

# RESILIENCE ASSESSMENT IN THE FACE OF MIGRATION

A Guidebook for Municipalities

Metehan Gltaşı  
M. Sinan zden  
Ervin Sezgin  
M. Alim opuroęlu  
Gl Tualtan



Yerel Ynetimde Rezilyans Projesi • TRKİYE

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

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**SKL International AB**  
**Website:** [www.sklinternational.se](http://www.sklinternational.se)  
**E-mail:** [info@sklinternational.se](mailto:info@sklinternational.se)

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NET TERCME HZMETLER, Yasemin Serpil Olcay

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M. Cem Kocatař

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**RESLOG**

Yerel Ynetimde Rezilyans Projesi • TRKİYE



**Swedish Association  
of Local Authorities  
and Regions**

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



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

**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 has 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



SKL International



Union of Municipalities of Turkey



Çukurova Municipalities Union



Marmara Municipalities Union

# RESLOG Turkey Project Team

**M. Sinan Özden**

National Project Manager  
RESLOG Turkey, Ankara

**Gül Tuçaltan**

National Project Coordinator  
RESLOG Turkey, Ankara

**Çiğdem Ayşenur Atasoy**

Project Officer  
RESLOG Turkey, Ankara

**Metehan Güлтаşlı**

Key Expert  
RESLOG Turkey, Ankara

**Ervin Sezgin**

Local Governance Expert  
RESLOG Turkey, Marmara Region

**Alim Çopuroğlu**

Local Governance Expert  
RESLOG Turkey, Çukurova Region

**Yasemin Serpil Olcay**

Monitoring and Evaluation Officer  
RESLOG Turkey, Ankara

**Sezin Üskent**

Key Expert  
RESLOG Turkey, Ankara

**Tuğçe Şahin Kara**

Communication Officer  
RESLOG Turkey, Ankara

# SKL International Headquarters Team

**Marléne Hugosson**

Project Manager

SKL International, Stockholm

**Ellen Ahlqvist**

Project Coordinator

SKL International, Stockholm

**Gunnar Andersson**

Key Expert

SKL International, Stockholm



# RESLOG Turkey Pilot Municipalities

**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

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# Resilience in Local Governance Turkey Project (RESLOG Turkey)

## **M. Sinan Özden**

National Project Manager

Resilience in Local Governance Project

Many municipalities in Turkey and Lebanon have been impacted by the unexpected and massive wave of migration resulting from the Syrian civil war, which makes it necessary to strengthen their resilience, and commitment to peaceful co-existence and inclusion.

The Resilience in Local Governance Project (RESLOG) 2018-2020 is an initiative of the Swedish Association of Local Authorities and Regions (SALAR), in partnership with the Union of Municipalities of Turkey, Marmara Municipalities Union and Çukurova Municipalities Union, and 12 pilot municipalities in these regions. RESLOG, which is managed by SKL International and funded by the Swedish Government, is pioneering the involvement of regional municipal unions in strengthening local governance.

RESLOG Turkey also contributes to

- national migration policies that reflect local realities and needs
- strengthening inter-municipal learning and support structures through regional associations
- improving holistic planning and governance at municipal level.

# Foreword

## **M. Sinan Özden**

National Project Manager

Resilience in Local Governance Project

The civil war in Syria resulted in a massive influx of immigrants to almost all Turkish cities, forcing Turkey to confront the effects of this migration. Turkish cities now host a total immigrant population of approximately 5.5 million, of which 3.5 million are Syrians. There are many projects which address this situation in terms of national migration management or humanitarian aid. However, there are very few projects dealing with the situation of municipalities facing international migration, which have to accommodate immigrants, provide them with services, and generally improve urban life.

For this reason, the RESLOG Project focused on evaluating the resilience of municipalities facing migration, producing Migration Master Plans, and documenting these efforts. The concept of resilience, which is translated to the Turkish as *dayanıklılık* and *direnç*, is the opposite of fragility at an institutional level. However, the concept of resilience is not sufficient on its own, and it should be considered and discussed in relation to the effects being faced, for best results. This methodology was designed to strengthen municipalities' resilience to migration.

This booklet's purpose is to present a conceptual framework and methodology for resilience in the face of migration. It has become common to assess municipal resilience in the face of climate change and natural disasters, but this methodology evaluates the resilience of cities and municipalities who face sudden and immense migration (especially international migration). Rapid population increase in cities, along with the issues of cohabitation and comprehensive service provision for all residents are the main topics addressed by this methodology for migration resilience assessment.

The RESLOG Project developed the Resilience Assessment Methodology in cooperation with 12 pilot municipalities in the Marmara and Çukurova regions, which host nearly one quarter of the Syrians living in Turkey. During this process, we learned valuable lessons, which we share, together with our hope that they will assist all municipalities experiencing the effects of mass immigration.

*The Resilience Assessment in the Face of Migration* handbook presents an effective method resulting from practical experiences in our 12 pilot municipalities.

We thank all pilot municipalities which have made great efforts and enthusiastically participated in this innovative work, namely: Sultanbeyli, Zeytinburnu, Şişli, Orhangazi, and Osmangazi municipalities, and Bursa Metropolitan Municipality from the Marmara Region, and Seyhan, Sarıçam, Reyhanlı, and Mezitli municipalities, and Adana and Hatay Metropolitan Municipalities, from the Çukurova Region.

We also thank our project partners, the Union of Municipalities of Turkey, Marmara Municipalities Union and Çukurova Municipalities Union, and union and municipal experts who contributed to the project and the method we developed together, which we hope will be used and continuously improved in future.

# 01. Introduction

This guidebook has been prepared as a result of activities 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.

RESLOG Turkey 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. The project includes national, regional and local activities that aim to develop

- national migration policies that reflect local realities and needs
- inter-municipal learning and support structures via regional unions
- inclusive planning and governance in local municipalities.

This booklet explains municipal resilience assessment as an analytical method, and presents practical examples from the 12 RESLOG pilot municipalities.

The concept of resilience is mostly used in the fields of environment and climate change, and is a relatively new concept in the fields of local governance and migration. As an original methodology developed by this project, resilience assessment aims to systematically measure and evaluate the capacity of municipalities to respond to mass immigration and its effects. The method involves institutional self-assessment, and enables municipalities to develop an integrated and holistic planning approach to migration and its effects, i.e. Migration Master Planning.

This booklet aims to:

- provide a method and a holistic and systematic approach to increase the resilience of municipalities facing mass immigration
- raise awareness of the need for resilience in the face of mass immigration and resilience assessment.

The first section presents the conceptual framework and general approach to resilience and resilience assessment. The second section deals with the process, methods and tools for resilience assessment, and the third provides examples from 12 RESLOG pilot municipalities. The last section includes conclusions, lessons learned and recommendations.

Although the RESLOG Project has addressed the situation of municipalities in relation to Syrian migration, the methodology of the resilience assessment can be used to address any significant migration, including internal migration or urbanisation. The method could also be used to evaluate other types of shocks and stresses faced by municipalities.

## 02. Resilience Assessment

### The Concept of Resilience

Resilience<sup>1</sup> is derived from the Latin *resilire*, meaning rebound or return, and definitions include:

- Strength, or the ability of an organism or system to return to its normal form after any damage or deterioration
- Capacity to meet and recover from a shocking effect
- Ability to normalize life<sup>2</sup>

Basic questions regarding resilience are:

- Whose or what resilience?
- Resilience in the face of what?

The RESLOG Project is concerned with municipal resilience in the face of rapid mass immigration.

### The Resilience of Municipalities Facing Mass Migration

Sudden and intense migration resulting from the Syrian crisis since 2011 has affected municipalities greatly, and continues to do so, as the majority of Syrians (92%)<sup>3</sup> live in urban areas. Municipalities with a significant proportion of Syrian migrants compared to their own resident population faced the challenge of delivering services of the same quality to a far larger population with the same budget, staff, equipment and organizational structure.

Municipalities used different approaches to deal with this situation. Some tried to solve problems with their own limited means, while others tried to access national and international funding. Most municipalities adopted a humanitarian aid approach, but soon recognised its limitations. While

<sup>1</sup> The word resilience does not have an exact Turkish equivalent. There are Turkish words for flexibility, strength, and flexible strength, but these do not express the meaning of the word resilience in the field of migration.

<sup>2</sup> Kumral, N., Güçlü, M., Umut Doğan, G. (2012). Bölgesel Dayanıklılık: Türkiye Düzey 2 Bölgeleri Üzerine Bir Uygulama, Working Paper, Ege Üniversitesi Ekonomi Bölümü. Erişim Adresi: <https://econpapers.repec.org/paper/egewpaper/1202.htm>

<sup>3</sup> Marmara Municipalities Union (2017) "Kopuştan Uyuma Kent Mültecileri".



necessary as an initial response to forced migration, the challenge soon shifted to settlement, cohabitation and on-going service provision, which require a permanent, sustainable and comprehensive planning approach.

The need to deal with domestic migration into towns and cities existed before the Syrian immigration, and many pre-existing urban problems were due to municipalities lacking a comprehensive planning approach to urbanization and urban development. The scale and rate of Syrian immigration greatly exacerbated the situation, and forced municipalities to address it. Some created new structures such as migration departments, but a more sustained, systematic and comprehensive approach is needed.

## Resilience Assessment

Resilience assessment is a systematic method which municipalities can use to assess their resilience in relation to mass immigration and its effects. It identifies both positive and negative effects of immigration on different municipal services and thematic areas.

Resilience assessment uses a broad framework which includes social, economic and environmental aspects. It assesses the effects of migration on 39 thematic areas in the five main categories in Figure 1 below, which are derived from Turkish Municipal Law 5393, and international literature on municipal service delivery in the field of migration.



Figure 1: Thematic Areas for Resilience Assessment

Resilience Assessment examines the effects of migration on all services, which makes participation by nearly all municipal departments essential. This also contributes to joint evaluation, and cooperation and coordination among departments, which contribute to municipal capacity development. Resilience Assessment provides a basis for addressing current and potential negative effects of mass immigration by improving service delivery and the urban environment in general.

In order for municipalities to benefit to the maximum extent, it is important for the results of this work to be implemented. Resilience assessment is an important part of the MMP methodology, which contributes to

- addressing the negative effects of migration (current and potential)
- improving service delivery
- improving urban areas in general.

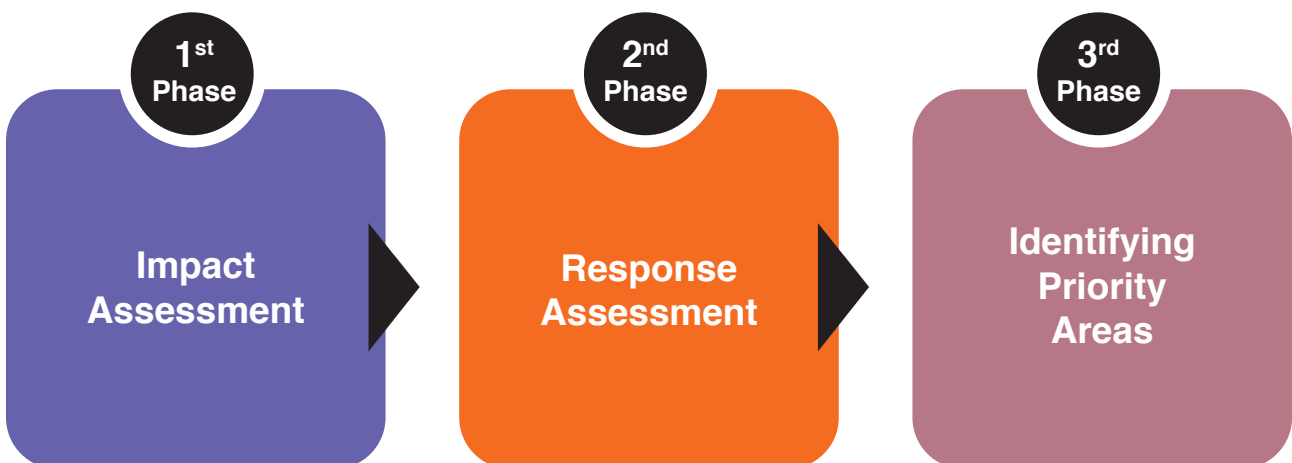
## 03. Resilience Assessment Process, Method and Tools

Resilience assessment is concerned with three basic questions:



Figure 2: Essential Questions in Resilience Assessment

Resilience assessment addresses these questions in three steps:



However, two preliminary activities need to be carried out by a municipality before these implementation steps, i.e. establishing a team, and data collection.

### **Establishing a Team**

Resilience assessment requires the participation and contribution of most municipal departments, but a small team (e.g. four or five key people) should be established to coordinate the process. The composition of this team depends on a municipality's capacity and competence, but it should consist of willing and dynamic managers and professional staff involved in municipal strategic planning and/or migration work.

The team leader should be on the senior management team, to monitor the MMP process, inform the mayor regarding progress, and to ensure horizontal and vertical coordination in the municipality. They should be at least Department Heads in metropolitan municipalities, or Managers in district municipalities. Team members should be officially appointed, as team continuity, commitment of the necessary time, and accountability are essential.

### **Data Collection**

Data collection and analysis is a significant part of the MMP process, and appropriate methods should be planned, including workshops, interviews, focus groups, surveys, and reviewing existing research and reports. Departments and external stakeholders should be involved as necessary, and methods should be realistic in terms of municipal capacity and resources.

## **Impact Assessment**

### **1<sup>st</sup> Phase: Impact Assessment Analysis**

The first step in resilience assessment is impact assessment which aims to understand at which level and how a municipality is affected by migration in each service area. An impact assessment should be as participatory and as objective as possible, which requires the involvement of staff in all service departments. The following table is a useful tool for impact assessment in different areas, and is completed in two steps.

	Thematic Areas	Impact Level 1: Very low 2: Low 3: Medium 4: High 5: Very high	Direction of Impact (+) Positive (-) Negative	Description of Impact	Sources to Measure and Confirm Impact (indicators)	Estimated Budgetary 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	(+) (-)			
37		1 2 3 4 5	(+) (-)			
38		1 2 3 4 5	(+) (-)			
39		1 2 3 4 5	(+) (-)			

Table 1: Impact Assessment Template

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





	Thematic Areas	Impact Level 1: Very low 2: Low 3: Medium 4: High 5: Very high	Direction of Impact (+) Positive (-) Negative	Description of Impact	Sources to Measure and Confirm Impact (indicators)	Estimated Budgetary Impact
18	Conservation and Tourism	1 2 3 4 5	(+) (-)			
19	Funeral and Cemeteries	1 2 3 4 5	(+) (-)			
20	Education	1 2 3 4 5	(+) (-)			
21	Health Services	1 2 3 4 5	(+) (-)			
22	Language Training	1 2 3 4 5	(+) (-)			
23	Welcoming Migrants	1 2 3 4 5	(+) (-)			
24	Culture, Arts and Sports	1 2 3 4 5	(+) (-)			
25	Anti - Discrimination	1 2 3 4 5	(+) (-)			
26	Gender Equality	1 2 3 4 5	(+) (-)			
27	Human Rights	1 2 3 4 5	(+) (-)			
28	Social Services and Aid	1 2 3 4 5	(+) (-)			
29	Employment	1 2 3 4 5	(+) (-)			
30	Vocational Skills	1 2 3 4 5	(+) (-)			
31	Entrepreneurship	1 2 3 4 5	(+) (-)			
32	Commerce and iIndustry	1 2 3 4 5	(+) (-)			
33	Institutional Coordination and Public Collaboration	1 2 3 4 5	(+) (-)			







	Thematic Areas	Impact Level 1: Very low 2: Low 3: Medium 4: High 5: Very high	Direction of Impact (+) Positive (-) Negative	Description of Impact	Sources to Measure and Confirm Impact (indicators)	Estimated Budgetary Impact
34	Public Relations and Communication	1 2 3 4 5	(+) (-)			
35	Participation of Citizens, and NGOs	1 2 3 4 5	(+) (-)			
36	NGOs, International Organizations, and Private Sector Collaboration	1 2 3 4 5	(+) (-)			
37	Personnel	1 2 3 4 5	(+) (-)			
38	Budget and Expenditures	1 2 3 4 5	(+) (-)			
39	Decision - Making Mechanisms	1 2 3 4 5	(+) (-)			

Table 2: Impact Assessment in Thematic Areas

## Step 1 - Impact Level and Direction

The first step in impact assessment is to determine the degree and direction of migration-related impacts on municipal thematic areas and services. The section outlined in red in the table below is used to rate the level of each impact, and indicate if it is positive or negative.

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

Table 3: Impact Assessment Step 1

### Guiding questions for impact assessment Step 1

- What is the impact (or impacts) of migration on this service area?
- Are impacts positive or negative?
- What was the basis of the assessment, e.g. agreement in the municipality, or subjective views of a particular stakeholder?
- Do different departments agree or disagree with the assessment?
- Which departments agree or disagree, and why?
- Is it possible to carry out the impact assessment in all thematic areas?
- Where no assessment can be made, is there really no impact, or do you need to investigate further to identify the impact?

After completing the table, arrange services from the highest to the lowest impact area, in order to prioritize focus areas. Now interpret and summarise your impact assessment, as in the following example.

“The thematic areas where our municipality is affected negatively at high levels (4 and 5) are X and Y. Lower level negative effects are in areas Z, Q and W.

X, Y, Z and W are services related to urban infrastructure. Areas where our municipality was positively affected by Syrian migration are O and U.”

## Step 2 - Impact Description and Indicators

The next step of the impact assessment is to describe the impact and state the verification sources or indicators. The red section in the table below is used to describe the impact in each service area, how this impact was measured and verified, and, if possible, the estimated financial or budgetary impact.

A Resilience Assessment should be based on facts and evidence rather than opinions or subjective perceptions. In some instances, an impact could be based on alleged ‘facts’ which are false. For example, some municipalities stated that “crime rates increased with the arrival of Syrian immigrants.” However, the crime statistics of the Provincial Police Department do not confirm this. Evaluating an impact without solid evidence may yield false results. Annexure 1 provides a suggested set of indicators for each service area.

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

Table 4: Impact Assessment Step 2

### Guiding questions for impact assessment Step 2

- How can the impact (or impacts) of migration in the various thematic areas be described?
- How can these impacts be measured? Are the indicators used to measure the effect accessible?
- Are impacts verifiable, or are they based on subjective perceptions?
- If they are verifiable, what are the sources of verification?
- Can the budgetary or financial impact be calculated or estimated?
- If this is possible, what % is this of the total budget of the municipality?
- Has the same impact been assessed by different departments?
- Which departments identified the same impact? Do they work together?

After this step, a municipality can conclude, as in the example below:

“Municipal services are most negatively affected in area X, which is the responsibility of department A. Employees of the department stated in interviews that it is not possible to determine how much of the impact is due to Syrian immigrants. However, the annual cost of service A was 123 TL before the Syrian immigrants arrived, and is now 224 TL, which amounts to an increase of 101 TL.”

Examples from two pilot municipalities are presented below. For examples of full impact assessments covering all thematic areas, see Annex 2.

### Assessing Impact in the Three Phases of Migration

A more in-depth impact assessment considers three phases of migration - Arrival, Settlement and Cohabitation. Impacts during the Arrival Phase can be seen as *realized impacts*, during the Settlement Phase as *on-going impacts*, and during the Cohabitation Phase as *potential impacts*. The following table can be used for this analysis.

			Arrival Stage (A)		Settlement Stage (S)			Cohabitation Stage (C)	
	Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very high	Migration Stage	Impact of Migration	Measuring - Validation	Impact of Migration	Measuring - Verification	Impacts of Migration	Measuring - Verification
1		1 2 3 4 5	A - S - C						
2		1 2 3 4 5	A - S - C						
3		1 2 3 4 5	A - S - C						
..		1 2 3 4 5	A - S - C						
..		1 2 3 4 5	A - S - C						
..		1 2 3 4 5	A - S - C						
..		1 2 3 4 5	A - S - C						
37		1 2 3 4 5	A - S - C						
38		1 2 3 4 5	A - S - C						
39		1 2 3 4 5	A - S - C						

Table 5: Evaluating Impact in the Three Stages of Migration

## 2<sup>nd</sup> Phase: Response Assessment

Response assessment describes municipal responses to immigration and its impacts. Identify successful response activities your municipality is proud of, and possible responses not implemented, or that were unsuccessful, which you regret. Do this in each thematic area using the following template, from the beginning of the migration until the present, in order to identify lessons learnt during this process.

Thematic Areas	Work carried out by the municipality to address migration (Proud)	Work the municipality would have wanted to complete (Regret)	Level of 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

Table 6: Response Assessment

### Response Assessment Step 1 - Successful Responses

This step involves using the part of the impact response assessment template below outlined in red to make an inventory of successful migration response activities implemented by the municipality.

Thematic Areas	Work carried out by the municipality to address migration (Proud)	Work the municipality would have wanted to complete (Regret)	Level of 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

Table 7: Response Assessment Step 1 - Successful Responses

## Guiding Questions for Response Assessment Step 1

- What activities were implemented in these thematic areas in the early period when there was a massive influx of immigrants? (If possible, draw up a chronological list.)
- Which departments carried out this work?
- What were the results of these activities?
- What is currently being done to reduce the additional burden created by migration?
- What is the budget that was available for these efforts?
- What future work is planned in each area?

## Response Assessment Step 2 - Regrets

In the Regrets assessment, municipalities identify and rate activities that they regret not having carried out, or that did not succeed as responses to migration. This is done from the beginning of the Syrian migration until the present day, in order to identify lessons learnt in 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 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

Table 8: Response Assessment Step 2 - Regrets

## Guiding Questions for Response Assessment Step 2

- What migration response activities were unsuccessful?
- What did we not do that in retrospect we could or should have done?
- Which issues did we neglect to address, or did not do so effectively?
- In what areas and in what ways can we make improvements?

### Step 3 - Rating Overall Migration Responses

In Step 3, municipal migration responses in thematic areas are rated using the final column in the table below. If there is more substantial information in the *We are proud of...* column than in the *We regret that ...* column, the response is rated as high (4 or 5); if there is less, the response is rated as low (1 or 2); if it is nearly the same, it is rated as medium (3).

Thematic Areas	Work carried out by the municipality to address migration ( <i>We are proud of...</i> )	Work the municipality would have wanted to complete ( <i>We regret that ...</i> )	Level of 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 9: Step 3 - Rating Migration Responses

### Guiding Questions for Response Assessment Step 3

- Are there more, fewer or the same number of items in the Proud of or Regret categories?
- What can we learn from our regrets?
- How can we improve our responses, or respond differently in future?

### Identifying Priority Areas

The final phase of resilience assessment is identifying which thematic areas are strong, and which are weak and need to be prioritized. In the following table, the impact and response assessment results for each thematic area are aligned, and an assessment is made based on the difference between them.

If in a thematic area the impact is rated high and response level low, this shows that municipal resilience is low in this area. If the impact and the response level are high, then municipal resilience in this area is high.



Areas where there is low resilience are priority areas for improvement. If the impact in an area is low, but the response is high, the municipality may have carried out excessive work, which constitutes an ineffective use of resources.

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

Table 10: Resilience Assessment Results Template

## Addressing Resilience Assessment Results

Thematic areas assessed as weak or very weak require improvement and solutions to problems. At this stage, both internal and external stakeholder participation and input is necessary to ensure appropriate and sustainable solutions that will make the municipality stronger and more resilient in the face of migration.

## 04. Examples from Pilot Municipalities

This section provides examples of how RESLOG Project municipalities did their resilience assessments. The following tables (11 and 12) were used to facilitate the process of data collection and assessment by municipal planning teams.

Examples were taken from different municipalities for each service area, to give an idea of different ways of implementing the method. The statements in the tables are the findings of their resilience assessment, and therefore do not reflect the views of the municipality. Statements are presented without comments and/or corrections.

### Impact Assessment Examples

Impact assessment is an approach developed by RESLOG experts to assess how municipalities are affected by the Syrian migration in different service areas. The Impact Assessment Template below has four columns: Description of the impact, Severity of impact, Direction of impact, and Verification of the impact with data or evidence.

The Municipality teams consulted all relevant departments on how their service area was affected. Methods included organizing focus groups, interviews and workshops, and sending the template to all departments as a questionnaire.

Not all municipalities completed the entire table, for various reasons. Some services are not provided by district municipalities (e.g. transportation services), so even if there is an impact in this area, they did not include it because it is beyond their jurisdiction. Where no impact was observed in a service area, it was left blank. Service areas where no municipalities identified any impact were entrepreneurship, energy, wastewater treatment, culture and art, emergency assistance and rescue.

The identification of data verification sources or indicators was a challenge, as municipalities lack experience in working with indicators, and do not systematically collect data or evaluate the services they provide. Planning teams were restricted by the data available in their municipality.

A second issue is the difficulty in establishing the relationship between available data and migration. For example, it is not possible to know the proportion of immigrants using a park, unless this was specifically monitored. However, the resilience assessment work challenged municipalities to consider indicators to measure the impact of Syrian migration, and planning teams developed various indicators. Even if this data is not currently being collected, these proposed indicators are included in the examples.

## Impact Assessment Table Examples from Pilot Municipalities

	THEMATIC AREA	Impact Degree 1:Very Low, 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Drinking Water Supply	4	(-)	<p>“Drinking Water Supply is an important area in which cities are negatively affected by population increase due to migration. One of the most important effects is the increase of illegal water use.” - Adana Metro Municipality (AMM)</p>	<p>‘It is estimated that 80% of Syrian migrants live illegally in old buildings and use water illegally. Though probably not only due to migrants, the loss of water is significant, and estimated at 400,000,000.00 TL in 2018, with 48,000,000.00 TL attributed to migrants. The AMM Water and Sewerage Department has established a Water Loss Unit to address the problem.’</p>
	Environmental Sanitation / Health	4	(-)	<p>“Due to migrants collecting paper, cardboard and plastic bottles, pests, black flies and mosquitoes have increased. Disinfection services were insufficient, and the rate steadily increased in the streets” (AMM)</p>	<p>“The number of complaints related to disinfection in 2017 was 20,292, which increased in 2018 to 28,890. The amount of medication consumed in 2017 was 58,000 litres, and 89,700 litres in 2018 Personnel Expenditure in 2018 for the removal of the pollution and household waste created by the Syrian migrants (+- 12% of the population) by the Environmental Protection and Control Department is TL 7,800,000.00. Disinfectant for pest control cost 1,543,282,00 TL, and extra personnel had to be employed to eliminate environmental pollution caused by the increased population” - AMM</p>

	THEMATIC AREA	Impact Degree   1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Solid Waste Management	4	(-)	<p>“The highest negative impact has been on Solid Waste Management.”</p> <p>“The Syrian population is not included in budget calculations, and additional waste disposal due to migrants causes financial problems.” - Bursa Metro Municipality (BMM)</p> <p>“The current Waste Management System has insufficient capacity, and it is difficult to teach Syrian migrants about waste recycling.” - Sultanbeyli Municipality</p>	<p>Syrian migrant’s waste disposal costs relative to those of the registered population</p> <p>The amount of waste per capita is calculated as 1.17 kg / day/ person, and is thus 200.000kg or 200 tons/day for the 170. 000 Syrians living in Bursa, which costs +- 1.736.720 TL to dispose. - BMM</p> <p>Increase in the number of complaints to the Cleaning Services Increase in the amount of garbage collected - Sultanbeyli Municipality</p>

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Transport Infrastructure (construction, maintenance, etc.)	4	(-)	<p>“The number of vehicles has increased with the population increase, and road infrastructure is insufficient, creating traffic jam.</p> <p>Streets damaged by excavations related to water and sewerage infrastructure need to be repaired.</p> <p>This requires extra equipment and staffs.</p> <p>Our asphalt plant capacity is insufficient.” - Reyhanh Municipality</p>	



	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Parks and Green Areas	5	(-)	We maintain 14.540.762 m <sup>2</sup> of green areas and parks, but the area per person has decreased with the population increase. The work of the Parks and Gardens Department has increased due to the carelessness of Syrian migrants. Destruction of and damage to urban furniture has also increased.” - Adana Metro Municipality (AMM)	<p>“With the Syrian immigrant population, green space per capita has decreased from 7 to 6 m<sup>2</sup>.”</p> <p>In 2018, we spent 2.750.000 TL on park and garden materials, and 181.280 TL on maintenance and repairs.” - AMM</p>



	THEMATIC AREA	Impact Degree 1: Very Low, 2: Low, 3: Medium, 4: High, 5: Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Access to Public Areas	3	(-)	<p>“Security and access to parks and green areas is a concern for citizens. We thus increased the number of lights in parks and green spaces, and trees are trimmed more frequently. Large parks have security personnel. Nevertheless, the use of parks and green areas in the evenings has decreased.” - AMM</p>	

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN INFRASTRUCTURE AND ENVIRONMENT	Housing and Accommodation	5	(-)	<p>“House rentals and prices have increased. There is a lack of land zoned for housing. Most houses are built by private entrepreneurs, and there are no reserve areas for social housing construction for low income families.</p> <p>Many immigrant families come together and rent a single house, due to the high rental costs. This leads to over-crowded houses and apartments (e.g. with 10 people).</p> <p>Single persons rent beds in illegal ‘boarding houses’, which are transformed apartments or garages.</p> <p>The above create unhealthy living conditions affecting Syrians and their neighbours, and causing increased complaints by the local population.” - Zeytinburnu Municipality</p>	<p>“Average house price in neighbourhoods</p> <ul style="list-style-type: none"> <li>• Maltepe: 1-2,500,000 TL</li> <li>• Kazlıçeşme: 5,500, 000 TL</li> <li>• Other neighbourhoods: 250.000; 750, 000; 1.500.000 TL</li> </ul> <p>Average household income: 5,000 to12,500 TL Average rent: 1,600 TL Risky residential area m²: 7.3 House average size: 140 m²</p>



	THEMATIC AREA	Impact Degree 1: Very Low, 2: Low, 3: Medium, 4: High, 5: Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN SERVICES	Transport Services	3	(-)	<p>“Due to unplanned settlements and population growth, existing transport services are insufficient.” - AMM</p>	<p>“The depreciation life of municipal public transport vehicles has been reduced by 15%, and there are too few vehicles in the areas where the immigrant camps are located’ 15 new buses were purchased in 2017, and 60 in 2018.” - Şaricam Municipality</p>
		5	(-)	<p>“As the refugee camp is near the first public transport stop, municipal and private public transport vehicles fill up at the first stop, and local citizens cannot use them to get to work or school, which creates resentment. Some Syrian migrants using public transport do not pay their fees, which upsets local people, and increases the existing rift.” - Saricam Municipality (SM)</p>	
		1	(-)	<p>“Directorate of Transportation activities include supplying vehicles to meet demand, vehicle maintenance and repair, etc.” - Şisli Municipality</p>	

	THEMATIC AREA	Impact Degree 1: Very Low, 2: Low, 3: Medium, 4: High, 5: Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN SERVICES	Data and Statistics Collection and Use	5	(-)	<p>“There are +- 22,300 Syrian refugees and 21,600 foreigners with residence permits in Zeytinburnu. The number of unregistered foreigners staying temporarily is +- 30,000. Our knowledge of registered and unregistered foreigners is extremely limited. The information we have is gathered from social support applications to AKDEM, plus data obtained from our international project partners” - Zeytinburnu Municipality</p> <p>“SUKOM database was established to enable data analysis of Syrian migrants. This has helped us develop infrastructure for services and projects for Syrian migrants. The municipality does not have a database on local citizens, and needs to develop one.” - Sultanbeyli Municipality</p>	

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN SERVICES	City Information System	3	(-)	“Work on a City Information System (CIS) started in May 2016, and it has been in use since late 2018. The national estimate is that Syrian migrants constitute 12% of the population, but this varies in different areas. We register Syrians with an ID number on our CIS.” - AMM	The cost of the additional software required is not yet clear. - AMM

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN SERVICES	Public Security	5	(-)	<p>“The Directorate of Municipal Police needs to increase in its staff due to the increase in complaints made by citizens disturbed by the social behaviour of the Syrians. Complaints generally concern peddlers, beggars, unlicensed businessmen and those using Arabic signs. This situation also requires an increase in the number of inspections. The working hours of the Municipal Police Directorate, have increase by +- 30%, as auditing visits are made to Syrian enterprises every afternoon. A major problem is that Syrian business owners do not speak Turkish, and translation increases the duration of inspections and working hours, and reduces personnel motivation.”</p> <p>- Osmangazi Municipality</p>	

	THEMATIC AREA	Impact Degree   1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN SERVICES	Municipal Police	5	(-)	<p>“The number of complaints about Syrian beggars has increased significantly in the city centre, especially in traffic. Police controls have been increased to maintain order.”</p>	<p>“The Department of Municipal Police allocated +- 780.000 TL in 2017 for auditing, and an additional 3.000.000 TL for remuneration of auxiliary personnel.</p> <p>The cost of auditing was TL 750,000 in 2018, and TL1,180,000 in 2019. In 2018, personnel expenses were TL 2,321,547 for services concerning the Syrians, and TL 87,450 for equipment and supplies for police services. The financial loss to our institution due to unlicensed commercial activities of migrants is +- 101.700 TL per year.”</p> <p>-AMM</p>
	Fire Department	4	(-)	<p>“Due to the Syrian immigrant population, personnel and equipment costs for police services increased in 2018. Immigrants also operate convenience stores and unlicensed workplaces, and employ illegal workers. Audits conducted in 2018 identified 565 unlicensed workplaces.” - AMM</p> <p>“The Fire department is one of the areas with the highest negative impact. The number of fires increased in areas where Syrian inhabitants have not been informed about fuel sources used for heating purposes.” - Bursa Metro Municipality</p>	

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
URBAN SERVICES	Burial and Cemeteries	3	(-)	<p>“This effect was attributed to the difficulty of reaching cemetery and burial services due to population growth. There were significant problems in the funeral transfer services given in Adana and other provinces spreading over a large area. Purchasing was made for new funeral transport vehicles. Taking into account the population increase caused by the Syrian migration, cemetery services have emerged as a very sensitive and very problematic service area.” - AMM</p>	<p>“In 2018, our municipality provided 442 burial services to Syrian migrants. 88,800 km of roads have been built for the transportation of Syrian migrant funerals.” - AMM</p>
SOCIAL DEVELOPMENT	Education (construction, maintenance, etc.)	5	(-)	<p>“Another area greatly affected is education. Syrian migrants are getting more and more benefits from our municipal services. This makes it difficult for other citizens to access social aid and opportunities. As the number of Syrian migrants increased, the maintenance and repair needs increased for educational facilities and youth centres which provide counselling services and culture and art trainings.” - AMM</p>	<p>“Increased cost of services” - AMM</p>

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
SOCIAL DEVELOPMENT	Health Services	5	(-)	“Increased intensity of work, diversity of patients, language problems, and diversity of health services needed. (vaccinations, blood analysis, etc.)” - Sisli Municipality	Number of applicants and service requests” - Şisli Municipality
	Language Education	3	(-)	“Turkish Language courses are offered by Seyhan Department of Public Education. More Syrian males than females speak Turkish, and many Syrian women have difficulty accessing services, and are often assisted by their children.” - Seyhan Municipality	“The department increased dialogue lessons and language education. In the last quarter of 2018, 500 people received Turkish Language Education, and 81 received certificates.” - Seyhan Municipality

	THEMATIC AREA	Impact Degree   1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
SOCIAL DEVELOPMENT	Receiving Immigrants	3	(-)	<p>“As the number of immigrants was much higher than expected, it was difficult to meet their urgent basic needs for shelter, food and clothing. Now we are seeking solutions to the housing problem.” - AMM</p> <p>“Support was given in setting up temporary camps for Syrian migrants, including construction of camps, roads, water supply and sewage infrastructure, daily subsistence support, and transport to health services facilities.” - Hatay Metro Municipality</p>	
	Anti - Discrimination	3	(-)	<p>“There is a perception among the local population that only Syrians are being assisted. Although aid provided to Syrians has decreased overall, both internationally and nationally, this perception creates problems in social interaction.” - Sultanbeyli Municipality</p>	



	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
SOCIAL DEVELOPMENT	Gender Mainstreaming		(-)	“There are cases of child marriages and polygamy among Syrians, and the local population is critical of this. The majority of Syrian women do not participate in social life due to family/ spousal pressure, and cannot easily benefit from municipal services due to language difficulties. Syrian men do not apply for municipal benefits because they think it is demeaning, and they let the women apply for benefits.”	
	Human Rights	5	(-)	“The municipality has been raising awareness regarding the human rights of the Syrian migrants, and many projects have been implemented with various NGOs, and with public cooperation. There has been a shift in the use of funds and grants.” - AMM	“Number of awareness raising activities related to human rights” - AMM

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
<b>SOCIAL DEVELOPMENT</b>	Social Services	5	(-)	<p>“The Department of Social Support Services was adversely affected by the diversification of work and the increase in the workload. There are issues such as aid application processes, psycho-social support, and lack of legal knowledge and support. Due to the increasing level of discrimination, seminars and awareness-raising activities had to be increased.” - Şişli Municipality</p> <p>“The Association of Refugees was established in order to implement solutions from a single source in a systematic manner in the management of the intensive migration to our district. This lessened the burden on the municipal budget, and a wide range of projects were supported and realized.” - Sultanbeyli Municipality</p>	<p>“The costs of the aid provided for the Syrians by the municipality, and the cost of training and consultations.” - Şişli Municipality</p> <p>“The number of projects implemented and on-going for Syrian refugees. Grant amounts received.” - Sultanbeyli Municipality</p>
<b>ECONOMIC DEVELOPMENT</b>	Employment Environment	5	(-)	<p>“One of the positive effects of the refugees is that they met the need for semi - skilled workers in the industrial and agricultural sectors. This accelerates adaptation and contributes to the urban economy</p>	<p>“The ratio of Syrian immigrants working in seasonal jobs and heavy industry to total employment” - Orhangazi Municipality</p>

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
ECONOMIC DEVELOPMENT	Professional Skills	4	(-)	<p>“Many small and medium enterprises employ Syrian migrants, as cheap and uninsured workers. This created a negative perception that “Syrian immigrants take our jobs”. There is a need for municipalities raise awareness of the importance of qualified migrant labour.” - AMM</p>	<p>“The Migrant Coordination and Integration Centre, opened in cooperation with IOM, provided 1,391 Syrian migrants with Work and Vocational Counselling. With the cooperation of IŞKUR (the Turkish Employment Agency), 159 people were interviewed and 75 migrants were placed in jobs. 12 Vocational Education Information and Guidance Meetings were held on for Syrian migrants, and 495 migrants were reached.” - AMM</p>
	Trade and Industry	4	(-)	<p>“The majority of the complaints made in Sultanbeyli District address the issue that signs are in Arabic and that Syrian establishments are unlicensed and do not pay tax.” - Sultanbeyli Municipality</p> <p>“Syrians have established licensed and unlicensed businesses selling goods and services suited to their living and consumption habits. This increased the difficulty of auditing unlicensed enterprises, and damages the local economy. Local business owners state that Syrians only shop among themselves and that they do not contribute to the economy.”</p>	

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	Institutional Coordination (and Public Cooperation)	4	(-)	“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 were held with community leaders and relevant NGOs (ASAM, Immigrant Aid Association, Universities and Public Institutions). Meetings at governor level with related public institutions and NGO’s resulted in a solution-oriented service process and increased inter-institutional cooperation and coordination.” - AMM	“The number of meetings held to coordinate activities related to the Syrian population”
	Public Affairs and Communication	4	(-)	“The Department of Public Affairs, as the first place where immigrants ask the municipality for assistance, needs personnel who can speak Arabic. The immigrant population has been unable to use our complaints hotline ALO 153 due to the language barrier, and ALO 153 staff reported that this is an important problem for migrants” - AMM	“Since there is no data on this subject, the extent of the impact could not be measured.” - AMM

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	Participation (citizens/NGO)	2	(+)	<p>“Participation was positively impacted by the Foreigners Working Group, established in 2010 by the City Council of the Bursa Metro Municipality. This is a well - recognized mechanism in which foreigners in Bursa from all nations actively participate.</p> <p>In 2018 it was transformed into an the Foreigners Assembly, consisting of volunteers from 28 nationalities, with sub-working groups, one specifically for Syrians.</p> <p>This mechanism, which was established before the Syrian migration, plays a facilitating role in the integration of Syrians into the city.” - Bursa Metro Municipality</p>	
	NGOs / International Organizations / Private Sector Cooperation	5	(+)	<p>“During the period when Syrian migration affected our district intensively, our municipality realised that it could not meet the needs of migrants without cooperation with national and international institutions and NGOs. As a result of this collaboration, the Refugees Community Centre and Refugees and Asylum Seekers Aid Association were established to bring services to migrants under one roof. This decreased the burden on the municipal budget, and Sultanbeyli District became recognized internationally for its immigration management.” - Sultanbeyli Municipality</p>	

	THEMATIC AREA	Impact Degree 1:Very Low, 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	Personnel Structure	5	(-)	<p>“We have too few personnel in Parks and Gardens, Technical Directorate, Municipal Police and Social Support Departments.” - Hatay Metro Municipality</p> <p>“The workload in many municipal departments increased due to +- 22,000 Syrian migrants, as staff had to focus on problems and solution related to employment, language, education, shelter, and humanitarian aid. This problem decreased significantly 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 effect in terms of improved migration and crisis management, and several successes in project development, cooperation and an academic perspective.” - Sultanbeyli Municipality</p>	“Personnel do not meet the needs, despite an increase of 80%” - Hatay Metro Municipality

	THEMATIC AREA	Impact Degree 1:Very Low , 2:Low, 3:Medium, 4:High, 5:Very High	Impact Direction (+) Positive or (-) Negative Impact	Impact Description	Impact Measuring and Verification Sources (Indicators)
MUNICIPAL CORPORATE STRUCTURE AND GOVERNANCE	Budget and Expenses	5	(-)	“Remuneration funds are transferred to municipalities according to population and local taxes collected. With Syrian immigrants, the population of Hatay increased by 600.000 people, but there has been no increase in the budget allocated to our municipality by the state. - Hatay Metro Municipality	“Hatay Metro Municipality spends 33% of its total budget on various needs of Syrian migrants every year.” According to the Financial Services Department, our annual income of 49.500.000 TL from the Bank of Provinces for our population of 194.000 amounts to 250 TL per person. Including the Syrian population, this decreases to 189 TL, which directly affects services to our citizens.” - Hatay Metro Municipality
	Decision Making Mechanisms	4	(-)	“The need for rapid reorganization of the institutional structure arose, as the problems related to Syrian migrants are multi-dimensional, and decision-making had to be accelerated. A rapid institutional restructuring process has thus been started.” - AMM	

Table 11: Impact Assessment Analysis - Examples from Pilot Municipalities

## Impact Response Analysis

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

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

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

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

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



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



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

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

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

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

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

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

Table 12: Impact Response Analysis - Examples from Pilot Municipalities

## Identification of Priority Areas

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

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

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

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

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

### Adana Metropolitan Municipality

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



Thematic Areas	Level of Impact 1: Very Low 2: Low 3: Medium 4: High 5: Very High	Level of Impact Response 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong	Result 1: Very Weak 2: Weak 3: Medium 4: Strong 5: Very Strong
Municipal Police	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Parks and Green Areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Education	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Employment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Collection and Use of Data and Statistics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Housing and Sheltering	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Environmental Sanitation and Health	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Language Education	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Decision - Making Mechanisms	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public Safety	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Institutional Coordination (and Public Coordination)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public Relations and Communication	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Drinking Water Supply	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Energy (Electricity, natural gas)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Budget and Expenditures	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Solid Waste Management	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Urban Planning	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Health Services	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Personnel Structure	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Access to Public Areas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Human Rights	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Entrepreneurship	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Transportation Infrastructure (Construction, maintenance, repair etc.)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Wastewater Treatment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
City Information System	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Transportation Services	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Fire Department	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5





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

Table 13a: Adana Metropolitan Municipality

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

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

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

## Hatay Metropolitan Municipality

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

Table 13b: Hatay Metropolitan Municipality

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

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

## Mezitli Municipality

The priority areas for Mezitli Municipality are determined as follows:

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

## Sarıçam Municipality

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

## Seyhan Municipality

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

When we look at our focus areas and other related thematic areas:

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

## Bursa Metropolitan Municipality

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

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

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

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

## Osmangazi Municipality

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

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

Table 13c: Osmangazi Municipality

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

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

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

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

## Şişli Municipality

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



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

Table 13d: Şişli Municipality

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

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

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

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

- To ensure institutionalization of Migration Unit’s activities
- Measures to reduce risks and/or the impacts of risks
- Provision of a physical space

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

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

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

## Sultanbeyli Municipality

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

Table 13e: Sultanbeyli Municipality

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

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

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

## 05. Results and Evaluation

This section assesses the results, challenges, lessons and recommendations of resilience assessments implemented by RESLOG Project pilot municipalities, to assist other municipalities to use this methodology to deal with the challenges of mass immigration.

### The Resilience Assessment Approach

Pilot municipalities were introduced to the concept of resilience and the process of resilience assessment, which enabled them to improve their resilience and responses to rapid mass immigration, as the first examples in Turkey. The resilience assessment method developed by RESLOG, transferred the concept of resilience (which was mainstreamed in the disciplines such as climate change and natural disasters) to the field of local governments and migration. As a result, it has been demonstrated that institutions can be resilient in certain subject's/service areas and can analyse and plan accordingly.

Syrian migration has affected most municipalities in Turkey, and RESLOG's 12 pilot municipalities hosted approximately 25% of the Syrian population in Turkey in 2019. Resilience Assessment is a major resource for all municipalities intending to enhance their resilience in the face of migration.

Municipalities have responded to Syrian mass migration with humanitarian aid for a long time, but for Turkish municipalities in particular, a more permanent and sustainable approach is needed. Prior to doing resilience assessments, pilot municipalities were hesitant regarding their involvement in RESLOG due to increasing tensions between Syrian migrants and host communities, and due to their unfamiliarity with the concept of resilience.

However, as their awareness of resilience increased and they used resilience assessment to improve service delivery, these concerns disappeared. Other municipalities wishing to develop their capacity in various service areas in order to meet the challenges of mass migration can learn how to do so from this experience.

Resilience assessment is the first stage of Migration Master Planning (MMP), which is covered in full by the RESLOG Migration Master Planning Guidebook.

## Methods and Tools

Resilience assessment is a unique method for municipalities to use to become more resilient in the face of rapid mass migration and its effects. The methods used in this project have also been used successfully by some municipalities in their strategic planning processes.

A key aspect of resilience assessment is to identify the effects of migration on municipal service delivery in different areas, based on measureable indicators and data to verify these effects. Many municipalities have struggled with the issue of verification due to the lack of comprehensive data in service delivery areas, and on the impact of increased population.

In some cases data was not collected due to time constraints and heavy workloads, but all pilot municipalities have become aware of the lack of and importance of data, and many identified data collection as a priority area for improvement.

In the absence of concrete data, impact assessments inevitably reflect subjective views and opinions, which can in some cases be verified or modified on the basis of input from other departments and external stakeholders.

Another important issue regarding data is the use of various data collection methods, such as focus groups, interviews, workshops, and questionnaires and surveys. Municipalities can use any or all these methods to ensure the participation and contribution of all municipal departments.

In addition to internal participation, external stakeholder participation is important in data collection, including public institutions, NGOs, universities, the private sector and migrants themselves. Although external stakeholder participation was limited in many pilot municipalities due to time constraints, it is important to allow time for the contributions of external stakeholders. Pilot municipalities which did this achieved positive results.

Resilience assessment should not be a once-off process, but should be repeated and updated when conditions in municipalities change. Pilot municipalities used the results of their assessments as a basis for their Migration Master Plans, and resilience assessments can also serve as inputs to strategic reviews which inform overall strategic plans.

## Lessons and Recommendations from Pilot Municipalities

1. Implementation in the 12 pilot municipalities has shown that the first and most important step in Migration Master Planning is to establish a competent team of at least three or four, to manage and coordinate the process. This team needs the involvement or at least informed support of senior

management, and official appointment, to ensure commitment, allocation of the required time and resources, and continuity.

2. In municipalities with migration departments, these can lead the planning and implementation processes. In other municipalities, staff responsible for preparing the municipal strategic plans can be made responsible for the MMP, as an aspect of municipal strategic planning, and departmental managers should be involved in both processes.

3. Following the establishment of MMP management teams in the pilot municipalities, an MMP training workshop was organized. A simulation methodology was used in the training, which enabled participants to gain experience and learn good practices in all stages of MMP preparation.

4. However, staff changes occurred in the teams during the MMP preparation process, and having new untrained members created difficulties. Repeat training sessions at intervals when needed, or additional sessions on specific topics could address this problem.

5. Project fact sheets and briefings by the MMP team were used to involve municipal departments in the MMP process, which was also supported by RESLOG planning experts. This guidebook is intended to inform and support other municipalities needing to address mass migration in a planned, organised, comprehensive and sustained manner.

6. In order to implement Migration Master Planning in a municipality, it is very important to obtain the sustained support of senior management and Municipal Councils. This requires that they are informed and involved from the start, and regularly thereafter. Their support also makes it easier to overcome challenges, and to do so more quickly.

7. The team preparing the MMP needs to communicate effectively with other departments, which all need to participate, if the process is to be successful. Each department needs to work on and contribute that part of the MMP related to their service area. Staff in departments need to work together to transcend personal opinions and achieve an objective, service-delivery focused assessment and plan for improving and adapting their services.

8. If municipalities wanting to implement Resilience Assessments encounter hesitation and resistance, it is necessary to inform those concerned of the benefits of MMP as a systematic method focused on municipal capacity development and improved service delivery for all, not only immigrants.

9. The most important aspect of the Resilience Assessment is to identify the effects of migration on municipal service delivery in different thematic areas, and to measure and verify these effects. Municipalities have struggled with verification due to the lack of data on service delivery. All pilot municipalities have become aware of the importance of data, and many made data collection a focus area for improvement.

10. In the absence of concrete data, impact assessments inevitably reflect subjective views. When data is lacking and cannot be gathered, the views of various departments and external stakeholders on a particular impact can contribute to a more objective assessment.

11. Different data collection methods were used by pilot municipalities. Some organized focus group meetings, interviews and workshops, while others used formal correspondence and surveys. Municipalities wishing to implement this methodology can use any or all of these methods. But regardless of the methods used, it is important that all municipal departments participate in and contribute to the MMP process.

12. Participation of external stakeholders is also essential, including NGOs, private sector organizations, universities, other levels of government levels, and migrant communities. External stakeholder participation was limited in pilot municipalities due to time constraints and elections, but where it was achieved, MMP processes benefited and achieved positive results.

13. Pilot MMP processes were carried out with expert support from the project, but other municipalities can undertake this process without expert support, based on the pilot experiences and the methods and learning shared in this guidebook. It is recommended that Migration Master Planning is used by all municipalities facing significant migration challenges.

14. In order to implement Migration Master Plans, it is essential to include them in Municipal Strategic Plans (MSPs). This ensures that the MMP is formalized, that the necessary budget and resources are allocated to it, and the responsibilities of different departments are defined and formally approved.

15. Where MMP and MSP schedules do not coincide, the MMP can be approved as a separate plan by the municipal council, and be included in the annual performance programmes. It can then be integrated into the next revised MSP.

16. The pilot MMP processes were negatively affected by the local elections of 2019. Municipalities intending to undertake MMP processes should thus aim to complete their resilience assessment at least two months prior to local elections. The assessment results can then also contribute to the new municipal plan prepared after the elections.

17. The resilience assessment in RESLOG pilot municipalities focused on the current settlement stage of migration. However, the method and tools presented can also be used to assess the first arrival stage and third cohabitation stage of migration.

## General Evaluation

The scale of the Syrian migration has ensured that it is the priority issue on the agendas of many municipalities, and some municipalities have even established departments specifically to address this issue. Resilience assessment offers a comprehensive method which municipalities can use to respond effectively to the challenge of mass immigration and rapid population increases.

The RESLOG Project has developed a comprehensive approach which assesses the impact of such migration on all municipal services, and also contributes developing strategic responses and municipal capacity in areas such as communication, cooperation and coordination between departments. It also involves and increases awareness and effective responses of municipal departments that have never dealt with the issue of migration.

Although this approach was developed to assess Syrian migration and its impact, municipalities can use it to assess the impacts of any type of migration, and to assess and develop their response capacity.

Resilience assessment was developed as part of the RESLOG Migration Master Planning process, but municipalities can also use it as a basis for urban development and strategic planning processes.

The intention of the project is that resilience assessment is used by other municipalities impacted by migration, and enables them to develop their awareness and capacity to respond effectively. In the process, the method will hopefully be developed and adapted to better meet the needs of specific municipalities and their situations. It is not important to apply the method perfectly, but to reach the intended results, but to use it flexibly to achieve results in different situations.

We hope that municipalities will find the overall approach, concepts, process and methods presented in this guidebook useful in addressing the challenges of rapid population increases and increasing diversity arising from mass migration.



## Suggested Indicators for Municipal Services

	Thematic Areas	Description	Sample Indicators *
	Drinking Water Supply	Supply of fresh water to households; measures against pollution of drinking water; chlorination; loss-prevention; network maintenance and repair; quality control, etc.	Daily water consumption (litres/person/day) Daily water supply (litres/person/day) Loss/leakage amount (m <sup>3</sup> ) Number of dwellings not connected to the water supply network
	Waste Water Management and Treatment	Waste water treatment and storm water management infrastructure and equipment	Municipal water and sewage operating costs Municipal water and sewage income Daily amount of waste water per person (litres/person/day) Capacity of wastewater treatment plants (m <sup>3</sup> /day)
	Environmental Sanitation and Health	Pollution control Waste management Preventing environmental pollution Cleaning roads and open areas	Air quality (ppm) Noise pollution (L/day in population over 55 dBA) Carbon dioxide emissions (CO <sup>2</sup> tons/day) Number of personnel employed for street cleaning Amount of garbage collected from streets (tons/day) 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 (kg/person) 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 1000 people Number of solid waste collection and transfer personnel per thousand people Ratio of organic waste to total waste (%) Amount of solid waste disposed (tons) Number of complaints related to solid waste management services

	Thematic Areas	Description	Sample Indicators *
Urban Infrastructure and Environment	Transportation Infrastructure (construction, maintenance, repair, etc.)	Maintenance of vehicles Maintenance of roads and walkways Traffic management, safety and regulation Traffic signs, lights, barriers, road markings, etc. Bridges, and road infrastructure Parking	Total municipal road network (km) Unpaved roads (km) Parking space (for number of vehicles) Total road network maintained last year(km) Number of traffic accidents last year Number of complaints related to transport services Change in the maintenance costs of transport infrastructure (annual TL)
	Parks and Green Areas	Green space provision and maintenance Parks, tree planting, irrigation Urban furniture and bins in green areas Raising environmental awareness among residents	Green space/person (m <sup>2</sup> ) Green space in residential areas (%) Green activity space per person (m <sup>2</sup> ) (sports fields, playgrounds, etc.) Amount of green space opened in the past year (m <sup>2</sup> ) Cost of urban furniture damaged and renovated or maintained in the last year (TL/year) Change in maintenance costs of parks and green areas (TL/year) Number of complaints related to parks and green areas
	Access to Public Spaces	Creation of public spaces Maintenance and improvement of public spaces Management of public spaces	Public space/neighbourhood (m <sup>2</sup> ) (parks, squares, etc.)
	Housing / Accommodation	Housing Social housing construction for the low income households	Social housing/total housing ratio Proportion of housing without basic services Average living space per person (m <sup>2</sup> ) Homeless people (number and % of population) Average number of persons per room Total number of residences provided last year Total number of social housing units produced last year

	Thematic Areas	Description	Sample Indicators *
Urban Infrastructure and Environment	Energy (electricity, natural gas, etc.)	Street and outdoor lighting Increasing energy efficiency Encouraging and increasing the use of renewable energy Natural gas distribution	Electricity consumption per person (kw hours) Average residential electricity consumption (kw hours/housing unit) Percentage of renewable energy Number of households heated by solid fuel (wood, coal, etc.)
Urban Services	Transportation Services	Management of traffic Public transport provided by municipality, and other government agencies including public train, bus, tram and ferry services Traffic testing and licensing facilities	Road transport as % of all transport Rail transport as % of all transport Commuters using cars vs. public transport (%) Number of registered cars per 1,000 people Average home-to-work travel time Population % <500m away from a public transport stop Daily distance covered by public transport Population/housing close to public transport stops (%) Number of complaints related to transport services/month
	City Planning	Long-term urban planning Socio-economic development planning Regulation of land use Regulating population densities Infrastructure planning	Ratio of green spaces to total area (%) Area opened to urban development last year (ha) Annual population density change at neighbourhood level (person/ha) Number of buildings outside the primary settlement limits People with under 10 minute walk to a park or urban outdoor area Total population growth rate (with immigrants) Population distribution according to age groups (including immigrants) Population growth rate in urban areas (including immigrants) Total resident population (including immigrants)

	Thematic Areas	Description	Sample Indicators *
Urban Services	Data and Statistic	Spatial and socio-economic data Information on urban infrastructure Urban geographic information systems Other municipal information systems and processes	Proportion of digitized maps Sensor-mounted data collection (path length) Number of households registered in the municipal database
	Public Security	Urban layout Public security infrastructure including monitoring equipment Emergency services	Registered crime rate per 1,000 people Deaths due to traffic accidents per 100,000 People Number of traffic accidents last year Number of young criminals per 100,000 inhabitants Number of child crime victims Number of children forced into crime Annual comparative data on extortion/robbery Annual comparative data on rapes Annual comparative data on fraud Number of drug addicts/annual comparison Number of complaints related to public security and public security services
	Municipal Police	Enforcement of national laws Making and enforcement of municipal laws and regulations Inspections related to fees, taxes, authorizations, licenses, etc. Supervision of land and building regulations Workplace safety	Number of municipal police per 100,000 people Number of complaints related to police services
	Emergency Services	Fire prevention and response services Search and rescue, and response to natural disasters	Number of fire interventions last year Number of calls to fire department last year Amount spent for emergency assistance last year Number of emergency responses last year
	Protection and Tourism	Natural, historical and cultural assets within the borders of the town; promotion of the city to attract tourists	Number of protected historical and cultural sites in the area Annual comparison of the number of tourists visiting the city

	Thematic Areas	Description	Sample Indicators *
Urban Services	Burial and Cemeteries	Establishing, maintaining and operating cemeteries (including transport)	Graveyard area excavated last year (m <sup>2</sup> ) Number of funerals last year Cemetery occupancy rates Annual comparison of the number of burial services Number of complaints related to burial and cemetery services
Social Development	Health Services	Health services, including public health Operation and maintenance of health services and facilities	Number of ambulances per 1,000 people Number of doctors per 1,000 people Number and % of medical staff who speak the language of Syrian migrants Number of hospital beds per 1,000 people Primary school compulsory vaccination rate Number of people served by municipal health institutions
	Language Education	Foreign languages education for municipal staff to facilitate communication with migrants and refugees Classes for refugees to learn Turkish	Number of complaints related to health services Number of teachers speaking Arabic Number of municipal staff speaking Arabic
			The amount of food, clothing aid provided to immigrants Number of migrants provided with accommodation Number of migrants receiving health services
			Library space per 1000 people (m <sup>2</sup> ) Exhibition area per 1000 people (m <sup>2</sup> ) Cinema / theatre seats per 1000 persons Number of cinema/theatre shows screened last year Number of amateur sports activities 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



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



	Thematic Areas	Description	Sample Indicators *
Economic Development	Vocational Skills	Improving occupational skills of residents in order to increase qualified workforce	Proportion of vocational high school students/ total number of high school students (%) Number of students graduated from institutions providing vocational education last year Number of lifelong learning activities organized last year
	Entrepreneurship	Support for establishing new businesses Support for young people and women entrepreneurs	Number of workplaces established last year Number of businesses closed last year Entrepreneurship training last year
	Trade and Industry	Establishment of trade centres, Activities to improve production and trade environment Activities with industry and trade experts (organizing fairs, etc.).	National and local average annual income per capita Value added / created per person Resident exports
Municipality Corporate Structure and Governance	Corporate Coordination (and Public Cooperation)	Strengthen communication and coordination between departments Activities that facilitate more efficient delivery of services Increasing cooperation with other public institutions	Number of provincial coordination committee meetings Use of digital communication system between institutions
	Public Affairs and Communication	Communication regarding municipal services to Residents Assessment of suggestions and complaints received, plus problem solving	Number of meetings/communication activities held Number of media statements/press releases Number of news/updates 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 last year to enhance citizen participation



	Thematic Areas	Description	Sample Indicators *
Municipality Corporate Structure and Governance	Cooperation with NGOs, International Organizations and Private Sector	Cooperation and development of projects with national and international (EU, UN, etc.) organizations for socio-economic development, and to provide improved municipal services	Number of international partnerships last year Number of funded projects last year Number of projects completed last year Number of projects developed for migrants
	Personnel Structure	Recruiting, training and effective use of personnel required to provide municipal services	Municipal park and gardens staff per 1000 persons Technical staff per 1000 persons Municipal police personnel per 1000 persons Social support services staff per 1000 persons
	Budget and Expenses	Budget needed to deliver municipal services and the income (fees, taxes, participation income, etc.) for this purpose	Municipal emergency budget (TL) Annual change in total municipal revenues Municipal own revenues (TL) Annual change in municipal revenue Proportion of direct and indirect services for immigrants in the total budget (comparison by year)
	Decision Making Mechanisms	Activities and practices (coordination meetings, mail groups, intra-municipal communication systems, etc.) to ensure effective corporate governance	Number of in-house coordination meetings Municipal digital communication system

\* Indicators in the table are examples. Municipalities can choose or create their own indicators.

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

Indicator data needs to be collected at the start of the MMP process to provide a baseline, and then regularly, as a key aspect of M&E, e.g. annually, to show progress or otherwise in each area. If pre-migration indicator data is available, it can be used as a baseline, and compared to that in subsequent years following the Syrian migration.



# ABOUT THE AUTHORS

## Metehan Gültaşlı

### Key Expert

Metehan Gültaşlı is a graduate of Middle East Technical University (METU), Department of City and Regional Planning. He has over 20 years of experience in projects and planning in both public and private sectors. He has been working as a freelance consultant for 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. In the context of capacity building projects, he has written numerous reports, publications, guides and handbooks in various fields.

## M. Sinan Özden

### RESLOG Turkey 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 degree in Rural Development from Israel Development Studies Centre. He took part in resettlement projects at GAP Regional Development Administration, and has undertaken the coordination of programmes and projects carried out in Turkey by the Institution of German Technical Cooperation (GIZ).

In 2006, he joined the Istanbul Metropolitan Planning Centre (IMP), participated in preparing the Istanbul Environmental Plan, and worked on 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 Centre of the Marmara Union of Municipalities. In the 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 the Union of Municipalities of Turkey and the Committee on Development Cooperation and City Diplomacy and Twin Cities. As a key expert in the Participatory Local Investment Planning (TULIP) Project, he developed the Ermazon Training Methodology, 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 Centre), took part in the preparation of Trabzon's Local Environmental Action Plan, and prepared Aksaray's Local Environmental Action Plan. He provided consultancy support to the Ministry of Interior, the Ministry of Environment and Urbanization, and to 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 has focused on migration and development issues in the context of tasks he has undertaken in 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 Turkish component of the Resilience in Local Governance in the Face of Migration (RESLOG) Project of the Swedish Association of Local Authorities and Regions (SALAR), conducted in partnership with the Union of Municipalities of Turkey, Marmara Union of Municipalities and Çukurova Union of Municipalities.

## Ervin Sezgin

Local Governance Expert, Marmara

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 from 2014 to 2018. Since 2015, he has worked as a consultant on urban governance and planning for organizations such as development agencies, local authorities, the Ministry of Environment and Urbanization, and UN Habitat. In this context, he has published policy recommendations and technical reports, organized workshops and provided training.

Since 2018, he has been a member of the RESLOG Turkey team, collaborating with the Union of Municipalities of Turkey, Marmara Union of Municipalities and Çukurova Union of Municipalities. As the Local Governance Expert, he supports the Migration Master Plan preparation process in municipalities. He 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

Local Governance Expert, Çukurova

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, the Erzincan Earthquake Rehabilitation Project, the European Bank for Reconstruction and Development, Diyarbakır's Urban Development Project, the Islamic Development Bank, and the Masindi-Kitgum Highway Improvement Project in Uganda. He has also worked as a guest lecturer in the City and Regional Planning Department of Isparta Süleyman Demirel University for three years. He is currently the Regional Governance Expert, Çukurova, for RESLOG Turkey.

## Gül Tuçaltan

RESLOG Turkey National Project Coordinator

Gül Tuçaltan graduated 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, and studied Urban Systems at 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 in Urban Governance and Urban Political Ecology at the Department of Human Geography and Spatial Planning at the University of Utrecht (Netherlands) in 2017.

She has worked with various institutions and organizations both on an academic and professional level for over ten years, including METU, REC (Regional Environmental Center) Turkey, the United Nations Industrial Development Organization (UNIDO), Darmstadt Technical University and Utrecht University.

She is currently the National Project Coordinator of the RESLOG Turkey Project which provides comprehensive support to Turkish Municipalities hosting migrant communities following the Syrian migrant crisis. She also directs 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.

