Executive Summary

In 2013, the CO was able to increase its contribution to relief and recovery efforts for Syrians living in Turkey, due to the violence in their country, strengthening children’s resilience and upholding their education and protection rights through teacher training and coaching, supply of schools, clothing and other items, as well as polio vaccines, language classes, child-friendly spaces and activities for young people. Cooperation with the Government, which was initially reluctant to involve international organisations, became closer at headquarters and in the field. Strong partnerships developed with AFAD, MoNE and the TRC, among others. UNICEF now anticipates engagement in critical child protection systems and increased support for Syrian children living in the community. UNICEF also cooperated with other UNCT members, the MENARO Regional Office and other UNICEF offices.

Simultaneously, UNICEF continued to contribute to impacts for children in Turkey, especially the most disadvantaged, through the Country Programme, thereby demonstrating its relevance in this large MIC. In year three of the Programme, young children benefited from improved preschool and early child day care services as a result of the successfully-concluded Strengthening Preschool Education Project, which led to a new inclusive pre-school curriculum, increased capacity of institutions and individuals, heightened public awareness and community-based models for disadvantaged communities. National commitment and capacity was further enhanced for primary school quality, inclusiveness and access, the prevention of violence against children, foster-parenting, the use of alternative measures in child justice, combating child labour, child participation, youth engagement and child rights monitoring. Evidence-based interventions for ensuring attendance of high-risk children in secondary education got under way. Advocacy and facilitation brought Turkey close to measuring child well-being, adopting child-friendly social policies, and transforming its disability assessment system to ensure early and appropriate intervention.

2013 also saw the finalisation of the Medium-Term Review (MTR) of the Country Programme and completion of related office restructuring. The MTR process broached the issue of transforming Turkey-UNICEF engagement in future so as to reflect Turkey’s development level and UNICEF’s responses to a changing world. The CO facilitated and provided inputs for advancing discussions between UNICEF global and regional levels and the Government on this issue.

The MTR and discussions on transformed engagement lifted the partnership with the MoD, UNICEF’s coordinating partner, to a new level. Meanwhile, the CO worked well with other major government partners and built partnerships and dialogues with and among many official entities, civil society/private sector actors and international organisations. The EU remained a very important partner, increasingly sharing UNICEF’s values and concerns, and financially supporting work on preschool, justice, violence and emergency response. The emergency, the MTR process, the transformed engagement talks and the CEE/CIS regional knowledge leadership agenda combined to increase interaction with UNICEF regional and global offices. The Regional Ministerial Level Education Conference in Istanbul in December was just one of the events, exchanges and activities in which countries and UNICEF units joined forces for children’s rights.

Country Situation as Affecting Children & Women

Administration, institutions:
- The ombudsman responsible for women’s and children’s issues was appointed within the new ombudsman institution and supported by UNICEF.

Demographics:
- Annual population growth is about 1.3 per cent (75,627,384 at end-2012, of whom 30 per cent children. Live births: 1,279,864 in 2012 compared to 1,241,412 in 2011). In the Southeast/East, total fertility and the proportion of children are higher. (2)
Full results of the MFSP 2011 family structure survey (3) provide much information on marriage, family life etc., but must be read with caution.

**Health:**
- UN estimates for 2012 (4) put neonatal, infant and under-five mortality at 9, 12 and 18 per thousand respectively. The Government’s Annual Programme for 2013 (5) put infant mortality at 7.7 per thousand, but above average in rural areas/eastern and southern regions.
- HIV/AIDS prevalence is <0.2 per cent of 15-49 year-olds (587 new HIV infections reported in January-June 2013 of whom 14 under 20, according to MoH).

**Gender:**
- Women’s workforce participation (including unpaid family labour) increased from 29.5 per cent in 2012 to about 31 per cent (6).
- Daily reports of partner/ex-partner killings and other violence against women continued.

**Economy, social protection:**
- GDP grew by around 4 per cent in 2013. Official unemployment edged up to about 9.5 per cent (7).
- Irregular employment, tenuous self-employment and workforce non-participation remain high.
- The SILC for 2012 (referring to 2011 income) suggested slightly improved income distribution (gini coefficient: 0.404, top quintile earning eight times more than lowest). Relative poverty (8) was 16.3 per cent.
- 59.2 per cent of the population was without at least four of nine basic items. Social transfers account for 20 per cent of household income but 18.4 per cent comes from contributory pensions. There are wide disparities in living standards between regions and rural/urban areas. Child poverty is almost twice the OECD average (23.5 per cent compared to 16.9 per cent for adults) (9).
- "Total public social assistance payments"/GDP was 1.12 per cent in 2012 from 1.18 per cent in 2013 (10). Work continues on integrating public social assistance activities, increasing objectivity and links to the labour market, and facilitating access to appropriate social services.

**Education:**
- The 2012-2013 school year saw significant changes in the education system (school starting age of 60-66-69 months compared to 72 previously; eight-year basic education divided into two four-year phases; wider choice of subjects – including religious education reflecting mainstream Sunni Islam – at middle-school; four-year secondary education made compulsory - not necessarily in a formal setting). The changes mean more years of education for many but required hasty adjustments and increased demand for resources. The exam system for transition to secondary is being changed. (11)
- MoNE reports almost 100 per cent enrolment for both girls and boys in primary and middle school. In four-year secondary, net enrolment rates (boys: 70.8 per cent; girls 69.3 per cent) show improved enrolment and gender parity. Geographical disparities and non-attendance/drop-out – particularly among disadvantaged children - persist.
- Preschool enrolment, after expanding rapidly, seemed to stagnate in 2012-2013, possibly due to previous over-estimation. MoNE enrolment rates for age groups 3-5, 4-5 and 5 are 30.93 per cent, 44.04 per cent and 55.35 per cent (or 64.47 per cent net of children already attending primary school) respectively (12).

**Child protection:**
- Issues include child labour, violence against children and early marriage. The survey of child labour conducted in late 2012 showed that 893,000 6-17 year-olds (5.9 per cent of the cohort) including 292,000 6-14 year-olds (2.5 per cent) were in employment. 69 per cent of the child workers were boys. Child labour fell in percentage but increased slightly in nominal terms (13).
- About 13,000 children remain in residential care – a mixture of traditional orphanages and hostels, “children’s houses” and family-sized “affection homes” - although more are being supported to live with families, relatives or foster parents (14).
- In justice, concerns include insufficient child courts, lengthy pre-trial detention and the varying quality of conditions in detention.

**Political tensions:**
- Military activity, civil unrest, court cases and political and social tensions related to the Kurdish issue have diminished due to a tenuous "peace process". The risks to children of psychological stress, conflict with the law, and physical injury or death – e.g.: due to participation in unrest or mine/explosives accidents –
persists to varying degrees.
- Children were involved in and affected by the mass protests against the government of mid-2013 and the security forces’ tough response. UNICEF called on all parties to protect children first and foremost.

**Migrants/refugees:**
- Syrians in Turkey are estimated at 700,000, half of them children. About 200,000 are accommodated in well-run Government camps providing shelter, water, sanitation, nutrition and basic health. Others stay with relatives or in rented/temporary accommodation, mainly in provinces near Syria, often in crowded conditions, with very low incomes. Most non-camp Syrians are registered, entitling them to some assistance, notably free health care. 60 per cent of camp children are enrolled in schools with volunteer Syrian teachers but non-participation, education quality and recognition of educational achievement are key issues. Some camp children and young people receive psychological support and can take part in safe, organized activities, but children in camps and host communities are vulnerable to child labour, early marriage and violence and abuse, or are pressured into returning to Syria to fight. Among non-camp children, 20 per cent are attending Turkish or specially established schools, and some are receiving support or services from government, local government or non-government organisations. However, many may be receiving no help at all.

Communicable diseases are a concern. A polio vaccination campaign is under way in provinces near the Syrian border following confirmation of polio cases in Syria.
- Grave concern persists for asylum seekers and irregular migrants, including children – particularly those in irregular detention or taking great risks to transit to other countries. A Law on Foreigners and International Protection was enacted in April, envisaging a General Directorate for Migration Management and procedures for providing (temporary) refugee status. This should be operational by end-2014. In December a readmission agreement was signed with the EU.

**Country Programme Analytical Overview**

The Country Programme for 2011-2015, with its special emphasis on equity and youth, remained broadly on track in its third year, even as the CO’s involvement in relief and recovery efforts for Syrian children in Turkey expanded. Concrete outputs include new, improved or better-coordinated government programmes and service models, increased commitment and implementation and monitoring capacities of institutions and duty-bearers, child-friendly standards, effective monitoring systems and heightened public awareness. Such outputs are now beginning to contribute to the fulfilment of the rights of all girls and boys, especially the most disadvantaged, not only in those areas where the Programme builds on pre-existing partnerships and a previous history of cooperation, such as primary education, ECD/preschool and child protection, but also in areas of more nascent UNICEF involvement - social policy, secondary education and youth policy.

The Mid-Term Review (MTR) of the Country Programme, conducted by UNICEF and its national counterparts in 2013, reassessed the relevance and effectiveness of the Programme and concluded that its aims remained very relevant and appropriate. It therefore proposed no changes to the intended outcomes. However, some modifications were made to the descriptions of the outputs by which these outcomes are to be achieved due to new opportunities or changes in the country situation, such as the decision to make secondary education compulsory. It was decided to continue to treat disability, which has emerged as a key focus in providing equitable services, as a cross-cutting issue.

The Country Programme puts a strong focus on improving existing, national, publicly-controlled systems for providing services as the vehicle of change, considering the strong tradition of state responsibility and existing extensive public service networks. UNICEF contributes through its inter-sectoral convening role, evidence-based policy dialogue and technical support. At the same time, the Programme acknowledges the need for complementary communications strategies to improve knowledge, attitudes and practices. In addition, the MTR saw scope for greater engagement with civil society and for local action and/or specific actions for disadvantaged groups.

Despite the progress made and the degree of understanding among the partners, the full achievement of the
Programme’s goals continue to depend on factors like positive economic conditions and social stability, effective governance and coordination, and adequate resource mobilization. Ensuring consistent and sufficient commitment to social inclusion, gender equality and the rights and well-being of the most disadvantaged girls and boys requires constant attention in the face of competing priorities, alternative norms and values and some specific sensitivities.

Awareness of gender issues is built into all parts of the Programme. Effort is also being made to implement all parts of the Programme in the light of the human rights based approach, and to engage children and young people both in Programme implementation and monitoring and in achieving wider development goals. The Programme fosters the exchange of knowledge and experience across borders, both bilaterally and multilaterally, through events, missions and participation in international initiatives including assessments and collaboration within the framework of the regional knowledge leadership areas.

**Humanitarian Assistance**

UNICEF’s humanitarian assistance in Turkey is conducted in support of Government-led national efforts. UNICEF recognizes that the Turkish authorities can successfully mobilise very substantial resources for humanitarian assistance in emergencies, and may be reluctant to involve international agencies due to various understandable sensitivities. At the same time, UNICEF is concerned to ensure that child rights, particularly to education and protection, are prioritized and appropriate action is taken. After the 2011 earthquakes, UNICEF was permitted to help rehabilitate education infrastructure and support the adaptation and roll-out of psychosocial programmes. This work is now being evaluated. For Syrians in camps in Turkey, UNICEF was at first only permitted to send supplies like tents, recreation kits and ECD kits. After the Government accepted UN support under the RRP, the CO was able to increase its contribution not only by supplying schools, clothing, vaccines etc., but also through teacher training and coaching, language classes, child-friendly spaces and activities for young people. UNICEF is cooperating smoothly with AFAD, MoNE and the TRC, among others, and anticipates engagement in child protection systems and increased support for Syrian children living in the community. This experience may also be beneficial in future emergencies in Turkey and elsewhere.

**Effective Advocacy**

*Partially met benchmarks*

UNICEF’s presence in Turkey, and the reputation, knowledge and partnerships which it has built as a result of its work, enable it to play an important role as a voice for children’s rights.

While implementing its Country Programme, UNICEF continuously advocates, formally and informally, with decision-makers and duty bearers - primarily public officials but also politicians, front-line workers and the general public - to ensure support for changes in legislation, policies, systems or practices aimed at fulfilling the rights of all girls and boys, especially the most disadvantaged.

Formal advocacy is frequently linked to the dissemination of research, publications and communications tools (and hence closely linked to Knowledge Management), and/or to planned events, sometimes involving international experts identified through cooperation with HQ and CEECIS Regional Office.

It is often necessary to advocate across and facilitate dialogue among different sectors to ensure necessary cooperation and agreement over a particular issue, policy, strategy or legislative or regulatory decision. Advocacy not infrequently leads to requests for technical assistance.

UNICEF seeks to maximise the impact of its advocacy by joining forces with professional associations, NGOs, academic institutions, the EU and others as well as children and young people. There is a regular dialogue and exchange of knowledge with the civil society sector and an MoU and close dialogue with the Union of Bar Associations. Participation in international initiatives and Regional Knowledge Leadership Areas strengthens, and provides opportunities for, UNICEF advocacy within Turkey.

UNICEF also takes every opportunity to remind its counterparts of the principles and obligations of the
Convention on the Rights of the Child, highlighting inequalities and emerging issues, and to advocate for all child rights with audiences such as Parliament, politicians, high-level policy-making bodies, political parties and/or the general public.

In 2013, UNICEF advocacy and facilitation contributed to an acceleration of work on the development of a new system of disability assessments that will enable young children with disabilities or development delays to receive the right kind of support at the right time. UNICEF research on access to education issues informed the new regulation on secondary education. Throughout the recently-concluded EU-financed preschool project, advocacy for investment in the ECD and preschool and the implementation of new service models went hand in hand with capacity building. UNICEF contributed to a draft circular on child day care programmes that will ensure convergence and cross-fertilisation between the Ministry of National Education and the Ministry of the Family and Social Policies. Following close contact with UNICEF, the Ministry of the Family and Social Policies has included lessons on child rights and participation in the in-service training programme for its staff. In social policy, UNICEF increased awareness among policy makers through the publication of a child well-being document and a policy document on early childhood well-being and women’s employment, leading to cross-sectoral commitment and momentum for the adoption of child well-being indicators.

Parliament has approved the new National Development Plan for 2014-2018. UNICEF took part in the Plan consultations in late 2012 and early 2013, and contributed in several areas, including education.

**Capacity Development**

* Mostly met benchmarks

Capacity development remains central to most areas of the Country Programme, including preschool and primary education, child (foster) care, justice for children, violence against children, social policy (child labour inspectors’ training), child rights monitoring and child and youth participation. UNICEF Turkey is contributing advice, technical support and facilitation for the development or enhancement of a wide range of programmes and processes. Outputs include service models, coordination mechanisms, standards, monitoring systems, curricula, guidebooks, training programmes and materials, and the training of key staff, professionals or other individuals. Such work is invariably based on needs assessments. Care is taken to ensure sustainability through careful planning with partners and by making use of existing human resources and embed innovations into existing national legal, institutional and administrative frameworks.

UNICEF Turkey continued to contribute in 2013 to extensive capacity development under EU-funded projects in preschool education and justice for children. This work involved - inter alia - the training of thousands of public officials and professionals for the implementation of new or improved standards, curricula, service models and child rights-compatible measures and mechanisms. UNICEF also assisted the Ministry of National Education to develop an orientation programme for keeping ninth-grade children in school and the National Olympic Committee to establish a system and training programmes for sports volunteerism. The Office was also active in developing the skills of Syrian volunteer teachers working in schools for Syrian children, and contributed to physical capacity for educating and protecting the Syrian children by providing schools, classrooms, child-friendly spaces and other materials.

In line with the Country Programme, capacity building is understood to include contributions to the initial implementation/modelling of new replicable child-friendly service models intended for scaling up nationally, in the context of broader sectoral reforms. In this context, UNICEF supported a number of community-based preschool and day-care centres in 2013 as concrete examples of the new community-based service model, and worked with individual primary schools to demonstrate the use of school standards previously developed with UNICEF support for school improvement.

Special attention is paid to developing sustainable standards and monitoring systems. In primary education, UNICEF has been concentrating on raising the government’s capacity to monitor access to education and the quality of education and to respond effectively to the information obtained. In 2013, UNICEF Turkey also
provided Monitoring & Evaluation training to the Ministry of National Education. With respect to developing the overall capacity of the country to address child rights issues, UNICEF helped to build the capacity of the newly-founded ombudsperson institution by providing child rights training to the relevant staff and supporting the establishment of a child-friendly website.

While most capacity development work is carried out with government partners, UNICEF has also in some ways been contributing to the capacity of civil society - for example, the capacity of the Turkish Red Crescent to provide basic youth and child protection services in camps for Syrians, or the capacity of a coalition of NGOs for monitoring violence against children.

**Communication for Development**

*Mostly met benchmarks*

The Country Programme for 2011-2015 foresees the use of C4D approaches “to raise awareness about child rights, to bring about behavioural and attitudinal change in favour of these rights and to enhance the abilities of duty-bearers and rights-holders to claim and realize them, as well as to help to achieve the goals of the country programme by stimulating support and participation, increasing demand for programmes and services which benefit children, and encouraging complementary efforts.” The Mid-Term Review (MTR) of the Programme in 2013 reaffirmed the relevance and effectiveness of C4D in view of inadequate levels of knowledge and awareness and undesirable attitudes and practices on the part of duty-bearers and the public, particularly in areas relevant to social exclusion and disadvantaged groups.

C4D is an integral part of the UNICEF Turkey’s planning and structure. The Office believes that C4D has to be systematic, participatory and evidence-based, and has successfully shared this belief with government and non-government partners. All C4D efforts are based on the findings of surveys and research, and developed, implemented and monitored through consultative processes involving all stakeholders. Materials are tested extensively. Use is being made of traditional media, dedicated websites, and social media including Facebook applications.

The communications strategy for raising awareness about preschool education – part of the Strengthening Preschool Education Project with the Ministry of National Education - was completed in 2013, although the Ministry remains interested in extending the work. The strategy was implemented through strong multi-sectoral partnerships and participatory mechanisms at the local level. Innovative aspects included a power mapping study and the linking of behaviour and attitude change messages with a donations campaign to enable disadvantaged children to attend preschool. Periodic surveys conducted in the ten project provinces showed increased public knowledge of the benefits of preschool education.

A major communications effort is currently being made to reduce the social distance between children with disabilities, their families and society in general. The “There is Another You” campaign, developed in partnership with the Ministry for the Family and Social Policies and other stakeholders on the basis of a Knowledge, Attitudes & Practices (KAP) survey conducted in 2012, was launched in 2013 with the Minister’s participation. It includes appropriate messages for each audience - from members of parliament to children at school - and a signature campaign. This initiative was presented at a side event in New York during the UN General Assembly High Level Meeting on Disability and Development in September.

The need has also been identified for extra efforts to alter the attitudes towards inclusive education of both parents of children with disabilities and parents of children without disabilities. Further initiatives to alter knowledge, attitudes and behaviour in key country programme areas will be undertaken provided that the timing is right, sufficient resources are available to be effective, and audiences are not confused by concurrent campaigns.
Service Delivery

Initiating action to meet benchmarks

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 these 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. Within the context of its capacity development work, UNICEF may be closely involved in testing/demonstrating innovatory changes in service models at local level, as has been the case during the implementation of community-based preschool and child day care services, but this does not imply the provision of services by UNICEF. In its emergency response efforts for Syrian children living in Turkey, UNICEF has 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 this case, it has provided related supplies and cash and technical support. Here too, however, UNICEF does not act as service provider but supports the efforts of the relevant authorities or non-government organisations and volunteers to provide services on a sustainable basis.

Strategic Partnerships

Mostly met benchmarks

In 2013, the Country Office facilitated and contributed to the rapid dialogue between the Government of Turkey - especially the Ministry of Development (MoD) and the Ministry of Foreign Affairs - and the global and regional levels of UNICEF on a new form of engagement in future. The progress and scope of these discussions testifies to the strength of the partnership between UNICEF and the Government.

For the Syria emergency, the partnership with AFAD became closer with each passing day in 2013. In addition, UNICEF Turkey signed a Programme Cooperation Agreement with the Turkish Red Crescent. In this way, forms of cooperation are being put into practice that are appropriate to the circumstances of middle-income countries and may inform future cooperation between UNICEF and Turkey in other emergency situations in Turkey and across borders.

The design of the current Country Programme benefited from careful mapping of partnership opportunities in accordance with UNICEF guidelines. New partnerships and collaborative relationships are developed with the agreement of all relevant partners and roles and responsibilities are clearly and realistically defined.

In 2013, UNICEF maintained its close dialogue with its coordinating partner, the MoD, which led the Government participation in the Medium-Term Review of the Country Programme. It also partnered the ministries of National Education, Family and Social Policies, Justice, Health and Labour & Social Security and many other public institutions and agencies. Its focus on policy and the rights of the most disadvantaged children led it to seek closer cooperation with the Turkish Statistical Institute and Ministry of Finance, and to cooperate with important independent bodies with responsibilities for justice, higher education and human rights.

UNICEF continued to partner Parliament for child rights monitoring and child participation. Partner organisations like the Union of Bar Associations and NGOs, as well as academic partners, played a growing role in implementing the various strategies of the Country Programme, especially for child protection and youth. For example, social workers associations trained government partners in the area of violence against children.

Among international partners, UNICEF and the EU have a close dialogue in Turkey with a clear focus on child rights and social inclusion. UNICEF implements selected grant-funded projects and helps to leverage resources for government and civil society. The EU is a major supporter of UNICEF Turkey’s response to the
UNICEF is exploring collaboration with the World Bank and EU on pre-school education and child day care in the context of women’s employment.

Children and young people are essential partners. UNICEF supports the provincial child rights committees, the annual Child Forum and the Istanbul-based International Youth Leadership Academy. In 2013, girls and boys mobilised through these organisations or other channels contributed to child well-being indicators, the regional inclusive education conference, the national strategy on violence against children and the post-2015 agenda. In December, the Ministry of the Family and Social Policy issued a directive institutionalising the child rights committees, drafted in line with the committees’ own recommendations.

### Knowledge Management

**Partially met benchmarks**

UNICEF Turkey and its partners have continued to conduct research activities in all areas of the Country Programme, generating knowledge products which can form the basis for evidence-based interventions and advocacy. The Medium-Term Review of the Country Programme conducted in 2013 noted that valuable policy-oriented research and analysis had been conducted. As examples, it gave the identification of gaps and needs in respect of adequate follow-up to protective and supportive judiciary orders, protection and rehabilitation planning in detention, respect and promotion of minimum standards of care for children in residential institutions, out-of-school children including causes of class repetition and school drop-outs, and needs analysis for child labour units. Work of this kind continues with the support of various consultants and the Educational Reform Initiative, an academic think-tank. An assessment of the early identification system for children at risk has been carried out. UNICEF has continued to take part in international research activities as a member of the UNICEF/UNESCO Out-of-School Children secondary education partnership.

Research is planned and managed and results disseminated as an integral part of the Country Programme, in conjunction with counterparts and in line with workplans, thereby ensuring common ownership of the results. Efforts are made to plan the different stages of the process in an integrated manner. Research results are disseminated through electronic and/or traditional publication and at conferences, workshops and similar events. The Country Office has a bias towards publishing the results of its research, but in some cases it takes time to secure partners’ approval of all partners, and/or research of a specific or sensitive nature may be used for planning and advocacy without being published.

UNICEF is also contributing to improvements in the generation and use of knowledge by support of the collection, analysis and use of data and the development of standards and monitoring systems. In education, systems developed with UNICEF support, like the e-school database, primary education institution standards and the non-attendance management model, provide the required evidence for policy advice and advocacy. Following the publication of two UNICEF-supported studies on child well-being, UNICEF is facilitating national dialogue on child well-being indicators.

There has been progress with respect to the evaluation of the work of the Office and the documentation of good practices, innovations and lessons learned. In conjunction with the UNICEF CEECIS regional office, Turkey is taking part in the multi-country evaluations on ‘A child’s right to inclusive education’ and ‘A child’s right to a supportive and caring family environment’. An evaluation is current being conducted on the intervention (psychosocial programmes) that followed the Van earthquakes in late 2011. Documentation reports on UNICEF-supported efforts in the areas of girls’ education and catch-up education have been finalised. An internal KM-documentation work group was established in 2013 to improve documentation both for institutional memory and for international sharing. The Country Office website is being upgraded and efforts are being to ensure regular uploading of new studies, materials and other items produced as part of the country programme as well as international documents.
Human Rights Based Approach to Cooperation

Mostly met benchmarks

UNICEF Turkey is guided by the HRBA in all its situation analysis, planning, research, advocacy and programme implementation and monitoring, taking the CRC as its main reference point, and prioritizing the disadvantaged. This approach is reflected in knowledge products, standards, guidelines, training programmes and materials developed for duty-bearers, curricula and communications materials developed for rights holders and all other documents and instruments generated under the Country Programme. The Office’s growing awareness of the rights of the disabled as a cross-cutting issue, and increasing cooperation with Turkey in this area, whether in education, child care or ECD, health and social policy, illustrate the attention given to disadvantaged groups. UNICEF is also now contributing a rights-based approach to Turkey’s exemplary efforts for the Syrians in Turkey. In July 2013, UNICEF Turkey facilitated the visit of UN Special Representative of the Secretary-General for Children and Armed Conflict Leila Zerrougui to camps for Syrians. Besides mainstreaming HRBA, the Country Programme specifically promotes the establishment of effective and sustainable national child rights monitoring institutions and mechanisms, including the new ombudsperson system. In 2013, UNICEF supported the development of child rights awareness and of child-specific complaints tools and processes including a website within the ombudsperson system. Internally, child rights monitoring is a cross-cutting issue with an internal coordinator. Work in youth empowerment and support for the provincial child rights committees and their National Child Forum, which meets on November 20th each year, also help to empower children and young people to claim their rights.

UNICEF constantly uses a rights-based discourse in its public communications, at events and in dialogue with its partners, and draws attention to violations suffered by the most disadvantaged girls and boys. Partners frequently echo this discourse. UNICEF’s universal human rights perspective enables it to voice issues which are locally sensitive, such as Roma rights, and to work with the government on critical issues like justice for children. During political unrest in mid-2013, UNICEF called on all parties to protect children first and foremost.

The Medium-Term Review of the Country Programme in 2013 took account of the CRC reporting process of 2012 and recommended that the MFSP, UNICEF and other partners should cooperate closely to follow up on the Concluding Observations as well as implementing the national child rights strategy and mechanisms. The MTR report said that Turkey might consider ratifying the Optional Protocol to the CRC on a Communications Procedure (it is now before Parliament), as well as following up on its ratification of the Optional Protocol to the UN Convention against Torture (OPCAT) in 2011 by establishing a national preventive mechanism. Following the MTR, the UNICEF Country Office Child Protection section is now known as the Protection and Child Rights section, and will have a senior national officer for Justice and Child Rights. UNICEF also contributes to the work of the UNCT on human rights. The Team is likely to be more active with respect to human rights in 2014 ahead of Turkey’s Universal Periodic Review due in early 2015.

Gender Equality

Mostly met benchmarks

Given the influence of gender roles and the extent of gender inequalities in many aspects of life in Turkey, the UNICEF Country Office, with an 80 per cent female staff, is closely aware of the gender dimensions of its work and of the need to strive for gender equality. The Office has a strong culture of mainstreaming and highlighting gender and gender equality, especially equality for girls, in all components of the Country Programme - and now also in its emergency work. UNICEF Turkey is accustomed to taking into account and drawing attention to 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 seeks to use 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 work to promote the participation and engagement of children and young people. UNICEF’s gender-awareness and concern for gender equality is shared with its partners and has helped to highlight issues such as the need to increase the number of women in school management or to underline the roles of fathers in child care and development.
In some areas of the Country Programme, there is a special focus on girls as a group of children and young people who are most likely to be disadvantaged. This is particularly true of efforts to ensure equitable access to quality education. The existing near-parity between girls and boys in enrolment in primary education is partly a consequence of the UNICEF-supported girls’ education campaign conducted under previous country programmes and more recently documented. Current work on out-of-school-children, including the secondary level, continues to emphasise equality for girls as well as disadvantaged groups. UNICEF Turkey is considering specific action for girls in the area of child protection. It is acutely aware of the different child protection risks facing Syrian girls and boys currently living in camps or in the community in Turkey because of the violence in their country.

The UN Country Team has a Gender Theme Group in which UNICEF is represented, resulting in a flow of information among UN agencies on gender-related situations and activities, and raising the possibility of joint actions in this area. Over the years, the UNICEF Country Office has maintained an internal gender focal point or gender group as a way of ensuring that the Office remains sensitive to gender issues and well informed about research, developments, events and thinking in this area. Currently, the Education (Education and Inclusion) section is coordinator section for gender issues and a member of staff within that section is coordinator person with duties such as representing UNICEF in relevant events, providing information and guidance within the Office, and ensuring coordination among relevant activities. A new coordinator person needs to be appointed in 2014. A gender review of the Country Programme is due in 2014 as the last one was conducted in 2009.

### Environmental Sustainability

#### Initiating action to meet benchmarks

The UNICEF Turkey Country Office has not yet been able to attach priority to the systematic mainstreaming of environmental sustainability issues or sensitivity to environmental hazards into its planning, programming, monitoring and management procedures, or to take specific actions to address environmental issues affecting children’s rights. UNICEF is nevertheless active in the areas of environmental sustainability and climate change through its participation in the UNCT Theme Group on Environmental Sustainability and Resilience. In addition, the Office is currently exploring the possibility of a collaboration with the State Hydraulic Works, other relevant government ministries and agencies, youth networks and the European Union on increasing water awareness among the young population through its effective inclusion in school curricula, extra-curricular activities and the engagement and mobilisation of young people, as a contribution to quality education, youth engagement and environment management going into the Post-2015 era.

### South-South and Triangular Cooperation

In 2013, the Country Office facilitated and provided inputs and ideas for discussions between the Government of Turkey and UNICEF global and regional levels on establishing a new form of engagement in the future. The transformed engagement would involve drawing on the knowledge, experience and capacity of Turkey for international cooperation. Further developments are anticipated in 2014. Meanwhile, the CEE/CIS Regional Ministerial Education Conference, “Including All Children in Quality Learning”, held in Istanbul in December with high-level representation from UNICEF, UNESCO and almost all countries in the region, highlighted the growing cooperation with Turkey for child rights with equity across borders. The Government hosted the event together with UNICEF, and the minister of National Education launched a Call to Action committing regional governments to ensure that, by 2015, every girl and boy benefits from a full cycle of quality education from pre-school to secondary, regardless of disability, socioeconomic background, geography, ethnicity, migration or any other circumstance.

Turkey is taking part in the global Out-Of-School-Children Initiative led by UNICEF and the UNESCO Institute of Statistics, with a particularly important role for secondary education. Turkey is also participating in four of the ten Regional Knowledge Leadership Areas, in which the CEE/CIS regional office is working to demonstrate regional-level progress: 'A child’s right to a supportive and caring family environment'; 'A child’s right to inclusive quality education'; 'A Young Child’s Right to Comprehensive Well-Being', and 'An Adolescent's Right
to a Second Chance'.

The Medium-Term Review (MTR) of the Country Programme conducted in 2013 noted that the Programme has made possible much international interaction and cross-fertilisation, including sharing of Turkey’s experience, through international gatherings and initiatives, expert visits and study tours. This continued throughout the year. The Ministry of National Education hosted an international conference on Quality, Access and Equity in Early Childhood Education permitting networking and exchange of experience (and leading to a study visit from Uzbekistan). The Country Office supported the Regional Office in organising a promising regional workshop on Developmental Paediatric Units with Ankara University with participants from Bulgaria, Serbia, Turkmenistan and Georgia. The Istanbul Youth Leadership Academy, supported by UNICEF, trained disadvantaged boys and girls from Southeast Europe, the Caucasus and the Middle East, identified through UNICEF offices. With UNICEF facilitation, Family and Social Policy Minister Fatma Sahin attended the United Nations General Assembly High Level Meeting on Disability and Development. The Office facilitated a study visit from Kosovo for juvenile justice.

UNICEF Turkey has now completed its work on the national consultation for the Post-2015 agenda. UNICEF led country consultations in Inequalities and Education, while supporting the Health consultations. A Country Office event in January 2013 led to the adoption of the international ‘Istanbul Declaration’ for ECD in the post-2015 agenda.

The MTR report called for documentation and dissemination of Turkey’s experience and know-how – including the experiences of the Country Programme – to become a more central part of UNICEF-Turkey cooperation, fostering horizontal cooperation and exchanges on ‘what works’ for child well-being and equity, and contributing to the future transformed engagement.
**Narrative Analysis by Programme Component Results and Intermediate Results**

**Turkey - 4350**

**PC 1 - Disparity reduction, social inclusion and protection**

- **On-track**

**PCR 4350/A0/04/001 Disparity Reduction, Social Inclusion and Protection**

**Progress:**

**PCR 1** assumes, in general, that disparities of well-being and opportunity among children from different backgrounds, and between boys and girls, can be reduced sustainably by improving existing ECD, health and education services in ways which will guarantee equal access and quality for all children, and by expanding and developing national social services/assistance and child protection services, while backing these efforts through larger and more effective budgets and effective monitoring of child rights. This logic assumes that the strong tradition of state responsibility and existing extensive public service networks can be tuned to the child-rights-with-equity agenda.

Research, advocacy, policy advice, capacity building and communications activities conducted under the current Country Programme have contributed to necessary steps being taken towards the achievement of intermediate results in all the above areas. With respect to the impact on children, there is evidence of increasing enrolment in preschool education, further increases in enrolment in primary education and reductions in the numbers of children in child care institutions. Besides economic development, social change and other influences, these developments may reflect improvements in services and awareness brought about with contributions from the current and previous country programmes (The results of important evaluations in access to education and child care are awaited). However, new data is still awaited concerning child poverty (Child labour has not declined as much as hoped for) as well as stunting and school attendance. Measuring child protection is problematic. Disparities are clearly visible in many respects. The long time periods required for system change constitute a risk to the achievement of the CP goals. So does the crowded political agenda and the corresponding difficulty of securing not just commitment but priority for child rights and well-being. Child rights may be understood in a limited way, and various forms of violence and exploitation, inequity and other denials of children’s rights may be acceptable to parents, communities, professionals, public officials and policy and decision-makers.

The achievement of targets could also be endangered by less rapid growth in GDP, employment and welfare since 2011. The economic outlook for 2014 is uncertain. Efforts to increase fiscal space may not keep pace with the development of services. The Kurdish issue peace process should benefit the children of some mostly-disadvantaged parts of East and Southeast Turkey, but the Syria crisis is putting added pressure on resources and on social fabric in some parts of the South and Southeast.

- **On-track**

**IR 4350/A0/04/001/007 1.1.1** By the end of 2015, national and local authorities monitor the effectiveness of resource allocations, to alleviate child poverty and exclusion.

**Progress:**

Under the scope of developing national set of child well-being indicators, UNICEF, in collaboration with the child well-being indicators working group, namely, Ministry of Development, Ministry of Family and Social Policies and Turkish Statistical Institute, has conducted research among children from different age groups and social backgrounds to portray their views on their well-being in order to shape the national set. The findings of the research was shared in an experts workshop in which there were working groups on education, health, family and relationships, risks and environment and material conditions. Based on the findings of the research and experts workshop, a national set of well-being indicators will be finalized by the working group in 2014 according to which data will be gathered every year to monitor the progress.

UNICEF, in collaboration with the Social Assistance Directorate General, has organized a workshop bringing the experts together and produced a report laying out options to have better child impact through the conditional cash transfers programme in Turkey. This report puts several recommendations forth to extend the coverage, to increase the amount and to include additional incentives to the programme to reach better results for children. UNICEF will continue supporting the Turkish government to work around these recommendations.

In order to realize child rights at the local level, a new project on Child Friendly Cities is launched in partnership with Ministry of Interior, Union of Municipalities, United Cities and Local Government Middle East and West Asia Regional Section, World Academy on Democracy and Local Government
UNICEF has contributed to great advances made by Turkey in ensuring full access to quality primary education for all girls as well as boys and girls especially the most disadvantaged.

UNICEF has developed and implemented Child Labour with Child Rights Perspective Training for the first Child Labour Monitors of Turkish Ministry of Labour.

The lack of coordinated and integrated approach towards child well-being remains an obstacle to advance child well-being from a multidimensional perspective.

UNICEF has 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 children aged 0-36.

UNICEF has contributed new service models and heightened momentum for access to ECD services for disadvantaged children. A policy package featuring alternative, free of charge community-based models has been adopted by MoNE for nationwide dissemination, and demonstrated in ten pilot provinces. Nearly 90 centres opened in disadvantaged settings and 3,000 children started to benefit. These advances have been accompanied by new quality standards and inspection and e-monitoring systems. 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 enabled 11,000 children in disadvantaged districts to benefit from pre-school education free of charge.

This work benefited from EU financial support under the “Strengthening Preschool Education” project, now successfully completed. Despite growing national and local ownership, community demand and a strong network, sustainability issues remain. The legal framework for community-based services and the quality standards, inspection mechanism and licensing system is incomplete.

UNICEF has contributed to great advances made by Turkey in ensuring full access to quality primary education for all girls as well as boys including the most disadvantaged. Under the current CP, MoNE has started to implement Primary Education Institution Standards and the Non-Attendance Management Model - both developed with UNICEF to support sustained participation and equitable service.

With UNICEF support, a new curriculum benefiting 1,600,000 first graders has been developed and implemented, physical education and sports curricula have been improved, and MoNE’s capacity to mainstream disabled children in physical education and sports activities has been enhanced. In 2013, UNICEF supported work which sensitized 70,000 principals and teachers to the importance of child friendly standards and equipped them with skills to monitor the progressive realization of inclusive measures, potentially impacting over ten million children in the years ahead. Private sector partnerships were established for school improvement in thematic areas (hygiene, social-financial education, environmental education).

Turkey has participated in a regional multi-country evaluation to assess the extent to which UNICEF’s contributions have reduced equity gaps in education and impacted children. The study, due to be finalized the first quarter of 2014, will also generate learning on practices, innovations and models across a critical mass of countries addressing similar issues.

At the Regional Ministerial Education Conference “Including all Children in Quality Learning” organized by MoNE and UNICEF in Istanbul in December 2013, high-level representatives from 21 countries in Europe and Central Asia launched a Call for Action, drafted through a widely participatory and collaborative process, to end the exclusion of children from education and include every child in quality learning. The event underlined that Turkey has an emerging body of knowledge and know-how to share on social inclusion, notably in inclusive education - also part of UNICEF’s regional agenda for child rights.

**IR 4350/A0/04/001/008 1.1.2** 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.

**Progress:** UNICEF has addressed quality, provision and awareness issues inhibiting access to preschool education/day care for all girls and boys especially the most disadvantaged.

UNICEF has 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 children aged 0-36.

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**IR 4350/A0/04/001/009 1.1.3** 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

**Progress:**

UNICEF has contributed to great advances made by Turkey in ensuring full access to quality primary education for all girls as well as boys including the most disadvantaged. Under the current CP, MoNE has started to implement Primary Education Institution Standards and the Non-Attendance Management Model - both developed with UNICEF to support sustained participation and equitable service.

With UNICEF support, a new curriculum benefiting 1,600,000 first graders has been developed and implemented, physical education and sports curricula have been improved, and MoNE’s capacity to mainstream disabled children in physical education and sports activities has been enhanced. In 2013, UNICEF supported work which sensitized 70,000 principals and teachers to the importance of child friendly standards and equipped them with skills to monitor the progressive realization of inclusive measures, potentially impacting over ten million children in the years ahead. Private sector partnerships were established for school improvement in thematic areas (hygiene, social-financial education, environmental education).

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**IR 4350/A0/04/001/010 1.1.4** By the end of 2015, the health care system provides Early Child Development services including a
Progress: UNICEF research, advocacy and partnerships have contributed to efforts to improve ECD services in 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 with a new team of health Ministry professionals after structural reforms at the Ministry in 2012. A module for ECD training of health professionals has been developed for the Ministry. A UNICEF-supported analysis of the job description of nurses is almost finalised.

Falling child mortality means an increase in children who survive but face serious developmental risks/delays. Identifying infants and young children with developmental delays and disabilities early and responding quickly and appropriately can have life-long benefits for their health, development, well-being, social inclusion and productivity. UNICEF has cooperated with Ankara University Developmental Pediatrics Division (DDP) to promote an evidence based family-centred, strengths-based approach to delays and disabilities in Turkey and the CEE/CIS region. Given the legacy of “defectology” in the region, this approach could transform the approach to young children with disabilities.

UNICEF has also worked closely with DDP and the ministries of Health and Social Policies to draft new legislative measures for children with disabilities (0-18 years), which are in line with international standards. These are expected to be rolled out in early 2014. Modalities for further cooperation need to be worked out in early 2014. Internationally, the DDP is willing to offer its technical expertise for cooperation with UNICEF to spread knowledge and build capacity for early intervention, and relevant directorate general of the Ministry of Family and Social Policy has expressed willingness to support the Government of Turkey-UNICEF evolving partnership with regard to children with disabilities.

On-track

IR 4350/AO/04/001/011 1.1.5 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.

Progress: In the second semester of 2014, the assessment of an Early Identification model piloted in one province for 5 years was undertaken, highlighting important challenges in grounding early intervention CP mechanisms in the school system without overburdening it or facing coordination gaps with other core CP players (police, health and social services). This long term experience, the tools it developed and its lessons learnt will inform nation-wide early CP identification and intervention systems planning by the Government of Turkey. An assessment of UNICEF’s support to the 2012 Van Earthquake emergency and psychosocial support was also prepared, which will be rolled out in early 2014.

The rights of children deprived of parental care were supported through minimum standards’ implementation in residential care institutions and the development of self-assessment methods in internal monitoring, as well as through foster care training programs and package development on specialized foster care, aiming at ensuring that the recent sharp increase in foster care is met with quality support and control by social services.

The draft Violence against Children (VAC) National Strategy and Action Plan received feedback from children and NGOs in a series of open consultations and 20 Provincial Child Protection Coordination bodies (425 professionals) were trained in using NGO-defined VAC indicators to monitor their local situation. In the meantime, UNICEF continued its support to the NGO Partnership Network on VAC (67 organizations) by disseminating their capacity-building tools and convening active members for joint actions in advocacy and reporting.

On-track

IR 4350/AO/04/001/012 1.1.6 By 2015, the Government creates and resources an infrastructure for monitoring children’s rights and responding to violations of those rights.

Progress: UNICEF has been upholding Provincial Child Rights Committees in Turkey for the past 13 years as a contribution to a World Fit for Children. This year, it was acknowledged that these important child participation mechanisms require self-assessment and refresher child rights trainings. Three regional meetings were held in the first part of the year (Bursa, Gaziantep, Ankara) and three more in the second part (Erzurum, Diyarbakir, Antalya) together with child representatives and local social services. One girl and one boy from each province participated using problem tree and SWOT analysis methods to analyse their challenges and opportunities and suggest improvements for their child rights committee to remain alive and powerful. In total 162 children and 81 adult focal points attended the regional meetings. The Ministry in charge adopted a national circular to institutionalize the Committees, giving them more means and tools to act and officially assigning Ministry’s staff as adult focal points. The Ministry also added a CRC and Participation session into their in-service training programme and requested UNICEF to act as a resource.

On 18-20th November, representatives from all 81 provinces met and came before the Parliament to voice their issues. In addition, these child participation platforms were used to inform and get children’s feedback on: 1) draft child well-being indicators (see social policy IR), 2) child-friendly version of draft national strategy on violence against children (see child protection IR 1.1.5.) and 3) child ombudsperson’s mandate and child-friendly tools.

In the same period, UNICEF provided technical expertise to the Ombudsman Office in designing its child-friendly website, including appropriate language and information for three different age groups, complaint form and draft publicity booklet.
PC 2 - Youth empowerment and protection

Progress:

PCR 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 the relevant institutions. As secondary education became compulsory in 2012 (although not necessarily in a formal setting), the Mid-Term Review of the Country Programme conducted in 2013 decided that UNICEF should concentrate on supporting the Government’s efforts to achieve full participation in quality learning, even for the most disadvantaged girls and boys, while dropping activities related to vocational education. As the Government has adopted a national youth and sports policy independently, UNICEF’s work in this field continues with an emphasis on innovative forms of participation and youth engagement.

UNICEF and the Ministry of National Education (MoNE) have started to identify and validate evidence-based interventions for ensuring the inclusion and retention of all boys and girls in secondary education. The fact that MoNE is obliged by the decision to make secondary education compulsory to raise enrolment rapidly from its present level of around 70 per cent should facilitate the implementation of this strategy. A surge in enrolment is likely in any case, and UNICEF will increasingly be able to focus on the most disadvantaged, in line with the target of 100 per cent enrolment. Some constraints may nevertheless be encountered. The economic outlook for 2014 is uncertain. Efforts to increase fiscal space may not keep pace with the development of services. Capacities of teachers and others may require considerable development. Attitudes to some disadvantaged groups or issues may also act as constraints.

UNICEF has continued to facilitate and support the building of commitment, capacity and coordination for improved practice in juvenile justice – now an area of long-standing UNICEF engagement. There is evidence of reduced (but still high) use of imprisonment, shortening (but still long) detention periods and increased (but still insufficient) use of alternative measures. Even so, constant effort is needed to secure not just commitment but consistent priority and investment. The political agenda is crowded and policy-makers, service providers and the public do not always perceive rights violations in the justice system as unacceptable or urgent.

IR 4350/A0/04/002/004 2.1.1 Government ensures*, especially for out-of-school girls and most disadvantaged adolescents, increased access to and completion of secondary education; vocational education is better aligned with labour market needs.

Progress:

Through advocacy, 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.

Turkey is taking part in UNICEF’s new Global Initiative on Out-of-Secondary School Children, as one of four selected middle income countries that face similar constraints to guaranteeing the right of all adolescents to quality education. Turkey’s OOSSC report, on which future priorities will be built, was initiated in close cooperation with the Ministry of National Education (MoNE) and will be finalized in January 2014.

UNICEF and MoNE have also initiated extensive studies on ‘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 studies reflect the views of young people and adolescents. They highlight gender-based, geographic and socioeconomic disparities and draw attention to issues faced by adolescents from disadvantaged groups including migratory agricultural workers, the Roma and the disabled.

Based on the emerging evidence, targeted interventions have been initiated to prevent dropping out. An orientation programme, identified by young people as a potential solution to the high drop-out rate in 9th grade, has been developed, piloted and evaluated in 12 provinces. Its overwhelming, documented success has strengthened political commitment and national capacity to plan and budget to scale up this preventive measure nationally, targeting 1,153,664 grade 9 students in the coming school year.

Several further specific interventions to bring children back to school (extra-curricular sporting and cultural activities; 21st century skills - i.e., ICT - development; involvement of mediators) are currently being developed in close collaboration with MoNE, other stakeholders and children of secondary school age themselves.

IR 4350/A0/04/002/005 2.1.2 By the end of 2015, a specific national agency for youth or the Ministry of Youth and Sports coordinates the implementation of the National Youth Policy while ensuring the meaningful participation of youth.
**Progress:** A Fourth International Youth Leadership Academy was held in September 2013 focusing on Inclusive Education (one group) and Equity (second group) with some 50 youth from across CEE-CIS – based on the premises that these young leaders will spread the word back in their country and further - including on the Web - with on-going mentoring of the Academy. They received information and basic training in their respective subjects from international and national experts and produced both video and political statements for Post 2015 and the Inclusive Education ministerial conference (see: Secondary Education IR).

In the first semester of 2013, 100 young "Master Sports Volunteers" had been trained on project cycle management. 50 of these master volunteers who completed their follow-up projects successfully became "master trainers" through a TOT in August 2013. The Sports and Olympism Volunteerism Training Centre (SOGEM) foundations were consolidated and its opening is planned for March 2014 as a sustainability strategy for the finishing 3 year UK NatCom supported Inspiration project.

The youth voluntarism methodology and adapted training package of the Inspiration project was used as a foundation for the youth mobilization component of the Syrian Emergency intervention in 17 camps along the Turkish borders. 28 youth workers recruited as part of an extended partnership with the Turkish Red Crescent were trained and mentored in youth mobilization, so that adolescents in Syrian camps were empowered to organize recreational activities for younger children as a contribution to their and other children's resilience (see: Emergency IR).

**On-track**

IR 4350/A0/04/002/006 2.2.1 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.

**Progress:** In the first semester of 2013, the National Coordination Strategy for Child Protection Services was revised and Implementation Plans developed in 12 workshops. On 27th of November 2013, the package was unanimously accepted by the National Board. Subsequently, 426 administrators and CP professionals were trained to operationalize the strategy in 20 provinces. Child friendly interview rooms’ mapping of needs, official recommendations and standards’ development were completed, which enabled the Ministry of Justice to establish a first child-friendly interview room in a court house in Ankara, as a basis for the technical bidding for 30 such rooms to be set-up throughout Turkey in line with the UNICEF coordinated research and standards-setting. These rooms will bring the possibility for child-friendly distance court hearing and multidisciplinary expert consultation for swifter and non-victimizing judiciary procedures and decision-making. With a current focus on child victims and witnesses, these rooms may also be used in the best interests of child offenders.

An innovative case-based juvenile justice national training package was prepared through a multi-disciplinary approach and training teams composed of a total of 62 magistrates and social workers were established across the country. The corresponding E-learning and MIS system is now available on-line and the training of specialized juvenile court professionals has started.

**On-track**

PC 3 - Cross-sectoral costs

**On-track**

PCR 4350/A0/04/003 Cross Sectoral

**Progress:**

The major cross-cutting issue facing the CO in 2013 was, once again, the Syria emergency. The Office has increased its involvement in the Government-led relief and recovery effort and is now closely involved in education, including teacher training and support, and child protection, including child friendly spaces and youth activities. UNICEF has also provided school buildings, winter clothes, vaccines and other supplies. All this has naturally resulted in a sharp increase in the workload of the CO in almost all areas including overall management and external relations, fund-raising and finance, supply, logistics, monitoring/reporting and communications/visibility. Needs for additional dedicated and specialised staff were identified and met through recruitment during 2013, and the new staff integrated into the structure of the Office.

With respect to advocacy and communications, disability was a key cross-cutting area in 2013, including the launch of the “There is Another You” campaign. Turkey published its Tenth National Development Plan and a national child rights strategy, but there was no progress on a new constitution. The CO (had) provided inputs for all of these as part of its strategic cross-sectoral advocacy for child rights.

The Office continues to work to improve the effectiveness of its public advocacy and communication for child rights and brand visibility, based on its web presence. Use of social media - which has the potential not only to reach new and wide audiences but to engage them and support fund-raising – is well integrated into all communications activity.

Together with the Mid-Term Review of the Country Programme, participation in evaluations linked to the CEE/CIS regional knowledge leadership areas strengthened the monitoring and evaluation function of the CO in 2013.

**On-track**
**IR 4350/A0/04/003/001 Advocacy and Communication**

**Progress:**
A media strategy, TV spots, info graphics and a social media package were developed for the evidence-based communication-for-social-mobilization campaign to reduce the social distance among disabled children, their families and society. The campaign was initiated nationally. Special agreements were reached with the ministries of National Education and Labour and Social Security and the support of several NGOs was secured. The campaign was featured in New York in September at a side event during the High Level Meeting of the General Assembly on Disability and Development and at the Global Partnership on Disabilities.

In collaboration with DOC, a video on Disabled Children was prepared for the 2014 SOWC. This was disseminated globally. The SOWC Report and Executive Summary were translated into Turkish and widely distributed.

UNICEF Turkey’s social media presence expanded. Facebook followers increased by **14,249** (43 per cent) in 2013 to **47,633**. “Talking about this” data growth was 1,507 per cent. Twitter followers rose by 2,154 (38 per cent) to 7,915.

As part of strategic communications, the UNICEF Turkey website is being updated to integrate new communication techniques including social media and meet emerging programme needs. The new site will be launched in February 2014.

Every opportunity was taken to highlight the equity agenda as per the global strategic communication and public advocacy framework, making use of events like the Child Well-Being Conference, the International Conference on Quality, Access and Equity in Preschool Education, the regional consultations with young people on Education and the Post-2015 Agenda, and the Regional Ministerial Level Education Conference.

UNICEF Turkey participated in a multi-country evaluation of the Child Rights Syllabus for communications faculties, organizing interviews with three universities, as the only country to organize interviews at the country level. Four more universities joined the group providing education on child rights, bringing the total to 11.

- **On-track**

**IR 4350/A0/04/003/002 Monitoring and Evaluation**

**Progress:** The Country Office completed the 2013 MTR process with the approval of the MTR Report by the Ministry of Development in August 2013. The findings of the MTR have shaped the programme in the second half of the year. The new rolling workplans for 2014-5 will be developed using the National Development Plan, UNICEF Strategic Plan and the MTR Report. A new IMEP will be built complementing the workplans. It is expected that most of the research planned under the 2013 IMEP will be finalized in 2014.

UNICEF Turkey continued to chair and led the Thematic Group on Equity and Inclusive Public Services of the United Nations Development Co-operation Strategy (UNDCS) and completed the end year review with the input of all the other UN Agencies. The Country Office adopted the decentralized Evaluation Management Process by establishing an Evaluation Management Committee. As per the 2013 IMEP, the CO is supporting the Ministry of Family and Social Policy in the Evaluation of the ‘Psychosocial Programme conducted in Van after the Earthquake’. In 2013, the Country Office initiated the process by submitting the ToR to the Regional Facility, followed by the bidding process and selection of the consultancy company.

With the growing emergency response programme for Syria and the corresponding increase in the size of the office, the Country Office escalated its efforts to monitor performance and budget. Regular Programme Coordination Meetings were held to monitor programme and budget performance. The VISION Performance Management Dashboard was reviewed weekly for improved monitoring. All the donor reports were submitted on time. All the funds with expiry dates were fully utilized. Turkey Country Office provided feedback to the RO on the Regional M&E Strategy.

- **On-track**

**IR 4350/A0/04/003/003 Operating Costs**

**Progress:** The CPMP of 2011-2015 clearly sets the specific results and strategies of the Office. 2013 Office objectives, priorities and the key Country Programme outcomes and annual programme results were clearly defined. The Rolling Office Management Plan was prepared through a participatory process. The Country Office continued to apply standard UNICEF financial and administrative control systems to ensure good management of financial and other assets. Some of the core programmatic functions of Monitoring & Evaluation, Child Protection, Education and Social Policy continued to be funded through regular resources. UN House Common Services and Office Premises expenses were also partially covered through the regular resources.

- **On-track**

**IR 4350/A0/04/003/004 Van Earthquake Emergency Response**

**Progress:** UNICEF’s contribution to the Van earthquake response consisted of the rehabilitation of the education infrastructure in the most affected areas, by securing the manufacture and delivery of forty container-based classrooms plus accompanying lavatory facilities. With this support, up to 3,360 children, out of the total of 43,329 children whose classrooms were damaged or destroyed in the earthquake, were able to resume studies in a timely manner and in safe and warm learning environments. UNICEF also supported the Ministry of National Education (MoNE) and the Ministry for the Family and Social Policies (MFSP) in the provision of school-based and
"tent-to-tent" psychosocial support programmes, administered by the government. A total of 37,011 affected children in Van benefitted from the psycho-social programme.

In the last six months of 2013, UNICEF continued the selection of consultants to conduct an evaluation of the program with the evaluation to be undertaken in early 2014.

Two areas of intervention will have an impact far beyond the completion of the earthquake rehabilitation phase. The container classrooms, properly maintained, have a long shelf-life and can provide auxiliary or overflow classrooms for schools. The psycho-social training-of-trainers created a corps of professionals that can be deployed in future emergencies. The intervention has also helped institutionalize further the concept of psycho-social support for children in Turkey among decision-makers and emergency response organs.

**On-track**

**IR 4350/A0/04/003/005 New Element**

**Progress:**

In the second half of 2013, UNICEF focused its efforts on the areas of education and child protection in camps, and began health activities in non-camp settings. Two pre-fabricated schools were provided by UNICEF, enabling 3,300 camp children to go back to school. A Back to School Campaign was completed. In addition to schoolbags and stationery, all school age children (80,733) were supplied with back-to-school winter shoes. All Syrian teachers (2,004) were provided with two rounds of training on child-friendly education, class management, lesson planning, and psychosocial support for children, including the provision of cash incentives. UNICEF signed a MoU with the Ministry of National Education on joint engagement in providing education to Syrian children living in Turkey. Approximately 60 per cent of children in camps are currently attending school.

Container Child-Friendly Spaces (CFS) has been established in 17 camps staffed by 28 youth workers from the Turkish Red Crescent Society. 18,748 children (50 per cent boys, 50 per cent girls) have participated in activities in the CFSs, approximately 5,000 participating regularly each week. Three capacity building trainings and one emotional debriefing have been completed for the youth workers, and 657 Syrian youth volunteers have been mobilised and trained in the camps to assist the youth workers. 53,898 children have been provided with winterised clothing.

In late 2013, there was an outbreak of polio inside Syria, leading to a targeted polio vaccination campaign for all Syrian and Turkish children aged 0-59 months living in the south-east of Turkey. UNICEF supplied 5,850,000 polio vaccinations to the Ministry of Health and supported the development of communication materials in Turkish and Arabic.

In 2014 UNICEF will respond to needs both inside and outside of the camps in the areas of child protection, youth, education and health, based upon the identification of those most vulnerable.

**On-track**

**IR 4350/A0/04/003/006 Turkey Southern Operation**

**Progress:**

As part of the ongoing response undertaken by UNICEF’s MENARO Regional Office to the Syria crisis, this office provides necessary logistical support of any activities undertaken.

**On-track**

**PCR 4350/A0/04/800 Support Budget**

**Progress:** All statutory Committees met regularly and functioned well in 2012. CMT has taken the initiative to improve management performance, with a focus on overcoming initial difficulties arising from the new ERP system of SAP-Vision. The CMT has discussed the outcomes of the RMTs and follows change management initiatives such as Simplified Programme Results Structure and Rolling/Multi-Year Work Plans, IPSAS and Vision. The implications of the initiatives are regularly communicated in writing to all staff. Intra-office communication efficiency continued to be effective in 2012 through regular general staff meetings, Monday morning meetings and usage of SharePoint as a knowledge management system. There was no audit in 2012.

The risk control self-assessment exercise in Turkey Office was conducted in 2010. Following the assessment of risks, the Risk and Control Library was developed. The library was last updated in June 2011 and reviewed The risk and control library provided a baseline of the 10 key risks and associated controls and responses that may impact the achievement of UNICEF’s objectives and results in Turkey. Among the identified risks, strategic ones are listed as follows;

- Strategic positioning and partnership,
- Knowledge Management.
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, Contact & Potential Supplier Lists, are available and defined in the 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. Citrix server is functional and key users have VPN installed on their laptops, in order to ensure remote access to organizational IT applications and systems. Security issues are addressed at the UNCT level, together with all other UN agencies present at the SMT meetings.

- Predictability of Funding and
- Internalising Organisational Change.

**Progress**

**IR 4350/A0/04/800/001 Effective and Efficient Governance and Systems**

All management systems are operating effectively and efficiently. A detailed AMP was developed based on the findings of the 2013 MTR process and the growing Syria emergency programme. The AMP is built on the 2013 workplans and identifies the programmatic and operational mechanisms to reach the programme and operation results targeted for 2013. The Country Programme Management Plan was also revised within the framework of the region's transformation process and the 2013 MTR process. The Table of Authority approved in December 2012 was revised 3 times in 2013 to reflect the changes. All statutory committees met regularly and functioned well in 2013. The CMT has discussed the outcomes of the RMTs and follows change management initiatives such as Simplified Programme Results Structure and Rolling/Multi-Year Work Plans, IPSAS and Vision. The implications of the initiatives are regularly communicated in writing to all staff. Intra-office communication efficiency was maintained in 2013 through regular general staff meetings and Monday morning meetings. Risk assessment mechanisms and business continuity plans are in place. There was no audit in 2013.

**IR 4350/A0/04/800/002 Effective and Efficient Management and Stewardship of Financial Resources**

The office continues to make effective use of its bank optimization 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 optimization targets were met. The Office always considered the exchange rate in the market when converting USD to local currency and did its best to create foreign exchange gains from these transactions. In budget control, the CMT reviews the red flag areas including PBA expiry, DCT liquidations, and programme implementation level of expenditures. In 2013, the Office did not have any DCTs outstanding for more than 6 months. All of the PBAs were used within the original duration of the Grant life.

Supply and procurement activity was conducted effectively and efficiently in the face of an increased workload due to the Syrian refugee emergency. As per the Management Reports, the total procurement for Turkey CO is $6,569,096 including service procurement both for the Syrian Emergency Programme and for the Country Office regular Programme. Most of the procurement was done locally. Supply Division support was received for Tents, Recreation Kits, School Bags, High Protein Biscuits, Vitamin A, Safety Boxes, First Aid Kits, Water Purifications, Polio Vaccines & MMR vaccines. Distribution of the goods to Syrian Refugees was organized in cooperation with AFAD (Prime Ministry Disaster and Emergency Presidency) and the Turkish Red Crescent. Vaccines were delivered directly to the Ministry of Health to support the Government of Turkey vaccination campaign. In 2013, 27 CRC Submissions/Notifications were reviewed and finalized by the Contracts Review Committee - including both goods’ and service procurement.

Joint procurement with other UN agencies of some common services helps to maximise efficiency and effectiveness, and work to identify more common procurement activities is ongoing.

**IR 4350/A0/04/800/003 Effective and Efficient Management of Human Capacity**

In 2013, adjustments were made in the staff structure in line with the results of the MTR and the PBR process, while UNICEF Turkey's response to the Syrian Humanitarian Operations created additional HR requirements. The Country Office was successful and efficient in managing these changes.

The recruitment of the following staff was completed during the year:

**Fixed Term Contracts:**

- Social Policy Officer (NOA), Child Protection Officer (NOA), Administrative and Finance Officer (NOA), Supply and Logistic Officer (NOA), Human Resources Officer (NOA), Planning Officer (NOA), Child Protection Assistant (GS5), Education Assistant (GS5), Education Assistant (GS5).

**Temporary Appointments:**

- Social Policy Officer (NOA), Education Officer (NOA), Emergency Communication Officer (NOA), Child Protection in Emergency Officer (NOA), Field Coordinator (NOA), Field Coordinator (NOA), Emergency Driver (GS2), Emergency Driver (GS2), Emergency Driver (GS2).
Education in Emergency Specialist (P3), Emergency Project Assistant (GS6), Emergency Communication Assistant (GS5), Supply and Procurement Assistant (GS5), Child Protection Assistant (GS5), Executive Assistant (GS5).

Recruitment processes for the following posts were pending final approval as of year-end.

**Fixed Term Contracts:**
Deputy Representative (P5), Child Protection Officer (NOC), Child Protection Officer (NOB), ECD Officer (NOC), Education Officer (NOB).

**Temporary Appointments:**
Child Protection in Emergency Officer (NOA), Education in Emergency Officer (NOA), Emergency Monitoring and Evaluation Specialist (P3), Child Protection Officer (NOA).

**Abolished Posts:**
As per the PBR, 13 posts were abolished.

**Separation and retirement:**
Senior Programme Assistant (GS-7) retired in December 2013. Child Protection Assistant (GS-5) resigned in June 2013 and the post was re-advertised. She was replaced in July 2013.

The incumbents of the following positions resigned in 2013: Child Protection in Emergency Officer (NOA), Field Coordinator (NOA), Education Officer (NOA).

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

**Progress:**
In 2013, the training needs of the staff were discussed amongst supervisors, section heads and management. Relevant staff members participated in most of the regional trainings/workshops in due course.

Local administrative and human resources matters of general concern to the staff were discussed in the local JCC, CMT meetings and in other platforms such as all-staff and Monday morning meetings.

The Office held a successful staff retreat in June 2013 outside Ankara with full participation of staff. Staff-related issues and office challenges were discussed at length. Moreover, teamwork activities lifted staff morale and created common interest. 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 UTSA and included informal discussions of interests of concern to staff, management or both.
Effective Governance Structure

The CPMP of 2011-2015 clearly sets out the specific results and strategies of the Office. The 2013 Office objectives and priorities and the key Country Programme outcomes and annual programme results were clearly defined. The Rolling Office Management Plan was prepared through a participatory process. The revised Committees and relevant terms of reference continued to be used. The Table of Authority approved in December 2012 was revised 3 times in 2013 to reflect the changes. All statutory Committees met regularly and functioned well in 2013. The CMT has discussed the outcomes of the RMTs and follows change management initiatives such as Simplified Programme Results Structure and Rolling/Multi-Year Work Plans, IPSAS and Vision. The implications of the initiatives are regularly communicated in writing to all staff. Intra-office communication efficiency was maintained in 2013 through regular general staff meetings and Monday morning meetings.

Strategic Risk Management

The risk control self-assessment exercise was conducted in the Turkey Office in 2010. Following the assessment of risks, the Risk and Control Library was developed. The library was last reviewed and updated in June 2011. The risks were discussed during the year and also reflected in the Mid Term Review process of 2013. The risk and control library provided a baseline of the 10 key risks and associated controls and responses that may impact the achievement of UNICEF's objectives and results in Turkey. Among the identified risks, the strategic ones are listed as follows:

- Strategic positioning and partnership,
- Knowledge Management,
- Predictability of Funding, and
- Internalising Organisational Change.

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 & Potential Supplier Lists are available and defined in the 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, in order to ensure remote access to organizational IT applications and systems. Security issues are addressed at the UNCT level, together with all other UN agencies present at the SMT meetings.

Evaluation

Complementary to the MTR process, the Country Office developed a one year interim IMEP for 2013 and it contains Evaluation.

The Country Office had one Evaluation planned for 2013-14, the Evaluation of the Psychosocial Programme conducted after the Van Earthquake. In 2013, the Country Office adopted the Decentralized Evaluation Management Process and formed an Evaluation Committee chaired by the Representative and consisting of the Chief of Child Protection, Child Protection Officer and the M&E Officer.

The ToR was developed in consultation with all the partners, the bidding was completed and the consultancy company was identified in 2013. The contract will be issued early 2014 and the Evaluation will take place in Q1, 2014.

In 2013, the Country Office participated in the global Retrospective Multi-Country Evaluation to assess the impact of Advancing Inclusive Education. Turkey has provided its feedback to the first draft of the report, process ongoing.
In 2013, UNICEF Turkey Country Office also took part in the Multi-country evaluation of results achieved through child care system reform 2005-2012. A consultant has been identified at the national level and the assessment is ongoing to be followed by bilateral interviews and the survey.

As per the Multi-year IMEP, another Evaluation is planned for 2014 which is the Evaluation of the Child Protection Programme. Preparation will begin early 2014.

**Effective Use of Information and Communication Technology**

Upgrades and improvements have continued to be made successfully in Information and Communications Technology systems in 2013 in line with ITSS division policy. The office has completed the following major software/hardware tasks:

- Veeam Backup and Replication 6.5 has been implemented as backup server and the application has been patched with patch 3.0. As a part of the Disaster Recovery Plan, the office takes backups of important data on a daily basis.
- Symantec Endpoint Protection 12.1 RU3 has been implemented for all servers and clients and decommissioning of SEP 11 in servers has been performed successfully. We have installed and configured DHCP server as TURADHCP01 and released private addresses to all client machines to prevent any ip address shortage in the office. The Ankara office uses both private and public addresses together.
- The office has installed and configured radio-link, which is directly connected to another POP centre of the service provider to back up the main internet connection. The connection will be automatically up when the main internet connection goes down. It will work in a method of passive/active.

**Fund-raising and Donor Relations**

In 2013, the Country Office had a budget of US$35.6 million, of which US$ 17.5m was utilized and US$2.2 million remains as commitment. 100 per cent of funds were utilized before the expiry date.

With the growing response to the Syria Emergency Programme, the Country Office became a recipient of humanitarian emergency funding from several countries. The primary donors are the US Government, DFID, the European Commission and the Government of Kuwait, along with the Governments of Japan, the Netherlands and Denmark, and the German National Committee (Natcom). The total of the funding amounts to US$ 20 million of which US$ 9.8 million was utilized in 2013. It is expected that funding for the Syria Response Programme will increase in 2014 with the growing emergency response.

The main sources of large OR funding for the regular programme remain the Thematic Education Fund, the EU, Turkey National Committee, and consolidated funds from other Natcoms.

The Turkey National Committee continued its efforts with new and old partners and the general public to fund-raise for education including needs for preschool, catch-up education and regional primary boarding schools. UNICEF Turkey’s project proposal “25 TL per child to go to preschool” was very well received both by individuals and corporates. Fund-raising meetings with numerous national and international companies/individuals and a gala dinner in collaboration with the Hilton Hotel, Ankara were just some of the activities on which the CO and the National Committee worked together in 2013.

The CO actively supports the fund-raising efforts of Turkey Natcom for programmes in Turkey and global appeals, including use of social media. Cooperation is governed by a Joint Strategic Plan (JSP) for Fundraising between the CO, the Turkish National Committee and UNICEF’s PFP division. In 2013, the JSP targets were met. The Turkish National Committee raised over US$2.7 million solely for programmes in Turkey during 2013. A new version of the JSP is being discussed.

The office continues to support government counterparts in the development of projects with potential funding from EU. In 2014, the Country Office is expected to be a grant beneficiary for two projects: 1)
Probation Project with the Ministry of Justice at a total value of €1.8 million for two years and 2) Strengthening Inclusive Education Project with the Ministry of National Education at a total value of €2.95 million for three years.

Efforts in the areas of Child Protection, Social Policy and ECD remain underfunded and are supported by Regular Resources and Natcom funds.

### Management of Financial and Other Assets

The office continues to make effective use of its bank optimization 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 optimization targets were met. The Office always considered the exchange rate in the market when converting USD to local currency and did its best to create foreign exchange gains from these transactions. In budget control, the CMT reviews the red flag areas including PBA expiry, DCT liquidations, and programme implementation level of expenditures. In 2013, the Office did not have any DCTs outstanding for more than 6 months. All of the PBAs were used within the original duration of the Grant life.

As of 31 December, the total expenditure level of the CP, including the Institutional Budget of 2013, was US$19,720,309.

### Supply Management

The Syrian Emergency Programme put its mark on 2013. The majority of the supply work was based on the procurement of a wide range of Emergency/Humanitarian Aid supplies for Syrians living in the 22 camps established in six provinces in the south/southeast of Turkey and also of school supplies (stationery, furniture, PCs, photocopy machines) for refugees living outside the camps in “host communities”. As per the Management Reports, the total procurement for Turkey CO is US$6,569,096 including service procurement both for the Syrian Emergency Programme and for the Country Office regular Programme. Most of the procurement was done locally.

As part of the Emergency Response, the following procurement has been done: Winter Clothes for 12,385 children aged 0-18 (sweaters, warm trousers, baby outer wear, baby coverall sets, thermal sets, woollen socks, winter boots, winter jackets, woollen hat-scarf sets and gloves), School Shoes for children aged 5-18, containers of 84sqm each to be used as Child Friendly Spaces, School Furniture both for the host communities and the schools in camps (student desk-chair, writing board, teacher’s desk-chair, filing cabinet, director desk-chair, teachers’ room table and cabinet, stationery), Prefab Schools (with 12 and 24 classrooms), Tents of 45sqm, laptops and cell phones for Youth Workers, Air Conditioners, Photocopy Machines, printing of brochures and posters for vaccination campaign. Stationery Kits (25,000) for children in Refugee Camps. Winter Clothes for children aged 0-2 (rompers, outer wear).

Supply Division support has also been received. Items procured from Supply Division were: Tents, Recreation Kits, School Bags, High Protein Biscuits, Vitamin A, Safety Boxes, First Aid Kits, Water Purifications, Polio Vaccines & MMR vaccines.

Distribution of the goods to Syrian Refugees has been organized in cooperation with AFAD (Prime Ministry Disaster and Emergency Presidency) and the Turkish Red Crescent. Vaccines have been delivered directly to the Ministry of Health to support the Government of Turkey vaccination campaign. For the Country Office Program, procurement focused on the printing of training and advocacy documents, bags and procurement of services (Developing and Organizing Training Packages, Conducting an Evaluation). Service procurement (Developing and Organizing Trainings) was also conducted for the Syrian Emergency Programme.

In 2013, 27 CRC Submissions/Notifications have been reviewed and finalized by the Contracts Review
Committee - including both goods’ and service procurement. UNICEF is a member of the Operations Management Team of the UN Agencies, which has subgroups in different functional areas. The subgroup for Procurement and Admin/Logistics has been identifying and working on common procurement activities. Within this context, UNICEF Turkey has initiated the ITB process for the procurement of “Cleaning Services of the UN House”

**Human Resources**

In 2013, adjustments were made in the staff structure in line with the results of the MTR and the PBR process, and UNICEF Turkey’s response to the Syrian Humanitarian Operations created additional HR requirements.

The recruitment of the following staff was completed:

**Fixed Term Contracts:**
- Social Policy Officer NOA level, Child Protection Officer NOA level, Administrative and Finance Officer NOA level, Supply and Logistic Officer NOA level, Human Resources Officer NOA level, Planning Officer NOA level, Child Protection Assistant GS5 level, Education Assistant GS5 level, Education Assistant GS5 level

**Temporary Appointments:**
- Social Policy Officer NOA level, Education Officer NOA level, Emergency Communication Officer NOA level, Child Protection in Emergency Officer NOA level, Field Coordinator NOA level, Field Coordinator NOA level, Emergency Driver GS2 level, Emergency Driver GS2 level, Emergency Driver GS2 level, Education in Emergency Specialist P3 level Emergency Project Assistant GS6 level, Emergency Communication Assistant GS5 level, Supply and Procurement Assistant GS5 level, Child Protection Assistant GS5 level, Executive Assistant GS5 level

Recruitment processes for the following posts were pending final approval as of year-end.

**Fixed Term Contracts:**
- Deputy Representative P5 level, Child Protection Officer NOC level, Child Protection Officer NOB level, ECD Officer NOC level, Education Officer NOB level

**Temporary Appointments:**
- Child Protection in Emergency Officer NOA level, Education in Emergency Officer NOA level, Emergency Monitoring and Evaluation Specialist P3 level, Child Protection Officer NOA level

**Separation and retirement:**
- Senior Programme Assistant (GS-7 level) retired in December 2013. Child Protection Assistant GS-5 level resigned in June 2013 and the post was re-advertised. She was replaced in July 2013.

The incumbents of the following positions resigned in 2013: Child Protection in Emergency Officer at NOA level, Field Coordinator at NOA level, Education Officer at NOA level.

**Abolished Posts:**
The following posts were abolished on 31 December 2013 as per the PBR decision:
- Deputy Representative P4 level
- Education Officer NOB level
- Education Officer NOA level
- Education Officer NOA level
- Programme Officer NOA level
Senior Programme Assistant GS7 level
M&E Officer NOA level
Child Protection Officer NOA level
ECD Specialist P3 level
Child Protection Officer NOA level
Programme Assistant G4 level
Programme Assistant G4 level
Accounting and Finance Assistant GS4 level

The Office held a staff retreat in June 2013 outside Ankara with full participation of staff. Staff-related issues and office challenges 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 UTSA and included informal discussions of interests of concern to staff, management or both.

Overtime was avoided as far as possible and compensatory time-off was utilized, except for drivers. Matters related to local administrative and human resources which were of general concern to the staff were discussed in the local JCC and CMT meetings and on other platforms such as all-staff and Monday morning meetings.

**Efficiency Gains and Cost Savings**

Common agreements for travel, courier, cleaning, security and telecommunication services saved our staff time by avoiding the need to undertake a separate bidding process on every occasion. These agreements also provided cost benefits by combining volumes. The Office achieved a 25 per cent discount in the three-year agreement with our internet service provider, following a bidding process, resulting in US$13,260 of cost savings in total.

**Changes in AMP & CPMP**

Turkey Country Office has developed an AMP based on the findings of the 2013 MTR process and the growing Syria emergency programme. The AMP is built on the 2013 workplans and identifies the programmatic and operational mechanisms to reach the programme and operation results targeted for 2013. Reference is made to emergency preparedness and response, performance reviews and other staff accountabilities. Annexes include the Budget, the Integrated Monitoring and Evaluation Plan, the Organograms, the Table of Authority; workflow charts the Annual Staff Training/Learning Plan, memberships of thematic groups and the donor reporting schedule.

The Country Programme Management Plan has been revised within the framework of the region’s transformation process and the 2013 MTR process. The revised plan for 2014-2015 contains information on the programme management environment, lessons learned from previous period, the management strategy and results, an analysis of the Integrated Budget, the funding and leveraging resources strategy, performance management and monitoring systems.

As Turkey is gradually moving from a Middle Income Country to a High Income Country status, Turkey Country Office has re-considered its management plan in view of the findings of the Mid Term Review. The plan is built on the Regional Knowledge and Leadership Agenda identified for Turkey as Education and Youth. TCO is currently operating at Level 3 Corporate Emergency Procedure. In response to the crisis in Syria and of the refugee spill over in Turkey and the anticipated scenarios, TCO will be expected to deliver against the commitments made in the RRP4, RRP5 and RRP6. The Syrian Emergency Response Programme has added an additional layer to the staffing needs. A group of specialized experts complemented with the support functions is proposed as the Emergency Team.
Therefore, the revised CPMP calls for a number of staffing changes. Establishment of 14 new Posts for the Country Programme, Establishment of 11 new Posts for the Emergency Programme, Upgrading of 4 existing Posts from NOA to NOB, Conversion of 3 Posts, Abolition of 8 Posts, Change in Reporting Lines.

A combination of international and local staffing has been identified. It has been proposed to finance key expertise through RR, to ensure that time is available for high-level policy dialogue, knowledge sharing, networking and quality supervision. The Country Programme calls for increased policy and technical expertise and it is essential to have expertise in-house in all major areas of the country programme, such as primary and secondary education, child care and violence, and justice for children and rights.

The Representative is responsible for the overall oversight of the Country Programme, Emergency Programme and Operations and also carries the supervisory role of the Emergency Team. The Deputy Representative is responsible for the management of programme implementation, effective programme coordination and partnerships’ building. The Deputy Representative is also expected to play a key strategic role in developing the positioning of UNICEF in the country after 2015. The Operations Manager is accountable for management of cost effective, efficient and secure operations, in support of management, administration and implementation of the country programme.

### Summary Notes and Acronyms

**Notes:**

1. For more information, see the Situation Analysis of Children in Turkey in the ‘Situation of Children’ section of the UNICEF Turkey Country Office website at [www.unicef.org.tr](http://www.unicef.org.tr) This Analysis was extensively updated in 2011-2012.
2. All data from [www.turkstat.gov.tr](http://www.turkstat.gov.tr)
6. [www.turkstat.gov.tr](http://www.turkstat.gov.tr)
8. based on 50 per cent of equivalised disposable household income
11. In 2013, the Education Reform Initiative at Sabanci University ([http://erg.sabanciuniv.edu](http://erg.sabanciuniv.edu)) continued to publish frequent reports and policy papers in Turkish and/or English including an annual Education Monitoring Report, an evaluation of determinants of performance in mathematics and science, analyses of a range of issues in the light of the changes in the education system, and proposals for vocational education.

**Acronyms:**

AFAD - Prime Ministry Disaster and Emergency Management Presidency  
CO - Country Office  
CP - Country Programme  
ECD - early childhood development  
MFSP – Ministry for the Family and Social Policies  
MoD - Ministry of Development  
MoH – Ministry of Health  
MoNE – Ministry of National Education  
RRP - Regional Response Plan  
TRC - Turkish Red Crescent  
UN - United Nations  
UNCT - United Nations Country Team  
UNICEF - United Nations Children's Fund
## Other Publications

<table>
<thead>
<tr>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Seninle Gelsirim</td>
</tr>
<tr>
<td>2 National Consultation Meeting of Early Childhood Development in the post 2015 agenda in Turkey process report</td>
</tr>
<tr>
<td>3 Trainers' Manual for Competency Training of University Hospitals Child Protection Centres Experts (in Turkish)</td>
</tr>
<tr>
<td>4 A Guide on the Organisations Combating Violence Against Children in Turkey (in Turkish and English)</td>
</tr>
<tr>
<td>5 Violence Against Children Monitoring and Indicators Literature Review (in Turkish and English)</td>
</tr>
<tr>
<td>6 Indicators for Monitoring of Violence Against Children Guidebook (in Turkish and English)</td>
</tr>
<tr>
<td>7 Training on Monitoring Violence Against Children with Indicators; Participants Manual (in Turkish and English)</td>
</tr>
<tr>
<td>8 Training on Monitoring Violence Against Children with Indicators; Trainer's Manual (in Turkish and English)</td>
</tr>
<tr>
<td>9 Council of Europe-UNICEF Turkey-Ministry of Family and Social Policies &quot;Stepping up Progress in Combating Violence Against Children Conference&quot; Conference Report (in Turkish and English)</td>
</tr>
<tr>
<td>10 Fit for Life: Participants’ Handbook (in Turkish and English)</td>
</tr>
<tr>
<td>11 Fit for Life: Trainers’ Handbook (in Turkish and English)</td>
</tr>
<tr>
<td>12 Case-Based Training Book (In Turkish)</td>
</tr>
<tr>
<td>13 Adult Training Book (In Turkish)</td>
</tr>
<tr>
<td>14 Training Book for Lawyers (In Turkish)</td>
</tr>
<tr>
<td>15 Training Book for Social Workers (In Turkish)</td>
</tr>
<tr>
<td>16 National Child Legislation Book (In Turkish)</td>
</tr>
<tr>
<td>17 International Legislation Book (In Turkish)</td>
</tr>
<tr>
<td>18 Coordination Training for Child Protection Services, Hand Book for Trainers (In Turkish)</td>
</tr>
<tr>
<td>19 Coordination Strategy Document for Child Protection Services (In Turkish)</td>
</tr>
<tr>
<td>20 Coordination Strategy Document for Child Protection Services, Implementation Plans (In Turkish)</td>
</tr>
<tr>
<td>21 Coordination Strategy Document for Child Protection Services, Executive Summary (In Turkish and English)</td>
</tr>
<tr>
<td>22 Coordination Training for Child Protection Services, Participant Handbook (In Turkish)</td>
</tr>
<tr>
<td>23 Coordination Training for Executive Participants for Child Protection Services (In Turkish)</td>
</tr>
<tr>
<td>24 Child Well Being Document</td>
</tr>
<tr>
<td>25 Child Well-Being in Early Years and Women’s Employment Policy Paper</td>
</tr>
<tr>
<td>26 GUIDELINES ON PROVISION OF COMMUNITY BASED EARLY CHILDHOOD SERVICES</td>
</tr>
<tr>
<td>27 ALL CHILDREN IN SCHOOL BY 2015 Global Initiative on Out-of-School Children Turkey Country Study (Turkish and English)</td>
</tr>
<tr>
<td>28 The Compensatory Education Experience in Turkish Primary Education -The Catch-up Education Programme Case Study (Turkish and English)</td>
</tr>
<tr>
<td>29 The Catch-Up Education Programme - Lessons from an Intervention Programme Promoting Access to Education for Disadvantaged Children Policy Note (Turkish and English)</td>
</tr>
</tbody>
</table>