

RESILIENCE ASSESSMENT IN THE FACE OF MIGRATION

A GUIDEBOOK FOR
LOCAL GOVERNMENTS

Metehan Gltařlı
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RESLOG

Yerel Ynetimde Rezilyans Projesi • TRKİYE

 SKL International
AFFILIATED TO THE SWEDISH ASSOCIATION OF LOCAL AUTHORITIES AND REGIONS

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**Swedish Association
of Local Authorities
and Regions**

The Swedish Association of Local Authorities and Regions

The Swedish Association of Local Authorities and Regions (SALAR, SKR with its Swedish acronym) is a member organization for all of Sweden's municipalities, country councils and regions. SALAR (and its predecessors), has existed for over 100 years and strives to promote and strengthen local self-government and the development of regional and local democracy. Due to the global nature of challenges that municipalities face today, SALAR is also an important actor in the international arena of local governments. It is active in the global organization for municipalities United Cities and Local Governments (UCLG), its European branch, the Council of European Municipalities and Regions (CEMR) and as secretariat for the Swedish delegations to the EU Committee of Regions and the Council of Europe Local and Regional Congress.



SKL International
AFFILIATED TO THE SWEDISH ASSOCIATION OF LOCAL AUTHORITIES AND REGIONS

SKL International

SKL International is a fully-owned subsidiary of SALAR. Its role is to implement and deliver international projects on behalf of SALAR, by drawing from relevant Swedish and other country experiences to support the development of local government systems and practice in developing countries and countries in transition or conflict.

Through its work in the MENA region and elsewhere, SALAR/SKL International have generated extensive knowledge and thorough understanding of issues of decentralisation, local governance, and local service delivery in fragile or close to conflict contexts; including how this brings the need for responsive and conflict sensitive approaches and flexible project management frameworks. SKL International is the long-term partner and implementer of the projects financed by the Swedish Government in 12 countries across the world, with its headquarters located in Stockholm.

SKL International has been operating in Turkey for over twenty years with the Turkish-Swedish Municipal Partnerships Network Project (TUSENET), Turkish-Swedish Partnership for Local Governance (TUSELOG) and ongoing Resilience in Local Governance Project (RESLOG-Turkey). In this scope, SKL International supports municipalities and municipal unions in Turkey and also contributes to the establishment of permanent relations and cooperation between the local governments in these two countries.

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Çukurova Union of Municipalities



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**We express our sincere thanks to the Pilot Municipalities
for their dedication in this process.**

ÇUKUROVA REGION

Adana Metropolitan Municipality

Hatay Metropolitan Municipality

Mezitli Municipality

Reyhanlı Municipality

Sarıçam Municipality

Seyhan Municipality

MARMARA REGION

Bursa Metropolitan Municipality

Orhangazi Municipality

Osmangazi Municipality

Sultanbeyli Municipality

Şişli Municipality

Zeytinburnu Municipality

PROJECT INTRODUCTION

RESILIENCE IN LOCAL GOVERNANCE PROJECT (RESLOG)

M. Sinan ÖZDEN

National Project Manager

Resilience in Local Governance Project

The local governments of Turkey and Lebanon have been impacted by the unexpected and massive migration. As a result, it has become necessary to strengthen the resilience* of local governments in accordance with the principles of peace and inclusiveness.

RESLOG (Resilience in Local Governance) 2018-2020, is a project implemented in these two countries which have been impacted by the Syrian Migration Crisis, with the initiative of the Swedish Association of Local Authorities and Regions (SALAR), financed by the Swedish Association of Local Authorities and Regions (SALAR) and funded by the Swedish Government. RESLOG Turkey is conducted with the cooperation and project partnership of the Swedish Association of Local Authorities and Regions and Union of Municipalities of Turkey, Marmara Union of Municipalities and Çukurova Union of Municipalities. In total, 12 pilot municipalities from Marmara and Çukurova regions are included in the Project. RESLOG is a pioneer in the prioritisation of the involvement of regional municipal unions in strengthening local governance.

The Project is a part of the efforts of local governments and local government organizations in the face of intense, rapid and unexpected migration. In this regard, RESLOG Turkey aims to contribute to national migration policies that reflect local realities and needs, to strengthen inter-municipal learning and support structures through regional associations, and to improve holistic planning and governance at municipal level.

(*) It is the ability to meet a shock and for life to return to normal. Resilience is also defined as the ability of an asset or system to recover its shape and position after a negative event or deterioration.

FOREWORD

M. Sinan ÖZDEN

National Project Manager

Resilience in Local Governance Project

The civil war in Syria resulted in a serious influx of immigrants to almost all Turkish cities, forcing Turkey to confront the effects of this migration. A total immigrant population of approximately five and a half million, of which three and a half million constitutes Syrians, continue to live in various cities of Turkey today. There are many projects approaching the issue in terms of national migration management or humanitarian aid. However, there are very few projects dealing with the situation of local governments facing international migration, which are continuing their first-hand efforts to accommodate and improve urban life.

For this reason, within the scope of the RESLOG Project, the focus was to evaluate the resilience of municipalities in the face of migration, to produce Migration Master Plans and to document all of these efforts. The concept of resilience, which is also sought in Turkish words such as “dayanıklılık” and “direnç”, is understood as the opposite of fragility at an institutional level. However, the concept of resilience is not significant enough when used on its own. It should be considered and discussed in combination with the effects being faced for best results. Therefore, this methodology was designed in the context of the municipalities’ resilience to migration.

This booklets’ purpose is to present a conceptual framework and a methodology for resilience in the face of migration. It is possible to find different means to assess the resilience of local governance primarily for climate change as well as in many different areas; however, a methodology to specifically evaluate the resilience of cities and governments who face sudden and immense migration (especially international migration) is presented in this work. Rapid population increase in cities, along with the issue of cohabitation while continuing comprehensive service provisions for all city inhabitants are the main topics addressed in this methodology for resilience assessment in the case of migration.

We developed the Resilience Assessment Methodology in the scope of RESLOG. We worked in cooperation with 12 pilot municipalities in the Marmara and Çukurova regions, which host nearly one quarter of the Syrians living in Turkey, for the implementation of the methodology. Thanks to this practice, we have been provided with valuable lessons. Here, we share our methodology proposal and hope that the work will be beneficial for all municipalities, especially ones experiencing issues caused by migration.

Resilience Assessment in the Face of Migration: the Handbook for Local Governments became a formidable method proposal as a result of the practical experiences of our 12 pilot municipalities. We would like to express our thanks to all pilot municipalities who have made a great effort and enthusiastically participated in this innovative work and in its implementation; namely, to Sultanbeyli Municipality, Zeytinburnu Municipality, Şişli Municipality, Bursa Metropolitan Municipality, Orhangazi Municipality, and Osmangazi Municipality from the Marmara region, to Adana Metropolitan Municipality, Seyhan Municipality, Sarıçam Municipality, Hatay Metropolitan Municipality, Reyhanlı Municipality, and Mezitli Municipality from the Çukurova region, to our project partners, the Union of Municipalities of Turkey, Marmara Union of Municipalities and Çukurova Union of Municipalities. We would like to thank union and municipality experts who have taken part in the project and extended their efforts; we hope that the method we developed together will be continuously improved and utilized as a useful tool in the future

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Introduction

This guidebook has been prepared in the scope of the Resilience in Local Governance Project (RESLOG Turkey) jointly managed by the Swedish Association of Local Authorities and Regions (SALAR), Union of Municipalities of Turkey, Marmara Municipalities Union and Çukurova Municipalities Union. The RESLOG Turkey Project emerged from the need to enhance the resilience of the local administrations facing a rapid and intense immigration wave due to the crisis in Syria in line with the principles of peace and social inclusion. With the project containing national, regional and local level activities, it is aimed to develop national migration policies to reflect local realities and needs; to empower inter-municipal learning and support structures via regional unions and optimization of comprehensive planning and governance in local administrations.

This booklet explains the method of “resilience assessment” which is an analytic tool in migration, and is implemented at the local level; this booklet also presents examples in practice. The examples were acquired from the work carried out in the 12 pilot municipalities* involved in the RESLOG Project.

In literature, the concept of resilience is more often seen in the fields of environment and climate change, and is a relatively new concept in local governance and migration studies. As an original methodology developed within the scope of this project, the resilience assessment aims to systematically measure and evaluate the mobility capabilities of local administrations in the face of migration. This methodology, which is an institutional self-assessment tool, also enables local administrations to bring a holistic planning approach to migration. As a result of this assessment, local administrations can develop a roadmap for the solution of current or future migration-related problems.

In this scope, there are two essential aims of this booklet:

- To provide an analytic tool to increase the resilience of local administrations and provide a holistic and systematic approach to the migration issue;
- To contribute to raised awareness on the topics of resilience in migration and resilience assessment.

* The pilot municipalities involved in the RESLOG Project are (in alphabetical order): Adana Metropolitan Municipality, Bursa Metropolitan Municipality, Hatay Metropolitan Municipality, Mezitli Municipality, Orhangazi Municipality, Osmangazi Municipality, Reyhanlı Municipality, Sarıçam Municipality, Seyhan Municipality, Sultanbeyli Municipality, Şişli Municipality, Zeytinburnu Municipality.

In this context, in the first section of the booklet, the conceptual framework and general approach related to resilience and resilience assessment are presented. In the second section, the process, methods and tools related to the resilience assessment are discussed. In the third part of the booklet, there are examples compiled from 12 pilot municipalities involved in the project. The last section is devoted to the conclusions and assessments of lessons learned and recommendations going further.

Although the RESLOG Project has addressed the situation of local administrations in relation to Syrian migration, the methodology of the resilience assessment mentioned in the booklet can be used for any migration movements (domestic migration/immigration) that local administrations face/may face. Therefore, this booklet is not only a guide for local governments that host a large Syrian population, for all local administrations affected by migration movements and who want to increase their mobility in the face of migration. In addition, the method can be used in order to evaluate the shocks and stresses faced by local governments.

Concept and General Approach

What is Resilience?

Resilience is a word derived from the Latin word “resilire” meaning¹, “rebound” or “return” and can be expressed as “ (1) Strength (quick recovery or recovery strength), ability of an asset or system to recover its shape and position after any conflict or deterioration (2) capacity to meet shocking effect; (3) Ability to normalize life”².

It is necessary to consider the following two basic questions when defining resilience:

Whose/what resilience?

Resilience in the face of what?

In this case it is resilience as is defined in the scope of the project, and signifies municipalities’ resilience in dealing with migration

Resilience of Municipalities to Migration

Sudden and intense migration resulting from the Syrian crisis in 2011 affected the municipalities the most and currently continues to do so. In particular, municipalities with a significant proportion of Syrian migrants compared to their own resident population, found that their performance in service delivery was negatively affected as they faced the challenge of delivering municipal services (of the same quality) to a larger population with the same budget, staff, equipment and organizational structure.

Since the beginning of the Syrian migration, it has been observed that municipalities deal with this subject using different methods. Some municipalities try to solve problems with their own limited means, while others try to solve them by taking advantage of national/international funds. Studies on Syrian migrants show that municipalities mainly deal with this issue within the “humanitarian aid” dimension, while at this point it is important to recognize that the situation has surpassed the “humanitarian aid” dimension. While humanitarian aid is a matter of concern for the “first stage” of

¹ The word resilience does not have an exact Turkish equivalent. Although definitions such as flexibility, strength, flexible strength exist, none of these expresses the meaning of the word resilience in the field of migration. (Y.N.).

² Neşe Kumral, Mehmet Güçlü, Gizem Umut Doğan. 2012. Regional Strength, Resilience Turkey Level 2 An Application.

the forced migration from Syria, it is observed that to the wider extent, it has shifted to the “settlement and cohabiting” stage in the present day. Therefore, municipalities need to address this issue with a permanent, sustainable and comprehensive planning approach going beyond humanitarian aid.

Dealing with the effects of migration in cities in a planned manner is not a new requirement which emerged with Syrian immigration. The issue of migration has been on the agenda of our cities for many years in different forms (largely domestic migration). Today, many problems in cities are a result of municipalities failing to develop a comprehensive planning approach for domestic migration. In this sense one of the positive contributions the Syrian immigration has made to municipalities is that it brought the issue of migration to municipalities’ agendas. Throughout this process, some municipalities created new institutional structures and established migration departments. In the present situation, municipalities need to bring more systematic and permanent approaches to migration. The first step to achieve this objective is to prepare a comprehensive Migration Master Plan.

What is Resilience Assessment?

Resilience assessment is a systematic assessment tool in order to enable municipalities to become stronger, better prepared and more prudent in the face of migration and migration’s effects. **Resilience assessment is focused on analyzing the positive and negative effects of migration on municipalities’ different thematic service areas.**

Resilience assessment provides a broad framework of assessment, which includes not only the social but also the economic and environmental aspects of migration and thus enables the assessment of potential effects which have possibly gone unnoticed. In this framework, 39 thematic areas subject to assessment (under five main topics) were designated (Figure 3). Said thematic areas have been created by scanning the Municipal Law 5393 and international literature related to the services delivered by local administrations facing intense migration.



Figure 1: Thematic Areas for Resilience Assessment

The assessment work examining the different thematic areas and the effects of migration on these thematic areas makes nearly all municipal departments' in-house involvement and contribution compulsory. In this sense, the resilience assessment also contributes to joint evaluation within the municipality, cooperation among departments, coordination and harmony. Consequently, although the work aims to scrutinize the current status of municipalities faced with migration it is also a valuable asset to reveal the municipality's corporate capacity/capability.

In order for municipalities to benefit to the maximum extent, it is important for the results of this work to turn into action. The Resilience Assessment constitutes an important part of the Migration Master Plan (MMP) methodology.

In this framework, the resilience assessment work plays a key role for municipalities;

- To meet migration induced negative effects (current and potential)
- To normalize service delivery
- To make their cities better than before.

Process, Method and Tools

The resilience assessment is configured with three essential questions (see Figure 2).

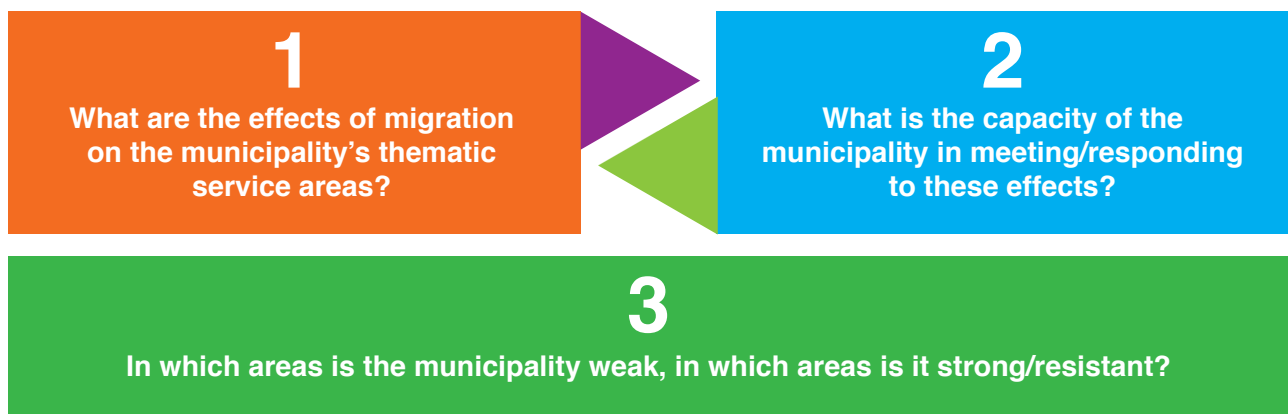
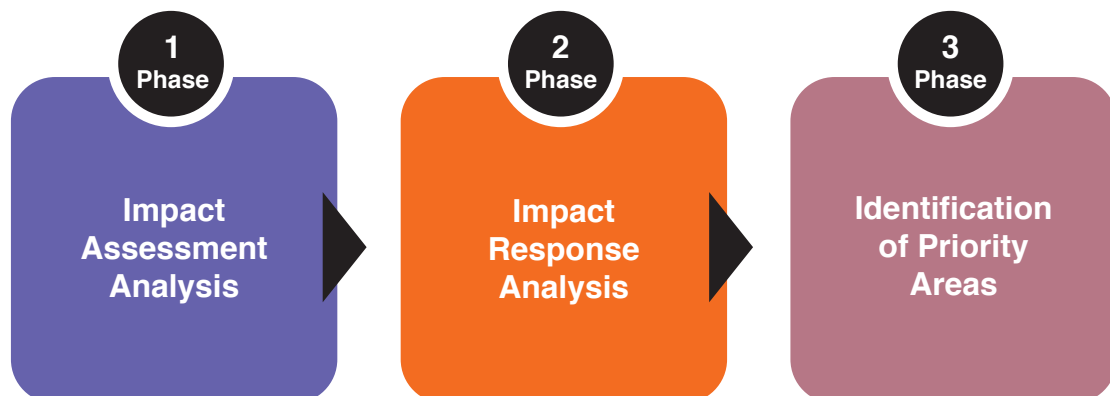


Figure 2: Essential Questions in Resilience Assessment

In order to respond to these three questions, an exercise covering three consecutive phases was structured. These phases in the meanwhile comprise the implementation phases of the Resilience Assessment:



However, there are two preliminary activities to be carried out by the municipality before proceeding with these implementation stages. The first is team building and the second is data collection.

Team Building

The resilience assessment requires the participation and contribution of almost all municipality departments. Thus, a team of three or four people to coordinate the work within the municipality should be established. Naturally, characteristics of this team depend on each municipality's own capacity and competence. In any case, however, it would be beneficial to select the team from willing and dynamic staff involved in the preparation of the strategic plan of the municipality and/or in migration work and/or who have experience in planning. It would also be beneficial for a top level authority leading this team to monitor the work, to inform the mayor about progress and to directly support them where necessary while ensuring horizontal/ vertical coordination within the municipality. This senior authority should be at department head level at minimum in metropolitan municipalities and at manager level in district municipalities. Moreover, it would be beneficial for the team members to be officially appointed, because team continuity is also of vital importance to resilience work.

Data Collection

A significant part of the Migration Master Plan work comprises data collection and analyzing this data. Therefore, it is necessary to designate beforehand by which methods and tools the required data shall be gathered. Workshops, one-on-one discussions, focus group meetings, surveys, scanning the current research and reports, to be realized with the attendance of the departments (and external stakeholders when necessary) are among the methods and tools for data collection. The selection of these various tools is directly related to the relevant municipality's own means, capacity and corporate structure.

Phase 1: Impact Assessment Analysis

Impact assessment analysis, as an analysis aiming to understand at which level and how municipalities are affected in different areas, is the most important phase of the resilience assessment activity. Different impact characteristics are separated according to thematic areas and determine the following phases. For that reason, impact assessment analysis should be executed in the most participatory manner and with objective assessments.

It is suggested to complete the following table in two steps for impact assessment analysis:

Order	Thematic Areas	Impact Level 1: Very low 2:Low 3:Medium 4:High 5:Very high	Impact Direction (+) Positive (-) Negative	Description of Impact	Sources to measure and confirm impact (indicators)	Estimated Budgetary Size of Impact
1	Drinking Water Supply	1 2 3 4 5	(+) (-)			
2	Wastewater and Sanitation	1 2 3 4 5	(+) (-)			
3	Environmental Sanitation and Health	1 2 3 4 5	(+) (-)			
4	Solid Waste Management	1 2 3 4 5	(+) (-)			
5	Transportation Infrastructure	1 2 3 4 5	(+) (-)			
6	(Construction, maintenance, repair, etc.)	1 2 3 4 5 (+) (-)	(+) (-)			
7	Parks and Green Areas	1 2 3 4 5	(+) (-)			
8	Access to Public Areas	1 2 3 4 5	(+) (-)			
9	Residences and Accommodation	1 2 3 4 5	(+) (-)			
10	Energy (Electricity, natural gas, etc.)	1 2 3 4 5	(+) (-)			
11	Transportation services	1 2 3 4 5	(+) (-)			
12	City Planning	1 2 3 4 5	(+) (-)			
13	Data Collection and Statistics	1 2 3 4 5	(+) (-)			
14	Public Safety	1 2 3 4 5	(+) (-)			
15	Municipal Police (Zabita)	1 2 3 4 5	(+) (-)			
16	Fire Department	1 2 3 4 5	(+) (-)			
17	Emergency Service and Rescue	1 2 3 4 5	(+) (-)			





Order	Thematic Areas	Impact Level 1: Very low 2:Low 3:Medium 4:High 5:Very high	Impact Direction (+) Positive (-) Negative	Descriptio of Impact	Sources to measure and confirm impact (indicators)	Estimated Budgetary Size of Impact
18	Preservation and Tourism	1 2 3 4 5	(+) (-)			
19	Funeral and Cemeteries	1 2 3 4 5	(+) (-)			
20	Education	1 2 3 4 5	(+) (-)			
21	Health services	1 2 3 4 5	(+) (-)			
22	Language training	1 2 3 4 5	(+) (-)			
23	Welcoming migrants	1 2 3 4 5	(+) (-)			
24	Culture, arts and sports	1 2 3 4 5	(+) (-)			
25	Anti-Discrimination	1 2 3 4 5	(+) (-)			
26	Gender equality	1 2 3 4 5	(+) (-)			
27	Human rights	1 2 3 4 5	(+) (-)			
28	Social Services and Aid	1 2 3 4 5	(+) (-)			
29	Employment	1 2 3 4 5	(+) (-)			
30	Vocational skills	1 2 3 4 5	(+) (-)			
31	Entrepreneurship	1 2 3 4 5	(+) (-)			
32	Commerce and industry	1 2 3 4 5	(+) (-)			
33	Institutional Coordination (and public collaboration)	1 2 3 4 5	(+) (-)			





Order	Thematic Areas	Impact Level 1: Very low 2:Low 3:Medium 4:High 5:Very high	Impact Direction (+) Positive (-) Negative	Descriptio of Impact	Sources to measure and confirm impact (indicators)	Estimated Budgetary Size of Impact
34	Public relations and Communication	1 2 3 4 5	(+) (-)			
35	Participation(Citizen/ NGO)	1 2 3 4 5	(+) (-)			
36	NGOs/International Organizations, private sector collaboration	1 2 3 4 5	(+) (-)			
37	Personnel Qualities	1 2 3 4 5	(+) (-)			
38	Budget and Expenditures	1 2 3 4 5	(+) (-)			
39	Decision-making mechanisms	1 2 3 4 5	(+) (-)			

Table1: Impact Assessment Analysis

Step 1: Degree and Direction of Impact

The very first step of impact assessment analysis is to determine the degree and direction of impact. The purpose of this step is to reveal which municipality service/thematic areas are affected and directed by migration. With the help of the following impact assessment table (part marked with red) migration impact is scaled for each thematic area. (1: Very little / 5: Very high). Thereafter impact direction shall be marked for each thematic area (whether positive or negative).

Order	Thematic Areas	Level of Impact 1: Very low 2:Low 3:Medium 4:High 5:Very high	Direction of Impact (+) Positive (-) Negative	Description of Impact	Resources to Measure and Confirm the Impact	Budgetary Scale of Impact
1	ThematicArea 1	1 2 3 4 5	(+) (-)			
2	ThematicArea 2	1 2 3 4 5	(+) (-)			
3	ThematicArea 3	1 2 3 4 5	(+) (-)			
...	...	1 2 3 4 5	(+) (-)			
...	...	1 2 3 4 5	(+) (-)			
...	...	1 2 3 4 5	(+) (-)			
...	1 2 3 4 5	(+) (-)			
...	...	1 2 3 4 5	(+) (-)			
37	ThematicArea 37	1 2 3 4 5	(+) (-)			
38	ThematicArea 38	1 2 3 4 5	(+) (-)			
39	ThematicArea 39	1 2 3 4 5	(+) (-)			

Table 1a: Impact Assessment Analysis – Step 1

In this step the following questions can be addressed:

- What is/are the impact/impacts of migration on the thematic areas in the table?
- Are these impacts positive or negative?
- Were the impacts revealed by the subjective views of one or more people involved in the activity, or does it reflect the result of a common assessment agreed on as a municipality?
- Are there thematic areas agreed upon by multiple departments? What are these departments? Are the views of these departments in accord or discord?
- Is it possible to carry out an impact assessment in all areas of the table? How can the areas where no assessment can be made be interpreted? Is there really no impact, or do you need to work harder to understand the impact?

After completing the table above, thematic areas should be aligned from the highest impact area to the lowest impact area. In this manner it will be possible to prioritize areas of focus.

As a result of this step, the municipality is expected to carry out an interpretation as in the example given below:

The areas where our municipality is affected negatively at a high levels (4 and 5) are X and Y areas. Lower level negative effects are observed in Z, Q and W areas. X, Y, Z and W are services related to urban infrastructure. Therefore, it reveals that our municipality was mostly affected in areas related to infrastructure. Areas where our municipality is positively affected by the Syrian migration have been identified as O and U”.

Step 2: Description and Indicators of the Impact

In the second step or impact assessment analysis, it is the essential objective to describe the impact and to reveal the verification sources, or indicators. For this purpose, with the aid of the following impact assessment table (part marked with red), the impact for each thematic area should be specified, the way this impact can be measured and verified should be clear and if possible, the estimated budgetary size of the impact should be noted.

The most important issue in this step is the identification of the sources of verification of the impacts described. The Resilience Assessment, is an activity which is not based on persuasion but one based on evidence. In some instances, the impact mentioned could be based on “false facts”. For instance, in some municipalities an impact such as “the crime rate in the city increased with the arrival of Syrian immigrants” is mentioned, however when we look at the crime data of the Provincial Police Department it is observed that there is no data to confirm this. Therefore, evaluating this impact without solid evidence may yield false results.

Another important issue is how and where the data needed to verify the impact can be obtained. In the attachment of this guidebook an indicator set has been suggested for each thematic area (See. Annex-1).

Order	Thematic Areas	Level of Impact 1: Very low 2:Low 3:Medium 4:High 5:Very high	Direction of Impact (+) Positive (-) Negative	Description of Impact	Resources to Measure and Confirm the Impact	Budgetary Scale of Impact
1	ThematicArea 1	1 2 3 4 5	(+) (-)			
2	ThematicArea 2	1 2 3 4 5	(+) (-)			
3	ThematicArea 3	1 2 3 4 5	(+) (-)			
...	...	1 2 3 4 5	(+) (-)			
...	...	1 2 3 4 5	(+) (-)			
...	...	1 2 3 4 5	(+) (-)			
...	...	1 2 3 4 5	(+) (-)			
...	...	1 2 3 4 5	(+) (-)			
...	...	1 2 3 4 5	(+) (-)			
37	ThematicArea 37	1 2 3 4 5	(+) (-)			
38	ThematicArea 38	1 2 3 4 5	(+) (-)			
39	ThematicArea 39	1 2 3 4 5	(+) (-)			

Table1b: Impact Assessment Analysis - Step 2

In this step the following question can be addressed:

- How can the impact/impacts of migration in the thematic areas listed in the table be described?
- How can these impacts be measured? Are the indicators used to measure the effect accessible? Is it possible for us to verify potential improvements and developments in municipal services in upcoming years?
- Are these verifiable impacts, or are these subjective assessments? If they are verifiable impacts, what are the sources of verification?

- Can the budgetary provision of the impact/impacts be calculated by estimation? If it is possible, what is its share in the total budget of the municipality? How can we calculate impact in this area?
- Has the same impact been assessed by different departments and are they in agreement regarding whether it is positive or negative?
- Which departments are pointing out the same impact? Do they perform their routine work together?

As a result of this step, the municipality is expected to make a comment similar to the following example:

“Municipality services are mostly affected in X area.... Therefore, the daily work of department A is negatively affected. It was stated in the interviews with the employees of the department that it is not possible to determine how much of this impact is due to the Syrian population. However, in their previous work it was determined that the annual cost of service A is...TL. When this amount is compared to that of today, with Syrians living within our city this corresponds to an increase of TL.

In-depth Analysis

In the impact assessment analysis, the stage of migration (arrival, settlement or cohabitation) can be analyzed for a more in-depth evaluation. Impacts at the arrival stage should be listed under “impacts”, settlement effects should be evaluated under “current/ongoing effects” and the cohabitation stage should be evaluated under the “possible effects” columns. The following table can be used for this analysis:

				Arrival stage(A)		Settlement Stage(S)			Cohabitation Stage (C)
No.	Thematic Areas	Level of Impact 1: Very Few 2: Few 3: Medium 4: High 5: Very high	Migration Stage	Impact of Migration	Measuring - Validation	Impact of Migration	Measuring-Verification	Impacts of Migration	Measuring-Verification
1		1 2 3 4 5	A - S - C						
2		1 2 3 4 5	A - S - C						
3		1 2 3 4 5	A - S - C						
..		1 2 3 4 5	A - S - C						
..		1 2 3 4 5	A - S - C						
..		1 2 3 4 5	A - S - C						
..		1 2 3 4 5	A - S - C						
37		1 2 3 4 5	A - S - C						
38		1 2 3 4 5	A - S - C						
39		1 2 3 4 5	A - S - C						

Table2: Evaluation of Impact in Line with the Stages of Migration

Phase 2: Impact Response Analysis

Impact response analysis is a tool used to measure the municipalities' capacity to face the impacts of migration and to respond to these impacts. It is suggested that the following table be filled in three steps for this analysis.

Thematic Areas	Work carried out by the municipality to address migration (Proud)	Work the municipality would have wanted to complete (Regret)	Level of Impact Response 1:Very low 2:Low 3:Medium 4:High 5:Very high
Thematic Area 1			1 2 3 4 5
Thematic Area 2			1 2 3 4 5
Thematic Area 3			1 2 3 4 5
.....			1 2 3 4 5
.....			1 2 3 4 5
.....			1 2 3 4 5
Thematic Area 38			1 2 3 4 5
Thematic Area 39			1 2 3 4 5

Table3: Impact Response Analysis

Step 1: Assessing Work Carried out by Municipalities to Address Migration

The purpose in this step is to take joint inventory illustrating which activities were carried out by the municipality. For this purpose, the impact response analysis table below (part marked with red) is used and municipality work and activities are specified for each thematic area.

Thematic Areas	Work carried out by the municipality to address migration (Proud)	Work the municipality would have wanted to complete (Regret)	Level of Impact Response 1:Very low 2:Low 3:Medium 4:High 5:Very high
Thematic Area 1			1 2 3 4 5
Thematic Area 2			1 2 3 4 5
Thematic Area 3			1 2 3 4 5
.....			1 2 3 4 5
.....			1 2 3 4 5
.....			1 2 3 4 5
Thematic Area 38			1 2 3 4 5
Thematic Area 39			1 2 3 4 5

Table3a: Impact Response Analysis – Step 1

- The following questions can be addressed in this step:
- What are the activities carried out in these thematic areas in the early periods when there was a massive influx of migrants? (If possible, it would be beneficial to draw up a chronology of the work carried out since that time.) Which departments have carried out this work? What can be said about the results of these activities?
- What are the efforts to reduce the additional burden created by migration on the municipality in the present day? How much funding was reserved for these efforts?
- Does the municipality have any work planned in the future for the cited thematic area? If so, what is it?

Step 2: “Proud/Regret” Assessment

In the Proud/Regret Assessment, municipalities retrospectively analyze activities according to the ones they are proud of (“glad we did this”) and those they regret not carrying out optimally “wish we had done this”. This retrospective analysis is carried out by the municipality from the beginning of the wave of migration until the present day in order to collect information about lessons learnt during this process. For this purpose, the “glad we did this/wish we had done this” expressions of the municipality are specified for each thematic area.

Thematic Areas	Work carried out by the municipality to address migration (Proud)	Work the municipality would have wanted to complete (Regret)	Level of Impact Response 1:Very low 2:Low 3:Medium 4:High 5:Very high
Thematic Area 1			1 2 3 4 5
Thematic Area 2			1 2 3 4 5
Thematic Area 3			1 2 3 4 5
.....			1 2 3 4 5
.....			1 2 3 4 5
.....			1 2 3 4 5
Thematic Area 38			1 2 3 4 5
Thematic Area 39			1 2 3 4 5

Table3b: Impact Response Analysis – Step 2

The following questions can be addressed in this step:

- What successes has the municipality achieved in the face of migration? (“Glad we did this”)
- In which issues did it fail? (“Wish we had done this”)
- In which issues can improvements be made?

Step 3: Determining Impact Response Level

In this step, efforts made by the municipality (Step 1) and results of the “proud/regret” assessment in each thematic area will be scored with the help of the final column (part marked with red), the level of responding to the effect for the respective thematic area (between 1: Very Low/5: Very high). If the information in the “proud” area is more than that noted in the “regret” column, the impact response level will be marked as high (4 or 5); if it is less the impact response level will be marked as low (1 or 2); if it is nearly the same it will be marked as medium (3).

Thematic Areas	Work carried out by the municipality to address migration (Proud)	Work the municipality would have wanted to complete (Regret)	Level of Impact Response 1:Very low 2:Low 3:Medium 4:High 5:Very high
Thematic Area 1			1 2 3 4 5
Thematic Area 2			1 2 3 4 5
Thematic Area 3			1 2 3 4 5
.....			1 2 3 4 5
.....			1 2 3 4 5
.....			1 2 3 4 5
Thematic Area 38			1 2 3 4 5
Thematic Area 39			1 2 3 4 5

Table3c: Impact Response Analysis - Step 3

The following questions can be addressed in this step:

- Are the efforts seen as positive actions under “proud” greater in number than factors in the “regret” category, or are they less? Are they present in similar numbers?

Phase 3: Determination of Priority Areas

The final phase of resilience assessment work is the determination of focus areas. The basic aim here is to determine which thematic areas of the municipality are weak and which thematic areas are strong as a result of impact assessment (first phase) and impact response (second phase) analysis. For this purpose, with the following table, impact assessment (first phase) and impact response (second phase) results for each thematic area are aligned and a simple logical assessment is made by analyzing the difference between them.

If in the relevant thematic area, the impact degree is high and response level is low it means that the municipality’s resilience in that area is low. If impact degree is high, response level is also high it means that the municipality’s resilience in the area is high.

Areas where there is low resilience point out priority areas that need to be responded to by the municipality. The following should be noted: if the impact degree is low but municipality’s level of response is high, the municipality may/may not have been carrying out an excessive amount of work in that thematic area. This is a major issue to be considered in terms of the effective use of resources.

Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very High	Level of Impact Response 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Thematic Area 1	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Thematic Area 2	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Thematic Area 3	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
.....	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
.....	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
.....	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Thematic Area 38	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Thematic Area 39	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Table4: Resilience Assessment Results Table

Following resilience assessment

As a result of resilience assessment, thematic areas assessed to be weak or very weak, are areas that require municipal response; the municipality is expected to develop solutions. At this stage, both the internal and external stakeholder participation must be ensured and the most appropriate solution suggestions should be developed. It should be ensured that the proposals developed are sustainable, permanent and resilient, and are not likely to create any conflict among the municipality, the migrants and the host population.

Examples from Practice

This section provides examples of our implementation partners' experiences within the RESLOG Project to illustrate how the phases described in the previous headings are handled by the pilot municipalities. The following tables (Tables 5a and 5b) were produced to facilitate the process of data collection and assessment of municipal planning teams. In this activity, planning teams contacted different municipal departments and completed the work by organizing focus group meetings, one-on-one meetings and workshops or sending the table to all units as a questionnaire.

Examples were taken from different municipalities related to each service area in order to give an idea about regarding the assessment method's implementation. The statements in the tables are the findings of the resilience assessment and therefore do not reflect the views of the municipality. Statements are conveyed without subjective comments.

Impact Assessment Analysis

Impact assessment is an approach developed to analytically determine how municipalities are affected by migration. Municipal services are grouped under thematic areas. Then, departments were consulted on how they were affected by the Syrian migration in their duties related to these thematic areas. The question is divided into four parts: the description of impact, severity of impact, direction of impact and verification of the impact with data or evidence.

As it can be seen from the table stated below, not all local governments have completed the entire table. There are different reasons for this. Some thematic areas do not fall within the jurisdiction of district municipalities (e.g. transportation services), so even if there is an impact in this area, they are not included in the impact analysis by the relevant departments. Since no impact was observed in some service areas, the area was left blank (e.g. veterinary services). Some areas were left blank although local authorities were affected in this area, as the relevant departments were not aware of this impact (or because they cannot relate the impact to Syrian migration). Service areas where no municipalities have identified any impact are entrepreneurship, energy, wastewater treatment, culture and art, emergency assistance and rescue.

The identification of data verification sources (indicators) has been one of the most challenging areas for planning teams. Local governments, which do not yet have sufficient experience in working with indicators, do not systematically collect data on the services they provide and on the numerical equivalent of their work. Therefore, planning teams were restricted by the data held by their own institutions. The second issue is the difficulty in establishing the relationship between the available data and migration. For example, it is not possible to know the proportion of migrant frequenters in a park, unless there is a specific activity on this issue, and it is equally difficult to determine whether a migrant is Syrian or not. However, the resilience assessment work has enabled local administrations to consider indicators to measure the impact of Syrian migration. Planning teams have developed various indicator suggestions in this direction. Even if this data is not currently being collected, these suggestions are also included in the examples.

	THEMATIC AREA	Impact Degree 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Drinking Water Supply	4	(-)	<p>“Drinking Water Supply has become one of the important areas where metropolitan cities are negatively affected as a result of population increase due to migration. One of the most important effects is the increase of illegal water use.” (ADANA METROPOLITAN MUNICIPALITY)</p>	<p>‘It is estimated that 80% of the Syrian migrants living in old buildings use illegal water because they are illegally sheltered. We cannot say that it is caused only by the presence of migrants, but due the fact that the rate of loss of water is serious this has led to the establishment of a directorate for the detection and control of lost leakage by the Adana Water and Sewerage Administration (ASKI). The team, which works for loss and leakage prevention, is assigned from among the existing staff of the municipality.’</p> <p>As of 2018, the total financial loss caused by this effect is 400,000,000.00 TL based on the registered subscribers and when considered in terms of population. The negative impact of immigrants for 2018 is around 48.000.000.00 TL.” (ADANA METROPOLITAN MUNICIPALITY)</p>
	Environmental Sanitation / Health	4	(-)	<p>“Due to migrants collecting paper, cardboard and plastic bottles, pests, black flies and mosquitoes have increased. Disinfection services were insufficient, and the rate steadily increased in the streets and the environment.” (ADANA METROPOLITAN MUNICIPALITY)</p>	<p>“While the number of complaints related to disinfection in 2017 was 20.292, the number of complaints in 2018 increased to 28.890. Accordingly, while the amount of medication taken and consumed in 2017 was 58,000 liters, 89,700 liters were purchased and consumed in 2018.”</p> <p>The Personnel Expenditure in 2018 for the removal of the pollution and household waste created by the Syrian migrants (approximately 12% of the province’s population) by the Environmental Protection and Control Department is TL 7,800,000.00. A drug of 1.543.282,00 TL is purchased for pest control.pest. We employ extra personnel through service procurement to eliminate environmental pollution caused by increased population” (ADANA METROPOLITAN MUNICIPALITY)</p>



	THEMATIC AREA	Impact Degree 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Solid Waste Management	4	(-)	<p><i>“In the field of Urban Infrastructure, where municipal services were most affected, the highest negative impact was observed in Solid Waste Management.</i></p> <p><i>Due to the fact that the Syrian population is not included in the calculation of municipal budgets, carrying out solid waste disposal activities with the current budget causes financial problems.” (BURSA METROPOLITAN MUNICIPALITY)</i></p> <p><i>“An insufficient Solid Waste Management system is currently in place, and there are difficulties in teaching Syrian migrants about recycling and waste recycling” (SULTANBEYLI MUNICIPALITY)</i></p>	<p><i>“Syrians’ waste disposal costs were added to the solid waste disposal costs of the registered Bursa population. According to the statistical data in this area, the amount of waste per capita is calculated as 1.17 kg / day. According to the official data, it can be said that the amount of waste per day is 200.0000 kg/day, 200 tons per day for 170.000 Syrians living in Bursa. These costs are approximately 1.736.720 TL.” (BURSA METROPOLITAN MUNICIPALITY)</i></p> <p><i>Increase in the number of complaints to the Cleaning Services, increase in the amount of garbage collected (SULTANBEYLI MUNICIPALITY)</i></p>

	THEMATIC AREA	Impact Degree 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Transportation Infrastructure (construction, maintenance, repair etc.)	4	(-)	<p><i>“Due to the fact that the number of vehicles in our district has increased in direct proportion with the population increase, it has been observed that infrastructure and superstructures are insufficient to meet the needs of the population 218,000. (traffic jam). In this case, new avenues and streets were needed to be constructed, due to the excavation in the streets by Hatay Metropolitan Municipality Water and Sewerage Administration which caused the deterioration of the existing roads, delays in repairing by the Directorate of Technical Work. There is a need for 2 bucket excavators, 2 trucks and a team of 20 people are needed only for the repair of damaged avenues and streets. Our asphalt plant remains insufficient.” (REYHANLI MUNICIPALITY)</i></p>	

	THEMATIC AREA	Impact Degree 1:Very Few , 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Parks and Green Areas	5	(-)	<p><i>“Another service area of our municipality that is most affected is the park and green space services. Amount of green areas maintained is 14.540.762 m² and the amount of green area per capita has decreased due to population increase.</i></p> <p><i>The daily activities of the Parks and Gardens Department are adversely affected by carelessness of Syrian migrants. Destruction and damage of urban furniture has increased in public areas.” (ADANA METROPOLITAN MUNICIPALITY)</i></p>	<p><i>“Considering the Syrian immigrant population, the green space per capita has decreased from 7 m² to 6 m².”</i></p> <p><i>“In 2018, an average of 2.750.000.00 TL was spent on the purchase of park and garden materials and 181.280.00 TL was spent on maintenance and repair services.” (ADANA METROPOLITAN MUNICIPALITY)</i></p>

	THEMATIC AREA	Impact Degree 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Access to Public Areas	3	(-)	<p><i>“The security level of parks and green areas have been questioned by the citizens. As the urban furniture placed in public areas was damaged, problems occurred in the citizens’ access to these services. As a result of this effect, the number of lighting fixtures in parks and green spaces has been increased and trees trimmed frequently. Security personnel have been assigned to large parks. Nevertheless, interest in parks and green areas decreased in the evenings throughout the province.” (ADANA METROPOLITAN MUNICIPALITY)</i></p>	

	THEMATIC AREA	Impact Degree 1: Very Few, 2: Few, 3: Medium, 4: High, 5: Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Housing-Accommodation	5	(-)	<p>“House rental and sales prices increased. The reason for this is that there is no contiguous area in the district because the administrative boundary of the district and the zoning plan boundary overlaps with each other. Since there is no adjacent area, zoned land and infrastructure cannot be built. However, in the parcels that do not apply zoning within the administrative boundaries, housing is provided by private entrepreneurs following zoning applications. There are no reserve areas for social housing construction for low income families.</p> <p>Immigrant families residing in the district come together with several families to rent houses due to the high rental costs. As a result, more than 10 people in an apartment can live in unhealthy conditions.</p> <p>Single persons rent one-day beds from boarding houses transformed from apartment flat, depots or garages that are illegally operated.</p> <p>Both cases lead to unhealthy living conditions affecting Syrians and their neighbors causing increasing complaints in the local population.” (ZEYTINBURNU MUNICIPALITY)</p>	<p>“Average housing price at neighborhood level:</p> <ul style="list-style-type: none"> • Maltepe: 1 million-2 million 500 thousand TL • Kazlıçeşme: 5 million 500 thousand TL • Other Neighborhoods: 250 thousand, 750 thousand, 1 million 500 thousand TL <p>Average household income ratio: 5000-12.500 TL</p> <p>Average rent at neighborhood level: 1,600 TL</p> <p>Risky residential area m²: 7.3 Households</p> <p>Average parcel size: 140 m²</p> <p>Proportion of urban population living in the slums: (~ 75 houses): 245 people</p> <p>Average living space per person: 16 m²</p> <p>Number of persons per room: 1,40</p> <p>Number of housing units provided in the last year: 1,119</p> <p>Number of residences produced in the last year: 823 units”</p> <p>(ZEYTINBURNU MUNICIPALITY)”</p>

	THEMATIC AREA	Impact Degree 1:Very Few , 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN SERVICES	Transportation Services	3	(-)	<i>“Due to unplanned settlements and population growth, existing transport services became insufficient.” (ADANA METROPOLITAN MUNICIPALITY)</i>	<i>“Depreciation life of the public transportation vehicles of the municipality has been reduced by 15% and the transportation vehicles have become inadequate in the Sarıçam district where the camps are located in the regions where the immigrants live. 15 new buses were purchased in 2017 and 60 new buses were purchased in 2018.” (SARIÇAM MUNICIPALITY)</i>
		5	(-)	<i>“Since the camp is situated at the first public transportation stop, Metropolitan Municipality and private public transportation vehicles fill up at the first stop. It has been observed that especially the local citizens going to work, school or other reasons in the morning cannot benefit from public transportation and this situation creates a negative point of view. In cases where the Syrian migrants are using public transport of the metropolitan municipality and do not pay fees, local people’s reaction is increasing and the existing rift is growing. (SARIÇAM MUNICIPALITY)</i>	
		1	(-)	<i>“Directorate of Transportation stated that their activities include vehicle repair, supplying vehicles, meeting demands, and therefore they did not carry out any work on the subject. However, it should be noted that they support the work by supplying tools for many activities and they are not aware of the situation.” (ŞİŞLİ MUNICIPALITY)</i>	

	THEMATIC AREA	Impact Degree 1: Very Few, 2: Few, 3: Medium, 4: High, 5: Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN SERVICES	Data and Statistics Collection/Use	5	(-)	<p>“There are approximately 22,300 Syrian refugees and 21,600 foreigners with residence permits in Zeytinburnu. The number of unregistered foreigners residing or staying temporarily is estimated to be 30,000. Our municipality’s knowledge of registered and unregistered foreigners is extremely limited. What we know is the information gathered for the purpose of social support during the applications to AKDEM and the data obtained from the international projects that we are partners of.” (ZEYTİNBURNU MUNICIPALITY)</p> <p>“SUKOM database was established to provide data analysis of Syrian migrants. In this way, we have made significant contributions to the formation of the infrastructure of the services and projects for the Syrians residing in our district. It is noteworthy that a database of local citizens does not exist within the municipality and it has prepared the grounds for creating projects in this direction.” (SULTANBEYLI MUNICIPALITY)</p>	

	THEMATIC AREA	Impact Degree 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN SERVICES	City Information System	3	(-)	<p><i>“City Information System (CIS) work started in May 2016 by Adana Metropolitan Municipality, is being utilised by institutions and organizations and departments of the Municipality since the last months of 2018. However, the Republic of Turkey with an average of 300,000 unregistered citizens formed the basis for the CIS Identification Numbers for the Syrian immigrant population (approximately 12% of the total population) which poses problems. statistics taken from the CIS system show deviations from the informal population. In order to cope with this negative effect, our institution has started to include and register Syrians with an ID number in the data system.” (ADANA METROPOLITAN MUNICIPALITY)</i></p>	<p><i>Financial dimension of the expenses, such as the software required for this additional work, is not yet clear. (ADANA METROPOLITAN MUNICIPALITY)</i></p>

	THEMATIC AREA	Impact Degree 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN SERVICES	Public Security	5	(-)	<p><i>“In the Directorate of Municipal Police, there was a need for an increase in the labor force due to the increase in complaints made to the municipality by those disturbed by the social behavior of the Syrians. Complaints generally concern peddlers, beggars, unlicensed businessmen and those using Arabic signs. This situation required an increase in both the number of police officers and the number of inspections. In this context, working hours have also increased. This increase was approximately 30% by the Municipal Police Directorate.</i></p> <p><i>Similarly, the number of audits carried out by the license department has increased. In the last month, in accordance with the decision taken by an audit commission formed by the partnership of our municipality and a group of public institutions within the governorship, auditing visits are made to Syrian enterprises every day in the afternoon and notes are taken about the records. In these inspections, the main problem is again, the language issue. Syrian business owners who do not speak Turkish can express themselves either through school age children or with the help of a tradesman speaking Turkish. However, this not only increases the duration of inspections, increases working hours, but also reduces personnel motivation.” (OSMANGAZI MUNICIPALITY)</i></p>	

	THEMATIC AREA	Impact Degree 1:Very Few , 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN SERVICES	Municipal Police	5	(-)	<p>“The number of complaints about Syrian beggars has increased significantly in the city center, especially in traffic. Police controls have been increased to maintain order. Considering the Syrian immigrant population in 2018, personnel expenditures and equipment and equipment purchase expenses for police services have increased. Immigrants also operate convenience stores and unlicensed workplaces throughout the province and employ illegal workers. During the audits conducted in 2018, 565 unlicensed workplaces were identified.” (ADANA METROPOLITAN MUNICIPALITY)</p>	<p>“While the Department of Municipal Police allocated an appropriation of 780.000,00 TL in 2017 for auditing activities, an additional remuneration of 3.000.000,00 TL was allocated to employ auxiliary police personnel through service procurement. While the amount allocated for audit activities was TL 750,000.00 in 2018, this figure was increased to TL 1,180,000.00 in the 2019 budget. In 2018, the personnel expenses of TL 2,321,547,96 for services concerning the Syrians and TL 87,450,00 of equipment and supplies were provided for municipal police services. The financial loss of our institution due to unlicensed commercial activities of migrants is approximately 101.700 TL per year.” (ADANA METROPOLITAN MUNICIPALITY)</p>
	Fire Department	4	(-)	<p>“The Fire department is one of the areas with the highest negative impact. The Number of fires has increased in the areas where Syrian inhabitants have not been informed about the fuel sources used for heating purposes.” (BURSA METROPOLITAN MUNICIPALITY)</p>	<p>“Events and news related to Syrians.” (ADANA METROPOLITAN MUNICIPALITY)</p>

	THEMATIC AREA	Impact Degree 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
URBAN SERVICES	Funerals and Cemeteries	3	(-)	<p>“This effect was attributed to the difficulty of reaching cemetery and burial services due to population growth. There were significant problems in the funeral transfer services given in Adana and other provinces spreading over a large area. Purchasing was made for new funeral transport vehicles. Taking into account the population increase caused by the Syrian migration, cemetery services have emerged as a very sensitive and very problematic service area.” (ADANA METROPOLITAN MUNICIPALITY)</p>	<p>“In 2018, our municipality provided 442 burial services to Syrian migrants. 88,800 km of roads have been built for the transportation of Syrian migrant funerals.” (ADANA METROPOLITAN MUNICIPALITY)</p>
SOCIAL DEVELOPMENT	Education (construction, maintenance, repair, etc.)	5	(-)	<p>“Another area greatly affected is education. Syrian migrants are getting more and more benefit from the services provided by our municipality for our citizens in need with the increasing population. This makes it difficult for other citizens to access social aid and opportunities. As the number of Syrian migrants among the beneficiaries increased, the maintenance and repair needs of educational facilities and youth centers increased. This has occurred in our youth centers where support for formal education and psychological counseling services are provided, in the centers where culture and art trainings are provided.. The service life of the workshops has been shortened.” (ADANA METROPOLITAN MUNICIPALITY)</p>	<p>“Increase in reference to populaiton increase(Cost*Person)” (ADANA METROPOLITAN MUNICIPALITY)</p>

	THEMATIC AREA	Impact Degree 1:Very Few , 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
SOCIAL DEVELOPMENT	Health Services	5	(-)	<i>“It is expressed as increased intensity of work, diversification of incoming patients, intensification of language problems and diversification of health services (vaccinations, blood analysis, etc.)” (ŞİŞLİ MUNICIPALITY)</i>	<i>“Number of applicants and service requests” (ŞİŞLİ MUNICIPALITY)</i>
	Language Education	3	(-)	<i>“Our A1 and A2 courses are continuing in cooperation with Seyhan’s Department of Public Education. The proportion of Turkish speaking immigrants among Syrian migrants is higher in males than females. Syrian migrant women who do not speak Turkish are assisted by their children. However, this poses an obstacle for women in their access to many services.” (SEYHAN MUNICIPALITY)</i>	<i>“To overcome this problem, the department tried to increase their participation in social life through additional dialogue lessons as well as education. Between 15.09.2018 and 31.12.2018, approximately 500 people applied for Turkish Language Education for Foreigners. Between 27.09.2018 and 18.12.2018, 108 students received Turkish Language Education for Foreigners. 81 participants received certificates from Seyhan Public Education Center.” (SEYHAN MUNICIPALITY)</i>

	THEMATIC AREA	Impact Degree 1: Very Few, 2: Few, 3: Medium, 4: High, 5: Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
SOCIAL DEVELOPMENT	Welcoming Immigrants	3	(-)	<p>“Since the number of immigrants is much higher than expected, firstly, it was difficult to meet the basic needs of migrants such as shelter, food and clothing. However, these issues were of an urgent nature; now solutions to the housing problems are being sought.” (ADANA METROPOLITAN MUNICIPALITY)</p> <p>“Support was given in order to set up temporary camps for Syrian migrants. This includes the construction of camps, road services, supply of drinking and potable water, preparation of sewage infrastructure, daily subsistence support, and a transfer service for migrants to benefit from health services.” (HATAY METROPOLITAN MUNICIPALITY)</p>	
	Anti-Discrimination	3	(-)	<p>“In the local population, there is a perception that only Syrians are being assisted, although the aid/funds provided to Syrians have decreased overall, both internationally and nationally, and this creates problems in social interactions.” (SULTANBEYLI MUNICIPALITY)</p>	

	THEMATIC AREA	Impact Degree 1:Very Few , 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
SOCIAL DEVELOPMENT	Gender Mainstreaming		(-)	<p><i>“There are cases of child marriage and polygamy among Syrians. The local population is reactive to this situation.</i></p> <p><i>The majority of Syrian women do not participate in social life due to family/spousal pressure and cannot benefit from municipal services.</i></p> <p><i>Syrian men do not apply for municipal benefits because they think of it as demeaning. They let the women apply for these benefits.”</i></p>	
	Human Rights	5	(-)	<p><i>“The municipality has been working to raise awareness on the human rights issues of the Syrian migrant population, and many projects have been carried out with various NGOs and public cooperation. There has been a shift in the use of funds and grants.” (ADANA METROPOLITAN MUNICIPALITY)</i></p>	<p><i>“Number of awareness raising activities related to human rights” (ADANA METROPOLITAN MUNICIPALITY)</i></p>

	THEMATIC AREA	Impact Degree 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
SOCIAL DEVELOPMENT	Social Services	5	(-)	<p>“The Department of Social Support Services was adversely affected by the diversification of work and the increase in the workload. There are issues such as aid application processes, psychosocial support, and lack of legal knowledge and support. Due to the increasing level of discrimination, seminars and awareness-raising activities had to be increased.” (ŞİŞLİ MUNICIPALITY)</p> <p>“The Association of Refugees was established in order to implement solutions from a single source in a systematic manner in the management of the intensive migration to our district. Thanks to this, the municipal budget was relieved of the burden and a wide range of projects were realized, thus providing significant support in terms of project development.” (SULTANBEYLI MUNICIPALITY)</p>	<p>“The costs of the aid provided for the Syrians by the municipality, the cost of the trainings and consultations.” (ŞİŞLİ BELEDİYESİ)</p> <p>“The number of projects implemented and ongoing for Syrian refugees in Sultanbeyli district, amount of grants received” (SULTANBEYLI MUNICIPALITY)</p>
ECONOMIC DEVELOPMENT	Employment Environment	5	(-)	<p>“One of the positive effects of the refugees on the city is that they met the need for semi-skilled workers in the city. Most of the labor needs in the industrial and agricultural sectors are met by refugees. In this way, both the adaptation process accelerates and increases while contributing to the urban economy. The seasonal migration of workers from neighboring provinces and districts is also experienced during the olive harvesting period. For this reason, the refugee population varies seasonally and the services provided are also changing” (ORHANGAZI MUNICIPALITY)</p>	<p>“The ratio of Syrian immigrants working in seasonal jobs and heavy industry to total employment” (ORHANGAZI MUNICIPALITY)</p>

	THEMATIC AREA	Impact Degree 1: Very Few, 2: Few, 3: Medium, 4: High, 5: Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
ECONOMIC DEVELOPMENT	Professional Skills	4	(-)	<p>“There are many small and medium sized enterprises in the province. These enterprises tend to employ Syrian migrants as cheap and uninsured workers. This situation created a negative perception along the lines of “Syrian immigrants took our jobs”. There is a need for municipalities to carry out awareness work on the importance of qualified labor within the scope of development support services.” (ADANA METROPOLITAN MUNICIPALITY)</p>	<p>“The Migrant Coordination and Integration Center, opened in cooperation with IOM, provided 1,391 Syrian migrants with Work and Vocational Counselling. With the cooperation of İŞKUR (the Turkish Employment Agency), 159 people were interviewed and 75 migrants were placed in jobs. The Vocational Education Information and Guidance Meeting was held on 12 occasions for Syrian migrants and 495 migrants were reached.” (ADANA METROPOLITAN MUNICIPALITY)</p>
	Trade and Industry	4	(-)	<p>“The majority of the complaints made in Sultanbeyli District address the issue that signs are in Arabic and that Syrian establishments are unlicensed and that tax is not collected from these enterprises.” (SULTANBEYLİ MUNICIPALITY)</p> <p>“Syrians have established licensed or unlicensed businesses selling goods and services suitable to their living and consumption habits. This not only increases the audit difficulties created by unlicensed enterprises, but also damages the local economy. Local business owners state that Syrians only shop among themselves and that they do not make a contribution to the economy.”</p>	<p>“Number of complaints about Syrians to the Directorate of Municipal Police, and to the Directorate of Environmental Protection” (SULTANBEYLİ MUNICIPALITY)</p>

	THEMATIC AREA	Impact Degree 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	Institutional Coordination (and Public Cooperation)	4	(-)	<i>“As a result of uncontrolled and rapid migration, the need for coordination among public institutions has increased. Repeated aid for migrants has increased. Organizations did not have any information about the activities of related institutions and the relevant national and international institutions in this area were consulted in order to find a solution. Various collaborations and workshops have been held with community leaders and relevant NGOs (ASAM, Immigran Aid Association, Universities and Public Institutions). In meetings held at governor level with the related public institutions and NGO’s, a solution-oriented service process was implemented. The presence of Syrians has resulted in increased inter-institutional cooperation and coordination.” (ADANA METROPOLITAN MUNICIPALITY)</i>	<i>“The number of meetings held for the coordination of activities related to the Syrian population”</i>
	Public Affairs and Communication	4	(-)	<i>“In the Department of Public Affairs, which is the first place where immigrants who consult the municipality for social assistance and similar reasons are met, the need for personnel who speak a foreign language has emerged. The immigrant population has been unable to utilise our complaints hotline ALO 153 due to the language barrier. The staff of ALO 153 reported that the language barrier is an important problem for migrants” (ADANA METROPOLITAN MUNICIPALITY)</i>	<i>“Since there is no inventory on this subject, the size of the effect could not be determined with numerical data.” (ADANA METROPOLITAN MUNICIPALITY)</i>

	THEMATIC AREA	Impact Degree 1: Very Few, 2: Few, 3: Medium, 4: High, 5: Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	Participation (citizens/NGO)	2	(+)	<p><i>“Participation was positively impacted. The Foreigners Working Group was established in 2010 under the Bursa City Council operating under the auspices of the Bursa Metropolitan Municipality, and is a highly recognized mechanism in which foreigners from every nation living in Bursa actively participate. This mechanism was transformed into an “Assembly” structure in 2018. The Foreigners Assembly, is a group of volunteers from 28 nationalities; sub-working groups. One of these working groups conducts work specifically for Syrians. This mechanism, which was laid before the Syrian migration, plays a facilitating role in the integration of Syrians into the city.” (BURSA METROPOLITAN MUNICIPALITY)</i></p>	<p><i>“Number of Syrians actively participating in the Foreigners Assembly” (BURSA METROPOLITAN MUNICIPALITY).</i></p>
	NGOs/ International Organizations/ Private Sector Cooperation	5	(+)	<p><i>“During the period when Syrian migration affected our district intensively, it was realized that our municipality would not be able to meet the needs of migrants and cooperation with national and international institutions and NGOs was made. As a result of these collaborations, the Refugees Community Center / Refugees and Asylum Seekers Aid Association was established and the services provided to migrants were brought under one roof and burden caused by immigrants on municipal budget decreased and Sultanbeyli district became an actor recognized on an international level especially in migration management area.” (SULTANBEYLI MUNICIPALITY)</i></p>	<p><i>“Number of joint projects with international / national / local organizations, number of cooperation and protocols with public, private, university, non-governmental organizations, number of academic studies included” (SULTANBEYLI MUNICIPALITY)</i></p>

	THEMATIC AREA	Impact Degree 1:Very Few, 2: Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	Personnel Structure	5	(-)	<p><i>“Inadequacy of the Parks and Gardens, and Technical Directorate, municipal police and social support personnel within the municipality” (HATAY METROPOLITAN MUNICIPALITY)</i></p> <p><i>“Due to the workload/intensity caused by approximately 22,000 Syrian migrants living in our district (employment, language problem, education, shelter, humanitarian aid and the solution of such problems), the Directorate of Strategy Development staff and other directorates are completely focused on the problems related to migrants and the solution of these problems.”</i></p> <p><i>This problem has significantly decreased with the establishment of the Association for Refugees. However, the Strategy Directorate continues to work intensively on migration management. This has also had a positive result. The relevant directorate has improved itself in the field of migration and crisis management, and has achieved several successes in project development, cooperation and academic perspective.”</i></p> <p>(SULTANBEYLI MUNICIPALITY)</p>	<p><i>“The related personnel do not meet the needs despite an increase of 80% (HATAY METROPOLITAN MUNICIPALITY)</i></p>

	THEMATIC AREA	Impact Degree 1:Very Few , 2:Few, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive, (-) Negative	Describing the Impact	Measuring and Verification Sources of Impact (Indicators)
MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	Budget and Expenses	5	(-)	<p>“Remuneraitons are transferred to the municipalities according to the population and tax rates collected from the province. With the arrival of Syrians in our city, the population of Hatay has increased by 600.000 people. However, there has been no change in the budget allocated by the state.” (HATAY METROPOLITAN MUNICIPALITY)</p>	<p>“Hatay Metropolitan Municipality spends 33% of its total budget for various needs of Syrian migrants every year. ”</p> <p>As a result of the interviews conducted with the Financial Services Department, it has been informed that the annual income of 49.500.000 TL coming from Bank of Provinces to our population of 194.000 corresponds to 250 TL per person. When the Syrian population is taken into account, this number decreases to 189 TL. From this point of view, we can say that other departments providing services to citizens are directly affected. (HATAY METROPOLITAN MUNICIPALITY)</p>
	Decision-Making Mechanisms	4	(-)	<p>“The need for rapid reorganization of the institutional structure arose. As the problems related to Syrian migrants are multidimensional, decision-making mechanisms have to be accelerated. For this reason, a rapid institutional restructuring process has been started.” (ADANA METROPOLITAN MUNICIPALITY)</p>	

Table5a: Impact Assessment Analysis – Examples from Pilot Municipalities

Impact Response Analysis

Impact response analysis is an analysis of the capacity of the municipality to respond to the effects of migration. In this method, an inventory of the work carried out by the municipality from the beginning of the wave of migration until the present day was prepared. Afterwards, a retrospective analysis of the work carried out by the municipality since the beginning of the wave of migration was conducted and an assessment framework has been established to collect the lessons learned, if any.

The assessment framework is divided into two main categories to make it easy to understand and implement. The “glad we did this” or Proud category addresses actions taken in the past, including activities intended to address migration and solving problems arising from it. This category can be combined with the inventory of activities mentioned in the first stage. In fact, all of the work to deal with the effects of migration have certainly helped to strengthen the municipality’s resilience. However, it is important to evaluate these studies from the perspective of “glad we did this”, in terms of giving the municipalities the opportunity to evaluate the effects of their work.

The category “Wish we had done this”, or Regret, covers the work that has not been carried out, or work that has been inadequate. Approaching the issue from this perspective gives municipalities the opportunity to conduct a retrospective self-criticism and to think about developing solutions for the problems identified. The “wish we had done this” part can easily be confused with the “wish this happened” perspective. This would raise the possibility that some issues that are not under the control of the municipalities (e.g. changes in the legal framework, the share of the budget allocated to municipalities) would be included in the assessment. In this case, instead of pushing the external factors out of the assessment, it is suggested to consider the work that the municipalities have carried out within these limitations.

The table where impact response analysis examples are presented is quite empty compared to the impact assessment table. Here, data and statistics collection/use, housing and shelter, trade and industry, urban planning, personnel structures, public safety, public relations and communication, education, gender equality, human rights, entrepreneurship, energy (electricity, natural gas, etc.), transportation infrastructure, waste water and treatment, urban information system, protection and tourism, emergency aid and rescue service areas have not been addressed. We can make some inferences about this situation: first of all, we can say that these are the areas where municipalities have been caught unprepared. The municipalities were affected by the Syrian migration in the above-mentioned service areas, but they did not produce work that they were proud to have carried out. Secondly, because external factors (e.g. national or international policies) are effective in these areas, municipalities’ intervention area is limited, and work is limited. Finally, the unprecedented dimensions and impact of Syrian migration limits their ability to produce solutions. Dealing with migration requires work beyond the routine functioning of municipalities. On the other hand, the legislation does not define the duties and rights of the municipalities adequately, thus municipalities find it difficult to find solutions. For this reason, statements of regret do not easily come to mind.

The following table presents examples from municipal activities, including specific statements related to the relevant service area. The last column in the table, the level of response to the effect, is formulated by combining the assessments of “proud” and “regret” together. There is no use for this column in tables in which examples from different municipalities are brought together. The reader can find information on the practical equivalent of the level of impact coverage in the following section (priority areas).

	Thematic Areas	Institutional Self Evaluation by Municipalities	Budget used in 2018 by your department in the face of Syrian Migration (TL)	Proud - "Glad we did this"	Regrets "I wish we had done this"	Description of Impact 1:Very Low 2:Low 3:Medium 4:High 5:Very High
Urban Infrastructure	Drinking Water Supply			"Glad that we have drilled new wells." (HATAY METROPOLITAN MUNICIPALITY)		
	Environmental Sanitation and Health					"Wish we had more cleaning personnel" "Wish we had more resources to inform the population, including Syrians, about environmental sanitation"(ADANA METROPOLITAN MUNICIPALITY)
	Solid-waste management			"Glad that we had already set up solid waste storage fields before the Syrian migration." (BURSA METROPOLITAN MUNICIPALITY)		
	Parks and Green Areas		"The Directorate of Park and Gardens' 2018 repair and maintenance cost is 3.000.000,00 TL"(ADANA METROPOLITAN MUNICIPALITY)		"Wish we had more financial resources to raise awareness on the use of public areas." (ADANA METROPOLITAN MUNICIPALITY)	
	Access to Public Areas					



	Thematic Areas	Institutional Self Evaluation by Municipalities	Budget used in 2018 by your department in the face of Syrian Migration (TL)	Proud - "Glad we did this"	Regrets - "I wish we had done this"	Description of Impact 1:Very Low 2:Low 3:Medium 4:High 5:Very High
Urban Services	Transportation Services		<p>"6.357.546,00 TL in 2017 and 27.265.455,00TL in 2018 was spent on purchasing busses. The total financial burden created by the shortage of buses in 2017-2018 is 33.623.001,00TL. The financial impact of the Syrian migrant population on transportation services is around 4,000,000,00TL. (Source: Budget Realization Reports)." (ADANA METROPOLITAN MUNICIPALITY)</p>			
	Municipality Police		<p>"In 2018, a total of 1937 TL administrative fine was imposed on 8 foreign nationals within the scope of Misdemeanor Law. In 2018, 20 Syrian workplaces, 8 non-sanitary facilities, 3 public resting and entertainment places were sealed. As a result of the repetition of the violation of Article 3 of the Law no. in 2018, 58 hookah sets were delivered in the transactions carried out in accordance with Article 8 (5) of Law no. 4733 in establishments belonging to foreign nationals. In 2018, a total of 2950 TL was imposed on 2 workplaces with the decisions taken by foreign workplaces. Based on Article 1 of Law No. 1608, a total of 1554 TL was imposed on 6 workplaces in accordance with Article 32 of the Misdemeanors Law No. 5326. A time limit of 15 days was given for maintenance and renovation purposes to a sealed workplace. Law No. 5326 Misdemeanors in the 33rd article of the 2nd paragraph of the beggars in accordance with the 01/06 / 2018-15 / 06/2018 in the application of 187,60 TL was fined. In 2019, 4 Syrian workplaces were sealed. In 2019, under the Misdemeanor Law, an administrative fine of 3.300,00 TL was imposed on 1 person of foreign nationality. In 2019, a fine of 1.825,00 TL was imposed on 1 workplace and 48,80 TL was imposed on beggars on 24/01/2019 with the decisions taken by foreign businesses." (ADANA METROPOLITAN MUNICIPALITY)</p>			

	Thematic Areas	Institutional Self Evaluation by Municipalities	Budget used in 2018 by your department in the face of Syrian Migration (TL)	Proud - "Glad we did this"	Regrets "I wish we had done this"	Description of Impact 1:Very Low 2:Low 3:Medium 4:High 5:Very High
Urban Services	Fire Department				<i>"Wish we had trained the fire department personnel taking into account Syrians."</i> (BURSA METROPOLITAN MUNICIPALITY)	
	Funerals and Cemeter		<i>"In 2018, 1.206.100,00 TL was spent for transfer purposes"</i> (ADANA METROPOLITAN MUNICIPALITY)			
Social	Healthcare services				<i>"Wish we had more vehicles to collect medical waste."</i> (ADANA METROPOLITAN MUNICIPALITY)	
	Language Education	<i>"Turkish language courses are provided for Syrian refugees living in our district in cooperation with the Refugees Association, Sultanbeyli Municipality, Sultanbeyli District National Education Directorate and Public Education and international institutions."</i> (SULTANBEYLI MUNICIPALITY)				

	Thematic Areas	Institutional Self Evaluation by Municipalities	Budget used in 2018 by your department in the face of Syrian Migration (TL)	Proud - "Glad we did this"	Regrets - "I wish we had done this"	Description of Impact 1:Very Low 2:Low 3:Medium 4:High 5:Very High
Social	Welcoming Migrants	<p>"Our bread factory, which is not currently used, was opened to Syrians in 2017. Food, water and clothing support was regularly provided to 520 Syrians here until the guesthouses were established. Later, a temporary accommodation center (guest house) for 150 people was opened. Food and health support were provided to migrants on the border and across the border. The aid from our people who want to assist immigrant families living in the neighborhoods has been delivered and social media has been actively used for this purpose (TULPAR group). A software named http://yabanciyardim.ad.ana.bel.tr/ has been developed by our institution in order to provide aid more effectively and is kept in our records."</p> <p>"Over time, Syrian migrants have experienced housing problems which exceeds our capacity, and our institution has tried to overcome the housing problem both by communicating between volunteers and immigrants and by creating temporary guest houses."</p> <p>"A social media group was setup to increase communication and coordination." (ADANA METROPOLITAN MUNICIPALITY)</p>				
Social Development	Culture, Art and Sports	<p>"Our Library Caf�, Youth Center, Art House and Active Aging Center are open to both Turkish citizens and Syrian migrants. They also benefit from our football field free of charge." (MEZİTLİ MUNICIPALITY)</p>				
	Anti-Discrimination				<p>"Wish we had given more importance to their attendance in language education, courses and other socio-cultural activities in order to strengthen Syrians' ties to our institutions." (MEZİTLİ MUNICIPALITY)</p>	

	Thematic Areas	Institutional Self Evaluation by Municipalities	Budget used in 2018 by your department in the face of Syrian Migration (TL)	Proud - "Glad we did this"	Regrets - "I wish we had done this"	Description of Impact 1:Very Low 2:Low 3:Medium 4:High 5:Very High
Social Development	Social Services and Aid	<i>"The Migration Unit of Şişli Municipality's Social Support Services Directorate was established in 2015 in the face of Syrian migration. In order to meet the needs of the people living in the region urgent measures were taken with the established Migration Unit. A Refugee Advisory and Support Center was opened as of 2016 within the protocol signed with the Migrant Solidarity Association. The aim is to meet the primary needs of asylum seekers with the funds received (health, education, legal, etc.). As a result of efforts carried out for 4 years, the center's activities have been diversified within the scope of the needs and the staff has been increased to a more comprehensive capacity. Many experts including psychologists, interpreters, academicians, sociologists, social workers and lawyers participated in the work that has been carried out which made it all the more varied."</i> (ŞİŞLİ MUNICIPALITY)			<i>"Wish we had given more importance to their attendance in language education, courses and other socio-cultural activities in order to strengthen Syrians' ties to our institutions."</i> (MEZİTLİ MUNICIPALITY)	
Economic	Employment	<i>"We have employed Syrian migrants during certain times for the specific departments of the municipality."</i> (BURSA METROPOLITAN MUNICIPALITY)			<i>"Wish we had created employment opportunities for Syrian migrants in rural areas via agriculture and animal husbandry projects."</i> (SEYHAN MUNICIPALITY)	
	Vocational Skills	<i>"In order to increase the qualified workforce, a Women's Solidarity Center was established for disadvantaged women to provide courses in hairdressing, fast reading, computer and entrepreneurship. There are plans for providing courses in natural gas welding, software programming, etc in 2019-2023, for certified vocational trainings. In addition, efforts are being made for the personal development of Syrian migrants."</i> (ADANA METROPOLITAN MUNICIPALITY)	<i>"In 2018, 21.000.000,00 TL was spent in training centers for supporting formal education and for vocational training (employing trainers through service procurement). 2.500.000,00 TL was spent in 2018 specifically for the Syrian population living in Adana."</i> (ADANA METROPOLITAN MUNICIPALITY)			

	Thematic Areas	Institutional Self Evaluation by Municipalities	Budget used in 2018 by your department in the face of Syrian Migration (TL)	Proud - "Glad we did this"	Regrets - "I wish we had done this"	Description of Impact 1:Very Low 2:Low 3:Medium 4:High 5:Very High
Corporate Structure and Governance	Institutional Coordination (and public cooperation)	<i>A social media group was created to increase communication and coordination.</i> (ADANA METROPOLITAN MUNICIPALITY)		<i>"Glad that IOM and Adana Metropolitan Municipality established the Migration Coordination and Integration Center of Adana Metropolitan Municipality in order to develop coordinated, effective and measurable services for migrants and refugees and to support social adaptation."</i> (ADANA METROPOLITAN MUNICIPALITY)	<i>"Wish we could have established a department within the municipality to deal with jobs and transactions for foreign migrants living in Bursa, especially Syrians."</i> (BURSA METROPOLITAN MUNICIPALITY)	
	Participation (Citizen/NGOs)	<i>"A workshop was organized with the city council in order to raise social awareness and develop scientific approaches regarding the presence of Syrian migrants."</i> (ADANA METROPOLITAN MUNICIPALITY)				
	NGOs/International Organizations/Private Sector Cooperation	<i>"Within the scope of the protocol signed with the World Academy of Local Authorities (WALD), an interpreter, a lawyer and a psychologist have been employed at the center as of 2018, to provide social cohesion services to our community center. The center was opened in Okmeydanı, a borough of Şişli where there is a big concentration of asylum seekers. These officers serve both Turkish and Syrian citizens. The present work aims to enable cohabitation regardless of the differences within the mixed structure of the region."</i> (ŞİŞLİ MUNICIPALITY) <i>"The most efficient cooperation for external stakeholders is the creation of physical spaces for new services. As a result of protocols signed with the International Organization for Migration (IOM) and the International Labor Organization (ILO), Adana Migrant Coordination and Adaptation Center in Seyhan district and Training Center in Yüreğir district were established. In addition, a psychosocial support center was established in Yüreğir district due to the cooperation protocol signed with SGDD-ASAM, a civil society organization."</i> (ADANA METROPOLITAN MUNICIPALITY)				

	Thematic Areas	Institutional Self Evaluation by Municipalities	Budget used in 2018 by your	Proud - "Glad we did this"	Regrets - "I wish we had done this"	Description of Impact 1:Very Low 2:Low 3:Medium 4:High 5:Very High
Corporate Structure and Governance	Expenditures				<i>"Wish we had created a budget code in order to monitor expenditures made for migrants." (BURSA METROPOLITAN MUNICIPALITY)</i>	
	Decision making mechanisms	<i>"The Association for the Assistance and Solidarity of Refugees and Asylum Seekers was established in 2014. All activities for Syrians were initiated through the association. Health, language education, humanitarian aid, protection, psychological and physical rehabilitation, legal counseling, work permits and licensing services among many others are provided by the association." (ADANA METROPOLITAN MUNICIPALITY)</i>		<i>"The Department of Migration and Immigration Affairs was established in 2017 under the Health and Social Services Department. Plans are underway to allocate an independent expense budget to the Directorate of Migration and Immigration Affairs as of 2020. The Migration and Refugee Assembly was established within the City Council. An Immigration Coordination and Integration Center was established to facilitate the required service areas. The GÖCYAR Association was established by bureaucrats within the municipality in order to strengthen civil society movement. With the establishment of this organizational structure, the process of developing decision-making mechanisms concerning the immigrant population has been accelerated." (SULTANBEYLI MUNICIPALITY)</i>		

Table5b: Impact Response Analysis – Examples from Pilot Municipalities

Identification of Priority Areas

The resilience assessment is completed by identifying the priority areas to be included in the MMP. An analytical framework consisting of impact assessment and impact response analyses has been defined for this purpose.

In the methodology, the impact response level, which is part of the impact response analysis, is included in example to make the priority areas more clear. Impact response in each thematic area, work carried out by the municipality and the Proud/Regrets assessment results are handled together. If the “Proud” activities are more frequent than the “Regret” statements, the level of impact response is high (4 or 5); if they are lower in frequency, the effect coverage is low (1 or 2); and if the number of statements in the two categories is more or less the same, the effect coverage level is marked as medium (3).

When determining the focus areas, the results/scores of the impact assessment and impact response analyses are combined side by side and a simple logical assessment is made by looking at the difference between the two. If the degree of impact is high and the level of response is low in the relevant thematic area, the municipality has low resilience in that area; if both the degree of impact and the level of coverage are high, the municipality has a high resilience in that area. The areas with low resilience are the priority focus areas for the municipality.

The above analytical framework is a tool that can be used to identify priority areas. However, it should be noted that only using this tool cannot determine the areas of focus/intervention that will be the subject of planning. The financial structure, institutional capacity, political views and social dynamics of cities can be as decisive in the planning as the analytical framework itself. In addition, it should be noted that the priority areas are not limited to the municipal service areas. Many municipalities have decided to identify priority areas that cross over between different service areas.

The following examples include priority areas defined by municipalities, taking into account both the analytical assessment and other factors.

Adana Metropolitan Municipality

The service areas where Adana Metropolitan Municipality is affected by migration, and the municipality’s level of responding to this impact are given in the table below:

Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very High	Level of Impact Response 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Municipal Police	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Parks and Green Areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Education	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Employment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Collection and Use of Data and Statistics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Housing and Sheltering	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Environmental Sanitation and Health	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Language Education	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Decision-making mechanisms	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public Safety	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Institutional Coordination (and Public coordination)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public Relations and Communication	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Drinking water supply	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Energy (Electricity, natural gas)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Budget and Expenditures	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Solid waste management	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Urban planning	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Health services	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Personnel Structure	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Access to public areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Human Rights	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Entrepreneurship	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Transportation Infrastructure (Construction, maintenance, repair etc.)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Wastewater treatment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
City Information System	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Transportation Services	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Fire Department	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5





Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very High	Level of Impact Response 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Protection and Tourism	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Culture, Art and Sports	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Funeralss and Cemeteries	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Welcoming Migrants	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Gender Equality	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Participation(Citizen/NGO)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Table 6a: Adana Metropolitan Municipality

In our current situation assessment meetings with our departments, it has been determined that the migrant presence in Adana has a direct impact on our services in the common areas, parks and gardens, commercial areas, cleaning and security of main streets and boulevards and inspection areas. For the purpose of the resilience assessment, the new category “urban order” was created; this collects these sub-service items under one heading. Considering the institutional structure of Adana Metropolitan Municipality and the services provided, urban order, education, decision-making mechanisms, data and statistics collection and the culture and art fields were identified as weak areas which should be developed. In order to strengthen these areas, thematic areas related to the these will be evaluated and activities will be planned to address these together.

When we look at our focus areas and other related thematic areas in terms of resilience assessment;

- The priority area “urban order” was created in order to ensure more regular and effective participation of Syrian immigrants in Adana’s economy, which compiles the thematic areas of municipal police, parks and green areas, housing, environmental sanitation and health, drinking water supply, and public safety.
- The thematic areas of language education, welcoming migrants, participation, human rights, employment (vocational training) and entrepreneurship are compiled under the education focus area.
- Institutional coordination (and public cooperation), personnel features, budget and expenditures, gender equality have been compiled under the decision-making mechanisms focus area.
- The thematic areas of protection, tourism and public relations are compiled under culture and art, and various activities are being planned.
- Although the data and statistics collection thematic area seems limited at first glance, it negatively impacts all of the indicators across all of our service delivery categories due to the fact that data regarding the Syrian population has not been evaluated, or is impossible to find. Thus, this is a major priority area on its own.

Hatay Metropolitan Municipality

Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very High	Level of Impact Response 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Entrepreneurship	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Employment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Budget and Expenditures	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Solid waste management	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Healthcare services	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Personnel Features	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Social services and aid	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public relations and communication	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Access to public areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Education (Construction, maintenance, repair etc.)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Drinking water supply	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Transportation infrastructure (construction, maintenance, repair etc.)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Protection and tourism	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Municipal police	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Housing and Sheltering	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Environmental Cleaning and Health	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Parks and Green Areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Language Education	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Urban Planning	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Vocational Skills	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Institutional Coordination (and public cooperation)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Gender Equality	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Participation (Citizen/NGO)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Wastewater management	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Transportation services	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Fire Department	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Funerals and Cemeteries	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
NGOs/International Organizations/ Private sector collaborations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Table 6b: Hatay Metropolitan Municipality

When the impact response level of our municipality is evaluated, it is strong or very strong in 13 of the 28 thematic areas, moderate in 5 thematic areas, and weak or very weak in 10 thematic areas. These are the consequences of the civil war and the uncontrolled arrival of 600,000 Syrian immigrants, combined with the fact that our municipality was unprepared to deal with such a situation. The services provided are not within the framework of a specific plan and are aimed at solving the problem within our limited means.

In order to solve the problems caused by migration in housing, health, social services and solid waste disposal, detailed analyses should be carried out and a realistic feasibility study should be conducted throughout Hatay province. In the light of this analysis, a Migration Master Plan should be prepared, and effective steps should be taken according to this plan. State support (legislative arrangements, financial contribution, etc.) must be taken into consideration while carrying out all these activities.

Mezitli Municipality

The priority areas for Mezitli Municipality are determined as follows:

- **Budget and Expenditures:** It is necessary to be more active in the process of developing ideas for increasing municipal revenue and regarding access to and use of external resources and funds.
- **Data and Statistics Collection:** External sources were not sufficient in their provision of data regarding the Syrian population. In a workshop in which 16 municipal departments convened, it was observed that our municipality did not collect any data on Syrians in our district. By focusing on the personnel structure, public relations and communication themes, data and statistics collection can be improved.
- **Trade and Industry:** The cooperation between the Syrian Businesspeople Association in Mersin and local businessmen can be increased to contribute to economic development. In addition, it can contribute to employment through joint activities with the Social Syrian Community, which has business support among its activities.
- **Municipal Police:** Our municipal police teams warned us about the environmental pollution caused by the Syrian population with the arrival of the summer months. Our teams warned people regarding proper conduct and dress code at the seaside, and has fined those who have failed to heed their warnings. Awareness of environmental consciousness can be increased by taking such measures more frequently.
- **Environmental Cleaning and Health:** In order to increase awareness of the environment, courses and theoretical information can be given to children and environmental activities (planting, environmental cleaning, hiking) can be organized.

Sarıçam Municipality

An emergency action plan should be prepared for migrants likely to experience housing problems due to the possibility of closure of the Syrian camp in the district. The plan needs to address the following areas: shelter, epidemic prevention, health, environmental pollution, housing, seasonal and weather-compatible clothing provision to address the different needs of the elderly, disabled, pregnant population and children, warm food, bed, heating/cooling, temporary housing, information and archiving, vehicles for the logistics, and the response and reactions of local people.

Seyhan Municipality

When the institutional structure of Seyhan Municipality and the services provided are taken into consideration, the city information system, data and statistics collection, budget and expenditures, urban planning, housing and shelter are identified as weak areas of our institution and resilience needs to be developed. In order to strengthen these areas, activities will be planned by evaluating the other thematic areas associated with the priority areas.

When we view our focus areas and other related thematic areas:

- We observe that Syrian migrants are experiencing great difficulties in accessing services due to their lack of ID's within the Seyhan region. Lack of an adequate software system to record and monitor unregistered migrants causes great difficulties in transferring and sharing information among institutions.
- As we are a district municipality, our budget is very limited. The amount we are provided is to be used for the registered population residing in the region; with this budget, we also try to provide services for migrants in the region. The fact that relevant departments in the municipality prepare their budgets geared towards the official, registered population creates a big problem in this regard. In this respect, resources should be increased and diversified through cooperation with NGO's and public institutions.

Bursa Metropolitan Municipality

It is apparent in our resilience assessment that our level of responding to the increase in demand for solid waste management, among the main duties of the municipality, is low. The responses to the impact in this area can be divided into two categories. The first relates to capacity development in the area of solid waste management (such as the number of infrastructure, activities and vehicles in areas where Syrian migrants live). The second is related to raising awareness and education in the field of environmental cleaning and recycling. Raising the awareness of Syrians and local people in the areas of environmental sanitation, garbage collection and recycling will reduce the burden of the municipality in this area and increase its resilience.

The problems identified in other thematic areas were found to be based on cultural differences and difficulties in adapting to urban life. For this reason, the second priority area is the easing of Syrian migrants into better cohabitation prospects with the locals by helping them adapt to urban life, including, but not limited to, solid waste management.

As a final point, many public and non-governmental organizations in Bursa work with Syrian immigrants. Strengthening the communication between these institutions and ensuring interaction and synergies between different institutions will increase the impact of these projects. Therefore, the third focus area is the implementation of projects and programs under the leadership of the municipality to support cooperation with relevant NGO's and public institutions and to pioneer the use of various funds.

Increasing participation in BUSMEK’s Turkish courses for the social adaptation of Syrian migrants into city and urban culture within the focus areas of the Migration Master Plan; increasing the activities of City Council’s Foreigners Assembly and adaptation of migrants to the city and the culture of the city will reduce the workload and costs incurred in the provision of municipal services. Simultaneously, cohabitation will be improved and a safe urban environment will be provided and the municipality’s resilience will be strengthened. However, as migration is an interdisciplinary topic, it is important for the municipality to establish active cooperation with other public institutions and organizations and NGO’s related to migration, efficient use of resources, functionality of the Migration Master Plan and increasing the municipality’s resilience.

Osmangazi Municipality

Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very High	Level of Impact Response 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Municipal Police	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Parks and Green Areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Social Services and Aid	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Collection and Use of Data & Statistics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Employment Atmosphere	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Budget and Expenditures	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Housing and Sheltering	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Trade and Industry	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Language Education	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Anti-Discrimination	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public relations and Communication	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Solid Waste management	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Personnel Features	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Access to Public Areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Environmental Sanitation and Health	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public Safety	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very High	Level of Impact Response 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Institutional Coordination (and Public Cooperation)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Culture and Art	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
NGOs/International Organizations/ Private Sector Cooperation	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Entrepreneurship	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Vocational Skills	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Urban Planning	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Table 6c: Osmangazi Metropolitan Municipality

We see that the service areas affected by our municipality in the face of Syrian migration are primarily activities in public areas, when we look at the table above. These activities can be divided into areas where Syrians are beneficiaries and participants.

Activities in which Syrians are beneficiaries include the use of parks, green areas and streets. The increasing number of complaints arising from behaviors that do not comply with the current social norms in the use of these areas, and consequently the increase in inspections, both increase the municipal workload and resource utilization and necessitate a revision of the operation.

On the other hand, interactions arise due to Syrians opening and operating businesses. Some Syrians refrain from obtaining licenses, thus avoiding standard inspections. However, failure to comply with the rules of workplace operation (non-compliance with ventilation/chimney regulations in food businesses, lack of hygiene in the workplace, effects such as odor and noise to the environment, etc.) cause complaints among people in their surroundings. The fact that Syrians tend to shop at Syrian shops negatively affects both social cohesion and economic life in the region. In the long term, these factors cause the local population to leave the areas where many Syrians reside.

In this context, environmental health and economy are identified as the main focus areas. Environmental sanitation/health, parks and green areas, solid waste management and access to public areas are thematic areas; budget and expenditure, housing and shelter, social services and aid, personnel structure and data and statistics collection are included under the economy category. An important thematic area to support these two priority areas is language education.

Şişli Municipality

Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very High	Level of Impact Response 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Employment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Budget and Expenditures	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Collection and Use of Data and Statistics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Municipal Police	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Housing and Sheltering	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Environmental Sanitation and Health	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Ngos/International Organizations/ Private Sector Collaborations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Trade and Industry	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Parks and Green Areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Language Education	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Anti-Discrimination	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Decision Making Mechanisms	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Solid Waste Management	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Urban Planning	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Healthcare Services	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Personnel Features	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public Safety	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Social Services and Aid	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Vocational Skills	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Institutional Coordination (and Public collaboration)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public Relations and Communication	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Access to Public Areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Education (Construction, maintenance, repair etc.)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Gender Equality	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Human Rights	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Participation (Citizen/NGO)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Drinking Water Supply	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very High	Level of Impact Response 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Entrepreneurship	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Energy (Electricity, natural gas etc.)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Transportation Infrastructure	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Wastewater Treatment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
City Information System	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Transportation Services	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Fire Department	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Protection and Tourism	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Culture, Art and Sports	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Funerals and Cemeteries	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Emergency Aid and Rescue	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Welcoming Migrants	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Table 6d: Şişli Municipality

The related directorates are the Directorate of Environment, the Directorate of Parks and Green Areas, the Directorate of Health, the Directorate of Social Support Services, the Directorate of External Relations, the Directorate of Private Pensions and the Police Department, as can be seen in the table. These are the primary departments affected, and are also the departments that happen to carry out work to address migration, in order to respond to impact related to security, cleanliness, gender equality, social aid, health, and education.

The Directorate of Transportation, the Directorate of Culture and the Department of Support Services are also a major factor in the work but it is apparent that these directorates are not aware of the support that is necessary. For example; although an activity provided transportation support in line with the increased demand for vehicles due to Syrian immigrants, these departments stated that they were not affected by migration.

The table shows that social rights such as employment, human rights, housing and shelter are inadequate; activities under topics such as access to public spaces and communication are weak. There are problems in terms of internal communication and coordinated execution of activities. The sustainability of the activities carried out in cooperation with the Migrant Solidarity Association should be ensured by our municipality. Support regarding the content of work (psychosocial support, legal support, health/emergency operations support, social assistance) and human resources (meeting personnel needs) and cooperation with the center in the activities will facilitate the work of the municipality.

However, as mentioned above, sustainability is one of the most important problems in psychosocial, health, and legal support. For this reason, sustainability has been identified as our primary focus in work addressing migration. In order to minimize these problems, the following topics are considered:

- To ensure institutionalization of central activities
- Measures to reduce risks and/or the impacts of risks
- Provision of a physical space

Our second priority is to identify the area and to identify needs by conducting field research. An assessment can be made on where the data obtained from the field research will be used and what activities can be performed:

- Technical collaborations (Training programs, etc.)
- Going beyond humanitarian assistance to make social identity possible
- Allocate a physical space to make the work sustainable
- Group work with women and children on various topics

Our third priority area is to inform the directorates related to, but not active in the field of migration about migration issues.

Sultanbeyli Municipality

Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very High	Level of Impact Response 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Municipal Police	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Park and Green Areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Personnel Structure	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Employment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Collection and Use of Data and Statistics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Environmental Cleaning and Health	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Language Education	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Institutional Coordination (and Public Collaboration)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Solid Waste Management	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Access to Public Areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Transportation services	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Culture, Art, Sports	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Welcoming Migrants	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Gender Equality	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Table 6e: Sultanbeyli Municipality

The departments affected the most in Sultanbeyli are the Directorate of Cleaning Affairs, Directorate of Environmental Protection and Control, Directorate of Parks and Gardens, Directorate of Municipal Police, Directorate of Strategy Development and Directorate of Social Support Services. The thematic areas affected by these directorates are mostly focused on issues related to social life, use of common areas, transportation and daily life. Since all these issues are related to adaptation to urban life, cohabitation has been chosen as the focus area.

The Refugees Association, established as a subsidiary of our municipality, carries out activities aimed at immigrants in the district under a single roof. These include data collection, language education, anti-discrimination, cohabitation, social services and aid, vocational training, education, human rights, participation, licensing, and so on. Therefore, in related areas, municipal services were relatively less affected.

When the situation assessment regarding Syrian migration is made, it is observed that our municipality was strengthened in the fields of international cooperation, institutional coordination and data collection and statistics. The work carried out through the Refugee Association has been particularly beneficial in increasing the municipality's resilience. Therefore, strengthening the institutional structure by transferring the wealth of knowledge and experience to all departments in the municipality was determined as the second focus area.

Results and Evaluation

This section includes the results, assessments, challenges, lessons learned and recommendations regarding the implementation of the resilience assessment, which was developed as a unique methodology within the RESLOG Project. These assessments are aimed to shed light on the municipalities wishing to apply the method to their own municipal strategy.

Concept and General Approach

- Pilot municipalities have been introduced to the concept of “resilience” and this in turn has enabled them to become among the first examples of this concept within Turkey, and perhaps throughout the world. Thus, awareness regarding the concept of resilience has increased, while the implemented examples of this concept have also increased.
- The resilience assessment method developed within the scope of RESLOG is a unique example in terms of transferring the concept of “resilience” to the field of local governments and migration, while it is usually a mainstay of disciplines such as climate change, natural disasters, etc. As a result of the pilot municipalities’ work, it has been demonstrated that institutions can be resilient in certain subject’s/service areas and can analyse and plan accordingly.
- (Syrian specific) Migration has affected almost all municipalities in Turkey, and continues to do so. The Syrian population residing in RESLOG’s twelve pilot municipalities amounts to approximately 25% of the Syrian population under temporary protection residing in Turkey in 2019. The Resilience Assessment is a major resource for all municipalities intending to enhance their resilience in the face of migration.
- Local administrations have been addressing the issue of (Syrian specific) mass migration with humanitarian aid for a long time. However, migration, especially for Turkish municipalities, is an ongoing issue that requires a more permanent and sustainable approach.
- It has been observed that prior to their work on their Resilience Assessments, pilot municipalities were hesitant regarding their involvement in RESLOG, due to the increasing tensions regarding the Syrian population in the public eye, and due to their unfamiliarity with the concept of resilience. However, as their awareness of the concept of resilience increased, as did their adoption of this methodology focused on service delivery, these concerns disappeared. In the future, should municipalities who wish to implement the Resilience Assessment method encounter similar hesitation and resistance, it is necessary for municipalities to be informed regarding this systematic methodology focused on the institutional capacity development of thematic municipal service areas in the face of migration.

Process

- Implementation examples in twelve pilot municipalities have shown that the first and most important step of the assessment is the establishment of a competent team within the municipality to estimate/coordinate the process. It is important that this team has the support of the senior management and are officially appointed, if possible, participation in the project in order to ensure continuity of the working group. In municipalities with institutional structures similar to migration departments, these activities can also be carried out directly by this department. In municipalities where it is difficult to establish such a team, the assessment can be carried out by staff responsible for the preparation of the institutional Strategic Plan. In any case, this work should be carried out by a team of at least three or four people (taking into account that there may be modifications/changes in the process for various reasons) and the highest level of participation and contribution of all departments of the municipality should be ensured.
- Following the establishment of working groups in pilot municipalities in the scope of RESLOG Turkey, an MMP training workshop was organized and all teams involved were debriefed regarding the project. The training and the simulation methodology used, enabled all participants to gain experience and learn about exemplary practices in all stages of the preparation of the MMP, providing a better understanding of the process for all participants. However, the staff changes that occurred in the municipal teams during the process and the fact that new members became involved without undergoing this training, made it difficult. Therefore, it may be useful for these training sessions to be repeated at intervals when needed. Additional workshops addressing topics such as needs impact analysis, impact assessment, verification and measurement may be organized.
- A guidebook on the process was prepared and disseminated to team members, and planning experts gave the teams their continuous support; these two methods have proved very useful during this process. Therefore, it is a good idea for municipalities wishing to implement this methodology to disseminate this guideline, while applying and developing the methodology in line with their own experiences.
- In order to implement the Migration Master Plan in the municipality, it is very important to obtain the continuous and unwavering support of the municipality's senior management. For this purpose, it is recommended that the senior management of the municipality be regularly informed about the developments throughout the process. Their support can also make it easier and quicker to overcome challenges.
- The teams preparing the assessment should be able to communicate effectively with other departments in the municipality. Participation of all departments within the municipality is mandatory for organizing a successful resilience assessment. In addition, department employees can easily present their personal opinions as a corporate impact, so in interviews, it is necessary to convey the difference and to ensure that the issue is approached from an objective, service-delivery focused perspective.
- The resilience assessment process carried out within the scope of the project have been negatively affected by the local elections of 2019. Therefore, it is recommended that municipalities intending to undertake a similar endeavour should aim to complete the Resilience Assessment at least two months prior to any local election period. Thus, the assessment results may provide inputs for the new municipality plan to be prepared after the elections.

Methods and Tools

- The Resilience Assessment is a unique tool developed for municipalities to become more resilient, prepared and prudent towards migration and its effects. The methods used in this project have attracted the attention of the pilot municipalities, and some municipalities have implemented these methods in their strategic plan work as well. From this point of view, it can be said that the method has been successful.
- The most important aspect of the Resilience Assessment is to be able to pinpoint the effects of migration on municipal service delivery in different thematic areas, while being able to measure and verify these effects. The issue of verification has emerged as one that municipalities have struggled with the most during the implementation of the Resilience Assessment, due to the lack of comprehensive data on the subject to enable them to measure and quantify the impact of migration on these service delivery areas. In some cases, they were informed that data was not collected, often due to time constraints and heavy workloads, while sometimes there was an absence of data. However, as far as all pilot municipalities are concerned, this work has brought an awareness of the lack of and importance of data. In fact, many pilot municipalities have selected “data collection” as a focus area.
- In the absence of concrete data, the impact assessment inevitably reflects subjective views. When there is a lack of data, the opinions of those from within the municipality, across different departments, and even the opinions of external stakeholders can be valuable as a verification tool.
- Another important issue in terms of data was that different data collection methods were used by the municipalities throughout the project. Some municipalities organized focus group meetings, one-on-one meetings and workshops, and some municipalities operated data collection processes such as formal correspondence and surveys. Municipalities wishing to implement this methodology may use any one or more of these methods together within their institutional structures. However, in any case, it is important that the assessment is carried out with the participation and contribution of all municipal departments.
- In addition to internal participation, external stakeholder participation is of significant importance in data collection. The external stakeholder engagement mentioned here does not only constitute other public institutions, non-governmental organizations, universities, the private sector outside the municipality, but also comprises the migrants themselves. Although external stakeholder participation remained very limited within the RESLOG Turkey project due to reasons such as time constraints, if ample time is allowed for project activities, the participation and contribution of external stakeholders will be of great benefit. As a matter of fact, some pilot municipalities were able to achieve this and achieved positive results throughout the project.
- The assessment work was carried out with expert support from the project’s pilot municipalities, however municipalities can easily repeat this process without any expert support in the future. In this context, it is recommended that the resilience assessment does not remain a one-time project, but is updated and reutilized with the changing conditions surrounding the municipalities.
- In pilot municipality implementations, the results of the assessment were used as inputs for the Migration Master Plans (MMP’s). However, this work can also make an important contribution to the municipalities’ strategic plans. In particular, it will be beneficial to include the results of the findings from the current situation analysis of the strategic plans and to identify new strategies, targets and activities to be included.

- The resilience assessment carried out within the scope of the RESLOG Project focuses on the current, settlement stage of migration. However, the method and tools presented can also be used to assess the first (past) and cohabitation (future) stages of migration.

General Assessment

- The most important contribution of the Syrian migration to the municipalities is that the issue of migration and migrants is now on the agenda. In fact, some municipalities have established departments specifically for this issue. Within this framework, resilience assessment has positioned itself as an analytical assessment tool that can be used by the municipalities to deal with migration.
- This tool provides a broad perspective on migration as it examines very different thematic areas and the effects of migration on these thematic areas, and also contributes to the communication, cooperation and coordination between departments due to the necessity of in-house participation on this activity. It also increases the awareness of municipal departments that have never dealt with the issue of migration and have not analyzed it from their point of view.
- Although this tool has been developed specifically to assess Syrian migration and its impact, it can be used to assess the impact of any type of migration that municipalities may face.
- Similarly, although this tool examines the current situation of municipalities in the face of migration, it is also valuable in terms of revealing their institutional capacities.
- The resilience assessment was designed as part of the migration master planning process within the scope of the project; municipalities that wish to use this technique are expected to reflect the results of the work in their municipal planning processes, such as the Strategic Plan.
- Finally, the resilience assessment, developed as an original method within the RESLOG Project, can be applied by other municipalities and is open to further development. It is important to note that the aim is not for each and every proposed method to be perfectly applied, but for the intended results to be achieved.

Annex: Proposed Set of Indicators

	Thematic Areas	Description	Sample Indicators *
Urban Infrastructure and Environment	Drinking Water Supply	Supply and delivery of fresh water to households; taking measures against pollution of drinking water; chlorination; loss-prevention; network maintenance and repair; quality control work, etc. covers work and services. In provinces with metropolitan municipalities, this service area is the duty of metropolitan municipalities.	Daily water consumption (liters/person-day) Daily water supply (liters/person-day) Loss-leakage amount (m ³) Number of dwellings not connected to fresh water network Fresh and potable water treatment plant capacity (thousand m ³ /year) Fluctuations in price (% compared to the previous year)
	Waste water and Treatment	It includes service areas such as waste water and storm water management, installation and operation of necessary facilities and waste water control.	Municipal water and sewage operating income (TL) Municipal water and sewage operating costs (TL) Daily amount of waste water per person (liters/person-day) Capacity of wastewater treatment plants (m ³ / day)
	Environmental Sanitation and Health	It covers service areas such as pollution control, construction and waste management, taking necessary measures to prevent environmental pollution, cleaning roads and open areas.	Air quality (ppm) Noise pollution (Lday in population over 55 dBA) Carbon dioxide emissions (CO ₂ ton / day) Number of personnel employed for street cleaning Amount of garbage collected from streets (tons) Number of complaints related to environmental cleaning services
	Solid Waste Management	It covers services such as collecting, transporting, sorting, recovering, eliminating, storing solid waste.	Amount of waste collected in the municipality (tons / year) Annual amount of solid waste produced per person (kg) Recycled amount of solid waste (kg) Average amount of municipal waste per person (kg/person-day) Number of solid waste collection and transfer/vehicles per thousand people Solid waste collection and transfer/personnel number per thousand people Ratio of decomposed waste to total waste (%) Amount of solid waste stored externally (tons) Number of complaints related to solid waste management services



	Thematic Areas	Description	Sample Indicators *
Urban Infrastructure and Environment	Transportation Infrastructure (construction, maintenance, repair, etc.)	It encompasses the service areas such as maintenance and repair of urban vehicles and pedestrian roads, management of traffic, to ensure traffic safety, traffic regulation, traffic signs, illuminated and audible traffic signs, to provide and establish place markings, to ensure their continuity and operability, open and closed parking spaces (parking), to construct and have others construct and operate underpass and overpass.	Total road network within the jurisdiction of the municipality (km) Unpaved road length within the jurisdiction of the municipality (km) Parking space (vehicle number) Total road network maintained in the last year (km) Number of traffic accidents in the last year Number of complaints related to transportation services Change in the maintenance costs of transport infrastructure (annual / TL)
	Parks and Green Areas	To design and implement green spaces; maintenance and repair of green areas and parks; afforestation, placing irrigation installations and urban furniture in green areas, maintaining them; raise environmental awareness in city dwellers.	Green space per 100.000 people (m2) (total green space/person in the settlement) Active green space per person (m2) (parks, urban parks, children's playgrounds, etc.) Amount of green space opened in the last year (m2) Urban furniture damaged/renovated or maintained in the last year (pcs/TL) Change in maintenance costs of parks and green areas (annual/TL) Number of complaints associated with parks and green areas
	Access to Public Spaces	It includes activities to create public spaces for the revitalization of urban life and to strengthen social relations and to ensure the access and effective use of urban residents.	Amount of public spaces in each neighborhood (park, squares, etc.) (m2)
	Housing / Accommodation	It covers service areas such as production of zoned and substructured lands in order to ensure regular urbanization and to meet the housing, industrial and commercial needs of the town; social housing construction for the low income population.	Average housing price/average household income at neighborhood level Average rent price/average household income rate at neighborhood level Risky residential area (m2) Proportion of urban population living in slums (%) Social housing/total housing ratio Rate of housing with missing basic functions Average living space per person (m2) Homeless Number of persons per room Total number of residences granted in the last year Total number of social housing units produced in the last year



	Thematic Areas	Description	Sample Indicators *
Urban Infrastructure and Environment	Energy (electricity, natural gas, etc.)	It covers service areas such as street and outdoor lighting; increasing energy efficiency; encouraging and increasing the use of renewable energy; natural gas distribution.	Electricity consumption per person (kw hour) Average residential electricity consumption (kw hours/housing unit) Ratio of energy produced from renewable energy sources to total energy (%) Number of households heated by solid fuel (wood, coal, etc.)
Urban Services	Transportation Services	Management of traffic flow, to avoid unnecessary stoppages and stops, to make and implement timetable schedules for departures and arrivals, flow programs and public transportation vehicles; to provide public transportation, to establish and operate all types of public transportation systems including bus, sea and water transportation vehicles, tunnel, rail system; conducting activities to regulate traffic; upkeep of roads for order and safety; provide traffic training facilities for children. A part of these services are under the responsibility of metropolitan municipalities.	Share of road transport in total transportation (%) Share of rail transport in total transportation (%) Share of individual trips in total transportation (%) Number of registered cars per 1,000 people Average home-to-work time Population rate 500m away from any public transport stop Daily distance covered by transportation mode Population/housing ratio close to public transport stops Number of complaints related to transportation services
	City Planning	It covers duties for identifying long-term goals and strategies for the socio-economic development of the city; regulation of land use; regulating population densities; planning with the aim of ensuring a fair and balanced distribution of the technical and social infrastructure needed.	Ratio of green spaces to total area (%) Area opened to urban development in the last year (ha) Annual population density change at neighborhood level (person/ha) Number of buildings outside of the primary settlement limit 10 minutes walking distance from a park/urban outdoor area Total population growth rate (with the addition of Syrian immigrants) Population distribution according to age groups (with the addition of Syrian immigrants) Population growth rate in urban areas (with the addition of Syrian immigrants) Total resident population (including Syrian immigrants)



	Thematic Areas	Description	Sample Indicators *
Urban Services	Data and Statistic Collection/Use	Collecting city specific spatial and socio-economic data in order to form geographic and urban information systems; digitize them and keep them up to date.	Proportion of digitized maps Sensor-mounted path length for data collection Number of households registered in the municipal database
	Public Security	It covers tasks related to the layout and well-being of the town. Implementation of decisions, orders and prohibitions taken by municipal decision-making bodies; the compliance control, prevention of damage to public property are included in this article.	Registered crime rate per 1,000 people Death due to traffic accidents per 100,000 people Number of young criminals per 100,000 inhabitants Number of child crime victims Number of children dragged into crime Annual comparative data in extortion/robbery Annual comparative data in domestic rapes Annual comparative data of fraud Number of drug addicts/annual comparison Number of traffic accidents in the last year Number of complaints related to public security services
	Municipal Police	Inspection of fees, taxes, certificate of authorization, license, stamp, banderole, etc.; supervision of land and buildings, assisting municipal staff (science, zoning, health) to perform their duties; Environmental sanitation and health protection.	Number of municipal police per 100,000 people Number of complaints related to police services
	Fire Department	Uninterrupted execution of fire brigade services (fire response, search and rescue, first aid, response to floods, inspecting workplaces, etc.).	Number of fire interventions in the last year Number of calls made to fire department in last year
	Emergency Aid - Rescue	Services for natural and man-made disasters and other emergencies.	Amount spent for emergency assistance in the last year (TL) Number of emergency cases intervened in the last year
	Protection and Tourism	Maintenance, conservation and tourism of natural, historical and cultural assets within the borders of the town and promotion of the city to attract tourists.	Proportion of protected natural areas within total area Proportion of protected (historical and cultural) areas within the total area Annual comparison of the number of tourists visiting the city



	Thematic Areas	Description	Sample Indicators *
	Funerals and Cemeteries	Establishing, maintenance and operation of cemetery areas; including the transport of funerals and burial.	Graveyard area excavated in the last year (m2) Number of funerals removed in the last year Cemetery occupancy rates Annual comparison of the number of funeral services (person) Number of complaints related to burial and cemetery services
Social Development	Health Service	Health services including public health and maintenance, repair and operation services of health facilities.	Number of ambulances per 1,000 people Number of family physicians per 1,000 people Number of medical staff who speak a foreign language Number of doctors per 1,000 people Number of hospital beds per 1,000 people Primary school compulsory vaccination rate Number of people served by municipal health institutions Number of complaints related to health services
	Language Education	Providing education in foreign languages to the municipal staff in order to facilitate the participation of migrants and refugees in social life, services to enable the refugees to learn Turkish and to facilitate communication with migrants and refugees.	Number of teachers speaking a foreign language (Arabic) Number of municipal staff speaking a foreign language (Arabic)
	Welcoming the Immigrants	Urgent needs of migrants and refugees such as nutrition, shelter and clothing.	The amount of food, clothing aid provided to immigrants Number of migrants provided accommodation Number of migrants with health services
	Culture, Arts and Sports	Revival of social life, increasing the cultural level of the residents, meeting the demands of the community for cultural, artistic and sports activities and supporting those who wish to carry out these activities.	Library space per 1000 people (m2) Exhibition area per 1000 people (m2) Cinema / theater seat per 1000 persons Number of cinema/theater shows screened in the last year Number of amateur sports activities in the last year Outdoor sports area per 1000 people (m2) Indoor sports area per 1000 people (m2) Number of complaints related to culture, art and sports services



	Thematic Areas	Description	Sample Indicators *
Social Development	Anti-Discrimination	Anti-discrimination measures	<ul style="list-style-type: none"> Number of persons participating in or benefiting from anti-discrimination awareness activities Number of activities/trainings intended for compliance Number of events where migrants and citizens socialize
	Gender Equality	Ensuring gender equality and participation of women in social and business life and their representation in politics.	<ul style="list-style-type: none"> Female unemployment rate Proportion of women among managers Proportion of women in the city council
	Human Rights	Raising public awareness on fundamental human rights and prevention of human rights violations.	<ul style="list-style-type: none"> Number of training and awareness-raising activities related to human rights Number of complaints (by residents and refugees) regarding the violation of fundamental human rights Proportion of public buildings regulated for disabled access
	Social Service and Aid	In-kind and cash assistance to the poor and the needy, including immigrants and refugees, and other services in this area (house cleaning, maintenance, etc.).	<ul style="list-style-type: none"> Proportion of population living below the poverty level Proportion of households dependent on social support Number of people receiving unemployment benefits Number of people receiving social and in-kind social support Number of complaints related to social services
Economic Development	Employment Environment	Improving the employment environment to support the economic development of the city (guiding job seekers, supporting initiatives that will create new jobs, writing projects, developing and implementing collaborations, etc.).	<ul style="list-style-type: none"> Agricultural employment (person) Industrial employment (person) Services employment (person) Total number of employment opportunities created in the last year (person) Growth rate of total employment in settlement compared to the previous year (%) Ratio of university graduates to total employment in the settlement Average household income (TL)



	Thematic Areas	Description	Sample Indicators *
Economic Development	Vocational Skills	Improving occupational skills of residents in order to increase qualified workforce.	Proportion of vocational high school students/ total number of high school students (%) Number of students graduated from institutions providing vocational education in the last year Number of lifelong learning activities organized in the last year in the settlement
	Entrepreneurship	Support the establishment of new businesses for economic growth; to encourage young people and women entrepreneurs.	Number of workplaces established in the last year Number of closed businesses in the last year Entrepreneurship training in the last year
	Trade and Industry	Establishment of trade centers, pedestrianization activities, etc. to improve production and trade environment for economic development, and carry out activities with the industry and trade connoisseurs (fair organization, etc.).	National income per capita (TL) Value added created per person (TL) Resident exports
Municipality Corporate Structure and Governance	Corporate Coordination (and Public Cooperation)	Strengthen communication and coordination between departments within the municipality and carry out activities that will enable more efficient delivery of services by increasing cooperation with other public institutions.	Number of provincial coordination committee meetings attended Management of a digital communication system between institutions
	Public Affairs and Communication	Announcement of municipal services to city residents, assessment of suggestions and complaints received and problem solving	Number of meetings/communication activities held Number of media statements/press releases Number of news/updates entered on the website Number of Tweets
	Participation (citizens/NGOs)	Active participation of civil society in city management and planning and the active use of city councils.	Number of NGOs registered in the city council Number of NGOs registered in the settlement Number of meetings organized by the Municipality in the last year to enhance citizen participation



	Thematic Areas	Description	Sample Indicators *
Municipality Corporate Structure and Governance	NGOs/ International Organizations / Private Sector Cooperations	Cooperation and development of projects with national and international (EU, UN, etc.) organizations for the socio-economic development of the city and to provide municipal services more effectively and efficiently.	Number of international partnerships in the last year Number of funded projects in the last year Number of projects completed in the last year Number of projects developed / carried out for migrants
	Personnel Structure	Institutional arrangements made for the provision, training and effective use of the personnel (adequately) required for the provision of municipal services.	Municipal park and gardens staff per 1000 persons Municipal technical personnel per 1000 persons Municipal police personnel per 1000 persons Municipal social support services staff per 1000 persons
	Budget and Expenses	Budget needed to perform municipal services and the resources (fees, taxes, participation income, etc.) that can be used for this purpose.	Budget available for the municipality in case of emergency (TL) Annual change in total municipal revenues Municipal own revenues (TL) Annual change in municipal own revenues Share of the municipality's direct or indirect services for immigrants in the total budget (comparison by years)
	Decision Making Mechanisms	Activities and practices (coordination meetings, mail groups, intra-municipal communication systems, etc.) to ensure effective corporate governance mechanisms within the organization.	Number of in-house coordination meetings Presence of in-house digital communication system

*The indicators in the table are exemplary. Municipalities should use specific indicators for resilience assessment.

Indicators used in the Migration Master Plan should be related to Syrian migration, not migration of a general nature.

The indicators need to be collected and processed retrospectively in order to demonstrate progress in the area they are concerned with. Here, the indicators of the migration history of the municipality (and the city), especially before and after the turning points of Syrian migration, carry importance.

ABOUT THE AUTHORS

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Metehan Gültaşlı is a graduate of Middle East Technical University (METU) Department of City and Regional Planning. He has over 20 years of experience in projects and planning in both public and private sectors. He has been working as a freelance consultant for the projects of various international organizations such as the European Union and the United Nations. His main areas of expertise include capacity management in local governments, project management, strategic planning, participation and local governance, participatory budgeting, gender-sensitive budgeting, barrier-free urban practices, public sector-NGO cooperation, migration and local development, and resilience assessment in local governments. Within the scope of capacity building projects, he has worked in the preparation of numerous original reports, publications, guides and handbooks in various fields.

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M. Sinan Özden graduated from the Department of City Planning, Middle East Technical University in 1995. He received his master's degree from Blekinge Institute of Technology in Sweden and his expertise degree in Rural Development from Israel Development Studies Center. He took part in resettlement projects at GAP Regional Development Administration, and has undertaken the coordination of programs and projects carried out in Turkey by the Institution of the German Technical Cooperation (GTZ). In 2006, he joined the Istanbul Metropolitan Planning Center (IMP), who prepared the Istanbul Environmental Plan and worked on the interactions between Istanbul and the Marmara Region. He played an active role in the preparation of environmental plans in the Thrace Region. He took part in the establishment of the Environment Center within MBB. Within the scope of 'Support to Local Administrations Reform' (LAR-2) project, he developed methods to improve participation in local administrations and worked with city councils. He has worked on the relations between TBB and Local Diplomacy and Twin Cities. While performing duties as a key expert in Participatory Local Investment Planning (TULIP) Project, he developed the "Ermazon" training which is based on situational simulation and role playing and applied this training in 13 provinces. He developed the Local Environmental Action Planning methodology in cooperation with REC (Regional Environmental Center). He took part in the preparation of Trabzon's Local Environmental Action Plan and prepared the Aksaray Local Environmental Action Plan. He provided consultancy to the Ministry of Interior, the Ministry of Environment and Urbanization and municipalities as a senior expert in international and EU-funded projects carried out by UNDP, GIZ, KfW, SALAR, VNG and REC. He has taken part in multiple projects, as a facilitator, organized and delivered trainings. After the Syrian migration crisis, he started to focus on migration and development issues due to this work on projects implemented by ICMPD – supporting the Implementation of Development Sensitive Migration Policies (SIDEM) and the Project on Asylum Capacity Building in Turkey (ASCAP). He is behind the component of Resilience of Local Governance in the Face of Migration (RESLOG) for Turkey, and is the National Project Manager of RESLOG Turkey, which is being conducted in partnership with the Union of Municipalities of Turkey, Marmara Union of Municipalities and Çukurova Union of Municipalities.

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Ervin Sezgin holds a PhD in Urban and Regional Planning from Istanbul Technical University. He worked as a lecturer teaching undergraduate and graduate courses at Istanbul Technical University, Department of City and Regional Planning between 2014-2018. He has been working as a consultant on urban governance and planning for different agencies such as development agencies, local authorities, Ministry of Environment and Urbanization and UN Habitat since 2015. In this context, he has published policy recommendations and technical reports, organized workshops and provided training. Ervin Sezgin has been a member of the RESLOG Turkey team since 2018 in collaboration with the Union of Municipalities of Turkey, Marmara Union of Municipalities and Çukurova Municipality unions. As the Local Governance Expert, he supports the Migration Master Plan preparation process for the municipalities. Ervin Sezgin participates in national and international research projects in the fields of urban planning, regional policies and political geography, publishes scientific articles and presents papers in these fields.

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