



Save the Children

ISTANBUL LABOUR MARKET ASSESSMENT

by INGEV

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GELİŞME
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May, 2017

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Executive Summary

Introduction

Turkey is the largest host country offering safe haven to over 2.9 million refugees from Syria. İstanbul hosts an estimated 539,062 Syrians registered under Temporary Protection regime of GoT. It is estimated that half of the urban refugees are young people who are between the ages of 12 to 24, and have joined or will join the ranks of a social enclave within the urban poor demographic. Youth unemployment in Turkey affects one fifth of young people and the labor market suffers from widespread informality and low-quality jobs; the competition fueled by Syrian refugees inevitably exacerbates social discontent and tensions between the refugees and host communities.

In line with the emergency and importance of the issue, Save the Children, commissioned a Labor Market Assessment (LMA) Study for İstanbul, in order to determine and fully understand the suitable sectors and job opportunities for SuTPand other economically vulnerable youth in Turkey.

Aim of the Assessment

LMA is conducted in 2 subsequent phases in order to respond to the following aims of the study;

Phase 1	to understand and define which sectors (and sub-sectors) are more significant for entry level / beginner occupations for refugees and economically vulnerable youth in Turkey (finalizing the selection of Action Sectors).
Phase 2	to fully understand the job opportunities, employer requirements and specific employment partnerships that would be most relevant within these action sectors; to identify gaps for Syrian youth and other vulnerable groups in accessing employment; and wherever possible, to identify potential partners for implementation and placement, e.g. training providers and employers

Methodology

During the assessment, the following methods have been followed:

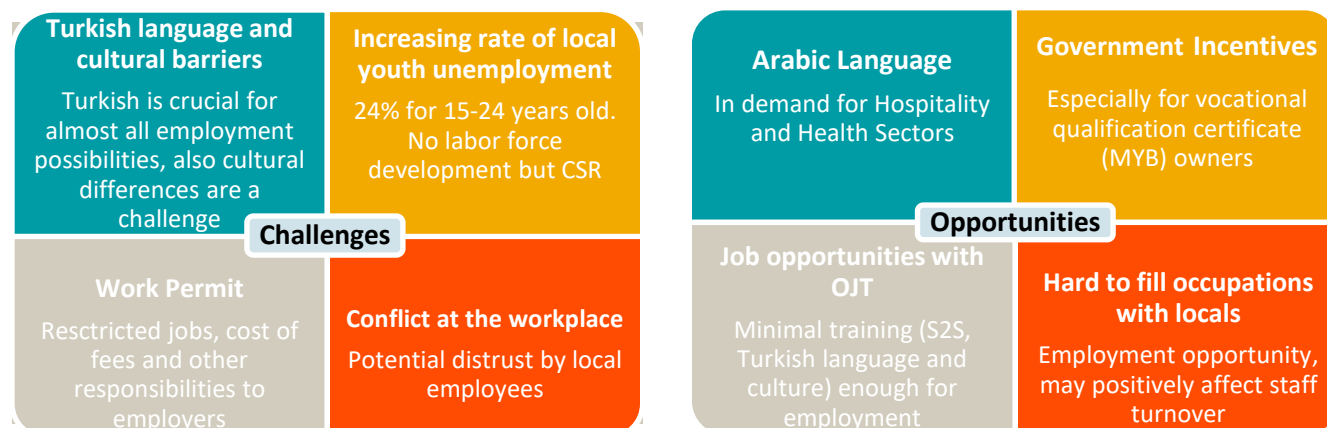
Phase 1	Phase 2
Desk Research	Desk Research
1 Focus Group Discussion	3 Focus Group Discussions
8 Key Informant Interviews	12 Key Informant Interviews

Summary of the Findings

- As result of the Phase 1 of the assessment, **Retail, Textile, Construction, Hospitality, and Health** sectors came forward as ‘action sectors’ which may offer employment opportunities for Syrian youth.
- During Phase 2, the following occupations has been discovered as suitable to Syrian youth and in higher demand by the sector:

Sector	Occupations in Higher Demand
Retail	cashier, store attendant / sales personnel, warehouse worker, manual worker – carrying & handling, call center representative, driver, machine operator / laborer, electrician, forklift operator
Textile	sewing machine operator, ortacı / ayakçı
Construction	ceramic tile installer, floor covering installer, plasterer, roofer
Hospitality	service personnel (hotel), cook, kitchen assistant, guest relations, housekeeping, waiter / waitress, laundry personnel, bell team personnel, purchasing staff, motorized delivery personnel, office boy (organization company), IT and social media manager
Health	patient accompaniment / patient relations personnel, patient care / care support personnel, cleaning person, waiter / waitress at hospital cafe, patient transfer personnel, translator, call center representative

- The assessment also covers findings about major trade groups, major employers and hiring practices of the ‘action sectors,’ employment agencies specified and a brief mapping of skills training ecosystem.
- Throughout the assessment, the following challenges and opportunities have been discovered with regards to the employment of Syrian youth.



- Finally, the assessment puts forward recommendations on the following topics:
 - Partnership with İŞKUR and Private Recruitment Agencies
 - Help Young Syrians with Receiving VQCs
 - Generate or support generating funding for Work Permit
 - Eliminate the Barrier of Turkish Language
 - Choose Suitable Timing and Training Duration for Working Youth
 - Help Overcoming Cultural Orientation
 - Partnership with Training Schools
 - Center Location

1. Introduction

Turkey is the largest host country offering safe haven to over 2.9 million refugees¹ from Syria.² Istanbul hosts an estimated 539,062 Syrians registered under Temporary Protection regime of GoT.³ It is estimated that half of the settled Syrians are young people who are between the ages of 12 to 24, and have joined or will join the ranks of a social enclave within the urban poor demographic. Youth unemployment affects one fifth of young people and the labor market suffers from widespread informality and low-quality jobs, the competition fueled by Syrians inevitably exacerbates social discontent and tensions between the refugees and host communities.

Recognizing these issues, INGEV conducted a Labor Market Assessment (LMA) with the support from Save the Children, which is a global tool used by the INGO for evidence based livelihood programming targeting vulnerable youth populations worldwide. This assessment is not only expected to support programming of Save the Children but can help various levels of actors which aim to understand sectoral opportunities suitable to Syrian youth and other factors which should be taken into consideration with regards to employment of Syrians. **Government officials** may benefit from this assessment while determining their policy direction in order to respond to the gaps pointed here. This assessment is also helpful to **(I)NGOs** which serve to Syrian population through livelihood interventions for evidence based programming. **Private sector actors** may benefit from this assessment to understand what opportunities exist with regards to the employment of Syrians. **Academicians**, on the other hand, may use this assessment report to have a better understanding of the topic and what other research questions remain unanswered which they may consider for their future research. Last, but not least **Syrians** may benefit from this report to understand what employment opportunities, together with skills building ecosystem is available to them and how they can access to it.

1.1. Aim of the Assessment

INGEV, in cooperation with Save the Children, conducted a LMA;

- to understand and define which sectors (and sub-sectors) are more significant for entry level / beginner occupations for young refugees and economically vulnerable Turkish youth aged between 15 - 25 in Turkey (Phase 1: finalizing the selection of Action Sectors)
- to fully understand the job opportunities, employer requirements and specific employment partnerships that would be most relevant within these action sectors; to identify gaps for Syrian

¹ The term refugee here does not refer to 1951 Convention status and indicates Syrians under Temporary Protection regime.

² <http://data.unhcr.org/syrianrefugees/country.php?id=224> (accessed on 03.05.2017)

³ This number represents Syrians under Temporary Protection and is taken from Urban Refugees from "Detachment" to "Harmonization" Report by Murat Erdoğan, 2017 (http://marmara.gov.tr/UserFiles/Attachments/Publication/Publication_2527_GocRaporuEnglish.pdf , accessed on 15.03.2017)

youth and other vulnerable groups in accessing employment; and wherever possible, to identify potential partners for implementation and placement, e.g. training providers and employers (Phase 2)

1.2. Methodology

Table 1.2.1. Summary List of Methodology

Phase 1	
Desk Research	Preliminary understanding of the sectors & who to interview
1 Focus Group Discussion	Trade groups, Training centers, Recruitment agencies
8 Key Informant Interviews	Trade group, IMPR, Turkonfed, ADECCO, İŞKUR, İSMEK, UNHCR, RIZK
Phase 2	
3 Focus Group Discussions	Syrian Youth, Textile and Retail, Health and Hospitality (top action sectors)
12 In Depth Interviews	Turyid, Mavi, Acıbadem, TİNK, Peryön, Turkcell Global Bilgi, Unilever, İŞKUR, Kosgeb, İst. Construction Chamber, İ.U., Ritz Carlton

Phase 1:

Three different methods were used during LMA Phase 1. Firstly, a desk research was conducted to develop a preliminary understanding of the sectors and identify key organizations and individuals to interview during the fieldwork. Government statistics by TURKSTAT (TÜİK) and statistics from İŞKUR İstanbul Labor Market Assessment Report of 2016, research reports on Syrians in Istanbul and Syrian youth were adhered to during this research. Also, the research conducted by INGEV in April 2016, with 378 face-to-face interviews with young Syrians between 12-24 years old, to understand the demographics of young Syrian population, their habits, preferences and expectations and their level of education and tendency towards career education & vocational courses, was referred as one of the useful sources. Quantitative study of this research was outsourced to a qualified field company with TÜAD certification (certificate given to the selected research companies for “Reliable Research”). This research was carried out for a special session in World Humanitarian Summit, held in İstanbul on May 2016, in cooperation with UN Habitat. INGEV, used this previous research to enhance the background for the LMA.

Secondly, key informants from different sectoral organizations, government agencies and NGOs were interviewed in order to obtain information about growing sectors, sectors with available entry level job opportunities, exist with government incentives for employment, and vocational training programs. Sampling was done by listing all the relevant actors checked through desk research, and interviews were conducted with the participants from this eligible list of leaders who accepted to take part in LMA.

Interviews with NGOs were mainly conducted with the aim of discovering sectors which are already penetrated and jobs performed by Syrians in Istanbul, as well as the job opportunities which can be suitable for young Syrians. The list of respondents interviewed is in ***Annex 3 – FGD, KII and IDI Participants***.

Finally, a focus group discussion (FGD) was conducted with the aim of consolidating the earlier findings, finalizing the ‘action sectors’ which will be focused on Phase 2 of LMA, and suggest a list of potential jobs/positions suitable for Syrian youth. Sampling of the participants is similar to KIIs and the leading actors which are from trade groups, training centers and recruitment agencies were invited to FGD. During FGD, initial research results from desk research and KIIs were presented to the participants from NGOs, employment agencies and sectoral organizations and then, by the moderation of INGEV staff the participants were asked of their opinions on findings, additional sectors and jobs/positions which could be suitable to youth, especially Syrian youth. As the outcome of the FGDs, sectors and jobs/positions were confirmed also considering their cultural suitability to Syrian population by the participant from the Syrian NGO which runs projects for the employment of Syrians, Rizk. The list of FGD participants is in ***Annex 3 – FGD, KII and IDI Participants***.

Phase 2:

For Phase 2, desk research, IDIs together with three FGDs were conducted. During desk research, additional information about action sectors and the job opportunities were gathered to give a deeper understanding. Also, it was used to support the mapping of major employers, major trade groups, recruitment agencies and training schools.

During IDIs, respondents from the private sector were interviewed to understand the status of action sectors, job opportunities suitable for Syrian youth and conditions of these opportunities. Similarly, respondents from training schools were interviewed to understand the training environment, courses they provide and potential links with the labor market. Interviewee sampling was done by listing all the relevant and leading actors through desk research and contacting them to check their willingness to the assessment. Ones which accepted to participate to the assessment were interviewed. Finally, two governmental institutions were interviewed to learn about their support to vocational training and entrepreneurship. The list of respondents interviewed is in ***Annex 3 – FGD, KII and IDI Participants***.

Two types of FGDs were conducted during Phase 2. Firstly, two sectoral FGDs, one on Textile and Retail sectors and another on Health and Hospitality sectors, were conducted with the trade organizations and companies, which are leading in their sectors and accepted to participate to the assessment, to understand the current situation of those sectors which are concluded as action sectors, suitable job opportunities for Syrian youth within those sectors, sectors’ perception of Syrians and skills and trainings needed by the discovered opportunities. Secondly, a FGD was conducted with Syrian youth from the districts prioritized by Save the Children in order to understand their interests and training needs. Participants were randomly selected from these districts in consideration of variety of their current occupation, age and gender. Please see participant lists for sectoral FGDs and participant profile of FGD with Syrian youth in Annex section.

Limits to the Assessment and Areas for Further Research:

Given that this assessment has been conducted to discover employment opportunities for Syrian youth through a labor market analysis perspective, most of the discussion revolves around sectoral performances and other topics related to that. That is why this assessment has touched upon vulnerabilities of Syrians or other livelihood issues they face very briefly. Due to the scope of the assessment, only limited number of employers could be included to the assessment and sectoral information was mainly provided by trade groups. This study could have been expanded by FGDs for the Youth themselves who are in search for employment opportunities. Also, an additional FGD with local Syrian refugee leadership and other key informants in labour and vocational training would be helpful in giving challenges and wayforward. They would also contribute to a background of skills already acquired before displacement and cultural sensitivity towards some other skills and jobs. Also, compared to the regular LMAs conducted in other locations by Save the Children, this assessment has prioritized sectors which are already penetrated by Syrians while determining action sectors and some sectors with promising turnover or employment opportunity figures may have been disregarded. The main aim of this difference is to provide direction for feasible programming.

However, further research should be conducted in order to answer additional questions which are potentially raised and could not be touched during this assessment. For example, as indicated by the assessment participants at several instances, a study on the contributions of Syrians to workforce and Turkish economy can be good for raising awareness among employers and defeat misconceptions towards Syrians. Another topic raised is the working conditions of Syrians and the problems they face during work. Issues faced by Syrians in accessing to labor market can be another topic which is worth studying. Finally, issues which may rise in the work places due to cultural differences between Syrians and local community have been mentioned several times during the research and a study to test this assumption can be good to have a better understanding.

Besides the topics which were not covered, there can be methodological additions to the existing LMA as well. Any additional research that would be focused on the current status and the future expectations of the Syrian youth (or any other age group for that matter) should also include a quantitative survey, besides a qualitative one. Evidence from larger population of the target beneficiaries will strengthen the findings and recommendations of the assessment. One last limitation and therefore opportunity for the future would be the geographical coverage of the assessment. Although İstanbul has the largest Syrian population so far, other highly populated provinces such as Hatay, Gaziantep and Urfa should be included in the further LMA studies.

1.3. Background on Employment

Before moving into discussion on sectors and labor market which can provide opportunities for Syrian youth and the local population, in this section, some demographics on the the targeted groups will be introduced to give a better understanding of their specifics such as population sizes, education level and employment situation. Also, the employment plans of GoT will be mentioned briefly to understand existing opportunities on the topic and if they can be useful for a potential employment program.

a. Population and Employment Status in Istanbul for Local Population

According to the TURKSTAT statistics, the total population of Istanbul is 14,804,116.⁴ This population is highly dispersed among the 39 districts of Istanbul as shown by the table in **Annex 4 – Istanbul Population by Districts**. Esenyurt, Küçükçekmece, Bağcılar, Ümraniye and Pendik are the five most populated districts in Istanbul.

Table 1.3.1: Top Five Most Populated Districts in İstanbul

Istanbul Districts	Male	Female	Total	% in total
İstanbul(Bağcılar)	382.698	368.812	751.510	5.1
İstanbul(Esenyurt)	408.516	386.494	795.010	5.4
İstanbul(Küçükçekmece)	385.070	381.539	766.609	5.2
İstanbul(Pendik)	350.782	340.899	691.681	4.7
İstanbul(Ümraniye)	348.788	345.370	694.158	4.7

Source: TURKSTAT, December 2016

Host community population older than 15 years old makes almost 73% of the total population; meaning, this is the minimum age for legal employment. Within this population, between 15 and 19 year olds' population is 1.113.396 (10.3%) and the population size between 20 and 24 is 1.158.213 (10.7%).⁵ Considering the basic demographics of entry level / beginner employment, total of these age groups (about 21%) would be it.

The table below, on the other hand, is important to show the need for higher education levels by the population, as the minimum entry level / beginner occupation recruitment condition usually is a high school graduation. About 43% of 15+ age group are graduates of high school and higher education.

Table 1.3.2: Population by Highest Level of Education and Gender, 2015 (Population older than 15)

	Total	% in total	Male	% in male	Female	% in female
Total	11.177.884	100,0%	5.387.237	100,0%	5.397.568	100,0%
Illiterate	310.790	2,8%	45.999	0,8%	264.791	4,7%
Literate but didn't finish any school	416.735	3,7%	129.116	2,3%	287.619	5,1%
Primary School	2.509.672	22,5%	1.066.871	19,1%	1.442.801	25,8%

⁴ <https://biruni.tuik.gov.tr/medas/?locale=tr> (accessed 14.03.2017)

⁵ <https://biruni.tuik.gov.tr/medas/?locale=tr> (accessed on 14.03.2017)

(5 yrs)						
Elementary education (8 yrs)	1.699.038	15,2%	977.648	17,5%	721.390	12,9%
Middle School or equivalent	1.247.095	11,2%	699.443	12,5%	547.652	9,8%
High School or equivalent	2.683.399	24,0%	1.464.156	26,2%	1.219.243	21,8%
University or College degree	1.921.392	17,2%	988.083	17,7%	933.309	16,7%
Masters degree	206.463	1,8%	114.294	2,0%	92.169	1,6%
PHD	43.982	0,4%	25.277	0,5%	18.705	0,3%
Unknown	139.318	1,2%	74.374	1,3%	64.944	1,2%

Source: TURKSTAT, 2015

Unemployment rate distribution by years shows that the unemployment rate has increased from 11.2% in 2008 to 16.8% in 2009 due to the effect of the global crisis. Unemployment rate declined to 14.3% in 2010, 11.8% in 2011 and 11.2% in 2013 and increased to 11.9% and 12.9% in 2014 and 2015, respectively.

Table 1.3.3: Unemployment Rate by Years

Years/Indicators	Rate of Participants to Employment	Employment Rate	Unemployment Rate
2008	46.5	41.3	11.2
2009	46.7	38.8	16.8
2010	47.8	41	14.3
2011	48.8	43.1	11.8
2012	51.1	45.3	11.3
2013	52.2	46.4	11.2
2014	52.7	46.4	11.9
2015	54.4	47.4	12.9

Source: TURKSTAT, 2016

By October 2016, youth unemployment rate is stated as 21.2%. The Ministry of Labor and Social Security announced an incentive plan to decrease unemployment among the youth. The protocol made between TOBB and İşkur on behalf of Employment Mobilization (İstihdam Seferberliği) included the Government to pay half of the salaries of newly graduated university students if they are to be recruited by the

private sector. This incentive plan will be valid for 1 year. The impact of this programme is expected to be seen in the next 4-5 months; however, growth decline in the sectors like tourism and retail trade may delay part of this impact (these sectors are rather important for youth employment).

Government Plans for Employment

Due to increasing unemployment rates, especially among the youth, a country wide 'Employment Mobilization Program' (İstihdam Seferberliği) has been declared by the President of Turkey after issuing the Executive Order No. 687 and together with the incentives set out in the Law No. 6111, in collaboration with Turkish Employment Agency (İŞKUR). According to this program, employers which employ new staff from the predefined groups such as women or young men, or people who are registered with İŞKUR as unemployed at least for the last three months will be able benefit from a number of government incentives. These incentives are in the form of financial support and government makes a commitment to pay Social Security (SGK) fees and tax of each of the employees recruited after February 1, 2017 instead of requesting these amounts from employers. This makes a total of 773 TL financial support per employee each month.

This was one of the topics discussed during the KII with İŞKUR; the respondent was asked about these incentives and if Syrians could benefit from them. We were told that the pre-requisite of the incentive plan will require to be registered with İŞKUR and employed legally under the authority of Ministry of Labour and Social Security. Although this response does not provide an absolute answer, there may be a window of opportunity for employers of Syrians, who are already registered with İŞKUR and recruited legally, and these employers may receive this government support which may be used as a selling point in the advocacy of formal employment of Syrians by potential employers.

As shown by the table below, length of this support varies among the groups as per age and gender group. Women older than 18, men aged between 18 and 29 and holders of certificate of professional competence (Mesleki Yeterlik Belgesi) are the most advantaged groups and their employers can benefit from these incentives for up to 54 months. The incentives system is automatic during monthly salary payments. If employers benefit from this incentive system, they don't pay Social Security fee to the state.

Please note that no specific information available about the eligibility of Syrian employees.

Length of Government Support by Age & Gender Groups

Necessary qualification for recruited personnel	Female Older than 18 yrs old	Male aged between 18-29	Male older than 29 yrs old	İŞKUR
Owners of professional competency certificate (MYB)	48 months	48 months	24 months	Additional 6 months if recruitment will be done through registered İŞKUR unemployment
Graduates of Vocational and Technical schools (high school and higher education)	36 months	36 months	24 months	

/ owners of İSKUR professional competence certificate				
Having no certification	24 months	24 months	X	

Source: İŞKUR Presentation, 2017

This brings up another employment related field which is regulated as of 2017, the requirement of certificate of professional competence (MYB). According to this, in order to be employed for professions with danger level 3 and above, professional competence certificates are necessary and employers cannot recruit staff for such positions without these documents are provided. Although this may seem as a barrier for employment, this is actually in favor of vocational training programs and prospective employees who hold such documentation. Doubled with the government employment incentives, holders of such certificates are expected to be in high demand as of this year. Thus, a vocational skills training program to teach and certificate some of these professions that are relatively less dangerous can easily generate employment opportunities for the target group of beneficiaries. Given that most of these professions are related to construction sector, a sector which is large in size and already penetrated by Syrians, this sector and related professions such as plaster applier and ceramic tile setter are very suitable to the objectives of LMA.

b. Population and Employment Status in Istanbul for Syrians

As the latest figures from December 2016 demonstrate, there are 539,062 Syrians in Istanbul. This makes up the 17.5% of the overall Syrian population in Turkey. Syrians live in every 39 districts of Istanbul. Küçükçekmece, has the highest Syrian population by 38.278 mostly due affordable accommodation opportunities. (5% of the total Küçükçekmece population).⁶

Table 1.3.4: Number of Syrians by Their Status

	Turkey	Istanbul	Ratio of Istanbul to Turkey (%)
Population (2015)	78.741.053	14.657.434	18,6%
Temporary Protection	2.783.617	478.850	17,2%
Pre-registration	300.000	60.212	20,1%
Total	3.083.617	539.062	17,5%

Source: Urban Refugees from “Detachment” to “Harmonization” Report, Dec. 2016

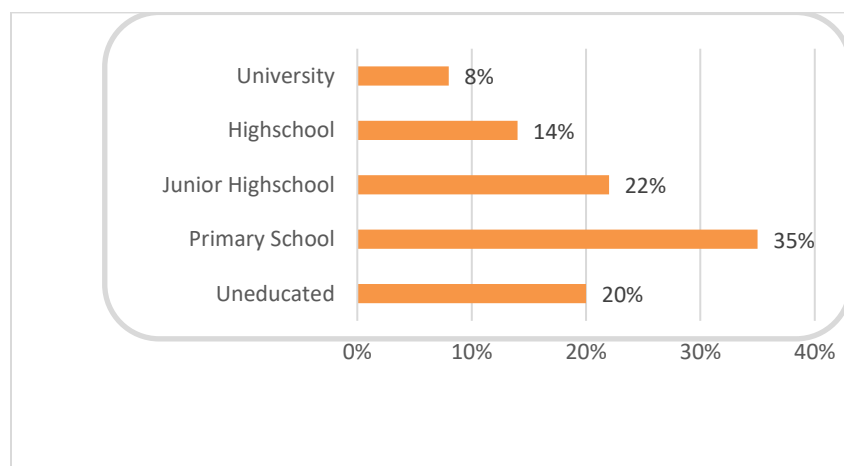
⁶ This number represents Syrians under Temporary Protection and is taken from Urban Refugees from “Detachment” to “Harmonization” Report by Murat Erdoğan, 2017 (http://marmara.gov.tr/UserFiles/Attachments/Publication/Publication_2527_GocRaporuEnglish.pdf , accessed on 15.03.2017)

Although government does not share demographic information about Syrians, a survey based research submitted by INGEV to the World Humanitarian Summit in cooperation with UN Habitat and İstanbul Metropolitan Municipality in April 2016, with 378 Syrians aged between 12-24, shows that;

- 73% of young Syrians were students of high school or lower level education in Syria while only 18% continue their education in Istanbul right now.
- 35% of the interviewed youth are at least primary school graduates. This is followed by junior high school graduates by 22%.
- Among the young Syrians 47% are working in certain level and 6 % is looking for a job. There is a key indicator showing also the current state of Syrian companies only 5% of these companies have social security.
- Another important insight for the future social development is the fact that the most desired future for youngsters is to become entrepreneurs; 26% want to have their own business which is followed by being teacher (16%)
- Both indications show that to support Syrian SME's are crucial with many aspects.

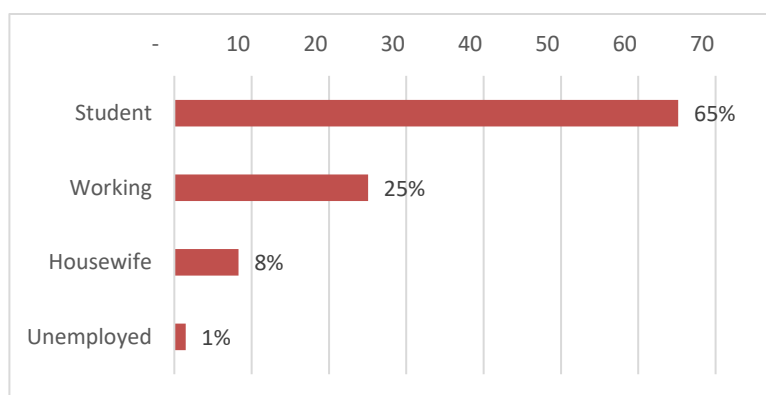
Please note that, few additional analyses are prepared specifically for Save the Children for the ages of 15-24 below.

Graph 1.3.1: Education received in Syria (graduated from .., for 12-24 age group)



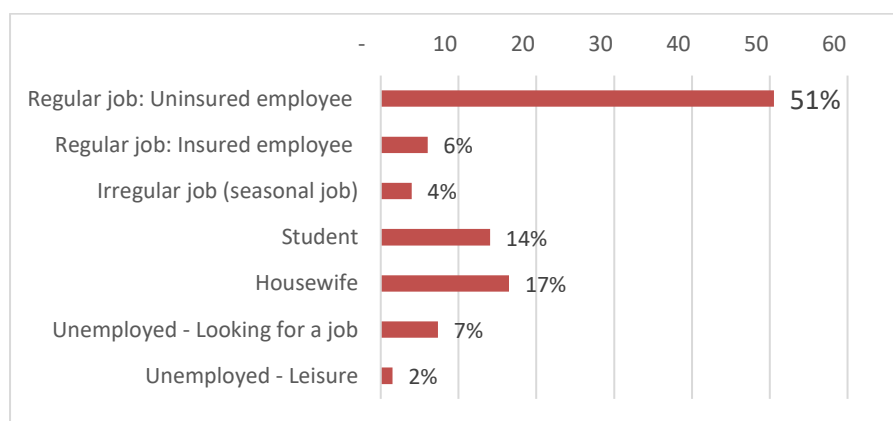
Source: INGEV 'Capacity building in support of young refugees in metropolitans' research, April 2016

Graph 1.3.2: While in Syria (for 15-24 age group)



Source: INGEV 'Capacity building in support of young refugees in metropolitans' research, April 2016

Graph 1.3.3: Working Status of Syrians in İstanbul (for 15-24 age group)



Source: INGEV 'Capacity building in support of young refugees in metropolitans' research, April 2016

Disaggregated data by gender and age groups on employment situation of Syrians interviewed are shown below. Students are mostly from the 12-14 age group and females, whereas almost half of each 15-19 and 20-24 age groups are regularly employed but uninsured. These numbers show the urgent need for preparing Syrian youth for insured jobs through vocational training and employment partnerships, as we will also see these are important factors in the later sections of the report, along with the avoiding bureaucratic hassles and permit fees.

Table 1.3.5: Working Status of Syrians in İstanbul

Works in (%)	Overall	Overall 15-24	12-14 Age	15-19 Age	20-24 Age	Male	Female
Regular job: Uninsured employee	39	51	13	48	54	61	16
Regular job: Insured employee	5	6	3	7	5	9	1
Irregular job (seasonal job)	3	4	3	4	4	5	2
Student	29	14	60	24	3	14	44
Housewife	12	17	3	10	24	-	25
Unemployed - Looking for a job	6	7	2	6	9	8	3
Unemployed - Leisure	6	2	16	2	1	4	9

Source: INGEV 'Capacity building in support of young refugees in metropolitans' research, April 2016

2. Selection of Action Sectors (Phase 1)

After demographical information of local population and Syrian youth has been set out in the previous section, now sectoral information in Turkey and İstanbul will be introduced. In this section, sectors coming forward as per their current and potential performance will be analyzed through their turnover, employment and salary indices and provide a basis on the action sectors and sub-sectors. As this detailed sectoral data is only available at Turkey level, statistics by TURKSTAT will be the main source and will demonstrate overall performances. However, other indicators such as open positions will be discussed as per data by İŞKUR İPA Report on İstanbul level. Later, building upon this base, sectors suitable to Syrian youth will be determined in the light of information received during KIIs and FGD conducted during Phase 1 of LMA. This selection will be made by prioritizing sectors already penetrated by Syrians but sectoral performance is given importance as well. The sectors with further analysis include the ones suitable only for metropolitan areas. Common sectors requiring for less education, less investment and very little Turkish and other vocational skills, such as agriculture or livestock, are not included since the research is conducted for only İstanbul.

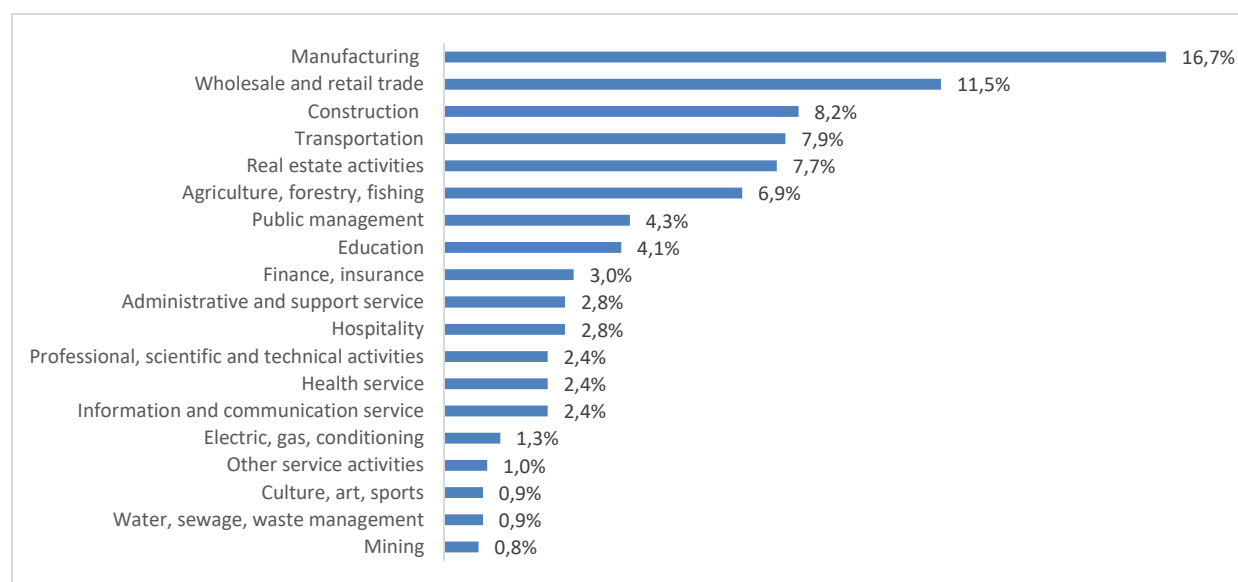
1.4. Identification of Potential Sectors based on Statistical Data

Turkey

According to the statistics studied during the desk research, Manufacturing and Trade & Service are the main sectors in Turkey as by the size of the sector. The top five growing sub sectors under Trade & Services gained importance by 2016 Turnover, Employment and Salary Indices;

- Air transport
- Security and investigation activities
- Architectural and engineering activities; technical testing and analysis
- Cleaning activities
- Wholesale and retail trade and repair of motor vehicles and motorcycles

Graph 2.1.1: Size of Sectors by Turnover 2015, Turkey



Source: TURKSTAT, 2015

The table below lists top-five sub-sectors under Trade and Service by indices and the full list of sub-sector indices are included in **Annex 5 – Trade and Service Indices**. Calculation is made in consideration of data string from 2005 to 2016 by indexing all the figures to 2010 and these indices are the indicators of a growth or decline. For example, when the figure of Cleaning Activities for 2010 is equated to 100, there is an increase in turnover by 113%, 8% increase in the employment opportunities and 165% in the salaries. This growth is also confirmed by the İŞKUR statistics for open vacancies of Security Personnel and Cleaning Personnel, and shows increasing job opportunities in these growing sectors.

Table 2.1.1: Trade and Services Indices for Top-Five Sub-Sectors, 2005-2016 (2010=100)

Trade and Services Indices 2016 (2010=100)	Turnover Index	Employment Index	Salary Index	Average Index value
45 - Wholesale and retail trade and repair of motor vehicles and motorcycles	233	116	235	195
51 - Air transport	295	164	311	257
71 - Architectural and engineering activities; technical testing and analysis	204	130	287	207
80 - Security and investigation activities	283	121	290	231
812 - Cleaning activities	213	108	265	195

Source: TURKSTAT, 2016

As the second largest sector, manufacturing points out the following top five growing sub sectors by 2016 Turnover Index;

- Repair and installation of machinery and equipment
- Manufacture of motor vehicles, trailers and semi-trailers
- Manufacture of machinery and equipment n.e.c.
- Manufacture of paper and paper products
- Manufacture of electrical equipment

In the table below, Turnover Index for the top-five sub-sectors of manufacturing is included. The full Turnover Index table of manufacturing sub-sectors is included in **Annex 6 – Manufacturing Turnover Index**. TURKSTAT only provides Turnover Index data for the Manufacturing sector, whereas it supplies also Employment and Salary Indices for Trade and Services sector.

Table 2.1.2: Manufacturing Turnover Index for Top-Five Sub-Sectors, 2005-2016 (2010=100)

Manufacturing Turnover Index 2016 (2010=100)	Turnover Index
17-Manufacture of paper and paper products	223
27-Manufacture of electrical equipment	221
28-Manufacture of machinery and equipment n.e.c.	245
29-Manufacture of motor vehicles, trailers and semi-trailers	248
33-Repair and installation of machinery and equipment	285

Source: TURKSTAT, December 2016

Istanbul

In Istanbul, on the other hand, the following 5 sectors realize 72 % of total employment, 75% of open positions, and 77% of “difficult to fill” positions as indicated by İŞKUR Labor Market Assessment Report of 2016.⁷ These can be taken as the first priority sectors for unemployed youth, either for the Syrians or the economically vulnerable Turkish youth at first sight.

- Manufacturing
- Wholesale and Retail Trade
- Construction
- Accommodation
- Administrative and support service

Table below shows the sector sizes in Istanbul by the number of companies and employees. Manufacturing and Wholesale and Retail Trade make up for the half of the employment in Istanbul; which are followed by the Administrative and Support Services sector.

Table 2.1.3: Employment by Top-Five Sectors (full list is in *Annex 7*)

	No of Comp	Male Employee	Female Employee	Total	% of Empl
Manufacturing	11.471	460.383	181.767	642.150	30%
Wholesale and retail trade	6.652	285.358	131.216	416.574	19%
Construction	4.378	134.067	18.800	152.868	7%
Accommodation	2.043	96.455	30.707	127.162	6%
Administrative and support service	1.767	145.916	79.260	225.176	10%

Source: İŞKUR İstanbul Labor Market Assessment (İPA) 2016

Besides high employment opportunity, it is important to assess this with top open and difficult to fill in positions in order to have a better understanding of which industries are flourishing and may be suitable for program direction. Manufacturing sector does not only provide the most employment opportunity, but it is also the top sector for open and difficult to fill positions. It provides more than 40% of the open positions and half of the ‘difficult to fill’ positions as shown by the figures in the below table. Manufacturing is followed by the Wholesale and Trade sector. As ‘difficult to fill’ positions indicate lack of demand from local labor due to reasons which will be mentioned in the next section of the assessment on page 22, they present an opportunity for Syrians. Also, required level of education by the

⁷ İŞUR İPA 2016

top five sectors is high school or less, or not important as indicated by the employers which is suitable for profile of the target population. However, as the local language – Turkish – is a major barrier for many of the job positions in each and every of these sectors, detailed analysis is yet to be finalized for Syrians “actions sectors” to be.

Table 2.1.4: Open Positions and Education Requirement by Top-Five Sectors (full list is included in Annex 8)

	Open Positions	Number of Difficult to Fill Positions	Education Level Not Important	High School or Less	University
Manufacturing	13.926	18.116	44%	46%	10%
Wholesale and retail trade	6.723	4.891	15%	67%	18%
Construction	1.541	2.617	10%	50%	40%
Accommodation	2.224	2.510	23%	75%	2%
Administrative and support service	3.754	3.023	23%	72%	5%

Source: İŞKUR İstanbul Labor Market Assessment (İPA) 2016

Finally, the table below displays employment expectations by sectors in Istanbul. Expected increase in employment in the top five sectors mentioned below, except for construction, are either above Istanbul average or around it. Employment expectations for all the sectors are included in the Annex section as **Annex 9 – Employment Expectations**.

Table 2.1.5: Employment Expectations

	Increase	Decrease	No Idea	No Difference
Manufacturing	18%	6%	42%	34%
Wholesale and retail trade	17%	4%	43%	37%
Construction	14%	3%	50%	33%
Accommodation	16%	4%	46%	34%
Administrative and support	15%	7%	42%	36%

service				
İstanbul average	16%	4%	44%	36%

Source: İŞKUR İstanbul Labor Market Assessment (İPA) 2016

1.5. Jobs/Positions/Occupations

After introducing situation of main sectors and various sub-sectors in Turkey and İstanbul through indicators, now in this section indicators regarding job opportunities, positions and occupations will be discussed to provide additional information for taking into consideration while determining action sectors.

As the data by İŞKUR İstanbul İPA report suggests, three occupational groups are the most important in terms of employment, open positions and reasons of difficult to fill.

- Service and sales workers
- Craft and related trades workers
- Plant and machine operators and assemblers

The table below shows occupational groups in İstanbul by employment size, open positions and percentages of open positions among all available open positions. These three occupational groups realize 41% of employment and 58% of open positions in İstanbul. Rates are important especially for determining occupation groups for potential employment.

Table 2.2.1: Occupational Groups in İstanbul by Employment Size and Open Positions

	Male	Female	Total Employment	Open Positions	% Open Position
Clerical support workers	163.465	130.419	293.884	2.457	7%
Service and sales workers	232.139	109.340	341.480	7.965	24%
Elementary occupations	180.904	77.839	258.743	4.305	13%
Skilled agricultural, forestry and fishery workers	3.701	84	3.785	101	0%
Professionals	201.845	172.113	373.958	3.250	10%
Craft and related trades workers	210.682	43.178	253.860	5.066	15%
Technicians and associate	172.056	61.923	233.980	3.204	10%

professionals					
Plant and machine operators and assemblers	244.717	50.822	295.539	6.586	20%
Managers	71.531	31.182	102.714	646	2%
Istanbul	1.481.042	676.902	2.157.944	33.580	100%

Source İŞKUR İPA, 2016

With regards to “difficult to fill” positions, İŞKUR 2016 İPA report provides the table below that represents the results of a survey conducted with employers. There are six different reasons listed in this table. The main reason is the lack of necessary occupational skills by potential employees. Another reason is low application rates for these positions. There are also other reasons listed such as undesirable work environments, inadequate wages and salaries and shifted working hours. Service and sales workers positions is the top job/position for “difficult to fill” in relation to application rates. This indicates a potential job opportunity for Syrian youth due to low local workforce demand. Also, positions which are difficult to fill due to lack of occupational skills, such as service and sales worker positions or craft and related trades worker positions points out a potential area for skills training program in order to access these available positions.

Table 2.2.2: Reasons of “difficult to fill” by occupational groups

	Application	Occupational skill	Experience	Work Environment	Wages and salaries	Working hours
Clerical support workers	40%	81%	49%	21%	24%	14%
Service and sales workers	60%	65%	54%	17%	42%	27%
Elementary occupations	53%	45%	23%	43%	45%	26%
Skilled agricultural, forestry and fishery workers	59%	41%	24%	0%	30%	0%
Professionals	33%	72%	51%	13%	21%	2%
Craft and related trades workers	49%	77%	58%	22%	26%	7%
Technicians and associate professionals	43%	79%	63%	27%	28%	14%

Plant and machine operators and assemblers	49%	59%	50%	33%	36%	17%
Managers	23%	48%	80%	30%	41%	21%
Istanbul	48%	66%	51%	27%	33%	16%

Source İŞKUR İPA, 2016

Moving forward, another indicator, percentage of open positions and filled positions of the occupations may be helpful to understand opportunities for employment and the sectors which should be prioritized in relation that. Below, the table for open positions and filled positions by occupation shows that call-center customer representative, store attendant, cashier positions are difficult to fill positions which may be explained by high staff turnover rates.

Table 2.2.3: Open Positions and Filled Positions by Occupation

	Open Positions	%	Filled position	%
Manual worker (General)	137.575	27%	47.500	27%
Cleaning person	33.166	7%	15.536	9%
Sales representative	27.223	5%	12.768	7%
Security personnel	22.082	4%	8.553	5%
Office clerk (General)	19.509	4%	7.342	4%
Call-center customer representative	18.075	4%	4.353	3%
Store attendant	15.040	3%	6.974	4%
Cashier	10.069	2%	3.689	2%
Waiter /waitress	9.978	2%		0%
Manual worker (Construction)	9.374	2%	7.201	4%
Other Occupation	207.848	41%	59.457	34%
Istanbul 2015	509.939	100%	173.373	100%

Source: İŞKUR İPA, 2016

The table below shows reasons of “difficult to fill” by occupations as indicated by İŞKUR İPA report which is the result of a survey conducted by İŞKUR with employers. Similar to reasons of “difficult to fill” by occupational groups, this table shows likelihood of difficulty in finding employees as per lack of application, occupational skills and experience, together with undesirable working environments, inadequate salaries and wages, and shifted working hours. The percentages indicate frequency of the given answers. Occupations of, sewing machine operator, security personnel, customer representative, manual worker (carrying, handling), cleaning person and call-center customer representative come forward with regards to low application and lack of occupational skills reasons which can be used for the advantage of target population and trainings planned for them.

Table 2.2.4: Reasons of “difficult to fill” by Occupations

	Most Difficult to Find	Application	Occup. skill	Experience	Work Environ.	Wages and salaries	Working hours
Sewing machine operator	8,50%	65%	40%	49%	31%	32%	2%
Waiter /waitress	2,60%	46%	55%	42%	13%	47%	27%
Security personnel	2,40%	72%	66%	68%	39%	63%	42%
Customer Representative	2,00%	74%	90%	28%	9%	12%	6%
Sales representative	1,90%	64%	40%	30%	10%	15%	1%
Cleaning person	1,80%	61%	69%	52%	47%	65%	35%
Call-center customer representative	1,80%	6%	93%	46%	3%	0%	1%
Ortacı/Ayakçı (Textile)	1,70%	43%	44%	30%	23%	39%	0%
Manual worker (carrying, handling)	1,40%	100%	0%	0%	0%	0%	0%
Manual worker (General)	1,30%	0%	100%	0%	100%	100%	100%

Source: İŞKUR İPA, 2016

In the table below, skills which are important for the occupations with the highest rate of open positions ranked from 1 to 10, (1 being most important and 10 being least important). Due to LMA objectives, occupations which require skills that can be learned in a short period of time can be targeted from the table, such as sales representative, call center representative and manual worker. However, communication skills will still be relatively important for these occupations. Occupations with less importance for occupational skills are sewing machine operators and errand boy in textile (currently providing the highest number of employment to Syrians) and security personnel (which can be explored through an agency to overcome the trust issue).

Table 2.2.5: Necessary Skills by Occupations

	Occupational Skills	Physical skills	Communication skills	Teamwork	Sales Skills	Problem solving	PC	Project level work	Analytic	Language
Sewing machine operator	1	2	4	3	6	5		8	7	
Waiter /waitress	3	1	2	5	7	6	10	9	4	8
Security personnel	1	2	4	7		5	6	3		
Sales representative	6	4	2	3	1	8	5		7	9
Cleaning person	4	1	2	3		7		5	6	
Call-center representative	6	7	1	9	3	5	2		8	4
Ortaç/Ayakçı / Errand boy(Textile)	1	2	4	3	8	5		6	7	
Manual worker - carrying,handling	4	1		3		2				
Manual worker (General)	6	1	3	2	7	4		5		

Source: İŞKUR İPA, 2016

Finally, the table below lists the occupations which are expected to face an increasing and decreasing demand in the period between May 2016 and May 2017 as indicated by İŞKUR İPA Report. Some of the occupations which came forward before, such as sewing machine operator, sales representative, construction worker and unarmed security personnel are also mentioned in this list.

Table 2.2.6: Future Estimations by Occupation

Increase	Decrease
Security personnel	Shipwright
Sewing machine operator	Plastic products assembly worker
Manual worker (General)	Leather worker
Manual worker (Construction)	Aluminum production worker
Sales representative	Steel bender
Qualified instructor (Garment and garment accessory sales representative)	Production planning officer
Security personnel (unarmed)	Warehouse worker (elleçleme)
Miner (General)	Glasses frame producer
Driver-Freightage	Gold bracelet producer
Insurance professional	Professional sports person

Source: İŞKUR İPA, 2016

2.3. Identification of Potential Sectors based on KII and FGD Findings

In the previous section, sectors and occupations which may provide employment opportunities were discussed in the light of statistical data discovered during desk based research. In this section, sectors which are suitable to be determined as ‘action sectors’ will be assessed as per the information received during KIIs and Phase 1 FGD. During the interviews, which were conducted with seven different institutions/organizations, similar sectors came forward with additions. However, these interviews were mainly useful for determining the job opportunities which are suitable to young Syrians as three of the organizations interviewed were from the refugee field.

The following criteria were applied while deciding the action sectors and potential jobs/positions which the market assessment should focus deeper in the second phase of the research. Given that the main target population, Syrian youth, has more limited opportunities for formal employment, these criteria have been evaluated in consideration to this group. In addition to these criteria, **multi-sectoral job opportunities have been prioritized among available opportunities** as these opportunities are expected to be more available and can benefit from progress of more than one sector.

- Open positions for occupations
- Relative sector growth and sector size
- Reasons of difficult to fill

- Necessary skills
- Need for Communication skill
- Short duration for occupational training need
- High school or lower educational need
- Occupations not preferred by local young people
- Risk factors

According to the interviews, Syrians in İstanbul are recruited or can have employment opportunities in these six sectors included below. These sectors are somewhat different from the sectors identified through desk research, since the desk research was focused on the overall sectoral figures in Turkey and İstanbul, and did not focus on penetration by Syrians. When the above filters are applied and the barriers for the Syrians are taken into the consideration, below sectors are defined.

- Health
- Construction
- Textile
- Heavy Metal
- Manufacturing (especially Automotive, Food)
- IT
- Retailing
- Service (especially Finance, Insurance, Telecom)

Among these sectors, Syrians are known to be mainly employed in Construction, Textile and Manufacturing sectors. One of the findings from KIIs and FGD is that contribution of Syrian workers to the labor market and workforce have been recognized and appreciated. Especially in Textile and Construction sectors, they make up an important portion of the workforce and help to fulfill positions which are rejected by the local workforce. Sewing machine operator is a good example of such positions. During FGDs, it is mentioned that this workforce contribution by Syrians placed Turkey in higher hand compared to China in textile export. Although this sector has received bad reputation due to exploitation of child labor, awareness level among the employers is expected to be increased due to campaigns.

IT and related sectors are also mentioned during KIIs. Given the age of target group, increasing sector size and employment opportunities, this sector and occupations can be quite suitable to young Syrians and local population with some level of experience or knowledge of computers and internet. Jobs listed are E-marketing Specialist, Web Designer, Graphic Designer, Social Media Specialist, and Digital Marketing Specialist.

In addition to these sectors, two of the key informants confirmed Syrians participation in Heavy Metal industry, especially at the factories in İkitelli Organized Industrial Zone (OSB) which provides job

opportunities to more than 300,000 blue and white collar employees; no official data is available on Syrian employees at OSB. This information is also briefly mentioned by Support to Life Vulnerability Assessment of Syrian Refugees in Istanbul report, without reference to the sector. Besides heavy metal industry, shoe manufacturing, plastic injection and car repair are the other sectors that are covered in OSB. Need for qualified workers is an issue for the employers in OSB; in order to solve this issue, they established a full scholarship vocational school within their premises and 2,700 students are being trained in this school currently.

Other important information was received during İŞKUR interview. It is discovered that the difficult to fill positions identified in İŞKUR İstanbul LMA Report, such as cashier and call-center operator, are the positions with high staff turnover due to working conditions such as working in shifts and relatively lower salaries - although qualified and trained staff for these jobs are available. Still, availability of such positions and the size of Service and Trade sector highlight these occupations and shift of demand by local population can be used for the advantage of Syrian youth.

There are other opportunities in Retail Trade, too. Most of the key informants and participants of FGD mentioned that young Syrians, especially women, can be employed at shopping malls which are visited by Arab tourists, at cosmetic stores or garment stores as sales person due to their Arabic. Still, it should be considered that employment in Retail sector requires some Turkish skills as well. Knowledge of Arabic language provides other job opportunities to Syrians, as well. For example, informants stated that Syrians can work as translators and patient accompaniment in health sector, especially in health tourism such as hair transplant or plastic surgery clinics. Finally, with necessary skills provided, they can work as patient care takers in hospitals as well.

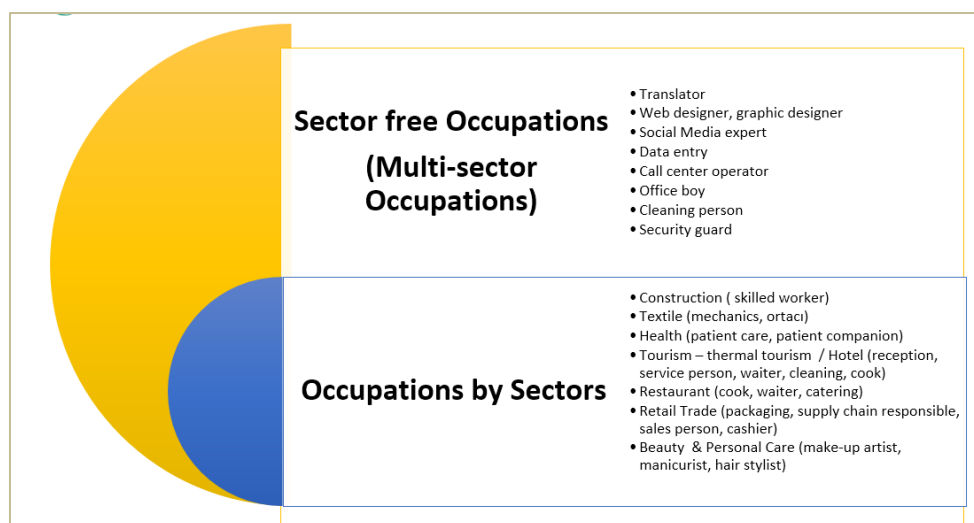
To summarize, the occupations listed below are the most frequently mentioned occupations during KIIs and they are consolidated by FGD.

- Construction Worker
- Sales Person
- E-marketing Specialist
- Real Estate Sales Representative
- Translator
- Patient Accompanist
- Web Designer
- Graphic Designer
- Sewing Machine Operator (Textile)
- Errand worker (Ortacı)
- NGO Worker
- Social Media Specialist
- Digital Marketing Specialist
- Data Entry Operator
- Supply Chain Worker
- Call-Center Operator
- Retail Worker
- Patient and Disabled Carer
- Foreign Trade Specialist
- Chef/Sous Chef
- Beauty Specialist
- Cosmetic Products Sales Person

2.4. Finalized “Action Sectors” and Jobs/Positions/Occupations

After considering the filtering criteria together with the sectors and job opportunities brought by desk research, KIIs and FGD, the following list of sectors and occupations are determined for further focus in Phase 2. Besides focusing on ‘value chain’ sectors such as hospitality, manufacturing and retail trade, ‘multi-sectoral occupations’ such as translators, data entry operators and cleaning persons are also selected as skills in these occupations would enable access to jobs in various sectors, therefore increase employability. Some of these jobs can also be filled without any qualification training and may provide opportunities to the child beneficiary parent group. Finally, as can be seen by the graph below, some of the occupations are useful for self-employment and small – medium enterprise openings. Restaurant and Beauty and Personal Care sectors can be given as examples.

Graph 2.4.1: Action sectors and Occupations



3. Understanding Needs and Opportunities in "Action Sectors" (Phase 2)

Moving forward from the base introduced in Phase 1 findings, in Phase 2 the assessment focuses on setting out needs and opportunities for Syrian youth on the sectors determined in the previous phase. This starts with introducing the legal basis of the employment of Syrians as per the regulations in Turkey and the government plans. Later, findings from FGD conducted with Syrian youth will be discussed to offer an understanding of their situation, expectations and interests which should be considered during program design. After this background information laid out, specifics with regards to 'action sectors' and job opportunities suitable to Syrian youth and their mid-term and long term forecasts will be mentioned. This will be followed by sections on major trade groups, employment agencies, major employers and hiring practices of the 'action sectors' specified and a brief mapping of skills training ecosystem suitable for the employment opportunities discovered during LMA will be added.

3.1. Legal Background and Government Plans for Vocational Training and Employment of Syrian Youth

Accesses to education and labor market have been two of the main issues for Syrian refugees in Turkey since their first arrival to Turkey in 2011. During these 6 years, a number of reforms have been instituted by GoT in order to tackle the problems occurring in these areas. Initially, the first comprehensive refugee law of Turkey, Law on Foreigners and International Protection (Law No. 6458), was legislated in April 2013, as part of the EU accession process and Turkey's migration management strategy. By the help of that, Temporary Protection status has achieved official recognition as outlined in Article 91 of the Law.

Following this legislation, a regulation to determine rights and duties of Syrian refugees in Turkey was issued in October 2014. Temporary Protection Regulation guaranteed education rights of Syrian refugees under Article 28 and allowed their access to vocational and skills training. Also, Article 29 of the same regulation provided a legal background for work permits for Syrian refugees. In January 2016, Regulation on Work Permits of Foreigners under Temporary Protection was adopted. By the help of this regulation, Syrians in Turkey can apply for work permits and access to the labor market six months after completing their Temporary Protection registration. Although this regulation does not grant an automatic right to work and requires application by employer to the Ministry of Labor and Social Security (MoLSS) except for seasonal agriculture and husbandry sectors, there are no longer legal barriers in access to labor market for Syrian refugees in Turkey. As of November 15, 2016, 4,039 Syrians with Temporary Protection status received work permits.⁸

As explained above, currently there are no legal obstacles for access to vocational training and labor market. However, implementation of the legal framework is not flawless and Syrian refugees may face

⁸ Figure is from the presentation by Ministry of Labor and Social Security Labor Specialist Mehmet Doğan, presented at workshop by UNHCR in December, 2016.

problems time to time while trying to access these entitlements. Acknowledging these problems, GoT has tried to come up with new government policies and set up a coordination unit under Prime Ministry Office. This coordination unit which is in charge of planning the processes regarding Syrians in Turkey initiated several working groups, one of which is Economics and Labour Force chaired by İŞKUR (Turkish Employment Agency). This working group prepared a 19-point action plan under five main goals. These goals are:

- To deliver vocational training and language training according to the needs of labour market,
- To develop entrepreneurship mechanisms,
- To increase service capacity of institutions especially working in employment field,
- To do awareness increasing activities about combat with informal employment,
- To ensure participation to labor market.⁹

In line with these goals, İŞKUR registers Syrians who seek jobs, offers them employment and career counselling services and services such as vocational training courses, entrepreneurship training program, and on the job training program.¹⁰ However, there are still some issues in the implementation of these policies such as need for support from (I)NGOs serving to Syrians during registration with İŞKUR branches or access to on the job training services.

Still, GoT aims to increase access to vocational training opportunities for Syrian refugees, especially youth. At a coordination meeting organized by Ministry of National Education (MoNE) for Syrian students under Temporary Protection, Deputy Prime Minister Veysi Kaynak stated that if they help these Syrians to gain professions, instill hope about their future and gave them a vision, in 10 years' time these Syrians would contribute to Turkish society greatly in case they stay here or they would be our commercial, political and economic partners in case they go back to Syria.¹¹

3.2. Syrian Youth – Situation, Expectations and Interests

During the LMA, Syrian youth were also asked of their opinions about the labor market situation and the skills and occupations that they demand. Nine Syrians aged between 17 and 25 from different districts of Istanbul with varying education levels and occupations participated to the discussion. Their demographic information is the following:

⁹ Firat,V. (2016). Turkish Employment Agency's Activities for Syrians under Temporary Protection [PowerPoint slides]

¹⁰ Ibid.

¹¹ <https://hbogm.meb.gov.tr/www/suriyeli-ogrencilere-yonelik-koordinasyon-toplantisi-duzenlendi/icerik/589> (accessed on 04.05.2017)

Table 3.2.1. Syrian Youth FGD Participant Demographics

Name	Age	Sex	District	Highest Level of Education	Current Occupation
Ş.	25	Male	Eyüp	University Student	Sociology Student
A. N.	19	Male	Zeytinburnu	10th grade	Textile
H. İ.	17	Male	Zeytinburnu	9th grade	Translator / Waiter
A. N.	19	Male	Zeytinburnu	5th grade	Textile
R. M.	23	Male	Gaziosmanpaşa	Middle School	Tattoo Apprentice, Translator
F. Z.	23	Female	Sultangazi	University Student	Economics Student
M. D.	21	Male	Bahçelievler	6th grade	Textile
M.	25	Female	Sultangazi	University drop out	Teacher
V.	20	Female	Sultangazi	9th grade	Not working

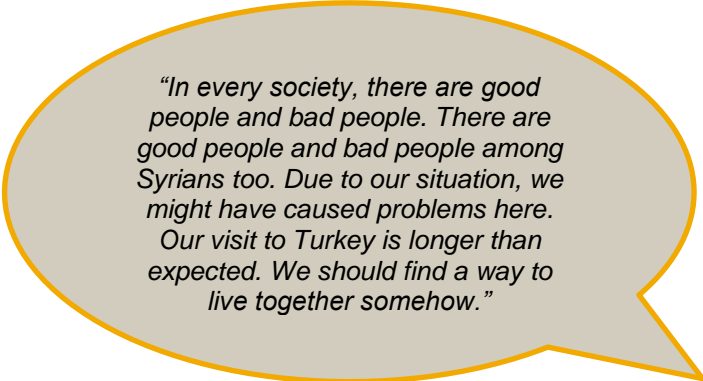
Length of stay of the participants varies. The shortest period was two years and the longest was six years. On average, participants have been living in Turkey for **3.6 years**. It is reflected to their Turkish language skills to some extent. Participants who are university students or working as translators were able to articulate themselves well in Turkish. However, other participants could speak poorly, demonstrating some level of Turkish. Lack of investment to Turkish skills can be explained by their desire of returning to Syria once the conflict is over. All the participants confirmed this idea during the discussion. Main reason for this wish is the high cost of living in Istanbul compared to Syria. They also mentioned about **differences in the work culture**. For example, they mentioned that people were not giving orders to each other at work places. However, as most of the group complained while they work here, especially at the textile industry, they

"Damascus was very beautiful. When one person from a household worked, they could feed and provide for the needs of ten people. We owned our houses, our works, money was enough for everything. Now we work here out of necessity."

constantly hear words “quick, quick!”. This was one of the complaints. Another complaint was the differences between Turkish and Syrian employee salaries. They believe although they do the same work, Turkish people earn more. They indicated that the maximum salary they can earn is 1.600 TL and to achieve this, they need to work faster and produce more products.

Together with this, Syrian youth had other ideas about their **perceptions on Turkey and Istanbul** which are related to their work life and daily life. One of the male participants stated that there were also complaints about legal procedures. For example, one of the male participants stated that he had problems about registering his wife for temporary protection due to lack of documents and was asked to provide these documents from Syria, which is not possible. Therefore, she was not provided TPR ID which causes protection concerns. Another male participant indicated that due to differences in cultures he preferred to engage to a Syrian woman and he would not consider marrying with a Turkish woman due to significant cultural differences. One of the participants mentioned about differences in money spending. According to him, Turkish people tend to save part of the money they earn however Syrians are more into spending what they earn.

However, they did not only display negative perceptions about Turkey and Turkish people. As they are



“In every society, there are good people and bad people. There are good people and bad people among Syrians too. Due to our situation, we might have caused problems here. Our visit to Turkey is longer than expected. We should find a way to live together somehow.”

aware of the difficulties in Istanbul, they mentioned that Turkish people are also suffering from similar difficulties such as high living expenses and low wages. One of the participants stated that he knows there are also good people among Turkish people and there are good and bad people in every society, so as Syrians. He also added that the length of their stay in Turkey is longer than expected due to situations inside Syria but these two societies should find a way to live together.

Another female participant mentioned about the cultural similarities, such as similarities in the proverbs.

The group expressed some ideas about **harmonization** of Syrians and Turkish society. Recognizing that the only barrier between two societies is language, they know they should **learn Turkish** to ease their life in Turkey. However, they weren’t aware of the available Turkish courses. They also stated that Turkish people can learn Arabic as well through certified Syrian teachers. Another idea presented was **to teach English to Turkish people** given that there are abundant numbers of Syrians who know English well. The main motive behind this idea is to be beneficial to Turkish society through the existing skills of Syrians.

When asked about their job aspirations, the group listed the following occupations. They see lack of Turkish skills as an obstacle to reach these desired jobs:

- Actor
- Cameraman
- Fashion Designer
- Marketing Specialist (at a company)
- Accountant (at a company)
- School Principal
- Working on social issues
- Social Entrepreneur
- Owning a clothing shop
- Lawyer
- Quran Teacher (for orphans)
- Driver

In order to understand if their job preference was influenced by dominant ideas in Syria, the group was also asked about the reputable jobs in Syria. They listed doing business in oil industry and textile, owning a restaurant and being lawyer, doctor and engineer as reputable jobs.

During the discussion group was also asked about the **jobs they do not prefer**. They stated that they would not want to be a teacher or nurse as these are difficult jobs. Some of the participants also expressed that due to difficulties they face at their work places they may not want to work in textile. The difficulties mentioned are the long working hours and receiving commands.

Group's preference for maximum **length of daily transportation for work** is three hours. Participants indicated that longer periods are both tiring and not preferred by their employers as they do not allow transportation longer than two hours. Therefore, they preferred to work at the neighborhoods closer to their houses such as Gaziosmanpaşa, Zeytinburnu, Bahçelievler or easily accessible such as Taksim. This might have affected the jobs available to them and may explain their tendency to work in textile sector, which is predominantly located in the districts of Zeytinburnu, Bağcılar, Sultangazi, and Gaziosmanpaşa.


When the group was asked about if they may be interested in **starting a business** in Istanbul, some of the participants expressed their interest. For example, one of the participants stated that if he had the investment he would open a clothing shop immediately. Another expressed his interest for establish a social entrepreneurship company to respond to the needs of Syrian population such as helping with legal procedures for TPR registration and ID. He stated that this company can help with starting business for other talented Syrians and employ them or offer Turkish classes. However, they also expressed some concerns. Firstly, they see lack of Turkish skills as an obstacle even they have investment. One participant stated that even he has ideas about starting a business he cannot do it as he lacked Turkish citizenship which indicates lack of information about their legal rights as Turkish citizenship is not a requirement for establishing a business in Turkey.

FGD participants expressed several **difficulties in finding jobs in Istanbul**. The main difficulty they mentioned is **language barriers**. One of the participants stated that even people had their university diplomas with them, they could not find jobs because of lack of Turkish skills. **Lack of legal documents** such as residence permits is another barrier in legal employment of Syrians and finding jobs in Istanbul. In line with this, they mentioned that they can only apply for work permits at the cities where they are registered for temporary protection. Finally, the group mentioned that **employers are afraid of applying for work permits** for Syrians as they do not want to be guarantor for these employees.

"We want to attend these trainings but we cannot think about our future, we can only think of our current situation."

When they were asked about the **community centers** scattered throughout Istanbul and serve for the needs of Syrian population, they

mentioned that they did not hear about them previously. Majority of them said they would be interested in skills training classes which will be offered from such a center. However, due to long working hours they indicated that it may not be possible to attend classes during weekdays and **weekend courses** are much preferred. One participant stated that even the courses are offered for free, they need to work to provide for their families. Some of the participants stated that they may prefer Syrian teachers. Following are the courses which the participants want to receive through a skills training program:

- 
- Turkish
 - Driving
 - Computer
 - Culinary
 - Guitar
 - Violin
 - Translation

Finally, one of the observations about the group is that due to being overwhelmed by the living conditions in Istanbul, their focus is only on their and their dependents' daily needs. This is later confirmed during the discussion when they were asked about if they may be interested in receiving skills training through a community center. One of the participants stated that they can only focus on their current situation and cannot think about their future.

3.3. Brief Sectoral Analysis and Job Opportunities

a. Employment Pathway

As mentioned in the previous section, the action sectors with suitable employment opportunities are determined as **Retail, Textile, Health, Hospitality** and **Construction**. Beside these sectors, there are also **multi-sectoral** opportunities. However, in all employment opportunities Turkish skills seems to be a barrier. Of course, there are job opportunities that require very low skills of Turkish, but they are not sustainable and does not include any career opportunities. Therefore at least a basic level of Turkish language is a must before any skills training.

In this section, beginner/entry-level job opportunities and small/micro business entrepreneurship for selected sectors will be analyzed in detail by the findings of KIIs and FGDs and from a sub-sectoral perspective with a value chain approach. It will be followed by an estimation of demand volume for the near/short and medium term. Finally, these opportunities will be assessed by placing all on an appraisal matrix to display the priority jobs, especially for Syrian youth.

i. Retail Sector

During Phase 1 of the assessment, Retail sector came forward as the second largest employment group in Istanbul by 19%. As indicated by a sector representative during the FGD, the sector has observed an overall growth by 10% during 2016. One of the growing sub-sectors is **cosmetic store chains** with a growth rate of 25%. While 'do-it-yourself' (DIY) markets such as Koçtaş and large supermarket chains are downsizing, **discount supermarket chains** such as ŞOK and BİM are growing. This is also verified during Phase 1 interview with İŞKUR as the Branch Director indicated that a known discount market chain is in the process of recruiting store attendants through İŞKUR for their new branches. Such growth also leads to additional jobs in inbound sub-sectors, for example at **Warehousing** and **Logistics**. These sub-sectors are in need of qualified workers and expecting youth to be interested.

With the emerging technological developments, a new form of retail industry started to replace traditional retail venues. **Online Retailing** industry in Turkey is booming with its increasing turnover figures. According to the data obtained by TURKSTAT site, Online Retail turnover index for 2013 was 189 which increased to 253 in 2015 in Turkey (2010 is considered as 100). Positive developments in this sub-sector have led to growth in related sub-sectors too. During the FGD on Retail and Textile Sectors, Aras Kargo¹² representative stated that the competitive **Parcel Delivery** sector observed 16% growth in 2016 which continued in the first quarter of 2017. Another significant increase is in **Clothing Retail**. As per TURKSTAT statistics, the turnover index for the sub-sector was 172.5 in 2013 and increased to 218 in 2015.

Table 3.3.1: Retail Turnover Index

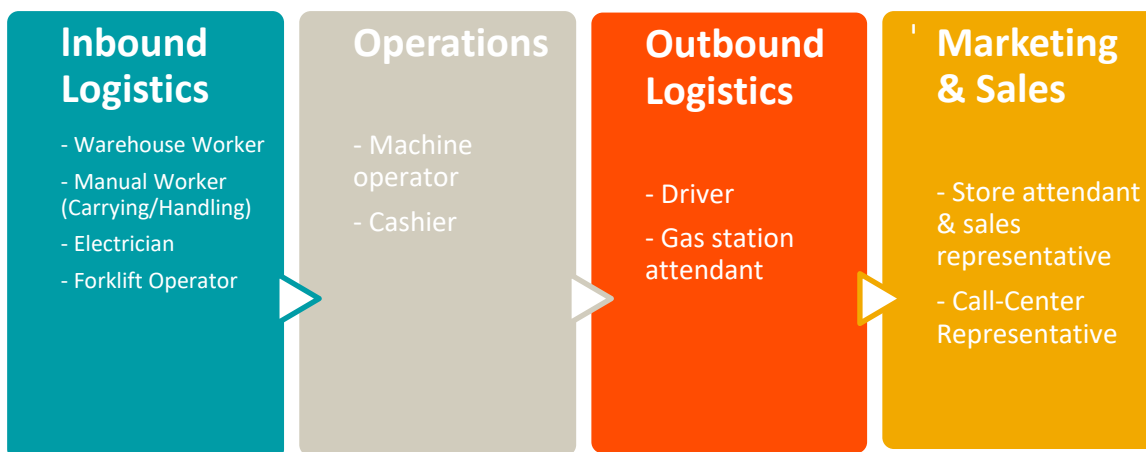
Retail Type	Turnover Index (2010=100)	
	Years	
Retail Trade (except motorized vehicles and motorcycles)	2013	146.6
	2014	162
	2015	172.9
Online Retail and Retail through Postal Services	2013	189.3
	2014	212.9
	2015	252.9
Food, Drink and Tobacco Retail	2013	139.5
	2014	161.5
	2015	184.8
Textile, Clothing, Shoe and Leather Products Retail Trade	2013	172.5
	2014	201.6
	2015	218.4

Source: TURKSTAT, 2015

Both during the KIIs and FGDs, several positions have been named at the different sub-levels of the Retail sector. Value chain analysis of the sector with regards to suitable positions can be displayed with the following graph:

¹² A leading parcel delivery company in Turkey.

Graph 3.3.1: Retail Value Chain Analysis



As shown by the table, positions are available at all four sub-levels of the sector with more options at inbound logistics. Both during KII and discussions, participants stated high staff turnover rates in this sector. The main reasons cited are:

- Complaints of salary and / or benefits
- Unrealistic expectations about work
- Unwillingness to work hard by the youth

Below are the specifics of the job opportunities discovered during desk research, FGDs and KIIs which are deemed suitable both for Syrian and local youth.

Table 3.3.2: Retail Job Opportunities

Position	Description	Technical Skills	Soft Skills	Language Skills	Minimum Education	Average Salary	Work Environment
Cashier	Operates cash register.	Money handling, Basic calculation	Trustworthy, Communication, Client Oriented, Problem Solving, Analytic	Yes, Turkish needed	High School	1.404 TL	Indoor (market, store)
Store Attendant / Sales Representative	Sells products and provides customer services to consumers on the floor.	Sales skills	Communication, Client Oriented, Problem Solving, Analytic	Yes, Turkish needed.	High School	1.404 TL + bonus	Indoor (market, store)

Gas Station Attendant	Runs fuel pumps and fill fuel tanks of vehicles with gasoline or diesel fuel; charges purchases through cash, debit or credit cards.	Running fuel pumps, Money handling, Basic calculation	Flexible, Hardworking	Basic Turkish	Elementary School	1.404 TL	Outdoor
Warehouse Worker	Responsible for the ordering, receiving, and storing of incoming material or merchandise.	MS Office, Tagging, Packing, Forklift operation	Attentive, Responsible, Organizational skills	Basic Turkish	High School	1.404 TL	Indoor (warehouse)
Manual Worker – carrying, handling	Carries, handles and sorts incoming material and merchandise.	Tagging, Packing	Hardworking Physical strength, Organizational skills	Basic Turkish	Elementary School	1.404 TL	Indoor (warehouse)
Call-center Representative	Handles inbound telephone calls by providing information to customers, makes outbound calls to provide potential customers about the company's services and products.	Data entry, Database management	Communication, Problem solving, Client oriented, Cultural orientation	Turkish, or Arabic with some Turkish skills if Arabic call-center	High School	1.404 TL	Indoor (office)
Driver	Loads, unloads, prepares,	Driving	Attentive, Flexibility	Basic Turkish	Elementary School	1.404 TL	Outdoor

	inspects and operates the delivery vehicle.						
Machine Operator / Laborer	Setting up machines to start a production cycle Controls and adjusts machine settings (e.g. speed), feeds raw material or parts to semi-automated machines.	Skills related to specific machinery equipment, production systems training	Communication, Problem solving, Flexibility	Yes, Turkish needed	High School	1.404 TL	Indoor (factory)
Electrician	Helps create, maintain and repair the electronic components and equipment used in any equipment or device that involves electricity.	Skills related to electrical component and safety	Communication, Problem solving, Flexibility	Yes, Turkish needed	High School	1.404 TL	Indoor (factory)
Forklift Operator	Operates powered industrial trucks to load and unload materials and deliveries and move them to and from storage areas, machines and loading docks, into railroad cars or trucks or storage	Forklift operation skills	Communication, Problem solving, Flexibility	Basic Turkish	High School	1.404 TL	Indoor (warehouse)

	facilities.						
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ii. Textile Sector

During Phase 1 of the research, Textile sector came forwards as a sector which is already penetrated by Syrians. Also, textile manufacturing turnover displays a positive trend as the index is increase from 100 to 193 between 2005 and 2016.¹³ As in relation with the figures of Clothing Retail, Textile production in Turkey has observed an increase during 2016. Textile is also a sector which has difficulty to find employees. As indicated in İŞKUR's 2016 Istanbul Labor Market Report, open positions for Sewing Machine Operator are expected to increase.

As the sector requires limited language skills and less education, it may be suitable as an entry level position for Syrian youth. Although many entry level positions may exist in Textile sector, position availabilities for Syrian youth concluded only at the production level, a value chain analysis is not available in this sector. Below are the job opportunities suitable for the target group.

Table 3.3.3: Textile Job Opportunities

Position	Description	Technical Skills	Soft Skills	Language Skills	Minimum Education	Average Salary	Work Environment
Sewing Machine Operator	Operates or tend sewing machines to perform garment sewing operations, such as joining, reinforcing, or decorating garments or garment parts.	Sewing machine operation skills	Hardworking, Perseverance, Flexible	Basic Turkish	Elementary School	1.404 TL +	Indoor (workshop)
Ortacı/Ayakçı	Carries and handles products produced at a textile workshop.		Hardworking, Perseverance, Flexible	Basic Turkish	Elementary School	1.404 TL	Indoor (workshop)

¹³ Please see Table 2.1.2: Manufacturing Turnover Index on page 12 for the detailed table.

iii. Construction Sector

Current situation of the construction sector is fluctuating. The sector, which employs around three million employees in Istanbul, is facing some liquidity issues as expressed by the Construction Chamber of Tradesman and Craftsman. However, urban gentrification projects continue to fuel the sector. There are also seasonal changes in the sector as the weather conditions affect this type of work. **Due to regulatory changes, most of the occupations under this sector require Vocational Qualification Certificates (VQC/MYB)** and inspections will start at construction sites as of May 1, 2017. As mentioned by the chamber, it is difficult to find workers with technical expertise and workers choose to do whatever job is available in the sector with only a short on the job training. Below are the occupations which are in highest demand and require shorter skills training compared to other available occupations. Because these occupations are all at operations level, a value chain analysis is not provided.

Table 3.3.4: Construction Sector Job Opportunities

Position	Description	Technical Skills	Soft Skills	Language Skills	Minimum Education	Average Salary	Work Environment
Ceramic Tile Installer	Installs tiles made of hard materials such as granite, ceramic, glass or marble.	Tile installment skills	Creativity	Basic Turkish	Elementary School	70 TL (daily wage)	Indoor
Floor Covering Installer	Installs carpeting, hardwood floors, trims and bases to floors or other surfaces; inspects, measures and prepares surfaces to be covered	Floor covering skills		Basic Turkish	Elementary School	70 TL (daily wage)	Indoor
Plasterer	Applies plaster, render plasterboard to interior, mixes different	Plasterer skills		Basic Turkish	Elementary School	70 TL (daily wage)	Indoor

	types of plaster.						
Roofer	Installs shingles, asphalt, metal, or other materials to make the roof watertight	Roof installation skills		Basic Turkish	Elementary School	70 TL (daily wage)	Indoor/Outdoor or

iv. Hospitality Sector

Hospitality sector is another sector with availabilities at various sub-levels such as **Restaurants**, **Accommodation** and **Event & Organization Planning** sectors. Current situation of the sector is fluctuating with regards to the international political developments; however, especially Accommodation sector provides an opportunity for the target group due to continuous demand from tourists from Arabic speaking countries. Although overall figures of incoming tourist for January-February 2017 period decreased by 8.12% compared to the same period in the previous year, visitors from Saudi Arabia continued to increase by a small margin, 0.57%.¹⁴ Given that the tourists from European countries are being replaced by visitors from Middle East and Gulf countries, the profile of the employees demanded by the sector is changing. As expressed by one of the interviewees from the accommodation sector, Arabic speaking staff are now in high demand and the Turkish people with Arabic skills whom they interview for the positions are not much suitable to their demands due to their older age and profile. Therefore, they are hopeful of the Syrian youth with suitable skills as a source of labor.

Besides accommodation, restaurant sector has also positions suitable to youth; however, lack of Turkish skills may pose as a problem to be employed in the sector yet there are some positions like kitchen assistant and delivery driver which require minimal language skills. Another issue is high turnover rates. Reasons of it are defined as the following:

- Complaints of salary and / or benefits
- Unrealistic expectations about work
- Personal reasons (family, illness, school, etc.)
- Technically unqualified
- Lack of soft skills

Finally, event & organization planning sector has an opportunity to employ youth as this sector requires many errands to run and Syrian youth with very basic Turkish can have an employment opportunity.

¹⁴ TÜRSAB Incoming Tourism Report February 2017 (http://www.tursab.org.tr/dosya/15863/subat-2017_15863_5065232.pdf , accessed on 13.04.2017)

Because the sector needs both full and part time staff, it can be suitable for Syrian youth who are studying at the same time. This is another sector with high staff turnover rates and is in need of qualified staff.

Below is the value chain analysis of the sector and positions available as per requirements.

Graph 3.3.2: Hospitality Sector Value Chain Analysis

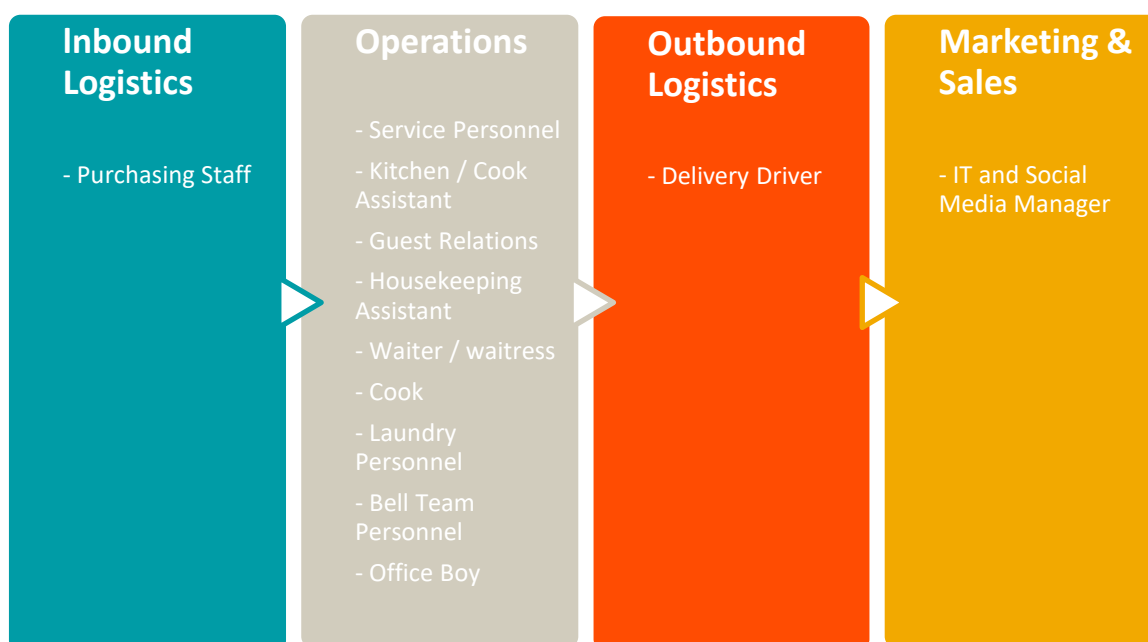


Table 3.3.5: Hospitality Sector Job Opportunities

Position	Description	Technical Skills	Soft Skills	Language Skills	Minimum Education	Average Salary	Work Environment
Service Personnel (Hotel)	Serves food and drinks at hotel.	Hygiene, Service Skills	Presentation, Problem Solving, Attention to Detail	Turkish, Arabic	High School	1.404 TL + food	Indoor (hotel)
Kitchen / Cook Assistant	Helps with the preparation of food.	Hygiene	Presentation, Problem Solving	Turkish, Arabic	High School	1.404 TL + food	Indoor (kitchen)
Guest Relations	Ensures and provides flawless,	ICT skills	Outgoing, Presentable,	Turkish, Arabic, English	High School	1.404 TL + food	Indoor (hotel)

	upscale, professional and high class guest service experiences , responds to guests needs and anticipates their unstated ones		Communicative, Problem Solving				
Housekeeping Assistant	Responds guests' housekeeping requirements.	Not necessary as needed skills are taught OJT.	Physical Strength, Communication, Problem Solving, Trustworthy, Team work, Attention to Detail	Turkish, Arabic	High School	1.404 TL + food	Indoor (hotel)
Waiter / waitress	Serves food at places such as hotel, café and restaurant, helps with the tables.	Service Skills	Presentation, Problem Solving, Energetic, Presentable	Turkish, Arabic	High School	1.404 TL + food	Indoor (hotel, restaurant)
Cook	Set up workstations with all needed ingredients and cooking equipment prepares ingredients to use in cooking (chopping and peeling vegetables, cutting meat etc.), cooks food in various utensils or grills.	Cooking skills, Hygiene	Attention to Detail, Creativity, Stress Management, Multitasking, Team Play	Turkish	High School	1.404 TL + food	Indoor (kitchen)

Laundry Personnel	Helps with the laundry of guests and hotel.	Not necessary as needed skills are taught OJT.	Physical Strength	Basic Turkish	High School	1.404 TL + food	Indoor (hotel)
Bell Team Personnel	Helps with the carrying of guest luggage, welcomes guests inside the hotel, guides guests to their room.	Not necessary as needed skills are taught OJT.	Physical Strength, Communication, Presentation	Turkish, Arabic	High School	1.404 TL + food	Indoor (hotel)
Purchasing Staff	Supplies products needed by the restaurant or cafe.	Money handling, Basic calculation	Energetic, Punctuality, Trustworthiness	Turkish	High School	1.404 TL + food	Indoor / Outdoor
Delivery Driver (motor)	Transfers food from areas of production (restaurant, café, etc.) to personal homes and businesses.	Motorcycle driving skills	Punctuality, Team Play, Politeness	Basic Turkish	Elementary School	1.404 TL + food	Indoor / Outdoor
Office Boy (Organization company)	Deals with simple or menial tasks and errands at organization company.	Basic skills related to office work, ICT skills, Organizational skills	Quick, Team Work, Positive Attitude	Turkish	High School	1.404 TL	Indoor / Outdoor
IT and Social Media Manager	Develops and implements marketing strategies for a multi-branch restaurant websites and social media sites.	IT and Social Media Skills	Organizational Skills, Problem Solving, Motivation, Creativity	Turkish	High School	1.404 TL + food	Indoor

v. Health Sector

Health Sector, which offers a positive social impact and of specific interest to STC, is another sector which came forward with the availabilities at different sub-levels. The suitability of the sector especially influenced by a similar reason mentioned above in the Hospitality sector, which is the increase in the Arabic speaking customers due to expanding **Health Tourism** sector. While the demand for hair transplantation and other cosmetic operations are high, others such as eye and cardiac surgeries are also in high demand. The total number of patients, which was 300.000¹⁵ in 2013, increased to 746.000¹⁶ in 2015.

In line with these developments, some well-known hospital chains are expanding their operations with new hospitals. International Patient Centers are becoming an internal part of such chains which are highly preferred by foreign patients. Thus, Arabic skills are an asset for this sector and needed by hospital translators or patient companions.

Besides such availabilities, these health facilities also in need of a support personnel such as cleaners and waiters. Although the staff turnover rate is high as the young staff do not want to clean or comply with flexible working hours of the hospitals (open 24/7), this sector offers benefits in addition to salaries. Below are the value chain analysis of the sector with regards to available positions and requirements of the positions.

¹⁵ TURSAB Health Tourism Report (https://www.tursab.org.tr/dosya/11430/saglikturizmiraporu_11430_3841225.pdf , accessed on 14.04.2017)

¹⁶ <http://www.haberturk.com/saglik/haber/1264250-turkiyeye-746-bin-turist-saglik-icin-geldi> (accessed on 14.04.2017)

Graph 3.3.3: Health Sector Value Chain Analysis

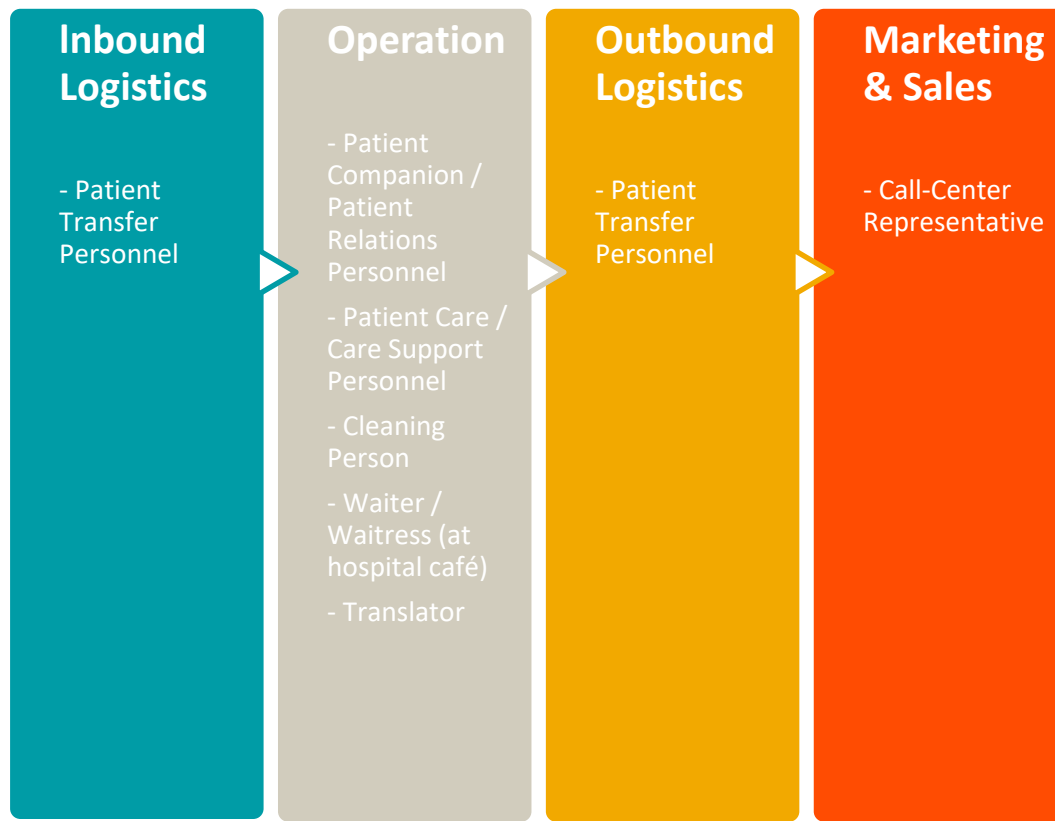


Table 3.3.6: Health Sector Job Opportunities

Position	Description	Technical Skills	Soft Skills	Language Skills	Minimum Education	Average Salary	Work Environment
Patient Companion / Patient Relations Personnel	Accompanies and guide patient at the health facility, helps with the needs of patient.	Not necessary as needed skills are taught OJT.	Communication, Perseverance, Patience, Flexibility	Turkish, Arabic	Elementary School	1.404 TL + (Plus food, transportation and insurance)	Indoor (hospital)
Patient Care / Care Support Personnel	Helps with the needs of patient such as lifting, cleaning, etc.	Not necessary as needed skills are taught OJT.	Physical strength, Perseverance, Communication, Accuracy, Discipline, Speediness, Politeness,	Turkish, Arabic	Elementary School	1.404 TL + (Plus food, transportation and insurance)	Indoor (hospital)

			Energetic, Patience, Flexibility				
Cleaning Person	Helps with the cleaning of health facility.	Not necessary	Physical strength, Perseverance, Patience, Flexibility	Basic Turkish	Elementary School	1.404 TL (Plus food, transportation and insurance)	Indoor (hospital)
Waiter / Waitress (at hospital café)	Serves food at the hospital café and restaurant, helps with the tables.	Waitressing skills	Physical strength, Perseverance, Communication, Accuracy, Discipline, Speediness, Politeness, Energetic, Patience, Flexibility	Basic Turkish	Elementary School	1.404 TL (Plus food, transportation and insurance)	Indoor (hospital)
Patient Transfer Personnel	Transfers patients among airport, hospital and hotel.	Driving skills.	Perseverance, Communication, Accuracy, Discipline, Speediness, Politeness, Energetic, Patience, Flexibility	Turkish, Arabic, English	Elementary School	1.404 TL (Plus food, transportation and insurance)	Outdoor / Indoor (hospital)
Translator	Facilitates dialogue between hospital personnel and the patient.	Translation skills.	Communication, Problem solving, Client oriented, Cultural orientation	Turkish, Arabic, English	Elementary School	1.404 TL (Plus food, transportation and insurance)	Indoor (hospital)
Call-center Representative	Handles inbound telephone calls by providing information to customers through International Patient	Data entry, Database management	Communication, Problem solving, Client oriented, Cultural orientation	Turkish, Arabic, English	High school	1.404 TL + (Plus food, transportation and insurance)	Indoor (office)

	Support Center.						
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vi. Multi-Sector Jobs

Besides the job opportunities mentioned above, some other job opportunities which are available in various sectors are discovered during the research as pointed out repeatedly by different FGD participants and interviewees from variety of sectors. These opportunities are analyzed as multi-sectoral jobs and as they are sector-independent, they are less affected by negative developments in specific sectors. Thus, a person trained for these jobs would have a higher chance of finding a job. Some of these positions are included above with regards to their needs per sector but below are the general requirements for these occupations.

Table 3.3.7. Multi-sector Job Opportunities

Position	Description	Technical Skills	Soft Skills	Language Skills	Minimum Education	Average Salary	Work Environment
Call-center Representative	Handles inbound telephone calls by providing information to customers, makes outbound calls to provide potential customers about the company's services and products.	Data entry, Database management	Communication, Problem solving, Client oriented, Cultural orientation	Turkish, or Arabic with some Turkish skills if Arabic call-center	High school	1.404 TL	Indoor (office)
Survey Taker	Conducts surveys and collects data.	Data Entry, Prompting	Communication, Organization, Attention to Detail, Confidentiality, Thoroughness	Turkish, or Arabic with some Turkish skills if Arabic survey.	High school	1.404 TL	Indoor/Outdoor
Data Entry Person	Transfers data from paper formats into	Data entry software (Excel, SPSS, etc.)	Organization, Attention to Detail,	Basic Turkish, Familiarity with Latin	High school	1.404 TL	Indoor (office)

	computer files or database systems, Types data provided directly from customers, creates spreadsheets with large numbers of figures without mistakes.	skills	Confidentiality, Thoroughness	alphabet			
Office Boy	Deals with simple or menial tasks and errands at businesses.	Basic skills related to office work, ICT skills, Organizational skills	Quick, Team Work, Positive Attitude	Turkish	High School	1.404 TL	Indoor / Outdoor
Tea Lady	Performs basic cleaning duties at a workplace and handles tea/coffee requests.		Politeness, Communication, Perseverance	Basic Turkish	Elementary School	1.404 TL	Indoor (office)
Driver	Provides secure and timely driving services to transport passengers and/or goods.	Driving Skills	Politeness, Punctuality, Discipline	Basic Turkish	Elementary School	1.404 TL	Indoor/Outdoor
Web Designer	Designs websites and other online products as per the needs of customers.	IT and Web designing skills	Creativity, Attention to Detail, Judgement, Client Orientation	Turkish, Arabic (depending on client)	College	1.404 TL +	Indoor (office, home)
Social Media Expert	Develops and implements marketing	IT and Social Media Skills	Organizational Skills, Problem Solving,	Turkish, Arabic (depending on	High School	1.404 TL +	Indoor (office, home)

	strategies for business websites and social media sites.		Motivation, Creativity	client)			
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vii. Occupation Appraisal Matrix

In order to rank the positions above, an Occupation Appraisal tool has been developed. The main aim of the tool, which can be considered as a simulator with its automatic ranking features, is to help with deciding which positions can be prioritized compared to others in S2S program.

The tool is developed by defining specific filters through desk research, KIIs and FGDs, giving weights to each filter; once each position is assessed by these filters and weights final ranking computation is performed automatically.

As the program mainly targets youth who are at maximum high school students, education level is one of those filters. Due to lack of Turkish skills in the target group, job's requirement of low TR communication skills is given a higher weight. Due to time limitations, jobs which require no or less skills training are also given a higher weight. Arabic skills requirement is also given higher weights in this simulator. Finally, weights are given as per the working hours and work environment. Please see the appraisal matrix at **Annex 10 – Occupation Appraisal Matrix** in the Annexes section.

viii. Future Forecasts of the Sectors

As required by LMA, future estimations are calculated by Turnover, Employment, and Wages and Salaries Indices for the sectors mentioned above for 1-2 years (near term) and 3-5 years (mid term) estimations. Forecast of Trade and services sectors based on quarterly Trade and services indices 2005-2016 (2010=100) by TURKSTAT, whereas Forecast of Manufacturing Turnover is based on monthly Industrial Turnover Indices 2005-2016 by TURKSTAT.

These forecasts are calculated using 2 models; Model 1 includes additive seasonal exponential smoothing, Model 2 consists of Exponential Smoothing Winters additive model. Although Model 2 is the main model used, due to more seasonal fluctuations and uncertainty in few sectors judgement is made to use the Model 1. The term **exponential smoothing** is derived from the computational scheme developed by Brown and others (Brown and Meyers 1961; Brown 1962). Estimations are computed with updating formulas that are developed across time series in a manner similar to smoothing.

The Exponential smoothing method fits a trend model such that the most recent data are weighted more heavily than data in the early part of the series. The weight of an observation is a geometric (exponential) function of the number of periods that the observation extends into the past relative to the current period.

Please see the estimations in some of the relevant Trades and Services and Manufacturing sectors below. More detail is provided in **Annex 11**.

Table 3.3.8: Forecast for Trades and Services

<i>Forecast indices 2016=100</i>							
	Turnover		Employment		Wages and Salaries		
Sector	Forecast Ave for 1-2 years	Forecast Average for 3-5 years	Forecast Ave for 1-2 years	Forecast Average for 3-5 years	Forecast Ave for 1-2 years	Forecast Average for 3-5 years	
Trade and Services (overall)	118	146	100	99	114	148	
Warehousing and support activities for transportation	118	148	106	120	120	160	
Postal and courier activities	119	145	97	103	110	133	
Accommodation and food service activities	112	139	99	100	113	146	
Accommodation	142	165	99	103	95	91	
Food and beverage service activities	112	140	99	100	112	145	
Travel agency, tour operator reservation service and related activities	112	135	103	102	116	145	
Cleaning activities	122	163	105	107	105	108	

Table 3.3.9: Forecast for Manufacturing

<i>Forecast Indices 2016=100</i>		
	Turnover	
Sector	Forecast Ave for 1-2 years	Forecast Average for 3-5 years
Manufacturing	123	154
Manufacture of food products	117	152
Manufacture of beverages	113	137
Manufacture of tobacco products	110	130
Manufacture of textiles	117	144

Manufacture of wearing apparel	112	136
Manufacture of leather and related products	114	139

b. Entrepreneurial Pathway

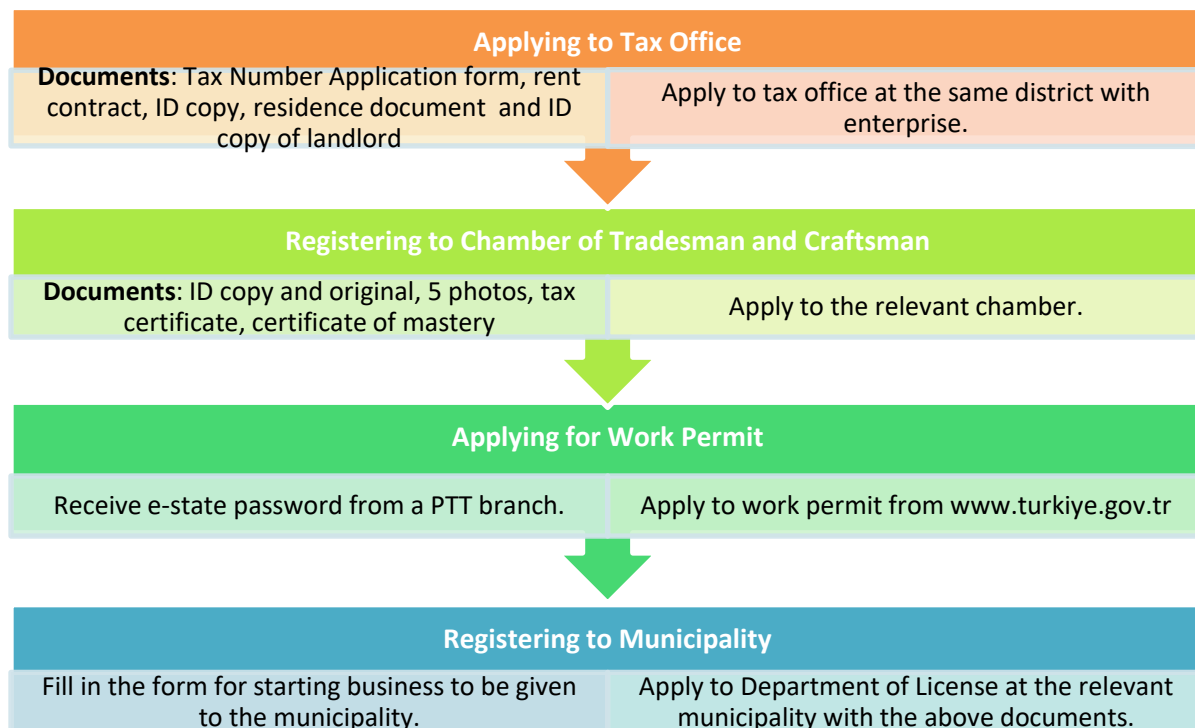
Although LMA did not retrieve many results for potential entrepreneurship opportunities for Syrian youth, a number of business ideas were mentioned by the participants. Participants stated that Syrians can start:

- Restaurants
- Shops as per the needs of Syrian society
- Grocery stores
- Hairdressers and barbers
- Small clothing stores

Only micro-finance opportunity discovered during the research was the financial assistance provided by IMPR to Syrians who wants to establish their own businesses or legalize their existing businesses. The assistance provided, which varies between 1000 to 1200 TL according to registration fees, covers the license and registration fees of these businesses and do not support rents, production costs or other business expenditures. This procedure takes several months.

The legal procedure for starting business is the following:

Graph 3.3.4 Legal procedures for starting a small business¹⁷



¹⁷ Information received from IMPR brochure on How to Receive Business License.

3.4. Major Trade Groups

During LMA, major trade groups from Construction, Hospitality, Textile and Retail sectors were interviewed and invited to FGDs. Following are the trade groups consulted:

Table 3.4.1: Trade Groups Consulted

Sector	Trade Group
Construction	Istanbul Construction Chamber of Tradesman and Craftsman (ICCTC)
Hospitality	Turkish Restaurant and Entertainment Association (TURYİD)
Textile	Istanbul Textile and Confection Exporters Association (İTKİB)
Retail	Chain Stores Association (KMD), Food Retailing Association (GPD), United Brands Association (BMD)

These groups mentioned a number of issues with regards to their sectors. For example, in construction sector, ICCTC stated that the sector is facing a liquidity problem and difficulties in finding skilled labor. As the inspections for vocational qualification certificates will soon start as of May 1st, the sector may have issues due to lacking staff with these documents. ICCTC also indicated that there are differences in the salaries of Turkish and Syrian workers by 30%. As the sector tries to minimize cost, they try to work with who offers the cheapest price. They also think Syrian youth may be in need of cultural orientation training as they observe differences in cultures.

A similar remark has been made by **TURYİD** as the organization sees language barrier as an obstacle in the recruitment of Syrian youth. That is why restaurant chains are more interested in recruiting Turkish youth. They think Syrians can be made part of this sector in 5 to 10 years time, through a Syrian generation who has Turkish proficiency. They also indicated that they do not have Syrian restaurants among their members yet.

İTKİB stated that language barriers may be a problem for the recruitment of Syrians. Another issue is on their permanency. That is why they do not take action for their legal employment. This trade group had a project for sewing skills training at refugee camps in the South-East region in partnership with UNIDO; over a thousand young Syrians and Syrian women have been trained as part of this project. They are facing feasibility issues, such as access to the target group for having similar projects for Syrians living in urban context. Another issue is with the work permits of Syrians; they complain about long procedure. Finally, they stated that there should be awareness raising activities targeting employers in their sector for better working conditions for Syrians.

Some **partnership opportunities** emerged from the discussions with these trade groups for Save the Children S2S program. Firstly, **GPD** is interested in availing their e-retail training site for Arabic translation. After participating to FGD, they also carried this topic to their Training and Employment committee to see if any members of them are interested in recruiting Syrian youth. Some of their

members, such as Turkcell, Türk Telekom and Boyner said they are interested in hiring for their vacancies.

Similarly, ICCTC also stated that they can help with linking Syrian youth who received skills training through S2S program with construction job market through their members.

Please see **Annex 12 – Major Trade Groups List** for action sectors.

3.5. Employment Agencies

Almost all of the participants interviewed recommended partnership with İŞKUR, because most of the employers recruit their entry level employees through this governmental recruitment agency. As unemployed people register with İŞKUR, companies benefit from their existing database of candidates. İŞKUR branches also receive unemployment registration from Syrians but job placements are not much active with this group. Through a partnership set with this government institution, S2S participants can have access to these jobs, especially to the ‘difficult to fill’ jobs discovered during LMA. In order to do this, a protocol should be submitted to the central authority of İŞKUR.

Private Recruitment Agencies are another option. These agencies may recruit especially entry level staff for employers under a service agreement. Also, one of these agencies, Holland Group, has a program called United Work targeting Syrians. As by a decree from Dutch government, Dutch companies in Turkey- which are over 700- are availing some of their vacancies to Syrians both at white and blue collar level. One of the priorities of this program is to support child protection through offering jobs to the parents whose children working as child labor. As part of this program, United Work also offers some skills training to prepare Syrians for the jobs.¹⁸ The agency is eager to partner with organizations offering services to Syrians in order to fill these job opportunities. In their first round of trainings they trained some Syrians for white collar positions but they expressed that now they have many blue-collar opportunities which they are looking for Syrians to link with these opportunities.

Finally, there are some NGOs helping in linking Syrians with jobs. Rizk Professional Development, a Syrian NGO, has a project with this aim. The organization helped with the recruitment of 4,541 Syrians for positions they discovered by contacting potential employers.¹⁹

Please see **Annex 13 – Employment Agencies List** which S2S program can partner.

3.6. Major Employers

During LMA, the following employers have been interviewed and participated in FGDs.

Table 3.6.1: Employers Consulted

Sector	Trade Group
Hospitality	CVK Hotels and Restaurants, Ritz Carlton Hotel, Stil Organizasyon

¹⁸ http://unitedwork.com.tr/syrian_refugees/jobfit-support-programme/ (accessed on 13.04.2017)

¹⁹ <http://www.syrianforum.org/rizk/> (accessed on 13.04.2017)

Health	Acibadem Health Group, Dünya Göz Hospitals
Textile	Mavi
Retail	Unilever
Other	Turkcell Global Bilgi, Aras Kargo

Among them, especially employers from Hospitality and Health Sector are interested in recruiting Syrian youth. Ritz Carlton is interested in offering positions to Syrian youth, especially for on call part-time staff positions and also some full-time positions for housekeeping, service personnel and bell team. They indicated that they can offer a skills training program for Syrian youth for the skills needed for their sector as part of their Footprints in the Community program which supports UN SGDs.

Acibadem Health Group is in need of Arabic speaking staff due to their international visitors. Although they require Turkish skills, they indicated that they are in need of 2.500 staff for Support Personnel position at the restaurant and cleaning sections of their company, 700 staff for Care Support Personnel. Similarly, Dünya Göz Hospitals expressed their interest as they have patients from Iraq and they are in need of staff who know Arabic medical terminology. They stated that there may be positions for patient accompaniment services, translators and drivers who speak Arabic, English and Turkish. As both of these companies prefer to offer skills trainings through their in house trainers, they do not require additional skills.

In addition to them, a number of other companies expressed their interest for recruiting Syrian youth. As GPD moved this topic to their Employment and Training committee, Turk Telekom, Turkcell and Boyner expressed their interest as the need for Arabic speaking staff is increasing due to Arabic speaking visitors in Black Sea region and other places.

Unilever is communicated from the head office in Netherlands to recruit a specified number of Syrians due to Government standards. There can be blue collar occupations on production and logistics especially.

Turkcell Global Bilgi may be a candidate on project basis, since they service around 50 companies from different sectors as a call center supplier. Although having the working permit and the Turkish language are two “musts” for them, they may have seasonal / project based opportunities for young Syrians.

Please see **Annex 14 – Major Employers List** for the action sectors.

3.7. Hiring Practices

As discovered during the research, the hiring practices for the action sectors as follows:

Table 3.7.1: Hiring Practices of Action Sectors*

Sector	Advertise positions in print media	Use internet based job	Recruitment agencies (İŞKUR)	Campus interviews at training institutions/schools/universities	Any other (please specify)

		sites			
Retail					Linkedin, Mukhtar and Municipality in the small cities
Textile					Through kinship, friends
Construction					Through kinship, friends
Hospitality					
Health					
Multi-sector					

*: filled boxes means applicable.

The main channel of hiring for the action sectors is İŞKUR, especially for entry level positions. During LMA some participants also stated other private recruitment agencies for such positions as these agencies can recruit these staff for employers and get in contract with them in the form of service agreement. Besides these, some of the companies publish vacancies through their corporate websites. Hiring process starts with interview processes in every sector. In construction sector, this interview process is very brief and the candidate is asked to perform related duties in order to understand if the candidate fits to the position. Links with jobs are mainly set through relatives and friends of existing employees in smaller companies. Candidates can also independently visit construction sites to see if there is an availability.

In Hospitality and Health sector, there are series of interviews to determine if the candidate is suitable. They also ask if the candidate is registered with İŞKUR and unemployment registration is an important document in job application. Once the candidate is hired, they offer a series of trainings as needed by the position.

In Textile sector, besides job advertisements, again relatives and friends are used to find potential candidates. This can be applicable for small retail stores but most of the chain stores are either recruiting their candidates through İŞKUR, especially super market chains, or websites such as kariyer.net or yenibiris.com.

3.8. Mapping of Skills Training Eco-system and Certifications

a. Skills Training

i. Public and Municipality Training Centers

İSMEK:

Operational since 1996, İstanbul Metropolitan Municipalities Life-Long Learning Department (İSMEK) is one of the most experienced trainers for vocational skills. Offering all their courses for free, they have

235 training centers which are dispersed all through Istanbul and offer a wide range of skills training in 540 branches²⁰ (500 active branches). 62% of their participants are younger than 40 years old and 79% of the participants are women. In addition to the skills training, they try to provide links with jobs through their employment guidance department, İSMEK is also a training partner of some companies such as Turk Telekom and sectoral organizations such as GPD. In partnership with GPD, they opened a Retail School in Şişli district of Istanbul in 2016 where they trained 1.000 participants so far but job placement rate is only 10%. Reasons of low job placement are education level, age and unrealistic expectations of the participants. In addition to the Retail School, İSMEK runs the following vocational schools:

- Bahçelievler Yenibosna Informatics, Accounting and Finance, Graphic Design School
- Güngören Merter Beauty and Hair Care Services School
- Fatih Bakery and Pastry School
- Üsküdar Culinary School
- Şişli Fashion School

İSMEK offers a number of courses related to the job opportunities discovered during LMA. İSMEK courses which may be relevant to S2S program are as the following:

Table 3.8.1. İSMEK Courses for Action Sectors

Name of the Course	Course Length
Web Design	192 hours
Basic Computer Literacy	32 hours
Data Base	88 hours
Cosmetics Sales	432 hours
Call-Center Representative	544 hours
Patient and Elderly Accompaniment	560 hours
KOSGEB Applied Entrepreneurship	32 hours
Communication in the Work Place	16 hours
Cashier	480 hours
Store Attendant	96 hours
Warehouse Worker	112 hours
Technological Products Sales Person	176 hours
Sewing Machine Operation	512 hours
Turkish for Foreigners A1	128 hours
Turkish for Foreigners A2	160 hours
Turkish for Foreigners B1	100 hours

²⁰ Please see the full branch list at: <http://www.ismek.ist/tr/branslar3.aspx> (accessed on 10.04.2017)

Service (Servis Komisi)	192 hours
Food and Beverage Service Personnel	192 hours
Cook Assistant	272 hours

İSMEK courses are open to anyone residing in Istanbul therefore they also accept Syrians. However, they offer their courses only in Turkish and are not open to offer through an interpreter. In order to access these courses, participants should register in September before the school term. Courses open once a year during the school term; they offer training at their premises only, no e-learning available.

İŞKUR:

İŞKUR is another public training provider which is specialized in vocational skills training. As being one of its legal responsibilities, İŞKUR tries to understand qualified staff needs of employers through annual assessments and tries to open courses for the skills demanded by private sector through contracted training providers. These courses are open to Syrians as well if they have an İŞKUR registration. As part of the training program, the following courses were offered in 2015.

Table 3.8.2. Sectors of Trainings Provided by İŞKUR in Istanbul during 2015

Name of the Sector Training Provided	Number of Participants
Agriculture, forestry and fishing	255
Manufacturing	889
Construction	16
Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles	1,165
Transportation and Storage	55
Accommodation and Food Service Activities	72
Information and Communication	175
Financial and Insurance Activities	29
Professional, Scientific and Technical Activities	2,021
Administrative and Support Service Activities	967
Education	3,214
Arts, Entertainment and Recreation	20
Other Service Activities	2,441
Total number of participants:	11,319

İŞKUR courses are offered for free and Syrians can register with these courses through district branches. Participants of these courses also receive a per diem costing 25 TL. Besides these courses, in partnership

with the employers İŞKUR offers on the job training opportunities. During this term, half of the salaries of the participants are paid by İŞKUR and if the employer is satisfied by the candidate, employment continues. For 2017, İŞKUR wants to open a number of new courses for workforce development training program. Following are the courses planned for 2017:

Table 3.8.3. Trainings Planned by İŞKUR in Istanbul for 2017

System Operator
Software Developer
Cook
Shoe Manufacturer
Waiter / Waitress
Airport Passenger Services Officer
Housekeeping Personnel
PVC
Aircraft Maintenance Personnel
Dispatcher
Flight Performance and Planning Controller

KOSGEB:

Finally, for entrepreneurship topic, Small and Medium Industry Development Organization, KOSGEB is a well-known training provider by its Applied Entrepreneurship program. This training is a must for receiving government support for SMEs. These free trainings, which are offered through contracted training providers such as Life-Long Learning Centers of universities, take 32 hours and offered frequently. This training offers an official certificate and Syrian youth is also accepted to these trainings. However, only Turkish citizens can receive financial support for entrepreneurship. Especially women entrepreneurs are supported through this program.

ii. Private Schools and Training Centers

Technology and Human College (TINK):

During the LMA, two schools which fall under this category have been interviewed. One of these schools is Technology and Human College (TINK). TINK is a private vocational school which has been established in order to respond to the needs of 4th industrial revolution, which is the digital transformation of manufacturing, leveraging third platform technologies. This Information and Communication Technologies (ICT) vocational school offers 4 years high school education program in four main branches: Hardware, Software, Cyber Security, Data Analysis and Engineering.²¹ Being operational in September 2017, this school will be located in Sancaktepe and İkitelli districts of Istanbul. They plan to

²¹ Full elective course list can be seen at: <https://teknolojiveinsankoleji.com/en/elective-units/> (accessed 03.04.2017)

open 20 new schools in 2018. They will be serving for 1,800 students per school at 70 classrooms. Half of the class material will be delivered online. Through linkages set with private companies, students will have access to internship opportunities but there is no job guarantee. The school which expects to attract creative students through skill tests unfortunately does not seek to partner with STC for the training of Syrians due to the fear of negative reactions. However, **they are open to cooperate with STC to offer training outside of their school hours during weekends for the training of economically vulnerable Turkish youth.** Cost of these trainings can be later negotiated.

PERYÖN Academy:

PERYÖN Academy is a part of PERYÖN Association which is an NGO for Human Resources Management. Operational for 46 years, they are quite experienced in the trainings on Human Resources and soft skills such as Communication and Stress Management. They also offer certificate programs, especially for white collar jobs and some of those programs are Pearson certified which is recognized in 110 countries, including Arabic speaking countries. The training provider has a large pool of trainers for their wide training catalogue.²²

As a training provider, they offer tailor made trainings shaped in relation to the need of their clients. They are also flexible with their training locations and do offer trainings at the facilities of their clients. They are currently contracted training provider of some companies such as Turkcell, Bosch, DHL and aid organizations such as International Medical Corps and **offer CV Writing and Interview Techniques trainings for Syrians.** They also modulate a training for this organization and they can provide certificates for this sort of training which they modulate. Such modular trainings can be received module by module and certificates are provided once each module is successfully received. Trainings for Syrians are in their 2017 calendar and they are eager to be partnering with organizations for such trainings. Some of the trainings they can offer for Save the Children program are:

- CV Writing Training
- Interview Techniques Training
- Concierge Training
- Sales Training

They also help with determination of vocational qualifications in Human Resources in partnership with Vocational Qualifications Institution. They have good relations with İŞKUR. Although they do not have set protocols for job placement, because of their association, they have a job announcement platform where they have access to information on the vacancies of their members. Sometimes their members also ask help for finding candidates for their vacancies. In line with this, they received such a request from STFA company for engineer positions which they look for Syrian engineers.

²² https://www.peryon.org.tr/wp-content/uploads/2014/01/egitim_katalogu.pdf

iii. Vocational Schools and Universities

Istanbul University Continuing Education Center (İÜ SEM):

As part of Istanbul University, İÜ SEM is operational since 2001. They offer a wide range of trainings in order to answer the needs of their clients from private sector, NGOs and the government and individuals including Syrians. Most of their course teachers are the professors of the university. They open new courses as they receive requests. They adapt their existing training curriculums as per the needs of their clients. The student profile varies and training requirement changes as per the topic of the training. Their shortest course is 15 hours and the longest is 300 hours. Prices of the courses vary as per their length, the most expensive course they offer costs 3.500 TL. Their course completion rate is 100%. The maximum number of participants per class is 25 people. All the courses they offer provides an İÜ approved certificate for successful completion. The training center will receive recognition from Vocational Qualifications Institution for vocational skills such as construction related skills soon. The trainings they offer which may be suitable to Save the Children program are:

Table 3.8.4. İÜ SEM Courses for Action Sectors

Name of the Course	Course Length	Cost
Barista Specialist Training	8 hours (entry level), 24 hours (expert level)	700 TL, 1.620 TL
Social Media and Digital Marketing Specialist Training	72 hours	1.500 TL
Applied Entrepreneurship Training Program	32 hours	Free
Food Security Training	16 hours	250 TL
Survey Taking Training	30 hours	500 TL
Patient Carrying, Welcoming and Routing Training	24 hours	648 TL

They use university facilities for their trainings but also offer trainings at the locations determined by their clients. They have never provided their trainings in Arabic medium but they are open to use interpreters during trainings. Unfortunately, this or any other training center mentioned in this mapping does not guarantee any links with the job market. However, they are open to partnership with NGOs for skills training programs.

iv. Online Training

With the help of new technological developments and increase of access to internet services, education is no longer considered as the physical gathering of students and teachers in a classroom only. Especially during the last decade, many online training platforms emerged. Some of the trade groups embrace this new medium of training delivery as well. For example, as part of an Erasmus + project, Food Retailing Association (GPD) prepared a website for retail skills training. This online platform, <http://e-learnretail.org/>, offers free training in five different languages; Turkish, German, English, Portuguese and Finnish. General Secretary of GPD stated that this platform is open to Syrian youth too and training materials are open for translating to Arabic. During FGDs, private companies also stated their extensive use of this new training medium. For example, Dünya Göz Hospitals delivers 50 of its 57 annual staff trainings online. They also developed online training materials for Health Tourism for TEBEP project and 5.000 individuals received online training on this topic through E-Nocta²³ platform.

These and many other online training options offered for free available via e-learning platforms can be accessed by İstanbul Metropolitan Municipality's Internet and Information Access Centers (BELNET) scattered throughout İstanbul. Currently, there are 36 centers in the European side and 23 in the Asian side of İstanbul. Information on the locations of these centers can be accessed from <http://belnet.ibb.gov.tr/avrupa-yakasi-subeleri/> and <http://belnet.ibb.gov.tr/anadolu-yakasi-subeleri/>.

b. Language Training and Certification

The necessity of Turkish language skills even for professions that require less communication came forward various times during the research. It is also important for access to more skills training opportunities. For example, A2 level Turkish proficiency is being asked as a prerequisite to the courses of İSMEK. Therefore, a rapid Turkish language program should be part of any curriculum which will be delivered to the Syrian youth.

There are several options for Turkish courses. To begin with, İSMEK delivers free Turkish courses for foreigners via its 16 branches scattered through İstanbul up to B1 level listed in **Annex 15**. Public Education Centers supported by MoNE are another free option for these courses. As they are located in every district and can open new classes if 10 participants are found, their courses are easy to access. NGOs serving for Syrians refers their clients to these courses regularly.

In addition to them, there are other language school options which are specialized in Turkish courses for foreigners. İstanbul University Language Center is one of them. The center offers Turkish courses up to C2 level through its weekday and weekend programs. Regular weekday program is 440 hours and weekend or evening shift courses are 288 hours. Courses are delivered in Tophane, Beyazıt and Avcılar locations. Four weeks one level Turkish training is around 300 €. ²⁴ No scholarships are discovered to cover the expenses of these language classes during the research. Besides these courses, they also offer proficiency exams. These exams are offered every week and cost 100 €, so Syrians who already have some Turkish skills or received Turkish courses through community centers can take this exam to

²³ <http://www.enocta.com/en> (accessed on 14.04.2017)

²⁴ Please see the full price list at: http://dilmerkezi.istanbul.edu.tr/en/?page_id=6118

document their skill level. An alternative to İÜ Language Center is TÖMER. Having a similar structure, TÖMER courses are more costly; 250 hours course program costs 750 \$.

c. Vocational Qualification Certificates (VQC/MYB) and Other Necessary Certificates

As mentioned previously in government incentives for employment section, ownership of VQC/MYB certificates has become a positive factor for employment. As declared by İŞKUR, when an employer recruits owners of these certificates, they receive government support for the payment of social security insurance of these employees for 48 months. However, it is still early to comment about the applicability of these incentives to Syrians as there is no available data on this. Also, as of 2017, in order to perform professions with a danger level of 3 and above, individuals must own these certificates. Most of these professions are either related to construction sector or use of heavy machinery at factories; therefore, they are also necessary for the positions set out at the Construction Sector section.

These certificates have been addressed both during interviews and discussions several times due to above mentioned benefits. In addition to that, some of the assessment participants mentioned their recent efforts for presenting their professional standards to and registering at central VQC/MYB authorities for skills necessary for the sectors which their trade groups represent, such as TÜAD and PERYÖN. According to that, TÜAD received authorization for certification and testing center for Survey Taking and Data Entry Clerk professions. Similarly, PERYÖN is going to receive the same authorization for professions related to Human Resources and Human Resource Management.

These VQC/MYB certificates, which are valid for 5 years and Europass recognized, are obtained through certification and testing centers authorized for specific qualifications. In order to receive these certificates, candidates should pass both theoretical and practical examination. These certificates are especially important for linking informal experience to formally recognized skills. Syrians can apply to these qualification tests and they will be provided with a translator during examination. In **Annex 16 – Selected Testing and Certification Centers for Construction**, you can see some of the testing and certification centers offer services for the positions stated in Construction Sector section.

Besides these certificates, some certificates are necessary for opening business.²⁵ Known as Certificates of Mastery (Ustalık Belgesi), they prove vocational proficiency and experience. As per Law on Vocational Training No. 3308, these certificates should be submitted to municipalities during business license process and to chambers of crafts and trades during chamber registration of the business. However, it is observed that some municipalities and chambers do not ask for these certificates during business registration processes.

Finally, driving license is necessary for working as a driver. Before 2016, driving licenses from other countries were easily authorized by the Traffic Department of Turkish National Police. After a regulatory change, the process became quite tedious and many additional documents are now being asked. Therefore, the most plausible and easy way to obtain these licenses for the target group, Syrian youth, is

²⁵ Please see the full list professions related to these businesses at: http://ahmetlihem.meb.k12.tr/meb_iys_dosyalar/45/02/215464/dosyalar/2013_04/18025644_14100726_kapsamda_ol_an_meslek_dallari.pdf (accessed on 08.04.2017)

registering to Driving Schools. Once they are registered, they will be provided with translators during the courses and both theoretical and practical exam. This additional service is reflected to the school fees and they are charged with higher prices compared to Turkish citizens.

Please see **Annex 17 – Training Institutions** for the full list.

4. District Suggestion for the Youth Center

After discussing various aspects of the Syrian youth employment program through the LMA perspective, in this section potential districts for the youth center both for Syrian and economically vulnerable local youth will be compared on several discussion points such as location, size of Syrian community hosted, and education and quality of life indices. This comparison is expected to give some insight about service gaps and opportunities to Save the Children and also other (I)NGOs while determining service locations.

As initially provided by Save the Children as potential youth center locations, seven districts out of 39 districts of Istanbul province were compared in order to suggest the most suitable district for the location. These districts are Sultangazi, Güngören, Gaziosmanpaşa, Bayrampaşa, Zeytinburnu, Bahçelievler and Eyüp. The İstanbul district map by İstanbul Metropolitan Municipality below shows that all these districts are cumulated together towards the outskirts of downtown İstanbul. A comparison among these districts per their location puts Sultangazi in a relatively advantageous position as it is located in the middle of all these targeted districts.



Source: İstanbul Metropolitan Municipality

Secondly, these districts were compared in relation to the size of Syrian community they host. As shown by the map below, out of these seven districts, Zeytinburnu and Sultangazi stand out with their Syrian population. More than 20,000 Syrians live in these two districts.



Source Urban Refugees from “Detachment” to “Harmonization” Report

In addition to this map, the table below shows that Sultangazi has the highest Syrian population among the seven districts. Full table can be seen at the **Annex 18**.

Table 4.1: Top-Five Districts with more than 15.000 Syrian Population

Districts	Population	Syrians	% to population	Ranking
Küçükçekmece	761.064	38.278	5,03%	8
Bağcılar	757.162	37.643	4,97%	9
Sultangazi	521.524	31.426	6,03%	6
Esenyurt	742.810	29.177	3,93%	15
Bahçelievler	602.040	17.710	2,94%	19

Source: Urban Refugees from “Detachment” to “Harmonization” Report

Finally, a development index comparison has been made among these seven districts using the education and economy indices from INGEV’s Human Development Index- Districts study. According to

this comparison, Sultangazi is the 36th district among the 36 districts of Istanbul by Economy Index and 34th by Education Index. These suggest that Sultangazi is the most disadvantaged district among the seven district for local population. Thus, Sultangazi does not only host an underserved Syrian population but also local population. Therefore, a youth center opened in Sultangazi would yield the highest impact and serve to the neediest population by contributing to their skills for entry level jobs within their community. Details of the suggested program and partnerships for such youth center are provided in detail in the recommendations section.

Table 4.2: Ranking of Pre-selected Training Center Locations by Indicators

Districts	Economy Ranking	Education Ranking	Syrian Population	% of Syrian Pop. in Local Population
SULTANGAZİ	36	34	31.426	6,02
GAZİOSMANPAŞA	23	30	17.709	3,53
GÜNGÖREN	21	22	12.727	4,21
BAHÇELİEVLER	20	17	17.710	2,94
ZEYTİNBURNU	16	27	25.000	8,63
EYÜP	12	18	10.779	2,87
BAYRAMPAŞA	11	25	11.004	4,04

Source: INGEV, IGE-I Report, 2017

On the other hand, according to quality of life index of Istanbul, the same districts are the worst quality of life index ranking.²⁶

Table 4.3: Quality of Life Index in Istanbul

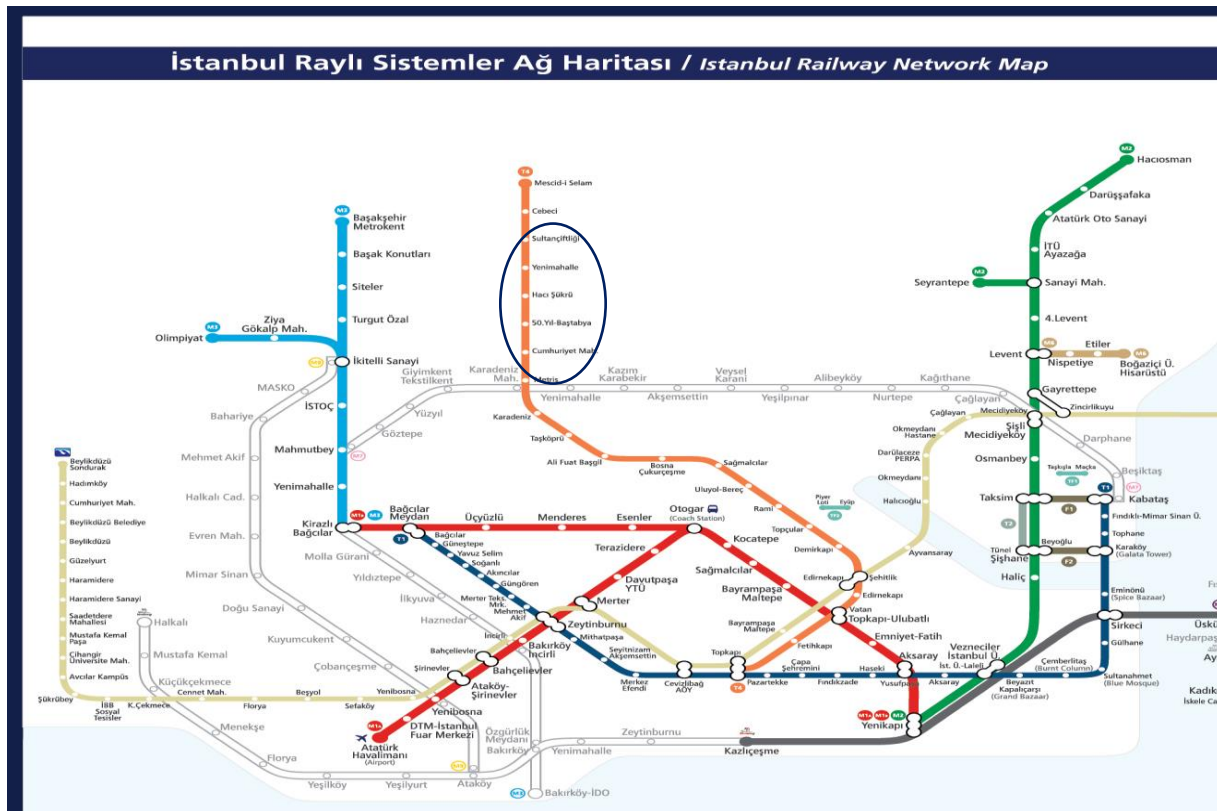
Districts	Quality of Life Index 2009	Quality of Life Index 2015
SULTANGAZİ	29	36
GAZİOSMANPAŞA	38	33
GÜNGÖREN	31	24

²⁶ Şeker, M., Quality of Life Index: A Case Study of Istanbul, Ekonometri ve İstatistik Dergisi, Sayı: 23, İstanbul, 2015.

ZEYTİNBURNU	27	18
SULTANBEYLİ	37	38
BAYRAMPAŞA	33	13
ESENYURT	35	29
ESENLER	39	35

Source: Şeker, M., İstanbul'da Yaşam Kalitesi Araştırması, İTO Yayınları, İstanbul, 2010.

Istanbul Railway Network Map also shows that the district is easily accessible by T4 tram line that runs from Topkapı to Mescid-i Salam station in Sultangazi. Three stations of this line, Mescid-i Salam, Cebeci and Sultançiftliği are located in Sultangazi district. Therefore, a youth center established close to these stations would enable access of potential beneficiaries located in other six districts, too. Furthermore, this location is close to industrial zones and textile factories.



Source: İstanbul Metropolitan Municipality

5. Overall Discussion: Challenges, Opportunities and Recommendations

In this section of the assessment, a general discussion on challenges and opportunities discovered throughout the LMA will be provided to offer a better understanding of the findings. This discussion will be followed by the recommendations for a potential youth employment program supported by the findings in order to help Save the Children and also other actors build programs which are responsive to the needs of Syrian youth.

5.1. Challenges



At every level of LMA, lack of Turkish language was mentioned as a major challenge for employment, even for jobs which require limited communication. This gap is highly affecting employability situation of Syrians and locking them to very limited job opportunities with no future development possibilities. Besides the lack of Turkish skills, another related issue emerged during LMA. Participants from private sector and trade groups indicated Syrians has clear cultural differences are not adapted to the culture in Turkey which also affects their situation at the work places. That is why they thought it would be relevant to offer cultural orientation courses to them together with Turkish classes in order to increase their cultural adaptation.

Another issue emerged during LMA is the increasing rate of host community youth unemployment. Due to negative developments in Turkish economy and regressing trends, downsizing is observed and employers want to minimize their employee costs. In line with this, youth unemployment climbed up to 24.5% locally for 15-24 years old age group.²⁷ Therefore, employers and trade groups interviewed stated that they need to prioritize local unemployment with the fear of social pressure. Therefore, they rather

²⁷ <http://www.tuik.gov.tr/HbGetirHTML.do?id=24626> (accessed on 04.04.2017)

tend to perceive Syrians' employment issue on the realm of social responsibility by offering very minimal number of positions and do not want to focus on workforce development.

Current regulations with regards to work permit for Syrians deters potential employers from recruiting Syrians legally. First of all, they ban Syrians from performing a number of jobs, namely:

- Diving, maritime navigation, working on ships, extracting wreckage, exportation of fish, other sea creatures, sand and pebbles mining
- Working as executive director in travel agencies
- Professional occupations: midwife, dentist, vet, career, pharmacist, optician, executive director in hospitals, judge, lawyer, prosecutor, security guard, notary

Among them, security guard is the one of the job opportunities discovered during during FGD and study of İŞKUR İPA report with many open positions but due to this regulation, Syrians will not be able to benefit from this opportunity. Another issue is the work permit fees which are not redeemable in case of an earlier termination than 1 year and employers see it an additional labor cost for jobs with high staff turnover rates. Finally, due to the regulation employers have to be like a guarantor for their Syrian employees and employers do not want to carry this responsibility.

Finally, potential conflict at the workplace by the local staff in case of employment of Syrians is another issue mentioned by the participants. Due to distrust to foreign workers at work places, there may be potential conflicts between local and Syrian staff.

5.2. Opportunities



During LMA, it is found that Arabic language is an asset needed by some of the sectors such as Hospitality and Health, which have the highest potential for Syrian youth employment. Health sector, also, is of a specific interest to STC for creating a positive impact. Therefore, efforts for S2S program can be directed towards these sectors and these sectors can be prioritized.

Another opportunity discovered during LMA is the government incentives for employment and vocational certificates. Especially for vocational qualification certificate (MYB) owners; lower labor costs are / will be appealing to employers and S2S participants can be directed to receive such certificates through the skills training program.

There are also job opportunities without skills requirements as on the job trainings are preferred by the employers. For example, Textile, Health and Hospitality sectors offer on the job training opportunities, therefore candidates for these sectors can be prepared by receiving S2S curriculum, cultural orientation and Turkish courses - without having a need for additional vocational courses.

Finally, during LMA a number of job opportunities which are hard to fill has been discovered. For example, sewing machine operator and cashier are some of these opportunities and it is difficult to fill these occupations with locals. This may be an opportunity for Syrian population. Syrians may also have a positive impact for work places with high turnover rates given their continuity and display of perseverance at such places once they are paid regularly.

5.3. Recommendations

Partnership with İŞKUR and Private Recruitment Agencies:

Some level of partnership with İŞKUR seems crucial for links with job market, especially for the jobs which are entry level or cannot be filled with local population as many employers are using this method of recruitment for entry level positions. Given that İŞKUR unemployment registration is also expected from employers from their prospective candidates and Syrians can register with İŞKUR for unemployment, a regular referral mechanism can be set between two organizations. Similar partnerships can be made with 'Private Employment Agencies'. Holland Group Agency's United Work program targeting the open positions at Dutch companies to be filled by Syrians is a good example of such partnership.

Help Young Syrians with Receiving VQCs:

Throughout the assessment, vocational certificates were reiterated by the participants as an important point. As these certificates are obtained through attending tests only and do not require training beforehand, they can be good for certifying existing skills of Syrians. Another important point is that when employers recruit owners of these certificates, they receive incentive from the government for up to 48 months for the payment of social security fees which cost around 700 TL per employee. This can potentially increase employability of Syrian youth.

Generate or support generating funding for Work Permit:

Work permit fees, which cost 537.50 TL²⁸ for 2017, are a deterrent factor for legal employment of Syrians. As the payment procedure of these fees do not require payment from the employer directly can

²⁸ <http://www.calismaizni.gov.tr/calisma-izni/harc-ve-banka-bilgileri/> (accessed on 04.05.2017)

be paid to the banks by any person submitting TPR ID number of the work permit applicant during payment, if additional funding is generated to cover these fees by S2S program, this may increase the interest by potential employers and would increase the legal employment of Syrian youth.

Eliminate the Barrier of Turkish Language:

As Turkish language skills are necessary for all the job opportunities to some extent; a well-designed Turkish curriculum which allows rapid learning seems like a must for S2S program. This course can be offered at the youth center and proficiency level of participants can be documented with IU Language Center tests offered every week and costing 100 €.

Choose Suitable Timing and Training Duration for Working Youth:

Because most of the male population works during the week and work for long durations exceeding 8 hours per day, vocational training programs can only be offered during weekend and cannot exceed 120 hours if trainings are expected to be delivered in three months at maximum. Also, in order to make trainings appealing to young Syrian males, who are usually married and have young children, trainings which are in the interest of both husbands and wives can be offered in parallel and child care should be offered. Thus, participation to courses becomes a family weekend activity. Daily incentives for transportation and food can also be offered.

Help Overcoming Cultural Orientation:

In addition to the Turkish language skills, as indicated by many of the LMA participants, Syrians also need Turkish cultural orientation training. Therefore, a short course can be developed either by S2S or a contracted training provider and such component can be added to S2S curriculum. Similarly, cultural awareness raising trainings can be offered to the local employees where Syrians are employed. Such efforts would have positive effects on harmonization of Syrian youth and the local population.

Partnership with Training Schools:

For skills training, İÜ SEM seems like a good partner for vocational trainings due to their flexibility in offering courses according to the needs of the target group. For soft skills training, PERYÖN Academy is a suitable partner as they already provide trainings to Syrians.

Center Location:

As discussed in detail in Chapter 4 of LMA, among the districts which host Syrian communities, Sultangazi seems like a very good location for opening service center. The main reason for that is the lack of available services in this district compared to other districts in Istanbul with large Syrian populations. As set out by INGEV Human Development Index, the local population suffers from very low levels of economy and education standards and they have the worst quality of life. Therefore, such center established in this district can be good in terms of serving to needy populations while bringing them together around their needs.

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Support to Life, Vulnerability Assessment of Syrian Refugees in Istanbul, April 2016

7. ANNEXES

Annex 1 – Abbreviations

BMD – United Brands Association (Birleşmiş Markalar Derneği)

CSR – Corporate Social Responsibility

ETÜDER – Out-of-Home Consumption Association (Ev Dışı Tüketim Tedarikçileri Derneği)

FGD – focus group discussion

GoT – Government of Turkey

GPD – Food Retailing Association (Gıda Perakendecileri Derneği)

IDI – in-depth interview

IMPR – International Middle East Peace and Research Center

INGO – international non-governmental organization

İSMEK – İstanbul Metropolitan Municipality Life-Long Learning Center

İSTESOB – Istanbul Construction Chamber of Tradesman and Craftsman

İŞKUR – Turkish Employment Agency

İTKİB – İstanbul Textile and Confection Exporters Association (İstanbul Tekstil ve Konfeksiyon İhracatçıları Birliği)

KII – key informant interview

KMD – Chain Stores Association (Kategori Mağazacılığı Derneği)

KOSGEB – Small and Medium Enterprises Development Organization

LMA – labor market assessment

NEC – not elsewhere classified

NGO – non-government organization

PVC – Plasticized Vitreous Compound

S2S – Skills to Succeed

SME – small and medium enterprise

SuTP – Syrians under Temporary Protection

TİNK – Technology and Human College

TÜAD – Turkish Researchers' Association (Türkiye Araştırmacılar Derneği)

TURKSTAT – Turkish Statistical Institute

TURYİD – Turkish Restaurant and Entertainment Association (Turizm Restoran Yatırımcıları ve İşletmecileri Derneği)

UNHCR – United Nations Refugee Agency

UNIDO – United Nations Industrial Development Organization

VQC/MYB – Vocational Qualification Certificates

Annex 2 – Glossary

Action Sectors: sectors whose favorable expected job growth, competitive pay, skill requirements, etc., make them attractive targets for vocational training programs.

Association: organized body of people who have an interest, activity, or purpose in common.

‘Decent’ Work: the International Labor Organization (ILO) defines “decent work” as secure work that respects core labor standards, guarantees adequate income and social security and respects the freedom to enter into social dialogue as well as the freedom of association.

Employability: having the capacity to be employed.

Index (pl. Indices): a statistical measure of change given a period of time.

Job Linkages: established connections between participants in a given industry.

Labor Market Assessment: assessment conducted to understand the opportunities and demands of the local labor market especially in the industries which are flourishing and may provide vaster opportunities.

Sector: a portion of an economy characterized by interlinked or similar businesses engaging in activities tied to an overarching theme such as a particular type of commodity. Examples may include services, specific type of agriculture, or the garment industry.

Skills to Succeed: Save the Children’s global program for livelihood which is applied in various countries to improve the conditions of marginalized and vulnerable youth developed in partnership with private sector actors.

Soft Skills: qualities that may be desirable in work environments that are not based on technical training. Examples include common sense, communication skills, punctuality, etc.

(Staff) Turnover: frequency which employees leave a particular job or position and are replaced.

Technical Skills: skills that may be desirably in work environments involving learning how to complete a specific physical task. Examples include carpentry, computer programming, baking, etc.

Turnover: the amount received in sales for a stated period.

Annex 3 – FGD, KII and IDI Participants

Phase 1 Key Informant Interview Respondent List

Agency/Organization/Institution	Name of the Respondent(s)
İkitelli Organized Industrial Zone	Alper Bayrak
IMPR	Özgül Baz
TURKONFED	Arda Batu, Yasemin Özbal
UNHCR	Can Vodina, Yazgülü Sezgin
Rizk Professional Development	Amr Abboud, Olaa Suleiman
İŞKUR	Umut Ayar
Adecco	Akgül Can Beyhan
İSMEK	Ali Koca

Phase 1 FGD Participant List

Agency/Organization/Institution	Name of the Participant(s)
Chamber of Wood Work (under ISTESOB)	Sedat Katırcı
Rizk Professional Development	Olaa Suleiman
International Blue Crescent	Duygu Fendal
Adecco	Akgül Can Beyhan
UTIKAD	Cihan Yusufi
İŞKUR Employment Agency	Bilge Caner, Kübra Dileyici

Phase 2 Key Informant Interview Respondent List

Agency/Organization/Institution	Name of the Participant(s)	Position
TURYİD (Turkish Restaurant and Entertainment Association)	Şükran Yürekli, Vedat Dilber	General Secretary, General Coordinator
Mavi	Canan Emgen	Talent Attraction and Recruitment Director
Acıbadem Health Group	Tolga Eryoldaş	HR Director
TİNK	Zeynep Dereli	Partner
Peryön Academy	Murat Aslan	Murat Aslan Training and Development Manager
Turkcell Global Bilgi (Call Center)	Fulya Berkmen	Recruitment Director
İŞKUR, İstanbul Çalışma ve İş Kurumu İl Müdürlüğü	Vahap Fırat	Branch Director
KOSGEB, İstanbul Boğaziçi Müdürlüğü	Merve Şahin	Administrative Assistant
Unilever	Hande Atlı, Güneş Altınok	HR Director, Talent and Organizational Effectiveness

		Director
İstanbul Construction Chamber of Crafts and Trade	Orhan Kır, Niyazi Yenilmez	General Secretary, Chairman
İstanbul University Continuing Education Center	Nilgün Çil, Hakan Bektaş	Center Director, Econometrics Professor
Ritz Carlton Hotel	İpek Özbal, Gülderen Budak	Learning and Quality Manager, Deputy General Director

Phase 2 Textile and Retail FGD Participant List

Agency/Organization/Institution	Name of the Participant(s)	Position
Aras Kargo	Eda Çeliker, Gökhan Ata Okutan	Training Director, HR and Administrative Affairs Deputy Director
Kategori Mağazacılığı Derneği (KMD) / Chain Stores Association	Egemen Sayraç	Manager
Gıda Perakendeciliği Derneği (GDP) / Food Retailing Association	Fusun Tavus	General Secretary
Birleşmiş Markalar Derneği (BMD) / United Brands Association	Şule Tabak	General Secretary
İSMEK	Handan Yıldız, Levent Sevim	Employment Officer
Türkiye Araştırmacılar Derneği (TÜAD) / Turkey Researchers Association	Pınar Trana	General Secretary
Smart HR	Orhan Boz	Partner
İstanbul Tekstil ve Konfeksiyon İhracatçıları Birliği (İTKİB) / İstanbul	Hale Gülbaz	Project Specialist

Textile and Confection Exporters Association		
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Phase 2 Health and Hospitality FGD Participant List

Agency/Organization/Institution	Name of the Participant(s)	Position
CVK Hotels and Restaurants	Arzu Gökseven, Aylin Yaman	HR Specialist, Training and Quality Deputy Director
Ev dışı Tüketim Derneği (ETÜDER) / Out-of-Home Consumption Association	Soydan Cengiz	General Secretary
Acıbadem Health Group	Hande Yılmaz	Recruitment Officer
Dünya Göz Hospitals	Nermin Yaman	HR Training Manager
İSMEK	Handan Yıldız, Levent Sevim	Employment Officer
Stil İstanbul	Özgür Aydın	Partner

Phase 2 Syrian Youth FGD Participant Profile

Name	Age	Gender	District	Education	Current Occupation
Ş.	25	Male	Eyüp	University Student	Sociology Student
A. N.	19	Male	Zeytinburnu	10th grade	Textile
H. İ.	17	Male	Zeytinburnu	9th grade	Translator / Waiter
A. N.	19	Male	Zeytinburnu	5th grade	Textile
R. M.	23	Male	Gaziosmanpaşa	Middle School	Tattoo Apprentice, Translator

F. Z.	23	Female	Sultangazi	University Student	Economics Student
M. D.	21	Male	Bahçelievler	6th grade	Textile
M.	25	Female	Sultangazi	University drop out	Teacher
V.	20	Female	Sultangazi	9th grade	Not working

Annex 4 – Istanbul Population by District

Istanbul Population by Districts

Istanbul Districts	Male	Female	Total	% in total
İstanbul(Adalar)	7.420	7.058	14.478	0.1
İstanbul(Arnavutköy)	128.276	119.231	247.507	1.7
İstanbul(Ataşehir)	208.267	214.246	422.513	2.9
İstanbul(Avcılar)	216.173	214.597	430.770	2.9
İstanbul(Bağcılar)	382.698	368.812	751.510	5.1
İstanbul(Bahçelievler)	300.705	297.392	598.097	4.0
İstanbul(Bakırköy)	104.439	117.998	222.437	1.5
İstanbul(Başakşehir)	186.233	183.577	369.810	2.5
İstanbul(Bayrampaşa)	137.501	135.647	273.148	1.8
İstanbul(Beşiktaş)	87.823	101.533	189.356	1.3
İstanbul(Beykoz)	124.209	126.201	250.410	1.7
İstanbul(Beylikdüzü)	145.555	151.865	297.420	2.0
İstanbul(Beyoğlu)	122.559	116.203	238.762	1.6
İstanbul(Büyükçekmece)	117.960	119.225	237.185	1.6
İstanbul(Çatalca)	35.510	33.425	68.935	0.5
İstanbul(Çekmeköy)	120.826	118.785	239.611	1.6
İstanbul(Esenler)	235.131	222.100	457.231	3.1
İstanbul(Esenyurt)	408.516	386.494	795.010	5.4
İstanbul(Eyüp)	190.455	187.195	377.650	2.6
İstanbul(Fatih)	207.477	209.808	417.285	2.8
İstanbul(Gaziosmanpaşa)	252.018	247.748	499.766	3.4
İstanbul(Güngören)	150.297	148.212	298.509	2.0
İstanbul(Kadıköy)	204.382	247.920	452.302	3.1
İstanbul(Kağıthane)	222.981	216.704	439.685	3.0
İstanbul(Kartal)	228.304	230.994	459.298	3.1
İstanbul(Küçükçekmece)	385.070	381.539	766.609	5.2
İstanbul(Maltepe)	241.411	248.740	490.151	3.3

İstanbul(Pendik)	350.782	340.899	691.681	4.7
İstanbul(Sancaktepe)	192.982	184.065	377.047	2.5
İstanbul(Sarıyer)	169.918	172.835	342.753	2.3
İstanbul(Şile)	17.595	16.646	34.241	0.2
İstanbul(Silivri)	92.892	77.631	170.523	1.2
İstanbul(Şişli)	133.080	139.723	272.803	1.8
İstanbul(Sultanbeyli)	167.194	157.515	324.709	2.2
İstanbul(Sultangazi)	268.737	256.353	525.090	3.5
İstanbul(Tuzla)	123.941	118.291	242.232	1.6
İstanbul(Ümraniye)	348.788	345.370	694.158	4.7
İstanbul(Üsküdar)	262.390	273.147	535.537	3.6
İstanbul (Zeytinburnu)	143.895	144.002	287.897	1.9
Total	7.424.390	7.379.726	14.804.116	100

Source: TURKSTAT, December 2016



Annex 5 – Trade and Services Indices

Trade and Services Indices, 2005-2016 (2010=100)

Trade and Services Indices 2016 (2010=100)	Turnover Index	Employment Index	Salary Index	Average Index value
Trade and Services	187	110	225	174
G - Wholesale and retail trade; repair of motor vehicles and motorcycles	189	114	229	177
45 - Wholesale and retail trade and repair of motor vehicles and motorcycles	233	116	235	195
46 - Wholesale trade, except of motor vehicles and motorcycles	184	98	191	158
47 - Retail trade, except of motor vehicles and motorcycles	187	122	269	193
H - Transportation and storage	188	109	226	174
49 - Land transport and transport via pipelines	163	108	212	161
50 - Water transport	138	93	160	130
51 - Air transport	295	164	311	257
52 - Warehousing and support activities for transportation	202	114	232	183
53 - Postal and courier activities	187	97	173	152

I - Accommodation and food service activities	154	102	215	157
55 - Accommodation	123	98	184	135
56 - Food and beverage service activities	174	104	239	172
J - Information and communication	172	90	166	143
58 - Publishing activities	103	86	175	121
59 - Motion picture, video and television programme production, sound recording and music publishing activities	200	127	254	194
60 - Programming and broadcasting activities	188	98	171	152
61 - Telecommunications	165	84	141	130
62 - Computer programming, consultancy and related activities	233	89	192	171
63 - Information service activities	164	100	217	160
M - Professional, scientific and technical activities	178	110	231	173
69+702 - Legal, accounting and management consultancy activities	187	108	231	175
71 - Architectural and engineering activities; technical testing and analysis	204	130	287	207
73 - Advertising and market research	154	87	167	136
74 - Other professional, scientific and	150	106	198	151

technical activities				
N - Administrative and support service activities	191	112	260	188
78 - Employment activities	177	100	176	151
79 - Travel agency, tour operator reservation service and related activities	156	104	226	162
80 - Security and investigation activities	283	121	290	231
812 - Cleaning activities	213	108	265	195
82 - Office administrative, office support and other business support activities	200	125	226	184

Source: TURKSTAT, 2016

Annex 6 – Manufacturing Turnover Index

Manufacturing Turnover Index, 2005-2016 (2010=100)

Manufacturing Turnover Index 2016 (2010=100)	Turnover Index
C-Manufacturing	202
10-Manufacture of food products	205
11-Manufacture of beverages	180
12-Manufacture of tobacco products	191

13-Manufacture of textiles	193
14-Manufacture of wearing apparel	188
15-Manufacture of leather and related products	162
16-Manufacture of wood and products of wood and cork (except furniture)	205
17-Manufacture of paper and paper products	223
18-Printing and reproduction of recorded media	165
19-Manufacture of coke and refined petroleum products	156
20-Manufacture of chemicals and chemical products	190
21-Manufacture of basic pharmaceutical products and pharmaceutical preparations	165
22-Manufacture of rubber and plastic products	214
23-Manufacture of other non-metallic mineral products	193
24-Manufacture of basic metals	184
25-Manufacture of fabricated metal products(except machinery and equipment)	212
26-Manufacture of computer, electronic and optical products	210
27-Manufacture of electrical equipment	221
28-Manufacture of machinery and equipment n.e.c.	245

29-Manufacture of motor vehicles, trailers and semi-trailers	248
30-Manufacture of other transport equipment	207
31-Manufacture of furniture	190
32-Other manufacturing	133
33-Repair and installation of machinery and equipment	285

Source: TURKSTAT, December 2016

Annex 7 – Employment by Sectors

	No of Comp	Male Employee	Female Employee	Total	% of Empl
Manufacturing	11.471	460.383	181.767	642.150	30%
Wholesale and retail trade	6.652	285.358	131.216	416.574	19%
Construction	4.378	134.067	18.800	152.868	7%
Accommodation	2.043	96.455	30.707	127.162	6%
Administrative and support service	1.767	145.916	79.260	225.176	10%
Professional, scientific and technical activities	1.683	68.127	42.525	110.652	5%
Transportation	1.671	107.150	22.606	129.756	6%
Information and communication	823	26.396	12.137	38.533	2%
Health	765	21.856	36.304	58.160	3%
Education	626	34.335	51.124	85.460	4%
Other Service Activity	454	12.468	6.225	18.693	1%
Finance and ins	386	48.411	53.973	102.384	5%
Real estate activities	311	9.693	4.118	13.811	1%
Culture Art	205	8.019	3.150	11.169	1%

Mining	139	4.012	668	4.680	0%
Water	124	11.646	718	12.364	1%
Energy	117	6.749	1.604	8.353	0%
Total	33.615	1.481.042	676.902	2.157.944	100%

Source: İŞKUR İstanbul Labor Market Assessment (İPA) 2016

Annex 8 – Open Positions and Education Requirement by Sectors

	Open Positions	Number of Difficult to Fill Positions	Education Not important	High School or Less	University
Manufacturing	13.926	18.116	44%	46%	10%
Wholesale and retail trade	6.723	4.891	15%	67%	18%
Construction	1.541	2.617	10%	50%	40%
Accommodation	2.224	2.510	23%	75%	2%
Administrative and support service	3.754	3.023	23%	72%	5%
Professional, scientific and technical activities	949	1.418	0%	40%	60%

Transportation	1.720	1.288	22%	44%	35%
Information and communication	469	374	14%	14%	73%
Health	669	1.006	6%	44%	50%
Education	387	594	3%	31%	66%
Other Service Activity	423	656	54%	43%	3%
Finance and ins	418	120	3%	23%	75%
Real estate activities	90	127	33%	25%	42%
Culture Art	99	93	38%	38%	24%
Mining	33	92	57%	44%	0%
Water	71	71	50%	35%	15%
Energy	84	40	0%	22%	78%
Total	33.580	37.036	28%	54%	18%

Source: İŞKUR İstanbul Labor Market Assessment (İPA) 2016

Annex 9 – Employment Expectations

	Increase	Decrease	No Idea	No Difference
Manufacturing	18%	6%	42%	34%

Wholesale and retail trade	17%	4%	43%	37%
Construction	14%	3%	50%	33%
Accommodation	16%	4%	46%	34%
Administrative and support service	15%	7%	42%	36%
Professional, scientific and technical activities	15%	3%	49%	33%
Transportation	12%	4%	41%	43%
Information and communication	16%	1%	48%	35%
Health	13%	2%	42%	43%
Education	17%	35%	36%	44%
Other Service Activity	25%	3%	37%	35%
Finance and ins	15%	3%	37%	45%
Real estate activities	12%	6%	38%	43%
Culture Art	9%	3%	39%	50%
Mining	9%	3%	49%	39%
Water	13%	0%	43%	43%
Energy	6%	2%	35%	56%
İstanbul average	16%	4%	44%	36%

Source: İŞKUR İstanbul Labor Market Assessment (İPA) 2016

Annex 10 – Occupation Appraisal Matrix



Occupation Matrix
Simulator.xlsx

Screenshot is displayed below; please press the Excel icon for the Simulator:

Occupations	Specific Sector / Sector free	Score / weight 20%	Education level (min, mid or high school)	Score / weight 5%	Communication skill-TR need (low, med, high)	Score / weight 20%	Duration of Training (week) (max. 12 weeks preferred)	Score / weight 20%	Safer working environment (low, mid, high)	Score / weight 5%	Reasonable working hours (normal, long, in shifts)	Score / weight 5%	Arabic Language Need	Score / weight 10%	Not preferred by local people	Score / weight 15%	Final Ranking (1-5)
1 Translator	sector free	5	mid-high school	4	high	1	none	5	high	1	normal	5	yes	5		1	3.4
4 Web designer	sector free	5	mid-high school	4	mid	3	8 weeks	2	high	1	normal	5	no	1		1	2.8
5 Graphic designer	sector free	5	mid-high school	4	mid	3	14 weeks	2	high	1	normal	5	no	1		1	2.8
6 Data expert	sector free	5	mid-high school	4	mid	3	14 weeks	2	high	1	normal	5	no	1		1	2.8
7 Social Media Expert	sector free	5	mid-high school	4	mid	3	10 weeks	3	high	1	normal	5	yes	5		1	3.4
8 Call Center Operator	sector free	5	primary	5	high	1	13 weeks	2	high	1	long	3	yes	5	not preferred	5	3.3
9 Cleaning Person	sector free	5	primary	5	low	5	5 weeks	4	high	1	long	3	no	1	not preferred	5	4.1
10 Data entry	sector free	5	mid-high school	4	low	5	4 weeks	5	high	1	normal	5	no	1	not preferred	5	4.4
11 Office boy	sector free	5	primary	5	low	5	none	5	high	1	normal	5	no	1		1	3.8
12 Skilled worker	Construction	3	primary	5	low	5	1 week	5	med	3	in shifts	1	no	1		1	3.3
13 Sewing machine operators	Textile	3	primary	5	low	5	1-2 weeks	5	med	3	long	3	no	1	not preferred	5	4.0
14 Patient care	Health	4	primary	5	high	1	13 weeks	2	high	1	in shifts	1	yes	5		1	2.4
15 Patient companion	Health	4	primary	5	high	1	8 weeks	4	high	1	in shifts	1	yes	5		1	2.4
16 Hotel Reception	Hospitality	4	primary	5	mid	3	4 weeks	5	high	1	in shifts	1	yes	5		1	2.8
17 Service person	Hospitality	4	primary	5	mid	3	8 weeks	4	high	1	in shifts	1	no	1		1	2.8
18 Waiter	Hospitality	4	primary	5	mid	3	8 weeks	4	high	1	in shifts	1	no	1		1	2.8
19 Cleaning Person	Hospitality	4	primary	5	low	5	5 weeks	4	high	1	in shifts	1	no	1	not preferred	5	3.8
20 Cook	Hospitality	4	primary	5	low	5	13 weeks	2	high	1	normal	5	no	1		1	3.0
21 Cook assistant	Hospitality	4	primary	5	low	5	13 weeks	2	high	1	normal	5	no	1		1	3.0
22 Catering	Hospitality	4	primary	5	low	5	8 weeks	4	high	1	normal	5	no	1		1	3.4
23 Sales person	Retail Trade	3	primary	5	high	1	5 weeks	4	high	1	in shifts	1	no	1	not preferred	5	2.8
24 Packaging	Retail Trade	3	primary	5	low	5	none	5	mid	3	long	3	no	1	not preferred	5	4.0
25 Supply chain worker	Retail Trade	3	primary	5	mid	3	13 weeks	2	mid	3	in shifts	1	no	1		1	2.3
26 Cashier	Retail Trade	3	primary	5	mid	3	12 weeks	3	high	1	in shifts	1	no	1	not preferred	5	3.0
27 Make up artist	Beauty	3	primary	5	mid	3	7-30 weeks	2	high	1	normal	5	no	1		1	2.4
28 Personal Care	Beauty	3	primary	5	low	5	6-8 weeks	4	high	1	normal	5	no	1		1	2.4

Annex 11 – Forecasts for Service and Trade Sector, and Manufacturing Sectors

Forecast Detail – Service and Trade Sector Turnover

Sector	Forecast Avg for 1-2 years	Lower Limit	Upper Limit	Forecast Avg for 3-5 years	Lower Limit	Upper Limit	MAPE	R SQUAR E
Trade and Services	118	106	130	146	122	172	2.25	99%
G - Wholesale and retail trade; repair of motor vehicles and motorcycles	118	105	130	147	123	173	2.53	99%
45 - Wholesale and retail trade and repair of motor vehicles and motorcycles	127	90	170	157	87	238	7.96	92%
46 - Wholesale trade, except of motor vehicles and motorcycles	118	106	131	149	126	173	2.87	99%
47 - Retail trade, except of motor vehicles and motorcycles	113	99	128	139	113	169	3.20	99%
H - Transportation and storage	115	96	136	142	103	188	3.78	98%
49 - Land transport and transport via pipelines	112	87	141	135	88	193	5.86	94%
50 - Water transport	109	80	143	125	75	191	8.68	79%
51 - Air transport	121	104	139	161	129	194	4.57	99%
52 - Warehousing and support activities for transportation	118	100	136	148	128	169	6.07	96%
53 - Postal and courier activities	119	98	143	145	103	194	4.24	97%
I - Accommodation and food service activities	112	82	149	139	79	217	7.91	93%
55 - Accommodation	142	94	201	165	108	234	15.25	85%
56 - Food and beverage service activities	112	88	138	140	91	199	4.47	97%
J - Information and communication	115	103	127	137	116	161	2.79	97%
58 - Publishing activities	104	86	125	109	82	141	5.94	63%
59 - Motion picture, video and television programme production, sound recording and music publishing activities	119	89	154	152	104	209	9.51	94%
60 - Programming and broadcasting activities	109	81	141	132	82	194	7.76	91%
61 - Telecommunications	109	93	127	110	82	144	2.91	96%
62 - Computer programming, consultancy and related activities	116	94	139	149	122	178	8.74	93%
63 - Information service activities	105	70	150	120	58	208	8.85	71%

M - Professional, scientific and technical activities	114	86	148	131	78	198	7.13	92%
69+702 - Legal, accounting and management consultancy activities	102	77	133	104	62	164	5.91	95%
71 - Architectural and engineering activities; technical testing and analysis	117	66	181	138	58	246	17.47	84%
73 - Advertising and market research	110	74	155	123	60	212	9.01	79%
74 - Other professional, scientific and technical activities	105	58	170	110	38	230	12.03	69%
N - Administrative and support service activities	116	102	130	144	124	166	5.20	98%
78 - Employment activities	111	94	129	128	97	164	4.11	95%
79 - Travel agency, tour operator reservation service and related activities	112	85	144	135	86	197	9.39	93%
80 - Security and investigation activities	119	57	195	151	39	281	12.43	87%
812 - Cleaning activities	122	105	141	163	135	193	4.49	98%
82 - Office administrative, office support and other business support activities	111	39	227	125	16	339	16.76	67%

Forecast Detail – Service and Trade Sector Employment

Sector	Forecast Avg for 1-2 years	Lower Limit	Upper Limit	Forecast Avg for 3-5 years	Lower Limit	Upper Limit	MAPE	R SQUARE
Trade and Services	100	91	109	99	74	130	1.14	93%
G - Wholesale and retail trade; repair of motor vehicles and motorcycles	102	95	110	108	94	123	1.33	95%
45 - Wholesale and retail trade and repair of motor vehicles and motorcycles	101	92	111	106	88	126	2.04	88%
46 - Wholesale trade, except of motor vehicles and motorcycles	102	91	113	105	85	127	2.08	77%
47 - Retail trade, except of motor vehicles and motorcycles	102	94	111	109	93	127	1.60	95%
H - Transportation and storage	104	96	112	107	91	124	1.48	77%
49 - Land transport and transport via pipelines	103	93	114	104	86	124	1.82	65%
50 - Water transport	100	85	118	104	75	139	3.04	80%
51 - Air transport	108	96	121	126	102	153	2.12	99%

52 - Warehousing and support activities for transportation	106	90	124	120	62	207	2.04	96%
53 - Postal and courier activities	97	76	123	103	32	247	2.13	93%
I - Accommodation and food service activities	99	85	113	100	76	129	2.72	82%
55 - Accommodation	99	79	122	103	68	149	3.90	93%
56 - Food and beverage service activities	99	87	111	100	79	124	2.57	64%
J - Information and communication	98	91	106	94	82	107	1.45	94%
58 - Publishing activities	82	67	100	62	30	117	2.42	85%
59 - Motion picture, video and television programme production, sound recording and music publishing activities	103	89	119	110	90	131	5.23	63%
60 - Programming and broadcasting activities	99	89	111	100	83	119	2.48	54%
61 - Telecommunications	93	85	102	83	70	98	1.70	98%
62 - Computer programming, consultancy and related activities	107	88	130	108	74	153	3.57	83%
63 - Information service activities	105	82	132	107	67	162	4.24	63%
M - Professional, scientific and technical activities	95	80	111	98	72	129	2.89	63%
69+702 - Legal, accounting and management consultancy activities	101	85	118	106	78	140	3.05	73%
71 - Architectural and engineering activities; technical testing and analysis	87	63	117	95	51	159	5.96	66%
73 - Advertising and market research	76	57	102	58	17	149	3.22	92%
74 - Other professional, scientific and technical activities	102	82	125	104	69	149	4.31	28%
N - Administrative and support service activities	103	87	122	104	75	140	3.35	90%
78 - Employment activities	94	75	116	88	57	129	3.65	92%
79 - Travel agency, tour operator reservation service and related activities	103	71	145	102	48	184	6.81	74%
80 - Security and investigation activities	101	75	134	104	59	170	5.04	90%
812 - Cleaning activities	105	81	133	107	67	163	5.09	92%
82 - Office administrative, office support and other business support activities	100	58	158	93	31	203	16.40	67%

Forecast Detail – Service and Trade Sector Salary

Sector	Forecast Avg for 1-2 years	Lower Limit	Upper Limit	Forecast Avg for 3- 5 years	Lower Limit	Upper Limit	MAPE	R SQUARE
Trade and Services	114	107	122	148	132	164	1.34	100%
G - Wholesale and retail trade; repair of motor vehicles and motorcycles	116	108	124	151	134	168	1.56	100%
45 - Wholesale and retail trade and repair of motor vehicles and motorcycles	114	104	125	148	127	169	2.44	99%
46 - Wholesale trade, except of motor vehicles and motorcycles	114	105	124	145	125	166	1.92	100%
47 - Retail trade, except of motor vehicles and motorcycles	118	109	127	156	139	174	1.76	100%
H - Transportation and storage	117	108	127	149	131	169	2.16	99%
49 - Land transport and transport via pipelines	113	99	128	141	114	170	3.10	98%
50 - Water transport	110	86	138	139	91	197	5.24	96%
51 - Air transport	120	104	137	161	133	188	4.81	99%
52 - Warehousing and support activities for transportation	120	106	135	160	132	191	3.16	99%
53 - Postal and courier activities	110	92	131	133	96	175	4.18	96%
I - Accommodation and food service activities	113	100	126	146	120	173	3.24	99%
55 - Accommodation	95	76	116	91	44	161	3.67	98%
56 - Food and beverage service activities	112	98	127	145	116	176	3.27	99%
J - Information and communication	109	101	117	130	121	140	3.18	98%
58 - Publishing activities	114	95	136	149	108	197	4.49	98%
59 - Motion picture, video and television programme production, sound recording and music publishing activities	118	98	138	154	119	192	5.51	97%
60 - Programming and broadcasting activities	112	88	140	135	90	190	4.79	93%
61 - Telecommunications	106	92	121	118	99	139	5.08	86%
62 - Computer programming, consultancy and related activities	116	96	138	151	100	211	3.94	98%
63 - Information service activities	119			147				98%

		98	143		104	196	4.36	
M - Professional, scientific and technical activities	115	103	126	148	126	172	2.68	99%
69+702 - Legal, accounting and management consultancy activities	119	103	136	160	129	193	4.11	98%
71 - Architectural and engineering activities; technical testing and analysis	113	96	131	148	113	184	3.65	99%
73 - Advertising and market research	109	86	135	126	82	179	5.22	92%
74 - Other professional, scientific and technical activities	118	96	142	144	103	191	5.55	96%
N - Administrative and support service activities	118	103	134	156	124	189	2.45	99%
78 - Employment activities	105	82	132	125	82	178	5.59	92%
79 - Travel agency, tour operator reservation service and related activities	116	89	147	145	90	210	5.26	97%
80 - Security and investigation activities	104	70	150	109	51	206	6.62	97%
812 - Cleaning activities	105	76	142	108	58	184	5.96	98%
82 - Office administrative, office support and other business support activities	108	62	166	120	41	237	9.26	77%

Forecast Detail – Manufacturing Sector Turnover

Sector	Forecast Avg for 1-2 years	Lower Limit	Upper Limit	Forecast Avg for 3-5 years	Lower Limit	Upper Limit	MAPE	R SQUARE
C-Manufacturing	123	102	146	154	114	200	4.53	97%
10-Manufacture of food products	117	100	135	152	120	186	5.01	98%
11-Manufacture of beverages	113	100	127	137	120	155	4.97	98%
12-Manufacture of tobacco products	110	78	147	130	90	179	12.78	74%
13-Manufacture of textiles	117	94	144	144	99	196	5.20	96%
14-Manufacture of wearing apparel	112	95	131	136	105	171	4.50	96%
15-Manufacture of leather and related products	114	86	147	139	88	204	7.08	91%
16-Manufacture of wood and products of wood and cork (except furniture)	125	91	164	163	97	240	7.76	95%
17-Manufacture of paper and paper products	120	98	144	153	110	200	5.29	97%
18-Printing and reproduction of recorded media	112	93	132	134	107	165	6.50	91%
19-Manufacture of coke and	146	82	244	161	50	396	6.35	95%

refined petroleum products								
20-Manufacture of chemicals and chemical products	118	94	144	149	103	202	5.40	96%
21-Manufacture of basic pharmaceutical products and pharmaceutical preparations	100	74	131	101	62	158	6.69	91%
22-Manufacture of rubber and plastic products	121	97	148	156	109	208	5.24	97%
23-Manufacture of other non-metallic mineral products	113	90	139	138	97	187	6.35	93%
24-Manufacture of basic metals	140	92	199	180	81	304	7.04	94%
25-Manufacture of fabricated metal products (except machinery and equipment)	121	96	148	155	107	208	5.93	96%
26-Manufacture of computer, electronic and optical products	122	84	167	142	80	219	11.34	83%
27-Manufacture of electrical equipment	123	96	153	153	101	212	5.41	96%
28-Manufacture of machinery and equipment n.e.c.	123	99	149	158	112	208	5.25	97%
29-Manufacture of motor vehicles, trailers and semi-trailers	137	99	178	170	98	248	6.70	96%
30-Manufacture of other transport equipment	146	58	265	207	82	348	39.71	60%
31-Manufacture of furniture	116	97	137	146	112	183	5.54	96%
32-Other manufacturing	119	58	222	136	33	385	10.87	73%
33-Repair and installation of machinery and equipment	117	16	275	156	0	351	35.50	40%

Annex 12 – Major Trade Groups

	Name	Tel	Contact Person	Position	e-mail
CONSTRUCTION					
1	İstanbul Sıvacı, Boyacı ve İnşaatçılar Esnaf ve Sanatkarlar Odası	(212) 254 75 83	Nizami Yenilmez Orhan Kır *	Chairman General Secretary	orh_kir@hotmail.com
2	İstanbul İnşaatçılar Derneği (İNDER)	(212) 274 90 76	Abdullah Baysal	General Secretary	abdullah.baysal@inder.org.tr
3	Türkiye İnşaat Malzemesi Sanayicileri Derneği (IMSAD)	(216) 322 23 00	Aygen Erkal	General Secretary	info@imsad.org
TEXTILE					
1	İstanbul Tekstil ve Konfeksiyon İhracatçı Birlikleri (İTKİB)	(212) 454 02 77 (212) 454 02 00	Hale Gülbaz* Bekir Aslaner	Project Specialist General Secretary	hale.gulbaz@itkib.org.tr info@itkib.org.tr
1.a	İstanbul Tekstil ve Hammaddeleri İhracatçıları Birliği (İTHİB)	(212) 454 02 00	Bekir Aslaner	General Secretary	info@ithib.org.tr
1.b	İstanbul Hazırgiyim ve Konfeksiyon İhracatçıları Birliği (İHKİB)	(212) 454 02 00	Bekir Aslaner	General Secretary	info@ihkib.org.tr
2	Türkiye Giyim Sanayicileri Derneği (TGSD)	(212) 639 76 56	Ülkem Genç Yaman*	General Secretary	ulkemgy@tgsd.org.tr
HEALTH					
1	İl Sağlık Müdürlüğü	(212) 638 30 00	Bekir Turan	Assistant Gn.Mngr	istanbul@saglik.gov.tr
2	Sağlık Turizmi Derneği	(312) 431 64 17	Dilaver Tengilimoğlu* Engin Birdal	General Secretary Chairman	saglikturizmi@gmail.com
3	Özel Hastaneler ve Sağlık Kuruluşları Derneği (OHSAD)	(212) 247 07 00	Reşat Bahat Cevat Şengül	Chairman General Secretary	ohsad@ohsad.org
HOSPITALITY					
HOTEL					
1	Türkiye Seyahat Agentaları Birliği (TÜRSAB)	(212) 259 84 04	Başaran Ulusoy Çetin Gürcün	Chairman General Secretary	tursab@tursab.org.tr
2	Türkiye Otelciler Birliği (TÜROB)	(212) 296 08 80	İsmail Taşdemir*	General Director	gm@turob.com
RESTAURANT					
1	Turizm Restoran Yatırımcıları ve İşletmecileri Derneği (TURYİD)	(212) 241 75 65	Vedat Dilber Şükran Yürekli	Coordinator General Secretary	vedat@turyid.org sukran@turyid.org
2	İstanbul Lokantacılar Odası	(212) 245 46 02	Hatice Pehlivan	General Secretary	info@lokantacilarodasi.org

			Sayit Karabağlı	Chairman	
3	Tüm Restoranlar Lokantalar ve Tedarikçiler Derneği (TÜRES)	(212) 438 15 90	Ramazan Bingöl	Chairman	info@tures.org.tr
4	Evdişi Tüketim Tedarikçileri Derneği (ETÜDER)	(212) 456 96 90	Soydan Cengiz	General Secretary	soydan.cengiz@etuder.org.tr
RETAIL					
1	Kategori Mağazacılığı Derneği (KMD)	(212) 227 85 42	Egemen Sayraç Fusun Tavis	Manager General Secretary	esayrac@kategorimagazaciligi.org ftavis@kategorimagazaciligi.org
2	Gıda Perakendeciliği Derneği (GPD)	(212) 227 85 42	Fusun Tavis*	General Secretary	ftavis@gidaperakendecileri.org
3	Birleşmiş Markalar Derneği (BMD)	(212) 320 82 00	Ekrem Utku Şule Tabak*	General Secretary Corp Comm Manager	eutku@birlesmismarkalar.org.tr sule@birlesmismarkalar.org.tr
4	Türkiye Perakendeciler Federasyonu İstanbul (Perder İstanbul)	(216) 425 36 41	Faruk Güzeldere Ramazan Ulu	General Secretary Chairman	info@istanbulperder.org.tr
OTHER					
	Türkiye Araştırmacılar Derneği (TÜAD)	(212) 251 00 53	Pınar Trana	General Secretary	tuad@tuad.org.tr
	UNHCR	(536) 950 09 50 (535) 952 80 04	Yazgülü Sezgin* Can Vodina*	Field Officer Assistant Legal Officer	sezgin@unhcr.org vodina@unhcr.org

*Recommended for STC to contact

Annex 13 – Employment Agencies

Name	Tel	Contact Person	Position	e-mail
İŞKUR İstanbul İl Md.lüğü	(212) 249 29 89	Vahap Fırat*	Branch Director	vahap.firat@iskur.gov.tr
KOSGEB İstanbul Boğaziçi Müdürlüğü	(212) 285 05 00	Merve Şahin	Administrative Assistant	
Adecco	(216) 665 35 00	Akgül Can Beyhan	HR Directör	akgul.can@adecco.com
RIZK Professional Development		Amr Abboud Olaa Suleiman*	Director Project Assistant	aaboud@syrianforum.org osoulaiman@syrianforum.org
Smart HR	(232) 463 29 17	Orhan Boz	Partner	korhan.boz@smarthr.com.tr
Holland Group / United Work	(212) 351 06 03 (212) 274 63 20	Frank Damen Enis Kösem*	Member of Board General Manager	frank.damen@hollandgroup.com.tr enis.kosem@unitedwork.com.tr
Yenibiris.com	(212) 373 78 00	Deniz Ceylan Kılıçoğlu*	General Manager	
Kariyer.net	(216) 468 76 00	Fatih Uysal*	General Manager	musterihizmetleri@kariyer.net
Manpower	(212) 213 67 77	Ebru Coş	General Manager	
KRM Karamık	(212) 283 95 95	Aylin Özçelik		krm@krm.com.tr

Yön.Danışmanlık		Kerim Paker		
HRM	(212) 257 78 28	Alihan Irmakkesen Aylin Coşkunoglu	Founding Partner Founding Partner	istanbul@hrm.com.tr
EPS Ekspres Personel	(212) 217 95 15	Şükrü Saraçoğlu* Arzu Saraçoğlu	Partner	eps@eps.com.tr
Datassist	(212) 251 45 50	Ayşe Nazmiye Uca Jale Bengiler		

*Recommended for STC to contact

Annex 14 – Major Employers

	Name	Tel	Contact Person	Position	e-mail
Construction					
1	Ağaoğlu Group Companies	444 6 777	Burak Kutluğ*	Chief Development Officer	info@agaoglu.com.tr
2	DAP Yapı	(216) 500 49 00	Meltem Aslan	HR Manager	info@dapyapi.com.tr
3	Eroğlu Yapı	(212) 652 32 32	Güven Karalı	HR Manager	info@eroglu.com
4	Suryapı	(216) 556 08 00	Abdullah Öztürk	HR and Management Systems Coordinator	suryapi@suryapi.com.tr
5	Emlak Konut	(216) 579 15 15	Murat Kurum*	General Manager	info@emlakkonut.com.tr
Textile-Apparel					
1	Mavi	(212) 371 20 00	Canan Emgen	Talent Attraction and Recruitment Mngr	canan.emgen@mavi.com
2	Boyner	(212) 335 75 00	Buse Özen*	HR Project Manager	bozen@boynergrup.com
3	Koton	(212) 331 33 00	Ayça Haznedaroğlu*	Chief HR Officer	
4	Inditex	(212) 386 81 00	Serkan Kandemir Burçak Aksoy	HR Area Manager Recruitment Manager	
5	LCWaikiki	(212) 657 55 55	Gülperi Tandar*	Corporate Academy Director	info@lcwaikiki.com
6	Nike	(212) 365 04 04	Pınar Akkaya*	HR Manager	
7	Adidas	(212) 355 36 00	Selda Düzel*	Senior HR Manager	
8	Morhipo	(212)	Ümit Boyner	Board Member	uboyner@boynergrup.com

		366 04 99			
9	Markafoni	(212) 444 18 47	Burcu Yılmaz	Human Resources Executive	
10	Adil Işık	(212) 295 66 55	Adil Işık*	Chairman	info@adl.com.tr
11	Collezione	(212) 447 12 12	Ekrem Akyiğit	CEO	
12	Kiğılı	(262) 658 13 01	Hilal Suerdem	CEO	
Health					
1	Acıbadem Health Group	(216) 544 38 00	Tolga Eryoldaş* Hande Yılmaz	HR Director Recruitment Officer	info@acibadem.com.tr
2	Dünya Göz Hospitals	(212) 362 32 62	Nermin Yaman*	HR Training Manager	info@dunyagoz.com.tr
3	Memorial Health Group	(212) 314 66 66	Özlem Çakar	HR Director	
4	Medical Park Hospitals Group	(212) 227 55 55	Seda Ateş	HR Manager	info@medicalpark.com.tr
5	Clinic Expert	(536) 551 83 79	Hüsam Bakkour	Sales Manager	husam@clinicexpert.net
6	Medicana Hospital Group	(850) 460 63 34	Sibel Olcarcıyüz	HR Group Manager	
Hospitality					
1	Ritz Carlton Hotel	(212) 334 44 44	İpek Özbal* Gülderen Budak	Learning and Quality Manager Deputy General Director	ipek.ozbal@ritzcarlton.com gulderen.budak@ritzcarlton.com
2	CVK Hotels and Restaurants	(212) 377 88 88	Arzu Gökseven* Aylin Yaman	HR Specialist Training and Quality Deputy Director	arzu.gokseven@parkbosphorus.com aylin.yaman@parkbosphorus.com
3	Stil İstanbul- Organization	(216) 386 60 10	Özgür Aydın	Partner	info@stilistanbul.com.tr
4	Hilton Hotels	(212) 315 60 00	Armin Zerunyan*	Country General Manager-Turkey	
5	Radisson Blu Hotels	(212) 310 15 00	Sinem Güzelülke	HR Manager	sinem.guzelulke@radissonblu.com
6	Ramada	(212) 315 44			info@ramadaplazaistanbul.com

		44			
7	Greenpark Hotels	(212) 238 91 11	Adil Üstündağ	Owner & Chairman	info@thegreenpark.com
Retail					
1	Migros	(216) 579 30 00	Demir Aytaç*	HR and Industrial Relations Assistant Gnr.Mngr	info@migros.com.tr
2	Carrefour	(216) 655 00 00	Atilla Saman	HR Director	info@carrefoursa.com
3	Metro	(212) 478 70 00	Murat Ayaydın	HR Manager	
4	Arçelik	(212) 314 34 34	Buket Çelebiöven*	Human Resources Director	
5	Unilever	(216) 633 90 00	Hande Atlı* Güneş Altınok	HR Director Talent and Organizational Effectiveness Director	hande.atli@unilever.com gunes.altinok@unilever.com
6	Ülker	(216) 524 29 00	Alper Kantar*	HR Director	alper.kantar@pladisglobal.com
7	Procter and Gamble	(216) 463 80 00	Bilgehan Ergenekon Bilen	Head of HR Turkey&Caucasian Republic	
8	Pepsico	(216) 635 40 00	Birsan Çevik Akgünlü*	HR Director	
9	Coca-Cola İçecek	(216) 528 40 00	Rengin Onay	HR Director	
Other for Multi Sector Jobs					
1	Turkcell Global Bilgi	(216) 633 11 11	Fulya Berkmen	Recruitment Director	fulya.berkmen@global-bilgi.com.tr
2	Aras Kargo	(216) 538 55 00	Eda Çeliker Gökhan Ata Okutan	Training Director HR and Administrative Affairs Deputy Director	
3	Türk Telekom	(212) 318 70 00 (552) 365 92 80	Bahadır Tütüncü* Tuğçe Uçar*	Trade Marketing Department Head Employer Brand Specialist Human Resources	bahadir.tutuncu@turktelekom.com.tr tugce.ucar@turktelekom.com.tr
4	Turkcell	(216) 313 10 00	Uygar Omay*	Retail Sales Training and Development Professional	uygar.omay@turkcell.com.tr
5	MNG Kargo	(850) 222 06	Suat Başkır	HR Assistant Manager	info@mngkargo.com.tr

		06			
6	2P Digital Marketing	(212) 612 60 66	Bassam Shhadat	Executive Director	b.shhadat@2p.com.tr
7	Alameen Accounting System	(212) 531 04 00 (531) 860 80 64	Waseem* Albaroudi	Sales Executive Director	waseem.albaroudi@office.syriansoft.com
8	Nexo Ajans	(212) 852 59 28	Rasheed Hamwi	Executive Manager	rasheed@nexoajans.com
9	Baz Media	(212) 522 33 39	Murat Kolip	Administrative Manager	m.kolip@albazmedia.com

*Recommended for STC to contact

Annex 15 – Current List of İSMEK Centers Delivering Turkish Courses

District	Address	Telefophone	E-mail
AVCILAR	MERKEZ MAHALLESİ.MARMARA CAD.NO:19 KAT:4-5 VE TERAS KAT	0212 591 74 99	SEMRA HANÇER semrahancer@ismek.org Zarife ŞAHİN ULUSOY zarifesahin@ismek.org
BAĞCILAR KIRAZLI	MAHMUTBEY CAD. KIRAZLI MAH. NO:154 GÜL İŞ MERKEZİ	0212 630 68 76	EDA TÜRK edaturk@ismek.org Nuray ŞAHİN nuraysahin@ismek.org
BAKIRKÖY CEVİZLİK MAHALLESİ	CEVİZLİK MAH. REYHAN SK. NO:36 BAKIRKÖY	0212 466 55 93	FATMA ALPHAN fatmaalphan@ismek.org Özlem CEYLAN ozlemceylan@ismek.org
BAŞAKŞEHİR BAĞÇEŞEHİR	BAĞÇEŞEHİR 2. KISIM MAH. ŞEHİT GAFFAR OKAN CAD. NO:5 BAŞAKŞEHİR BELEDİYESİ HİZMET BİNASI BAŞAKŞEHİR	0212 669 68 99	ESRA AYDOĞMUŞ esraaydogmus@ismek.org UMUT CANTÜRK umutcanturk@ismek.org
BEYLİKDÜZÜ YAKUPLU	MERKEZ MAH. ÇINAR SK. NO:8 YAKUPLU	0212 875 29 91	Çiğdem AĞAÇ cigdemagac@ismek.org Sermin ÇALIŞAN serminalisan@ismek.org
BEYOĞLU PİYALEPAŞA	PİYALEPAŞA MAH. KUZEY SK. NO:19 KAT : 1 BEYOĞLU	0212 254 60 77	Oya AYDIN oayaaydin@ismek.org

			ŞEYMA KARASOY seymakarasoy@ismek.org
BÜYÜKÇEKMECE FATİH MAH.	FATİH MAH. E-5 KARAYOLU ÜZERİ MUHARREM SALTIK İŞ MERKEZİ NO: 44 KAT: 2-3 BÜYÜKÇEKMECE	0212 883 15 32	DERYA BEKİROĞLU deryabekiroglu@ismek.org Sevinç ATBAŞ sevincatbas@ismek.org
ÇEKMEKÖY TAŞDELEN	TURGUT ÖZAL KÜLTÜR MERKEZİ TAŞDELEN MAH.TURGUT ÖZAL CD.NO:94 KAT:1	0216 484 37 66	Emine MOLDİBİ eminemoldibi@ismek.org ESRA ZURNACI esrayetim@ismek.org
ESENYURT	YENİ KENT MAH. DOĞAN ARASLI CAD. NO:206 C BLOK ESENYURT	0212 596 35 10	Emine KARACAN MERT eminekaracanmert@ismek.org HALİL ÖZKEÇECİ halilozkececi@ismek.org
ESENYURT HARAMİDERE	GÜZELYURT MAH. MİMAR SİNAN CAD. 21. SK. NO: 20 HARAMİDERE / ESENYURT	0212 853 47 03	SUNA BİRKAN sunabirkan@ismek.org
FATİH DİL OKULU	AKŞEMSETTİN MAH. AKDENİZ CAD. YAĞIZLAR İŞ HANI NO:102 KAT:3 FATİH	0212 491 01 24	KÜBRA BİLİR kubrabilir@ismek.org SELİN SERGEK selinsergek@ismek.org
KAĞITHANE HAMİDİYE	HAMİDİYE MAH.GİRNE CAD.SERDAR SK.NO:17/3	0212 321 49 63	Bilge TULUNAY bilgetolunay@ismek.org BURCU DÜNDAR burcudundar@ismek.org
KARTAL KORDONBOYU MAH.	KORDONBOYU MAH.ANKARA CD. BÜLENT ECEVİT KÜLTÜR MERKEZİ NO:142 KARTAL	0216 387 76 82	ENİSE KIR enisekir@ismek.org ŞENGÜL GÜLBAHÇE SİNCAP sengulsincap@ismek.org
ÜMRANİYE ATATÜRK MAH. H.B.Ö VE UYGULAMA MERKEZİ	ATATÜRK MAH. ALEMDAĞ CAD. ÇEŞME SK. NO:1 K:1-2-3 ÜMRANİYE	0216 523 79 65	Aysegül KURT aysegulkurt@ismek.org NESRİN ÇANKARA nesrincankara@ismek.org
ÜSKÜDAR BAĞLARBAŞI	SELAMİ ALİ MAH. GAZİ CAD. NO:22 ESKİBAĞLARBAŞI İETTGAJ A BLOK KAT:1 BAĞLARBAŞI	0216 310 99 77	Esra ÇETİNKAYA esracetinkaya@ismek.org
ZEYTİNBURNU 58.BULVAR	GÖKALP MH. 58 BULVAR	0212 547 01 13	AYŞE KARAÇAM TÜRKOĞLU

	CD.48/5 SK. NO:12 ZEYTİNBURNU		aysekaracam@ismek.org DİLEK ÖZBEK dilekbirsin@ismek.org
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Annex 16 – Selected Testing and Certification Centers for Construction

Testing and Certification Center	Construction Skills Certified	Certification Fee	Website	Contact Details
BELGETÜRK Uluslararası Belgelendirme ve Gözetim Hizmetleri Limited Şirketi	Ceramic Tile Installer	850 TL	http://www.belgeturk.com.tr	Yukarı Dudullu mh. Nato Yolu cd. Koçak sk. No:13 Ümraniye / İSTANBUL 0 216 574 66 46
	Plasterer (Alçı Levha)	660 TL		
SAFİR İnsan Kaynakları Danışmanlık İstihdam ve Belgelendirme Hiz. AŞ.	Ceramic Tile Installer	767 TL	http://www.sabemer.com.tr	Yeşilce Mah. Barbaros Cad. No:51 Seyrantepe Kağıthane / İSTANBUL 0 212 325 91 91
	Plasterer (Alçı Levha)	767 TL		
PROAKTİF Mesleki Yeterlilik Eğitim ve Belgelendirme Hizmetleri Ltd. Şti.	Ceramic Tile Installer	760 TL	http://www.proaktifbelgelendirme.com	İnönü Mah. Alpaya Cad. No: 113-115/A Kenan Dünder Apt. ATAŞEHİR / İSTANBUL 0 216 576 90 38
	Plasterer (Alçı Levha)	760 TL		
UNIVERSAL Belgelendirme Mesleki Yeterlilik ve Periyodik Muayene Hizmetleri San. ve Tic. A.Ş.	Ceramic Tile Installer	750 TL	http://www.universalbelgelendirme.com	Postahane Mahallesi Begonya Sokak İkizler Sitesi No: B Blok A Giriş/5 TUZLA / İSTANBUL 0 216 446 76 00
	Plasterer (Alçı Levha)	775 TL		
AVRUPA BELGE Uluslararası Personel Belgelendirme ve Eğitim Hizmetleri Ltd. Şti.	Ceramic Tile Installer	760 TL	http://www.avrupabelge.com.tr	Çarşı Mah. Nezir Sok. No:1/4 Kartal/İstanbul / İSTANBUL 0 216 309 10 50
	Plasterer (Alçı Levha)	760 TL		
Alberk QA Technic Uluslararası Teknik Kontrol ve Belgelendirme A.Ş.	Ceramic Tile Installer	760 TL	http://www.gatechnic.com	Varyap Meridian Grand Towers Barbaros Mahallesi, Ak Zambak Sok. No: 2 A-BLOK Kat: 19 ATAŞEHİR / İSTANBUL 0 216 572 49 10
	Plasterer (Alçı Levha)	760 TL		

İstanbul Mesleki Sınav Merkezi	Ceramic Tile Installer	790 TL	http://istanbulmsm.com	Merkez mah. Reşitpaşa cad. Altıntaş İş merkezi no:55 D:60 AVCILAR / İSTANBUL 0 850 477 03 27
	Plasterer (Alçı Levha)	790 TL		
CERTEST Kontrol ve Belgelendirme Hizmetleri A.Ş.	Ceramic Tile Installer	760 TL	http://www.certest.com.tr	Kartaltepe Mahallesi Uzun Sokak No:15-17/A Küçükçekmece/İSTANBUL 0 212 471 10 02
	Plasterer (Alçı Levha)	760 TL		
	Plasterer (Kartonpiyer)	600 TL		

Source: Vocational Proficiency Institution (VPI/MYK)

Annex 17 – Training Institutions

	Name	Areas of Training (listed for "Action Sectors" only)	Tel	Contact Person	Position	e-mail
Public & Municipality						
1	İSMEK	IT(Web design, graphics),Clothing Production Technologies, Beauty and Haircare, Patient and Elderly Care, Call Center, Retail and Marketing, Accommodation and Travelling Services, Textile Technology, Turkish for Foreigners, Food Beverage Services, Hygiene, Personal Development	(212) 531 01 41	Levent Sevim* Handan Yıldız	Employment Officer	leventsevim@ismek.org handanyildiz@ismek.org
2	Sultangazi Municipality 75.yıl Bilgi Evi	IT, Apparel, Haircare, Turkish	(212) 536 10 04			cagri@sultangazi.bel.tr
3	Sultangazi Halk Eğitim Merkezi	Turkish, Hygiene, IT(web design, graphics), Haircare, Textile, Apparel	(212) 606 13 16			
Private Schools & Training Schools						
1	PERYÖN Academy	Communication, Leadership, Interview Technics, Performance Mngt., Feedback	(212) 368 0079	Murat Aslan	Academy Manager	murat.arslan@peryon.org.tr

		Technics - trainings for mid and upper level mngt				
2	TİNK	Software, Hardware, Cyber Security, Data Analysis and Engineering	(212) 212 35 93	Zeynep Dereli	Partner	zeynep@tigerrockadvisor.com
3	Özel Ünvan Eğitim Kurumları	Patient and Elderly Care, Sales and Marketing, Construction Technology, Healthcare and Beauty, Personal Development, Call Center, Food and Beverage Services, IT, Dangerous and very dangerous occupations	(216) 632 76 59	*		istanbul@unvankurslari.com.tr
4	Gökçe Mesleki Eğitim Kurumları	Retailing and Merchandising, Marketing and Sales, Beauty and Haircare, Logistics, Sales Personnel, Cashier, Department Responsible, Customer Service, Personnel Dev, Patient and Elderly care, Construction Tech, Dangerous and very dangerous occup.	(507) 155 42 65 (553) 407 57 01	Gökçe Ürenay * Bülent Ürenay	Training Coordinator or Founding Manager	info@gokcemeslekiegiti.com
5	Aktüel Akademi	IT, Patient and Elderly Care, Sales and Marketing, Social Media	(212) 676 66 12			bilgi@aktuelakademi.com
6	Kariyer Akademi	Sales, Foreign Trade, Social Media, Personal Development, Call center, Excel, Time management, Communication	(216) 468 76 00			musterihizmetleri@kariyer.net
7	Bilişim Eğitim Merkezi	Web design, Graphics	(216) 550 99 50	Ahmet Çevik	Founder	kurumsal@bilisimegitim.com
8	Business Management Institute (BMI)	IT, Logistics and Supply Chain, Sales and Marketing, Social Media, Activity and Organization Mngt., Foreign Trade, Time Mngt, Interview Techniques, Data	(212) 273 15 06			info@bm-institute.com

		Analysis in Excel, Warehouse Mngt and efficiency, Retail and Merchandising				
University&Vocational Schools						
1	İstanbul University Continuing Education Center	Patient Reception and Transportation, Cooking and Pastry, Hygiene, Entrepreneurship, Graphics, Food Security	(212) 440 17 36	Nilgöl Çil*	Center Director	yavuznc@istanbul.edu.tr istanbulsem@istanbul.edu.tr
2	Boğaziçi University Continuing Education Center	Marketing, Entrepreneurship, Construction Project Management	(212) 257 31 27	Tamer Atabaru t*	Center Manager	ece.gokakin@boun.edu.tr
3	Galatasaray University Continuing Education and Research Center	Logistics and Supply Chain, Marketing, IT, Graphic Design, Healthcare, Understanding Turkey	(212) 259 34 16	Banu Karsak	Center Manager	info@gsusem.com
4	Yıldız Teknik University Continuing Education Center-İstanbul Institute	Logistics, Foreign Trade, Web design, Communication, Marketing, Food Logistics, Interview Techniques, Activity and Organization, Graphic Design	(212) 236 85 70	Uğur Buğra Çelebi	Center Manager	sem@yildiz.edu.tr
5	Bahçeşehir Üniversitesi Continuing Education Center	Entrepreneurship, Cooking, Interview Techniques, Web design, Communication, Social Media, Supply Chain, Sales, Marketing, Turkish for Foreigners, Packaging, Retailing	(212) 381 59 36	Elif Çetin	Center Director	elif.cetin@cec.bau.edu.tr
6	İstanbul Mesleki ve Teknik Anadolu Lisesi		(212) 511 21 21			
7	MEB İstanbul Ticaret Odası Mesleki ve Teknik Anadolu Lisesi		(212) 544 69 87			
8	İstanbul Sanayi Odası Vakfı Teknik ve Endüstri Meslek Lisesi		(212) 275 33 30			

*Recommended for STC to contact

Annex 18 – Districts with more than 15.000 Syrian Population

Districts	Population	Syrians	% to population	Ranking
Küçükçekmece	761.064	38.278	5,03%	8
Bağcılar	757.162	37.643	4,97%	9
Sultangazi	521.524	31.426	6,03%	6
Fatih	419.345	30.747	7,33%	4
Esenyurt	742.810	29.177	3,93%	15
Başakşehir	355.311	26.424	7,44%	3
Zeytinburnu	289.685	25.000	8,63%	1
Esenler	459.983	22.678	4,93%	10
Sultanbeyli	321.730	20.192	6,28%	5
Avcılar	425.228	19.554	4,60%	12
Arnavutköy	236.222	17.838	7,55%	2
Bahçelievler	602.040	17.710	2,94%	19
Gaziosmanpaşa	501.546	17.709	3,53%	16
Şişli	274.017	15.269	5,57%	7

Source: Urban Refugees from “Detachment” to “Harmonization” Report

