Turkey

Executive Summary

Turkey is an upper middle-income country with substantial capacities to uphold child rights. However, challenges related to disparities, inclusion, child poverty, child labour, gender discrimination and child marriage remain as well as gaps in access to quality inclusive education and protection from violence and abuse. Among the most vulnerable children are children with disabilities (CWDs), child workers, children in contact with the law, adolescent girls and boys and refugee children. Turkey is hosting the largest number of refugees in the world today, with nearly 2.8 million Syrian refugees with temporary protection status – almost half of whom are children - and over 292,000 asylum-seekers and refugees from other countries. Turkey’s capacity and commitment to respond to the needs of refugees has been well demonstrated, however the unprecedented number of refugees requires an increased and sustained support from the international community.

2016 witnessed several political events such as the attempted coup-d’etat and its implications leading to a state of emergency. In addition, 2016 saw a significant deterioration of the security situation including a series of terrorist attacks. Besides affecting UNICEF’s operational environment, this had significant effects on children, some of whom were killed, injured or experienced trauma. Economic growth has been slowing-down. The new Country Programme started in 2016. The financial throughput increased from USD56.7 million in 2015 to USD103.7 million in 2016, while the staffing structure was strengthened with the establishment of 53 new posts. These additional resources allowed the CP to advance the child-rights agenda for vulnerable children, both Turkish and refugees.

UNICEF contributed to system strengthening by engaging in advocacy and policy dialogue, developing new and existing partnerships with public institutions and CSOs. UNICEF also supported the delivery of services reaching especially refugee children.

With the continuous collaboration between the Ministry of National Education and UNICEF, over 490,000 Syrian refugee children are now enrolled in school – an increase of about 50% compared to the end of the 2015-16 school year. More refugee children are in school than out-of-school for the first time since the Syrian refugee influx began in Turkey. Among other interventions, UNICEF supported the Syrian volunteer teacher incentive programme that now covers nearly 13,000 teachers. In parallel to formal education, UNICEF facilitated stronger collaboration to increase non-formal/informal education opportunities for out-of-school children while reaching around 9,249 children with such services directly.

Work on several aspects of education quality started to bear fruit with the WASH initiative in schools reaching 65,000 children mostly from socio-economic challenged backgrounds, while efforts on remedial teaching curriculum progressed well.

Results in child protection included improvement in standards, such as quality assurance for residential and alternative child care services, with a heightened focus on CWDs. Through advocacy and technical assistance, UNICEF continued to strengthen system’s capacity of major child protection players, especially the Ministry of Family and Social Policy and the
Ministry of Justice. The number of refugee girls and boys benefiting from UNICEF-supported child protection services, winter assistance and social cohesion interventions increased substantially. For example, 167,000 refugee children received psychosocial support services, legal support and counselling and other specialised services through child-friendly spaces, and 98,387 Syrian and Turkish girls and boys participated in social cohesion activities.

There was a notable diversification and expansion of partnerships. In addition to MoNE, MoFSP and MoJ, UNICEF engaged with new partners such as the Ministry of Youth and Sports and the GAP Administration to expand social cohesion work with adolescents and young people, the Gaziantep Municipality to prevent child marriage, the Directorate General on Migration Management on UASC, the Ombudsperson Institution and the Union of Bar Associations on child rights monitoring and access to justice, and CSO networks on monitoring and advocacy regarding violence against children and the rights of CWDs. Under the child-friendly cities initiative, 40 local administrations adopted and implemented various child rights policies. Collaboration with several CSOs facilitated interventions for refugee and Turkish children in child and social protection. Through one such arrangement, UNICEF ensured support for refugee and migrant children intercepted/rescued while trying to cross to Greece.

The political developments and security concerns affected programme implementation. Work on enhancing child-friendliness of the probation system was delayed due to large-scale personnel changes in the justice sector. For similar reasons, UNICEF support for Turkish language education for refugee children was postponed, and work-plans with two ministries are not yet finalised.

**Humanitarian Assistance**

UNICEF Turkey addressed two inter-related humanitarian situations/emergencies: the Syria refugee crisis which is in its 6th year and has evolved into a protracted crisis, and the refugee/migrant crisis in Europe. Turkey is hosting more refugees than any other country in the world today, with nearly 2.8 million Syrians under temporary protection—almost half of them children—and over 292,000 asylum-seekers and refugees from other countries. Over 176,000 people crossed by sea and land from Turkey to Greece in 2016, and more than 400 are believed to have died in the attempt.

The Government of Turkey remained the largest provider of humanitarian aid in-country, while UNICEF provided support guided by the CPD and within the framework of the 3RP, the RRRMP and the No Lost Generation Strategy. Coordination in Ankara took place through the Syria Response Group, the Syria Task Force and Mediterranean Task Force. Coordination at field level took place in Gaziantep and Izmir. UNICEF participated actively in all groups, and provided co-leadership of the Education Working Group and the Southeast Turkey Education Working Group, as well as the Child Protection Sub-Working Group.

In education, UNICEF worked closely with MoNE and other partners on system strengthening while increasing access and improving quality of inclusive education for Syrian and vulnerable Turkish children. UNICEF supported 259 temporary education centres (TECs) in expanding and improving the available learning space, by upgrading and furnishing and in some cases building additional schools or classrooms. School kits were delivered to over 228,000 children. The number of Syrian volunteer teachers receiving monthly incentives from UNICEF reached nearly 13,000—20,276 Syrian volunteer teachers and trainers and Turkish master trainers received training on delivering quality education. These concerted efforts had concrete results: according to the MoNE, over 490,000 Syrian refugee children were enrolled in TECs and public schools as of November – about 50% more than at the end of the previous school-year.
In child protection, UNICEF worked closely with MoFSP and other partners to strengthen existing national systems, expand access to psychosocial support (PSS), and increase engagement opportunities for youth and adolescents. As of November, over 2,060 individuals from the government, frontline institutions and civil society received training on child protection in emergencies, with an emphasis on prevention, early-detection and referral of at-risk children. Nearly 86,905 children received regular, structured PSS. Over 21,800 at-risk children were identified and referred to relevant authorities for specialized support. UNICEF’s social cohesion programme was scaled-up significantly, reaching 98,387 young people in over 20 provinces. Efforts were also made to strengthen national capacities to more effectively identify Un-Accompanied and Separated Children (UASC) and ensure the provision of care options in accordance to national and international standards.

In basic needs, UNICEF focused on supporting vulnerable refugee and migrant families in Turkey with non-food items (NFI) and cash-based assistance. To respond to the needs of people-on-the-move toward Europe, UNICEF distributed hygiene-kits customized to meet their specific needs, benefitting 62,769 children. UNICEF also continued to shift its approach to winter support, away from NFIs to predominantly cash-based assistance in line with the latest thinking on effective support and resilience-building within refugee and migrant communities. Eligible families received a voucher or cash-card worth US$100-300, depending on the size of the family, for use in purchasing winter items from specified stores, enabling them to spend their own limited resources on other essential needs. In winter 2015-2016, UNICEF supported nearly 18,600 vulnerable families, benefitting an estimated 58,000 children. In winter 2016-2017, over 31,200 families (96,000 children) are expected to be reached.

UNICEF faced some challenges in delivering humanitarian assistance due to unforeseen delays related to significant events which affected the operational environment such as the deterioration of the security situation, the attempted coup-d'état and its multiple implications. A large number of civil society organizations faced legal and judicial actions which significantly affected their capacity. The impact was felt most in education and streamlining the processes addressing needs of UASC.

Due to UNICEF’s close and long-standing relations with the government, these unforeseeable developments were overcome wherever possible and UNICEF together with partners was able to implement a large number of key activities as reflected in the significant increase of the through-put in 2016.

**Emerging Areas of Importance**

**Refugee and migrant children.** In the context of the Turkey-UNICEF Country Programme, reaching refugee and migrant children through systems’ strengthening and service expansion is a critical programming area.

In 2016, UNICEF in Turkey responded to two inter-related crises: the Syria refugee protracted crisis and the refugee and migrant crisis in Europe. Turkey is hosting the largest number of refugees in the world, with nearly 2.8 million Syrians under temporary protection – almost half of them children – and over 292,000 asylum-seekers and refugees from other countries. At the same time, Turkey remains in 2016 a transit country for refugees and migrants on the move toward Europe; over 176,000 people crossed by sea and land from Turkey to Greece.

Both responses are managed in coordination with other UN agencies within the framework of the Regional Refugee and Resilience Plan (3RP) and the Regional Refugee and Migrant
Response Plan (RRMRP). Both of these plans are fully aligned with the Turkey-UNICEF 2016-2020 Country Programme.

The response to the migrant crisis in Europe saw a scaling up of interventions started in 2015. The focus was on addressing specific and significant child protection issues and on providing non-food items for basic needs in relevant geographical areas.

With regards to the Syria refugee crisis, UNICEF’s response has developed progressively since 2011 in various programmatic areas including education, child protection and social protection. The response was initially managed as a stand-alone programme component. However, the need for an integrated and long-term approach to the crisis became increasingly apparent. Since 2015 – and even more so with the onset of the new country programme cycle in 2016, the response has been incorporated and mainstreamed across the Country Programme.

One of the main purposes of the 2016-2020 Country Programme is to accelerate progress on the equity agenda through the inclusion of the most vulnerable groups of children. From this perspective, refugee children are one of the vulnerable groups of children targeted by all relevant programme components.

The country programme focuses on strengthening national systems for education, child protection and social protection, ensuring that these systems become more resilient and are better able to reach vulnerable Turkish children as well as refugee children. Some programme components still specifically target refugee children due their specific circumstances and needs. However, efforts are also being made to mainstream these children progressively into existing structures, and programmes including the national service structures managed by the Government of Turkey.

**Summary Notes and Acronyms**

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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>AFAD</td>
<td>Prime Ministry Disaster and Emergency Management Authority</td>
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<td>AMP</td>
<td>Annual Management Plan</td>
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<td>BISIS</td>
<td>Individualised Rehabilitation System</td>
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<td>CCCs</td>
<td>UNICEF Core Commitments for Children in Humanitarian Action</td>
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<td>CCT</td>
<td>Conditional Cash Transfer</td>
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<td>CCTE</td>
<td>Conditional Cash Transfer for Education</td>
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<td>CEE/CIS</td>
<td>Central and Eastern Europe/Community of Independent States</td>
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<td>CEDAW</td>
<td>UN Convention on the Elimination of All Forms of Discrimination against Women</td>
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<td>CFS</td>
<td>Child-Friendly Space</td>
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<td>CIB</td>
<td>Child Intersectoral Board</td>
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<td>CMT</td>
<td>Country Management Team</td>
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<td>CO</td>
<td>Country Office</td>
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<td>CP</td>
<td>Country Programme</td>
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<td>CPiE</td>
<td>Child Protection</td>
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<td>CPiE</td>
<td>Child Protection in Emergency Situations</td>
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<td>CPMP</td>
<td>Country Programme Management Plan</td>
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<td>CSFE</td>
<td>Child Social and Financial Education</td>
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<td>CSO</td>
<td>Civil Society Organization</td>
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<td>CWD(s)</td>
<td>Children with Disabilities</td>
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<td>C4D</td>
<td>Communication for Development</td>
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<td>DCT</td>
<td>Direct Cash Transfer</td>
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<td>DFT</td>
<td>Development Foundation of Turkey</td>
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Capacity Development

Addressing gaps in the capacities of duty-bearer institutions, professionals and communities that prevent the fulfilment of the rights of children is a vital strategy for the achievement of country programme results, including contributions to the development of service models, standards, monitoring systems, curricula and training programmes for implementation by public institutions and civil society. Capacity-building efforts capitalize on the existing capacities and systems, in order to guarantee sustainability.

In 2016, as part of their efforts to support quality inclusive education for disadvantaged children, UNICEF and MoNE continued to strengthen professional development systems for education personnel (20,276 Syrian volunteer teachers and trainers and Turkish master trainers received training), and to further develop and implement school standards, while also embarking on a review of learning assessment.

UNICEF worked with MoFSP and other partners on the development of minimum standards for care services with a new focus on children with disabilities, and on standard operating procedures for UASC, as well as providing child protection in emergency training to more key officials. UNICEF also supported the development of the institutional and human resources capacities of public institutions and NGOs to implement outreach, parental education and psychosocial support and social cohesion activities in favour of the protection and inclusion of refugee and migrant girls and boys and other disadvantaged children.
Existing child protection, parenting and social cohesion programmes were enhanced in such a way as to increase Turkey’s capacity to ensure gender equality and protect girls.

The child-friendly cities programme raised the capacity of municipalities to fulfil the rights of children and adolescents in areas identified through local consultations.

UNICEF also supported the development of a communication strategy to disseminate information on probation services, which is an example of strengthening community capacity with improved knowledge, awareness and attitudes via C4D.

**Evidence Generation, Policy Dialogue and Advocacy**

UNICEF Turkey was constantly engaged in policy dialogue and advocacy with partner institutions and decision-makers in 2016 in favour of the adoption of norms, policies, programmes and practices for achieving progress towards results in all parts of the country programme. Inter alia, UNICEF advocated for the specific measures needed to ensure access to education for refugee children and for a more robust response for UASC, and took active part in discussions on a social safety net for refugees, ensuring a child-focused approach.

Following UNICEF advocacy, the Parliamentary Research Committee on Preventing Sexual Abuse of Children included in its report a recommendation to establish a permanent child rights committee in Parliament.

Evidence generation is vital for policy dialogue and advocacy, as well as programming. In 2016, support to CSO networks in the generation of evidence contributed to the issue of new publications and policy papers on several aspects of violence against children, notwithstanding the difficulties faced by NGOs due to the political environment. A UNICEF-supported mapping of NGOs working for/with children with disabilities led to the decision by a group of forty-five NGOs to officially establish the “NGO Network for the Rights of Children with Disabilities”. With UNICEF support, evidence was generated concerning models for the administration of child justice and the role of social workers within the justice system, keeping these important issues on the agenda of the Ministry of Justice.

**Partnerships**

Building and strengthening partnerships is an intrinsic part of TCO’s efforts to implement the country programme. Having collaborated closely with Government partners on the new CP in 2015, UNICEF worked closely with line ministries like MoNE, MoFSP, MoJ and MoYS on the planning and implementation of programme activities in 2016, engaging with various departments, or in new ways, like in the case of the GoT-UNICEF-NGO tripartite collaboration for non-formal education. For the first time, a work-plan was drafted with the Directorate General on Migration Management focussing on vulnerable children including UASC. UNICEF also engaged with the Social Security Institution for ECD (young child care). UNICEF continued to partner with the Ministry of Interior to build the capacities of municipalities to uphold child rights, with an enhanced focus on disadvantaged locations. A work-plan for the prevention of child marriage was signed with the Gaziantep municipality. The partnership with the GAP administration for social cohesion was developed further.

AFAD, the Turkish Red Crescent and the PTT all continue to be vital partners, in different ways, with respect to humanitarian affairs.

The Parliament and the Ombudsperson Institution continued to be very important partners for child rights monitoring and advocacy. The partnership with the Union of Bar Associations was developed further on access to justice.
The number and importance of UNICEF’s partnerships with NGOs increased significantly. Several NGOs are implementing partners for interventions for refugee children in CP, social cohesion, combating child labour/NFE and basic needs. NGOs are also partners for evidence-generation and advocacy across sectors. A UNICEF-supported mapping of NGOs working with/for CWDs was instrumental in the decision of forty-five NGOs to establish the “NGO Network for the rights of CWDs”. While the NGO network on VAC created as a result of the partnership with UNICEF is continuing although affected by the political situation.

**External Communication and Public Advocacy**

TCO used all conventional and digital channels to raise the visibility of child rights issues and support fundraising, policy dialogue, social mobilisation and the empowerment of children and youth.

UNICEF and the UN contributed to public debate in line with their mandate and the human-rights-based approach. In November, UNICEF and other UN agencies made an official statement on a proposed amendment to the law concerning sexual abuse of children, emphasizing that all forms of sexual violence against children are crimes which should be punished as such, and that the best interest of the child should always prevail. The proposal, which sparked widespread public concern, was withdrawn.

In collaboration with the UNICEF Turkish National Committee, UNICEF Turkey developed joint communication campaigns on child labour, child marriage and girls’ education. The events organized to mark UNICEF’s 70th Anniversary also contributed to raise the visibility of child-rights issues.

The country programme envisages the use of public advocacy and communications to influence social, attitudinal and behavioural change and foster child-friendly social norms in support of programme objectives, with the engagement of the communities concerned. In 2016, a series of FGDs was organized to develop a C4D strategy and increase the awareness of refugee communities about available learning opportunities. This will help to realize children’s right to education and development and ensure their social inclusion.

UNICEF organized an international conference to mark the International Day of the Girl Child, in line with its goal of enhancing girls’ participation by altering social expectations of their roles. UNICEF also posted key messages on preventing violence against women and girls on social media.

Communicating with Children, a global UNICEF resource-pack, was translated into Turkish and distributed in collaboration with the High Council for Radio and Television to strengthen the capacity of the media for producing and communicating with children with/without disabilities.

**South-South Cooperation and Triangular Cooperation**

Outcome 4 of the country programme specifically envisages enhancing the Turkey-UNICEF partnership for children with beyond border dimensions including: dissemination of Turkey’s experience and expertise, particularly in humanitarian action for children, education and child protection; exchange of good practices; horizontal cooperation, and participation in multi-country initiatives. Although several activities did take place in 2016, the fluid situation in Turkey caused some delays in rolling out some initiatives, for example the 8th International Social Work Congress, aimed at presenting Turkey’s social work experience, was postponed to 2017.
In 2016, UNICEF supported AFAD in sharing expertise and experience, and efforts continued for AFAD to become a UNICEF Global Standby Partner. Turkey’s emergency response experience and practices were disseminated at the UN World Humanitarian Summit in Istanbul in May. UNICEF explored opportunities to foster cross-border exchanges of experience and resources in other areas, including social work as it relates to child rights.

Meanwhile, TCO continues to support the exchange of knowledge, good practices and lessons learned, and the development of international cooperation for children, within the context of all CP outcomes through study-visits, support for international conferences and workshops, support for Turkey’s participation in multilateral initiatives and sharing of experiences and programmes on various platforms. For example, UNICEF and Turkey’s Ombudsman Institution collaborated on an event which provided opportunities for a multi-country exchange of good practices regarding child rights among ombudspersons from four countries.

Along with other UN agencies, UNICEF Turkey is active in ensuring exchange of practices among the countries affected by the Syria/migration crisis. UNICEF Turkey also contributes to the efforts of the CEE/CIS RO to map and share experience within the region, collaborates with the RO Istanbul Hub and contributes to the dialogue between the Government of Turkey and the global/regional levels of UNICEF on a transformed engagement for child rights.

### Identification Promotion of Innovation

UNICEF needs to innovate continuously to address contemporary child rights challenges in Turkey’s continuously-changing environment. The need for innovative solutions is even greater given the unprecedented scale of the refugee crisis and the diverse nature of the refugee movements within the country, including people-on-the-move towards Europe. In 2016, UNICEF supported seven mobile outreach teams working with refugees/migrants intercepted/rescued by the Turkish authorities while seeking to enter Europe, often via dangerous sea routes. Thanks to experts provided by UNICEF, the teams are now able to respond real-time to the specific rights of the many children among these migrants/refugees. They provide legal and social counselling and PSS to children in their own languages. They identify particularly vulnerable children including UASC, CWDs and children with chronic illnesses, to ensure that they are referred to the relevant institutions. They also provide assistance in kind.

Deployed 24x7 along the western coast of Turkey, the teams identified 2,512 children apprehended/rescued while crossing toward Europe, including 411 UASC. Of these children, 1,831 received legal and psychosocial counselling and/or medical assistance. Psychosocial assistance and legal counselling was provided to 1,742, while 352 children and families were referred to UNICEF-supported Child and Family-Support Centres and/or to other services. They provided technical support and translation services to 89 children placed into care institutions.

A key feature of this intervention is that it largely contributed to a new modality of real-time identification, referral and delivery of child protection and other basic social services that is tailored to the specific needs of particularly vulnerable and difficult to reach groups of children. Another important feature is that the intervention builds on existing institutions and services. The collaboration opened-up the way for further UNICEF involvement in efforts to reach migrant/refugee children on the move and generated knowledge for better monitoring, programming and planning.
Support to Integration and Cross-sectoral Linkages

UNICEF Turkey has long 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 which require their joint efforts. To begin with, the Child Intersectoral Board chaired by UNICEF’s coordinating partner the Ministry of Development brings all child-related sectors to the table at least once a year.

The Country Programme for 2016-20 specifically emphasises the promotion of inter-sectoral cooperation as one of its major strategies for achieving results. The CP outputs – equity, inclusion and resilience building; data, knowledge and advocacy; gender equality, and expanded partnership - cut across the sectors, requiring them to work together more closely, including internally through outcome managers and working groups.

In 2016, UNICEF contributed to multi-sectoral dialogue and action on numerous child rights issues. In the humanitarian context, UNICEF worked simultaneously with line ministries and institutions with emergency authorities such as the DGMM, AFAD and Turkish Red Crescent for basic needs including education and protection. UNICEF engaged with MoFSP and DGMM to develop procedures for UASC, and worked closely with MoNE, MoFSP and the TRC to establish conditional cash assistance for education. Furthermore, UNICEF cooperated with MoFSP and MoYS to implement social cohesion interventions and with MoNE and MoYS on I/NFE to empower Syrian and host community adolescents.

UNICEF also contributed to bring together multiple sectors such as MoNE, MoFSP, MoH and MoJ for ECD, for child marriage prevention, for effective and child-friendly intervention and referral systems for child victims and for probation systems for children in contact with the law. MoNE has been engaged for preventing SGBV in school settings. UNICEF also contributed together with MoFSP, WFP, UNHCR and TRC to the development of Emergency Social Safety Net for Syrian refugees.

Service Delivery

Turkey has considerable financial, institutional and human resources to provide services for children. In these circumstances, UNICEF’s main roles with respect to services are evidence-based advocacy, policy dialogue and technical support for the further development, expansion and monitoring of services in line with international standards.

At the same time, following the mass influx of refugees from Syria, and its effects on the national service provision systems, UNICEF has been supporting the Government of Turkey and CSOs in direct service provision. To this end, UNICEF has been prioritising the strengthening of existing national systems and the removal of barriers to access these services. The resilience approach aims to provide a continuum of support from humanitarian to development assistance. Part of the approach is to fulfil the urgent need for the provision of certain kinds of services which, due to the nature of the situation, were not previously available in Turkey for the target populations.

In 2016, in line with the Core Commitments for Children in Humanitarian Action (CCCs), UNICEF Turkey continued to provide humanitarian assistance (cash-based winterization assistance via a e-voucher system, hygiene kits), learning spaces and other education-related supplies and incentives for volunteer Syrian teachers. In addition, UNICEF was closely involved in supporting the development and accelerating the roll-out of a range of programme activities including psychosocial support, child protection and referral, outreach, parenting education, I/NFE and social cohesion service models specifically targeting refugee and host-community girls and boys. Within the Turkey high middle income context, UNICEF sees its primary added value not only as a direct service provider but, acknowledging the
humanitarian-development continuum and resilience agenda, as a support to the efforts of relevant authorities, non-government organizations, communities and volunteers to provide services on a sustainable basis.

**Human Rights-Based Approach to Cooperation**

The Country Programme for 2016-2020 and its implementation strategies were informed by the Concluding Observations of the Committee on the Rights of the Child in 2012 and by a thorough situation analysis that addresses the structural bottlenecks to the realization of the rights of children. Their strong focus on equity and disadvantaged children, on gender equality and on child rights’ monitoring and advocacy are fully consistent with the human rights-based approach. Accordingly, UNICEF Turkey made HRBA the guiding principle for programme implementation in development and humanitarian contexts in 2016.

TCO maintained regular contact with Government entities and monitoring institutions such as the Ombudsman Institutions, the National Human Rights Institutions, and the Human Rights Commission of the National Parliament. TCO also engaged directly with the Parliamentary Committee on Preventing Sexual Abuse of Children and maintained regular interactions with civil society organizations working in the areas of child rights.

TCO remains an active participant in the UNCT and the UN Result Groups on Human Rights and Democracy where human rights related issues are addressed. In this respect, UNICEF contributed to the missions of the Working Group on Enforced or Involuntary Disappearances, the UN Special Rapporteur on the right to freedom of opinion and expression and the Special Rapporteur on torture and other cruel, inhuman and degrading treatment or punishment. UNICEF also followed up the CEDAW and CAT Concluding Observations on Turkey released in 2016.

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 Equality**

Specific outcomes on gender equality are included in both the UNDCS and the Country Programme (Outcome 3). In addition, specific gender-disaggregated indicators are included in Outcomes 1 and 2. Three of the four targeted priorities of the UNICEF GAP for 2014-2017 - ending child marriage, addressing gender-based violence in emergencies and advancing girls’ secondary education - are core areas of the country programme.

Gender mainstreaming efforts to ensure that gender-equitable results are achieved and that gender equality is acknowledged as a programmatic imperative were sustained throughout the reporting period. In child protection, a range of strategies were employed to prevent and respond to violence, including child marriage and gender-based violence in humanitarian settings. Specific modules on gender-equality were included in the parenting programme designed with MoFSP, which reached over 40,000 Syrian parents and 25,000 children, and in a social cohesion programme implemented with MoFSP and MoYS, benefiting 98,387 adolescents and young people, of whom 60,342 were girls.

Broader efforts to mainstream the prevention of gender-based violence (GBV) reached 167,000 Syrian children through psycho-social programmes, while targeted activities reached 5,000 out-of-school Turkish and Syrian adolescents.

In education, the work-plan with MoNE includes specific interventions to accelerate gender equality in education, such as the development and implementation of regional programmes to prevent non-attendance and drop-out among vulnerable children. Expanded partnerships
with NGO partners allowed UNICEF to reach vulnerable Syrian children (4,866 girls and 4,383 boys) with informal/non-formal education opportunities.

Through its collaboration with UN agencies, Government institutions, NGOs, academia and the private sector, UNICEF placed gender equality on the agenda of multiple entities and support the development and implementation of specific strategies to accelerate results. Several triggers, such as ‘Global Girl Child Day’ and ‘16 days’ campaign for violence against women’ were used for social awareness raising generating significant media attention.

A gender review was carried in 2016 with the support of the UNICEF Regional Office and the implementation of its recommendations is on track and being monitored. Every effort is being made together with the UNCT in the dialogue with the Government on SDG indicators to ensure that these will be gender-disaggregated.

**Environmental Sustainability**

UNICEF Turkey has in the past not been able to attach priority to the systematic mainstreaming of environmental sustainability issues or sensitivity to environmental hazards into its planning, programming, monitoring and management procedures, or to take specific actions to address environmental issues affecting children’s rights. Although these issues have arisen in various contexts during programme implementation, particularly with respect to earthquakes and other disasters, more widespread concerns about inequities and child protection issues - and in recent years the urgency of the refugee situation - have made it difficult for UNICEF Turkey to focus on climate change or other environmental issues and to develop targets and programmes.

While efforts were made to reflect the Sustainable Development Goals (SDGs) in the UNDCS and UNICEF Country Programme (CP) for 2016-2020, these documents were prepared at the same time as the SDGs were being drawn up. The UNICEF Executive Directive on addressing climate change for children also came after the new CP started to be implemented. UNICEF Turkey continues to consider its possible role and response in the light of the situation of children and the existing engagements of the UNCT and its members.

There is scope for international exchange of knowledge and capacities around environmental disaster risk reduction and resilience within the context of the proposed transformed engagement between UNICEF and Turkey, particularly given the expertise of Turkey’s Disaster and Emergency Management Presidency (AFAD) in this field.

**Effective Leadership**

The 2016 Annual Management Plan (AMP) identified the programmatic and operational mechanisms for achieving the programme results and operational targets. The country management team (CMT) provided strategic direction, guidance, leadership and oversight to ensure the alignment of the country programme with changing conditions and the achievement of the planned results. The revised committees operated under the relevant terms of reference. Statutory committees met regularly and functioned well. Besides the CMT meetings, intra-office communication was maintained through frequent general staff and JCC meetings and weekly head of section meetings.

The use of feedback from field monitoring visits in programme planning and monitoring was strengthened and it will be further enhanced in 2017 with the introduction of E-tools.

The risk control self-assessment in the ERM portal was updated in 2016 and monitored by the country management team. The Early Warning Early Action assessment was also updated in 2016. The Office business continuity plan was updated in September.
planning assumptions for rapid response, first response actions, plans by functions, checklists, contact and potential supplier lists are available. Business continuity in terms of IT and telecommunications was improved as part of the global VISION preparation; a backup Internet connection was in place. The Citrix server is functional and Cisco Any connect and Citrix Receiver are installed on the laptops of all staff members to ensure remote access to organizational business applications and systems.

The capacities of the Country Office and the Zone Office were enhanced in line with the needs of the new Country Programme and the steep increase in staff numbers as per the CPMP for 2016-2020.

**Financial Resources Management**

The country management team regularly monitored the 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. The Office started to work with the Global Shared Services Centre on April 18th. The transition was smooth and the systems are working efficiently.

With respect to budget control, the CMT reviews key indicators including grant expiries, DCT liquidations, and levels of programme implementation expenditures. In 2016, only four DCTs were outstanding for more than six months. Of these, two were closed before the 9-month threshold was exceeded and the other two were monitored clearly and reported. All grants were fully used within the original duration of the grant life.

The total expenditure of UNICEF Turkey in 2016 amounted to US$103,727,261, while in 2015 the total expenditure amounted to US$56.9 million.

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

**Fundraising and Donor Relations**

The Turkey Country Office formulated a new Partnerships Strategy for Resource Mobilization and Leveraging (2016-17) responding to the needs of the new country programme and taking the current context into account. The Strategy covers all aspects of leveraging resources and identifying funding streams. It pays attention to strong relationship-building with donors, including timely and quality reporting, which results in a majority of donors providing support repeatedly.

In 2016, the Country Office participated in two separate appeals: the Refugees and Resilience Response Plan (3RP) appeal for the Syria crisis response and the Regional Refugee and Migrant Response Plan (RRMRP) appeal concerning people on the move through Europe. These mechanisms have demonstrated their added value for fundraising although they require extensive planning, coordination and reporting, and therefore place a significant demand on Country Office resources.

In recent years, the Office has capitalized on the dominant position of the EU as donor, for OR as well as ORE. However, it remains a priority for TCO to maintain multi-donor and predictable funding streams.

Turkey remains unique in having a National Committee (NatCom) for UNICEF as well as a Country Office. The annual Joint Strategic Plan (JSP) between PFP, Turkey NatCom and
the Country Office outlines the areas of collaboration and selected priority Country Office programmes for NatCom fundraising as well as the processes of engagement.

The implementation of the Strategy was effective, with resource mobilization of US$93.7 million in ORE and US$45.6 million in OR, totalling US$139.3 million in 2016.

**Evaluation and Research**

In 2016, the recommendations of two evaluations completed in 2015 (“Evaluation of UNICEF Response to the Syria Crisis Response in Turkey” and “Evaluation of the Psychosocial Support Programmes Implemented After the Van-Ercis Earthquake”) were used to inform planning and policy dialogue on the Syria crisis response with the Government of Turkey and other implementing partners.

Management responses were developed for both evaluations, and over 70% of the response actions were completed as of December 2016, while the remaining actions are underway. There are no pending actions from management responses to evaluations conducted before 2015.

In view of the recent establishment of the Procedure for Ethical Standards in UNICEF Research, Evaluation, Data Collection and Analysis, the TCO started to expand its partnerships with academic institutions in order to set-up an advisory board and enable technical and ethical reviews.

The 2016 IMEP was designed to respond to the knowledge requirements of the new Country Programme and to add to the body of knowledge on the situation of children. It was regularly monitored and reviewed through the new online ‘PRIME’ platform.

**Efficiency Gains and Cost Savings**

Common agreements for travel, courier, cleaning, security and telecommunication services saved both costs and staff time by avoiding the need to undertake separate bidding processes on every occasion. These agreements also provided cost benefits by combining volumes with other UN agencies. The Country Office is also sharing office space with other UN agencies in Gaziantep for the Syria Emergency response. Internal long-term agreements also helped to streamline contracting for frequently used services. The Country Office has 35 established active long-term agreements, which have proved to be cost-effective and efficient.

The Country Office uses a shared internet connection with UNDP, IOM and WHO in the UN House in Ankara. The procurement process has been led by UNICEF and these agencies benefit from reduced rates by combining their volumes.

As per the agreement concluded with the telecommunications company Turkcell, staff members are able to call mobile lines from desk phones through FCT devices with SIM cards. This results in “mobile to mobile” communication and generates cost savings when compared to “desk-line (PSTN) to mobile communication”. Additionally, as per the agreement, Turkcell provided 25 smart phones free of charge.

**Supply Management**

The needs of vulnerable children under the Syria crisis response continued to dominate supply activities in 2016. The value of goods and services (individual and institutional) procured by the CO reached US$18.5 million, equivalent to 17.86% of the total fund utilization of US$103.7 million.
Programme supplies amounted to US$15 million. For education, supplies included classroom containers, containers for use as teachers’ rooms, preschool materials and toys, school/preschool furniture for camps and host communities, school bags, stationery kits, computers, photocopiers and toner cartridges. For health and nutrition, vaccines were supplied to the Ministry of Health. For child protection, TCO supplied child friendly spaces containers, equipment and fittings, containers for use as dormitories and toilet units for unaccompanied minors, and furniture, art materials and ICT equipment for community centres. For social protection, winter clothes, hygiene kits, laboratory items and playground equipment were provided. Communication activities were supported through the procurement of visibility items, communications materials and training materials for programme sections and counterparts.

Service inputs – mostly for capacity building of implementing partners, social workers and teachers, and other consultancy services – amounted to US$3.3 million, of which US$2.6 million were for institutional services and US$699,226 for individual services.

UNICEF procured vaccines for the MoH and supported in clearing the offshore orders from Supply Division. TCO supported MENARO, Yemen CO, Iraq CO, CEE/CIS RO and UNICEF’s Istanbul hub in several goods and service procurements.

As an active member of the subgroup for Supply and Procurement of the Operations Management Team of the UNCT, UNICEF headed the joint bidding process for a long-term arrangement (LTA) for translation, interpreting and editing services, and collaborated with UNHCR in the bidding process for the LTA for road transportation services.

### Total value of all supply inputs (goods & services)

<table>
<thead>
<tr>
<th>Category</th>
<th>Value (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme supplies</td>
<td>15,123,022</td>
</tr>
<tr>
<td>Operational supplies</td>
<td>89,770</td>
</tr>
<tr>
<td>Services (Institutional)</td>
<td>2,615,966</td>
</tr>
<tr>
<td>Services (Individual)</td>
<td>699,226</td>
</tr>
<tr>
<td>Construction (where applicable)</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total Value</strong></td>
<td>18,527,984</td>
</tr>
</tbody>
</table>

### Total Value of locally managed procurement (see note below)

<table>
<thead>
<tr>
<th>Category</th>
<th>Value (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme supplies</td>
<td>14,978,022</td>
</tr>
<tr>
<td>Operational supplies</td>
<td>111,833</td>
</tr>
<tr>
<td>Services (Institutional)</td>
<td>2,625,866</td>
</tr>
<tr>
<td>Services (Individual)</td>
<td>699,226</td>
</tr>
<tr>
<td><strong>Total Value</strong></td>
<td>18,414,947</td>
</tr>
</tbody>
</table>

**Note on the second table:** The total value of locally managed procurement is lower than the total value of all supply inputs for TCO because of the assistance of TCO to other COs mentioned above, which is USD 31,963.28 for 2016. The difference between the Programme Supplies in the 1st and 2nd table is due to offshore procurement of vaccines.

### Security for Staff and Premises

The security of staff and premises remained of paramount importance in 2016. In light of the security situation, the Country Office coordinated closely with UNDSS and other UN agencies through security management team meetings. The UNDSS is fully functional in
Turkey and is present in the UN House. UNICEF is part of the security management team and fully implements the decisions taken both for staff and premises. Currently, the UNICEF Country Office is in the UN House in Ankara. Due to the ongoing increase in staff numbers and the overall security concerns, the Office conducted an analysis of the present office conditions, risks and opportunities, and identified a larger and safer workplace. The lease agreement was signed on 21 December 2016 and the move to the new premises should be completed in the first quarter of 2017.

UNICEF has a zone office in Gaziantep which is currently in joint UN premises. Due to the lack of space in this current place combined with security reasons, TCO had to identify a larger and safer workplace in Gaziantep. The lease agreement for the new office was signed beginning of January 2017. The move to the new premises should be completed in the first quarter of 2017.

Movement of staff, especially on travel to the camp locations close to the Syria border, is monitored daily by both the Office and the UNDSS. UNICEF has two armoured vehicles for staff safety. Armoured vehicle and safe driving training for drivers was organized by UNICEF in Gaziantep. All UNICEF drivers were trained to use armoured vehicles.

**Human Resources**

In line with the CPMP, the Country Office staffing structure was strengthened with the establishment of 53 new posts. A recruitment plan was drawn up and implemented. As a result, 46 selection processes were fully completed and 26 are ongoing including 14 at the final stage. All key positions were filled including two NETI and one JPO. In addition, the Country Office received support from two standby partners. The recruitment of one international UN volunteer is ongoing.

In 2016, the office improved its ratios related to programme/non-programme countries staff and gender. The ratio rose from 10 per cent (programme countries staff) in January to 43 per cent in December, and in terms of gender from 37 per cent male in January to 38 per cent male in December.

100 per cent of the staff completed the performance planning phase in ‘ACHIEVE’ by the deadline. The Director of HR visited TCO in June and presented the new HR reform to staff, including the importance of open, honest ongoing feedback from supervisors. The Country Office’s learning priorities were reflected in the 2016-2017 learning and development plan. Group training and ‘AGORA’ online training remained the strategy for building capacity across the office. Face-to-face training sessions were held on various subjects including PCAs, HACT, Humanitarian Action and the CCCs. Key staff participated in programmatic training. All (100 per cent staff obtained ethics training certificates. A staff retreat took place in September. JCC, CMT and all-staff meetings were held regularly and among others, included issues related to security, wellbeing and other human resources-related as required.

The Global Staff Survey Working Group is working on the main issues identified for improving overall staff morale. The Country Office local HR Administration and Payroll was successfully transitioned to GSSC in September.

**Effective Use of Information and Communication Technology**

Several upgrades and improvements which were made in ICT systems in line with ITSS division policy in 2016 positively affected the working environment. The following upgrades and installations were completed in cooperation with headquarters.

- Upgraded Symantec Antivirus SEP Client to version 12.1 RU6 MP5 to address security
vulnerabilities associated with the existing version of SEP Client in our environment,
• Implemented release of MS Patches on both computer and server side to address security vulnerabilities and performance issues,
• Upgraded VEEAM Backup Server to version 9 in line with the global policy and as part of DR/BCP plans.

The ICT and Supply sections held a tender for internet connectivity for three years for both the Ankara and Gaziantep offices. For both offices, the provider approved a Service Level Agreement (SLA) which includes 99.5 percent up time, reporting mechanism before any planned maintenance, and direct customer representative. SLA metrics are important since all UNICEF business applications are based on internet. A radio link was installed on the roof of the buildings to provide wireless internet connection in case fibre connection is down. The ICT and Communication sections started to redesign the country website to reflect current trends such as mobile responsiveness, search engine optimization and social network integration. The internet presence is an important channel to advocate for child rights and share information with the public about programme and operations. The project is to be completed in January 2017.

The ICT section supports programme sections in developing web and mobile applications to achieve programme goals. In 2016, the Child Protection section developed a web application to monitor the implementation of the Parenting Training Programme for Syrians, including reporting by Syrian trainers and ensuring relevant documentation. The application is currently being used by MoFSP and UNICEF.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Special Purpose Outcome

Analytical Statement of Progress:
Support services to all programmes were on track throughout the year. The revised committees and relevant terms of reference continued to be used. The Table of Authority was revised twice in 2016 as required and the latest version was reviewed and approved on 15 July 2016. All statutory committees met regularly and functioned well. The Country Management Team (CMT) met regularly. Intra-office communication was maintained through regular general staff meetings and Heads of Section meetings. Targets in the areas of financial resources management, human resources, procurement management, efficiency of ICT systems and reduction of overall operating costs were successfully met.

OUTPUT 1 Governance and Systems

Analytical Statement of Progress:
The Annual Management Plan (AMP) was developed and identifies the programmatic and operational priorities and related mechanisms to reach the programme and operation planned results for 2016. It was updated in mid-year 2016. The Table of Authority approved in January 2016 was revised in July 2016 to reflect relevant changes. All statutory committees met regularly and functioned well. The Country Management Team (CMT) met regularly. Intra-office communication was maintained in 2016 through regular general staff meetings, Head of Section meetings, program coordination, and section meetings. Risk assessment mechanisms and business continuity plans are in place. UNICEF Country Office is in the UN House in Ankara. The UNDSS is fully functional in Turkey and has a presence in the UN House. UNICEF is part of the Security Management
Team and fully implements the decisions taken for both staff and premises. UNICEF has a zone office in Gaziantep which is in joint UN premises. UNICEF has two armoured vehicles in Gaziantep for the safety of staff. Armoured Vehicle and Safe Driving Training for drivers was organized by UNICEF in Gaziantep. All UNICEF drivers were trained to use armoured vehicles. With the ongoing increase in the staffing structure, in line with the Country Programme Management Plan for 2016-2020 and the deterioration in the overall security situation, the Turkey Country Office had to identify larger and safer office premises for its staff both in Ankara and Gaziantep. The move to new offices in both Ankara and Gaziantep should be completed during the first quarter of 2017.

**OUTPUT 2** Financial Resources and Stewardship

**Analytical Statement of Progress:**
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. With respect to budget control, the CMT regularly reviewed key indicators including grant expiries, direct cash transfer (DCT) liquidations, and levels of implementation of programme expenditures. All grants were used within the original time periods. The Country Office continued to use the new Cash Replenishment Request system and established the infrastructure for the new Bank Communication Management System in Vision, which facilitated electronic approval. The Office started to work with the GSSC on April 18th. Supply and procurement activity was conducted effectively and efficiently in the face of an increased workload due to the programme expansion mainly related to the Syria Crisis. Most procurement was done locally. Distribution of goods to Syrian refugees was organized in cooperation with the Prime Ministry Disaster and Emergency Presidency (AFAD) and the Turkish Red Crescent. Joint procurement of some common services with other UN agencies helped to maximise efficiency and effectiveness, and work to identify more common procurement activities is ongoing.

**OUTPUT 3** Human Resources Management

**Analytical Statement of Progress:**
The Human Resources Development Training Committee held one meeting in 2016 to review the implementation of training activities conducted in 2015, discuss the Country Office’s general approach to Human Resource Development and agree on the specific training plan for 2016 and 2017.

A one-day staff retreat was organized on January 29th. The main programme results of 2015 and priorities for 2016 were discussed at the retreat, together with the follow-up to the Global Staff Survey findings. Due to the L3 emergency context and the significant number of new staff expected to join the Office, group training remained the priority for building capacity across the office in 2016. The focus areas of the training activities were determined in line with UNICEF global priorities, guidance from the CEE/CIS RO and the latest audit recommendations. Additionally, the ‘AGORA’-based training was recommended to staff, and supervisors were encouraged to allow staff members time to benefit from these. Group trainings were organized on the following subjects in 2016: HACT, Consultants and Individual Contractors, PCAs and Core Commitment of Children: Humanitarian Action/Emergency Preparedness and Response. A successful staff retreat was organized from September 26th to September 29th.

Matters related to local administrative and human resources issues which were of general concern to the staff were discussed in the JCC and CMT meetings and on other platforms such as general staff meetings.
A Global Staff Survey Working Group held several meetings to develop suggestions with respect to aspects of the survey findings. The five main issues which were identified and which the Working Group worked on in conjunction with the UNICEF Turkey Staff Association were as follows:

a. Work-life balance and workload
b. Interaction and feedback between supervisor and supervisee
c. Coordination between the Ankara and Gaziantep offices
d. Office space and security
e. Job and training opportunities

The proportion of the staff’s Performance Appraisal System forms which were completed in line with the globally extended deadline was 100%.

In line with the 2016-2020 CPMP, the Country Office staffing structure was strengthened with the establishment of 53 new posts bringing the total vacant posts in 2016 to 77. The Turkey Country Office prepared a detailed recruitment plan foreseeing recruitment in five batches based on criteria including programmatic urgency, funding availability, abolition cases, and critical and supervisory roles in sections. This allowed the Office to take adequate measures to ensure that recruitment processes did not negatively affect the delivery of the Country Programme. 46 selection processes were fully completed and 26 are ongoing including 14 at the final stage. 5 posts are on hold pending funding availability. Overtime was avoided as far as possible and compensatory time-off was utilized except for drivers. Relevant staff members participated in most regional training sessions/workshops.

OUTCOME 2 Programme Effectiveness Outcome

Analytical Statement of Progress:
The ongoing efforts of the Country Office to improve programme effectiveness were stepped up in 2016, the first year of implementation of a new Country Programme (CP) which has a cross-sectoral structure and has required a major increase in staff numbers. To implement the CP, rolling work plans (RWPs) were developed and signed with an increased number of Government partners. Collaboration with national and international NGOs was also expanded through multiple Programme Cooperation Agreements. There were some delays in the signature of few RWPs due to the political developments. However, based on UNICEF’s strong relationships, implementation of the affected parts of the programme progressed although with some delays. The Child Intersectoral Board chaired by the MoD, which oversees the programme, proved to be a useful forum to share and review planned interventions.

The implementation of the CP was facilitated and strengthened by a varied and flexible advocacy and communication strategy. High level visits and UNICEF’s significant presence in Turkey’s media, including social media, ensured visibility for UNICEF, the CP and children’s issues, and helped to keep them on the agenda of partners and the public. The 2016 Annual Management Plan (AMP) was designed to reflect the programmatic and operational priorities of the new CP, and the great majority of the actions planned against these priorities were completed. Internal coordination mechanisms and new staff reporting lines operated effectively. An external audit conducted in October 2016 confirmed that overall the programme is implemented in line with relevant rules and regulations. HACT implementation and financial assurance were major priorities. The Country Office developed and implemented a training plan to strengthen HACT-related capacity among staff and partners. The Country Office entered into a dialogue with the Supreme Audit Institution and came to a preliminary agreement for collaboration in auditing Government partners, which will be formalized in 2017 through a Memorandum of Understanding. The Country Office continued to improve cost efficiencies through procurement including common services and joint procurement initiatives.
OUTPUT 1 Programme Coordination

Analytical Statement of Progress:
As 2016 was the first year of the new Country Programme (CP), intensive efforts were made to translate the CP into partnerships and work plans and to expand the office structure as per the approved CPMP. UNICEF Turkey also invested in enhancing programme effectiveness by streamlining internal processes of coordination, monitoring, reporting and resource mobilization.

In line with the CP, there was an increase in the number of rolling work plans (RWPs), reflecting the broadened partnership with the Government. RWPs were signed with the Ministries of National Education (MoNE), Family and Social Policies (MoFSP), Youth and Sports (MoYS) and Justice (MoY), the Ombudsman Institutions, the GAP Administration, and the Gaziantep Municipality. Due to the evolving political situation, the signature of RWPs with the ministries of Labor (MoLSS) and Interior (MoI) were postponed and the implementation of various other RWPs experienced delays. Despite this situation, the programme implementation was affected only partially. Collaboration with national and international NGOs was expanded. A number of new Programme Cooperation Agreements (PCAs) were signed, while the implementation of others continued.

The annual Child Inter-sectoral Board (CIB) meeting was convened by the Ministry of Development and UNICEF, to review the latest developments on the child rights agenda. A wide range of ministries, public institutions and CSOs participated, reflecting the increased number and diversity of UNICEF partners. The well-attended CIB proved to be a useful forum to share and review planned interventions and it was agreed to make more use of this forum in 2017 by deepening the interaction.

The 2016 Annual Management Plan (AMP) was designed to reflect the programmatic and operational priorities of the new CP. The great majority of the actions planned against these priorities were completed. The external audit conducted in October 2016 confirmed that overall the programme is implemented according to the relevant rules and regulations. HACT implementation remained a priority in 2016. A fulltime HACT specialist was recruited and the Country Office developed a training plan and delivered three training sessions to strengthen HACT-related capacity among staff and partners. The micro-assessments conducted found that all partners are low-risk, except for one medium-risk partner. The programmatic visits which were well above the requirements, were used for program feedback and adjustments while the office also made full use of the program visits as a risk mitigation action. In relation to financial assurance activities, spot checks were planned and implemented, while audit preparations are underway and will be implemented in 2017. The Country Office entered into a dialogue with the Supreme Audit Institution and came to a preliminary agreement for collaboration in auditing Government partners. This agreement will be formalized in 2017 with a Memorandum of Understanding.

OUTPUT 2 External Relations

Analytical Statement of Progress:
The communication and advocacy strategy focused on the equity agenda and the priorities of the new CP. Strategic communication was built around the Syria Crisis, the rights of children with/without disabilities, the juvenile probation programme and the 70th anniversary of UNICEF.

Eleven high-level field visits were organized, including a visit of the Turkish Prime Minister together with the German Chancellor, and the President and First Vice President of the
European Commission. Numerous field visits have also been hosted for Natcoms and the media, resulting in a wide coverage of the situation of refugee children in Turkey and the efforts of UNICEF and partners. The "Unfairly Tales" animations were launched in Turkish as part of the Act of Humanity campaign. The campaign on children with disabilities was reactivated, and was the fourth trending topic on Twitter on December 3rd. More than 100,000 digital signatures were collected within 2-3 weeks. The Voices of Youth Digital Mapping initiative was launched to support young Syrian refugees. The mapping application was adapted into Arabic to better serve young Syrian refugees. Four videos (Child Friendly Spaces, Syrian Volunteer Teacher Incentives, Education opportunities and Parenting orientation) were developed to illustrate UNICEF's Programme for refugee children in Turkey.

UNICEF enhanced its visibility in the Turkish mass media, with 4,893 news items in print media and 16,349 items on on-line media, representing an increase of 30% compared to 2015. The Emergency Lessons campaign was reactivated through digital media with the support of National Goodwill Ambassador. The message reached more than 650,000 social media users and generated over 20,000 engagements.

UNICEF Turkey continued to increase its social media presence steadily. The Facebook account reached 132,795 followers, with an annual growth of 11 per cent, and the Twitter account grew to 25,570 followers with an annual increase of 21 per cent. The number of followers on Instagram almost tripled to 29,800.

A conference was organized as part of the International Day of the Girl Child with the participation of renowned opinion leaders, writers, and celebrities. Social media was used actively to advocate for the empowerment of girls, reaching over 350,000 and securing around 11,000 engagements.

A photo exhibition and gala performance by children were organized to mark UNICEF’s 70th Anniversary. Globally-known artists and National Goodwill Ambassador contributed artwork to the 70-photographs-for-70-years-of-work-for-children exhibition. Over 200 guests attended the opening ceremony on November 22nd. The gala performance was organized on December 9th. More than 200 children with/without disabilities performed on stage in front of an audience of more than 400 spectators. The performing groups included a choir of children with cerebral palsy, a symphonic orchestra bringing together children from different backgrounds, including underprivileged children, as well as a street arts group from the province of Mardin which also include refugee children. Both events were also promoted through media and social media.

OUTPUT 3 Field Operations

Analytical Statement of Progress:
Administrative and logistic expenses managed by Gaziantep Field Office.

OUTPUT 4 Cross border operations

Analytical Statement of Progress:
Throughout 2016, Turkey CO continued to provide administrative and logistical support to UNICEF MENA RO cross-border team based in Gaziantep.

OUTPUT 5 Operating Costs

Analytical Statement of Progress:
The 2016 office management priorities and key programme results were clearly defined in the Annual Management Plan, which was developed through a participatory process involving both Operations and Programmes. The Country Office continued to apply UNICEF
financial and administrative control systems to ensure good management of financial and other assets.

The office maintained two premises in Turkey: the main national office in Ankara, and the Zone office in Gaziantep which was approved for establishment in April 2013. In both locations, UNICEF offices are placed in UN joint premises. UNICEF contributed to the Common Services in both locations and benefitted from the jointly received services, such as security, cleaning, IT, internet and utilities.

UNICEF is part of the Operations Management Team. In this context, UNICEF actively participated in joint activities mainly in the functional areas of Procurement and Human Resources. Cost-efficiencies were secured through joint procurement.

Some of the core programmatic functions of Monitoring & Evaluation, Child Protection, Education and Social Policy continued to be funded through regular resources. UN House Common Services and Office Premises expenses were also partially covered through the regular resources.

OUTPUT 6 Technical Assistance for Programme Effectiveness

Analytical Statement of Progress:
A separate output is dedicated to cover the payroll of staff members working to achieve the outputs under Outcome for Programme Effectiveness. The payroll is effected monthly. Planning of payroll and alignment of resources to posts is undertaken as per the new 2016-2020 CPMP. The grant expiries are monitored and monthly updates to payroll is executed with new registry of cost distributions.

OUTCOME 3 By 2020, the education, child and social protection and health systems, NGOs, communities and families provide vulnerable children with increasingly inclusive opportunities to realize their rights to protection, education, development and participation.

By 2020, the education, child and social protection and health systems, NGOs, communities and families provide vulnerable children with increasingly inclusive opportunities to realize their rights to protection, education, development and participation.

Analytical Statement of Progress:
This Outcome aims at promoting the social inclusion of vulnerable groups of children living in Turkey by facilitating equitable access to quality education, child and social protection services as well as by facilitating positive behaviours and practices in families and communities. The main groups of vulnerable children targeted in 2016 include refugee and migrant children (including: Syrian refugee children with temporary protection status in Turkey, refugee children from other countries and refugee and migrant children on the move towards Europe), children with disabilities, child workers, children in contact with the law and adolescents/young people at large.

To address their needs, UNICEF supported the delivery of services (especially for refugee children) and contributed to system strengthening by engaging in advocacy and policy dialogue, developing new and existing partnerships with public institutions and civil society, and building capacity. Progress was realised on several key issues, but political developments and rapid turnover of public officials caused delays in some programmes.

The numbers and proportions of refugee children accessing education and protection/psychosocial support services increased significantly, and more Turkish and refugee children/young people participated jointly in social cohesion programmes. Nevertheless, large numbers are unreached and resilience needs to be increased.
Important initiatives were taken or developed further with respect to the quality and inclusiveness of education for Turkish and refugee children, the protection of unaccompanied and separated children (UASC) (mainly refugees), the social protection of refugee children, reducing child labour and upholding the rights of children in the justice system. These initiatives still need to be continued and/or scaled-up in 2017.

Because of the continuous collaboration between MoNE and UNICEF, the number of Syrian refugee children enrolled in school increased by about 50 per cent between the end of the 2015-16 school year and the end of 2016. With over 490,000 refugee children enrolled, a tipping point was reached, with more refugee children in school than out of school for the first time since the beginning of the Syrian refugee influx. The commitment and leadership of the MoNE was crucial and UNICEF supported efforts made in multiple ways.

UNICEF prioritised its commitments as lead UN agency in education in accordance with the UN regional response and resilience plan (3RP) and the No Lost Generation initiative. UNICEF Turkey led the consultations for the preparation of the education report for the London ‘Supporting Syria’ Conference in February.

MoNE and UNICEF efforts to strengthen the quality and inclusiveness of the national education system led to 18,165 volunteer Syrian teachers being certified through a pedagogical formation training. UNICEF also collaborated with MoNE for the development/revision of school standards and curricula and on enhancing learning assessment and education management information systems. The expansion of Turkish language education, which is critical for social inclusion and learning of refugee children, was delayed due to the political situation.

In child protection, UNICEF’s work on system strengthening continued, contributing significantly to improved quality assurance for residential and alternative child care services, with a heightened focus on children with disabilities, and supported the Ombudsman Institution in its work related to child rights. Because of UNICEF partnerships with MoFSP and CSOs, 167,000 refugee children benefited from psychosocial support services, legal support, counselling and other specialised services, while 40,000 Syrian parents received parenting education. Outreach CP programmes and care and counselling support for CWDs were implemented with the refugee community. UNICEF supported teams based in western Turkey which identified children among the people on the move apprehended or rescued while attempting to cross into Europe and assured their access to psychosocial, medical and other types of assistance. UNICEF advocacy and expertise contributed to the development of an action plan and much-needed standard operating procedures for UASC, but implementation remains a challenge.

Evidence was generated concerning models for the administration of child justice and the role of social workers within the justice system, keeping these issues on the agenda of the Ministry of Justice (MoJ). Guidelines were developed for judicial interview rooms to protect children victims of crime. The capacity of lawyers and bar associations to support children in contact with the law were developed. However, due to the extensive impact of the political developments of 2016 on personnel in the justice sector, work on enhancing the probation system to ensure that detention and imprisonment are used as a last resort had to be carried over to 2017.

Social protection and inclusion: Winter assistance programme is now reaching over 31,200 vulnerable refugee families with about 96,000 children. UNICEF contributed to discussions on the strategy, design and operationalization of an emergency social safety net to provide refugee families with minimum income support, to be complemented by UNICEF-supported conditional cash transfers for education targeting more than 200,000 children. New interventions were developed, and started to be implemented, to reduce child labour by
strengthening access to social protection mechanisms, educating families and engaging with the private sector as well as supporting child workers. Municipalities’ efforts to support vulnerable children were supported through the child-friendly cities initiative.

To prevent social tensions and prejudices, opportunities for interaction between Turkish and refugee youth and children are important. The social cohesion programme reached 98,387 refugee and Turkish adolescents/young people in 20 provinces, increasing their life skills and contributing to their protection and participation. In addition, a pre-existing life-skill programme was integrated with a new module addressing social cohesion and reached 34,000 adolescents/young people.

OUTPUT 1 By 2020, the education system has increased capacity to provide formal education opportunities for refugee children (3-17 years old).

Analytical Statement of Progress:
As the number and proportion of refugee children in school rises, approaching half a million, UNICEF continues to be a key partner for the Ministry of National Education (MoNE) in increasing access to formal education for these children. The MoNE-UNICEF rolling work plan for 2016-2017 addresses this by supporting access in the three dimensions of supply, demand, and the enabling environment.

For the enabling environment, UNICEF engages in continuous policy and technical consultations with a view to strengthening system capacity through more inclusive education policies and regulations, especially for refugee children. UNICEF has supported MoNE in coordinating with other stakeholders (AFAD, MoFSP, NGOs/CSOs, UN agencies, government institutions), co-chairs the education working group and chairs the Southeast Turkey Education Working Group in Gaziantep.

On the supply side, UNICEF continued to support MoNE in providing inclusive formal education services (including preschool) to refugee children. The number of Syrian volunteer teachers receiving a monthly incentive reached nearly 13,000. As part of the efforts to improve the conditions of Syrian volunteer teachers, MoNE agreed to grant them additional, non-financial entitlements (e.g. sickness/maternity leave) and to raise the amount of the incentives to Turkey’s net minimum wage.

574 container classrooms were installed in camps to replace tented classrooms and improve the student-per-classroom ratio. Seven prefabricated, double-shift schools are being constructed in host communities and camps to accommodate 14,000 children. An assessment has been conducted with a view to installing more container classrooms, including preschool classrooms, in existing school yards. School furniture, photocopy machines and computers were provided to 221 schools serving both refugee children and Turkish children. 260 sets of classroom furniture and early learning materials were distributed to preschool classrooms in TECs benefiting at least 10,000 refugee children. On the demand side, UNICEF distributed stationery kits and school bags to 228,000 children in provinces with high concentration of refugees, including some Turkish children, to support families in sending their children to school. To increase demand for education and improve families’ knowledge and behaviour in respect of school access, UNICEF developed an outreach pilot project in Ankara reaching 984 households (7,821 individuals) and identifying 1,992 out-of-school children who were referred for school registration. Outreach activities will be scaled-up through various channels in 2017, targeting at least 65,000 households in 15 provinces.

To overcome socio-economic barriers that hinder access to education and to build the resilience of families, MoNE, MoFSP, Turkish Red Crescent and UNICEF are finalizing a
modality of conditional cash transfer for education for vulnerable refugee families aligned with the Turkish national system.

**OUTPUT 2** By 2020, the education system has increased capacity to provide quality inclusive education for vulnerable children 3-17 years old (including refugee children).

**Analytical Statement of Progress:**
Building on its well-established relationship with MoNE, UNICEF engaged in policy dialogue with the Ministry to strengthen the education system in terms of its ability to provide quality inclusive education for all children, especially the most vulnerable, including CWDs and refugee children.

Professional development systems for education personnel, both Syrian and Turkish, were strengthened. As a result, 19,776 Syrian volunteer teachers and trainers received a pedagogical formation training covering: classroom management (e.g. positive discipline); student learning, evaluation and assessment, and counselling and education psychology (including PSS). Of these teachers, 18,165 (92%) passed the written exam and were certified. In addition, 500 Turkish teachers were trained as trainers to enhance capacity for supporting Syrian children in Turkish schools, which will mitigate some of the risk of dropout.

With respect to standards, curricula and learning environments, the School Orientation and Child Social Financial Education (CSFE) extra-curricular programmes were completed and are ready for endorsement by the Board of Education. Both initiatives add variety and skills to the core curriculum in public schools. The WASH Education Programme was implemented in all boarding schools in Turkey, improving the knowledge and learning environments of 65,000 students, mostly from socio-economically challenged backgrounds. Needs analyses conducted in Remedial Education, Sociocultural Activities, and Psychosocial Support Programming with a total of over 270 experts, MoNE personnel and stakeholders helped to identify options for programme development and implementation in 2017, focusing on children not fully served by mainstream approaches.

UNICEF continued to advocate for and support the expansion of access to early childhood education (ECE) as a critical strategy for providing disadvantaged children with equitable education opportunities. ECE for Syrian children will enable them to learn Turkish at an early age and strengthen social cohesion between Turkish and refugee children. Through a strategic partnership with the Southeast Anatolia Project Administration (GAP) and the Development Foundation of Turkey, UNICEF supported the initial implementation of a bilingual summer school programme, a home-based ECE module and a teacher training programme.

To enhance learning assessment and education management information systems, UNICEF facilitated cooperation between MoNE and the OECD to review the education assessment and evaluation systems in Turkey, an area which requires innovative and more child-centred approaches. So far, a steering committee has been established and a country background report completed. Meanwhile, the Foreign Students Education Management Information System YOBIS, now fully developed and operational, and recording Syrian and other foreign students, was handed over to MoNE. Through ongoing workshops and technical support, UNICEF supported the development and roll-out of Early Childhood and Elementary Education Institutional Standards, previously known as Primary Education Institutional Standards. The indicators were reduced for greater efficiency in data collection and utilization. UNICEF started to support MoNE in strengthening student assessment systems to provide accurate information for decision-making.
OUTPUT 3 By 2020, the child protection system, including the PSS services, has increased capacity to detect, refer, assess, prevent and manage cases of children in need of protection.

Analytical Statement of Progress:
UNICEF Turkey has been working with Government counterparts to improve child protection by addressing structural challenges of the existing systems. In 2016, UNICEF continued to work with MoFSP to improve quality assurance mechanisms for alternative care services. UNICEF supported the rollout of self-assessment systems for residential care institutions in all 81 provinces and trained 3,406 staff to use them. Consultations were held to guide the formulation of Minimum Standards for Care Services for CWDs, setting regulatory measures for care facilities. Meanwhile, UNICEF, MoFSP and the Prime Minister’s Office prepared Standard Operating Procedures to strengthen policies and programmes for UASC, elaborating preventive and remedial actions, and made preparations for their implementation. Moreover, gradual engagement with the Directorate General for Migration Management under Ministry of Interior (DGMM) led to the drafting of a rolling work plan that will become operational from 2017. However, there is still a need to advocate with MoFSP and the DGMM concerning the need to strengthen identification, age-assessment, family-tracing, care options and guardianship systems for UASC. In collaboration with UNHCR, UNICEF established the Child Protection Working Group in both Ankara and Gaziantep to strengthen the programmatic response in this area.

Besides system strengthening, the consolidation of partnerships with government and non-governmental actors enabled UNICEF to support the delivery of child protection services to refugee children and some vulnerable Turkish children. A total of 167,000 children benefitted from CP and psychosocial support (PSS) services in 28 child-friendly spaces (CFSs), two mobile CFSs; six Adolescent/Youth Centres and five multi-disciplinary Child and Family Support Centers. Another 86,905 children attended structured PSS programmes, 33,817 (19,019 girls; 14,798 boys) received legal support and counselling, and 14,614 accessed external specialized services.

Initial efforts were made to target CWDs with home care and in-house counselling benefiting 260 families. Over 240 partner staff were trained in prevention and early identification and 1,690 Syrian volunteers actively engaged as peer educators in outreach CP programmes reaching 7,821 refugees living in informal settlements.

A MoFSP-led parenting programme was implemented in 11 camps through 95 trained Syrian facilitators and reached 40,000 Syrian parents and over 25,000 children. In 2017, this programme will be extended to another 12 camps and implemented in host communities through the Child-Friendly Cities programme with municipalities. Capacity building interventions in CP in emergencies benefited 854 MoFSP, MoNE and other government staff, contributing to a noticeable change in institutional responsiveness.

Primary prevention and early detection interventions conducted by outreach teams connected to UNICEF-supported Child Protection Service Centres identified 68,867 refugee children (33,087 girls; 35,780 boys) and provided them with support, including 11,972 referred to specialized services. Support was extended to special teams deployed in western Turkey together with a partner NGO to target people attempting to cross to Europe. In this context, 2,512 children apprehended or rescued while crossing toward Europe were identified, and legal and PSS counselling and medical assistance was provided to 1,831, including 411 UASC. Families’ economic strengthening interventions (e-voucher assistance and special needs funds) reached 1,680 children identified as highly vulnerable.
OUTPUT 4 By 2020, families, local authorities and the social protection system (including governmental and non-governmental actors) have increased capacity to support vulnerable children in accessing the means to fulfil their rights.

Analytical Statement of Progress:
Progress has been made in increasing the capacities of municipalities to uphold the rights of the most vulnerable children. A mapping exercise was conducted across the country to identify the strategic priorities of municipalities regarding children and understand their capacity needs for operationalizing these priorities. Special attention was paid to South/Southeast Turkey and major urban areas, where many children are vulnerable. In partnership with the Ministry of Interior (MoI), a roadmap was prepared for local government capacity building, and support was provided to equip 40 municipalities for child-responsive policies and programmes, including child participation, child responsive budgeting, strategic planning and impact assessment. Additionally, municipalities were supported, in partnership with MoFSP, for the dissemination of good parenting skills programmes in the wider communities within the municipalities’ borders. The strategic decision to use the principles of CFS as an approach has proven to be successful with more ownership from the municipalities, more space to leverage resources and a much wider coverage.

Concern about child labour in Turkey increased further with the Syria crisis. UNICEF Turkey is engaged in an integrated response including: i) strengthening social protection mechanisms to respond to child labour, ii) addressing social norms that contribute to child labour; iii) engaging with the private sector to encourage Good Business Principles, free from child labour and iv) supporting child workers with basic and social services. In partnership with a partner NGO, a child labour-focused case management toolkit was developed to guide the work of community centre managers and social workers, the toolkit was also disseminated to other NGOs in contact with child workers. A programme of awareness raising and ensuring that Turkish and Syrian child workers have access to available social protection measures and psychosocial support was expanded from one province to five. Collaboration with employers’ organizations in relation with Good Business Principles will be accelerated in 2017. Evidence on child labour in seasonal agriculture generated through three studies will be available for programming and advocacy in 2017.

Following advocacy and the increased awareness on the need for resilience-building among Syrian and other refugees registered in Turkey, UNICEF and MoFSP discussed social protection measures for vulnerable refugees in Turkey. Along with other UN agencies and the Turkish Red Crescent, UNICEF participated in high-level and technical discussions on the strategy, design and operationalization of an Emergency Social Safety Net (ESSN) for refugees. The ESSN will be complemented by a conditional cash transfer programme for education developed by MoFSP, MoNE, TRC and UNICEF and targeting more than 200,000 children. This programme will be introduced in early 2017. The latest thinking also informed a move away from supplies and clothing to predominantly cash-based assistance in winter support. Eligible families received vouchers or cash cards worth US$100-300, depending on family size, for use in specified stores. During winter 2015-2016, UNICEF provided cash-based assistance to nearly 18,600 vulnerable Syria families, benefitting an estimated 58,000 children. In winter 2016-2017, over 31,200 families or approximately 96,000 children will be reached.

OUTPUT 5 By 2020, the justice and protection systems have increased capacity to provide children and adolescents in contact with the law with a second chance.

Analytical Statement of Progress:
Efforts to improve justice for children continued to make progress in 2016, although the implementation of several planned interventions was delayed due to the political situation (i.e. the attempted coup d’état in July 2016 lead to the dismissal or suspension of 2,500 MoJ
technical staff and over 3,500 judges and prosecutors, equivalent to approximately one fifth of the judicial system’s workforce).

According to the MoJ, the number of criminal cases filed against children decreased by 6,000 in 2015 to 173,297 in total. However, the number of children in pre- and post-trial detention increased to 2,483 as of December 2016, compared to 2,062 in December 2014 and 2,394 in December 2015. This trend shows that deprivation of liberty is still not used as a last resort and more needs to be done to live up to this principle.

The implementation of the “Development of an Effective Risk Evaluation System for Children in the Turkish Probation Services” programme - which aims to strengthen the probation system, reduce the risk of re-offending and introduce programmes to prevent recidivism among young offenders - was delayed due to the numerous staff changes within the relevant department. Nevertheless, UNICEF supported the development of a communication strategy to disseminate information on probation services in communities. In this context, consultative discussions were held with children and family members to assess the general level of understanding of probation services. Other activities planned for 2016 including the analysis of the Individualized Rehabilitation System (BISIS) were rescheduled for 2017.

The programme cooperation related to the Department of Victims’ Rights developed fruitfully. UNICEF supported a comparative study exploring different models in the administration of child justice. An institutional analysis to assess the role of social workers within the justice system and identify areas for improvement was due to be completed in December 2016 but delayed for aforementioned reasons. Draft operational guidelines and regulations were developed for judicial interview rooms for children who have been victims of crime, and these now await the approval of the MoJ.

UNICEF signed a rolling work plan with the Union of Turkish Bar Associations that will contribute to strengthening the technical capacities of lawyers to serve the specific needs of refugee children; generate reference materials for lawyers and right holders to increase the availability of legal information; and facilitate the provision of free legal aid services in targeted locations. In 2017, institutional and needs assessments will be carried out to identify the specific needs of refugee children in contact with the law and to recommend measures to improve their access to justice and mitigate their exposure to secondary victimization. During a consultation conducted under the scope of this partnership, representatives from the Union and from more than 50 local Bar Associations agreed on a roadmap to strengthen coordination, quality legal aid and evidence-based advocacy for children’s rights.

**OUTPUT 6** By 2020, Turkish and refugee adolescents and youth have increased opportunities for participation, meaningful engagement and interaction with peers.

**Analytical Statement of Progress:**

The unprecedented refugee influx caused by the Syria crisis, as well as other migration patterns into and within Turkey, present opportunities but also risks that - if not adequately prevented and mitigated - can create fissures in the social fabric, resulting in a tense environment with the potential for segregation and conflict. UNICEF is engaged in efforts to scale up interventions to strengthen community resilience and promote the well-being of children and young people living in areas where there is a high concentration of refugees. To this end, UNICEF is collaborating with an increasing number of existing institutions/channels for wider reach and sustainable capacity building. Specific aims include: improving the social climate and opportunities for developing positive relationships with the broader host community; mobilizing resources for achieving cultural and linguistic competency of refugee children; preventing isolation and social exclusion.

In 2016 the social cohesion programme reached 98,387 adolescents and young people (60,342 girls, 38,045 boys) in 20 provinces through partnerships with the Southeast Anatolia
The programme, which aims to develop the resilience of young Turkish and Syrian people through skills development, to reduce risks of isolation, acculturation stress, cultural segregation and conflict, and to foster opportunities for positive interaction and social cohesion, will be scaled up further in 2017. The learning from 2016, including the constant feedback from the participants, will ensure the approach and content will respond adequately to the needs of the beneficiaries.

UNICEF and MoFSP made full use of the existing system to support 160 Syrian and Turkish adolescent trainers from Provincial Child Rights Committees in developing provincial action plans which will facilitate the roll-out of the programme to ten provinces in 2017 and the participation of 100,000 adolescents and young people. Training toolkits are currently being developed, including manuals, game boxes, and animation movies.

UNICEF continued its advocacy efforts in collaboration with MoFSP to engage children in decision-making processes. At the 17th Children’s Forum on 20 November 2016, 250 Turkish and Syrian children from all 81 provinces gathered and presented a declaration to the Turkish Grand National Assembly (Parliament) that called for the government to increase its efforts to promote child participation in all decisions affecting their well-being.

To capitalize on the full range of networks and eventually strengthen civil society capacity to promote social cohesion, the life skills programme for adolescents and youth was rolled out through CSOs and reached 34,000 adolescents and young people. A life skills manual with a strong social cohesion angle was developed with modules that allow for adolescents and young people to deepen their understanding of a peaceful and vibrant community; build knowledge and skills related to leading positive social change; learn strategies for understanding and managing conflicts; and design, plan, and implement projects aiming at supporting social justice and social cohesion.

**OUTPUT 7** By 2020, the protection and health systems have increased capacity to timely detect and address developmental needs of young children and to address the health and nutrition needs of refugee young children.

**Analytical Statement of Progress:**
A two-year rolling cross-sectoral work plan was prepared for 2016-2017 to contribute to strengthening the quality of services in child development provided by a wide range of partners including MoFSP, MoH and MoNE. The workplan also aims to explore more innovative angles of ECD work, such as promoting peaceful co-existence in society. In concrete terms, the work plan aims, through multi-actor involvement, to close existing gaps in services and policies by strengthening professional standards for the child care sector in Turkey, building the capacity of child care givers/developers, and promoting the awareness of families/society of the crucial importance of the early years. In May, a consultation workshop was organised with the participation of international specialists and 87 NGO representatives, academics and specialists from government institutions including MoFSP, MoNE and the Social Security Institution (SGK). As a result, draft occupational competencies were developed, which were presented to the Occupational Competencies Institute for their review, and a new network of childcare professionals was established. A new partnership was formed with the SGK, which is involved in the provision of child care services through an initiative for formalizing informal child care work. This initiative has opened opportunities to work with the SGK on long-term investments in the quality of home care.
OUTPUT 8 Technical Assistance for Outcome 1

Analytical Statement of Progress:
A separate output is dedicated to cover the payroll of staff members working to achieve the outputs under Outcome 1. The payroll is effected on a monthly basis. Planning of payroll and alignment of resources to posts is undertaken as per the new 2016-2020 CPMP. Grant expiries are monitored and monthly updates to payroll are executed with new registry of cost distributions.

OUTCOME 4 By 2020 CRM systems use solid evidence for policy-making, reporting and advocacy on child rights, and facilitate claiming and redress procedures for the CRs violated.

Analytical Statement of Progress:
This Country Programme Outcome aims at enabling evidence-based policy-making, reporting and advocacy on child rights as well as effective claiming and redress of child rights violations. To this end, the purpose of its underlying outputs is strengthening the capacity of Child Rights Monitoring systems (civil society organizations, national statistics systems and national human rights monitoring mechanisms including the Ombudsman Institution, the National Human Rights and Equality Institution and Parliament). The implementation of this outcome faced some challenges in 2016 due to the political situation, however progress was made in several aspects.

One of the key priorities for this year was strengthening the capacity of CSOs to generate and use quality evidence to report on and advocate for the full realization of child rights, especially the rights of vulnerable groups of children. As a result, the “Partnership Network for Preventing Violence against Children” and its members started issuing new publications and policy papers on different aspects of Violence against Children (VAC), despite the political situation and the fact that four NGOs within the Partnership Network were closed by the end of 2016. In addition, a similar NGO Network representing NGOs working on the rights of children with disabilities is about to be formally established. These efforts of independent monitoring and advocacy should be further supported for the networks to become better able to coordinate and build the capacity of their members, which will in turn contribute to the public debate on child rights.

Enhancing the capacity of national statistical systems to monitor child-related indicators was another priority during the reporting period. The ongoing engagement with the Ministry of Development (MoD) and the Turkish Statistical Institute (TurkStat) on the 2030 Agenda opened up a dialogue on the measurement of indicators to set baselines and measure progress against the Sustainable Development Goals (SDGs) in Turkey. This dialogue will continue in 2017 aiming at establishing a partnership and strengthening the monitoring of child-related indicators.

Another aspect of work within this outcome is to strengthen the capacity of national human rights monitoring mechanisms to monitor child rights violations and activate redress actions in line with international standards and good practices. Although it is premature to see tangible results, according to the Ombudsman Institution’s 2016 records, the number of cases of child rights violations received increased slightly, partly as a result of the efforts to expand the visibility and accessibility of the Institution among children. Other ongoing efforts, such as the upcoming establishment of the National Human Rights and Equality Institution and the interaction with the Parliament including policy recommendation for the establishment of a permanent child rights committee are expected to contribute to stronger monitoring and accountability in respect of the realization of child rights.
OUTPUT 1 By 2020, relevant line ministries, TUIK, NHRI and CSOs have increased capacity to generate and use quality and disaggregated evidence on the situation of children for monitoring, reporting and advocacy purposes.

Analytical Statement of Progress:
After the ongoing policy dialogue and inter-sectoral coordination facilitated by UNICEF, forty-five national NGOs working for/with children with disabilities mutually agreed to establish the “NGO Network for the Rights of Children with Disabilities”. With UNICEF’s support, the recently finalized mapping of NGOs for Children with Disabilities is being used to define a roadmap for the official establishment of the Network, which will facilitate synergies and strengthen NGOs' capacity to monitor and advocate for the rights of this vulnerable group of children. The NGOs involved informally agreed that the first initiative of the Network will be the preparation of a situation analysis of children with disabilities.

An existing NGO network, the “Partnership Network for Preventing Violence against Children” initiated “Stronger with Children”, an initiative to increase the capacity of over sixty network members to generate the necessary evidence to prompt more effective advocacy actions and monitoring. Because of the initiative and of the synergies generated through the Partnership Network, new publications and policy papers on different aspects of violence against children were issued (five new publications).

In addition, public debate on child rights was promoted through collaboration with the Turkish Society to Prevent Child Abuse and Neglect, which organized the 2nd International Child Protection Congress. More than 700 professionals, including academics and Government officials, exchanged knowledge on the latest national and global initiatives to address violence against children more effectively. The initiative aimed to build capacities for effective knowledge brokering at national level, mainstream children’s issues into research, and support efforts to inform policies and programmes.

Within the ongoing dialogue on the 2030 Agenda, a preliminary analysis of national indicators showed that only some of the required SDG indicators are currently measured through the Turkish statistics system. Based on these findings and further analysis, UNICEF and other UN agencies, together with the Ministry of Development and TurkStat, will develop plans to adapt national data collection mechanisms in the light of the SDGs. UNICEF’s contribution focuses on facilitating the collection and use of child-sensitive indicators and disaggregations that can highlight the situation of the most vulnerable groups of children. UNICEF engaged with the Government of Turkey on several initiatives to enhance national administrative data systems for children. YOBIS, an education management information system for foreign students the development of which was supported by UNICEF, was handed over to MoNE, which will integrate the system with the national e-School system. A monitoring system is under development for the Conditional Cash Transfer for Education (CCTE) programme for refugee children managed by MoFSP. Finally, a set of core indicators related to social exclusion of children was defined, with UNICEF support, and will be used as a basis for the MoFSP monitoring and accountability system.

OUTPUT 2 By 2020, relevant human rights monitoring mechanisms have increased capacity to monitor child rights violations and activate redress actions in line with international standards and good practices.

Analytical Statement of Progress:
During the reporting period, UNICEF continued to cooperate with and build the capacities of key national institutions and mechanisms with roles in child rights monitoring and child participation. The rolling work plan with the Ombudsman Institution - which aims to increase the capacity of the Institution to accept, manage and investigate complaints concerning children’s cases through initiatives - was only partially implemented due to the recent
political developments in the country. In 2016, UNICEF supported efforts to increase the visibility and accessibility of the Institution among children, including children who are not Turkish citizens, through the production and dissemination of multi-lingual information materials in 34 provinces. The development and implementation of new operational guidelines to increase the Institution’s capacity to address child complaints was postponed for the reasons mentioned above.

As a mitigating measure, UNICEF and the Ombudsman Institution agreed to conduct an international event to facilitate a dialogue among the ombudsman institutions of different countries on the importance of independently monitoring the realization of children’s rights. UNICEF facilitated the process in collaboration with the RO and ENOC and an international panel entitled Bridging Together for Children’s Rights: Exchange of Good Practices on Ombudspersons’ Work Concerning Children was held on 8 December 2016 with the participation of ombudspersons from Georgia, Iceland, Serbia and Turkey. Ad hoc technical support was also provided to address specific cases concerning children and extensive inputs were provided for the preparation of the Ombudsman Institution’s special report on the situation of Syrian children in Turkey, which will be submitted to Parliament in early 2017.

As a concrete result of UNICEF’s efforts at the Parliamentary level, the establishment of a permanent child rights committee was included as a primary policy recommendation in the report of the Research Committee on Preventing Sexual Abuse of Children. In the upcoming term, UNICEF will closely follow-up and engage with respective bodies in the Parliament for further technical assistance on this matter. As part of its advocacy efforts during the reporting period, UNICEF, in collaboration with other UN agencies, made an official statement on a proposed amendment to the penal code concerning the sexual abuse of children, emphasizing that all forms of sexual violence against children are crimes which should be punished as such and that in all cases the best interest of the child should prevail. The proposed amendment, which sparked a widespread public reaction, was withdrawn.

UNICEF closely followed the progress concerning the “National Human Rights and Equality Institution of Turkey”, which could be established in 2017 and could constitute a strategic partner for child rights monitoring.

OUTPUT 3 Technical Assistance for Outcome 2

Analytical Statement of Progress:
A separate output is dedicated to cover the payroll of staff members working to achieve the outputs under Outcome 2. The payroll is effected monthly. Planning of payroll and alignment of resources to posts is undertaken as per the new 2016-2020 CPMP. Grant expiries are monitored and monthly updates to payroll are executed with new registry of cost distributions.

OUTCOME 5 By 2020, the education and CP systems, NGOs and communities increasingly provide vulnerable girls and boys with gender-sensitive opportunities to realize their rights

Analytical Statement of Progress:
In 2016 UNICEF Turkey accelerated efforts to advance gender equality and the empowerment of women and girls both through gender mainstreaming and through targeted gender priorities. Three of the four targeted priorities included in the GAP 2014-2017 - ending child marriage, addressing GBV in emergencies and advancing girls’ secondary education - are core areas of the country programme and included in the results structure. Progress was made in mainstreaming gender in sectoral programming, particularly by identifying opportunities to meet the specific needs of girl children and address negative social norms that hamper equal gender relations and the realization of girls’ rights.
In child protection, a dialogue with the Parliamentary Research Commission on Preventing Child Abuse allowed UNICEF to advocate for legislative and policy reforms to protect children from violence and for stronger measures to prevent and respond to all forms of violence against children, including those which are gender-based. UNICEF also advocated with MoFSP for the endorsement of the draft National Action Plan on Violence against Children, which will be important for guiding a more structured and accountable multisectoral response to violence. Negotiations were held with MoFSP on implementing a new Gender and Child Rights education programme in upper-secondary education in early 2017. Specific modules to promote gender-equality and gradually transform harmful gender attitudes were included in the parenting programme led by MoFSP benefiting over 40,000 Syrian parents and 25,000 children. A sharp focus on gender equity and girls’ empowerment allowed UNICEF to reach 98,387 Turkish and Syrian adolescents (including over 60,342 girls) with social cohesion programmes designed to promote positive social capital in communities with high numbers of refugees. Adolescent girls’ active participation in these activities also had a positive impact on their mobility.

Mechanisms to enhance identification, referral and response in cases of GBV were mainstreamed in key CP programmes reaching 167,000 children in 23 camps and in the host community. Girls’ safe spaces specifically designed to prevent violence, reached 5,000 at-risk Turkish and Syrian girls with psychosocial support services, professional PSS, and referral to legal, social and medical services. A child marriage prevention and response programme is fully operational in Gaziantep and is being expanded to ten additional municipalities.

In education, emphasis was placed on developing a comprehensive rolling work plan with MoNE reflecting all aspects of the expanded UNICEF-MoNE collaboration. In education for adolescent girls and boys, concrete interventions were identified to intensify efforts initiated during the last country programme cycle for a more focused approach to gender. Turkey has achieved gender parity in access to the education nationally but at the regional level disparities exist in accessing different levels of education, especially upper-secondary. UNICEF is coordinating with MoNE for the development/implementation of “Intervention Model” and “Orientation Model” programmes to prevent drop-out among girls and boys at high risk of non-attendance or dropping out from upper secondary education.

In partnership with CSOs, UNICEF offered informal/non-formal education opportunities to 9,249 Syrian children (4,866 girls and 4,383 boys). The provision of transport to and from learning locations, a challenge for many learners across Turkey, was an important factor encouraging especially girls to attend.

In social protection, gender-related criteria were used in the vulnerability assessment for cash-based interventions providing winter support to vulnerable families. Complaints mechanisms accessible to women are available for this programme, and post-distribution monitoring included feedback from female members of the households. At the same time, single-headed households are among the eligibility criteria of both the ESSN for refugees and the conditional cash transfer programme for education. In addition, the latter foresees a higher transfer amount for girls than for boys in view of the higher probability of school drop-out among girls.

In advocacy and coordination, UNICEF actively participates in the GBV Working Group and Sub-Working Group at national and local levels and in the UN Gender Result Group. In collaboration with the UN Gender Results Group, UNICEF developed a Joint Position Paper on Child Marriage and established a task force on child marriage. Dialogues were held with CSOs with expertise in women’s and LGBTI rights, including Flying Broom, KAMER, KaosGL and Women’s Solidarity Fund. In collaboration with the UN Gender Result Group and the Aydın Doğan Foundation, UNICEF organized an international conference to mark the International Day of the Girl Child, which mobilized approximately 300 participants and
contributed through extensive media coverage to sensitizing the public and policy-makers about the imperative to accelerate the gender agenda in the country. During the 16 Days of Activism Campaign, key messages on preventing violence against women and girls on social media were regularly posted and partner organizations were supported in mainstreaming GBV-prevention activities in their regular interventions.

To further pursue gender-equitable results in 2017, more effort will be required in mainstreaming gender across all programmes through specific strategies and in monitoring the effectiveness of targeted approaches more closely. UNICEF and other UN agencies will also need to closely monitor how recent political developments might influence the gender agenda. UNICEF will also support the generation of additional information on how the Syria crisis is affecting girls and women, and use it for fine-tuning and informing programming. Additional efforts are also needed to address capacity gaps of state and non-state partners and ensure that UNICEF’s support addresses gender more structurally. Regular dialogues with government authorities and other key stakeholders on advancing gender equality through legislative and policy reforms will need to be sustained throughout the programme cycle.

OUTPUT 1 By 2020, the education system, NGOs and families have increased capacity to provide and facilitate gender-sensitive and inclusive formal, non-formal, informal education opportunities for adolescent boys and girls.

Analytical Statement of Progress:
Inclusive education opportunities for adolescent girls and boys, including refugee children, is one of the priority areas defined in the work-plan developed with the Ministry of National Education in 2016, the first year of the new Country Programme.

In upper-secondary education, UNICEF has been supporting MoNE’s Directorate General of Secondary Education to enhance quality inclusive education opportunities for vulnerable adolescent girls and boys. The "Intervention Model" Programme supports students at risk of dropping-out with extracurricular training on 21st century skills and/or recreational/athletic activities. A pilot was completed in early 2016 benefiting 612 students and receiving positive feedback from both participating students and teachers. In 2017, the refinement and improvement of previously developed programmes (e.g. Intervention Model and School Orientation) will be strengthened by reviewing similar experiences in other countries. Additionally, UNICEF and MoNE are collaborating to mainstream gender and human rights education in upper-secondary education. As of November 2016, approximately 380,000 school-age Syrian refugee children were considered out-of-school in Turkey. The education report formulated in the context of the London Conference held in February highlighted the need for a “compact thinking” to accelerate provision of educational services for out-of-school children. This approach reflects the understanding that progress in reaching all out-of-school children still requires efforts by multiple stakeholders, to cover the different needs of refugee girls and boys through formal, informal and/or non-formal education (I/NFE). To this end, UNICEF has been facilitating in various ways interaction and coordination between MoNE, MoYSP, CSOs and donors. A workshop organized by MoNE and UNICEF contributed to knowledge sharing of national, regional and global I/NFE experiences, enhanced collaboration and capacity building among wider education partners. The workshop allowed for exchange and facilitated communication between CSOs and GoT on this issue.

In addition to facilitating inter-sectoral dialogue, UNICEF contributed to direct services delivery to show models and examples and stimulate action from a wider range of partners. To that effect, UNICEF program aimed to facilitate I/NFE opportunities, including Turkish language, basic literacy and numeracy, catch-up and remedial classes.
Activities supported through programme cooperation agreements with Save the Children, the Refugee Education Trust and Relief International enabled 9,249 Syrian children (4,866 girls and 4,383 boys) to access I/NFE opportunities, along with PSS, social cohesion activities, and peer-to-peer support programmes. Due to the political situation, the Summer 2016 Turkish Language Programme for Syrian children which was planned with MoNE had to be postponed. Other options to advance on Turkish language teaching and learning are being explored to cover this gap.

In the second half of 2016, UNICEF established a three-way partnership with the Ministry of Youth and Sports and the International Middle East Peace Research Centre (IMPR) to further expand I/NFE opportunities. Based on the rolling work plan with MoYS and the agreement with IMPR, the number of children and young people with access to information education programmes will be expanded through 41 youth centres in 15 provinces in 2017. IMPR will also conduct outreach activities to refer children to appropriate available education opportunities.

**OUTPUT 2** By 2020, the child protection system, NGOs and families have increased capacity to detect, refer, assess, prevent and manage cases of children victims of gender-based violence and child marriage

**Analytical Statement of Progress:**
To counter several trends on gender-related social norms observed over the past years, such as child marriage, UNICEF initiated efforts to prevent GBV more effectively, particularly in settings with a high concentration of vulnerable populations.

A rolling work plan for the prevention of child marriage was signed with Gaziantep Metropolitan Municipality in March 2016. This was a break-through in terms of direct collaboration with a public entity at sub-national level. More than 600 staff were trained on child marriage prevention and identification strategies by 34 master trainers selected from different sectors. Standard Operating Procedures to guide preventive and case-management efforts were drafted with the participation of 62 representatives from 45 state and non-state institutions based in ten cities and are now in use. It is expected that the programme will reach approximately 50,000 children, 50,000 parents and 2,000 service providers by the end of 2017. UNICEF also initiated a dialogue with 20 municipalities participating in the Child-Friendly Cities initiative to assess possible modalities for expanding the child marriage prevention programme to these locations. UNICEF and MoNE are exploring ways to work on protection issues, including SGBV in school settings, starting with boarding schools.

The provision of multi-disciplinary, integrated services for girls and GBV-survivors was scaled-up through the establishment of two community-based safe spaces for girls in conservative areas of Şanlıurfa with large refugee populations. The two centres, which have been functional for a year, offered structured, adult-supervised and community-supported activities designed to prevent and respond to GBV to approximately 6,000 Turkish and Syrian out-of-school girls. Services offered include: language classes; psycho-social care services; professional psychological support; and referral/follow-up to legal, social and medical services. Parents are engaged through a series of briefing and counselling sessions, and a collaboration with the Sanlıurfa Bar Association facilitates the provision of legal counselling and legal aid to beneficiaries.

In 2017 UNICEF will work more closely with the Ministry of Health to support hospital-based child monitoring centers, which provide forensic and multi-disciplinary services to children victims of violent crime, including sex offences. Additional support will be offered to the MoFSP to strengthen the regulatory framework for case-management as well as family strengthening programmes (with a focus on outreach and case-management). Opportunities will also be sought to strengthen the engagement of men and boys as well as community structures to accelerate GBV prevention efforts. Collaboration with local institutions,
outreach teams and community-based organizations will foster new partnerships and create more opportunities for GBV-survivors to access information and multi-sectoral response services. To this end, a set of awareness raising materials will be rolled out through a participatory approach. Training packages on case-management and caring for child survivors are being adapted to support local institutions and partners in providing quality care to child survivors of sexual abuse.

**OUTPUT 3** Technical Assistance for Outcome 3

**Analytical Statement of Progress:**
A separate output is dedicated to cover the payroll of staff members working to achieve the outputs under Outcome 3. The payroll is effected monthly. Planning of payroll and alignment of resources to posts is undertaken as per the new 2016-2020 CPMP. Grant expiries are monitored and monthly updates to payroll are executed with new registry of cost distributions.

**OUTCOME 6** By 2020, relevant national entities share validated good practices with other countries

**Analytical Statement of Progress:**
The adoption of this Outcome in the Country Programme for 2016-2020 signals the intention of the Government of Turkey and UNICEF to take a more systematic approach to the exchange of knowledge and good practices for children across borders, particularly in the promising areas of humanitarian action, inclusive quality education and child protection, which are at the heart of the Country Programme. It has been anticipated that UNICEF will facilitate and support the dissemination of knowledge and experience developed in Turkey regionally and globally, Turkey’s participation in horizontal and triangular cooperation and multi-country initiatives, and the formation of innovative alliances for children which extend beyond border, thus contributing to the international dimensions of the Turkey-UNICEF partnership. The mapping, documentation and dissemination of Turkey’s experience, expertise and resources for children and the participation of Turkish entities in all kinds of international cooperation for child rights, including relevant international initiatives and alliances, have been identified as issues to focus on.

Although this outcome faced some challenges due to the political situation, in 2016 the focus was mostly on humanitarian action. Due to the Syria crisis, Turkey hosts the largest refugee population in the world and the response has been strongly government-led. Turkey also has extensive experience in responding to earthquakes and other natural disasters. UNICEF sustains a close collaboration with the Disaster and Emergency Management Presidency (AFAD) in sharing its disaster management expertise with other countries, and efforts continued for AFAD to become a UNICEF Global Standby Partner.

Meanwhile, the United Nations World Humanitarian Summit in Istanbul in May 2016 provided a unique opportunity for the international dissemination of Turkey’s emergency response experience and practices, as well as for sharing of information about the collaboration between Turkey and UNICEF. In this context, the Minister of National Education participated in the launch of the ‘Education Cannot Wait’ platform, co-organized by UNICEF, demonstrating the commitment of Turkey to education in emergencies and protracted humanitarian crises around the world. Separate events highlighted the cooperation between MoNE and UNICEF, and the Turkish Red Crescent and UNICEF, for Syrian refugee children.

UNICEF Turkey also explored opportunities to foster beyond-border exchanges of knowledge, experience and resources in other areas of child rights. As a consequence of these efforts, UNICEF is set to take part in an international academic social work congress.
to be held in Turkey in 2017 with a view to ensuring wider international exchange and dissemination of Turkey’s experience in the area of social work as it relates to child rights. Opportunities will continue to be explored for facilitating Turkey's participation in the dissemination of knowledge across borders and in triangular and thematic initiatives for inclusive quality education, child protection and child-focused humanitarian action throughout the programme cycle.

OUTPUT 1 By 2020, relevant national entities have increased capacity to validate, document and share good practices with other countries.

Analytical Statement of Progress:
Building on the interest of the Government of Turkey and UNICEF to extend the partnership for children beyond borders, UNICEF continued to support the Disaster and Emergency Management Presidency (AFAD) in Turkey and to share its disaster preparedness and response expertise with other countries.

Following positive interactions on collaboration beyond-borders between AFAD and UNICEF in 2015, including in the areas of supply management and emergency preparedness, interaction at the strategic level continued in 2016. Negotiations for AFAD to become a global UNICEF Standby Partner also progressed, albeit slowly; under the coordination of AFAD, the draft agreement was reviewed and feedback was provided by the Ministry of Foreign Affairs and other relevant entities of the Turkish government during the second half of 2016.

The organization of the United Nations World Humanitarian Summit, in Istanbul in May 2016 provided a unique moment to share information about the collaboration between UNICEF and the Government of Turkey and other players with the global community. The Minister of National Education participated in the launch of the ‘Education Cannot Wait’ platform, co-organized by UNICEF, demonstrating the commitment of Turkey to education in emergencies and protracted humanitarian crises around the world. This commitment was also reflected in the event “Health and Educational Facilities Promoted for the Syrian Refugees” co-organized by MoNE, which offered a strategic insight into the efforts undertaken by MoNE and the collaboration of UNICEF.

The Summit also provided an opportunity for the Turkish Red Crescent Society and UNICEF to stage an event to illustrate their partnership around the assistance provided to Syrian children through Child Friendly Spaces in camps and host communities.

Efforts continued to expand Turkey's social work experience beyond borders. With the support of the CEE/CIS RO, UNICEF initiated preliminary discussions with Hacettepe University to contribute to the 8th International Social Work Congress. The Congress was due to be held in November but was postponed to May 2017 due to the multiple challenges which arose after the coup attempt. In 2017, UNICEF will pursue similar opportunities, also vis-à-vis the Government of Turkey, to ensure that good practices to promote the realization of children’s rights are disseminated.

The UNICEF-led initiative ‘Bridging Together for Children’s Rights: Exchange of Good Practices on Ombudspersons’ Work Concerning Children’, organized in collaboration with the Ombudsman Institution of Turkey, provided an important opportunity for the mutual sharing of good practices among the participant countries, namely Georgia, Iceland, Serbia and Turkey. Another area with a high potential for ‘beyond border’ learning and exchange is early childhood development, especially in relation to developmental pediatrics. Turkey’s Ankara University Developmental Pediatrics, is playing a leadership role in the region. In 2016 Turkey hosted representatives from Azerbaijan, Kyrgyzstan and Turkmenistan to
enhance efforts in the visiting countries related to ECD. This initiative will continue and be expanded in 2017.

**Document Centre**

**Lessons learned**

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**Programme documents**

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