As part of the cooperation, we have committed to providing “Self-Support Training Program” to nearly 360 Syrian students who have received Spark Education Support and Scholarships in Hatay, Mersin and Gaziantep cities in Turkey.

One of the specific aim of this project was to provide Self-Support Training Program to 100 of these 360 students in 3 cities and 3 different events. Attendance was above of our target and we supported 136 students in designing their future and finding decent jobs. On the other hand, as another objective of the project, we will provide formal and decent jobs to 15 of the students who involved in this trainings. During the quarter, our Business Development Department has interviewed over 25 companies at the relevant locations in order to bring potential business opportunities to beneficiaries. In the next quarter, our Recruitment Department will present the most eligible candidates who graduated from Spark Education Support and Scholarships and United Work Self-Support Training Program from to these job opportunities to enabling at least 15 talented and successful candidates to have jobs.



Fair Wear Foundation

Fair Wear Foundation, which is Dutch organization who focuses on garment production, specifically sewing, cutting and trimming processes—the most labour intensive parts of the supply chain. FWF works with its 130 member brands, who are committed to finding a fairer way to make clothes, and FWF engages directly with factories, trade unions, NGOs and governments to find create solutions to the problems.

United Work and Fair Wear Foundation have started partnership within “Support Line Project” which is implementing by UW to provide 24/7 hotline support in two languages Arabic and Turkish to employees of members of Fair Wear Foundation for problems that they might face for any reason in their workplace. The project will continue until the end of the year.



Hilton and Turkcell

United Work is building partnerships with non-governmental organizations as well as establishing partnerships with global companies. During this term, we have started to work with Hilton which is a worldwide hotel chain. Within this cooperation, UW started to provide job opportunities for Syrian refugees in Hilton Hotels.



Turkcell is established in Turkey; is an, integrated communication and technology services company. It provides voice, data, TV services and value added individual and corporate services to its customers over mobile and fixed networks. Turkcell is the first and biggest technology and communication company in Turkey. Within this cooperation, UW will be able to provide decent jobs for Syrian women refugees.

Section 3

Developments and Context

Context

Thus far, unemployment among Syrian refugees in Turkey is reportedly very high and the success rate of other labor market integration programs to assist them via formal employment is low. Out of these 3.6 million refugees, around 60% are of working age but less than 1% have obtained a work permit to legally work in Turkey.

Recently, the Government of Turkey has increased controls to encourage, increase and combat illegal immigration of Syrian refugees. In this context, the Governorship of Istanbul issued a Press Release on Combating Irregular Migration on **22.07.2019**.

In the press release, ‘Syrian foreigners who are not under the scope of temporary protection (indifferent and / or unidentified) are referred to the provinces determined by the instruction of the Ministry of Interior. Istanbul is closed to temporary protection registration. However, until **20 August 2019**, Syrian foreigners who are not registered in Istanbul province are allowed to return to the provinces where they are registered. Those who did not return at the end of the specified period, will be referred to the provinces where they are registered in accordance with the instructions of the Ministry of Interior.’ statements were given. Then, on **27.08.2019**, a different press statement was made by the Governorship of Istanbul and this process was extended until **30 October**.

In coordination with the press release, the way was opened for foreigners under Syrian temporary protection who have a work permit in Istanbul despite not being registered in Istanbul to be able to obtain their registration in Istanbul. This situation rapidly increased demand of work permit applications and legalization by both employees and employers. Since United Work is currently the only institution providing services for work permit applications and recruitment processes, it has entered a very intensive process to meet the high demand.



Depending on these developments and context, there is a high demand to United Work's services by Syrian refugees and employers in Turkey. Also, there is a huge gap in the field. However, funding which is providing by Dutch Ministry of Foreign Affairs will be over at the end of 2019 and **United Work** needs more funding to provide its unique services.

United Work conducting fundraising activities, but it seems that unfortunately it will not able to sustain United Work completely. Therefore, currently **UW** having a very critical process and facing significant problems for sustainability.



**"Charity begins at home but should not end there."
Thomas Fuller**

Section 4

Key Challenges

Non-profit Status and Funding

United Work Reintegration and Placement Services which is the Turkey representing office of Stichting United Work, has started to operate as a Limited Company on January 2017 due to in order to start its operation as soon as possible and the long-term and slow-running bureaucracy of obtaining Foundation status in Turkey. All procedures have been completed however unfortunately there has been no progress in non-profit status application to Ministry of Interior Affairs. This situation is a major obstacle to ensuring the financial sustainability of United Work. Because donor organizations working in the field of humanitarian aid and development such UN Agencies, International Non-Governmental Organizations(INGO's), Development Agencies etc. seek non-profit organization status requirement in all project and grant processes. So far, many applications and approaches made within the scope of fundraising activities have technically failed due to legal status.

Financial Sustainability

United Work provides sustainable livelihood opportunities as decent and formal jobs to refugees in Turkey. So far, 25.815 refugees are benefited from United Work and its services through candidate interviews, trainings, business registration and work permit support. More than 120.000 were assisted, benefited and their quality of life was improved by the support of the Dutch Ministry of Foreign Affairs when the families of the beneficiaries were included.

However, United Work faces critical and considerable financial sustainability problems recently. When the support provided by the Dutch Ministry of Foreign Affairs is over at the end of the year, unfortunately United Work will not be able to provide the services it already provides and sustain itself.



Lack of Service Areas

United Work continues its work in mainly in four areas which are job placement, training, work permit support and business registration. However, depending on the changing needs and conditions, there are also needs in different areas in the field as well. Depending on changing circumstances, United Work aims to expand its areas of operation and services in the field of women economic empowerment, entrepreneurship and employment disabled people programs in the first place. It would be developed more holistic and unique approach to United Work in order to create more livelihood opportunities for refugees and host community. However, actions in this areas cannot be taken and developed due to lack of adequate funding sources.

Governmental Relations

United Work's areas of work require close and sustainable cooperation with governmental and public institutions such as Ministry of Interior Affairs, Turkish Employment Agency (İŞKUR), Municipalities and other institutions. In particular, obtaining approval from public authorities for the completion of work permits and other relevant protocols and procedures delays and disrupts operational processes. In this context, the Dutch Government and the Dutch Ministry of Foreign Affairs are expected to take a more facilitative role in the relations of United Work, an international organization based in the Netherlands, with governmental and public institutions.

Section 5

Financial Management

Description	Approved Budget	2019 Quarter 3	Percentage Spent
Monitoring and Evaluation	€ 14,400.00	€ 5,145.25	35.7 %
Public Affairs & Public Relations	€ 14,400.00	€ -	0.0 %
General	€ 81,409.33	€ 46,557.81	57.2 %
Recruitments	€ 121,580.81	€ 42,610.70	35.0 %
Account Management	€ 37,366.37	€ 30,816.49	82.5 %
Training	€ 69,878.17	€ 35,900.80	51.4 %
Work Permit Support	€ 7,635.60	€ 4,535.10	59.4 %
Operations	€ 158,935.23	€ 77,986.54	49.1 %
Additional Expenses (VAT)	€ 64,015.15	€ 66,671.86	104.2 %
Total	€ 569,620.66	€ 310,224.54	54.5 %

Section 6

Conclusion

United Work successfully completed the quarter including July, August and September in spite of the developments and challenges and provided more livelihood opportunities for refugees through recruitment, training, business registration and work permit services. During the quarter, all of the project objectives and targets were completed and exceeded. As a result of the work carried out, 436 people were recruited, 566 people were trained, and 118 new companies were started to work. United Work will complete the project objectives in the next quarter and finalize the project supported by the Dutch Ministry of Foreign Affairs.

However, United Work expects to sustain its services and itself due to increasing of needs refugees and host community and closing a major gap in the field. Therefore, it has already started to fundraising activities to reach out different funding sources and donors but most probably it would not be able to sustain all services and itself due to termination of support provided by the Dutch Ministry of Foreign Affairs and due to legal status in Turkey.

United Work targets to include womens economic empowerment, entrepreneurship and livelihood opportunities for disabled refugees, as well as their current services and programs, if it ensure itself sustainability.



United Work

From Refugee To Employee

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QUARTERLY REPORT



Kingdom of the Netherlands

INFORMATION

The contents of this publication is the sole responsibility of United Work and can in no way be taken to reflect the views of the Dutch Ministry of Foreign Affairs