

Turkey

Executive summary

The year 2015, which was another year of modest economic growth, witnessed two general elections, the suspension of the solution process regarding the Kurdish question and an increase in political violence, which also affected children. The large number of Syrian refugees in Turkey rose to about 2.5 million as of 31 December 2015, making Turkey the country hosting the most refugees in the world.

Against this backdrop, the United Nations Children's Fund (UNICEF) Turkey was able to raise and further diversify its contribution to the government-led, United Nations-supported efforts for Syrian refugees in Turkey, particularly in regard to access to education and child protection for the 1.3 million Syrian children under temporary protection in Turkey. As a result, there was a marked increase in the number of Syrian children enrolled in school, and more Syrian children benefited from non-formal/informal learning opportunities, child-friendly spaces (CFS) and a range of other child protection interventions.

Children living in host communities became the main beneficiaries of UNICEF Turkey-supported activities (12 per cent of Syrian refugees are living in camps with continued full coverage of services). Contributions to infrastructure and basic needs were accompanied by growing collaboration on data and strategic planning in education and the sharing of expertise in critical areas of child protection. UNICEF Turkey contributed to interventions to support Syrian and other children on the move towards Europe.

As of November 2015, almost 279,000 Syrian children were enrolled in school, and more than 450,000 school-aged children were estimated to be out of school. Access to quality, standardized informal/non-formal education or psychological support services remained limited. Many of these children are also vulnerable to risks such as exploitation and child marriage. Several hundred refugee and migrant children, including Syrian refugee children, are estimated to have died in sea disasters while seeking to enter Europe within the last year.

UNICEF Turkey continued to implement its Country Programme, which supports the rights of those girls and boys in Turkey who have benefitted least from the country's growth and development and/or who are most at risk, including Syrian children. This work is being carried out through partnerships with government and non-government actors in the fields of early childhood development (ECD), pre-school, primary and secondary education, child rights monitoring, child protection systems, juvenile justice, child and youth participation and social policy. Participation rates in all levels of education continued to rise while progress indicators in other areas were mixed.

The new UNICEF Turkey Country Programme for 2016–2020 was finalized and approved in 2015 in parallel with the new United Nations Development Cooperation Strategy (UNDCS), and preparations continued for its implementation with additional financial and human resources. In the coming cycle, efforts for Syrian children will be fully embedded into the Country Programme in recognition of the long-term nature of their presence in Turkey and the importance of

resilience building for Syrian and host communities as well as the institutions serving them. In line with the equity agenda, the Country Programme will focus on the most critical issues for all disadvantaged children in Turkey, including refugee children, children with disabilities, working children and adolescents in need of a second chance.

The Country Programme will translate UNICEF's heightened global strategic focus on gender equality into the concrete programming in Turkey on sustaining gender equality into adolescence and combating child marriage. As Turkey is an upper-middle-income country with substantial national capacities and could soon achieve high-income status, the new programme will emphasise high-level strategies, including research, evidence generation and catalysing public debate. It will also support the proposed transformed engagement between UNICEF and Turkey, envisaging the pooling of knowledge and capacities for the benefit of children nationally, regionally and globally.

UNICEF Turkey maintained its visibility and further increased its use of social media, playing a significant role in keeping children's rights present in the public domain with the help of vigorous communications activities linked, among other issues, to the situation of Syrian children, the rights of children with and without disabilities, and regional and global initiatives such as the #FightUnfair campaign.

UNICEF Turkey maintained and continued to build partnerships, collaborative relationships and dialogues with and among official entities, civil society/private sector actors and international organizations. Non-governmental organizations (NGOs) were also partners in most areas of UNICEF-Government collaboration. UNICEF Turkey continued to work closely with multiple local and international partners, including the Turkish National Committee for UNICEF.

Humanitarian assistance

In 2015, Turkey became the largest refugee-hosting country in the world, with approximately 2.5 million Syrians living under a temporary protection regime. The number of Syrian children has surpassed 1.3 million. Overall, 12 per cent of Syrian refugees live in 25 official camps, and the remainder live in host communities mostly across southern Turkey, putting pressure on basic services and infrastructure. Turkey was also the principle transit country for Syrians, Afghans, Iraqis and others fleeing to Europe: about 800,000 are thought to have taken the sea journey from Turkey to Greece in 2015, and more than 600 children are believed to have died in the attempt.

The Government remained the lead and largest provider of the response to the Syria crisis, with more than US\$8 billion reportedly invested to date. The United Nations Country Team supported Turkey's efforts via inter-agency coordination mechanisms, including the Syria Response Group, which leads the United Nations response at the principal level, and the Syria Task Force, which leads at the technical level. UNICEF Turkey continued to participate actively in and to co-lead the education sector group. Within the framework of the Regional Refugee and Resilience Plan (3RP) and in line with the No Lost Generation initiative, UNICEF Turkey's response continued to prioritize education and child protection, with smaller-scale contributions in health and basic needs.

Despite significant efforts by the Government, the United Nations and other partners, the education and protection needs facing refugee children remain considerable. According to the Ministry of National Education (MoNE), approximately 279,000 Syrian children were enrolled in education in Turkey by November 2015 – a 30 per cent increase over the number of students

enrolled at the end of the previous school year in June 2015. Nevertheless, in the same period, more than 450,000 school-aged Syrian boys and girls were estimated to be out of school.

In education, UNICEF Turkey focused on building and strengthening systems to increase access to and improve the quality of services. UNICEF Turkey worked closely with the MoNE to develop and implement provincial action plans (PAPs) to scale-up Syrian children's access to quality education in host communities. PAPs for nine south-eastern provinces were completed, and 10 more are under development. UNICEF Turkey also expanded the number of learning spaces: seven schools were constructed in 2015 (out of a total of 31 built since the beginning of the crisis), and 108 more were renovated or refurbished. In addition, 284,000 students have received school supplies. Meanwhile, in partnership with the MoNE and the Turkish Post Office, UNICEF Turkey increased the number of Syrian volunteer teachers receiving monthly incentives from 3,000 at the beginning of the year to 8,700 in December 2015. Efforts to provide psychosocial support to children through the education system progressed, and 6,737 Syrian teachers were trained.

As of November 2015, 49,551 children regularly benefitted from 25 CFS, and 1,151 children were referred to specialized services. Together with the Ministry of Family and Social Policy (MoFSP), UNICEF Turkey trained 428 key actors from the Government and civil society on child protection in emergencies, while 403 individuals were trained to strengthen the response to sexual and gender-based violence. UNICEF Turkey and various partners continued to empower Syrian and Turkish adolescents and young people through social cohesion and community-based peacebuilding activities, reaching 11,500 young people and adolescents in 10 provinces, with further expansion due in 2016.

Almost 623,000 Arabic-language brochures and posters were distributed to increase awareness about proper nutrition and hygiene, diet diversification, the use of high-energy biscuits and micronutrient powder and breastfeeding. With respect to basic needs, UNICEF Turkey launched winterization efforts in early and late 2015. UNICEF Turkey is now providing winter cash-based assistance to more than 19,000 vulnerable Syrian households. UNICEF Turkey also supported the Turkish authorities' response to two rapid influxes of Syrian refugees in Şanlıurfa in June and Hatay in November, providing high-energy biscuits (distributed via the Turkish Red Crescent), family and baby hygiene kits, baby diapers and health promotion materials in Arabic.

UNICEF Turkey also began to respond to the immediate needs of refugees and migrants on the move toward Europe. Together with its national partner, UNICEF Turkey distributed 9,346 family hygiene kits and 3,294 baby hygiene kits in Istanbul and six other western provinces. The Regional Refugee and Migrant Response Plan, which highlights protection needs (including strengthened outreach and monitoring), identification and referral of persons with specific needs (including unaccompanied and separated children), capacity building of national institutions and the immediate needs of rescued or apprehended persons, was developed in partnership with the United Nations High Commissioner for Refugees (UNHCR), the International Organization for Migration (IOM), the World Health Organization (WHO), the United Nations Population Fund (UNFPA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

Summary notes and acronyms

3RP	Regional Refugee and Resilience Plan
AFAD	Disaster and Emergency Management Authority
AU-DPD	Ankara University Developmental and Behavioural Paediatrics Division

CCC	Core Commitments for Children in Humanitarian Action
CEE/CIS	Central and Eastern Europe and the Commonwealth of Independent States
CFS	child-friendly spaces
CMT	Country Management Team
CPMP	Country Programme Management Plan
DCT	direct cash transfer
DGMM	Directorate General of Migration Management
ECD	early childhood development
ECE	early childhood education
ICT	information and communication technology
IMEP	Integrated Monitoring and Evaluation Plan
IOM	International Organization for Migration
JCC	Joint Consultative Committee
LTA	long-term agreement
MoFSP	Ministry of Family and Social Policy
MoH	Ministry of Health
MoNE	Ministry of National Education
MoYS	Ministry of Youth and Sports
NGO	non-governmental organization
NO	national officer
OECD	Organisation for Economic Co-operation and Development
PAP	provincial action plans
PAS	Performance Appraisal System
SIM	subscriber identity module
UNDCS	United Nations Development Cooperation Strategy
UNDSS	United Nations Department for Safety and Security
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
VISION	Virtual Integrated System of Information
WASH	water, sanitation and hygiene
WFP	World Food Programme
WHO	World Health Organization
YOBIS	Education Information Management System for Foreigners

Capacity development

Much of UNICEF Turkey's work under the 2011–2015 Country Programme consisted of advice, technical and/or financial support, and/or facilitation for the design of service models, standards, monitoring systems, curricula, etc., for use by public institutions and for the training of public officials and professionals. UNICEF Turkey also contributed to developing the capacities of civil society, young people and children. In 2015, UNICEF Turkey continued its work to increase the capacity of the MoNE to provide school-based orientation programmes to keep disadvantaged children in school; the MoNE will implement these programmes nationwide as of 2016. The Child-Friendly Cities programme raised the capacity of several municipalities to fulfil the rights of children and adolescents. UNICEF Turkey supported the MoFSP to develop a community-based programme for autistic children and to build community capacity through parenting training especially for Syrian parents.

In the context of the Syria crisis response, UNICEF Turkey provided key assistance for the development of PAPs for the inclusion of Syrian children in education, thereby significantly increasing the capacities of the provincial units of the MoNE in affected provinces to identify needs and fulfil the rights of Syrian children to education. Through incentives and training, UNICEF Turkey continued to strengthen the capacities of service providers, including Syrian volunteer teachers and NGOs, as well as youth workers and youth volunteers mobilized for CFS. UNICEF Turkey also began to engage with Turkish teachers in regards to foreign students in their classes in terms of language and psychological issues. Child protection in emergencies training was provided to higher-level officials. UNICEF Turkey further developed programmes of social harmonization and adaptation for Turkish and Syrian young people and adolescents to be implemented more widely in 2016.

Evidence generation, policy dialogue and advocacy

UNICEF Turkey continued to advocate formally and informally with partner institutions and decision-makers to support the rights of children, particularly the most disadvantaged. For example, UNICEF continued to advocate for a specialized juvenile justice entity and for legislative changes to ensure the use/implementation of the new classification and reporting system for children with disabilities. UNICEF Turkey successfully advocated with leading political parties for the inclusion of children's issues in their election manifestos for the 2015 parliamentary elections. Sustained policy dialogue contributed to the adoption of new initiatives for the education and protection of Syrian children.

Data collection is vital for policy dialogue and advocacy as well as programming but has been a sensitive issue when it comes to the Syrians in Turkey. Nevertheless, UNICEF Turkey is now collaborating with the MoFSP, the Directorate General of Migration Management (DGMM) and the Disaster and Emergency Management Authority (AFAD) in the design and implementation of a study on the psychosocial needs of refugee children. UNICEF Turkey also contributed to the design of the survey on the education of refugee children in Turkey as part of the survey steering committee led by the MoNE and the World Bank. Likewise, UNICEF Turkey contributed to the design of the survey for the vulnerability assessment of refugee families conducted by the World Food Programme (WFP) and other national partners.

Meanwhile, a review of statistical data on child well-being indicators was completed in collaboration with the Ministry of Development, the MoFSP and the Turkish Statistical Institute. This will facilitate the establishment of a database and periodic reviews of key indicators by the Government and civil society. The Country Programme for 2016–2020 emphasises knowledge generation, in conjunction with knowledge partners, in support of policy dialogue and advocacy.

Partnerships

UNICEF Turkey continued to expand and multiply its partnerships, particularly with public institutions, but also with other actors. UNICEF Turkey and the Ministry of Development worked closely to coordinate the development of the 2016–2020 Country Programme. The MoNE, the MoFSP, other key line ministries, AFAD and the DGMM were vital partners. UNICEF Turkey also continued to cooperate with the ombudsperson, the Union of Bar Associations, the civil society network around violence against children and young people and children themselves.

UNICEF Turkey, the MoNE and the Turkish Post Office collaborated to pay increased volumes and amounts of incentives to Syrian volunteer teachers. The partnership with the Turkish Red Crescent was expanded, including in the areas of psychosocial support and winterization

response outside of camps. Several partnerships were developed with NGOs for psychological support, non-formal/informal education and youth engagement. Cooperation with the South-eastern Anatolia Project administration and the Ministry of Youth and Sports (MoYS) was initiated in the areas of ECD, child protection and youth.

UNICEF Turkey contributed to the preparation of the UNDCS and played an active role with the UNHCR and other United Nations agencies in the development and implementation of the 3RP. A Southeast Turkey Education Working Group headed by UNICEF and UNHCR is supporting NGOs working on education, including to meet government requirements. A child protection sub-working group was formed with UNHCR and UNICEF as co-chairs, and a WASH working group was formed with CARE. UNICEF and IOM cooperated on school transport for Syrian children. A new partnership with the Danish Refugee Council addressed risks from mines and unexploded remnants of war in the southern border region through targeted education activities. UNICEF Turkey also continued its dialogue with main donor partners and with the World Bank.

External communication and public advocacy

UNICEF Turkey continued to focus on external communications, using all conventional and digital channels to raise the visibility of key issues affecting children, particularly those addressed by the Country Programme, and to support fundraising, policy dialogue, social mobilization and the empowerment of duty bearers and rights holders to assume their responsibilities and claim their rights.

UNICEF Turkey appealed to all political parties participating in the 2015 parliamentary elections to integrate critical child rights issues into their party programmes and election campaigns. In line with the latest situation analysis and urgent needs of the country, the Vote for Children campaign was developed within the context of this appeal and focused on equal opportunities for girls and boys, inclusive policies for all children and investment in and empowerment of children. UNICEF Turkey staff visited main political parties and parliamentarians, and, as a result, child rights commitments were included in the programmes of all of the four parties that won seats in Parliament. These will be used for advocacy for policy making and resource mobilization in the upcoming programme cycle.

UNICEF Turkey also made use of Communication 4 Development techniques with a view to changing social attitudes and behaviour. For example, almost 623,000 Arabic-language brochures and posters were distributed across the country to increase awareness about proper nutrition and hygiene, diet diversification, the use of high-energy biscuits and micronutrient powder, and breastfeeding. UNICEF Turkey continues to cooperate with other United Nations agencies and national partners to identify and establish the information needs of Syrian families, children and youth, including information about educational opportunities. High-level and media field trips were organized to highlight children's issues as well as the strong collaboration of UNICEF with the Government of Turkey and other main partners.

In 2015, UNICEF Turkey launched a campaign on children with disabilities. The 'There is Another You' campaign is a call for full social inclusion, so that all children with disabilities can enjoy equal rights. The campaign was developed jointly with the MoFSP General Directorate of Elderly and Disabled Services. The campaign seeks to equip Turkish citizens with the information they need to become more aware of and sensitive to challenges affecting children with disabilities.

South-South cooperation and triangular cooperation

UNICEF Turkey supports the exchange of knowledge, good practices and lessons learned and the development of international cooperation for children by facilitating study visits to and from Turkey, supporting international conferences and workshops in the country, expediting Turkey's participation in multilateral initiatives such as the UNICEF/United Nations Educational, Scientific and Cultural Organization (UNESCO) study on out-of-school children and sharing Turkey's experiences and programmes on various platforms.

Turkey is currently participating in four of the UNICEF Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS) Regional Office's 10 regional knowledge leadership areas: 1) a child's right to a supportive and caring family environment; 2) a child's right to inclusive quality education; 3) a young child's right to comprehensive well-being; and 4) an adolescent's right to a second chance.

UNICEF Turkey continues to support the Istanbul-based International Youth Leadership Academy, which trains and connects youth activists from more than 20 countries and now has an international network of 3,000 youth leaders.

UNICEF Turkey supported the CEE/CIS Regional Office, the Middle East and North Africa Regional Office (MENARO), UNICEF Yemen, UNICEF Ukraine and UNICEF Headquarters with several goods and service procurements, including for the establishment of the Istanbul Hub and several meeting/workshop organizations in Turkey.

Furthermore, UNICEF Turkey has been contributing to a dialogue between the Government of Turkey and the global/regional levels of UNICEF on an extended partnership for child rights across borders through international cooperation and knowledge exchange, particularly in the areas of child-focused humanitarian action, inclusive education and child protection. The Country Programme for 2016–2020, which was developed in 2015, reflects this expanded partnership as a specific outcome.

In 2015, officials from AFAD shared their experience at a UNICEF training programme at the UNICEF Supply Division in Copenhagen.

Identification and promotion of innovation

In an upper-middle-income country such as Turkey with strong state leadership in development matters but also with its own unique patterns of equity/inequity, barriers and bottlenecks, UNICEF Turkey needs to continuously innovate to address contemporary child rights challenges and take account of the specific economic, normative and policy contexts. The need to seek innovative solutions is even greater in the current humanitarian situation - an unprecedented refugee crisis where most of the refugees are living in host communities and face significant difficulties. Through incentives to Syrian volunteer teachers and the Education Information Management System for Foreigners (YOBIS), UNICEF Turkey has been able to contribute to filling gaps not just on the ground but also at the systems level, which allowed for fast scale up of services. UNICEF Turkey has also been active in positioning the refugees as agents and partners, whether as volunteer teachers or youth volunteers. Besides adapting the CFS concept to the local context, UNICEF Turkey contributed in 2015 to the establishment of four adolescent and youth-friendly spaces and an informal safe space for out-of-school female adolescents and young girls, providing life skills, language classes, psychosocial services, peer-to-peer support programmes, awareness-raising on gender-based violence and other opportunities for 11,500

adolescents as of December 2015. Adolescent and youth harmonization and adaptation programmes bringing together Turkish and Syrian people were developed further, reaching more than 11,000 young people, with a target of 40,000 for 2016.

Support to integration and cross-sectoral linkages

UNICEF Turkey has frequently played an important role in bringing different sectors, sub-sectors and levels of government, as well as non-government actors, together to discuss and address child rights issues that require joint efforts. This function is appreciated by UNICEF's partners, as documented in the 2013 mid-term review of the Country Programme.

In 2015, UNICEF Turkey continued to bring different sectors, such as justice, child services, health and education, together on a regular basis - for example, in efforts to ensure the implementation of alternatives to imprisonment or the identification and support of children with developmental delays and disabilities. With respect to social policy and data, UNICEF Turkey has promoted dialogue among relevant institutions including the Ministry of Development and the Turkish Statistical Institute. In the humanitarian context, UNICEF Turkey is working simultaneously with the line ministries for health, child services and education and with emergency authorities and organizations such as the DGMM, AFAD and the Turkish Red Crescent for child education, protection, health and nutrition.

Internally, UNICEF Turkey continued to maintain working groups and focal points on disadvantaged groups (children with disabilities, Roma children) and age groups (ECD, youth) as well as gender.

The Child Intersectoral Board chaired by the Ministry of Development brings all child-related sectors to the table at least once a year. In 2015, all of these sectors were consulted during the drafting of the new Country Programme. The Country Programme attaches considerable priority to issues that require inter-sectoral interventions such as combating child labour and child marriage in both the development and humanitarian contexts. Inter-sectoral issues will be prioritized for evidence generation and policy dialogue as well as more specific interventions.

Service delivery

In Turkey, the Government is well organized and has resources to provide or ensure the provision of services. In these circumstances, UNICEF's roles with respect to services for children and young people encompass the provision of technical expertise to support Turkey in developing, expanding and improving the quality of its services, bringing them into line with children's rights, and removing supply-side or demand-side obstacles or deficiencies of the enabling environment that may prevent equitable access by the most disadvantaged groups. This work may include support for the design of service models and monitoring systems and assessments conducted with government partners. All of this is reported under the headings of evidence generation, advocacy and policy dialogue, capacity building, innovation, support for cross-sectoral linkages and external communication.

While supporting Syrian children in Turkey, UNICEF Turkey has been working at central and local levels to help to provide certain kinds of education, child protection and vaccination services, which, due to the nature of the situation, were not previously available in Turkey for the target populations. UNICEF Turkey continued to provide related supplies and cash and technical support in 2015 in line with the Core Commitments for Children in Humanitarian Action (CCCs). Winterization assistance is being provided on a cash basis for the first time. UNICEF

Turkey does not aim to act as a service provider but, acknowledging the humanitarian-development continuum, aims to support the efforts of relevant authorities, NGOs and volunteers to provide services on a sustainable basis.

Human rights-based approach to cooperation

Throughout 2015, UNICEF Turkey worked to ensure that all UNICEF-supported interventions, programmes, knowledge products and other documents in both development and humanitarian contexts were guided by the human rights-based approach. UNICEF Turkey continued to follow up on the Convention on the Rights of the Child concluding observations on Turkey (2012) and other international human rights mechanism recommendations. The visit of Syrian and Turkish children to Turkey's National Parliament in November exemplified UNICEF's support for rights holders.

As part of its efforts to strengthen national independent human rights monitoring mechanisms, UNICEF Turkey pursued its close collaboration with the Ombudsperson Institution, developing and implementing a basic child rights training programme for staff from various departments and an advanced child rights & independent child rights monitoring training programme for those working in the Women's and Children's Rights Department, emphasising children's rights to access to justice and to education. UNICEF Turkey also provided inputs to various cases and reports of the Ombudsperson, the National Human Rights Institution and the European Union progress report, among others.

UNICEF Turkey was an active participant in the United Nations Human Rights Thematic Group and the United Nations Gender Working Group and contributed to the Universal Periodic Review of Turkey held in January and follow-up activities, the joint report for the Convention on the Elimination of All Forms of Discrimination Against Women Committee review and the Optional Protocol to the Convention Against Torture Sub-Committee on Prevention of Torture visit to Turkey.

Implementation of the Monitoring and Reporting Mechanism on grave violations of children's rights in situations of armed conflict within the context of the Syria crisis continued.

Gender mainstreaming and equality

UNICEF Turkey carefully mainstreamed and highlighted gender awareness and gender equality and accounted for the different needs of girls and boys in all of its work, including planning, research, advocacy, communications and capacity building. Disaggregated data was used whenever possible to monitor the situation of children and the results of interventions. Equal representation was ensured in all activities to promote the participation and engagement of children and young people. Sensitivity on gender issues was maintained with the help of an internal gender focal point and gender group.

Both the UNDCS and the UNICEF Country Programme for 2016–2020, which were developed in 2015, include specific components on gender equality and gender mainstreaming. UNICEF Turkey will promote gender equality in secondary education and support efforts to end child marriage.

The 3RP also includes gender programming to support Syrian populations, including gender-based violence prevention and response. In 2015, UNICEF Turkey worked with the Gaziantep Municipality on a system to combat child marriage and mapped the gender-based violence-related activities of NGOs in south-eastern Turkey.

UNICEF Turkey was an active participant in the inter-agency United Nations Gender Thematic Group and led the development of a joint position paper on child marriage as a basis for joint programming. Through this Group, UNICEF Turkey contributed to the United Nations Country Team's Convention on the Elimination of All Forms of Discrimination Against Women report.

UNICEF Turkey contributed to the International Day of the Girl Child Conference organized with the support of UNFPA, UN Women and the Aydın Doğan Foundation with the theme of 'Empowered Girls, Empowered Future: Ensuring Equal Opportunities in Education and Improving Life Skills'. The Conference was attended by approximately 250 civil society representatives, academics and female secondary school students from various cities and attracted wide media coverage.

Preparations for a light gender assessment of UNICEF Turkey took place in 2015; the assessment will be conducted with the support of the CEE/CIS Regional Office. The priority issues will be: capacity building on gender responsive programming, along the lines of the organizational Gender Action Plan; assessments of partners' capacities and potential to cooperate with UNICEF; focused support on gender responsive secondary education; and child marriage programming.

Environmental sustainability

In 2015, UNICEF Turkey was not in a position to systematically mainstream environmental sustainability issues or sensitivity to environmental hazards in its planning, programming, monitoring and management procedures or to take specific actions to address environmental issues affecting children's rights. However, disaster risk reduction and resilience for children, including preparedness for earthquakes and other environmental events, forms part of the peer-to-peer programme developed with UNICEF Turkey support following the Soma mining disaster of 2014 and is a component of the UNICEF-AFAD collaboration. Through the use of high-tech mobile units, awareness on disaster preparedness is raised among children and their parents and an opportunity for practice is offered, making the awareness raising more impactful. Environmental disaster risk reduction and resilience, including the sharing of Turkey's knowledge and capacities and those of other countries, is also on the agenda in the context of the proposed expanded partnership between UNICEF and Turkey.

Effective leadership

The 2015 Annual Management Plan identified the office's programmatic and operational priorities and ensured appropriate mechanisms for achieving the programme results and operational targets. The Country Management Team (CMT) continued to provide strategic direction, guidance, leadership and oversight to ensure the alignment of the Country Programme with the changing requirements of the country and the achievement of planned results. Statutory committees met regularly and functioned well, in line with their terms of reference. The CMT discussed the outcomes of Regional Management Team meetings and followed up on audit recommendations and change management initiatives such as the Simplified Programme Results Structure, rolling/multi-year work plans and the Global Shared Service Centre. The implications of these initiatives were communicated regularly to all staff. In addition to the CMTs, intra-office communications were maintained through general staff, the Joint Consultative Committee (JCC) and weekly head of section meetings. In line with the audit feedback, a system was adopted to strengthen field monitoring.

The risk control self-assessment in the enterprise risk management portal was updated in the

first quarter of 2015 and regularly monitored during the CMTs. The office Business Continuity Plan was updated at the end of May. Office planning assumptions for rapid response, first response actions, plans by functions, checklists, contact and potential supplier lists are available. Business continuity in terms of information technology and telecommunications was improved as part of the global Virtual Integrated System of Information (VISION) preparation, and a backup Internet connection was in place. The Citrix server is functional and Cisco Anyconnect and Citrix Receiver are installed on the laptops of all staff members in order to ensure remote access to organizational business applications and systems.

A Country Programme Management Plan was prepared for 2016–2020 by a Country Programme Management Plan Task Force established with full representation of the Staff Association. The programme budget review and approval process was completed in October.

Financial resources management

The CMT regularly monitored contribution management, budget allocations, fund utilization and outstanding direct cash transfers (DCTs). The office continued to make effective use of its bank optimization and cash forecasting tools and met its closing bank balance targets. Deadlines for bank reconciliations and bank optimization targets were met. UNICEF Turkey started to use the new cash replenishment request system and established the infrastructure of the new bank communication management system in VISION, which facilitated electronic approval.

With respect to budget control, the CMT reviews key areas including grant expiry, DCT liquidations, quality donor reporting and programme implementation level of expenditures. Overall, UNICEF Turkey performed well on the management indicators across the board and demonstrated a high level of planning and absorption capacity.

As of 31 December 2014, the total expenditure level of the Country Programme, including the 2014 institutional budget, was US\$35,675,904, while the year 2015 ended with a total expenditure of US\$56,918,954.

Open travel authorizations were monitored regularly to ensure closure within 15 days of completion of travel. As of 31 December, no travel authorizations remained open.

Fundraising and donor relations

The main sources of large ‘other resources’ funding include the Thematic Education Fund, the European Union, the Turkish National Committee for UNICEF and consolidated funds from other National Committees. UNICEF Turkey has optimized the status of Turkey’s accession to the European Union and its access to the Instrument for Pre-Accession structural funds which were applied for when programmatic priorities of UNICEF Turkey and the European Union overlapped. The latest Instrument for Pre-Accession contract was signed in December 2015.

The UNICEF Turkey planning and fundraising framework is reflected in the 3RP. The number and amount of contributions have increased since 2013, with the majority of donors contributing more than once.

The UNICEF Turkey Fundraising Strategy for 2014–2015 was updated in March 2015 to cover all aspects of relationship building with donors, including mechanisms for the delivery of timely and quality donor reporting with effective results.

The UNICEF Turkey utilization for 2015 was US\$56,918,954, compared with US\$35.6 million in

2014. In 2015, UNICEF Turkey mobilized US\$74,081,695.893 in other resources emergency and US\$14,819,530.14 in other resources, totalling US\$88,901,225. Out this amount, US\$28,042,328.05 was received in December 2015.

Turkey is unique in having a National Committee for UNICEF as well as a UNICEF country office. The Turkish National Committee for UNICEF raises funds for global priorities, regional emergencies and UNICEF Turkey. A joint strategic plan governs cooperation for fundraising between UNICEF Turkey, the Turkish National Committee for UNICEF and the UNICEF Private Fundraising and Partnerships Division, outlining the areas of collaboration and processes of engagement. The joint strategic plan is revised annually. UNICEF Turkey and the Turkish National Committee for UNICEF agreed to raise funds for selected priority programmes for which the country office provided concept notes and full proposals. At times, UNICEF Turkey also supports the interaction of the Turkish National Committee for UNICEF with potential significant private sector donors, at the same time building the capacity of the Turkish National Committee for UNICEF to communicate UNICEF Turkey's programme and role in Turkey.

Evaluation

Two evaluations were due for completion in 2015: the evaluation of the UNICEF response to the Syria crisis in Turkey and the evaluation of the psychosocial support programmes implemented after the Van-Erciş earthquake. Both were finalized and rated as highly satisfactory by the regional quality assurance system. UNICEF Turkey was also involved in the evaluation of UNICEF's humanitarian response in the Syrian Arab Republic and the sub-region as well as the multi-country evaluation of the results achieved through the child care system reform in CEE/CIS.

In line with the Level 3 corporate emergency standard operating procedures, the evaluation of the response to the Syria crisis in Turkey was managed through an evaluation committee led by the CEE/CIS Regional Office and included UNICEF Turkey and the UNICEF Evaluation Office. MENARO was also involved. As the recommendations of this evaluation concern UNICEF at the corporate level, the management response is being conducted as a coordinated effort involving the relevant country, regional and Headquarters offices.

While the management response for each of the evaluations is in progress, the findings and recommendations are already being used to inform the implementation strategies for the new UNICEF Turkey Country Programme in discussion with relevant government and civil society partners and other United Nations agencies. There are no pending actions from management responses to previously conducted evaluations.

Given the new procedure for ethical standards in UNICEF research, evaluation, data collection and analysis, UNICEF Turkey has been expanding its partnerships with academic institutions in order to set up an advisory board and enable technical and ethical reviews.

The 2015 Integrated Monitoring and Evaluation Plan (IMEP) was designed to respond to the knowledge needs of the programme and increase knowledge about the situation of children. It has been regularly monitored and reviewed through the new online platform, PRIME.

Efficiency gains and cost savings

Common agreements were used for travel, courier, cleaning, security and telecommunications services. These agreements preserved staff time by avoiding the need to undertake separate bidding processes on every occasion. These agreements also provided cost benefits, especially

as volumes were combined with those of other United Nations agencies. UNICEF Turkey shares office space with other United Nations agencies in Ankara and Gaziantep. UNICEF Turkey's long-term agreements (LTAs) also helped to streamline contracting for frequently used services. UNICEF Turkey has 27 active LTAs, which have proved to be cost-effective and efficient.

UNICEF Turkey uses a shared Internet connection in the United Nations House in Ankara together with the United Nations Development Programme (UNDP), IOM and WHO. UNICEF Turkey led the procurement process, and the agencies benefitted from reduced rates by combining their volumes.

As per the agreement concluded with mobile telecommunications operator, Turkcell, staff members are able to call mobile lines from desk phones through FCT devices with subscriber identity module (SIM) cards. This provides mobile-to-mobile communication and cost savings when compared with desk-line-to-mobile communication.

Supply management

UNICEF Turkey continued its Level 3 emergency operations for the Syria crisis response. The procurement of goods and services handled reached US\$12.9 million. Programme supplies reached US\$10 million. For education, this included school tents, classroom and library containers, ECD kits, school furniture for camps and host communities, school bags, stationery kits, air conditioners, computers, photocopiers and toners. UNICEF Turkey supported the Ministry of Health (MoH) to provide medical kits, brochures and leaflets. For child protection, UNICEF Turkey supplied child-friendly containers, equipment and fittings, furniture, art materials, winter clothes, playgrounds, hygiene kits and baby diapers. Communications and training materials were also produced for programme sections and counterparts.

UNICEF Turkey's response to the sudden influx of Syrians fleeing the increased violence on 21 November 2015 included hygiene kits delivered directly from the MENARO warehouse to the government counterpart, AFAD.

Service inputs amounted to US\$2.53 million: US\$1.75 million for institutional and US\$783,042 for individual services. This was mainly for training and capacity building of implementing partners, social workers and teachers, and consultancy services.

Logistically, UNICEF Turkey supported the MoH to gain clearance for offshore shipments. Distribution of programme supplies was organized in cooperation with AFAD and the Turkish Red Crescent.

UNICEF Turkey 2015	Value of all supplies in US\$	Value of locally managed procurement in US\$
Programme supplies	10,111,864	10,097,396
Operational supplies	222,328	294,096
Services (institutional)	1,755,778	1,755,778
Services (individual)	783,042	783,042
Total	12,873,013	12,930,312

1: Total value includes goods and services procured for UNICEF Turkey, including orders from the UNICEF Supply Division.

2: Total value includes goods and services procured by UNICEF Turkey, including procurements for other UNICEF offices, excluding orders from the UNICEF Supply Division.

The subgroup for supply and procurement of the Operations Management Team , including UNICEF Turkey, completed the bidding process for an LTA for integrated travel and event management services. UNICEF Turkey concluded an LTA for shared Internet services for United Nations agencies in 2015.

Security for staff and premises

Security of the staff and premises remained of paramount importance in 2015. The overall security situation in the country deteriorated, and UNICEF Turkey continued to coordinate closely with the United Nations Department for Safety and Security (UNDSS) and other United Nations agencies through the Security Management Team meetings. The UNICEF Turkey office is located in the United Nations House in Ankara. For the Syria crisis response, UNICEF also has a zone office in Gaziantep in the United Nations House. The security of staff members, especially while travelling to camp locations close to the border with the Syrian Arab Republic, is monitored on a daily basis both by UNICEF Turkey and by UNDSS. Daily security clearances are taken for movement in the concerned area, and close coordination is maintained with UNDSS. UNICEF Turkey has two armoured vehicles in Gaziantep for staff safety. The armoured vehicle and safe driving training for drivers was organized by UNICEF in Gaziantep. All UNICEF drivers were trained to use armoured vehicles. In addition to the current communication equipment, UNICEF Turkey has the following items that are currently in use:

- Two armoured vehicles
- 10 first aid kits
- Personal protection equipment: 27 flak jackets and 26 helmets
- Five trauma bags
- Three Codan NGT SRx high frequency mobile radio kits for emergency cars
- Three wireless radios (Motorola GM360 Mobile very high frequency) for emergency cars
- One Codan NGT SRxHF Mobile Radio Kit for emergency car
- 11 ultra-high frequency Motorola portable packages
- Three Thuraya satellite phones

Human resources

In 2015, a new Country Programme Management Plan (CPMP) was prepared through a participatory process. The programme budget review and approval process was completed in October. The new Country Programme requires the delicate merging of UNICEF's typical engagement in middle-income countries with one based on the CCCs. Accordingly, 45 new fixed-term posts were established, 10 fixed-term posts were abolished and 10 temporary appointment positions were delimited. In addition, six United Nations Volunteer posts, one junior professional officer post and one New and Emerging Talent Initiative post were created.

Meanwhile, recruitment was completed for the following posts: monitoring and reporting specialist (professional level 3); education specialist (professional level 3); chief of field office (professional level 4); national officer administrative officer ; two child protection programme assistants (general service level 6); education programme assistant (general service level 5);

information and communication technology (ICT) officer (NO); child protection officer (NO); and two drivers (general service level 2). Recruitment processes are ongoing for: chief of child development (education) (professional level 4); education specialist (professional level 3); education officer (NO); supply and procurement specialist (professional level 3); and human resources specialist (professional level 3).

Only 60 per cent of the staff's Performance Appraisal System (PAS) forms were duly completed by February 2015. However, 100 per cent completion was ensured by the globally extended deadline in May.

A general staff meeting was held in April to discuss the findings of the Global Staff Well Being Survey. A working group was established in cooperation with the Staff Association to address the findings and expectations of UNICEF Turkey staff.

The Human Resource Development Team met once in 2015 to discuss requests for individual training and identify group training needs. Joint learning events were prioritised and online learning encouraged. Many staff also participated in United Nations or UNICEF technical workshops.

Matters related to local administrative and human resources that were of general concern to the staff were discussed in the local JCC and CMT meetings and on other platforms such as general staff meetings.

Effective use of information and communication technology

The following upgrades and improvements in ICT systems were made in line with UNICEF Information and Technology Solutions and Services Division policy in 2015, which positively impacted the working environment:

- Move to Windows 8.1 as client operating system
- Move to Windows 2012 R2 server operating system
- Upgrade through Windows Server Update Services
- Replace Lync with Skype for Business as a business collaboration tool
- Upgrade Citrix Receiver to version 4.1 as a remote access tool to UNICEF applications
- Upgrade of Systems Applications Products Graphical User Interface to version 7.4

Significant improvements were also made in the network infrastructure in the UNICEF Gaziantep office, resulting in efficiency gains. Open Security Gateway Level 1 was installed to increase security and performance, facilitating the monitoring of network traffic and enabling staff to reach business applications without using remote access tools. Cisco 2702i access points directly connected to fibre optic Internet cables were installed to increase signal strength so that staff can easily access the Internet from anywhere in the office.

The two new vehicles procured by UNICEF Turkey for emergency operations were equipped with Codan Envoy X1 for high frequency communications and Motorola GM 360 for ultra-high frequency communications to be compliant with the Minimum Operating Security Standards. All UNICEF Turkey vehicles are being monitored and checked by radio operators between 7 a.m. and 7 p.m. in cooperation with UNDSS.

The CEE/CIS Regional Office has opened a bureau in Istanbul in the same location as the UNDP Regional Centre for Europe and the Commonwealth of Independent States. The UNICEF Turkey ICT section visited the site in July together with support from the UNICEF CEE/CIS

Regional Office to examine the ICT infrastructure for compatibility with UNICEF rules and policies. Recommendations were made to UNDP colleagues, including on security issues.

The UNICEF Turkey ICT section contributed to programme results by supporting interventions that use web-based applications, notably YOBIS.

Programme components from the Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Disparity reduction, social inclusion and protection

Analytical statement of progress:

The aim of Outcome 1 of the Country Programme for 2011–2015 was to, by the end of 2015, reduce disparities in well-being and opportunity among children of different geographical and social backgrounds and between boys and girls in a sustainable manner. This was to be achieved mainly by collaborating with the Government, and to a lesser extent other partners, to improve existing ECD, health and education services in ways that would guarantee equal access and quality for all children and to expand and develop national social services/assistance and child protection services. The existing extensive public service networks were utilized for the child-rights-with-equity agenda through enhancements in policies and systems and further development of national capacity. Throughout the cycle, UNICEF Turkey contributed to this process particularly in terms of knowledge building, capacity strengthening and public communications as well as in a convening role.

Research, advocacy, policy advice, capacity building and communications activities conducted under this outcome with the Government, and to a lesser extent with non-government partners, contributed to the achievement of intermediate results in all of the areas noted above. There were improvements in a number of fundamental indicators, including increased pre-school enrolment, almost universal participation in primary education and reductions in the number of children in child care institutions. These developments reflect better services and heightened awareness brought about by contributions from the current and previous country programmes, in addition to the positive impact of economic development, larger government budgets and social change.

Nevertheless, there are still significant disparities in well-being and access to quality care, services and opportunities between children of different geographical and social backgrounds, genders and personal circumstances. These inequities and some child rights violations such as child labour are still to a certain extent tolerated in society and its institutions. The sustained commitment and consensus needed to acknowledge, monitor, address and prioritize child rights issues has been difficult to secure in recent years amid a crowded political agenda and against a backdrop of political polarization and competing ideologies. Moreover, gross domestic product, employment and social welfare have been growing less rapidly since 2011.

Since 2012, the mass influx of Syrian refugees has quantitatively and qualitatively exacerbated Turkey's child rights challenges and the inequities that Turkey faces in children's access to their rights. The situation has added substantially to the demands on national resources and capacities and put infrastructure, services and communities in some cities and regions under extra strain. UNICEF Turkey too has put much of its energies into supporting the Government-led response to the humanitarian and protracted crisis. The Kurdish solution process collapsed

in 2015 amid a sharp upturn in political violence with serious consequences for children in some mostly-disadvantaged parts of east and south-east Turkey.

OUTPUT 1 By the end of 2015, national and local authorities are aware of the multiple dimensions of child well-being in the context of Turkey and the potential measures to advance child well-being and monitor the resource allocations to alleviate child poverty and exclusion.

Analytical statement of progress:

Despite overall increases in welfare and social spending, inequalities persist, and some children in Turkey do not enjoy the right to an adequate standard of living or do not have equitable access to their other rights and are at risk of child labour and social exclusion for reasons of material deprivation. The large number of Syrians living in Turkey on very limited and unpredictable incomes has added a new dimension to this issue. Bottlenecks include insufficient data and the lack of a specific child-focus in poverty reduction interventions. In 2015, UNICEF Turkey continued to contribute to the social policy debate via the Child Well-Being Indicators Working Group, consisting of UNICEF Turkey, the Ministry of Development, the MoFSP and the Turkish Statistical Institute. The Working Group completed its study to identify the availability and accessibility of internationally comparable objective indicators, including proxy ones. This study complements research previously done among children themselves to obtain their views on child well-being and identify subjective indicators. As a result, a national set of subjective and objective well-being indicators was finalized in 2015, but its approval is still pending.

Prolonged poverty among the Syrians and the use of child labour as a coping mechanism has caused the child labour situation in Turkey to worsen drastically, even for Turkish children. In 2015, UNICEF Turkey developed a model initiative with an NGO to address child labour among Syrian refugees in Şanlıurfa, which borders the Syrian Arab Republic. The partnership, which is to be expanded, aims to ensure that children engaged in or at risk of being engaged in child labour and their families: 1) are referred to existing social protection mechanisms through case management; 2) are provided with psychosocial support; and 3) are informed about the adverse effects of child labour. More than 500 children were reached initially, including many Turkish children. UNICEF Turkey is preparing to expand its response to child labour at both the policy and field levels in the new programme cycle with the support of wider partnerships.

The Child-Friendly Cities initiative seeks to realize the rights of children in urban settings through technical support to municipalities for the design of rights- and evidence-based child-friendly policies and programmes. UNICEF Turkey's partners are the Ministry of the Interior, the Union of Municipalities, United Cities and Local Government Middle East and West Asia regional section, and the World Academy on Democracy and Local Government. In 2015, more than 600 local authorities were made aware of child rights violations in urban settings through workshops organized in 10 provinces to discuss the findings of community-based assessments conducted by more than 200 UNICEF-trained youth volunteers with approximately 10,000 children and families. Ten mayors made commitments to addressing child rights issues in their municipalities by the end of 2015, which led to initiatives that increased local capacities for child participation, parenting education and child-friendly budgeting. Physical spaces for the realization of the right to play and leisure were improved through supplies provided to the 10 municipalities.

OUTPUT 2 By the end of 2015, national and local authorities ensure the provision of diversified and quality day care and pre-school education services and programmes, especially for the most disadvantaged girls and boys.

Analytical statement of progress:

UNICEF Turkey continued to partner with the MoNE for the expansion of access to pre-school education, especially for the most disadvantaged children. According to the MoNE formal education statistics released in early 2015, the number of children enrolled in pre-school education increased by 97,165 compared with 2014, bringing total enrolment to 1,156,660 children. The net schooling rate of children aged 5 years rose to 53.8 per cent from 43.5 per cent in 2013. This increase was due in part to the initiatives undertaken throughout the 2011–2015 Country Programme cycle to increase enrolment, including the collaboration between the MoNE and UNICEF Turkey under the European Union-funded Strengthening Pre-school Education project, and UNICEF Turkey advocacy for the establishment of the Early Childhood Education (ECE) Department at the MoNE.

The systematic changes introduced by the above project – such as an inclusive child-centred curriculum, new teacher training programmes, revised regulations, standards and regulatory frameworks, the use of mobile classrooms, double-shift schooling and community-based service models to increase access to pre-school and ECE/care in remote or disadvantaged locations – continued to be implemented in 2015. Despite the progress made in addressing the quality, provision and awareness issues that inhibit access to early learning for all girls and boys, especially the most disadvantaged, participation in pre-school education needs to increase further to match international standards and national targets.

Acknowledging UNICEF Turkey's contribution to the progress made so far, MoNE in 2015 requested UNICEF's support for a review of legislation gaps and needs. Discussions also continued on strategies for expanding access to inclusive ECE for children of disadvantaged groups. In particular, the MoNE and UNICEF Turkey continued to work on an initiative in the field for inclusive quality education that will contribute to increasing the participation of young children with disabilities in pre-school education. UNICEF Turkey also continued to implement communications activities to raise awareness about the importance of early learning.

Approximately 5,000 young Syrian children enrolled in pre-primary classes in Turkey in 2015, pointing to a significant acceleration. UNICEF Turkey has been supporting the expansion of ECE opportunities at schools and in the community so that Turkish and Syrian children alike can enrol in age-appropriate, quality services to ensure a good start to their education, while social cohesion between Turkish and Syrian parents is enhanced. Building on the results of the earlier work in pre-school, the community-based models in particular will be built upon and expanded through NGO/civil society organization partnerships in order to benefit and integrate Syrian refugee and vulnerable Turkish young children in the south and the south-east of the country.

OUTPUT 3 By the end of 2015, the Government addresses targeted gaps in institutional capacity at central and local levels to implement policies addressing the enrolment and completion of quality primary education, especially for the most vulnerable and excluded boys and girls

Analytical statement of progress:

Participation of Turkish girls and boys in primary education is almost universal. UNICEF Turkey continues to cooperate with the MoNE to strengthen the education system to ensure full enrolment, attendance and completion, raise quality and enhance equity. In 2015, cooperation continued on several quality education initiatives undertaken with UNICEF technical support in the 2011–2015 programme cycle, with an emphasis on sustainability:

- UNICEF Turkey technical support in data formulation, analysis and reporting contributed to ensuring that information collected by the MoNE nationwide using the Primary Education Institution Standards was used to inform basic education policies. The

standards, incorporating CFS criteria, were previously developed with UNICEF support as a tool to improve schools and ensure equitable services.

- The orientation programmes developed for children starting pre-school, Grade 1 and Grade 5 progressed through the pilot stage, paving the way for their implementation in all schools at the beginning of the 2016–2017 school year, when they will affect an estimated 5 million students and their parents as well as 600,000 teachers. This programme aims to give children at key transition points in the system, as well as teachers, parents and schools, a better start to the new school year, ensuring that all children open up for learning and benefit fully from quality education, and reduce non-attendance and drop-out risks.
- The Water, Sanitation and Hygiene (WASH) Education Programme, designed to ensure that all boarding schools, which are mainly attended by disadvantaged rural children, have adequate child-friendly WASH facilities and healthy life skills, was tested. This programme will be finalized and extended to all boarding schools in Turkey in 2016, benefiting some 65,000 students.
- Child Social and Financial Education extracurricular activity modules and materials were further developed with UNICEF Turkey support. Once mainstreamed, these modules will benefit 10.6 million primary school students, filling a need in the existing curriculum and resulting in a cohort of socially and economically empowered citizens equipped with skills and knowledge to engage actively in their communities and make sound personal financial decisions.

More broadly, UNICEF Turkey continued to engage in policy dialogue and facilitated knowledge sharing to support efforts to strengthen the principles and practices of inclusive education as a key strategy for ensuring equity, including for children with disabilities or members of disadvantaged groups. This work will continue in the upcoming programme cycle, building understanding, commitment and ownership among a wide range of stakeholders and strengthening system capacity through various means including workshops and training.

Dialogue facilitated by UNICEF Turkey around the issue of assessment in the education system, the feedback that it provides to the system in general and its impact on individual learning led to an agreement among the MoNE, UNICEF Turkey and the Organisation for Economic Co-Operation and Development (OECD) to conduct a policy review in 2016. Preparations began to evaluate the strengths and weaknesses of assessment and evaluation arrangements in four areas: 1) student assessment; 2) teacher and school leader appraisal; 3) school evaluation; and 4) system evaluation.

OUTPUT 4 By the end of 2015, the health care system provides ECD services including a continuum* of care with a focus on risk factors.

Analytical statement of progress:

UNICEF Turkey's advocacy, partnerships (notably with the MoFSP, the MoH and the Ankara University Developmental and Behavioural Paediatrics Division and support to cross-sectoral cooperation continued to contribute to improved ECD services across the Turkish state system in 2015. After a more project-based approach at the beginning of the cycle, this was the second year in which the approach to ECD, which is still largely focused on children with possible developmental delays or disabilities, went beyond this project base, engaging with relevant stakeholders at the policy level in order to ensure stronger public ownership for an approach that encompasses detection, early intervention and rehabilitation as a continuum, holistically integrating the medical model with the social model and consequently requiring effective cooperation among sectors like health, child services, social services and education. The most

immediate goal of this work remains to ensure the early identification of children with special needs and provide them with access to services that ensure them full access to their right to development from the vital early years onwards. The development of holistic approaches and inter-sectoral cooperation is also expected to pave the way for effective standardized ECD policies and practices reaching all children, including members of disadvantaged groups.

Impact-level results were constrained by the further delay in the adoption of the new system for identification/classification/assessment of children with disabilities or developmental delays in line with international standards. This was partly due to the two general elections held this year. The draft reform completed by the MoFSP and submitted to the MoH is now expected to be approved in 2016.

Meanwhile, a series of steps were taken that will facilitate effective implementation of ECD interventions, particularly after the new system takes effect. The MoH, MoFSP and AU-DPD developed modalities of further cooperation to develop inter-ministerial collaboration on rehabilitation services, knowledge sharing and networking on developmental difficulties, and the MoFSP finalized a draft national plan on rehabilitation. A second phase of participatory workshops on inter-ministerial workflow for early intervention and rehabilitation organized by the MoFSP and UNICEF Turkey in October led to an inter-ministerial collaboration workflow, which was completed and agreed to by the MoNE, the Ministry of Development, the MoH and the MoFSP.

UNICEF Turkey supported the 1st International Developmental Paediatrics Congress held in Istanbul in December 2015, which focused on addressing developmental difficulties. There were 562 participants from 56 countries, with 300 scientific research presentations, panels and workshops. The event maintained momentum for ECD reform and created opportunities for exchanging experience, practices and ideas. The MoFSP expressed willingness to support parenting education and use of the 'International Guide for Monitoring Child Development'. This tool was developed by AU-DPD to facilitate rapid scanning and alert for developmental delays and possible disabilities and has potential for implementation through mobile applications.

OUTPUT 5 By the end of 2015, the Government ensures an increasingly integrated and functional protection and prevention system, including alternative care, for children – especially the most vulnerable and marginalised children – who are at risk of discrimination, violence and abuse.

Analytical statement of progress:

In 2011–2015, UNICEF Turkey contributed to a wide range of efforts to strengthen child protection and address structural challenges. The Syrian influx triggered a focused response in service delivery coupled with efforts to enable existing protection mechanisms to deal with the complex protection issues facing Syrian children and young people in Turkey.

In 2015, the number of children in residential care was relatively stable following years of rapid deinstitutionalization. The numbers accommodated in family-type homes increased. A specialized foster care training programme, intended to make foster care available to children of all profiles, was developed and published with UNICEF Turkey support, and 1,200 parents were trained. The self-assessment system, based on minimum standards, which was developed earlier with UNICEF Turkey support to ensure quality assurance in institutions, became operational at 256 child-care units, affecting about half of all children in residential care. It will be nationally institutionalized in 2016. Related activities, such as the establishment of 81 provincial

children's committees, reached 5,749 children, 4,166 staff members and 626 families. A child-friendly version of the self-assessment guide was published and widely disseminated.

Civil society capacity for preventing and responding to violence against children was enhanced with support for the Partnership Network for Preventing Violence against Children, which is composed of 72 NGOs. This contributed to more information sharing and interaction among network members and joint advocacy activities.

With respect to the introduction and scaling up of mechanisms for protecting vulnerable Syrian refugee children:

- More than 330,000 children benefited from 26 UNICEF-supported CFS in camps and host communities. Approximately 49,500 children benefited regularly, including 1,150 referred to specialized services. UNICEF Turkey trained 42 youth workers and mobilized 1,256 young Syrian volunteers. Mobile CFSs, which can also serve as emergency units for new arrivals, and special safe spaces were introduced.
- The eight-week parenting programme developed jointly by UNICEF Turkey and the MoFSP, in consultation with Syrian community representatives in 2014 in order to help parents to address the emotional/behavioural needs of their children, reached 16,433 women and 6,177 men in 2015, benefitting more than 30,000 children. The programme is being implemented by a team of 105 trained Syrian facilitators monitored by the MoFSP with the support of AFAD.
- The awareness and knowledge of key staff members of ministries, AFAD and NGOs on child protection in emergency situations was further increased through the delivery of a UNICEF-supported training programme to a further 500 officials working on the Syria crisis. Training also started to be delivered on strengthening the sexual and gender-based violence response to eliminate child marriage among Syrian and Turkish populations. UNICEF Turkey worked with Gaziantep Municipality to develop interventions in host communities.
- Further consultations and visits involving UNICEF Turkey, the MoFSP and UNHCR led to increased acknowledgement of the need for a coherent approach towards unaccompanied and separated Syrian children based on international standards. An action plan was developed that covers identification, prevention and service provision.

OUTPUT 6 By the end of 2015, the Government creates and resources an infrastructure for independent monitoring of children's rights and responding to violations of those rights.

Analytical statement of progress:

UNICEF Turkey continued to cooperate with and build the capacities of some national institutions and mechanisms with roles in child rights monitoring and child participation. With respect to the Ombudsperson Institution, an advanced training programme was conducted for 21 members of staff of the Child Department, providing them with deeper insight into key issues that the department encounters in its everyday work (e.g. the right to access to justice, the right to education, best interest determination, voice for children, etc.) and with greater awareness of the 18 general comments of the Child Rights Committee. UNICEF Turkey also began to provide ad hoc technical expertise on some cases handled by the Ombudsperson Institution and the National Human Rights Institution, a strategy that will be expanded in the years ahead.

Although the number of child rights-related applications is rising, recent studies indicate that awareness of the ombudsperson as a redress mechanism is still low in society and among children. Outreach efforts will therefore be expanded in the upcoming programme cycle.

UNICEF Turkey continued to support the provincial child rights committees, which are made up of children themselves, to ensure meaningful child participation and child rights monitoring at the provincial level. An official directive on the working principles of the Child Advisory Board – elected from among the active members of the child rights committees – was adopted by the MoFSP, institutionalizing the Board and empowering it to act as a partner in more child rights-related initiatives.

With UNICEF Turkey support, the child rights committees were active in reaching 4,500 adolescents (Turkish and Syrian) in 10 provinces in south and south-east Turkey in a peer-to-peer initiative on the inclusion of Syrian children in host communities and continued to support peer-to-peer sessions for 100 children in Soma, where a major mining disaster occurred in 2014. These initiatives have considerably increased the civic engagement of young people, made them active decision-makers in their own lives, and raised the profile of youth in society.

UNICEF Turkey supported the annual gathering of the Child Forum, made up of representatives of the provincial committees, on Universal Children's Day. Including Syrians, 200 child representatives from 81 provinces met to identify their roles in emergencies, developed a declaration to share their recommendations and visited Parliament. This annual moment in Parliament provides decision- and policy-makers with fresh perspectives on child rights issues. However, the Child Rights Committee of Parliament was unable to operate in 2015 due to the two general elections.

OUTCOME 2 Youth empowerment and protection

Analytical statement of progress:

Outcome 2 aimed to a) secure better and more equitable opportunities for all adolescents and young people through greater inclusiveness and effectiveness in the education system and the adoption and implementation of appropriate national youth policies; and b) provide justice for children mainly through enhanced coordination and capacity building among and within the relevant institutions. The goal was that by the end of 2015, a sustainable improvement would be underway in the employability, life skills and participation opportunities of all girls and boys aged 14-18 years.

Upper secondary education (Grades 9-12) became compulsory in 2012 (although not necessarily in a formal setting, as the obligation to participate can be fulfilled through distance learning). Between the 2012–2013 school year and the 2014–2015 school year, the net enrolment rate rose from 70.77 per cent to 79.46 per cent for boys, and from 69.31 per cent to 79.26 per cent for girls, although there are still regional variations, and girls' enrolment still lags behind boys' enrolment in certain provinces. UNICEF Turkey contributed to the Government's efforts to achieve full participation through evidence-based interventions for ensuring the inclusion and retention of boys and girls. However, concern persists about non-attendance and dropping out, which may be particularly significant among disadvantaged groups, though precise data is lacking. Quality inclusive education requires additional resources, system changes and development of the capacities of teachers and others.

Besides educational enrolment, adolescents and young people have outstanding needs for all kinds of life skills and opportunities for participation and engagement. Young people are among the most likely to be affected by restrictions on freedom of expression and by political violence. Girls typically encounter more social restrictions than boys, including child marriage, and face challenges in making the transition from education to meaningful work, which has left Turkey

with a low level of young women in the workforce. While UNICEF Turkey continues to demonstrate several forms of participation and youth engagement, such as post-disaster peer-to-peer support and peacebuilding by Turkish and Syrian youth, challenges persist in scaling up and raising the impact to the level of system change and changes in social gender expectations.

UNICEF Turkey has been supporting the efforts of the Ministry of Justice and other institutions to bring justice for children in line with international standards. Important progress has been achieved, as shown by the shortened duration of trial and detention periods. However, more rapid progress on these and other indicators will require not only capacity increments but also broader, stronger political and institutional commitment and prioritization. The number of children in detention increased in 2015, mainly due to the civil unrest in the east and south-east of Turkey.

Syrian adolescents and young people, already victims of war, have limited access to services and opportunities and face a severe lack of future prospects due to disruption in educational opportunities, language barriers, lack of space for civic engagement and general hardship as they try to survive in Turkey in the medium and long term. Although information is limited, it is clear that besides social exclusion and psychological problems, these adolescents and young people face a significant risk of commercial exploitation and child marriage (particularly for girls) and are at risk of coming into conflict with the law or being recruited by armed groups. The inclusion of Syrian adolescents in education, including informal/non-formal education, and out-of-school activities is a key step toward preventing them from becoming a lost generation.

OUTPUT 1 Government ensures, especially for out-of-school girls and most disadvantaged adolescents, increased access to and completion of secondary education, based on evidence on barriers to participation in secondary education

Analytical statement of progress:

Net secondary school enrolment (Grades 9-12) rose by three percentage points to 79.26 per cent for girls and by two percentage points to 79.46 per cent for boys between the 2013–2014 and 2014–2015 school years, though geographical disparities persist. While this trend is encouraging, non-attendance, quality and equity issues remain and need to be better understood for an adequate policy response. In 2015, UNICEF Turkey continued to support an increase in national commitment and capacity for policies that will help to address exclusion in upper secondary education based on inclusive education practices.

Actions continued to be taken based on the policy recommendations' report issued as a result of UNICEF Turkey-MoNE evidence generation efforts through the following studies, 'Causes of Class Repetition and School Dropouts in Secondary Education' and 'Identifying the Characteristics, Education and Employment Status and Needs of Children in the Age Group 14-18 who are out of Formal Education') conducted earlier in the cycle. The actions being taken include an orientation programme, which was identified by young people as a potential solution to the high drop-out rate in Grade 9. The package, developed by UNICEF Turkey and the MoNE, was initially piloted to reach a target audience of 2,400 students. The second gradual dissemination reached 7,505 students, 2,591 teachers and 5,041 parents. Since the programme proved to be effective in retaining children in school, it is now being considered for integration into the MoNE's national in-service trainings for 2016. The success of this programme also led to the initiation of a similar process for the critical grades of pre-school and primary education.

Another key action was the development of an extra-curricular portfolio programme, which focuses on skills like critical thinking, research and inquiry, decision-making, problem-solving,

initiative and enterprise skills. Students were enabled to build a personal development file in one of six main fields (social and cultural activities, arts, sports, science, literacy and writing skills), with the aim of increasing motivation and reducing the risk of dropout. Feedback is awaited from the initial implementation, in which 36 teachers were trained reaching around 1,000 students in Grade 9.

Another evidence-based initiative was the implementation of a skills programme to prevent dropouts. This initiative was based on Turkey's participation in UNICEF's Global Initiative on Out of Secondary School Children. It provides after-hours training for students at high risk of dropping out and aims to engage adolescents in a positive way with schooling and learning. The first pilot reached 316 young people. For the second pilot, the relevant training of trainers was conducted with 100 teachers/school administrators from 12 pilot provinces. With UNICEF Turkey support, the MoNE is preparing additional components for involving parents regarding their children's non-attendance and dropping out and for integrating the initiative into in-service training programmes.

OUTPUT 2 By the end of 2015, national youth policies and programmes ensure the meaningful participation and representation of youth, including the most marginalized.

Analytical statement of progress:

In 2015, UNICEF Turkey continued to support and promote the development and expansion of initiatives that empower adolescents and young people to claim and uphold their rights and the rights of others and to participate in decision-making. Compared with the start of the cycle, 2015 saw a steep increase in partnerships and activities engaging youth as actors for development, resilience and peace, including in the context of the Syria crisis.

Young leaders from different countries who have benefited from the training courses of the Istanbul-based, UNICEF-supported International Youth Leadership Academy continued to mentor and to share their experiences through the Academy Website. Almost 3,000 young people were active in the network as of late 2015. In November 2015, the Academy was presented as a best practice under UNICEF CEE/CIS Regional Knowledge Leadership Area 10 in Geneva.

In 2015, new partnerships were nurtured to scale up the Social Cohesion and Peace-Building Programme and to reach more institutions and young people. To that effect, the collaboration with the Southeast Anatolia Administration and the MoYS reached approximately 7,000 young people. The programme aims to develop the resilience of young Turkish and Syrian people (aged 18-29) by engaging them in their own skills development and to create a positive environment for them to live together. These productive partnerships have been successful at several levels and will be scaled up during the next cycle.

In order to trigger innovative work in the area of youth and peacebuilding, UNICEF Turkey also sought to further mobilize the potential of NGOs. As part of this effort, 25 NGO representatives took part in a peacebuilding training course developed with UNICEF support, which resulted in the formulation of several programmes by their organizations. The increased involvement of a growing number of actors in the area of youth engagement for peacebuilding will contribute to greater reach in terms of numbers and geographical areas, innovative programming and a stronger network of stakeholders.

In regard to adolescents (aged 13-17 years), UNICEF Turkey supported a programme of empowerment through peer-to-peer information and support sessions promoting social

cohesion and community-based peacebuilding activities to underpin positive coping behaviour and conflict resolution skills. A total of 4,500 Syrian and Turkish adolescent representatives of provincial child rights committees and local youth organizations participated in a training of trainers. PAPs were developed with the support of the MoFSP and the MoYS to reach up to 40,000 children in 10 provinces in 2016. Post-training assessments demonstrated that participating adolescents displayed increased self-esteem, empathy towards the other group, stronger connections with the Syrian/Turkish communities and greater capacity to be leaders and act as agents of change. Sustainability is being ensured through growing ownership of the line ministries, use of existing state structures minimizing implementation costs, and partnerships with NGOs.

OUTPUT 3 By the end of 2015, the child justice system increases the use of alternative measures and probation services, and incorporates institutional care standards for children deprived of their liberty.

Analytical statement of progress:

In 2015, UNICEF Turkey's Justice for Children programme concentrated on strengthening the administration of the child justice system. The pace of progress was constrained by the climate surrounding the two general elections in June and November. Nevertheless, in line with its commitments in the Strategic and Judicial Reform plans, UNICEF Turkey supported the Ministry of Justice's intent to establish an entity in charge of child justice. UNICEF Turkey also contributed a comparative analysis on strengthening the functions and structure of social workers in the justice system. All of these efforts will be carried over to the new programme cycle to ensure sustainability and policy making in this field.

In 2015, according to the most recent Ministry of Justice data, the number of criminal cases filed against children before the courts decreased by 2,500, compared with 2014, although the number of criminal cases was still very high at 179,807. The duration of child trials continued to decrease too, but, despite the increased number of child courts, the proportion of children tried before specialized courts declined by two points to 47 per cent. Thus, more than half of the children tried were tried by the general courts. Moreover, the percentage of decisions that included alternatives to imprisonment declined by 0.7 points compared with 2014.

The number of children in detention increased in 2015, mainly due to the unrest in the east and south-east of Turkey. As of 21 December 2015, 2,419 children were in detention, 85 per cent of whom were in pre-trial detention.

Field visits conducted during the reporting period revealed ongoing challenges in the implementation of the individualized rehabilitation system. UNICEF Turkey therefore plans to improve the use of the system in detention centres through further capacity building and development of tools.

In the upcoming programme cycle, diversion and alternatives to imprisonment will be the main pillars of the justice programme, and UNICEF Turkey will intensify its partnership with the Ministry of Justice.

UNICEF Turkey continued to support the efforts of the MoFSP to scale-up inter-agency coordination and the ANKA programme of support for vulnerable children and families given the advanced institutionalization of the initiatives, which remain in effect across the country.

OUTCOME 3 The right to protection and participation of affected children and youth in the camps promoted and implemented.

Analytical statement of progress:

UNICEF Turkey continued to fulfil its cross-sectoral roles and functions in support of and in addition to the Country Programme. In terms of humanitarian action, support for the government-led response to the Syria crisis – which was not foreseen when the Country Programme 2011–2015 was developed – continued to demand much of UNICEF Turkey’s attention. The focus of the response shifted from Syrian refugees in camps to the larger numbers living in the community across southern Turkey and eventually came to encompass Syrian refugees in other regions and refugees/migrants on the move. There was significant progress, notably in terms of school enrolment of Syrian children in Turkey and the diversification of child protection services. Under the Country Programme 2016–2020, efforts for Syrian children in Turkey have been integrated into the programme components with a continuing strong focus on education and child protection and with a resilience perspective. UNICEF Turkey will also stand ready to support Turkey in any new emergency situations that may arise, whether or not these are related to the situation in the Syrian Arab Republic, in line with the CCCs and the United Nations’ regional response plans.

The Country Programme was developed in the first half of 2015 through a series of consultations and was later adopted by national authorities, the Child Inter-Sectoral Board and the UNICEF Executive Board. Several steps were taken to strengthen UNICEF Turkey’s knowledge management, monitoring and evaluation function. A database of key child-related indicators for internal consultation was established, and efforts were made to forge stronger national partnerships for data collection.

UNICEF Turkey continued to make use of advocacy and communication as strategies for achieving programme goals – for example, in support of inclusive education, justice reform and changes in the classification and assessment of disabilities. UNICEF Turkey contributed to putting equity and gender issues on the agenda of the political parties prior to the Parliamentary elections. UNICEF Turkey also used traditional and social media to ensure the visibility of child rights messages in Turkey, highlighting the equity agenda and coordinating with the Turkish National Committee for UNICEF as necessary.

OUTPUT 1 Advocacy and communication

Analytical statement of progress:

UNICEF Turkey continued to make use of advocacy and communication as strategies for achieving programme goals. It also used traditional and social media to maintain the visibility of UNICEF and its child rights messages in Turkey, highlighting the equity agenda and coordinating with the Turkish National Committee for UNICEF as necessary.

UNICEF Turkey is a pilot country for the Global Communication and Public Advocacy Strategy and Digital Transformation Project and is sharing its experiences with other UNICEF country offices in the CEE/CIS region through the models it has developed for campaigns/strategies, such as the ‘There is Another You’ campaign on the inclusion of children with disabilities.

Communication support and technical assistance was provided to AFAD and the Social Security Institution on conducting awareness-raising campaigns and developing other communication materials such as leaflets and public information broadcasts, such as AFAD’s public awareness campaign on the prevention of child drowning.

UNICEF Turkey's social media presence increased significantly in 2015. The Facebook page reached 119,311 followers, demonstrating a 4.4 per cent follower growth rate and 21 per cent engagement growth rate. The Twitter account reached 21,200 followers, with a 1.4 per cent follower growth rate and a 12 per cent engagement growth rate. The number of Instagram followers increased to 10,300, growing by 54 per cent. There were 141,194 unique visits to the UNICEF Turkey website, of which 14,253 were returning visitors.

On 30 September 2015, UNICEF Turkey participated in the global Twitter takeover by engaging one of the four Syrian children who took over @UNICEF. The #youthtakeover hashtag received approximately 12,000 mentions during the four-hour period. The #FightUnfair campaign was launched at the Grand National Assembly of Turkey on 20 November with the participation of Turkish and Syrian children. UNICEF Turkey reached 193,054 people and engaged 44,002 people through social media on 20 November with #FightUnfair.

In the last six months of 2015, 1,842 news items about UNICEF were published on online channels and 8,256 on traditional channels. A press conference organized on children with disabilities significantly increased the number of online supporters.

OUTPUT 2 Monitoring and evaluation

Analytical statement of progress:

The new Country Programme 2016–2020 was developed in the first half of 2015 through a series of consultations and was adopted by national authorities, the Child Inter-Sectoral Board and the UNICEF Executive Board. Following this milestone, a country programme implementation strategy and 10 theories of change accompanied by a monitoring framework were developed and will guide implementation, including the Syria crisis response and the resilience agenda. In line with the recommendations of the 2015 evaluation of the response to the Syria crisis, a series of measures were taken to strengthen the monitoring function and the programmatic framework. Additional human resources were secured in different programme sections to cover the monitoring function and assure an integrated approach that will be coordinated through the Monitoring Working Group. The monitoring and evaluation frameworks for the Country Programme and the 3RP are being reformulated and consolidated to improve coherence. The field monitoring tools for education and social cohesion components were streamlined to sharpen data collection and reporting. In line with HACT requirements, additional assurance activities for high-financial-absorption activities, including spot-checks, were designed.

To strengthen the knowledge management function, a database of key child-related indicators for internal consultation was established and is being expanded. By organizing the knowledge base, the database facilitates access to data and coherent reporting. In order to enhance the quality of the evidence generated, an internal quality assurance system for IMEP/PRIME was adopted. In view of the new *Procedure for Ethical Standards in UNICEF Research and Evaluation*, partnerships with academic institutions are being expanded with a view to setting up an advisory board and enabling technical and ethical reviews.

In an effort to expand the partnerships focused on monitoring the situation of children, a mapping of the national actors involved in data collection and monitoring is underway. Policy dialogue on specific administrative monitoring systems has been initiated, especially with those concerned with disability statistics. The partnership with the Turkish Statistical Institute and the emerging partnerships with research institutions are being oriented towards areas of

cooperation that consider the expertise present in the country and the possibility of capitalizing on this know-how for evidence generation in Turkey and abroad.

The implementation of the 2015 IMEP/PRIME has contributed to expanding the evidence available for decision-making and advocacy within the Country Programme. Besides the two evaluations planned and completed, steps forward have been made in the generation of evidence on refugee children. UNICEF Turkey is currently collaborating with the MoFSP, DGMM and AFAD in the design of a study on the psychosocial needs of refugee children. UNICEF Turkey has contributed to the design of a survey on the education of refugee children, led by the MoNE and the World Bank, as well as to the vulnerability assessment of refugee families conducted by WFP and other national partners.

Under UNICEF's coordination as chair of the United Nations Inter-Agency Monitoring and Evaluation Working Group, the 2016–2020 UNDCS Monitoring and Evaluation Plan was designed and approved.

OUTPUT 3 Operating costs

Analytical statement of progress:

The 2015 UNICEF Turkey objectives, priorities and key Country Programme outcomes and annual programme results were defined. The Annual Management Plan was prepared and revised through a participatory process. UNICEF Turkey continued to apply standard UNICEF financial and administrative control systems to ensure good management of financial and other assets. The office maintained two premises in Turkey: the main office in Ankara and the zone office in Gaziantep, which was approved for establishment in April 2013. In both locations, UNICEF Turkey is in the United Nations houses and is part of the Operations Management Team. Common procurement processes were conducted for the travel and event management services and common Internet services. UNICEF Turkey has been contributing to the common services in both locations and benefitting from the jointly received services, such as security, cleaning, information technology and Internet and utilities.

Some of the core programmatic functions of monitoring and evaluation, child protection and education continued to be funded through regular resources. United Nations house common services and office premises expenses were also partially covered through regular resources.

OUTPUT 4 New element

Analytical statement of progress:

UNICEF Turkey continued to cooperate with the Government to strengthen systems for upholding the rights of Syrian children in Turkey, especially regarding education and protection, but also in nutrition and hygiene, while extending its contribution to necessary capacity development, infrastructure and services efforts. UNICEF Turkey also convened stakeholders and facilitated coordination as co-chair of the education working group in Ankara and Gaziantep, the WASH working group in Gaziantep/Şanlıurfa and the Child Protection sub-working group established in 2015.

By November 2015, approximately 279,000 Syrian children were enrolled in school – up from 215,000 in June at the end of the 2014–2015 school year. In 2015, UNICEF Turkey provided learning materials to 284,000 students, of whom 220,000 were reached during the Back-to-School campaign at the beginning of the 2015–2016 school year. Increasing educational opportunities such as the building/refurbishment of schools, support to double shifting of public

schools, teacher's incentives, training and provision of school supplies all contributed to accelerating enrolment. As of December 2015, 8,700 volunteer teachers were receiving a financial incentive with UNICEF Turkey's support in partnership with the MoNE and the Turkish Post Office.

UNICEF Turkey contributed substantially to the development and implementation of YOBIS, which tracks Syrian students' attendance and performance and generates report cards and diplomas/certificates. UNICEF Turkey also contributed to improving certification for Syrian children's education by supporting the external Grade 12 examination conducted by the MoNE in June. UNICEF Turkey was instrumental in the design, development and implementation of MoNE PAPs to increase Syrian refugee children's access to education. The construction, refurbishment and equipping of schools were included in the planning and financed by UNICEF Turkey. PAPs were completed for the first nine key provinces and are in process for an additional 10 provinces. Further contributions were made to the quality of education and student retention by increasing the capacity of 6,737 Syrian teachers to provide psychosocial support and making Turkish language courses available for Syrian children and youth.

Efforts will continue in partnership with the MoNE and others to significantly increase the number of Syrian children at school and reach 460,000 by the end of the 2015–2016 school year, as per the Government's objective.

Through partnerships, capacity building and technical support, UNICEF Turkey contributed to the following results: substantial increases in the numbers of children benefitting from CFS; the expansion of parenting education for Syrian parents; improvements in the levels of knowledge of key personnel on child protection in emergencies and sexual and gender-based violence response; and the generation of opportunities for thousands of young Syrian and Turkish people to engage in building bridges between their communities.

A winter cash-based assistance programme for more than 19,000 vulnerable Syrian households was put in place and will benefit an estimated 95,000 people. Almost 623,000 Arabic-language brochures and posters were distributed to refugees to increase awareness about hygiene, diet diversification and breastfeeding. UNICEF Turkey continued to support the Monitoring and Reporting Mechanism for the Syrian Arab Republic, with full-time Gaziantep-based capacity in this area. Some 147 interviews were conducted, and 304 incidents and 813 violations were documented.

OUTPUT 5 Turkey southern operation

Analytical statement of progress:

In 2015, UNICEF Turkey continued to provide administrative and logistical support to the MENARO cross-border team based in Gaziantep.

OUTCOME 4 Improved management of financial and human resources in pursuit of results.

Analytical statement of progress:

Support services were provided effectively to all programmes throughout the year. Targets were met with respect to procurement management, the efficiency of ICT systems, financial and human resources management and the reduction in overall operating costs. All available tools were used to ensure, for example, that deadlines on bank reconciliations and bank optimization targets were met, grants were used and DCTs were liquidated on time. The year 2015 was active in terms of recruitment and procurement due to the ongoing Syria response. The new

Country Programme 2016–2020 added to needs in the areas of recruitment, staff orientation and training.

All management systems operated effectively and efficiently. The Annual Management Plan built on the 2015 work plans and identified the programmatic and operational mechanisms needed to reach the programme and operation results. The Table of Authority approved in February 2015 was revised in June 2015 to reflect the changes. All statutory committees met regularly and functioned well. The CMT facilitated a participatory approach, while involving key partners, to the identification of priorities for the new Country Programme. It subsequently oversaw the formulation of the Country Programme Document and the new CPMP. Intra-office communication efficiency was maintained in 2015 through regular general staff meetings and head of section meetings. Risk assessment mechanisms and business continuity plans are in place and have been tested.

OUTPUT 1 Effective and efficient governance and systems

Analytical statement of progress:

All management systems are operating effectively and efficiently. The Annual Management Plan, which was built on the 2015 work plans, identifies office-wide management priorities and ensures well-functioning programmatic and operational mechanisms to reach the programme and operation results targeted for 2015. The Table of Authority approved in February 2015 was revised in June 2015 to reflect the changes. All statutory committees met regularly and remain functional. Intra-office communication efficiency was maintained in 2015 through regular general staff meetings and head of section meetings. Risk assessment mechanisms and business continuity plans are in place.

OUTPUT 2 Effective and efficient management and stewardship of financial resources

Analytical statement of progress:

UNICEF Turkey continued to make effective use of its bank optimization and cash forecasting tools and met its closing bank balance targets. Deadlines on bank reconciliations and bank optimization targets were met. In budget control, the CMT reviews key areas, including grant expiry, DCT liquidations and programme implementation expenditure levels. Deadlines on bank reconciliations and bank optimization targets were met. UNICEF Turkey started to use the new cash replenishment request system and established the infrastructure of the new bank communication management system in VISION, which facilitated electronic approval. Supply and procurement activity was conducted effectively and efficiently in the face of an increased workload due to the Syria response. Most procurement was done locally. Distribution of goods to Syrian refugees was organized in cooperation with AFAD and the Turkish Red Crescent. Joint procurement with other United Nations agencies of some common services helped to maximize efficiency and effectiveness; work to identify more common procurement possibilities is ongoing.

OUTPUT 3 Effective and efficient management of human capacity

Analytical statement of progress:

The human resources unit continued to provide support in the main areas of recruitment, staff training and orientation. The human resources development team met once in 2015 to discuss requests for individual training and identify group training activities. The agreed approach was to organize joint learning events and encourage online learning. In addition, many staff received learning opportunities by participating in United Nations or UNICEF-wide workshops. Findings of

the Global Staff Well Being Survey were discussed during general staff meetings and CMT meetings. A working group was established in close cooperation with the UNICEF Turkey Staff Association to address the findings of the survey and the expectations of staff members. Matters related to local administration and human resources that were of general concern to the staff were discussed in the local JCC and CMT meetings and in other platforms such as general staff meetings. Overall, 100 per cent of the staff's PAS forms were completed in line with the globally extended deadline. Gender statistics are as follows: 57 per cent female and 43 per cent male.

In 2015, UNICEF Turkey completed recruitment for the following posts: monitoring and reporting specialist (professional level 3); education specialist (professional level 3); chief of field office (professional level 4); administrative officer (NO); two child protection programme assistants (general service level 6); education programme assistant (general service level 5); ICT officer (NO); child protection officer (NO); and two drivers (general service level 2). The office has also been working on recruitment for the following posts: chief of child development (education) (professional level 4); education specialist (professional level 3); education officer (NO); supply and procurement specialist (professional level 3); and human resources specialist (professional level 3).

Due to the unique circumstances – Turkey's upper-middle-income country status coupled with the hosting of approximately 2.5 million Syrians refugees – the new Country Programme 2016–2020 combines multiple strategies and requires a delicate merging of UNICEF's typical engagement in middle-income countries with the one based on the CCCs. This required a change in the staffing structure. Following the approval of the regional programme budget review, 45 new fixed-term posts were established, 10 fixed-term posts were abolished and 10 temporary appointment positions were delimited. In addition, six United Nations Volunteer posts, one junior professional officer post and one New and Emerging Talent Initiative post were created.

Matters related to local administrative and human resources that were of general concern to the staff were discussed in the local JCC and CMT meetings and on other platforms such as all-staff and head of section meetings. Overtime was avoided as much as possible and compensatory time off was utilized, except in the case of drivers. The relevant staff members participated in most of the regional training events/workshops.

OUTPUT 4 Human resources

Analytical statement of progress:

In 2015, UNICEF Turkey completed recruitment for the following posts: monitoring and reporting specialist (professional level 3); education specialist (professional level 3); chief of field office (professional level 4); administrative officer (NO); two child protection programme assistants (general service level 6); education programme assistant (general service level 5); ICT officer (NO); child protection officer (NO); and two drivers (general service level 2). The office has also been working on recruitment for the following posts: chief of child development (education) (professional level 4); education specialist (professional level 3); education officer (NO); supply and procurement specialist (professional level 3); and human resources specialist (professional level 3).

Due to the unique circumstances – Turkey's upper-middle-income country status coupled with the hosting of approximately 2.5 million Syrians refugees – the new Country Programme 2016–

2020 combines multiple strategies and requires a delicate merging of UNICEF's typical engagement in middle-income countries with the one based on the CCCs. This required a change in the staffing structure. Following the approval of the regional programme budget review, 45 new fixed-term posts were established, 10 fixed-term posts were abolished and 10 temporary appointment positions were delimited. In addition, six United Nations Volunteer posts, one junior professional officer post and one New and Emerging Talent Initiative post were created.

Matters related to local administrative and human resources that were of general concern to the staff were discussed in the local JCC and CMT meetings and on other platforms such as all-staff and head of section meetings. Overtime was avoided as much as possible and compensatory time off was utilized, except in the case of drivers. The relevant staff members participated in most of the regional training events/workshops.