Turkey

Executive Summary

In 2014, UNICEF Turkey continued to implement its Country Programme, as refocused through the 2013 Mid Term Review (MTR). Simultaneously, it worked to further increase its contribution to the Government-led relief and recovery efforts for Syrians in Turkey, in cooperation with other UN agencies and UNICEF offices and in line with the ’No Lost Generation’ initiative.

The number of Syrians hosted by Turkey surged again, reaching 1.65 million: 222,000 in camps, and the remainder in the community. Over half are children, who are often excluded from education and/or protection. UNICEF supported Turkey’s response with both emergency supplies and technical support in education, child protection, nutrition and health, paying added attention to Syrian children in host communities and camps.

Besides cooperating with the emergency authorities, UNICEF worked with line ministries to provide more regular and comprehensive services, given the extended duration of the emergency. UNICEF Turkey took steps to integrate this work into its regular structure, so that Syrian children will benefit from UNICEF’s overall capacity and know-how for development and its previous experience in Turkey.

In education, alongside the school construction programme UNICEF supported the Ministry of National Education (MoNE) in efforts to systematically fulfil Syrian children’s right to education through a scaled-up approach and implementation at provincial level. This led – inter alia – to the provision of incentives, in addition to professional support and supplies for Syrian volunteer teachers and the development of a teacher management system and database for Syrians in schools. This work will reduce the percentage of Syrian children out of school (currently about 70 per cent), which remains a priority area for UNICEF Turkey in 2015.

In child protection and youth engagement, the child-friendly spaces programme successfully established in camps is being extended to host communities, and UNICEF embarked on additional initiatives that put its experience and knowledge at the service of Syrian as well as Turkish children.

In mid-September about 180,000 Syrians arrived in Turkey in just a few days, due to the siege of Ayn al-Arab/Kobane in northern Syria. UNICEF was immediately able to provide high-energy biscuits and other vital supplies and to support child-friendly spaces for the newcomers who had to leave their country in dire circumstances.

Simultaneously, UNICEF Turkey continued to work for the rights of those girls and boys in Turkey who have benefitted least from Turkey’s growth and development and/or are most at risk. Efforts continued, at varying paces, in ECD, preschool, primary and secondary education, child rights monitoring, child protection systems, juvenile justice, child and youth participation and social policy.
Even at a time of rising concern about basic human rights and freedoms, critical systems for child protection and inclusion in education were enhanced and foundations laid for further work. The EU-funded ‘Justice for Children’ project, completed in 2014, substantially increased the capacity of key institutions and professionals for international norms in juvenile justice, although more needs to be done in certain areas.

More broadly, UNICEF Turkey played a significant role in keeping children’s rights on Turkey’s agenda with the help of vigorous visibility and communications activities related to Syrian children, the original Country Programme and the 25th anniversary of the Convention on the Rights of the Child. It further increased its use of social media.

Meanwhile, with Turkey approaching the “high-income” threshold, UNICEF Turkey facilitated progress towards conceptualising the proposed transformed engagement between UNICEF and Turkey in programmatic and operational respects through consultations with the Ministry of Development, UNICEF’s coordinating partner, and the Ministry of Foreign Affairs. This process is being watched closely by UNICEF regionally and globally. The first fruits became apparent in concrete collaboration between UNICEF and Turkey’s Disaster and Emergency Management Presidency (AFAD) concerning emergency situations outside Turkey.

UNICEF Turkey worked closely with Turkish NatCom and international donors. The EU remained an important partner, sharing UNICEF’s values and concerns and supporting some of its work. UNICEF Turkey maintained and continued to build partnerships, collaborative relationships and dialogues with/among official entities, civil society/private sector actors and international organisations. This should enable more robust programming in areas like child labour, ECD for equity and children with disabilities. UNICEF Turkey still needs to extend its cooperation with civil society. It also needs to find ways to making contributions through research, evidence-generation and catalysing public debate. Amid concern about issues such as child marriage, UNICEF Turkey still needs to translate UNICEF’s heightened global strategic focus on gender equality into concrete programming.

**Humanitarian Assistance**

Turkey has been conducting a substantial humanitarian effort ever since Syrians, who were fleeing war, began to arrive in 2011. Half of the Syrian population is made up of children. UNICEF’s approach has been to support the Government-led national effort, with a special focus on upholding children’s rights, particularly the rights to education and protection.

About 220,000 Syrians are being accommodated and provided with services in well-run Government camps, where 80 to 90 per cent of children are now in school. The remainder, who live in the community, also have some access to support and services, such as health services. Nevertheless, many of these Syrians are experiencing poverty. They are mobile and hard to reach, especially given language barriers. Most children living in communities lack access to educational opportunities and many have unmet psychological needs, are obliged to work and/or face risks like child marriage.

There is still little prospect of the Syrians returning to Syria in large numbers soon. Indeed, the Syrian population continued to grow rapidly in 2014; official estimates soared from about 700,000 to 1.65 million. Accordingly, the Government took steps to regularise their legal situation, define the responsibilities of state institutions towards them and address their situation as an ongoing development challenge instead of as a temporary emergency. Simultaneously, the focus of the Government’s efforts and UNICEF support shifted away from the camps...
towards Syrian people living in host communities.

In this changing environment, UNICEF sought to extend its cooperation with AFAD and the Turkish Red Crescent (TRC) to meet the urgent needs of more Syrian children, as well as to engage in closer policy dialogue and enhance cooperation with line ministries – including long-standing partners like the Ministry of National Education and Ministry of Family and Social Policies (MFSP) - to ensure sustainable support and inclusion for all Syrian children.

In education, UNICEF began to provide Syrian volunteer teachers with much-needed financial incentives in addition to professional support. UNICEF also supported the development of a database for the Ministry, making it possible to track the participation of Syrian children in schools and temporary education centres, and hence to address the right of all Syrian children to education, instead of merely making provision for some of them. Meanwhile, UNICEF continued to construct and equip schools for Syrian children in camps and more recently in host communities, and provide school-related supplies. Even so, an estimated 70 per cent of school-age children in host communities remain out of school, particularly in the higher grades. UNICEF co-coordinated the Education Working Group chaired by MoNE. UNICEF’s added value in education for Syrian children is based on 60 years of collaboration in education in Turkey and its track record of the last two years, reaching 70,000 children in camps and 93,000 children in host communities with education provision and supplies.

In child protection, UNICEF delivered a Child Protection in Emergencies Training Programme for key staff of AFAD, the TRC and other humanitarian organisations, and increased front-line and field workers’ knowledge of child protection standards in emergencies through various means. UNICEF also worked to multiply Child-Friendly Spaces and the number of Syrian adolescent volunteers empowered to provide activities for children in these spaces. Over 40,000 children in camps were reached. Making use of the increased access of various (international) stakeholders in Turkey, an agreement was signed with an international non-governmental organisation ((NGO) to provide similar activities in host communities. The MFSP and UNICEF launched a parenting education programme to enhance the ability of Syrian parents to protect their children, and cooperated on child participation in emergencies.

UNICEF’s humanitarian activities also included support for a nutrition survey of Syrian children conducted in conjunction with WHO and the Ministry of Health; supplying vaccines, micronutrients and winter clothing; the establishment of a new Water, Sanitation and Hygiene (WASH) working group co-chaired by UNICEF, and promotion of contacts between Turkish and Syrian young people. When, in September, violence in the Kobane/Ayn al-Arab area of northern Syria caused some 190,000 Syrians to arrive in Turkey in the space of just a few days, UNICEF was able to provide high-energy biscuits and other basic supplies very rapidly, and even to provide a child-friendly space in the most-affected district of Suruc.

All of UNICEF’s work in relation to the Syria crisis is carried out in coordination with the UN Country Team (UNCT) and is integrated into UN Regional Response Plans, including R3P for 2015-16, which also addresses building resilience of host communities. More predictable funding is needed to maintain and increase the level of UNICEF’s contribution.

**Equity Case Study**

Education policy progress for Syrian children
Since 2011, the Government of Turkey has led a vigorous, multi-billion dollar response to the influx of Syrian people displaced by conflict. It has accommodated some in camps, meeting their basic needs, and worked to register those living outside camps and provide them with health and other services/assistance. UN agencies became involved at the Government’s invitation in 2012. However, the number of Syrians has continued to surge, officially reaching 1.65 million in 2014 – over half of them children. The 22 camps accommodate 222,000 Syrian citizens. The remainder live in communities, border provinces or other cities, where their situation often resembles that of a disadvantaged social stratum or ethnic group. As foreigners, moreover, they can only work or do business informally, limiting their ability to support themselves.

2014 saw the Government increasingly adopt a longer-term policy stance, symbolised by October’s Temporary Protection Regulation which – inter alia – envisages the possibility of restricted participation in formal labour markets. In effect, the Government has recognised that this Syrian population may be in Turkey for a long time, and acknowledged that the social conditions of non-camp Syrians constitute a development challenge – a challenge to be addressed not only by the new Directorate General of Migration Management, the Prime Ministry Disaster and Emergency Presidency and the Turkish Red Crescent, but also by all public authorities, including line ministries such as Health, Family & Social Policies and National Education.

This policy shift – which was in line with the thinking of UN agencies and UNICEF – had important implications for education. The Ministry of National Education implicitly agreed to recognise the camp schools and similar schools opened outside the camps as “temporary education centres”, and as a valid options for the education of Syrian children, alongside the option of their registration in Turkish state schools (in Turkish schools, Syrian children face language barriers and are not always accepted for various reasons, including disability and teachers’ lack of know-how for teaching children with a different language.

Even so, it was early October before MoNE developed a regulation for the education of children under temporary protection. This made its provincial directorates responsible for supporting formal and non-formal education activities for Syrian children. Commissions established in each province now appoint Turkish education coordinators to the temporary education centres. The national Board of Education has approved a weekly schedule with at least five hours of Turkish language classes.

As of 2013 UNICEF Turkey was already supplying prefabricated school buildings and educational materials, initially in camps, and supporting Turkish language education for young Syrians aiming to study at Turkish universities. UNICEF had also begun to provide in-service training to Syrian volunteers working as teachers, using a modified version of the Syrian curriculum. As a result of this experience – combined with widespread recognition of UNICEF’s key role in education, and a long history of cooperation with MoNE – the Ministry welcomed UNICEF support in 2014 to overcome bottlenecks at the central level related to its growing responsibilities for Syrian children and its lack of existing institutional arrangements, precedents and – for a long time – legal bases for fulfilling them.

With UNICEF technical support:
--An educational personnel management strategy was developed for keeping track of the Syrian volunteers working as teachers in schools inside and outside the camps.
--Syrian volunteers working as teachers started to receive cash “incentives”, paid by UNICEF, to reward them for their work and make it sustainable for them (A further step could be the issue of work permits to the teachers).
--The Government launched a budget exercise for the cost of education currently provided or planned for Syrian children. Once completed, this is expected to enable MoNE to raise funds for the specific service, including from the Government budget.

--MoNE established a Foreign Education Management System known by its Turkish acronym YOBIS. Data is currently being entered into this system on: (i) the demographic and contact details of students (and their families) and education staff; (ii) enrolment, attendance, grades and courses, and (iii) schools and classrooms, including information on accessibility and child-friendly and common spaces. Inter alia, this system will facilitate the issuing of certificates to the children, and the identification of those out of school. It is compatible with the system used in the regular Turkish education system and could potentially be integrated with it in future. The proposed certificates will also be similar to those issued to Turkish children.

By bridging these gaps, UNICEF has contributed to keeping the education-in-emergency agenda moving forward. The goal is no longer to get some Syrian children into school, but to establish systems for realising the right of all Syrian children to quality education. There is still much to be done. There are an estimated 560,000 Syrian children aged 6-to-17 in Turkey. While 80 per cent enrolment has been achieved in temporary education centres in 21 camps, only 27 per cent of Syrian children in host communities have access to education (not counting small numbers in informal, unmonitored Syrian schools). Although efforts are being made to make maximum use of available school buildings through refurbishment and education in shifts, it will take time to include all Syrian children, given the large outstanding needs for funding, teachers, school transport and land and time for school construction.

In addition, innovative educational opportunities need to be developed for older children and adolescents – who may not have had any access to education for up to four years – to compensate them for lost time, address their interests and improve their future opportunities. An initial assessment suggests that civil society has the potential to offer these older children training packages, including basic numeracy and life skills; intense Turkish-language training; and vocational skills, and that this will be an important option for reaching this group in the shortest possible time.

A formal evaluation of UNICEF’s contribution to the Syria emergency response in Turkey is underway, covering all relevant sectors.

**Summary Notes and Acronyms**

AFAD - Prime Ministry Disaster and Emergency Management Presidency
CEE/CIS – Central and Eastern Europe and the Community of Independent States
CMT – Country Management Team
CP - Country Programme
CPD - Country Programme document
CPMP – Country Programme management plan
CRC – Convention on the Rights of the Child
C4D – Communication for Development
DPU - Developmental Paediatrics Unit
ECD - Early childhood development
ECE – Early childhood education
EU – European Union
IMEP – Integrated monitoring and evaluation plan
INGO – International Non-Government Organisation
Capacity Development

Capacity Development remains a crucial way of working for UNICEF Turkey. Much of its work consists of advice, technical and/or financial support, and/or facilitation for the design of service models, standards, monitoring systems, curricula etc., resulting in the formulation of related materials for use by public institutions and for training public officials and professionals to deliver and implement these and other child-friendly systems sustainably. UNICEF has also made contributions to the capacities of civil society, young people and children, and has employed communications strategies to encourage positive social norms and inform rights-holders and duty-bearers.

In 2014 UNICEF supported the development of a teacher management system and school database, giving the Ministry of National Education vital capacity to monitor the education of Syrian children. UNICEF also trained Syrian volunteer teachers, provided and equipped schools and child-friendly spaces, empowered youth workers and volunteer adolescents providing activities for Syrian children in the spaces and supported health information campaigns and a parenting education programme. Child protection in emergency training was given to key staff of the Prime Ministry’s Disaster and Emergency Management Presidency, the Turkish Red Crescent and other humanitarian organisations.

The EU-funded Justice for Children project, completed in 2014, provided Turkey with a system for monitoring the impact of protective and supportive measures ordered by judges, a child support programme for use in Child Support Centres, standards for courthouse child interview rooms, an individualised rehabilitation system for children in detention, and specialised training curricula for justice professionals. UNICEF also supported the development of a specialised
foster care system and the development and promotion of a child-friendly on-line communications mechanism for the children’s ombudsperson. It contributed to local-level capacity for participatory policy-making through the Child-Friendly Cities programme, and supported training of health personnel on the early intervention model for disabilities and development delays developed by Ankara University.

Several targeted education interventions developed with UNICEF support to help prevent school drop-out and non-attendance were implemented. Early Childhood Education materials developed during 2013 were printed and disseminated free of charge to all preschools. Key National Education officials and other stakeholders received training on inclusive education.

**Evidence Generation, Policy Dialogue and Advocacy**

UNICEF Turkey again enjoyed/created many opportunities to participate in formal policy consultations, conferences and workshops, and advocate with law-, policy- and decision-makers. Intense dialogue with the Prime Ministry Disaster and Emergency Presidency, the ministries of National Education and Family and Social Policies and other public bodies over issues affecting Syrian children in Turkey contributed to the adoption of rights-based approaches and new initiatives in education and protection.

UNICEF advocacy contributed to the establishment of an Early Childhood Education Department at MoNE. UNICEF provided inputs during the revision of several MoNE regulations. For example, clauses favourable to the implementation of UNICEF-developed models for preventing school drop-out and non-attendance were included in a draft of social activities regulations for secondary education.

UNICEF advocated for the creation of a specialised Juvenile Justice entity, legislative changes to ensure the use/implementation of the new reporting system for children with special needs, and enhanced policy response to child labour. A well-attended workshop organised by the MFSP, UNICEF and the Association of Child Physiotherapists generated evidence and commitment for a draft national strategy on early intervention and rehabilitation.

UNICEF seeks to generate evidence for policy debate by supporting research and data analysis, mainly with Government and academic partners. Under the Justice for Children project, studies were conducted on interview rooms for children, conditional release systems, public custody, child-specific security measures and protective and supportive measures, as well as child prosecutor’s offices. Although some of these studies were not finalised, but the data generated may have impacted some policy decisions. The same can be said about the intended evidence generation in education through participation in the Out of School Children Initiative. A situation analysis on children with disabilities and inclusive secondary education was conducted with the Education Reform Initiative. UNICEF and the World Health Organisation contributed to a Ministry of Health survey of nutrition among young Syrian children living in Turkey, which is still being finalised. Work on the adoption of a set of Child Well-Being Indicators continued through a participatory process including the Ministry of Development, the national statistics agency (Turkstat), academics and children.

**Partnerships**

For the Syria emergency, UNICEF Turkey continued to work closely with AFAD and other authorities at the central and decentralised levels. At the same time, where feasible UNICEF invested in working with civil society for the Syria response, resulting in a revised and approved programme cooperation agreement (PCA) with the Turkish Red Crescent and with an
international NGO for implementation of child protection services for Syrian children outside camps. Increasing partnerships with civil society in this context added real value, since there are only a limited number of actors in this field of work and since UNICEF and the NGOs build on each other strengths, such as technical expertise and access. An innovative partnership in 2014 with PTT (the former Post Office) made possible the secure payment of regular incentives to volunteer Syrian teachers, through plastic cards.

UNICEF continued to work closely with its coordinating partner, the MoD, as well as the ministries of National Education, Family and Social Policies, Justice, Health and Labour & Social Security, many other public institutions and agencies, independent judicial bodies, the ombudsperson and Parliament. The scope of cooperation with MoNE and MFSP expanded as they increasingly addressed the needs of Syrian as well as Turkish children.

UNICEF continued to work with the Union of Bar Associations, academic institutions like the Education Reform Initiative, NGOs/NGO platforms and other non-government partners, especially for advocacy, research and knowledge-sharing and to ensure the sustainability of the civil society network around Violence against Children. A consultation board composed of children, families, disabled persons’ organisations and NGOs specialised in children with disabilities was established to generate ideas and work on disability-related issues.

UNICEF continued to support provincial child rights committees, the annual Child Forum and Child/Youth Advisory Council. UNICEF also continued to support the International Youth Leadership Academy. Young people mobilised through multiple fora contributed to policy debate and UNICEF programme design and implementation.

UNICEF was an active member of the UNCT and continued its dialogue with the European Union (EU) and World Bank. UNICEF Turkey is exploring additional partnerships with international, government and non-government partners, including the private sector, ahead of the 2016-2020 Country Programme.

**External Communication and Public Advocacy**

UNICEF Turkey continued to place importance on external communications, not only to make its own work visible and ensure transparency and accountability to domestic and international public opinion but also to raise the visibility of key issues affecting children, particularly those addressed by the Country Programme. These issues included support for fundraising, policy dialogue, social mobilisation and the empowerment of duty-bearers and rights-holders to assume their responsibilities and claim their rights. UNICEF Turkey also sought to make use of communication for development (C4D) techniques to change social attitudes and behaviours. All of this work was carried out both by informing and engaging established media outlets (through interviews, event publicity, press statements etc.) and making use of UNICEF’s own website and other social media outlets. UNICEF Turkey also continued to support work to increase the sensitivity of the mass media in relation to children’s rights and to promote debate about children’s rights in the digital environment (See Identification and promotion of Innovation).

Communications efforts designed and implemented in 2014 highlighted and supported – inter alia - the Justice for Children programme, the Children’s Ombudsperson Office and the Children’s Forum. A series of events were conducted to mark the 25th anniversary of the CRC. Following the global initiative, several versions of “Imagine” were developed with different
groups, including children and Goodwill Ambassadors.

The social mobilisation campaign on reducing the social distance among children with disabilities, their families and society in general was strengthened with a new communication strategy using the “voice, reach, engagement” approach, including a fundraising component that is currently on hold.

New communications techniques were integrated into the UNICEF Turkey website, which was regularly updated with new content, and UNICEF Turkey’s social media presence expanded dramatically, also with more content.

The number of universities implementing the Child Rights Syllabus, developed with UNICEF support, in their Communication Faculties increased to 14, and a training course was organised to inform newcomers about the syllabus content and participatory training techniques. UNICEF Turkey will seek to systematize further its external communications and public advocacy.

**South-South Cooperation and Triangular Cooperation**

Progress was made in 2014 in the dialogue between the Government of Turkey (Ministry of Development, Ministry of Foreign Affairs) and the global/regional levels of UNICEF on a transformed engagement to uphold the rights of children across borders through international cooperation, knowledge exchange and innovative partnerships, particularly in the areas of emergency situations, inclusive education and child protection. Working groups were established for detailed discussions, which UNICEF sometimes facilitated and also contributed. UNICEF and AFAD identified mechanisms for international cooperation.

The UNCT, including UNICEF, coordinated with UN agencies in other countries under the UN Syria crisis response plans. UNICEF supported a high-level Ministry of Family and Social Policies study visit to Jordan regarding unaccompanied minors, contributing to the development of a new child rights-compliant system to be piloted in Adana, Turkey, in 2015.


Following the Regional Ministerial Education Conference hosted by Turkey in 2013, the Ministry of National Education participated in the joint OECD-UNICEF seminar on “Improving Equity in Learning Outcomes” organised by UNICEF’s CEE/CIS Regional Office. As a result, MoNE became interested in participating in TALIS 2018. UNICEF facilitated a study tour to the Netherlands for MoNE officials to exchange knowledge about early school leaving. MoNE officials, UNICEF Turkey and other key stake-holders in Turkey received orientation on inclusive education from UNICEF’s CEE/CIS Regional Office and UNICEF Macedonia.

With UNICEF support, Turkey hosted an international conference on Child Rights and the Digital Future (See: Identification and promotion of Innovation). The development of the Turkish Ministry of Interior’s birth registration system was selected as a good practice, documented and shared by UNICEF at the global level. Bilateral exchanges included study visits to Turkey from Azerbaijan, Kosovo and Switzerland with respect to the Juvenile Justice and Child Protection systems.
**Identification Promotion of Innovation**

UNICEF Turkey and its partners are working towards employing innovation as a strategy. In 2014, UNICEF partnered the Government and the Post Office to pioneer a cash transfer modality for Syrian volunteer teachers. The incentives are loaded onto pre-paid cards which Syrian volunteer teachers can use at cash machines and while shopping. UNICEF also collaborated with the Ministry of National Education to establish a “Foreign Education Management System”, which will make it easier to monitor the education provided to Syrian children and facilitate the recording of their educational achievement. In addition, UNICEF supported the development of an on-line monitoring system and youth workers’ platform for monitoring child-friendly spaces, also as part of the Syrian response, on a daily basis. This ensures proper reporting and data collection and permits rapid follow-up to support youth workers’ efforts. As in previous cases where UNICEF Turkey has supported public institutions through the development of databases and websites, UNICEF’s programme and IT sections worked together closely.

To mark the 25th Anniversary of the CRC, UNICEF’s CEE/CIS Regional Office and UNICEF Turkey organised an international conference entitled “Institutionalisation of Child Rights in the Digital Future” in collaboration with 14 Turkish universities in Istanbul on October 16-17, 2014. There were 180 participants from 21 countries on four continents representing governments, NGOs, academia, students, UNICEF offices and the media. The conference reviewed the progress achieved so far in terms of the rights of children and young people and discussed the new and overdue challenges that children and their families have been experiencing in the digital age. The global launch of UNICEF’s new report on Children’s Rights in the Digital Age took place during the conference with the participation of the Director of the UNICEF Division of Communications.

Technology aside, UNICEF supported the development of peer-to-peer programmes for child participation and youth engagement as part of its response to the Syria crisis and the Soma mining disaster. These models have the potential to make adolescents and young people part of the solution in times of disaster or social tension and build community resilience.

**Support to Integration and cross-sectoral linkages**

UNICEF Turkey has frequently played an important role in bringing different sectors, sub-sectors and levels of government, as well as non-government actors, together to discuss and address child rights issues that require joint efforts. This function is appreciated by UNICEF’s partners, as documented during the mid-term review of the Country Programme in 2013. The Child Inter-sectoral Board chaired by UNICEF’s coordinating partner, the Ministry of Development, brings all child-related sectors to the table at least once a year, as do other UNICEF Turkey events. Child Protection is one area in which UNICEF continues to bring different sectors, such as justice and child services, together on a regular basis. In the Syria emergency context, UNICEF is working simultaneously with line ministries and emergency authorities to ensure children’s education, protection, health and nutrition.

Now that integration and cross-sectoral linkages are a full-fledged strategy of the UNICEF Strategic Plan, UNICEF Turkey will seek to identify and fulfil needs for integration and cross-sectoral linkages more systematically, especially for addressing issues such as girls’ empowerment, combating child labour and other aspects of social inclusion. An example could be upholding the rights of children with disabilities, which is also the theme of one of UNICEF’s in-house working groups on cross-cutting issues. While the current Country Programme does not specifically address the rights of children with disabilities, its focus on equity and the most
disadvantaged groups has led UNICEF and its partners to carry out and plan efforts for children with disabilities in almost every sector, including advocacy and technical support for early identification of children with disabilities or developmental delays, inclusive early learning and education, a C4D programme to change social norms, specialised child care and youth work with the National Paralympic Committee, in addition to a work plan with the Directorate General for the Elderly and the Disabled of the Ministry of Family and Social Policies.

Service Delivery

Service delivery is not a central strategy of the Country Programme. In Turkey, the Government is well organised and has resources to provide or ensure the provision of services. In such circumstances, UNICEF’s roles with respect to services for children and young people encompasses the provision of ideas and expertise to support Turkey in developing, expanding and improving the quality of its services, bringing them into line with children’s rights and removing supply-side or demand-side obstacles or deficiencies of the enabling environment that prevent equitable access by the most disadvantaged groups.

Nevertheless, within the context of its capacity development work, UNICEF may be closely involved in testing/demonstrating innovative changes in service models at the local level. This was the case during the initial implementation of community-based preschool and day care services as an alternative mode of provision of early education services to reach the most remote and disadvantaged children. In 2014 UNICEF continued this work by contributing to the establishment of approximately 100 early childhood education (ECE) centres (formerly known as community-based centres). This work, conducted with the support of the Turkish NatCom, also served as a model for the provision of ECE services in the context of the Syrian influx.

Likewise, UNICEF worked with 19 schools to contribute to and support monitoring of the implementation of their school development plans, thus demonstrating the value of the Primary Education Institution Standards previously developed by the Ministry of National Education with UNICEF support (The Standards were revised, with UNICEF technical support, in 2014 for fresh scaling-up in 2015).

While supporting Syrian children in Turkey, UNICEF has also been working at the local level to help provide certain kinds of education, child protection and vaccination services which, due to the nature of the situation, were not previously available in Turkey for the target populations. In these cases, it has provided related supplies and cash along with technical support. However, UNICEF does not seek to act as a service provider but rather to support the efforts of relevant authorities or NGOs and volunteers to provide services on a sustainable basis.

Human Rights-Based Approach to Cooperation

UNICEF Turkey was guided by the human rights-based approach in all its situation analyses, planning, research, advocacy and programme implementation and monitoring, taking the CRC as its main reference point in humanitarian and other contexts. This approach is reflected in knowledge products, standards, guidelines, training programmes, curricula and all other documents and instruments generated under the Country Programme. In its public communications and events, and in dialogue with its partners, UNICEF constantly uses rights-based discourse, which is frequently echoed by partners and other actors.

In addition to mainstreaming, the Country Programme specifically promotes the establishment of effective and sustainable national child rights monitoring institutions and mechanisms. In 2014, UNICEF trained the newly-appointed team of experts at the National Ombudsperson’s
Office in child rights standards, referring to the CRC, CEDAW and CRPD. UNICEF plans to sharpen its focus on child rights monitoring and the rights of the most disadvantaged, including improved inclusion of children with disabilities in care and education. UNICEF Turkey was active in the UNCT Gender Working Group and made a commitment to develop programming on child marriage.

UNICEF’s universal human rights perspective enables UNICEF Turkey to address sensitive issues such as Roma rights, and to work with the Government on critical issues like justice for children. UNICEF Turkey has a senior national officer for Justice and Child Rights. Efforts were made to strengthen staff awareness and links between human rights developments in Turkey and daily programming for children – for example, through the Programme Planning Process (PPP) and of the United Nations High Commissioner for Human Rights (OHCHR) sessions and by disseminating human rights weekly updates.

UNICEF participated actively in the UNCT Human Rights Working Group. Joint UN reporting for the Universal Periodic Review created an occasion to review the country situation and UNICEF’s contributions against the previous cycle recommendations. UNICEF also provided input to the EU Progress Report, and supported the implementation of the Monitoring and Reporting Mechanism on grave violations of children's rights in situations of armed conflict vis-a-vis Syria. UNICEF Turkey continued to reiterate UNICEF’s request that the Government of Turkey ratify the third Optional Protocol – which it signed in 2012 – both publically and in bilateral advocacy with CSOs, parliamentarians, and executives.

**Gender Mainstreaming and Equality**

In a country where gender roles and inequalities are extremely marked, UNICEF Turkey takes care to mainstream and highlight gender awareness and gender equality in all its work. It aims to take account of the different needs of girls and boys in all of its planning, research, advocacy, advice and communications, and in all kinds of training and capacity building activities. It makes use of disaggregated data whenever possible in monitoring the situation of children and the performance of interventions for children. It also ensures equal representation of the sexes in its activities promoting the participation and engagement of children and young people.

In 2014 girls’ education remained a key concern, particularly in the humanitarian context and at the secondary level. There was also a strong gender focus in all ongoing programmes under Child Protection, including the child care standards being implemented through self-assessment, the coordination strategy for child protection services being implemented in 21 provinces, the child-protection-in-emergencies education provided to key field workers in the Syrian emergency and the new parenting training for child protection in emergencies.

Acutely aware of the different child protection risks facing girls and boys in Turkey, including Syrian children, and in line with the new UNICEF Strategic Plan, UNICEF Turkey is working towards more specific programming that might seek to address directly issues related to discrimination, gender-based violence and/or child marriage. UNICEF Turkey does not so far have a gender specialist but it has an internal gender focal point and a gender group to ensure knowledge management and continuing sensitivity on gender issues.

UNICEF has been active in the Gender Theme Group of the UN Country Team chaired by UN Women. In 2014 UN agencies celebrated the International Day of the Girl Child with the participation of more than 150 NGOs and carried out a mapping study of existing gender-related programmes.
Environmental Sustainability

UNICEF Turkey has not yet been able to prioritize the systematic mainstreaming of environmental sustainability issues or sensitivity to environmental hazards in its planning, programming, monitoring and management procedures, or to take specific actions to address environmental issues affecting children’s rights. However, disaster risk reduction and resilience for children, including preparedness for earthquakes and other environmental events, is included in the peer-to-peer programme being developed with UNICEF support following the Soma mining disaster, which occurred in May 2014 when an explosion at a coal mine in Soma, caused an underground mine fire, which resulted in the deaths of 301 people. Environmental disaster risk reduction and resilience, including sharing of Turkey's knowledge and capacities and those of other countries, is also on the agenda in the context of the proposed transformed engagement between UNICEF and Turkey.

Effective Leadership

The 2014 Annual Management Plan – built on the 2013 MTR and revised Country Programme Management Plan (CPMP) for 2014 –identified the programmatic and operational mechanisms for achieving programme results and operational targets. Revised committees and relevant TORs continued to be used, statutory committees met regularly and functioned well. The Country Management Team (CMT) discussed the outcomes of the Regional Management Team meetings as well as the UNICEF Turkey audit, and followed up change management initiatives, such as simplified programme results structure, rolling/multi-year work plans and the Global Shared Services Centre. The implications of these initiatives were communicated regularly to all staff. Intra-office communication efficiency was maintained through regular general staff meetings and Monday morning meetings.

The same inclusive approach was used to prepare for the internal audit and follow up on its recommendations. Eighty per cent of the audit recommendations were closed in 2014.

The Risk Control Self-Assessment of 2010 was updated, with six risks carried over from 2013 and six new. All the risks were rated between very low and medium. Intranet-based Early Warning-Early Action for emergency preparedness and the Office Business Continuity Plan were reviewed. Office planning assumptions for rapid response, first-response actions, plans by functions, checklists and contact and potential supplier lists are available and defined in the Emergency Preparedness and Response Plan. Business continuity in terms of IT and telecommunications was improved as part of the global VISION preparation: a backup Internet connection was already in place. The Citrix server is functional and key users have VPN installed on their laptops, in order to ensure remote access to organisational IT applications and systems. Security issues are addressed at the UNCT level.

Syrian Emergency Response Programme staffing needs were addressed in the Programme and Budget Review (PBR) in November, bearing in mind the recommendations of the audit report. Emergency education, child protection and communication staff were integrated into the respective sections to encourage integration in approaches and communication essential for mid-term programming. Due to the expected scaling-up of the Syria emergency response, UNICEF Turkey proposed to establish new positions and to establish fixed-term positions for functions already being performed by staff members on temporary assignment, in order to retain capacity for the future. It was agreed to establish 12 new fixed-term posts and to recruit against those already established. Overall staffing needs will be reconsidered in the 2015 PBR,
focussing on the 2016-2020 cycle.

The Gaziantep zone office will be strengthened across the board in 2015 to respond to the increased demands at field level, both in terms of monitoring and technical follow-up with provincial and local authorities. The new structure will be in line with that of other UN agencies based in Gaziantep, and the chief of field zone office will have an important role of representing UNICEF in the field and within relevant UN mechanisms.

**Financial Resources Management**

UNICEF Turkey continues to make effective use of its bank optimisation and cash forecasting tools and has performed very well in meeting its closing bank balance targets and in restoring the percentage of closing balances for subsequent months. Deadlines on bank reconciliations and bank optimisation targets were met. UNICEF Turkey started to use the new cash replenishment request system and established the infrastructure for the new bank communication system (electronic banking system) in Vision. In budget control, the CMT reviews the red flag areas – including grant expiry, DCT liquidations and programme implementation expenditures. In 2014 UNICEF had only one DCT outstanding for more than six months, which was closed in December before exceeding the nine-month threshold. All grants were used within the original duration of their life.

As of 31 December, the total expenditure level of the CP, including the Institutional Budget of 2014, was US$35,675,904.

**Fund-raising and Donor Relations**

With the growing Syria Humanitarian Response Programme, UNICEF Turkey’s budget increased sharply again in 2014 to US$56.8m (US$35.6m utilised; US$21.2m carried over). The Syria programme was generously supported by the US Government, DFID, the EU and the Governments of Canada, Kuwait, Japan, Norway and the Netherlands. The main sources of Other Resources for non-Syrian-specific programming remained: Thematic Education Fund, the EU and the Turkish National Committee (NatCom). All donor reports were submitted on time and all funds with expiry dates fully utilised. Indications are that UNICEF Turkey may receive new funding of US$10-20 million in 2015.

Turkey’s NatCom continued its work with public and existing and new private-sector partners, in cooperation with UNICEF. The NatCom-UNICEF-PFP Joint Strategic Plan was renewed, emphasising the intention of both UNICEF and the NatCom to engage more strategically and proactively, and make a transition from tailor-made, donor-specific projects to overall support for UNICEF programming that aims to impact systems that promote and defend child rights.

UNICEF Turkey developed a Fundraising Strategy for 2014-2015 and began to identify needs beyond 2015 in view of lessons learned, risks and opportunities. The main area of expansion is ORR to be earmarked by donors and contributors, based on details of the Country Programme. Funds for Child Protection, Social Policy and ECD remain insufficient; activities are supported by Regular Resources and NatCom funding, including Turkey’s Natcom.

UNICEF Turkey continues to support Government counterparts seeking EU funding and expects to be a grant beneficiary for EU projects on Probation (MoJ, €1.8 million over two years) and Strengthening Inclusive Education (MoNE, €2.95 million over three years). Given its increasing budget, UNICEF Turkey has institutionalised closer monitoring and reporting systems that also determine funding gaps and requirements. Together with the
fundraising strategy, this will permit proactive fundraising and smooth programme implementation.

**Evaluation**

Although UNICEF Turkey participated in two multi-country evaluations initiated by the CEE/CIS Regional Office in 2014, the TORs for these evaluations did not specify a country-specific output although evaluation teams visited the country on various occasions, interviewing all stakeholders. Because of this and the gap in evaluations that already existed, UNICEF Turkey stepped up its commitment to conduct external and independent evaluations focusing only on Turkey. A decision was made to carry out a Turkey-specific evaluation on the response to the Syria crisis. Preparations for this evaluation took place in 2014; the evaluation team will work in March 2015 and the results will be coming out soon after that, in time to take them into account in the new Country Programme document (CPD).

Results from the Evaluation of psychosocial support programs implemented after the VAN-ERCIS earthquake was completed in 2014 and the draft report is available and ready to be submitted to Global Evaluation Reports Oversight System (GEROS) for quality assurance and to the Evaluation Management Response Tracking System (EMR). The independent evaluation was conducted by a consortium comprised of the METU University Disaster Management Centre and UDA consulting company. It was undertaken through the application of a mixed methodology comprising qualitative and quantitative research. Both the evaluators and the methodology were of high quality and considered as such by relevant national authorities, which will ease the process of following up on the recommendations.

These recommendations will be taken forward both in the Syrian emergency response and in emergency mitigation work, both nationally and regionally, within existing partnerships. The evaluation report, once finalised, will be disseminated to stakeholders in 2015 as an advocacy and capacity-development tool for enhanced, child-focused humanitarian response in Turkey and globally.

Overall, the Integrated Monitoring and Evaluation Plan (IMEP) was followed to a large extent.

**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 volume with other UN agencies. The savings generated by using outsourced services for travel and event management is estimated to be around US$250,000 to US$300,000. UNICEF achieved a 25 per cent discount for the three-year agreement with our Internet service provider, following a bidding process, resulting in total cost savings of US$13,260. UNICEF is also sharing office space with other UN agencies in Gaziantep for the Syria Emergency response.

**Supply Management**

Under the Level-3 Emergency for Syria, UNICEF Turkey procured goods and services worth US$13 million, 37 per cent of total fund utilisation. Programme supplies rose to US$12 million. For education this included school tents, pre-fabricated schools, classroom and library containers, ECD kits, library books, furniture for pre-fabricated schools built via DCT, student school bags, stationery kits, computers, printers, photocopier machines and toner. For health and nutrition, UNICEF supported huge volumes of vaccines, high-energy biscuits, therapeutic
and supplementary foods, etc. For child protection, UNICEF supplied child-friendly space/rehabilitation containers, equipment and fittings and furniture for tents. Various communication materials were also produced. Service inputs amounted to US$687,846.88, mainly for capacity building of implementing partners/social workers/teachers, consultancy, and the Syrian Education Automation System.

UNICEF’s Syrian Emergency Response to the sudden Syrian influx, which started on 18 September 2014, included the distribution of hygiene kits, infant and adult diapers, (thermal) underwear and winter clothes as well as hygiene kits delivered directly from the UNICEF Middle East and North Africa (MENARO) warehouse. For winter, UNICEF procured warm unisex coats, trousers and cardigans.

UNICEF now has four long-term agreements (LTAs) for Syrian Emergency Response. Logistically, UNICEF supported the Ministry of Health for clearance of offshore shipments. Emergency programme supplies were distributed in cooperation with AFAD and TRC.

UNICEF Turkey also supported MENARO in several tenders for emergency response in Iraq and Syria and for its Gaziantep office.

The UNCT Supply and Procurement sub-group opened a tender for Integrated Travel and Event Management, and UNICEF took part in the evaluation committee. The LTA will be concluded in 2015.

Security for Staff and Premises

The UNICEF Country Office is located in the UN House in Ankara. UNDSS is fully functional in Turkey and has a presence at UN House. UNICEF is part of the Security Management Team and fully implements the decisions taken both for staff and premises. For the Syria Emergency Response, UNICEF has a zone office in Gaziantep, which is in the UN House which was established by the World Food Programme. Security of staff members – especially travels to the camp locations close to the Syria border – is monitored on a daily basis both by UNICEF and the UNDSS. Daily security clearances are required to operate in the concerned area, and UNICEF strictly followed the guidance provided by the UNDSS. UNICEF has two armoured vehicles in Gaziantep for staff safety. Armoured Vehicle and Safe Driving Training for drivers was organised by UNICEF in Gaziantep. All UNICEF drivers were trained to use armoured vehicles. For staff safety, the following security items were procured in 2014;

- 2 armoured vehicles – both in Gaziantep
- 10 first-aid kits
- Personal protection equipment: 27 flak jackets and 26 helmets
- 5 trauma bags
- 3 Codan NGT SRxHF Mobile Radio Kit for Emergency Cars
- 3 Wireless Radio (Motorola GM360 Mobile VHF) for Emergency Cars

Human Resources

In 2014 UNICEF Turkey’s response to the Syrian Humanitarian Operations created additional HR requirements. In addition to recruiting more human resource capacity to respond to the extra demand and higher expectations of a Level 3 emergency the nature of the emergency was reflected in high staff turnover. This situation resulted in a very intense year in terms of recruitment; five full-time staff and 11 staff on temporary assignment were recruited during 2014. In this context, UNICEF Turkey had to rely to a large extent on surge capacity from other offices facilitated by the CEE/CIS Regional Office.
A staff retreat was organised on 16-19 June 2014 outside Ankara, with full participation of staff. An online survey was conducted to learn about the expectations of UNICEF staff, in order to develop the agenda in line with these expectations and interests. The annual management plan, audit findings, global staff well-being survey, and local salary survey were discussed at length and teamwork activities were organised. The retreat served to maintain staff morale and build coherence and a higher sense of common purpose, as well as providing an opportunity to inform staff about personnel matters and to permit non-hierarchical discussion and sharing of strategic programmatic/operational issues. The programme of the all-staff retreat was organised in cooperation with the staff association and included informal discussions of interests of concern to staff, management or both. The post-retreat survey demonstrated that it was highly appreciated and contributed to office wide-learning.

The Human Resources Development Team (HRDT) met twice in 2014 and discussed the request of individual training and identified group trainings. Since funding is constrained, the approach was to organise joint learning events and encourage on-line learning. In addition many staff did receive learning opportunities by participating in UN or UNICEF-wide workshops on technical issues. To support overall resilience, and in light of the extra demands on individual staff and team dynamics, a UNICEF counsellor was invited to visit Turkey to conduct several group and individual sessions.

During the November 2014 PBR, in response to current and anticipated developments, UNICEF proposed to integrate emergency programming into the regular programme. The proposal took into account UNICEF Turkey’s programmatic needs and opportunities in responding to the Syrian crisis, and is in line with the recommendations of the audit report.

Matters related to local administrative and human resources, which were of general concern to the staff, were discussed at local Joint Consultative Committee and CMT meetings and on other platforms, such as all-staff and Monday morning meetings.

**Effective Use of Information and Communication Technology**

Several 2014 upgrades and improvements in Information and Communications Technology (ICT) systems, which were made in line with ITSS division policy, positively affected the working environment at UNICEF Turkey.

UNICEF Turkey successfully moved to Office 365 as of April 15th with the other UNICEF offices in the region. All accounts were moved to Outlook from Lotus Notes and all email database were converted to Outlook format so that staff can check email history. All staff can now easily access UNICEF emails anytime, anywhere without using remote access applications, resulting in faster connection to emails. The feature is particularly important for the emergency staff working along the Syrian border, since they are generally mobile. Also, Lync provides easy communication among staff. OneDrive is particularly important for mobile users to store and share documents with the other staff and partners and is safe against computer crashes, theft and damages of malicious software, since documents are stored in the cloud and staff can access them anytime.

UNICEF Turkey was selected as a closed pilot for the Windows Server Update Service project. The new WSUS server was installed according to the installation guide sent by HQ. A new field office premises in Gaziantep was opened to accommodate field staff near the Syrian
The infrastructure was designed and installed in line with UNICEF ICT security policy.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Disparity Reduction, Social Inclusion and Protection

Analytical Statement of Progress:
This Outcome assumes that disparities of well-being and opportunity among children from different backgrounds, and between boys and girls, can be sustainably reduced by: improving existing ECD, health and education services in such a way as to guarantee equal access and quality for all children; expanding and developing national social services/assistance and child protection services, and ensuring larger and more effective budgets and effective monitoring of child rights. This outcome also assumes that, despite some capacity constraints, Turkey’s strong tradition of state responsibility and its extensive public service network can be attuned to the child-rights-with-equity agenda in the long term, and that UNICEF Turkey will be able to draw on the knowledge and capacity necessary to contribute to this process.

UNICEF has continued to have some impact. Research, advocacy, policy advice, capacity building and communications activities conducted under the current Country Programme have contributed to the necessary steps being taken towards the achievement of outputs in all the above areas. Improvements can be seen in some indicators, including almost universal participation in primary education and reductions in the numbers of children in child care institutions. These developments may reflect improvements in services and awareness raised as a result of contributions from the current and previous Country Programmes, as well as the positive impact of economic development, larger government budgets and social change.

However, child labour and child poverty have not declined as much as hoped for, and disparities in well-being and access to quality services between children of different geographical and social backgrounds persist. The child protection system has not improved rapidly enough to tackle important challenges in violence against children. While greater awareness of child rights and inclusion issues (e.g., for children with disabilities) may have led to more positive attitudes and behaviour towards children among all groups – from parents to politicians – some forms of violence, exploitation, inequity and other violations of children’s rights still appear to be acceptable in Turkish society.

It is becoming increasingly difficult to secure commitment, priority and consensus over child rights and well-being issues amidst a crowded political agenda and against a backdrop of political polarisation, competing ideologies, concerns over human rights issues and foreign policy tensions. Moreover, GDP, employment and welfare have been growing less rapidly since 2011. Although there has been no return to military hostilities, the Kurdish issue continues to cause tensions and periodic violence that particularly affect children in some heavily disadvantaged parts of East and Southeast Turkey.

At the same time, when assessing the performance of the Country Programme, it has to be acknowledged that the Government of Turkey is currently devoting extra time and resources in responding to the mass influx of Syrian people, which is also puts extra strains on communities in some cities and regions. UNICEF too has put much of its energies into supporting the Government-led response and recovery effort.
While Turkey continues to make efforts to host the Syrian refugees, there is little doubt that its social indicators would appear to have deteriorated if the refugees were included in the statistics, and that the influx has further exacerbated the inequities faced by Turkey’s children’s in accessing their rights.

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

Analytical Statement of Progress:

A national set of child well-being indicators, including objective and subjective indicators, was developed through an inter-sectoral working group composed of the Ministry of Development, Ministry of Family and Social Policies and Turkish Statistical Institute. Initial research identified the availability and accessibility of objective and internationally comparable indicators, including proxies, to complement the work done in previous years to identify subjective indicators, suggested by children from different age groups and social backgrounds on what constituted their well-being. Based on the findings of these two sources, a final national set of well-being indicators will be agreed in early 2015, to guide the periodic gathering of data to monitor Turkey’s progress.

UNICEF and the Ministry of Labour and Social Security’s (MOLSS) also conducted an impact assessment of the only current national initiative to eliminate child labour, through child labour monitoring units in priority regions. Accordingly, a high-level agreement was reached to develop a new roadmap to address child labour starting in 2015.

In order to realise child rights at the local level, a new IKEA-supported Child Friendly Cities initiative started at the beginning of 2014, supporting municipalities to design rights- and evidence-based child-friendly policies and programmes. Partnerships with the Ministry of Interior, Union of Municipalities, United Cities and Local Government Middle East and West Asia Regional Section and the World Academy on Democracy and Local Government were established for national-level coordination, and protocols were signed and launched with 10 municipalities. Youth-led child rights assessments followed, which will inform implementation of the 10 municipal action plans in 2015 – ranging from municipal child budgeting in some municipalities to improved access to playgrounds for children with disabilities in others.

Still, the lack of an integrated approach toward child well-being and a child-focus in poverty reduction policies remain obstacles to advance child well-being from a multidimensional perspective in Turkey. To push this agenda, throughout the year UNICEF's team and experts shared and disseminated social policy expertise in public events such as the Hüseyin Avni Sözen High School Model United Nations Conference, the national Child Labour in Seasonal Agriculture Roundtable, the Children and Social Security conference, etc. As part of South-South cooperation and the evolving role of Turkey in the global child protection debate, UNICEF also supported the Turkish Government to present its experience on ‘Financial Support to avoid Family Separation’ at the Social Protection for Children Seminar organised by Morocco’s Social Protection Ministry in 2 June 2014.

OUTPUT 2 By the end of 2015, national and local authorities ensure the provision of diversified and quality day care and pre-school education services and programmes, especially for the most disadvantaged girls and boys.
Analytical Statement of Progress:
During 2014 UNICEF Turkey addressed quality, provision and awareness issues that inhibit access to preschool education/child day care for all girls and boys, especially the most disadvantaged. The final report of the ‘Strengthening Pre-school Education’ project, completed in 2014, indicated that UNICEF contributed to improving the Government’s expanding pre-school education services through a new, inclusive child-centred curriculum drafted through a participatory process, approved by the Board of Higher Education and supported by the training of 23,000 teachers. Child care centre and pilot private preschool staff were trained on the curriculum for the first time, and university programmes for future pre-school teachers were revised accordingly. With UNICEF technical support, the relevant regulation was adapted to expand the use of the curriculum for toddlers and infants.

UNICEF continues to support new service models and heightened momentum for access to ECE services for disadvantaged children. A policy package featuring alternative, free of charge community-based models was adopted by MoNE for nationwide dissemination, demonstrated in 10 pilot provinces and expanded nationwide in the last quarter of 2014. More than 100 centres opened in disadvantaged settings and continued to provide quality ECE services. A UNICEF integrated communications campaign raised the awareness of decision-makers, implementers, parents and others concerning the importance of pre-school. The fund-raising component of the campaign continued to enable more than 14,000 children in disadvantaged districts to benefit from pre-school education free of charge.

Despite growing national and local ownership, enrolment rates decreased and community demand remained low. Institutional preschool remains subject to fees. The legal framework for community-based services, including inspection mechanisms and the licensing system, is still incomplete. But the quality standards were revised and integrated into the primary education institution’s standards in the last quarter of 2014. The regulatory framework was also adjusted to the current changes. MoNE established an Early Childhood Education department in the second quarter of 2014 which proves their ongoing commitment to ECE. Strategies are currently being developed to expand access to inclusive early childhood education for members of disadvantaged groups, especially children with disabilities. To reinforce these strategies, MoNE and UNICEF continue to work in the field of inclusive quality education, focusing on children with a disability. The new project will contribute to increasing the attendance rates of young children with disabilities in preschool education.

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

Analytical Statement of Progress:
To improve the capacity of primary education institutions in Turkey, UNICEF provided technical support to the Ministry of National Education for revising the primary education institutions’ standards (PEIS). The standards for early childhood education were also integrated into the existing PEIS. The revised PEIS will be introduced for scaling-up in March of 2015.

UNICEF has worked with MoNE to generate school self-assessment data through PEIS in order to provide access to quality education for both boys and girls through improved learning outcomes and equitable and inclusive primary education. With the revised PEIS, the new self-assessment data is planned to be collected in 2015.

Private-sector partnerships were established for school improvement in thematic areas (WASH
and social-financial education).

UNICEF also worked with 19 primary schools to demonstrate the use of school standards and contributed to their school development plans. Improvements at these schools was monitored through funds provided by UNICEF.

UNICEF provided technical support to MoNE for revisions of the compulsory "Visual Arts" curriculum for grades 1-to-8 and development of an elective Visual Arts curriculum for grades 5-to-8. UNICEF also assisted MoNE to provide master training for 20 visual arts teachers from 10 provinces and training of 324 visual arts teachers from 81 provinces.

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

Analytical Statement of Progress:

UNICEF research, advocacy and partnerships continue contributing to efforts to improve ECD services within the health system in several ways.

Work on the adoption of a set of core indicators related to the continuum of care and its integration into the Primary Health Care/Family Medicine monitoring system/database continued in 2013 and was finalised in 2014. A module for ECD training of health professionals was developed for the Ministry. In 2014 the modalities of further cooperation were developed with Ankara University Developmental Paediatrics Division (AU-DPD), the Ministry of Family and Social Policy (MoFSP), and follow-up of pending issues continued.

With the decrease in child mortality, early identification and interventions for developmental delays and disabilities becomes more crucial and can have life-long benefits for children’s health, development, well-being, social inclusion and productivity. UNICEF cooperated with AU-DPD to promote an evidence-based, family-centred, strengths-based approach to delays and disabilities in Turkey and the CEE/CIS region. This approach could transform the approach to young children with disabilities. To disseminate the knowledge and establish an international centre of excellence, course material was prepared and two orientation programmes were organised. The online remote training infrastructure is established on the MoFSP website. Preparations for the 1st International Developmental Paediatrics Congress are ongoing.

In cooperation with the MoFSP, a two-day workshop was organised with 162 participants from related NGOs, universities ministries for early intervention and rehabilitation. The report produced will serve as the basis for a draft National Plan for children 0-to3 with special needs.

UNICEF also worked closely with DPD and the ministries of Health and Social Policies to draft new legislative measures for children with disabilities, which are in line with international standards. Due to changes in the Ministry of Health, the legislation is expected to be rolled out in late 2015.

The DPD is willing to offer its technical expertise for cooperation with UNICEF to spread knowledge and build capacity for early intervention, and the relevant directorate general of the MoFSP has expressed willingness to support the Government of Turkey-UNICEF evolving partnership.
OUTPUT 5 By the end of 2015, the government ensures an increasingly integrated and functional protection and prevention system, including alternative care, for children - especially the most vulnerable and marginalised children - who are at risk of discrimination, violence and abuse.

Analytical Statement of Progress:

UNICEF Turkey made an increasing contribution in 2014 to the development of national capacity for the protection of children in the Syrian emergency context (See also Emergency). A Child Protection in Emergencies Training Package, including all relevant global standards translated and adapted to the Turkish context was rolled out among key humanitarian partners: the Disaster and Emergency Management Authority of Turkey, the Turkish Red Crescent, humanitarian groups, CSOs, etc.). A total of 174 personnel were trained, with a direct impact on over 100,000 children who came in direct contact with them in the field. In addition, UNICEF triggered and supported the development of a parenting programme to respond to Syrian parents' needs and protection of themselves and their children. Twenty-six Syrian trainers were equipped to deliver the programme in two camps, in order to support some 4,000 parents over eight months. Short family briefing sessions were also delivered for 2,256 families living in 46 villages in the Suruç District of Şanlıurfa Province, as an immediate response to the major influx of Syrians fleeing Kobane from September onwards. Some 100,000 psychosocial first-aid brochures for children and parents were also disseminated.

UNICEF advocated for adequate alternative care for unaccompanied and separated children, including through a study visit to Jordan for decision-makers of the Ministry of Family and Social Policies. As a result, improved processes and care options will be piloted in Adana Province in 2015 for several hundred Syrian children currently deprived of parental care.

Additionally, UNICEF continued to contribute to child protection system strengthening and prevention throughout Turkey. Technical assistance and exchange of experience was facilitated between public institutions, academia and civil society organisations in the areas of quality alternative care. National capacity for specialised foster care was enhanced and a self-assessment system established to monitor standards in formal care, with the participation of children, families and staff. Tools were completed under the leadership of the Ministry’s Audit department and training programmes were delivered to 732 staff members. A ‘Child-Friendly Self-Assessment Handbook’ was completed in consultation with children.

UNICEF also continued to support the civil society partnership ‘Network for Preventing Violence against Children’, including through an International Child Protection Congress organised in Istanbul, during which UNICEF ensured the direct participation and exposure of 137 professionals from state services and NGO representatives from all provinces, thus encouraging direct cooperation on children’s cases in a context where CSOs struggle to craft their own space in the child protection system.

All year long, the UNICEF team used every opportunity to build national and local knowledge, commitment and collaboration for child protection, including in emergencies, by sharing UNICEF’s experience and key messages in public events such as the ‘Preventing VAC at Local Level’ panel (March, Odunpazarı, Eskişehir, Sub-provincial Education Directorate), the ‘National Missing Children Symposium’ (April, Turkish Gendarmerie Force), the ‘International Crime and Punishment Film Festival’ (November 2014, Istanbul University), ‘Effects of War/Migration/Violence on the Psychiatric Interventions for Children and Adolescents’ (December 2014, 9 Eylül and Ege Universities), the ‘Political Leadership in Eliminating Sexual
By 2015, the Government creates and resources an infrastructure for independent monitoring of children’s rights and responding to violations of those rights.

Analytical Statement of Progress:
UNICEF Turkey continued to provide technical and communications support to the Ombudsperson Office, specifically the ombudsperson for children’s and women’s rights. The Ombudsperson Office became operational in 2013, and the ombudsperson for children’s and women’s rights is eager to increase public awareness of child rights and to provide effective independent monitoring, particularly with respect to state institutions. UNICEF provided technical support for the establishment of a child-friendly complaint website, which was launched with children and all related bodies in April. As a result, the Ombudsperson for children started to receive and process complaints from children and young people via the website. UNICEF also supported the development of 1 million brochures and 10,000 posters about the website, which were distributed to all provinces (with help from the ministries of National Education, Justice and Family & Social Policies), and of an animated television advertisement, which is currently being broadcast. In addition, academics from all over Turkey met to develop a joint action plan to support the Ombudsman Office at the local level.

UNICEF Turkey continued to take every opportunity, including the 25th anniversary of the Convention on the Rights of the Child, to act as a voice for children and to keep child rights on the national agenda. In particular, UNICEF continued to support the work of provincial child rights committees, made up of children themselves. UNICEF has been supporting and collaborating with the committees for the past 15 years, as a contribution to a World Fit for Children. Child representatives met to identify their role in emergencies and design the 2015 action plan. In July 2014, they initiated two separated programmes: ‘Inclusion of Syrian Children in host communities through Child Rights Committees’, and ‘Peer Support Group for Soma Children’. In addition, the Ministry of Family and Social Policies adopted an official directive on the working principles of the Child Advisory Board – a national body made up of the most active members of the committees, which serves as the voice of children’s in national consultation processes.

Throughout the year, UNICEF staff were active in building national knowledge and capacity by presenting UNICEF’s work for child rights and child participation in Turkey at various events (including: ‘Child Rights and Civil Society’, organised by Hacettepe University and ‘Symposium on the Role of Child Ombudsperson in Realizing the Rights of the Children’, co-organised by the Swedish Embassy and NGOs YÖRET, ICC and Agenda: Child), sharing experience and key messages and interacting with academics and NGOs active in the field.

OUTCOME 2 Youth Empowerment and Protection

Analytical Statement of Progress:
Outcome 2 aims to secure better and more equitable opportunities for all adolescents and young people through greater inclusiveness and effectiveness in the education system and the adoption and implementation of appropriate national youth policies, and to provide justice for children, mainly through enhanced coordination and capacity building among and within relevant institutions.

Secondary education (although not necessarily in a formal setting) became compulsory in 2012.
UNICEF has therefore been concentrating on supporting the Government’s efforts to achieve full participation in quality learning. Together with the Ministry of National Education, UNICEF Turkey has started to develop and implement evidence-based interventions for ensuring the inclusion and retention of all boys and girls in secondary education. These interventions are expected to make a contribution to the ongoing increase in secondary enrolment resulting from the decision to make secondary education compulsory. Already, official enrolment rates are approaching 80 per cent and girls’ enrolment has caught up with boys’, except in certain provinces. UNICEF is well-placed to support the development and implementation of further interventions targeting disadvantaged groups with a view to achieving 100 per cent enrolment. However, there are concerns about non-attendance and drop-out, but only limited data is available. Public attitudes toward some disadvantaged groups or issues may also act as constraints to full participation in secondary education. In addition, there is a need for more resources. For quality education, capacities of teachers and others will require considerable development. A more even quality of education will require further system changes. Meanwhile, education policy remains unpredictable and subject to ideological considerations. The inclusion of Syrian children in secondary education is a huge and critical challenge: these adolescents are most likely to be out of school due to language barriers and other factors, and vulnerable to becoming a lost generation.

UNICEF Turkey continues to demonstrate several innovative forms of participation and youth engagement, in partnership with civil society and the Government. In 2014, UNICEF supported new peer-to-peer models in the contexts of the Syrian emergency and the Soma mining disaster. Challenges persist when it comes to scaling up and raising UNICEF’s impact to the level of system change.

UNICEF Turkey continues to facilitate and support the building of commitment, capacity and coordination for improved practices in juvenile justice – an area of long-standing UNICEF engagement – through support for the Ministry of Justice and independent judicial bodies, and in consultation and collaboration with bar associations. There is evidence of reduced use of imprisonment, shorter detention periods and increased use of alternative measures for children, and the ground has been laid for further improvements both for children forced into crime and for child victims. Constant effort is still needed to maintain commitment in view of the apparently rising level of children’s involvement in crime, the consequences of children’s involvement in political demonstrations, and the persistence among policy-makers, service providers and the public of a degree of indifference or resistance to change. UNICEF is advocating for the creation of a specialised Juvenile Justice entity within the Ministry to ensure better insight and collaboration between various stakeholders.

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

Analytical Statement of Progress:

Through advocacy, evidence-based knowledge generation, policy advice, technical assistance and partnership, UNICEF has contributed to an increase in national commitment and capacity for the implementation of policies that will help to address exclusion in upper secondary education based upon inclusive education practices.

Under the leadership of the Ministry of National Education Turkey – which took part in UNICEF’s new Global Initiative on Out of Secondary School Children as one of the four middle-income
countries that face similar constraints to guaranteeing the right of all adolescents to quality education – has already started addressing priorities in its OOSC report, such as targeted innovative intervention to avoid drop-out and bring children back to school through the provision of 21st-century skills. These initiatives have the potential to be inserted in relevant draft regulations.

Immediate actions continue to be taken based on the report on policy recommendations for decision-makers, issued as a result of UNICEF and MoNE-led evidence generation efforts concerning ‘Causes of Class Repetition and School Drop-outs in Secondary Education’ and ‘Identifying the Characteristics, Education and Employment Status and Needs of Children in the Age Group 14-18 who are out of Formal Education’. These reports reflect the views of the most disadvantaged young people and adolescents and highlight the gender-based, geographic and socio-economic disparities they face. One of the actions taken was an orientation programme that was identified by young people as a potential solution to the high drop-out rate in 9th grade, and was developed, piloted and evaluated initially in 12 provinces and later in 15 provinces, covering 2,029 children in total. Since the scientific results proved to be extremely effective, it acted as a catalyst for political will to move ahead with this upstream preventive measure, which has the potential to impact on the lives of 1,153,664 grade 9 students as of September 2015. The success of this programme has a spill-over effect for primary education.

The Child/Youth Advisory Council, which gives voice to disadvantaged youth, was established and trained to advocate for their rights, as well as contributing to shaping UNICEF’s new Country Program. The Council is expected to liaise with key line ministers to inform policy-making processes.

Several other specific interventions to further strengthen the linkages of children with school, such as extra-curricular sporting and cultural activities through portfolio development, were finalised in close collaboration with MoNE, other stakeholders and children of secondary school age. The portfolio approach is already reflected in the draft social activities regulation of MoNE.

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

**Analytical Statement of Progress:**
UNICEF Turkey continued to promote policies and programmes that ensure the meaningful and representative participation of youth through policy advice, technical assistance, enabling knowledge exchange and demonstrating how young people can be engaged. In 2014 this work had a strong focus on reaching out to Syrian young people living in Turkey.

A sixth International Youth Leadership Academy (IYLA) summer school was held in September 2014 on the theme ‘Peace & Youth’ with 30 young people from across the CEE/CIS and MENA regions, including Syrian young people living in host communities in Turkey. These young leaders will pass on their knowledge in their own countries and beyond, including through social media and various youth networks.

Under the Leadership Academy, another four-day interactive training workshop was conducted in December in Gaziantep with Syrian young people on Peace & Communication. Thirty-one young people participated. A local plan was designed and a network established to further promote peaceful youth engagement and empower other Syrian young people through the knowledge and skills gained from IYLA trainings. They will report back to UNICEF, through
IYLA, about the developments. UNICEF will continue to support IYLA to conduct training in different provinces populated by Syrian young people by using the provincial network as a trainer’s resource. Local NGOs, universities and municipalities support this initiative by sharing their financial and physical resources.

Forty-two youth workers (including a Field Coordinator and a Field Assistant), who were recruited as part of an extended partnership with the Turkish Red Crescent, were trained, with UNICEF financial and technical support, to carry out activities with Syrian children in child-friendly spaces. The training consisted of three sessions in the semester and covered several topics, including disability, adolescence, and leadership. UNICEF then continued to monitor the youth workers to ensure their well-being and the quality of their activities. As a result, the number of Syrian adolescent volunteers empowered by youth workers to organise activities for/with children had reached about 590 by the end of 2014. The number of children benefiting from child-friendly spaces in camps for Syrians was 41,036. (see also: Emergency section).

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

Analytical Statement of Progress:
Following the training of professionals, field monitoring visits on implementation of the Coordination Strategy for Child Protection Services were completed in September 2015 in 21 selected provinces. Initial findings showed that in seven provinces (33.3 per cent), coordination and cooperation between institutions responsible for providing child protection services had been mostly accomplished; in nine provinces (42.9 per cent), despite serious efforts to build a well-functioning structure some challenges remain in terms of ensuring inter-sectoral collaboration; and in five pilot provinces (23.8 per cent) much more time and energy will be needed to overcome major problems, such as lack of understanding the new child protection model. The final recommendation report will be prepared and shared with the relevant partners by early January 2015. In addition, the TKBS (Measure Orders Information System – an online tool for better monitoring of protective-supportive measures) was developed but couldn’t not yet operational.

As part of strengthening capacity for measuring care standards, the ANKA Child Support Programme was developed for children at risk who are under care and staying at Child Support Centres (due to an offence, being victim of a crime, substance abuse, living/working in the streets etc.). The programme envisages proper assessment linked with individualised intervention programmes for children and the creation of a supportive environment in the institution. After pilot implementation, in October and November 284 counsellors and directors were trained (27 of them as trainers) on implementation of the programme. After finalisation of the software, implementation will spread to 35 institutions in 2015.

Five research reports were finalised during the second half of 2014, namely “Interview Rooms for Children”, “Conditional Release Systems for Children in Five EU Countries and In Turkey”, “Public Custody in Turkey: Needs Assessment and Recommendations”, “Child-Specific Security Measures and Protective Supportive Measures: A Situation Analysis and Set of Recommendations for Effective Implementation in Turkey”, “Strengthening Child Prosecutors’ Offices in Turkey: Needs Assessment and Recommendations”. The first two reports were published and widely disseminated, however the last three were embargoed by the Ministry of Justice and Ministry of Family and Social Policies.
Following the development of standards for child-friendly interview rooms, an interactive training programme was developed and implemented in September/October for 100 professionals (judges, prosecutors and social workers) working in the pilot provinces. Furthermore, standards on personnel were reviewed and an action plan was developed with the Ministry of Justice. The construction of 31 rooms in 23 provinces were expected to be completed by late February 2015 and implementation to start accordingly.

As of end-July, 169 public prosecutors, 206 judges and 315 social workers were trained within the scope of "Training Programme for Juvenile Justice Professionals". Given the fact that this programme has been designed as an in-service package requiring some level of field experience, and also considering the feedback received from the participants, three pre-service training packages (two for candidate judges and prosecutors and one for beginner social workers) were designed as complementary components of the programme. The Training Programme for new social workers was delivered to 85 recently assigned social workers on October 2014, receiving positive feedback. Both programmes were included in the main curricula of the MoJ and Justice Academy of Turkey, however implementation will only start after finalisation of the materials in early 2015. In sum, 875 juvenile justice professionals benefited from the training programme during 2014.

After the training, and based on feedback received, a workshop was conducted in late November to identify a set of recommendations on administration of juvenile justice for the inspectors of High Council of Judges and Prosecutors – who are in charge of auditing/inspecting courts. The recommendations will be finalised and shared with the Council by early 2015.

Most of the results mentioned above were reached through EU-funded Justice for Children Project, which ended on 3 December 2014. UNICEF continues advocating for the creation of a specialised Juvenile Justice entity within the MoJ to ensure better insight and collaboration between various stakeholders.

Furthermore, throughout the year UNICEF staff contributed following events to share, disseminate and present UNICEF’s work in the area of Justice for Children: Ankara Bar Association Law Congress (10 January), Koç University meets UN (18 February), Yıldız Technical University Panel on Justice & Child Abuse (21 March), İstanbul Bar Association Fair Trial Congress (20 May), Social Work Symposium 2014 (20-22 November, organized by Başkent University), 6th IJJO International Conference (3-5 December). All these initiatives made a positive contribution to enhancing partnerships (esp. with academia) and UNICEF’s visibility.

In addition to the local initiatives listed above, three international study visit delegations (from Azerbaijan, Kosovo and Switzerland) were technically supported by UNICEF Turkey, and participants were briefed on the Turkey’s Juvenile Justice and Child Protection systems. This enabled an exchange of information between professionals and encouraged further international collaboration between Turkey and other countries.

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

**OUTPUT 1** Advocacy and Communication

**Analytical Statement of Progress:**
The social mobilisation campaign on reducing the social distance among children with disabilities, their families and society in general was strengthened with a new communication strategy that included a fundraising component for individuals and the private sector and a related TV spot, although the funding component was put on hold pending a Government decision.

The “TL25 per child to go to preschool” programme focused on the children of Soma, due to the tragic mine accident. With US$110,000, around 852 children from Soma will benefit from preschool education. The number of children benefiting from this programme in 2014 was 4,162.

During the last six months of 2014, UNICEF’s social media presence increased significantly. Its Facebook page gained 32,682 followers, reaching 112,967. The Twitter account gained 2,579 new followers; reaching 17,900, with a growth rate of 17 per cent in 2014. Followers of Instagram increased to 3,654, a growth rate of 248 per cent. There were 70,054 unique visits to the UNICEF Turkey website, 16,077 of which were return visits.

Within the framework of the equity agenda and in collaboration with sections, strategic communication interventions were designed and implemented for the Justice for Children programme, Children’s Ombudsperson Office, Children’s Forum and other priorities, such as the launching of reports, development of TV spots and social media tools. Different versions of “IMAGINE” were developed with various audiences including children, and goodwill ambassadors.

To mark the 25th Anniversary of the CRC, the UNICEF CEE/CIS Regional Office and UNICEF Turkey organised an international conference entitled “Institutionalisation of Child Rights in the Digital Future” in collaboration with 14 Turkish universities in Istanbul on October 16-17, 2014. There were 180 participants from 21 countries on four continents, representing governments, NGOs, academia, students, UNICEF offices, and the media. The conference reviewed the progress achieved so far in terms of the rights of children and young people and discussed new and longstanding challenges that children and their families are experiencing in the digital age. The global launch of UNICEF’s new report on Children’s Rights in the Digital Age took place during the conference, with the participation of the Director of UNICEF’s Division of Communications.

A new fundraising strategy for 2015 was developed. The communication component of the EU project proposal on “Strengthening Inclusive Education”, at a total value of €2.95 million, was strengthened using the “voice, reach, engagement” approach.

**OUTPUT 2 Monitoring and Evaluation**

**Analytical Statement of Progress:**

New rolling work plans for 2014-5 were developed by Programme aligned to the National Development Plan, UNICEF Strategic Plan and the 2013 MTR Report. A rolling IMEP for 2014-2015 was developed to complement the work plans, outlining key research and evaluation activities.

As per the 2014 IMEP, UNICEF supported the Ministry of Family and Social Policy in an Evaluation of the ‘Psychosocial Programme conducted in Van after the Earthquake’. The report is now available and was shared with the M&E Facility, and will soon to be finalised for broader
UNICEF Turkey also embarked on a new independent evaluation, which aims to evaluate UNICEF support to the Syria Programme in Turkey. In this context, there was considerable dialogue with the HQ Evaluation Office, the CEE/CIS Regional Office and MENARO. The evaluation is currently in the planning and preparation phase.

In 2014 UNICEF Turkey also participated in multi-country evaluations commissioned by the Regional Office. These were; I) RKLA 1 – Multi-Country Evaluation of results achieved through child care system reform 2005-2012 and II) RKLA 4 – Multi-Country Evaluation of UNICEF’s Upstream work in Education. The reports are available. In addition, there was a Turkey-specific follow-up, including assessment of UNICEF Programming in Child Care Reform.

In 2014 UNICEF Turkey became the chair of the newly established UN Monitoring and Evaluation Working Group for the monitoring and reporting on the United Nations Development Co-operation Strategy (UNDCS). Ten UN agencies joined the working group, which has a work plan that aims to measure/inform on progress achieved towards the strategic results, status of indicators and the UN contribution towards UNDCS. As Chair, UNICEF and the Regional Coordinators Office are responsible for overall coordination, convening the group, and hired a national consultant on behalf of all agencies to produce the annual review and act as a quality assurance point in the development of 2016-2020 UNDCS.

UNICEF Turkey was audited by the Office of Internal Audit in May 2014. The scope of the audit focused on governance, programme management, and operations support. UNICEF attended to the follow-up action points; nine out of the 12 recommendations were closed by the end of 2014. Three remain to be addressed in early 2015, on Integration, HACT and Risk Management.

In the year under review UNICEF Turkey’s budget grew from earlier averages of US$ 6 million to US$35 million in 2014, mainly due to the escalation of the emergency response programme for Syria. More attention to monitoring performance and budget was thus required. Monthly Programme Coordination Meetings were held to monitor programme and budget performance. Performance management indicators were also monitored on a monthly basis, with specific follow up actions, all recorded through minutes and emails. The VISION Performance Management Dashboard was reviewed weekly for improved monitoring.

All donor reports were submitted on time. All funds with expiry dates were fully utilised. Special emphasis was placed on thematic funding. DCT monitoring was enhanced given the increasing number of DCTs. The Chief of Operations and Planning Officer attended the HACT Regional Meeting. A briefing session was provided to all staff at a retreat. The Planning Officer was assigned to serve as the HACT Focal Point.

Towards the end of 2014, UNICEF Turkey embarked on preparing and planning for the development of the new Country Programme document for 2016-2020. A draft situation analysis (SITAN) was developed in 2014, incorporating the Monitoring Results for Equity Systems (MoRES) approach. Interviews were held with various stakeholders, including Government officials, civil society, academia and NGOs working on Roma, youth and children. The SITAN will be formally finalised in January 2015, and the outcome will feed into the new CPD. A three-day CPD Retreat with all staff was held in December 2014 to discuss strategic positioning, strategies, partnerships, focus areas like gender and social inclusion. There will be increased engagement on planning for the new CPD, starting with the annual review with stakeholders and the organisation of a Child Inter-sectoral Board for endorsing the new CPD, planned for March 2015.
OUTPUT 3 Operating Costs

Analytical Statement of Progress:

The CPMP of 2011-2015 clearly sets out specific results and strategies: 2014 objectives, priorities and key Country Programme outcomes and annual programme results were clearly defined. The Annual Management Plan was prepared through a participatory process. UNICEF Turkey continued to apply standard UNICEF financial and administrative control systems to ensure good management of financial and other assets. It maintained two premises in Turkey: the main office in Ankara and the Zone office in Gaziantep, approved in April 2013. In both locations, UNICEF is in UN Houses and part of the Operations Management Team. Additionally, UNICEF has chaired the UN House Management Committee in Ankara for several years. In both locations, cost efficiencies have been secured through joint procurement. UNICEF actively participates in joint activities, mainly in the functional areas of procurement and HR. UNICEF contributes to the common services in both locations and benefits from the jointly received services, such as security, cleaning, IT and Internet and utilities. UNICEF Turkey uses different types of funding to cover different operating expenses.

Some of the core programmatic functions, 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 regular resources.

OUTPUT 4 Van Earthquake Emergency Response

Analytical Statement of Progress:

As a final activity targeted under this specific output, the evaluation of psychosocial support programmes implemented after the VAN-ERCİŞ earthquake was completed in 2014 and the draft report is available and ready to be submitted to the Global Evaluation Reports Oversight System and Evaluation Management Response Tracking System.

The evaluation was conducted by a consortium involving the METU University Disaster Management Centre and UDA Consulting Company. It was undertaken through the application of a mixed methodology comprised of qualitative and quantitative research. The evaluation reached 2,380 persons through 414 household questionnaires and 20 in-depth interviews and focus group discussions with children, frontline workers, decision-makers and civil society.

The objective of the evaluation was to assess the: i) impact of training provided by UNICEF for MFSP personnel; ii) effectiveness of MFSP personnel in the field following the earthquakes; iii) impact of the psychosocial support on children, parents, families, vulnerable groups and the community; iv) strengths and weaknesses of the programme; v) efficiency of activities organised by UNICEF for prioritising psychosocial support interventions; and vii) to produce some recommendations for future policies.

The evaluation’s positive findings included the following points:

- Psychosocial support activities are seen as an important component of the last 10 years’ of responses in Turkey
There has been considerable investment in human resources, local-level capacity building and central-level planning for psychosocial support. Awareness has been raised about the need for documentation, conducting comprehensive needs assessment and resource analysis on psychosocial support. Beneficiaries appreciate psychosocial programming, but complain about sustainability.

The evaluation also revealed some negative findings:

- Lack of experience of psychosocial support providers
- Cultural adaptation problems of the staff
- Lack of sustainability in psychosocial support
- Lack of coordination and cooperation between responsible institutions
- Lack of socio-economic baseline data to shape psychosocial support programs
- Intervention of multiple institutions in needs assessment studies
- Problems of temporary displacement
- Lack of monitoring and evaluation of the activities
- Lack of preparedness for disasters.

The Evaluation included several key recommendations.

- Psychosocial support trainings for staff should always be maintained and practice drills should be carried out in accordance with conditions of the region
- Preparation of a Provincial Disaster Action Plan and assignment of duties and responsibilities
- Local psychosocial support capacities and NGOs need to be empowered to deliver sustainable support
- Empowerment of vulnerable groups to facilitate resilience and enhance community solidarity
- Conducting pre-disaster exercises to increase coordination and collaboration between responsible institutions
- Developing coordination mechanisms between governmental institutions and NGOs
- Generation of risk maps based on cultural, social and physical risk analysis of disaster areas, by regional and province
- Psychosocial support activities should be planned and carried out according to disaster plans
- Generation of a disaster management information system and taking some steps in advance for high-risk groups
- Displacement of survivors to live outside of the disaster area should not be a priority
- Development of an interactive institutional monitoring and evaluation capacity that ensures periodic ongoing data collection and sustainable feedback mechanism.

The Evaluation Report, once finalised, will be disseminated across stakeholders in 2015 as an advocacy and capacity-development tool for enhanced child-focused humanitarian response in Turkey and globally.
Analytical Statement of Progress:

In 2014 UNICEF focused on education, child protection, health and nutrition of the Syrians living in Turkey, both inside and outside of camps. UNICEF expanded its school construction initiative with the completion of 21 facilities (eight in camps, 13 in host communities). Through the construction of these pre-fabricated facilities, UNICEF managed to get 89 per cent of school-aged Syrian children living in camps (70,000) enrolled in educational opportunities, yet much more work is required to increase enrolment of the harder-to-reach children in host communities, which stands at just 19 per cent (93,000). To ensure provision of educational opportunities, the protocol for the payment of Syrian volunteer teacher incentives between MoNE, UNICEF and the Postal Bank was signed for approximately 4,000 Syrian volunteer teachers. Many advances were also made at the policy and coordination level, with a Memorandum of Understanding signed between UNICEF and MoNE to solidify the relationship for joint implementation of educational activities for Syrian children. In 2014, UNICEF initiated an Education Coordination Working Group that includes MoNE, AFAD, and UNHCR. UNICEF also supported MoNE to build a comprehensive Education Monitoring Information System for foreigners (YOBIS) to register and monitor the demographic as well as educational data of students and teachers including enrolment, attendance and achievement.

Container Child-Friendly Spaces were established in 21 camps staffed by youth workers from the Turkish Red Crescent Society; 69 per cent of the targeted 91,884 children in camps participated in activities. As part of the on-going technical assistance provided by UNICEF to the GoT, UNICEF developed a Child Protection in Emergencies Training Programme to be implemented with service providers in the camps and in host communities, with the aim of strengthening the capacity of these staff to work on child protection issues. Due to the success of the training programme with AFAD social workers, the training package is also going to be delivered to Ministry of Family and Social Policies social workers and Turkish Red Crescent Society field staff, including the youth workers. During 2014 UNICEF child protection activities expanded programmatically into the non-camp settings through increased partnerships with the GoT and INGOs, while UNICEF procured six mobile units for use as mobile Child-Friendly Spaces. Following the latest influx to Suruç, UNICEF worked with the Ministry of Family and Social Policies to develop a simplified version of the Family Training Program (AEP), with a special focus on child protection psychosocial support elements, to increase awareness in Syrian communities about child protection-related issues and to identify risk groups. Five teams consisting of 10 trainers and 11 interpreters reached 2,256 people in 46 villages (of 86) in Suruç District during November.

In late 2013, after a polio outbreak in Syria, a targeted polio vaccination campaign for all Syrian and Turkish children aged 0-to-59 months living in south-east Turkey was initiated. With support from UNICEF, the Ministry of Health conducted mop-up polio campaigns throughout 2014, including in February in four provinces focused on high-risk areas, in April in six other provinces targeting Turkish and Syrian children under the age of five, as well as June and October in Istanbul. UNICEF provided 3 million awareness-raising brochures and posters in both Turkish and Arabic for these campaigns conducted in 10 provinces in the South Eastern region and Istanbul during which more than 1.1 million children were immunised.

Distribution of 32,360 boxes of high-energy biscuits provided by UNICEF is continuing in 12 provinces by AFAD for children aged 6-to-59 months and by International Medical Corps (IMC) in Istanbul and Gaziantep for children aged 24-to-59 months. Vitamins and mineral powders were also supplied to IMC to distribute in Gaziantep and Istanbul to host community children aged 6-to-23 months, with a target population of 5,040 children to receive supplementation over
two months. This is in addition to the 115,200 high-energy biscuits distributed to 17 camps targeting newly arrived children and families during the Suruc influx in September, with the biscuits reaching approximately 57,000 children. IMC is continuing to provide breast-feeding and nutritional counselling for Syrian mothers, as well as conducting nutrition screening for children. So far, 50 pregnant and lactating women have received preventable and curative nutrition services and assistance through the two centres, and all nine children with identified malnutrition were enrolled in the supplementary feeding program.

In March more than 21,000 children benefited from the first round of provision of winter clothing supplies, while in November 30,000 pieces of thermal underwear were distributed to children age 2-to-15 years living in temporary shelters and host communities in Suruc. In December, as a part of the winterization response, UNICEF procured winter outwear for infants aged 0-to-2 years and winter clothing such as jackets, trousers and sweaters for children aged 3-to-18 years in Suruç town, surrounding villages, AFAD and municipality camps as well as in the host community in the district, with another 31,658 children to be reached in this area alone. Winterization activities continue in the remaining 21 camps to provide warm trousers, outwear for babies and wool socks for another 58,000 children aged 3-to-11 years.

OUTPUT 6 Turkey Southern Operation

Analytical Statement of Progress:

In 2014 UNICEF Turkey continued to provide administrative and logistical support to the response undertaken by UNICEF MENARO to the Syria crisis.

OUTCOME 4 Support Budget

Analytical Statement of Progress:
The revised Committees and relevant terms of reference continued to be used. The Table of Authority was approved in January 2014 and revised twice to reflect all changes. All statutory Committees met regularly and functioned well in 2014. The CMT has discussed the outcomes of Regional Management Team (RMT) meetings and follows change management initiatives such as simplified programme results structure, rolling/multi-year work plans and the Global Shared Service Centre. The implications of such initiatives are regularly communicated in writing to all staff. Intra-office communication efficiency was maintained in 2014 through regular general staff meetings and Monday morning meetings. The Office of Internal Audit and Investigations conducted an audit of UNICEF Turkey in 2014, which sought to assess office governance, programme management and operations support for the period January 2013 to April 2014. The audit team visited UNICEF Turkey from 6-29 May 2014. The final report included 12 recommendations, of which nine were closed in the first three months after the audit.

Following the assessment of risks, the Risk and Control Library was developed in 2010 and updated regularly. The latest risk assessment was updated on 26 March 2014, and included 12 risks, of which six were carried over from 2013 and six were new. All the risks identified were rated between very low and medium; no significant risks were identified. Intranet-based Early Warning-Early Action for emergency preparedness and the Business Continuity Plan were reviewed. Planning assumptions for rapid response, first response actions, plans by functions, checklists and contact & potential supplier lists are available and defined in the Emergency Preparedness and Response Plans (EPRP). Business continuity in terms of IT and telecommunications was improved as part of the global VISION preparation; a backup Internet connection was already in place. The Citrix server is functional and key users have VPN
installed on their laptops to ensure remote access to organisational IT applications and systems. Security issues are addressed by the UNCT, in conjunction with all other UN agencies present at Security Management Team meetings.

UNICEF Turkey is currently operating at Level 3 Corporate Emergency Procedure. In response to the crisis in Syria and refugee spill-over into Turkey and the anticipated scenarios, UNICEF will be expected to deliver against the commitments made in the regional response plans. The Syrian Emergency Response Programme has added an additional layer to staffing needs, which was addressed in the PBR of 18 November 2014. In response to current and anticipated developments, UNICEF Turkey proposed to integrate emergency programmes into the regular programme. The proposal took into account UNICEF’s programmatic needs and opportunities for responding to the Syrian crisis, and is in line with the recommendations of the audit report.

OUTPUT 1 Effective and Efficient Governance and Systems

Analytical Statement of Progress:

All management systems are operating effectively and efficiently. A detailed annual management plan (AMP) was developed based on the findings of the 2013 MTR process and the growing Syria emergency programme. The plan was further revised as per the results of the audit recommendations. The AMP is built on the 2014 work plans and identifies the programmatic and operational mechanisms required to reach programme and operations results targeted for 2014. The Country Programme Management Plan was also revised within the framework of the region’s transformation process and the 2013 MTR. The Table of Authority approved in January 2014 was revised twice in 2014 to reflect the changes. All statutory committees met regularly and functioned well in 2014. The CMT has discussed the outcomes of the RMTs and follows change management initiatives. The implications of the initiatives are regularly communicated in writing to all staff. Intra-office communication efficiency was maintained in 2014 through regular general staff meetings and Monday morning meetings. Risk assessment mechanisms and business continuity plans are in place. The Office of Internal Audit and Investigations conducted an audit of UNICEF Turkey in 2014 to assess governance, programme management and operations support for the period from January 2013 to April 2014. The audit team visited the office from 6-29 May 2014. The final report included 12 recommendations of which nine were closed during the first three months after the audit. The UNICEF Country Office is located in the UN House in Ankara. The UNDSS is fully functional in Turkey and has presence in the UN House. UNICEF is part of the Security Management Team and fully implements the decisions taken both for staff and premises. For the Syria Emergency Response, UNICEF has a zone office in Gaziantep which is in the UN House established by the World Food Programme. Security of staff members, especially travels to camps located close to the Syrian border is monitored daily both by UNICEF and the UNDSS. Daily security clearances are required to operate in the concerned area and UNICEF strictly follows guidance provided by the UNDSS. UNICEF has two armoured vehicles in Gaziantep for the staff safety. Armoured vehicle and safe driving training for drivers was organised by UNICEF in Gaziantep. All UNICEF drivers were trained to use armoured vehicles. For staff safety, certain security items were procured in 2014;

- 2 armoured vehicles – both in Gaziantep
- 10 First-aid kits
- Personal protection equipment: 27 flak jackets and 26 helmets
- 5 trauma bags
- 3 Codan NGT SRxHF Mobile Radio Kit for Emergency Cars
3 Wireless Radio (Motorola GM360 Mobile VHF) for Emergency Cars

OUTPUT 2 Effective and Efficient Management and Stewardship of Financial Resources

Analytical Statement of Progress:
UNICEF Turkey continues to make effective use of its bank optimisation and cash forecasting tools and has performed very well in meeting its closing bank balance targets and restoring the percentage of closing balances for subsequent months. Deadlines for bank reconciliations and bank optimisation targets were met. UNICEF always considered the exchange rate in the market when converting US$ to local currency, and did its best to obtain foreign exchange gains from these transactions. In budget control, the CMT reviews red flag areas, including PBA expiry, DCT liquidations, and expenditures for programme implementation. In 2014, UNICEF had only one DCT outstanding for more than six months, which was closed before reaching the threshold of nine months. All PBAs were used within the original duration of the grant life. UNICEF Turkey started to use the new cash replenishment request system and established the infrastructure for a new banking communication system (electronic banking system) in Vision in 2014.

Supply and procurement activity was conducted effectively and efficiently in the face of an increased workload due to the Syrian refugee emergency. The procurement of goods and services handled by the Supply Section reached US$13 million, equivalent to 37 per cent of UNICEF Turkey’s fund utilisation (US$35,675,904). The supply inputs to the Country Programme (Programme Supplies) reached US$12 million, representing an increase over 2013. Most procurement was done locally. The value of service inputs amounted to US$687,846.88, mainly covering capacity building of implementing partners/social workers/teachers, consultancy services and the Syrian Education Automation System. Distribution of goods to Syrian refugees was organised in cooperation with AFAD and the Turkish Red Crescent. At year-end, UNICEF established four LTAs (school furniture, two types of containers, diapers, photocopier machines and toners) for the Syrian Emergency Response. It also supported MENARO, as part of the emergency response in Iraq and Syria, to conduct bidding for aluminium sulphate and chlorine powder and gas, family hygiene kits, dignity and rapid response kits, generators and winter clothing, mobile phones. Of these, two commodities (aluminium sulphate and chlorine powder and family hygiene kits) were contracted directly by UNICEF Iraq. Additionally, procurement of flak jackets, helmets, trauma bags, first-aid kits and computers for the MENARO office based in Gaziantep was also supported by UNICEF Turkey. Joint procurement with other UN agencies of some common services helps to maximise efficiency and effectiveness; work to identify more common procurement opportunities is ongoing.

OUTPUT 3 Effective and Efficient Management of Human Capacity

Analytical Statement of Progress:
In 2014, UNICEF Turkey's response to humanitarian operations for Syrian refugees created additional human resource requirements. The 2014 staff retreat was held on 16-19 June 2014 outside Ankara, with full participation by staff. An online survey was conducted to learn about the expectations of UNICEF staff, in order to develop the agenda in line with these expectations and interests. The annual management plan, audit findings, global staff well-being survey, and local salary survey were discussed at length and teamwork activities were organised. The retreat served to maintain staff morale and build coherence and a higher sense of common purpose, as well as providing an opportunity to inform staff about personnel matters and permit non-hierarchical discussion and sharing of strategic programmatic/operational issues. The
agenda of the all-staff retreat was organised in cooperation with the Staff Association and included informal discussions of interest or concern to staff, management or both.

During the November 2014 PBR, and in response to current and anticipated developments, the TCO proposed to integrate emergency programmes into the regular programme. The proposal took into account UNICEF Turkey’s programmatic needs and opportunities in responding to the Syrian crisis, and is in line with the recommendations of the audit report.

Matters related to local administrative and human resources, which were of general concern to the staff, were discussed at JCC and CMT meetings and via other platforms, such as all-staff and Monday morning meetings.

Overtime was avoided as far as possible and compensatory time-off was utilised, except for drivers. A successful staff retreat was held. Relevant staff members participated in most regional trainings/workshops.

**OUTPUT 4 Human Resources (HR)**

**Analytical Statement of Progress:**
During 2014 staff training needs were discussed amongst supervisors, section heads and management. Relevant staff members participated in most regional trainings/workshops.

Local administrative and human resource matters of general concern to staff were discussed at JCC and CMT meetings and via other platforms, such as all-staff and Monday morning meetings.

UNICEF held a successful staff retreat in June 2014 outside Ankara with full participation by staff. Staff-related issues and office challenges were discussed at length. Moreover, teamwork activities lifted staff morale and created a sense of common purpose. The retreat also served to build coherence, and provided an opportunity to inform staff about personnel matters and permit non-hierarchical discussion and sharing of strategic programmatic/operational issues. The programme of the all-staff retreat was organised in cooperation with the Staff Association and included informal discussion of matters of concern to staff, management or both.

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<td>Policy Paper on Improving Conditional Cash Transfer Programme in Turkey</td>
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## Lessons Learned

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<td>Innovation</td>
<td>Teacher Incentives and the PTT Pre-paid Card Modality</td>
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<tr>
<td>Innovation</td>
<td>Empowerment of children in emergencies</td>
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