

# MIGRATION MASTER PLANNING

A Guidebook  
for Municipalities

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Gül Tuçaltan



**RESLOG**

Yerel Yönetimde Rezilyans Projesi • TÜRKİYE

 **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, county 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 at 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**

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.

# PROJECT PARTNERS



AFFILIATED TO THE SWEDISH ASSOCIATION OF LOCAL AUTHORITIES AND REGIONS



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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)

The local governments of Turkey and Lebanon have been impacted by the unexpected and massive wave of migration resulting from the Syrian civil war. 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.

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(\* ) Resilience is the ability to withstand destructive effects and return life to normal. Resilience is defined as the ability of a substance or system to return to its original form and position after a problem or deformation.

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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 guidebook presents the procedural approach and practical examples for the Migration Master Plan, one of the most significant activities of the project at the local level. Work carried out in the 12 pilot municipalities<sup>1</sup> involved in the RESLOG project inspired practical examples.

As known, our municipalities were forced to face the intense migration wave and its effects, which started with the Syrian crisis which emerged in 2011. This process, beginning in the form of “humanitarian aid” during the initial welcoming of mass migration from the municipalities’ point of view, evolved towards settlement and cohabitation, while migration induced problems diversified over time. Therefore, municipalities need to consider the migration issue beyond the scope of humanitarian aid with a permanent, sustainable and comprehensive planning approach. The Migration Master Plan approach is intended to ensure the opportunity for municipalities to utilise a comprehensible planning approach and to enable them to enhance their options and capacities regarding migration.

Within this scope, the most significant aim of this guidebook, ***is to be used as a planning tool to ensure municipalities formulate an integrated and systematic approach concerning the issue of migration.*** Although the RESLOG Project dealt with pilot municipalities on the topic of **Syrian migration using the Migration Master Plan methodology**, the methodology cited in this guidebook can be used for **every kind of migration movement (domestic migration/immigration)** municipalities face/may face.

<sup>1</sup> Pilot Municipalities involved in the RESLOG Turkey 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 and Zeytinburnu Municipality.

In this framework, the first chapter of the guidebook is reserved for the conceptual framework and general approach in reference to the Migration Master Plan. Information on the process, method and tools for the Migration Master Plan is located in the second chapter. In this chapter, the conceptual framework has been reflected in practice by presenting distinct practical examples from the 12 pilot municipalities involved in the project for each implementation phase. The last chapter is reserved for the conclusion and assessment, where lessons learned and suggestions are detailed as a result of implementation.

The Migration Master Plan approach presented in this guidebook, involves some known methods and tools in planning literature while presenting original planning approaches developed within the scope of the RESLOG Turkey project to a wider extent. Therefore, this guidebook acts as a guide for all municipalities who want to increase their mobility in the face of migration.

# Conceptual Framework

## Municipalities and Migration

Sudden and intense migration resulting from the Syrian crisis in 2011 affected the municipalities the most and currently continues to do so. The most important reason for this, is that a vast majority of arriving Syrians (92%<sup>2</sup>) are living in urban areas. 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 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.

<sup>2</sup> Calculated per 2019 official data taken from <https://www.goc.gov.tr>

## What is the Migration Master Plan? What is not?

The Migration Master Plan (MMP) is a planning approach developed for municipalities in order to strengthen their own corporate structures, while ensuring that their service provision is well-planned, prudent and more resilient in the face of the possibility of continuing migration and its possible effects.

This approach is innovative and unique in itself; it consolidates a complex and multi-dimensional issue in the area of municipal planning and approaches this issue methodologically. Although Migration Master Plan work carried out in the project especially discusses Syria originated mass migration, it has been developed to be utilized in the face of every kind of migration movement faced by municipalities as an approach and method.

In the Migration Master Plan approach, the phenomenon of migration faced by the cities is considered as a whole. The issue of service delivery of the cities receiving migration is evaluated from a broad perspective by scrutinizing the effects of migration on 39 thematic service areas on Turkish Municipalities. Due to this, the Migration Master Plan approach makes not only the negative but also the positive effects of migration visible.

Another significant issue in the Migration Master Plan approach is that it brings together different departments in order to bring a comprehensive perspective to the planning phase on issues related to migration. For that reason, the Migration Master Plan goes beyond the role of a thematic plan, and allows for the corporate capacity development of participating municipalities.

### What is not a Migration Master Plan?

The Migration Master Plan approach is not a planning approach developed in order to provide assistance for local people and immigrants. In other words, The MMP is not a “What can a municipality do to provide more assistance to local people and immigrants, in order to meet their needs” plan. On the contrary, MMP is service-focused to a great extent. In short, it concentrates on a municipality’s different thematic service areas and on making these services more resilient, well-planned and prudent in the face of changing demographic, economic and socio-cultural conditions due to migration. (Figure 1).

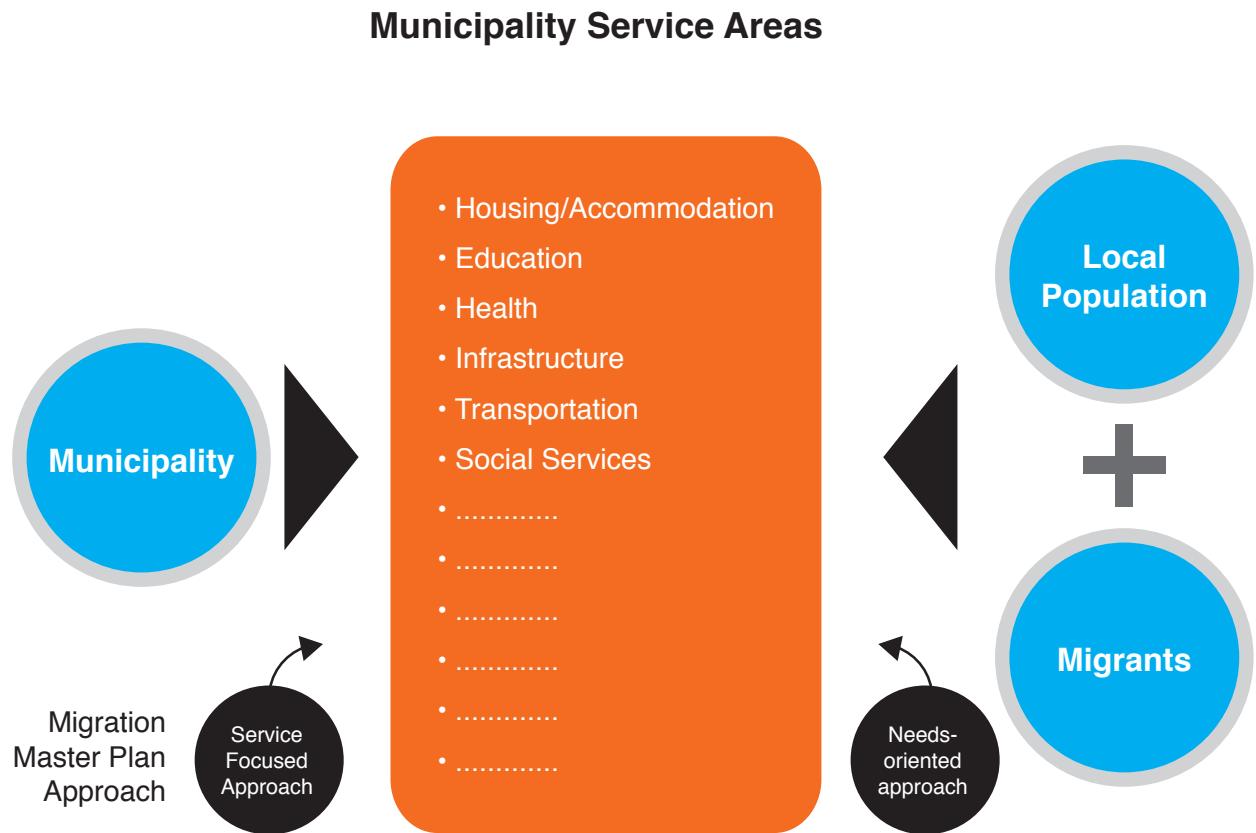
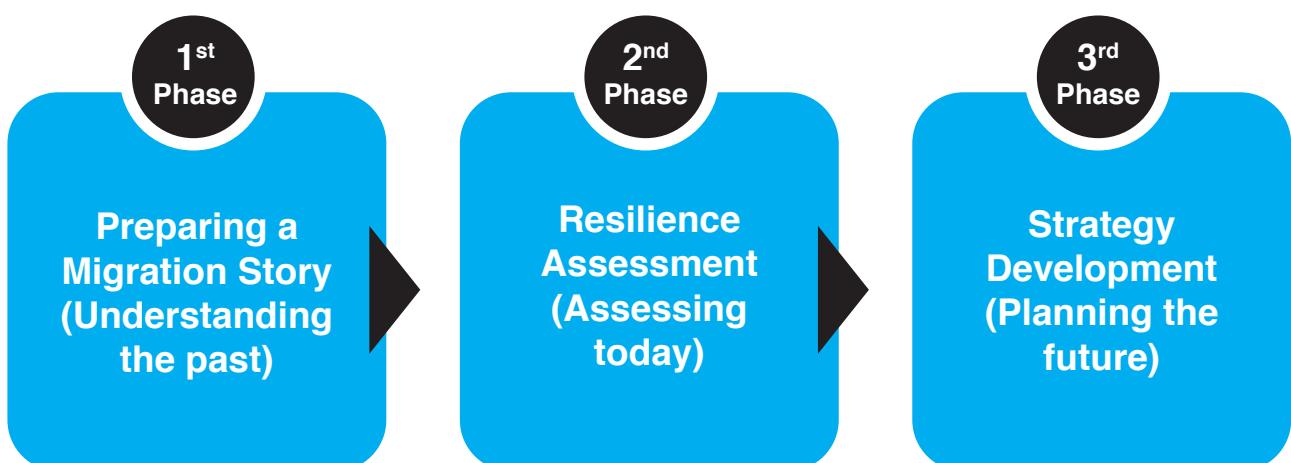


Figure 1: Needs and service-oriented perspectives dealing with migration. The RESLOG Migration Master Plan adopts a service-oriented approach

# How is the Migration Master Plan prepared?

The Migration Master Plan preparation process is comprised of 3 consecutive basic phases:



## Preliminary Work

It is necessary to execute some preliminary work such as establishing working teams at the beginning of the process; preparing and implementing a working schedule for the effective and productive execution of the Migration Master Plan. However, the most important issue here is obtaining the support of the municipality's senior management for preparing the Migration Master Plan.

### ***Obtaining the Support of the Municipality's Senior Management***

Work executed within the framework of the RESLOG Project showed that the success of the Migration Master Plan can only be achieved with the mayor's support and buy-in of the project. However it is not so easy to realize this political adoption. The migration issue may not be one of the mayor's priorities and some political concerns may be raised by municipality management considering the possibility of the host population's reaction to this issue. The most important thing to do to overcome this potential

obstacle, is to describe some essential issues regarding the MMP, such as “What is a Migration Master Plan? What is not an MMP? Why is it necessary?” to the mayor and senior level municipal employees in the beginning of the process in order to correctly inform them and obtain their support.

### ***Establishing a Team***

The Migration Master Plan 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 MMP work.

### ***Making a Work Plan***

It would be beneficial to create a work plan to cover all necessary phases for the Migration Master Plan. It is necessary in this work plan to include issues (shortly to designate the what, when, and by whom and to put this into writing) such as tasks, work distribution, scheduling, important milestones. The most important point to be considered when creating a work plan is to create the most suitable working schedule for the municipality under their current conditions. In the 6 month period following local elections, the strategic plan preparing period may not be suitable for Migration Master Plans of municipalities as they will likely be dealing with limited human resources. In a similar manner, months closer to an election period or summer months may not offer suitable environments for these types of thematic plans.

Another important point to consider when preparing a plan is to decide on approaches and methods to be followed throughout the process. For instance, at this stage consultations, surveys and workshops may be planned for collecting municipal department views, or the way to involve external stakeholders may also be planned. In a similar manner, if external support is needed it is necessary to decide on this at this stage.

Finally, the prepared work plan should be submitted to senior management and their approval should be sought.

## ***Organizing Debriefing Meetings and Trainings***

Since the Migration Master Plan work requires participation and contribution by nearly all municipal departments, it would be beneficial for the planning team to organize a debriefing meeting intended for the municipality departments. Just as is true for the senior management, these types of debriefing meetings are important in terms of the adoption of the issue in the municipality. If possible, an MMP preparation training workshop with the attendance of different departments will contribute to executing the process in a more effective and productive manner.

### ***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.

## **Implementation Phases**

### **1<sup>st</sup> Phase: Creating the Migration Story (Understanding the Past)**

Writing a migration story comprises the first phase of Migration Master Plan work (after the preliminary work). This phase basically involves exhibiting that city's "migration story" by researching changes involving the population movements from the past to the present day. Here the basic purpose is to better understand the socio-cultural dynamic of that city in terms of migration and also the experiences regarding this issue.

Analyzing change with the population movements is a common exercise executed in many planning areas such as spatial planning and strategic planning. However the most important difference of the method of the "migration story" exhibited here is to allow opportunity to explore what the changes "mean" and the "reasons" behind these data rather than exhibiting quantitative population and migration data alone. For instance, when population data is considered alone, it is not so possible to comprehend how a population increase in Sultanbeyli is interrelated with the Ankara-Istanbul highway and how it became a center of attraction. The Migration Story is an important stage in the study of the Migration Master Plan in terms of revealing reasons behind the population changes.

### ***How should the Migration Story be written?***

For the Migration Story, the city's population and migration data shall be obtained as of a starting date which has been determined. It is possible to access the most of this data from TUİK (Turkish Statistical Institute), Regional Plans of Development Agencies, Strategic Plans of Municipalities and/or other research reports. Below is a list of some data to be used for editing the story:

- Population density, population pyramid by age and sex, average household size (change measured following the determined starting date)
- Population growth rate (it can be compared to Turkey and regional provinces) (change throughout the years as of the date taken as basis)
- Fertility rate (change throughout the years as of the date taken as basis)
- Province's/District's population projection (development agency data available)
- Urbanization data (TUİK), rural and urban population (change throughout the years as of the date taken as basis)
- Migration received - net migration and net migration speed (change throughout the years as of the date taken as basis)
- Provinces where migrants come from, and where its inhabitants emigrate – (gender disaggregated) (change throughout the years as of the date taken as basis)
- Population and migration estimations in the development agency's documents.
- Population-migration reflections in municipality's strategic plans, spatial plans.

It is time to make stories of these data after acquiring specified basic population and migration data.

The following questions can be utilized to edit a migration story:

- *What kind of population change has occurred in the past 40 years in your city? During this period, apart from stable changes, have there been other striking changes such as sudden population increase/decrease? If so, what can be the reasons for them?*
- *Has your city been the subject of intense domestic migration? Who were these people and where did they come from or where did they go? What are the milestones here?*
- *If there has been intense domestic migration in the past, what are the main attraction elements of your city?*
- *What can be said about your city's population and migration dynamics? What sort of trend is observed? (For instance, is the population aging? Is there a brain drain? Does the young population tend to leave the city?)*
- *What can be told about your city's demographic structure (population density, age and gender distribution)?*

*If an immigration issue is the focus (e.g.; Syrian immigrants):*

- *When did the massive Syrian immigration to your city begin? Which period is the most intensive? In the present day, what can be said about the demographic structure of the Syrian population?*

- Looking at the change in the Syrian population in your city over the years, what trend for the future is observed? Is your province/district already attracting Syrians? Or do the Syrians tend to leave your province/district to head towards other places? Is there information/data about this?

It will be useful to answer the aforementioned auxiliary questions with the help of a meeting to be held with the participation of relevant departments within the municipality. Major milestones regarding the city's migration chronology as a result of the research will be marked on a time/date chart as shown in the example below and shall be made visually readable.

#### WRITING A MIGRATION STORY

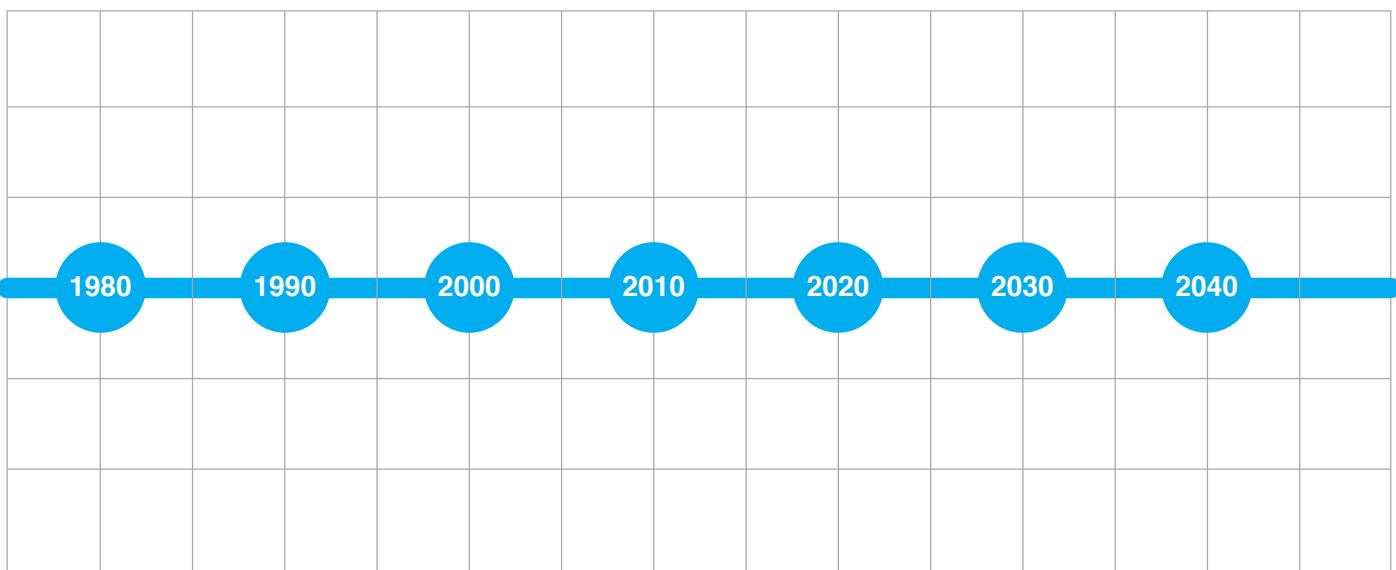


Figure 2: Migration Chronology

#### EXAMPLE OF A MIGRATION STORY (ORHANGAZI MUNICIPALITY)

It is understood that the first known immigration movement to the district took place with the Jelali revolts period. Following one of the commandments of Sultan Murat IV in 1635 prohibiting Armenian immigration to Istanbul, the Armenian population arriving from Central Anatolia settled in the region. These people were generally architects, craftsman, journeyman and crafters so they were able to settle easily and acquired the Muslim population's affection. In time, the Armenian population arriving in Turkish villages as workers became the majority in these villages. Despite the fact that Armenian villages in the district were established in later times when compared to other villages in Bursa region, the highest rate of Armenian settlement in this period was in Orhangazi. Even

the smallest Armenian village in Orhangazi has a population of over 1,000 and Yeniköy's population amounts to 12,000. This population deals with sericulture, carpet business and olive cultivation and they have enriched these industries due to their hard work..

Another migration movement took place between 1877 and 1905. Many of the immigrants colloquially called the “93 Immigrants” from Rumelia and Caucasia arrived after the 1877-78 Ottoman-Russian war, and settled in Bursa. 250 thousand acre land in Orhangazi was designated and immigrants were routed to these lands when the number of immigrants amounted to 60,254. Cretan immigrants settled in the Gölyaka location, Bosnians settled in Yeniköy and Cihanköy vicinity. Hamzali town was established by the Georgians who arrived during these years. In addition, 70 households in Güneyköy, formerly affiliated with Orhangazi, were established by Dagestani immigrants. In the City Center and Arapzade Mosque vicinity 177 houses of Bulgarian immigrants were settled. During the settlement of the migrants, there were problems and even conflicts between the immigrants and the locals and among the immigrants. A cultural problem rose due to the fact that Caucasian, Albanian and Bosnian immigrants do not speak Turkish and therefore, in 1903, an “Immigration Commission” was established in Orhangazi.

On September 20, 1919, various massacres were carried out by the Greeks in Orhangazi, which was under the occupation of the Allies and in 1921 city was totally devastated and all citizens in Orhangazi were first brought to Gemlik and then to Istanbul. Orhangazi survived the enemy invasion on September 10, 1922 however since the town's burned, former town center was moved to Gürle for 2 years and the majority of exiled Orhangazi citizens preferred to stay in Gemlik and Istanbul. When Armenians who suffered as much damage as the Turks during the Greek occupation left the region permanently, immigrants from Thessaloniki settled in the region. The fact that the Armenian immigrants, who were artisans and who made a serious contribution to the economy of the district and were hoping for the return of the Armenians, put Orhangazi town in a difficult situation.

All of these migration movements were followed by immigrants coming from Bulgaria after 1951 and Macedonia after 1955. Hürriyet (Freedom) neighborhood was established for immigrants, however the positioning of the neighborhood was isolated from the city prevented immigrants from being integrated with the city for long years. They have continued with these differences for a long time period by designating separate areas and by establishing separate football teams.

In the 1970s, with the increase in industrial activities, this time Anatolian immigrants started to move to the district. First, a group of people from Erzurum started to settle in Arapzade Neighborhood however failed to adapt to the city's culture. Intense migration coming from Erzurum when this group achieved full integration with the city's culture caused local – immigrant conflicts in Orhangazi to continue. During these years, the locals and the

Bulgarian and Macedonian immigrants shared a common attitude towards the Anatolian immigrants and Anatolian immigrants, primarily the immigrants from Black Sea affected other immigrant groups, causing cultural clashes in the city. Besides this partial problem which is still continuing in the region Anatolian and Black Sea immigrants intensely building their houses in the plains also caused damage to farming land.

Orhangazi welcomed those forced to migrate in 1989. Due to the fact that their relatives lived in Orhangazi, the majority of immigrants who came through this forced migration have settled in Orhangazi. This time just like in Bursa a serious housing problem began in Orhangazi. Bursa governorate succeeded in solving this problem by building Soydaş Kent (“Compatriot City”), mass housing with the support of Emlak Bank.

If we generally assess these migration movements, no plans were prepared before and after any immigrant influx to Orhangazi and the district was always caught unprepared. Currently there is still no effective plan for Syrian refugees.

There can be an intense migration flux from Anatolia if a new industrial zone is planned for the district with increasing importance by completing the Gebze – Orhangazi – İzmir Highway. Orhangazi district is already struggling to incorporate Anatolian and Syrian immigrants in its structure and may experience some new changes when facing the new and strong migration flux. These changes can be predicted as the reduction of agricultural efficiency, destruction of İznik Lake basin, illegal housing on the plain and also cultural conflicts. For this reason, it will be beneficial to make plans ahead of time in the face of new migration waves and to develop social and cultural projects for integrating refugees and immigrants with city culture.

## **EXAMPLE OF A MIGRATION STORY (SULTANBEYLI MUNICIPALITY)**

According to historical records Turks from Bulgaria arrived in Sultanbeyli in 1937-1938. Due to this migration, the spatial and settlement factors in Sultanbeyli changed markedly. Increasing population in time due to migration and various reasons accelerated Sultanbeyli's conversion from farm to village status. That is, approximately within twenty years Sultanbeyli recorded a rapid development in terms of both population and spatial change. By the year 1957 when Sultanbeyli district changed its status from farm to village, a remarkable increase of the population has been observed. In 1960, the majority of the people living in Sultanbeyli, which consisted of 70 households, were immigrant families. Settlement of immigrants play a significant role for Sultanbeyli's establishment and development however it was not possible to find any official record for this immigrant settlement. On the other

hand, the results of intensive migration following the trend of urbanization in the 1970's from rural to urban areas are apparent. There has been also a severe population influx from Turkey's various regions. Many people arriving from Anatolia's different regions who found Sultanbeyli as suitable culturally and socio-economically when compared to other regions of Istanbul preferred to settle in Sultanbeyli. Immigrants, mainly from the Black Sea and Eastern Anatolia, live in Sultanbeyli. Those immigrating due to political reasons were added to those arriving in the city with the hope of finding a job after the 90's. In addition to this; there has been a foreign population (Iraqi, Afghan) since the 2000's in Sultanbeyli, the district has hosted a large Syrian refugee population since 2014.

When Sultanbeyli district is examined in the long term, it is in a position of both receiving migration and having its population emigrate. When population rates are considered throughout the years we observe that it continuously receives immigration. As Istanbul continues to grow and receives migrants, Sultanbeyli gets its share from the development. This settlement area being relatively far away from the city center, is generally preferred by persons with a lower income level; however today it also accommodates various upper level income groups. With Istanbul not having a single city center, spreading development to the whole city; education, transportation and social means are also spread across the city, and Sultanbeyli with its relatively lower rental rates has become more preferable. Therefore, we can say that it has been a district open to immigrants before the Syrian immigrants' arrival in the city. However, what is meant here is mainly domestic migration.

## **2<sup>nd</sup> Phase: Resilience Assessment (Assessing Today)**

Resilience Assessment takes place in the second stage of the Migration Master Plan study, after the Migration Story. Resilience Assessment is mainly a current status analysis by municipalities in the context of migration and is a unique assessment tool to enable them to increase their corporate capacity in the face of migration and its' effects. Before moving on to how this tool is used, the concept of resilience needs to be well understood in the context of migration.

### ***What is “Resilience”?***

Resilience is a word derived from the Latin word “resilire” meaning<sup>3</sup>, “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”<sup>4</sup>.

<sup>3</sup> 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.).

<sup>4</sup> Nese Kumral, Mehmet Güclü, Gizem Umut Doğan. 2012. Regional Strength, Resilience Turkey Level 2 An Application.

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.

### ***What is the 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 immigration 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.

Thematic Areas	
<b>01</b> <b>Urban Infrastructure and Environment</b>	Drinking Water Supply Waste Water Treatment Environment Sanitation/Health Solid Waste Management Transportation Infrastructure (construction, maintenance, repair, etc. ) Park and Green Areas Access to Public Areas Housing-Accommodation Energy (electricity, natural gas, etc.)
<b>02</b> <b>Urban Services</b>	Transportation Services Urban Planning Collecting / Using Data and Statistics Urban Information System Public Security Municipal Police Fire Department Emergency Aid /Rescue Protection and Tourism Funerals and Cemeteries



Figure 3: Thematic Areas for Resilience Assessment

The assessment study 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 study 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 this framework, the resilience assessment study 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.

### How is the Resilience Assessment carried out?

The Resilience Assessment study is configured with three basic questions (Figure 4).

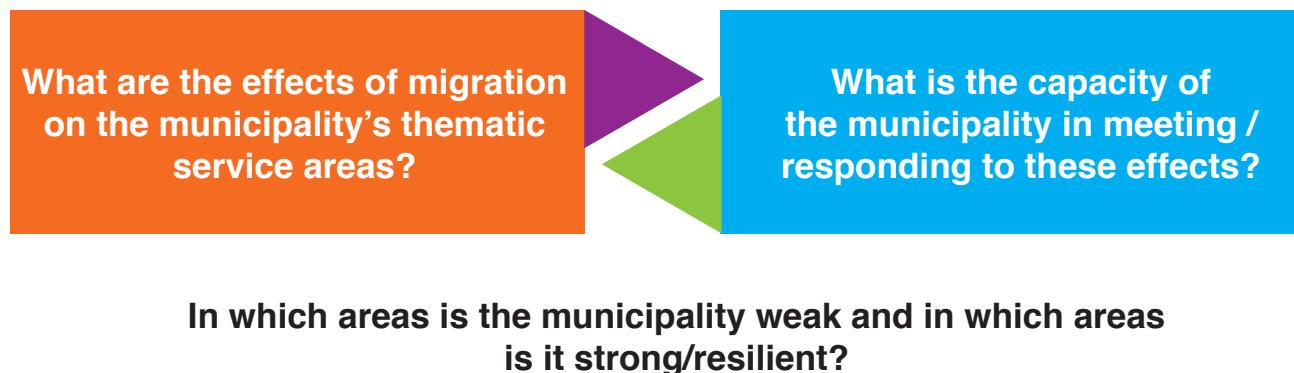
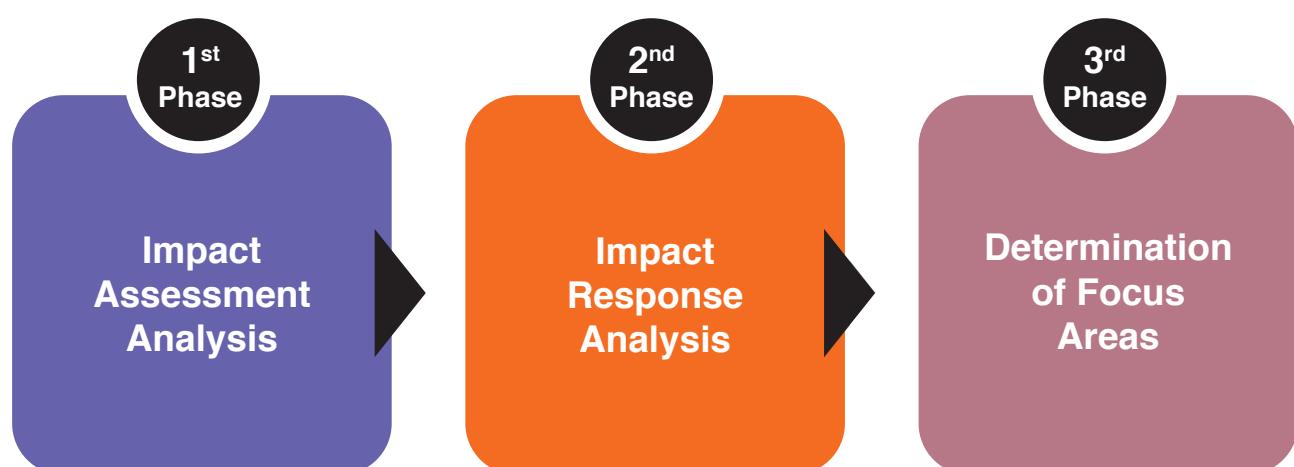


Figure 4: Basic Questions for Resilience Assessment

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:



## Impact Assessment Analysis (1<sup>st</sup> Phase)

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 study. 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		1 2 3 4 5	(+) (-)			
2		1 2 3 4 5	(+) (-)			
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	(+) (-)			
37		1 2 3 4 5	(+) (-)			
38		1 2 3 4 5	(+) (-)			
39		1 2 3 4 5	(+) (-)			

Table 1: 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).

No.	Thematic Areas	Impact Level 1: Very few 2: Few 3: Medium 4: High 5: Very High	Impact Direction (+) Positive (-) Negative	Description of the Impact	Sources of Impact Measurement and Verification (Indicators)	Estimated Budgetary Size of Impact
1		1 2 3 4 5	(+) (-)			
2		1 2 3 4 5	(+) (-)			
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	(+) (-)			
37		1 2 3 4 5	(+) (-)			
38		1 2 3 4 5	(+) (-)			
39		1 2 3 4 5	(+) (-)			

Table 2: 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 study? 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 the 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 high levels (4 and 5) are in the 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 Indicator 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 a study which is not based on persuasion but a study 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).

# 03

How is the Migration Master Plan prepared?

No.	Thematic Areas	Impact Level 1: Very few 2: Few 3: Medium 4: High 5: Very High	Impact Direction (+) Positive (-) Negative	Description of the Impact	Sources of Impact Measurement and Verification (Indicators)	Estimated Budgetary Size of Impact
1		1 2 3 4 5	(+) (-)			
2		1 2 3 4 5	(+) (-)			
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	(+) (-)			
37		1 2 3 4 5	(+) (-)			
38		1 2 3 4 5	(+) (-)			
39		1 2 3 4 5	(+) (-)			

Table 3: Impact Assessment Analysis – Step 2

In this step the following questions 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 as 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 123. When this amount is compared to that of today, with Syrians living within our city this corresponds to an increase of 101 TL."*

Examples from 2 pilot municipalities are presented for the following impact assessment analysis. However, a wider impact assessment is attached, See Annex-2 to this guidebook to view the pilot municipality's work involving all thematic areas.

### **EXAMPLE OF IMPACT ASSESSEMENT ANALYSIS (ADANA METROPOLITAN MUNICIPALITY)**

33 thematic areas that were affected by Syrian migration in service areas of Adana Metropolitan Municipality are aligned in the following table from most effective area to less effective area, along with their level of impact.

No.	Thematic Areas	Impact Degree 1: Very few 2: Few 3: Medium 4: High 5: Very high	Impact Direction (+) Positive (-) Negative
1	Municipal Police	1 2 3 4 5	(+) (-)
2	Parks and Green Areas	1 2 3 4 5	(+) (-)
3	Education	1 2 3 4 5	(+) (-)
4	Employment Environment	1 2 3 4 5	(+) (-)
5	Data and Statistics Collection/Use	1 2 3 4 5	(+) (-)
6	Housing-Accommodation	1 2 3 4 5	(+) (-)
7	Environmental Sanitation/Health	1 2 3 4 5	(+) (-)
8	Language Education	1 2 3 4 5	(+) (-)
9	Decision Making Mechanisms	1 2 3 4 5	(+) (-)



# 03

How is the Migration Master Plan prepared?



No.	Thematic Areas	Impact Degree 1: Very few 2: Few 3: Medium 4: High 5: Very high	Impact Direction (+) Positive (-) Negative
10	Public Security	1 2 3 4 5	(+) (−)
11	Corporate Coordination (and Public Corporation)	1 2 3 4 5	(+) (−)
12	Public Affairs and Communication	1 2 3 4 5	(+) (−)
13	Drinking Water Supply	1 2 3 4 5	(+) (−)
14	Energy (Electricity, natural gas, etc.)	1 2 3 4 5	(+) (−)
15	Budget and Expenditures	1 2 3 4 5	(+) (−)
16	Solid Waste Management	1 2 3 4 5	(+) (−)
17	Urban Planning	1 2 3 4 5	(+) (−)
18	Health Service	1 2 3 4 5	(+) (−)
19	Personnel Structure	1 2 3 4 5	(+) (−)
20	Access to Public Areas	1 2 3 4 5	(+) (−)
21	Human Rights	1 2 3 4 5	(+) (−)
22	Entrepreneurship	1 2 3 4 5	(+) (−)
23	Transportation Infrastructure (construction, maintenance, repair, etc.)	1 2 3 4 5	(+) (−)
24	Waste Water – Treatment	1 2 3 4 5	(+) (−)
25	Urban Information System	1 2 3 4 5	(+) (−)





No.	Thematic Areas	Impact Degree 1: Very few 2: Few 3: Medium 4: High 5:Very high	Impact Direction (+) Positive (-) Negative
26	Transportation Services	1 2 3 4 5	(+) (-)
27	Fire Department	1 2 3 4 5	(+) (-)
28	Protection and Tourism	1 2 3 4 5	(+) (-)
29	Culture and Arts	1 2 3 4 5	(+) (-)
30	Funerals and Cemeteries	1 2 3 4 5	(+) (-)
31	Welcoming the Immigrants	1 2 3 4 5	(+) (-)
32	Gender Equality	1 2 3 4 5	(+) (-)
33	Participation (Citizens /NGOs)	1 2 3 4 5	(+) (-)

Municipal police services are among the most affected areas of Adana Metropolitan Municipality. In the city center, especially in traffic, the number of complaints about Syrian beggars has significantly increased. Municipal inspections increased to maintain order. Personnel costs for municipal police services and material, equipment purchasing costs have increased in 2018 when the Syrian immigrant population is taken into consideration. In addition, Syrians also operate unlicensed buffets and workplaces throughout the province, employ illegal workers and engage in commercial activities. 565 unlicensed workplaces were addressed during the inspections carried out in 2018.

Another service area of our municipality that was greatly affected is parks and green area services. The area of green areas maintained is 14.540.762 per m<sup>2</sup>, per person, which had decreased due to the population increase. Routine activities of the Department of Parks and Green Areas are negatively affected by the carelessness of Syrian immigrants. Destruction and damage have increased in urban furniture and public areas. Maintenance and repair costs have generally increased.

Another area with the highest degree of impact has been assessed to be in the education area. Syrian immigrants are receiving more and more benefits from the services provided by the municipality for citizens in need with their increasing population. This situation poses an obstacle while trying to ensure other citizens' access to social harmony and opportunities. As the number of Syrian immigrants among the beneficiaries increase, the demand for education facilities and youth centers and their maintenance and repair have also recorded a significant increase. Music, dance, etc., workshops decreased in youth centers and in centers where support for formal education and psychological counseling and culture and arts training are provided,

#### **EXAMPLE: SARIÇAM MUNICIPALITY**

No.	Thematic Areas	Impact Degree 1: Very few 2: Few 3: Medium 4: High 5:Very high	Impact Direction (+) Positive (-) Negative	Describing the Impact	Sources of Impact Measurement and Verification (Indicators)	Estimated Budgetary Size of Impact
1	Environmental Sanitation/ Health	1 2 3 4 5	(+) (-)	Sanitation services remained insufficient, environmental pollution increased in the streets.	Increase in the number of complaints about environmental sanitation, decrease in service satisfaction, increase in the amount of waste collected, increase in the filling frequency of garbage cans, etc..	- 200.000 TL Garbage Truck cost is 200.000 TL 400 garbage container cost.





No.	Thematic Areas	Impact Degree 1: Very few 2: Few 3: Medium 4: High 5: Very high	Impact Direction (+) Positive (-) Negative	Describing the Impact	Sources of Impact Measurement and Verification (Indicators)	Estimated Budgetary Size of Impact
2	Budget and Expenses	1 2 3 4 5	(+) (-)	Vehicle, personnel, fuel expenses	Vehicle, personnel, fuel expenses	- 1.017.000 TL
3	Solid Waste Management	1 2 3 4 5	(+) (-)	Increase in the amount of domestic waste, increase in plastic and paper waste. In addition, increase in solid waste disposed by the refugee camp	Records of Cleaning Work Directorate.	- Annual garbage collection vehicle expense 265.000 TL
4	Housing-Accommodation	1 2 3 4 5	(+) (-)	Camp is independent from the district, there is an increase in housing and rent prices in residential areas.	There are approximately 30,00 in the camp and 3.532 people in Incirlik and Suluca Neighborhood.	
5	Park and Green Areas	1 2 3 4 5	(+) (-)	Decrease in parks and green areas per person. Increased frequency of cleaning in parks and green areas.	Records of Parks and Green Areas Directorate	- 75.000 TL - Repair and maintenance of parks. Increasing cleaning costs of parks and green areas.



# 03

How is the Migration Master Plan prepared?



No.	Thematic Areas	Impact Degree 1: Very few 2: Few 3: Medium 4: High 5: Very high	Impact Direction (+) Positive (-) Negative	Describing the Impact	Sources of Impact Measurement and Verification (Indicators)	Estimated Budgetary Size of Impact
6	Personnel Structure	1 2 3 4 5	(+) (-)	Increasing the number of Personnel in Directorate of Cleaning Services and Directorate of Parks and Green Areas	Directorate of Cleaning Services and Directorate of Parks and Green Areas personnel inventory.	- Annual personnel cost 144.000 TL
7	Waste water treatment	1 2 3 4 5	(+) (-)	Sewage area constructed in camp area. Increased burden of sewage in Incirlik Kemalpaşa line, and floods being caused.	Turkuaz Call Center complaints records,	- 170.000 TL
8	Collection/Use of Data and Statistics	1 2 3 4 5	(+) (-)	There is no statistical data for immigrants inside the camp and in the district center.	Limited data from the Directorate General of Migration Management (DGMM)	



No.	Thematic Areas	Impact Degree 1: Very few 2: Few 3: Medium 4: High 5:Very high	Impact Direction (+) Positive (-) Negative	Describing the Impact	Sources of Impact Measurement and Verification (Indicators)	Estimated Budgetary Size of Impact
9	Municipal Police	1 2 3 4 5	(+) (-)	Burden especially in areas such as peddling, opposition to health and hygiene rules, establishing unlicensed workplaces, begging has increased.	Call Center, Turkuz Desk, Municipal data.	
10	Burial and Cemeteries	1 2 3 4 5	(+) (-)	Funeral services are standard service for people living in the district center and the demands in this area have increased.	Records of the Directorate of Social Assistance.	- 7.000
11	Social Service and Aid	1 2 3 4 5	(+) (-)	Tent, chairs, tables, samovar, tea, sugar, cups, spoons, meals being provided, funeral transport is among the primary services.	Records of Directorate of Social Assistance.	- 20.000



No.	Thematic Areas	Impact Degree 1: Very few 2: Few 3: Medium 4: High 5: Very high	Impact Direction (+) Positive (-) Negative	Describing the Impact	Sources of Impact Measurement and Verification (Indicators)	Estimated Budgetary Size of Impact
12	Education	1 2 3 4 5	(+)	We have school repair and maintenance services in the town center, we provide those beginning primary school with school stationery and student bags sets.	Records of Directorate of Press and Public Relations	- 3.000

### ***In-Depth Analysis***

When a more in-depth view is sought with impact assessment analysis, the phase (arrival, settlement or cohabitation) of the migration can be considered. Impacts during the arrival phase can be assessed as “realized impacts”, impacts during the settlement phase as “ongoing impacts/continuing impacts” and impacts during the cohabitation phase should be assessed as “potential impacts”. The following table can be used for this analysis:

				Initial Arriving Phase (A)		Settlement Phase (S)			Cohabitation Phase (C)
No.	Thematic Areas	Scoring 1: Very Few 2: Few 3: Medium 4: High 5: Very high	Migration phase	Impacts of Migration	Measuring-Verification	Impacts 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						

Table 4: Assessing Impact According to Migration Phase

### Impact Response Analysis (2<sup>nd</sup> Phase)

Impact response analysis is a tool used to measure municipalities' capacity to face the impacts of migration and to respond to these impacts. It is suggested that the following table is completed for the impact response 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

Table 5: Impact Response Analysis

### Step1: 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	2	3	4	5
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

Table 6: 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 immigrants? (If possible, it would be beneficial to draw up a chronological study of the work carried out since that time.) Which departments 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 which 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

Table 7: Impact Response Analysis– Step 2

The following questions can be addressed in this step:

- Which 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)	<b>Level of Impact Response</b> 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

Table 8: 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?

### SAMPLE IMPACT COMPARISON ANALYSIS (REYHANLI MUNICIPALITY)

#### What we achieved/what we did not achieve

We are glad that:

- We have recruited 20 Municipal Police and 10 V.H.K.İ. (Data Preparation and Control Operators) seconded to the Municipal Police Directorate in 2014-2015,
- We have purchased 2 solid waste collecting vehicles, 1 truck and 2 personnel transport vehicles for the Cleaning Services Directorate,
- We have purchased 3 trucks, 1 pickup truck for the Directorate of Technical Work,

- Since in general Reyhanlı is exposed to and accommodates excessive and uncontrolled refugee entry all future oriented plans and projects remained insufficient. Work we were glad we carried out and spent large funds on a year ago remain insufficient and makes us wish that we had taken even bigger action, we can see that all the activities we have taken and done in the last 4-5 years are insufficient. That being the case it is difficult to assess that we are successful in any field.

We wish that:

- We developed the city's infrastructure/superstructure according to the needs of asylum seekers to be prepared for the sudden increase in population.
- We had sheltered an intense amount of asylum seekers in a certain part of the city in a way that would not harm citizens and workplaces.
- We could make the conditions for Turkish citizenship less encompassing, real estate and immovable assets purchases and prevent just any asylum seeker from buying real estate and immovable assets.
- We applied more effective conditions to the establishment and operation of important enterprises such as establishing a business, operating, food manufacturing and selling to asylum seekers.
- We could have moved asylum seekers in settlements with an excessive number of asylum seekers like Reyhanlı to provinces and districts receiving no immigration with state support.
- We could increase the number of all municipal staff and vehicles. (Our municipality is not able to recruit personnel due to budget limitations.)
- We could benefit more from external sources (grant funds and projects).
- We could benefit from support activities such as grants, projects, technical tools and personnel of other provincial or district municipalities that were not affected by the migration events.
- We had project development, technical and expert personnel support that are needed by our municipality.

### Determination of Priority Areas (3<sup>rd</sup> Phase)

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 areas 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	Impact Degree	Impact Response Level	Result
	1: Very Low 2: Low 3: Medium 4: High 5: Very High	1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	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

Table 9: Results Table for 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. Special care should be made for the development of sustainable/ permanent solutions and to make the municipality stronger and more resilient in the face of other possible future waves of migration.

### EXAMPLE FOR DETERMINING FOCUS AREAS (MEZITLI MUNICIPALITY)

Thematic Areas	Impact Degree 1: Very Low 2: Low 3: Medium 4: High 5: Very high	Impact Response Level 1: Very Weak 2: Weak 3: Medium 4: High 5: Very High	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Environmental Sanitation/Health	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Budget and Expenses	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
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
Anti-Discrimination	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Data and Statistics Collection/ Use	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Corporate Coordination	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
Culture and Arts	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Housing-Accommodation	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
NGOs/International Organizations /Private Sector	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
Health Service	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
Professional Skills	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Language Learning	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





Thematic Areas	Impact Degree 1: Very Low 2: Low 3: Medium 4: High 5: Very high	Impact Response Level 1: Very Weak 2: Weak 3: Medium 4: High 5: Very High	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Transportation Infrastructure (construction, maintenance, repair, etc.)	1 <span style="color: green;">2</span> 3 4 5	1 2 3 <span style="color: green;">4</span> 5	1 2 3 <span style="color: green;">4</span> 5
Funerals and Cemeteries	1 <span style="color: green;">2</span> 3 4 5	1 2 3 <span style="color: green;">4</span> 5	1 2 3 <span style="color: green;">4</span> 5
Employment Environment	1 <span style="color: green;">2</span> 3 4 5	1 2 <span style="color: green;">3</span> 4 5	1 2 <span style="color: green;">3</span> 4 5
Public Affairs and Communication	1 <span style="color: green;">2</span> 3 4 5	1 <span style="color: green;">2</span> 3 4 5	1 2 3 <span style="color: green;">4</span> 5

Table 10: Result Table for Resilience Assessment

Focus points determined as a result of the above table are as follows:

- Budget and Expenses
- Data and Statistics Collection/Use
- Trade and Industry
- Anti-Discrimination
- Municipal Police
- Environment Cleaning and Health

The final phase of the Migration Master Plan is characterized as strategy development. This stage includes solutions developed in the focus areas (i.e., intervention areas) determined as a result of the resilience assessment. Here the essential purpose is to identify the needs (strategies) to become more resilient, prepared and prudent in the face of migration and the effects of migration by considering the city's migration (past) and the municipality's current status in the face of the effects of migration.

Before advancing to the strategy development phase, some issues related to the resilience assessment should have been completed. Within this framework, the following checklist can be used:

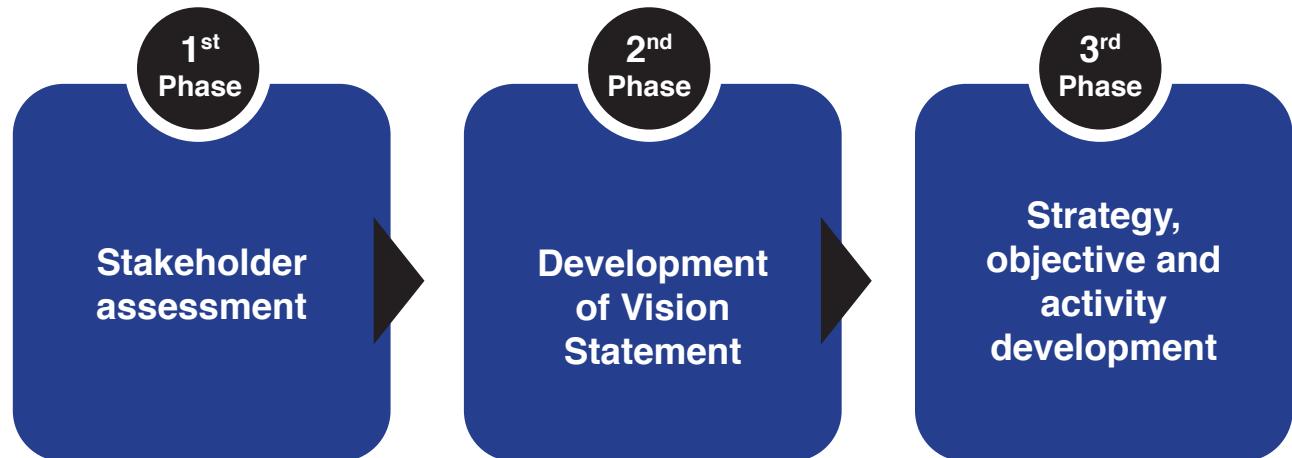
# 03

How is the Migration Master Plan prepared?

Subjects	Yes	No
• Contributions from the relevant departments in the municipality obtained during resilience assessment study		
• “Internal consistency” check was made between the steps during the resilience assessment work so consistency is ensured (e.g., eliminating inconsistencies such as specifying thematic areas identified as focus areas as low-impact during impact assessment)		
• “Focus areas” in the framework of resilience assessment study were determined, justification has been made and supported with concrete data.		
• Municipality senior management was informed about the focus areas designated within the framework of the resilience assessment.		

Table 11: Control List Before Strategy Development Phase

The strategy development phase of the Migration Master Plan consists of 3 main steps:



## 1<sup>st</sup> Step: Stakeholder Assessment

This step identifies critical stakeholders<sup>5</sup> in each focal area identified within the framework of the Resilience Assessment. These stakeholders are important in terms of cooperation for designating and implementation of strategies/activities to be developed in the framework of the Migration Master Plan.

### How is a Stakeholder Assessment Carried Out?

Please follow these implementation steps for stakeholder assessment in the identified focus areas:

**a. Creating a long stakeholder list:** Firstly; create a long list of stakeholders under certain categories (such as municipalities, city councils, NGOs, other public institutions, universities, citizens). You can create a list just like the following example:

Focus Area: .....	
Category	Stakeholder
Municipality	<ul style="list-style-type: none"> <li>• Major</li> <li>• .... Department Head</li> <li>• .... Director</li> <li>• ...</li> </ul>
City Council	
Other Public Institutions	
NGOs	
University	
Citizens	

<sup>5</sup> The term stakeholder is defined as “any individual, group, organization or organization affecting or that is affected by policies, programs, projects and practices.”. The term “stakeholder” defined here means institute/organizations and/or groups to be cooperated with/being critical especially in the Migration Master Plan development process.

This list should be as precise as possible, a comprehensive list should be created, being careful not to omit any important stakeholders.

**b. Analyzing:** After, prioritize stakeholders in the categorized stakeholder list according to two criteria:

**Reference/Interest** - more interested stakeholders are usually those directly affected (low-high interest)

**Power/Effect** - stakeholders with official or informal power (low-high power) affecting the decision in the designated area.

Category	Stakeholder	Reference /Interest		Power/Effect	
		High	Low	High	Low
Municipality	• ...				
	• ...				
	• ...				
City Council					
Other Public Institutions					
NGOs					
University					
Citizens					

Table 12: Stakeholder Analysis

In the table above, you can give your stakeholders a score of 1 to 5 based on their level of interest / power. E.g. 1 - very low; 5 - very high. You can carry out stakeholders mapping by transferring your stakeholders rating to a table like the one below:

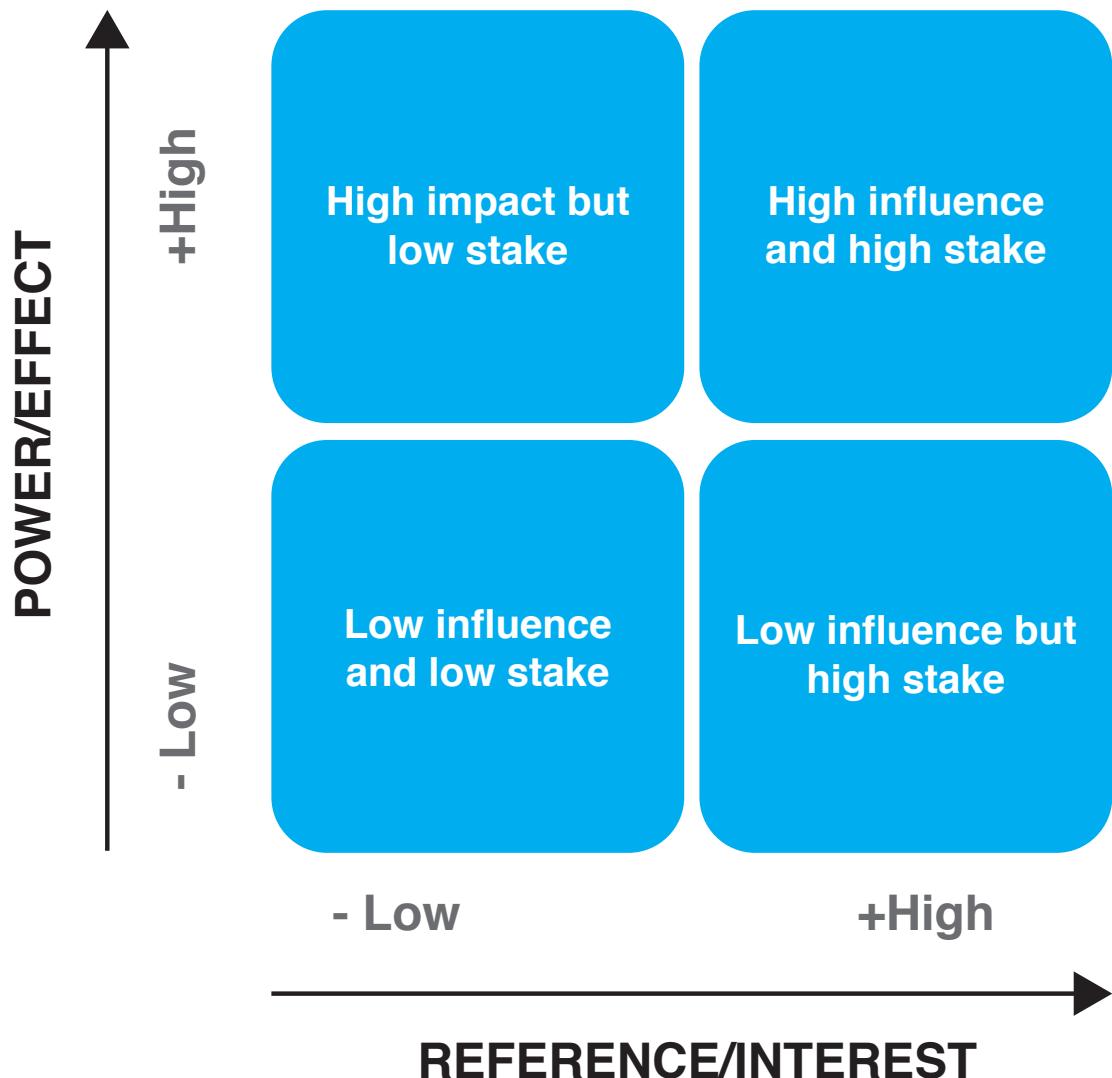


Figure 5: Stakeholder Assessment

After completing the prioritization, it is necessary to consider what this means for the Migration Master Plan. The following matrix can be used to connect priority areas to implementation and to use this information in the Migration Master Plan:

Reference / Interest Power / Effect	LOW	HIGH
HIGH	<b>Satisfy</b> <ul style="list-style-type: none"> <li>• Include in the focus area &amp; as a guide for this issue</li> <li>• Try to raise the level of interest, ensure them to be key players</li> </ul>	<b>Key player</b> <ul style="list-style-type: none"> <li>• Key players, focus efforts on this group</li> <li>• Involve in the governance / decision making organs</li> <li>• Involve &amp; regularly consult</li> </ul>
LOW	<b>Least significant</b> <ul style="list-style-type: none"> <li>• Minimum effort</li> <li>• Inform via general communication means</li> </ul>	<b>Show interest</b> <ul style="list-style-type: none"> <li>• Inform &amp; guide in the field of interest</li> <li>• Potential supporter</li> </ul>

Figure 6: Stakeholder interest-effect matrix

Finally, following the implementation steps outlined above, key stakeholders in each focus area can be identified and moved to the following table:

	Critical Stakeholders
Focus Area 1	<ul style="list-style-type: none"> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>
Focus Area 2	<ul style="list-style-type: none"> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>
Focus Area 3	<ul style="list-style-type: none"> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>
Focus Area ...	<ul style="list-style-type: none"> <li>• ...</li> <li>• ...</li> <li>• ...</li> </ul>

Table 13: Key Stakeholders and Focus Areas

Stakeholder assessment is not only a beneficial tool for strategic purposes, but is a tool that can be beneficial for the most effective execution of the planning process. For this reason, it is very important to obtain ideas in the process of strategy development by paying special attention to the groups that appear as key actors in the above matrix.

### **EXAMPLE OF STAKEHOLDER ASSESSMENT (SEYHAN MUNICIPALITY)**

Category	Stakeholder	Reference/Interest		Power/Effect	
		High	Low	High	Low
Municipality	• Mayor	X		X	
	• Municipal Directorate	X		X	
	• Social Aid Directorate	X		X	
	• Strategy Development Directorate		X		X
	• Foreign Relations Directorate	X		X	
	• Directorate of Technical Work	X		X	
	• Parks and Gardens Directorate	X		X	
City Council		X			X
Other Public Institutions	• Adana Governorate	X		X	
	• Seyhan Governorship	X		X	
	• Adana Metropolitan Municipality	X		X	
	• Provincial Authority				
	• Provincial Directorate for National Education	X		X	
	• Provincial Health Directorate	X		X	
	• Public Education Center				
	• Security Directorate	X		X	
	• Provincial Directorate of Family and Social Policies			X	
	• İŞ-KUR	X		X	
	• Çukurova Development Agency	X		X	



# 03

How is the Migration Master Plan prepared?



Category	Stakeholder	Reference/Interest		Power/Effect	
		High	Low	High	Low
NGOs	• ASO		X		X
	• ATO		X		X
	• KOSGEB		X		X
	• Support to Life Association	X			X
	• SGDD	X			X
	• Development Workshop	X		X	
	• Kızılay	X			X
	• Blue Pencil Association	X		X	
	• UNHCR	X		X	
	• UN - ILO	X		X	
	• UNDP	X		X	
	• UNICEF	X		X	
	• UNWOMEN	X		X	
	• UN - IOM	X		X	
	• GIZ	X		X	
University	• Çukurova University		X		X
	• Alpaslan Türkeş University		X		X
Citizens		X			X

## 2<sup>nd</sup> Step: Development of Vision Statement

One of the important steps of the Migration Master Plan is to formulate the expression of a “vision statement”. This will be determined in the framework of the Migration Master Plan, the future envisaged by a municipality in dealing with migration; and each suggestion revealed in the plan is intended to realize this vision. Therefore the vision statement developed in one sense is the “primary objective”; directing the change and serving as a guide for the Migration Master Plan.

It is the duty of the municipality and domestic stakeholders to determine the vision within the framework of the Migration Master Plan; however if preferred, it is possible to execute the whole process by also involving key external stakeholders.

### How is the Vision Statement Improved<sup>6</sup>?

It is necessary to consider the resilience assessment study as a whole, institutional capacity assessments and the current approaches when determining the vision for the Migration Master Plan. There is nothing wrong with the vision statement being assertive; because this is not an expected result but constructs a dream of the future which the municipality is a part of. However, on the other hand, the vision has to be attainable. The vision statement should be easy to understand and include a clear expression of goals.

The most basic questions to be used to designate vision are as follows:

- *What is your intended future projection with the Migration Master Plan?*
- *What do you want to accomplish with the Migration Master Plan?*

### EXAMPLE OF A STAKEHOLDER ASSESSMENT (SEYHAN MUNICIPALITY)

Our vision in the framework of the Migration Master Plan is for Reyhanlı to be a prosperous, comfortable and peaceful place with a powerful economy where new solutions are deployed to provide new job opportunities and employment growth instead of lost earnings created by the border trade in Syria before the civil war. In addition it is to eliminate housing, trade and physical infrastructure problems caused by migrants.

<sup>6</sup> For more detailed information on Vision development see, “Strategic Planning Guide” prepared by Republic of Turkey Strategy and Budget Presidency”: [http://www.sp.gov.tr/upload/xSpKutuphane/files/2nABM+Belediyeler\\_Icin\\_Stratejik\\_Planlama\\_Rehberi.pdf](http://www.sp.gov.tr/upload/xSpKutuphane/files/2nABM+Belediyeler_Icin_Stratejik_Planlama_Rehberi.pdf)

### 3<sup>rd</sup> Step: Strategy, Objective and Activity Development

Strategy, target and activity development process within the framework of the Migration Master Plan is the most critical phase of the MMP, thus it shall be determined in this phase how and in what manner to intervene in the focus areas emerging as a result of the resilience assessment.

#### How to Develop Strategy, Objective and Activity?

**a. Strategy Development:** Strategies<sup>7</sup> are broad and comprehensive approaches that help to achieve the main objective of the MMP; it defines the route to follow for the solution of the main problem areas which we have defined. In general, different methods can be used to determine strategy; however, in this guidebook, it is proposed to develop a “strategy” for the MMP study by utilizing the SWOT analysis, which is very familiar with the municipalities and frequently used in strategic planning processes. The main reason for preferring this method is the necessity of developing the most realistic strategies within the framework of the existing institutional capacities.

In this framework, initially a SWOT analysis is made for each focus area determined as a result of resilience assessment. The following table can be used for this purpose:

Thematic Area: .....	
Strengths	Weaknesses
• ... • ... • ...	• ... • ... • ...
Opportunities	Threats
• ... • ... • ...	• ... • ... • ...

Table 14: SWOT Analysis

**Strengths:** (positive internal elements) These are internal characteristics controlled by the municipality and where the institution/unit is successful and importance is attached. Examples of strengths include the experience and skills of municipal employees, the level of ownership of senior management, and the strong partnerships of the municipality with other public institutions.

<sup>7</sup> Some institutions/international organizations (e.g., United Nations, European Union, World Bank, etc.) may use different terms to address the same frame in strategic planning processes. It can be observed that strategic purpose/concepts are used.

**Weaknesses:** (negative internal elements) These are the corporate deficiencies that prevent the municipality from reaching the purpose and objectives. In other words, these are the characteristics that needed to be changed by the municipality. For that reason, the question “What we can improve” should be focused on determining weaknesses. Examples of weaknesses include inadequate financial conditions, lack of knowledge and experience.

**Opportunities:** (positive external elements) External factors or situations possibly providing advantage within the institution or those out of the municipality’s control. It is necessary to consider how to take advantage of these opportunities. Some of the opportunities can be given those such as the increase of international funding sources in the area and the presence of many NGOs working in the field of migration.

**Threats:** (negative external elements) Elements that needed to be prevented or limited, which are realized beyond the municipality's control. Political, economic, sociocultural, technological or political factors that may affect the municipality should be evaluated within this scope. Examples of threats include economic crises, migration and population fluctuations, and changes in financial policies of funding agencies.

**Important note:** If too many focus areas emerge as a result of the evaluation of resilience, instead of performing a separate SWOT analysis for each focus area, a single SWOT analysis containing all focus areas can be performed.

#### How can we benefit from the SWOT Analysis?

Detailed information on how SWOT analysis can guide strategy determination shall be given in the following sections. A summary figure for how to reflect this analysis in the Migration Master Plan is given below:



Figure 7: Creating Strategies Using the SWOT Analysis

### SAMPLE SWOT ANALYSIS (ZEYTINBURNU MUNICIPALITY)

STRONG	POOR
1. Existence of AKDEM's current database and infrastructure 2. Capacity for relatively easy data acquisition (good communication with institutions) 3. Access of field personnel to unregistered foreigners 4. To be able to use the social assistance services provided by the municipality as a tool for data collection.	1. Lack of staff for site survey 2. Failing to integrate (SAYSIS and AKDEM) the current databases. 3. Database updating to be troublesome. 4. Having no technical information on other institutions' data bases. 5. Data exchange with other institutions not being systematic/ based on personal relations. 6. Insufficient resources for data collection and database development. 7. Personnel are not conscientious of data – to be considered as extra burden 8. To access any data/information only when migrants apply to municipality. 9. Municipality having weak capacity to direct (manage) international projects. 10. Insufficient information flow between Municipality's departments.
OPPORTUNITY	THREAT
1. Financial opportunities of international projects. 2. The availability of technologies facilitating data collection. 3. Existence of other municipalities' current work on database development. 4. High willingness of foreign institutions to cooperate	1. Failing to command the domestic procedures of the international institution 2. Those who are not registered are also not willing to be registered 3. High movement of refugees 4. Uncertainty of national policies 5. Risk of well-carried out programs making Zeytinburnu a center of attraction.

Strategy development from the SWOT Analysis:

Looking at the SWOT analysis, the most effective and easiest way to form a strategy is to create a SWOT interaction table. For this purpose initially most important strengths, weaknesses, opportunities and threats are selected from the SWOT table created in the previous phase, and are placed in the SWOT interaction table given as an example below. Thereafter possible interactions as a result of discussions are noted within the table.

The following questions can be used when completing the SWOT Interaction table:

- *What are the opportunities for us to take advantage of our strengths? (SO INTERACTION)*

- *What opportunities do we not benefit from due to weaknesses? Are there opportunities to reduce/eliminate weaknesses?* (WO INTERACTION)
- *Are there threats that might prevent us from taking advantage of our strengths? What threats can we overcome using our strengths?* (ST INTERACTION)
- *What are the threats we are more exposed to because of our weaknesses? What measures can we take? What are our weaknesses that we need to focus on first?* (WT INTERACTION)

<b>SWOT Interaction Table</b>	<b>Primary Strengths:</b> 1)... 2)... 3)...	<b>Main Weaknesses:</b> 1)... 2)... 3)...
<b>Particular Opportunities:</b> 1)... 2)... 3)...	These are strategies developed to take advantage of the opportunities offered by the external environment and strengths.	These are strategies developed to maximize the potential impacts of opportunities while minimizing the negative effects of weaknesses.
<b>Particular Threats:</b> 1)... 2)... 3)...	These are strategies to minimize the negative impact of threats to the external environment by using strengths.	These are strategies developed to minimize the negative effects of weaknesses and threats.

### SAMPLE INTERACTION MATRIX

<b>SWOT Interaction Table</b>	<p><b>Particular Strengths:</b></p> <ul style="list-style-type: none"> <li>1) Carrying out activities that may be supported by different directorates (such as kindergarten)</li> <li>2) Existence of Community Centers (depending on the Directorate of Social Support Services, 8 units, İzzetpaşa, Kuştepe, Cumhuriyet, Okmeydanı [ Turkish-Arabic translators, psychologists and lawyers within the scope of the social integration project carried out in cooperation with WALD], Feriköy, Dereboyu, Gülbağ, Halide Edip and Halil Rifat)</li> <li>3) Positive work carried out by the Immigration Center (In Abide-i Hürriyet).</li> </ul>	<p><b>Particular Weaknesses:</b></p> <ul style="list-style-type: none"> <li>1) Migration department working with insufficient personnel</li> <li>2) Insufficient municipal budget</li> <li>3) Collaboration of the Migration Center with just one NGO (dependency)</li> <li>4) Lack of variety of community center activities</li> <li>5) Many municipal departments are not aware of the impact of Syrian migration on the municipality</li> </ul>
<p><b>Particular Opportunities:</b></p> <ul style="list-style-type: none"> <li>1) NGOs need the partnership/contribution of local governments to use foreign funds</li> <li>2) In the understanding of social municipalities, external interest in various departments of the municipality (such as migration, equality)</li> <li>3) Expected positive change in the social and refugee-related policies of Istanbul Metropolitan Municipality</li> </ul>	<p>To spread the cooperation with WALD in Okmeydanı community center to other centers. To build cooperation with different NGOs.</p>	<p>To strengthen the communication, cooperation and coordination of the Migration Department with other directorates of Şişli Municipality and other municipalities.</p>
<p><b>Particular Threats:</b></p> <ul style="list-style-type: none"> <li>1) Uncertainty of migration policies at national level</li> <li>2) Declining external resources in the field of migration and difficulty in accessing them</li> </ul>	<p>To carry out joint projects with the contribution of NGOs without putting a financial burden on Şişli Municipality, using existing facilities (space allocation, transportation service, health service, trainings).</p>	<p>To provide capacity building trainings for the personnel of the Social Support Services Directorate to help them recognize the migration department and support them in their routine activities.</p>

Prioritizing Strategies:

Using the above methods, it is possible to use multiple tools to determine strategies. Therefore, within the framework of the current situation and the resources available, it is necessary to decide on the strategies that will best serve the objectives set during the planning period. For this reason, it is necessary to determine which criteria will be used in prioritization. Prioritized strategies shall be considered within the planning period. However, strategy development is a dynamic process. Non-priority strategies can take precedence under changing circumstances.

Some of the criteria given below can be used for strategy prioritization:

- Compliance with vision
- Relevant S-W-O-T interactions
- Alignment with current corporate capacity and resources
- Compliance with other strategies (supportive or complementary strategies)

### **b. Objective and Activity Setting:**

#### Setting the Objectives:

Strategies are broad and comprehensive approaches and guides. Targets, on the other hand, make progress more visible; they establish a link between strategies and activities and set the criteria for measuring change (success).

Objectives are the expression of estimated outputs and results within a defined period of time in terms of quality and quantity. Objectives should be expressed in terms of quantity and time as often as possible.

Each strategy is expected to involve 2-5 objectives. It is possible for a strategy to have one or more objectives, and in such cases it would be beneficial to review them in order to consolidate or divide objectives. It should be kept in mind that it would be hard to implement/monitor crowded and scattered plans.

Target expressions are not the activity, but the change that is being aimed for. It is possible to realize that change with multiple and different activities.

For example;

“*Making fresh water hygienic*” -> *Change (Objective)*

“*Repairing the sewage leak to provide fresh water*” -> *Action (Activity)*

“*To install a new sewage line*” -> *Action (Activity)*

“*To install a drinking water treatment system*” -> *Action (Activity)*

#### Setting the Activities:

Once the objectives have been set, the activities that are necessary for these objectives need to be determined. When determining activities, the sub-components that make up an activity should also be considered:

**Activity Name:** An activity is a concrete action that needs to be taken in order for a defined strategy or target to be realized and indicates the content of the work to be performed.

**Responsible Department:** Which municipality department will carry out/coordinate the activity, the party that is responsible for the implementation of that activity. In order to avoid confusion in the coordination, it is recommended that a single municipal department be designated for each activity in the MMP.

**Institution/ Organization for Cooperation:** Who will be supported or who will the activities be carried out in cooperation with. It may cover internal and external stakeholders. It is best to clearly express the organizations. (For example “..... Municipality” rather than «Municipalities » or “..... NGO” rather than NGOs”).

**Resource:** Refers to in-kind or cash resources allocated for carrying out a particular activity.

Time: During which time period does the activity take place. It must be consistent with the target / indicator. Interdependence between activities should be taken into consideration when planning the schedule. (For example, “Providing training on political participation to 300 women with support from the City Council’s Women’s Assembly with NGO X between 2018-2020”). If preferred, time planning can be illustrated on a table by creating a separate column for the time interval.

Components of the activity are brought together in the following activity table and suggestions for the Migration Master Plan will emerge:

<b>Focus Area 1: .....</b>					
<b>Strategy 1.1: .....</b>					
<b>Objective 1.1.1: .....</b>					
Activity Name	Responsible Department	Institute/ Organization for Cooperation	Time	Resource	Indicator
Activity 1.1.1:...					
Activity 1.1.2:...					
Activity 1.1.3:...					

Table 15: Migration Master Plan Activity Table

**SAMPLE ACTIVITY TABLE: MEZITLI MUNICIPALITY**

<b>Focus Area 3: Cleaning Services and Health</b>					
<b>Strategy 3.1: Improving the quality of cleaning services, circular economy programs in which urban waste can contribute to the economy; promoting preventive and therapeutic public health services</b>					
<b>Objective 3.1.1: Preventing visual pollution and waste from damaging the environment and human health and establishing safe waste collection points and systems</b>					
Activity Name	Responsible Department	Institutions/ Organizations for Cooperation	Time	Resource	Indicator
Activity 3.1.1.1: Slogans to improve environmental awareness	Cleaning Services Directorate	Plan Project Directorate	1 year	Equity	Number of applications
Activity 3.1.1.2: Preparing and distributing written materials such as educational guides, brochures, posters in order to inform the public about collection of solid waste programmes	Cleaning Services Directorate	Plan Project Directorate	6 months	Equity	Number of trainings implemented, attendance (women/men)
Activity 3.1.1.3: Obtaining support from local and migrant volunteer groups (especially those comprising women)	Public Relations, City Council	City Council, mukhtars	1 year	Equity, Foreign support, donations	Number of volunteers participating
<b>Strategy 3.2: Integration of good practices in environmental health in Mezitli</b>					
<b>Objective 3.2.1: Gradually eliminating unnecessary plastic waste and significantly reducing waste disposal in the ecosystem</b>					
Activity 3.2.1.1. Gradual elimination of disposable plastic waste at district level	Cleaning Services Directorate	Press Media, NGOs, Çevdosan	2 years	Foreign support, domestic resources	Increase in the number of recycled plastics
<b>Strategy 3.3: Raising awareness among the population about plastic consumption</b>					
<b>Objective 3.3.1: Determination of the target population</b>					
Activity 3.3.1.1. To inform students about recovery for women, children and men	Municipal Police Directorate and Cleaning Services Directorate	Press and media, muhtars, local and Syrian NGOs	1 year	Equity,	Number of women attending trainings





### Focus Area 3: Cleaning Services and Health

**Strategy 3.1: Improving the quality of cleaning services, circular economy programs in which urban waste can contribute to the economy; promoting preventive and therapeutic public health services**

**Objective 3.1.1: Preventing visual pollution and waste from damaging the environment and human health and establishing safe waste collection points and systems**

Strategy 3.4: Improving the urban environment as municipal infrastructure

Objective 3.4.1: Identifying neighborhoods with infrastructure problems

Activity 3.4.1.1 To investigate the different infrastructure problems in the neighborhoods where Syrians live and bring them to the attention of the relevant authorities.	Directorate of Technical Work	Metropolitan Municipality, MESKİ	1 year	Internal resources,	Number of streets improved with maintenance and repair work
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## Engendering the Migration Master Plan

### Why is it important to ensure that Migration Master Plans are gender sensitive?

Gender mainstreaming expresses the characteristics, roles, responsibilities and expectations attributed to women and men. These features and roles, which are commonly believed to come from birth, but which are shaped by society also determine who does what in what way, and what they receive in return. As a result of this, gender based discrimination may create inequalities between men and women in their access to basic rights such as education and health, their use of time, involvement in social activities, and in decision making mechanisms. Discrimination due to immigration, disability, age and sexual orientation further deepens gender-based inequalities.

Gender Equality; to ensure that all people have equal access to rights, resources, opportunities and services without discrimination based on gender. Involving the gender perspective in analyzing, planning, budgeting, implementing, monitoring and assessing needs and problems in access to urban services guarantees that women and men, girls and boys can benefit from services equally and that municipal resources are used effectively and efficiently. The effects of conflict, immigration and forced displacement are different on men and women and, and for this reason it is vital for the Migration Master Plans to integrate the gender perspective.

Gender mainstreaming the Migration Master Plan involves being aware of the roles, responsibilities, needs and problems of women and men and to take into account these differences and unequal positions in the planning process. The objective with this approach is not to prepare a gender equality plan for gender mainstreaming at local levels. The purpose is for local administrations to plan activities

that increase their resilience in the face of migration in a way that takes into account how both individuals and service delivery are/could be affected by gender.

Making the Migration Master Plan gender-sensitive requires focusing not only on output but also on the process. Everyone involved in the planning team to have knowledge on gender mainstreaming; the participation of women's organizations, relevant municipal departments, city council's women's councils and migration councils should be ensured; taking international norms as a reference, conducting analysis on the basis of gender-disaggregated data, research should be conducted and experts should be consulted when necessary.

Gender mainstreaming the MMP does not entail haphazardly including activities catered towards women in the Plan. Gender-oriented analysis not only focuses on women, but also recognizes and responds to gender-based differences, gender-based inequalities between women and men, girls and boys. The inclusion of gender in the planning process is not an additional burden, it is work aimed at eliminating the inequality which comes at a high financial and social cost to municipalities, and it is an essential part of the MMP.

### **How can Migration Master Plans be gender mainstreamed?**

The following explains how to include the gender perspective in the planning process. In addition to these phases, it should be ensured that the whole plan is reviewed, there should be no clashes with international norms for gender equality, a discriminative approach and language should not be used; and there should be gender disaggregated data in the current status analysis.

#### **First step: Describing the Effect**

The first step is to define how the municipality is affected by migration in each thematic area. Objectives, strategies and activities to minimize these impacts will be defined when creating the Migration Master Plans. It is expected that the impact data for the relevant departments will contain regional and gender-disaggregated data as much as possible. The separation of the data enables the identification of priority regions and groups, thus enabling more effective planning of the intervention.

The approach related to the effect and methods are defined in detail in section 4.2.2.

#### **Example:**

##### **Possible effects of migration in the field of drinking water supply**

An increase in water consumption, an increase in water shortages, an increase in the use of illegal water, an increase in personnel requirements, an increase in budget requirements, an increase in water-borne diseases, an increase in water-borne complaints.

## Second step: Gender Analysis

In this step, the way needs and problems differ due to gender are analysed under the relevant thematic area. The responsibilities and labor distributions, differences in terms of time, money and access to social resources, decision makers in relevant areas and their effects, and how service delivery affects the genders is part of this.

### **Example:**

#### **Gender analysis for drinking water supply**

Realizing work such as dishwashing, washing, house cleaning, washing of food, cooking, bathing children, growing products in the garden is generally carried out by women and girls on a large scale; problems in this area increase the in-house workload of women and girls (in countries where access to water is very limited, the workload of water supply is one of the main obstacles to girls' access to education; is known to negatively affect women's participation in labor); lack of access to clean water and water shortages in residential areas affect the health of women, newborns and children who spend more time at home than men do; water bears extra significance for women in terms of pregnancy and menstrual hygiene; women are models of behavior for their daily practice of water use and hygiene; water bills are paid/not paid by persons with income – mainly men; those employed in this area are predominantly men due to the fact that drinking water infrastructure services are seen as "demanding jobs".

### **Key question examples for gender analysis**

- Do the responsibilities of women and men, girls and boys in the home and outside differ? If yes, how?
- Do the needs, problems and priorities of women and men, girls and boys differ in this area? If yes, how?
- Who, for what and how are decisions made in this field?
- Who can/cannot access which resources (like service, information, time, social environment, money, support)
- Who experiences discrimination in this field, and in what form does it take place?
- How does it affect existing services; are there disruptions in service or lack of services? Is there an evaluation study?
- Who is involved in decision-making in this field (planning, implementation, evaluation)?
- Is there any gender-aggregated analysis/data in this field? If so, what does it tell us?
- What is the ratio of men and women in decision-making and service providers in this field?
- To what extent do women, men, girls and boys benefit from the financial resources allocated in this field?
- How can women, men, girls and boys contribute to reducing and solving problems in this field?
- How are resources used in this field distributed to genders?

### **Third step: Reviewing strategies and objectives with the gender perspective**

Gender mainstreaming is a subject to be addressed alone but which is also involved in all service areas of local administrations. Interventions to achieve gender equality should therefore be defined as a specific strategy and target, and should be extended to all aspects of the plan. If there is none, or little gender-aggregated data in the areas provided by local governments and if the awareness of the planning team is not yet at the desired level it would be harder to recognize gender-based problems in the relevant service areas. This situation prevents the effects of gender inequality to be reflected in the analysis and accordingly the gender perspective will not be included in the plans at the level of strategy and targets.

Issues that are deemed to be directly related to the gender equality perspective such as prevention of violence against women, increasing the representation and participation of women in decision-making mechanisms, establishing and strengthening mechanisms to ensure gender equality can take their place in Migration Master Plans at the strategy and objective level.

#### **Example**

**Thematic area:** Gender Equality

**Strategy:** Increasing the participation of local and migrant women in the labor market.

**Objective:** Increasing free neighborhood kindergartens by 60% within 5 years.

### **Fourth step: Describing the activities with the gender equality perspective**

Accurately describing the impact in the thematic area and conducting a comprehensive gender analysis based on data facilitates the determination of effective activities to ensure objectives are reached. Although the Migration Master Plans focus on activities to reduce the impact on the municipality, planning activities for those affected by services in the relevant area plays a preventive role in the medium and long term, minimizing adverse effects on municipal services. For instance increasing awareness of women and men in the gender mainstreaming issue is not a problem with effects directly observed by the local administrations; however, studies on this issue show that the increased participation of women in education and labor reduce the negative medium term effects in the fields of social assistance, education, health, trade and industry.

One of the important points to be considered while determining activities is also the transformation of needs. These needs are those that arise in relation to the social roles expected of women, such as the availability of clean water at home, childcare trainings for women, sewing-embroidery courses, breastfeeding rooms, baby care rooms. Activities focusing on these needs facilitate women's lives

however, do not change their current unequal status. For that reason plans should also involve activities intended for transforming needs, such as child care trainings for fathers/men, informing women about their rights, establishing support mechanisms for women exposed to domestic violence, and carrying out work in order to help balance the ratio of men and women among managers and employees.

### **Example:**

#### **Sample activities for drinking water supply**

Gender analysis work is intended to address problems of usage and needs in connection with drinking water; organizing trainings on water saving and hygiene; distributing informational materials on water conservation and hygiene; maintaining gender balance among newly recruited staff; establishing free laundry centers in neighborhoods where needed, and providing gender education to the employees of the related departments, ensuring that invoice collection centers are accessible to women etc.

### **Fifth step: Defining cooperation**

Cooperation is a significant component of the plan. Cooperation with the women's directorate of the municipality, city council's women's council, city council's migrant council, women's solidarity centers, women's shelters; NGOs with expertise in gender equality and local groups of immigrant women; women studies departments/centers of universities, academicians and experts should be ensured, and can be formed according to different objectives..

### **Sixth Step: Defining the indicators**

In this step, process/performance and outcome/impact level indicators are defined to measure the impact on the objectives defined in the relevant thematic area. Indicators should be separated on the basis of gender, age, disability and immigration status depending on the objective. For example, the indicator of an information dissemination activity to be realized within the framework of an objective to increase awareness of parents for the prevention of early and forced marriages should be defined as "number of participating mothers/fathers-men" rather than "number of participants". In the absence of such separation, the expected number of participants in the seminar could be reached but finding out whether men's participation is low would give a net perspective of whether the objective has been reached. Similarly, outcome indicators should be disaggregated by gender. For example, defining the outcome indicator of vocational training and mentoring activities for immigrants as "the proportion of men and women employed", rather than "the proportion of those employed"; provides more realistic information in terms of assessment if the proportion of women employed is low and may highlight a need for further projects.

## **Example**

### **Sample indicators for drinking water supply**

Problem and needs analysis report; the number of trainings on water use and hygiene, the proportion of women, men, girls and boys who participated in the trainings, and satisfaction levels of women and girls from the training; the number of leaflets distributed to women and girls on water conservation and hygiene; positive change in women's water use practices; the proportion of female staff performing drinking water services; proportion of female staff in audit teams; a decrease in the amount of drinking water use; decrease in drinking water induced diseases.

## **Seventh step: Budget**

Reflecting the gender equality perspective at other stages of planning makes the budget considerably gender-sensitive. However, planning services with the gender mainstreaming perspective can make better use of resources on a small budget. For example, not creating resources to illuminate the streets increases the risk of violence for women and children. As a result of that, a greater amount is spent on grievance mechanisms of the municipality, women's counselling centers, shelters, health institutions, social service centers.

## **Eighth Step: Observing gender needs when implementing the activities**

Planning how activities will be implemented is as important as defining the activities. For example, if the activity is to establish a vocational course intended for immigrant women; issues such as having the course in their neighborhood, having translators present, informing women about the courses through different channels, providing child care services, providing free transportation, keeping school hours in mind when determining course hours are points for consideration. Otherwise, even though the activity may have been completed in a correct manner it won't be possible to attain the objective. In this example, female participation in courses may be low and the goal of ensuring women's participation in working life may not be achieved.

## **Example:**

### **Sample indicators for drinking water supply**

Prioritizing regions where mainly migrant women and children live in service delivery and information activities, announcing water outages beforehand in an effective manner, carrying out maintenance and repair activities on weekdays, to ensure that bill payment centers are easily accessible and to organize trainings on drinking water use and hygiene within the easy reach of women, physical conditions of the training venue should be accessible to women with disabilities and the elderly, conducting trainings in the target audiences mother tongue, preparing information materials in a simple and understandable manner in participants' mother tongue, planning the trainings by paying attention to school hours, providing free transportation to the training venue, provision of space, care and activity for children in education, and collecting data on the participant satisfaction on the training by gender, etc.

**SAMPLE MIGRATION MASTER PLAN STRATEGY, OBJECTIVE AND ACTIVITIES  
(ADANA METOPOLITAN MUNICIPALITY)**

Focus Area 1: Decision Making Mechanisms					
<b>Strategy 1.1: To work in coordination with our stakeholders throughout Adana to provide the most appropriate mechanisms to meet the needs of the immigrant population and to support their access to public services.</b>					
<b>Objective 1.3 : Gender mainstreaming the management perspective, ensuring its dominance in decision making mechanisms</b>					
Activity Name	Responsible Department	Institution/ Organization to be Cooperated	Time	Resource	Indicator
Activity 1.3.1. To increase the number of women at the senior management level	Presidency	Human Resources	2 years	Internal resources	Number of women in 2022 who are senior management staff of the Municipality
Activity 1.3.2. Campaign to increase the number of females representatives serving within the Municipal Assembly and the City Council	Presidency	Municipal Congress, City Council, Universities, Media, Mukhtars, NGO's	2 years	Internal resources, external funds	Municipal Congress in 2024, City Council

## Presenting Draft Migration Master Plans (MMP's) to External Stakeholders and Finalising the Plan

In this step, the MMP's will be further developed in consultation with the critical stakeholders identified in step 1. It is very important to collect stakeholders' feedback, so during the phase of activity suggestion there may be need for cooperation with different stakeholders. For that reason, it would be beneficial to conduct an external stakeholder analysis and receiving their contributions before finalizing the MMP. For this purpose, it would be beneficial to organize a joint meeting with the participation of identified external stakeholders.

## Final Control Before Implementation

Following the participation, contribution and feedback of the external stakeholders and the necessary changes, before advancing to the implementation phase of the plan it would be beneficial to make a final control in terms of content. Basic question in final control should be as follows:

“Does the prepared Migration Master Plan (with the strategies and activity proposals included), make our municipality more resilient, prepared and cautious in the face of the possible ongoing or potential effects of immigration?”

It is very meaningful to ask the above question again in the final stage of the process, because preparing a Migration Master Plan is a long process that spans about a year and when it comes to different phases, there may be deviations from the initial plan objectives for various reasons (e.g., changes in management or team). Therefore, it is important to check the extent to which the strategies and activities developed at the end of the process meet the objectives of the Migration Master Plan.

## Suggested Calendar for Migration Master Planning

Migration Master Plan Preparation Activities	1	2	3	4	5	6	7	8	9	10	11	12
Preliminary Studies												
Organizing a team												
Making a Work Plan												
Organizing Debriefings and Trainings												
Migration History												
Data collection												
Analyzing Data and Preparing the Migration Story												
Resilience Assessment												
Impact Assessment Analysis												
Impact Response Analysis												
Setting Focus Areas												
Strategy Development												
Stakeholder Assessment												
Setting MMP's Vision Statement												
Making SWOT Analysis to Focus Areas Set												
Developing strategy by using SWOT analysis												
Objective and activity development												
Making the draft MMP gender-sensitive												
Submission of draft MMP to external stakeholders/receiving feedback												
Finalizing MMP report												

## Including the Migration Master Plan in the Strategic Plan

In order to implement the Migration Master Plan, it is of great importance that it's included in the municipal institutional strategic plans (SPs) and becomes official. The following distinct approaches can be applied to ensure this:

**1. Approach:** Integrating the strategies, targets or activities proposed in the MMP under the relevant headings (strategic objective/target/performance objective) within the SP that is prepared. In this approach it is aimed for SP's to refer to MMP findings (resilience assessment) from the due diligence/analysis phases and to link activities under the various service areas with the MMP.

As an example, in the resilience assessment, if the SP states that one of the areas where the municipality is most adversely affected by migration (service area subject to strategic purpose) is environmental sanitation and one of the objectives under the relevant strategic objective will be expressed as an objective intended to empower the municipality to improve environmental sanitation.

**2. Approach:** Identifying a major axis/strategy for migration within the SP and including all MMP-related issues here. (For example, a general strategic objective such as “strengthening the resilience of our municipality in the face of irregular migration” can be defined.)

**3. Approach:** Ensuring its implementation by including it directly in the Strategic Plan and by directly referring to the MMP under the relevant strategic purpose (e.g., ‘the Migration Master Plan will be prepared in 2019 in order to minimize the effects of sudden and irregular migration to our district while ensuring that high quality services are provided to all municipal residents without interruption.')

None of these approaches is an alternative to the other. One can be used in combination with the other as a result of innovative approaches not mentioned here.

The extent to which a Migration Master Plan can be included in a Strategic Plan is a matter that goes beyond the technical approaches outlined above and is influenced by political stability and level of buy-in. For this purpose it may be necessary to closely monitor the Strategic Plan preparation process from the very beginning, to take an active role until the end of the process and to advocate for the inclusion of the plan in discussions with senior municipal authorities. Since the Strategic Plan will be discussed in the municipal assembly and approved by the relevant commissions, at this stage, it would be advantageous to inform council members and related commissions about the MMP.

## Annual Activity Planning

The Migration Master Plan is prepared with a time span of 5 years, and is implemented via annual activity plans. Basically, for the purpose of budget allocation and planning, MMP's should also be converted to annual activity plans in a similar way to the Performance Plans. Under the coordination of the team that prepared the Migration Master Plan, the activity plan drafts for the next year should be prepared by the departments responsible for the implementation of the plan, in line with the Performance Program process, in May of the following year.

It is necessary to designate the most prioritized and feasible activities under the current conditions for the estimated year when preparing annual activity plans and to create a relevant work plan. In addition, it is beneficial to determine the budget and resource needs of the identified priority activities and to ensure preliminary contacts with the institutions and organizations to cooperate with.

The following template can be used for annual activity planning:

<b>Strategy 1.1: .....</b>					
<b>Objective 1.1.1: .....</b>					
Activity Name	Authorized	Institutions/ Organizations to Cooperate With	Success Indicators	Work/Outputs <u>Estimated</u> for the Activity Year	Work/Outputs <u>Completed</u> for Activity Year
				(Take note of <b>sub-work and budget/resource requirements for the realization of the activity here.</b> )	(Take note of <b>completed work</b> at the end of the implementation year)

## Monitoring and Assessment

Monitoring and Assessment is a process in which the targeted results and objectives of the Migration Master Plans are compared and assessed. As a result of this comparison, some improvements can be made to the Migration Master Plan if deemed necessary. Therefore, monitoring and assessment enables both the continuous improvement of the Migration Master Plan and its successful implementation.

Monitoring and assessment in the Migration Master Plan is conducted in 3 essential phases:

- **Monitoring;** It is intended for objectives/activities indicated in the Migration Master Plan to be completed. For monitoring, it is necessary to collect data continuously and systematically before and during implementation in order to follow the progress made according to the targets and objectives in the plan. This data, collected through performance indicators, allows for the monitoring of the results of the objectives and targets with a certain frequency. Periodic monitoring meetings within the municipality would be beneficial during the monitoring phase.

- **Assessment;** It is important to understand the extent to which the estimated results have been achieved through ongoing or completed activities in the Migration Master Plan. The assessment analyzes the effectiveness and sustainability of the targets, objectives and activities included in the Migration Master Plan.
- **Reporting;** the periodical reporting (for example at the end of each year) and monitoring of records and assessment of results is intended. With reporting taking place remedial measures can be taken if there are deviations from the targets estimated in the plan, and managers can make informed decisions. The annual activity template presented in the previous section is in a format suitable for both planning and periodic reporting and the reporting can take place on the same form.

# Assessments and Suggestions for the Implementation Process

In this chapter we discuss the 10-month long implementation process of the original Migration Master Plan methodology across the twelve RESLOG Turkey pilot municipalities, along with assessments, difficulties encountered, lessons learned and recommendations for the Migration Master Plan. These assessments are aimed to shed light on the municipalities wishing to apply the method to their own municipal strategy.

## **The “Migration Master Plan” Approach and its Contribution to Municipalities**

➔ (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. In this sense the Migration Master Plan 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. The Migration Master Plan methodology developed in the scope of RESLOG Turkey has been developed as a tool to be used continuously for all municipalities but is not solely intended to address mass immigration from Syria.

➔ Due to their work on the Migration Master Plan, 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 during Migration Master Plan preparation 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 subjects/service areas and can analyse and plan accordingly.

→ Methods utilized throughout the work have attracted the attention of the pilot municipalities and some municipalities have preferred to integrate these methods into their own Strategic Plans. Lessons Learned, Challenges and Suggestions During the Application of Methods and Tools

→ Implementation examples in twelve pilot municipalities have shown that the first and most important step of the Migration Master Plan 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, in order to ensure continuity of the working group, and given time to focus on the MMP's during this period. 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, Migration Master Planning 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 MMP preparation 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 assessment, impact assessment, strategic development may be organized.

→ Prior to work on the MMP, the preparation and dissemination of project fact sheets, and debriefing of the working groups was very useful. The preparation of the MMP's was further supported by planning experts throughout the process. Therefore, it may be a good idea for the municipalities wishing to implement this study, to disseminate this guidebook, while also combining their own experiences to further develop the methodology.

→ 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 Migration Master Plan 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 Migration Master Plan. 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.

➔ 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.

➔ 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, and sometimes there was an absence of data. However, as far as all pilot municipalities are concerned, this study 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 Migration Master Plan 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 migrant groups themselves. Although external stakeholder participation remained very limited within the RESLOG Turkey project due to reasons such as time constraints and an election environment, 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 Migration Master Plan 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 Migration Master Plan preparation does not remain a one-time project, but is updated and reutilised with the changing conditions surrounding the municipalities.

- ➔ In order to implement Migration Master Plans, it is very important to include them in the municipal Strategic Plans. In this way, it can be ensured that the plan is formalized, the necessary budget and resources are allocated and the responsibilities of different departments are determined. If the MMP's schedule does not coincide with the Strategic Plan work, it may be discussed and approved as a separate plan in the municipal council and /or included in the annual performance programs.
- ➔ Migration Master Plan processes 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.

# CONCLUSION

Despite all the negative effects, perhaps the most important contribution of the sudden mass migration of Syrians to Turkey has been that migration and migrant issues have become a part of local government agendas. In fact, some municipalities have been establishing separate departments to address this issue. Migration Master Plan is a unique tool developed for municipalities to become more resilient, prepared and prudent when faced with migration and its effects. In this context, the MMP methodology presented in this guidebook can be seen as an important planning tool that can be utilized by municipalities that face migration.

This tool provides a broad perspective on migration by examining the different thematic areas and the effects of migration on the relevant areas. It also contributes to the communication, cooperation and coordination between departments by making internal participation and contribution compulsory. It also heightens the awareness of municipal departments that have never dealt with or analyzed the issue of migration prior to their involvement with the methodology.

Despite the fact that the Migration Master Plan is a tool designed to address Syrian immigration, this approach and method can be used by municipalities when facing different kinds of migration. Similarly, although this tool examines the current situation of municipalities facing migration, the results can be used to reveal the institutional capacity and capabilities of the municipality.

The Migration Master Plan methodology was developed specifically for the RESLOG Project's component in Turkey. This methodology may be used and further developed and tailored to municipalities' needs.

# ANNEXES

## Annex-1: Suggested Indicator Set

	<b>Thematic Areas</b>	<b>Description</b>	<b>Sample Indicators *</b>
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 <sup>3</sup> ) Number of dwellings not connected to fresh water network Fresh and potable water treatment plant capacity (thousand m <sup>3</sup> /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 <sup>3</sup> / 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 <sub>2</sub> 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

	<b>Thematic Areas</b>	<b>Description</b>	<b>Sample Indicators *</b>
Urban Infrastructure and Environment	Transportation Infrastructure (construction, maintenance, repair, etc.)	<p>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.</p>	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	<p>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.</p>	Green space per 100.000 people (m <sup>2</sup> ) (total green space/person in the settlement) Active green space per person (m <sup>2</sup> ) (parks, urban parks, children's playgrounds, etc.) Amount of green space opened in the last year (m <sup>2</sup> ) 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	<p>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.</p>	Amount of public spaces in each neighborhood (park, aquares, etc.) (m <sup>2</sup> )
	Housing / Accommodation	<p>It covers service areas such as production of zoned and substracted 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.</p>	Average housing price/average household income at neighborhood level Average rent price/average household income rate at neighborhood level Risky residential area (m <sup>2</sup> ) Proportion of urban population living in slums (%) Social housing/total housing ratio Rate of housing with missing basic functions Average living space per person (m <sup>2</sup> ) 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

	<b>Thematic Areas</b>	<b>Description</b>	<b>Sample Indicators *</b>
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.)
	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)

	<b>Thematic Areas</b>	<b>Description</b>	<b>Sample Indicators *</b>
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

	<b>Thematic Areas</b>	<b>Description</b>	<b>Sample Indicators *</b>
Social Development	Burial and Cemeteries	Establishing, maintenance and operation of cemetery areas; including the transport of funerals and burial.	Graveyard area excavated in the last year (m <sup>2</sup> ) Number of funerals removed in the last year Cemetery occupancy rates Annual comparison of the number of burial services (person) Number of complaints related to burial and cemetery services
	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 (m <sup>2</sup> ) Exhibition area per 1000 people (m <sup>2</sup> ) 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 (m <sup>2</sup> ) Indoor sports area per 1000 people (m <sup>2</sup> ) Number of complaints related to culture, art and sports services

	<b>Thematic Areas</b>	<b>Description</b>	<b>Sample Indicators *</b>
Social Development	Anti-Discrimination	Anti-discrimination measures	<p>Number of persons participating in or benefiting from anti-discrimination awareness activities</p> <p>Number of activities/trainings intended for compliance</p> <p>Number of events where migrants and citizens socialize</p>
	Gender Equality	Ensuring gender equality and participation of women in social and business life and their representation in politics.	<p>Female unemployment rate</p> <p>Proportion of women among managers</p> <p>Proportion of women in the city council</p>
	Human Rights	Raising public awareness on fundamental human rights and prevention of human rights violations.	<p>Number of training and awareness-raising activities related to human rights</p> <p>Number of complaints (by residents and refugees) regarding the violation of fundamental human rights</p> <p>Proportion of public buildings regulated for disabled access</p>
	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.).	<p>Proportion of population living below the poverty level</p> <p>Proportion of households dependent on social support</p> <p>Number of people receiving unemployment benefits</p> <p>Number of people receiving social and in-kind social support</p> <p>Number of complaints related to social services</p>
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.).	<p>Agricultural employment (person)</p> <p>Industrial employment (person)</p> <p>Services employment (people)</p> <p>Total number of employment opportunities created in the last year (person)</p> <p>Growth rate of total employment in settlement compared to the previous year (%)</p> <p>Ratio of university graduates to total employment in the settlement</p> <p>Average household income (TL)</p>

	<b>Thematic Areas</b>	<b>Description</b>	<b>Sample Indicators *</b>
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



	<b>Thematic Areas</b>	<b>Description</b>	<b>Sample Indicators *</b>
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

\* Indicators in the table are exemplary. Municipalities should use specific indicators for needs assessment in resilience. Indicators used in the Migration Master Plan should be related to Syrian migration, not of a general nature.

Indicators need to be collected retrospectively to show progress in the relevant area. Here, the indicators of the migration story of the municipality (and the city), in particular the data prior to and following migration milestones of Syrians, are significant.

## Annex-2: Impact Assessment Analysis Table

### Examples from Pilot Municipalities

	<b>THEMATIC AREA</b>	<b>Impact Degree</b> 1:Very Few , 2: Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verificaiton Sources of Impact (Indicators)</b>
<b>URBAN INFRASTRUCTURE AND ENVIRONMENT</b>	Drinking Water Supply	4	(-)	<p><i>“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)</i></p>	<p><i>‘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.’</i></p> <p><i>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)</i></p>
	Environmental Sanitation / Health	4	(-)	<p><i>“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)</i></p>	<p><i>“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.”</i></p> <p><i>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)</i></p>

URBAN INFRASTRUCTURE AND ENVIRONMENT	THEMATIC AREA	<b>Impact Degree</b> 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verificaiton Sources of Impact (Indicators)</b>
	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. 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>

URBAN INFRASTRUCTURE AND ENVIRONMENT	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 Verificaiton Sources of Impact (Indicators)
	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>	

<b>URBAN INFRASTRUCTURE AND ENVIRONMENT</b>	<b>THEMATIC AREA</b>	<b>Impact Degree</b> 1:Very Few , 2: Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verificaiton Sources of Impact (Indicators)</b>
	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 m<sup>2</sup> and the amount of green area per capita has decreased due to population increase. 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 m<sup>2</sup> to 6 m<sup>2</sup>. ”</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>

URBAN INFRASTRUCTURE AND ENVIRONMENT	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 Verificaiton Sources of Impact (Indicators)
	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.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>	

URBAN INFRASTRUCTURE AND ENVIRONMENT	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 Verificaiton Sources of Impact (Indicators)
	Housing-Accommodation	5	(-)	<p><i>“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.</i></p> <p><i>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.</i></p> <p><i>Single persons rent one-day beds from boarding houses transformed from apartment flat, depots or garages that are illegally operated.</i></p> <p><i>Both cases lead to unhealthy living conditions affecting Syrians and their neighbors causing increasing complaints in the local population.” (ZEYTINBURNU MUNICIPALITY)</i></p>	<p><i>“Average housing price at neighborhood level:</i></p> <ul style="list-style-type: none"> <li><i>• Maltepe: 1 million-2 million 500 thousand TL</i></li> <li><i>• Kazlıçeşme: 5 million 500 thousand TL</i></li> <li><i>• Other Neighborhoods: 250 thousand, 750 thousand, 1 million 500 thousand TL</i></li> </ul> <p><i>Average household income ratio: 5000-12.500 TL</i></p> <p><i>Average rent at neighborhood level: 1,600 TL</i></p> <p><i>Risky residential area m<sup>2</sup>: 7.3 Households</i></p> <p><i>Average parcel size: 140 m<sup>2</sup></i></p> <p><i>Proportion of urban population living in the slums: (~ 75 houses): 245 people</i></p> <p><i>Average living space per person: 16 m<sup>2</sup></i></p> <p><i>Number of persons per room: 1,40</i></p> <p><i>Number of housing units provided in the last year: 1,119</i></p> <p><i>Number of residences produced in the last year: 823 units”</i></p> <p><i>(ZEYTINBURNU MUNICIPALITY)”</i></p>

	<b>THEMATIC AREA</b>	<b>Impact Degree</b> 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verification Sources of Impact (Indicators)</b>
URBAN SERVICES	Transportation Services	3	(-)	<p><i>“Due to unplanned settlements and population growth, existing transport services became insufficient.” (ADANA METROPOLITAN MUNICIPALITY)</i></p>	<p><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></p>
		5	(-)	<p><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></p>	
		1	(-)	<p><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.” (SİŞLİ MUNICIPALITY)</i></p>	

	<b>THEMATIC AREA</b>	<b>Impact Degree</b> 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verification Sources of Impact (Indicators)</b>
URBAN SERVICES	Data and Statistics Collection/Use	5	(-)	<p><i>“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.” (ZEYTİNURNU MUNICIPALITY)</i></p> <p><i>“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)</i></p>	

URBAN SERVICES	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 Verificaiton Sources of Impact (Indicators)
	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.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>	<p><i>Financial dimension of the expenses, such as the software required for this additional study, is not yet clear.</i> (ADANA METROPOLITAN MUNICIPALITY)</p>

<b>URBAN SERVICES</b>	<b>THEMATIC AREA</b>	<b>Impact Degree</b> 1:Very Few , 2: Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verificaiton Sources of Impact (Indicators)</b>
	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>	

URBAN SERVICES	THEMATIC AREA	<b>Impact Degree</b> 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verificaiton Sources of Impact (Indicators)</b>
	Municipal Police	5	(-)	<p><i>“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.</i></p> <p><i>Considering the Syrian immigrant population in 2018, personnel expenditures and equipment and equipment purchase expenses for police services have increased.</i></p> <p><i>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.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>	<p><i>“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.</i></p> <p><i>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.</i></p> <p><i>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.</i></p> <p><i>The financial loss of our institution due to unlicensed commercial activities of migrants is approximately 101.700 TL per year.”</i></p> <p><i>(ADANA METROPOLITAN MUNICIPALITY)</i></p>
	Fire Department	4	(-)	<p><i>“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.”</i> (BURSA METROPOLITAN MUNICIPALITY)</p>	<p><i>“Events and news related to Syrians.”</i></p> <p><i>(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 Verificaiton Sources of Impact (Indicators)
URBAN SERVICES	Burial and Cemeteries	3	(-)	<p><i>“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.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>	<p><i>“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.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>
SOCIAL DEVELOPMENT	Education (construction, maintenance, repair, etc.)	5	(-)	<p><i>“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.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>	<p><i>“Increase in reference to populaiton increase(Cost*Person)”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>

SOCIAL DEVELOPMENT	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 Verificaiton Sources of Impact (Indicators)
	Health Services	5	(-)	<p><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.)”</i> (ŞİŞLİ MUNICIPALITY)</p>	<p><i>“Number of applicants and service requests”</i> (ŞİŞLİ MUNICIPALITY)</p>
	Language Education	3	(-)	<p><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.”</i> (SEYHAN MUNICIPALITY)</p>	<p><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.”</i> (SEYHAN MUNICIPALITY)</p>

<b>SOCIAL DEVELOPMENT</b>	<b>THEMATIC AREA</b>	<b>Impact Degree</b> 1:Very Few , 2:Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verificaiton Sources of Impact (Indicators)</b>
	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>	

<b>SOCIAL DEVELOPMENT</b>	<b>THEMATIC AREA</b>	<b>Impact Degree</b> 1:Very Few, 2:Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verificaiton Sources of Impact (Indicators)</b>
	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.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>	<p><i>“Number of awareness raising activities related to human rights”</i></p> <p><b>(ADANA METROPOLITAN MUNICIPALITY)</b></p>

	<b>THEMATIC AREA</b>	<b>Impact Degree</b> 1:Very Few , 2: Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verification Sources of Impact (Indicators)</b>
SOCIAL DEVELOPMENT	Social Services	5	(-)	<p><i>“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.”</i> (ŞİŞLİ MUNICIPALITY)</p> <p><i>“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.”</i> (SULTANBEYLI MUNICIPALITY)</p>	<p><i>“The costs of the aid provided for the Syrians by the municipality, the cost of the trainings and consultations.”</i> (ŞİŞLİ BELEDİYESİ)</p> <p><i>“The number of projects implemented and ongoing for Syrian refugees in Sultanbeyli district, amount of grants received”</i> (SULTANBEYLI MUNICIPALITY)</p>
ECONOMIC DEVELOPMENT	Employment Environment	5	(-)	<p><i>“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”</i> (ORHANGAZİ MUNICIPALITY)</p>	<p><i>“The ratio of Syrian immigrants working in seasonal jobs and heavy industry to total employment”</i> (ORHANGAZİ MUNICIPALITY)</p>

ECONOMIC DEVELOPMENT	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 Verificaiton Sources of Impact (Indicators)
	Professional Skills	4	(-)	<p><i>“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.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>	<p><i>“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.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>
	Trade and Industry	4	(-)	<p><i>“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.”</i> (SULTANBEYLİ MUNICIPALITY)</p> <p><i>“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.”</i></p>	<p><i>“Number of complaints about Syrians to the Directorate of Municipal Police, and to the Directorate of Environmental Protection”</i></p> <p><i>(SULTANBEYLİ MUNICIPALITY)</i></p>

MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	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 Verificaiton Sources of Impact (Indicators)
	Institutional Coordination (and Public Cooperation)	4	(-)	<p><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, Immigrant 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.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>	<p><i>“The number of meetings held for the coordination of activities related to the Syrian population”</i></p>
	Public Affairs and Communication	4	(-)	<p><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”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>	<p><i>“Since there is no inventory on this subject, the size of the effect could not be determined with numerical data.”</i> (ADANA METROPOLITAN MUNICIPALITY)</p>

MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	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 Verificaiton Sources of Impact (Indicators)
	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 immigration 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>

<b>MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE</b>	<b>THEMATIC AREA</b>	<b>Impact Degree</b> 1:Very Few , 2: Few, 3:Medium, 4:High, 5:Very High	<b>Impact Direction</b> (+) Positive, (-) Negative	<b>Describing the Impact</b>	<b>Measuring and Verificaiton Sources of Impact (Indicators</b>
	Personnel Structure	5	(-)	<p><i>“Inadequacy of the Parks and Gardens, and Technical Directorate, municipal police and social support personnel within the municipality”</i> (HATAY METROPOLITAN MUNICIPALITY)</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><i>(SULTANBEYLI MUNICIPALITY )</i></p>	<p><i>“The related personnel do not meet the needs despite an increase of 80%</i></p> <p><i>(HATAY METROPOLITAN MUNICIPALITY)</i></p>

MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	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 Verificaiton Sources of Impact (Indicators)
	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>	

# ABOUT THE AUTHORS

## Metehan Gültaslı

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Metehan Gültaslı 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.

## M. Sinan Özden

National Project Manager

M. Sinan Özden graduated from the Department of City and Regional 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 German Technical Cooperation (GIZ). In 2006, he joined the Istanbul Metropolitan Planning Center (IMP), taking part in the preparation of 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 Marmara Union of Municipalities. Within the scope of 'Support for 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 Union of Municipalities of Turkey and the Committee on Development Cooperation and City Diplomacy and Twin Cities. While performing duties as a key expert in the Participatory Local Investment Planning (TULIP) Project, he developed the "Ermazon" training methodology, 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 Aksaray's 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, and has organized and delivered trainings. After the Syrian migration crisis, he became more focused on migration and development issues due to the tasks he had undertaken in the projects implemented by ICMPD – supporting the Implementation of Development Sensitive Migration Policies (SIDEM) and the Project on Asylum Capacity Building in Turkey (ASCAP). He developed the Turkey component of the project of the Swedish Association of Local Authorities and Regions (SALAR) and Resilience of Local Governance in the Face of Migration (RESLOG), 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.

## **Ervin Sezgin**

Marmara - Local Governance Expert

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.

## **Mehmet Alim Çopuroğlu**

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M. Alim Çopuroğlu graduated from Middle East Technical University, Department of City and Regional Planning in 1972; He received his master's degree in 1975 from Hacettepe University Department of Economics and from Oxford Brookes University Department of Urban Design in 1977. He has worked for various institutions throughout his career including, İller Bankası (Provincial Bank), Ministry of Public Work and Settlement, Adana Metropolitan Municipality, GAP Regional Development Administration, World Bank's Çukurova Urban Development Project and Erzincan Earthquake Rehabilitation Project, the European Bank for Reconstruction and Development, Diyarbakır's Urban Development Project and Islamic Development Bank, and Masindi-Kitgum Highway Improvement Project in Uganda. He has also worked as a guest lecturer in City and Regional Planning Department of Isparta Süleyman Demirel University for three years. He currently holds the position of Regional Governance Expert, Çukurova for RESLOG Turkey.

## **Gül Tuçaltan**

National Project Coordinator

Gül Tuçaltan (1984, Ankara) upon graduating from Middle East Technical University (METU), Department of City and Regional Planning in 2006, completed her master's degree in Urban Transformation at METU, Department of Urban Policy Planning and Local Administrations, followed by Urban Systems in New Jersey Institute of Technology Department of Architecture. After completing a fellowship with the German Research Foundation (DFG) at the University of Darmstadt (Germany) and York University (Canada), she finished her PhD studies in Urban Governance and Urban Political Ecology at the Department of Human Geography and Spatial Planning at the University of Utrecht (Netherlands) in December 2017. Tuçaltan has worked with various institutions and organizations both on an academic and professional level for over ten years; METU, REC Turkey, the United Nations Industrial Development Organization (UNIDO), Darmstadt Technical University and Utrecht University, to name a few. She currently holds the position of National Project Coordinator, in the RESLOG Turkey project which aims to support and provide comprehensive support for Turkish municipalities, host and migrant communities following the Syrian migrant crisis. She is also the director of project activities that focus on developing a knowledge base in the field of migration and local governance. She continues her research activities in the field of urban and infrastructure governance and policies with the Ecology Collective Association.



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