



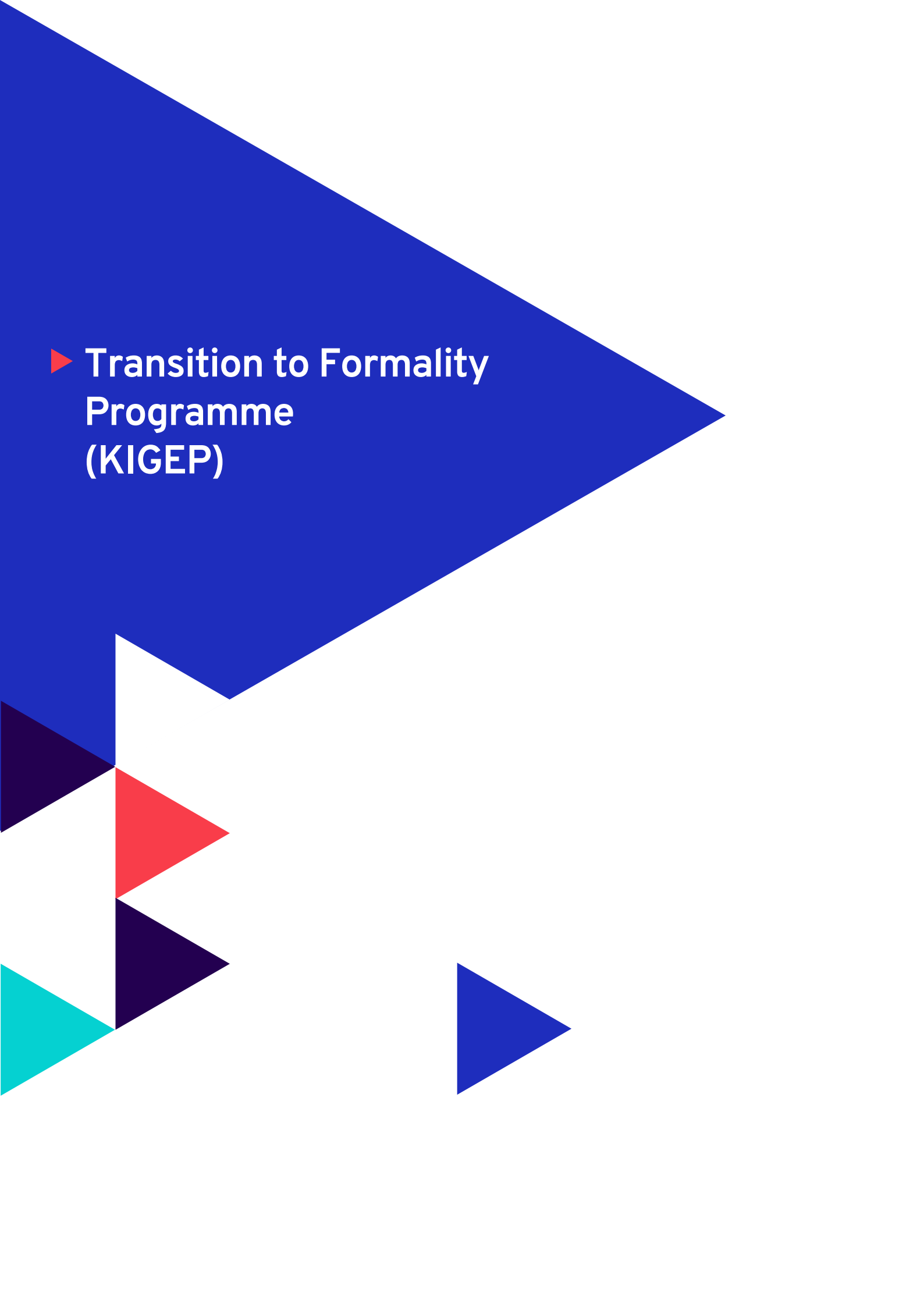
International
Labour
Organization

► Transition to Formality Programme (KIGEP)

Business and Employee Survey Results

Publication Date: July 2023



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► Transition to Formality Programme (KIGEP)

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► Introduction

Türkiye is the largest refugee hosting country in the world, with more than four million refugees, of which more than 3.7 million are Syrians under Temporary Protection (SuTP). The Transition to Formality Programme (KIGEP) was established to support decent jobs for refugees and host community members, and it is implemented by the ILO Office for Türkiye and the Social Security Institution (SSI) in collaboration with the Ministry of Labour and Social Security, Directorate of International Labour Force (DGILF). The Programme implementation agreement was first signed in February 2019 and applications started to be received in Adana, Bursa, Hatay, İstanbul and Konya provinces as of April 2019. KIGEP has continued to date, and currently spans 16 provinces, İstanbul, Adana, Bursa, Ankara, İzmir, Aydın, Manisa, Şanlıurfa, Konya, Gaziantep, Kayseri, Mersin, Kahramanmaraş, Osmaniye, Kocaeli and Kilis. The objective of the KIGEP is to increase formal employment levels for Turkish citizens and SuTP through the incentives provided to employers. The Programme aims to prevent the loss of rights that may occur due to informal employment, ensure that Syrian and Turkish workers work in better conditions and prevent unfair competition. The strategic goal of the Programme is to foster a “formal employment culture” through an employment support method. The programme covers the costs of work permits and social security payments for a period of six months for enterprises who hire Turkish and Syrian workers in accordance with labour and social security legislations. Since this survey was conducted, the KIGEP has been ongoing and is in Phase 3. As of March 2023, 3,052 employers under the scope of KIGEP have been subsidized for a total of 21,094 workers, of which 10,219 are Turkish citizens and 10,875 are SuTPs workers. To assess whether the KIGEP was successful at increasing formality and raising awareness of the benefits of formal work, an impact assessment was conducted in 2020. The first impact evaluation of KIGEP, covered the period of March 2019 to March 2020. Since that period was just before the first Covid-19 cases emerged, the influence of the pandemic on companies and the labour market was not relevant in the first impact analysis. The present report covers Phase two of the KIGEP from February 2020 to July 2021. The findings presented in this report are based on a survey which was conducted during this period with 352 enterprises benefiting from the KIGEP Programme, and 766 Turkish and 767 Syrian employees working in these enterprises.

This review was commissioned by the ILO Office for Türkiye and was undertaken to Prof. Dr. Fuat OĞUZ and Prof. Dr. Metin TOPRAK. The survey findings presented in this report are excerpts of the independent work of these researchers. Any views expressed are solely those of the author or and do not necessarily reflect those of ILO, the United Nations, or its Member States.



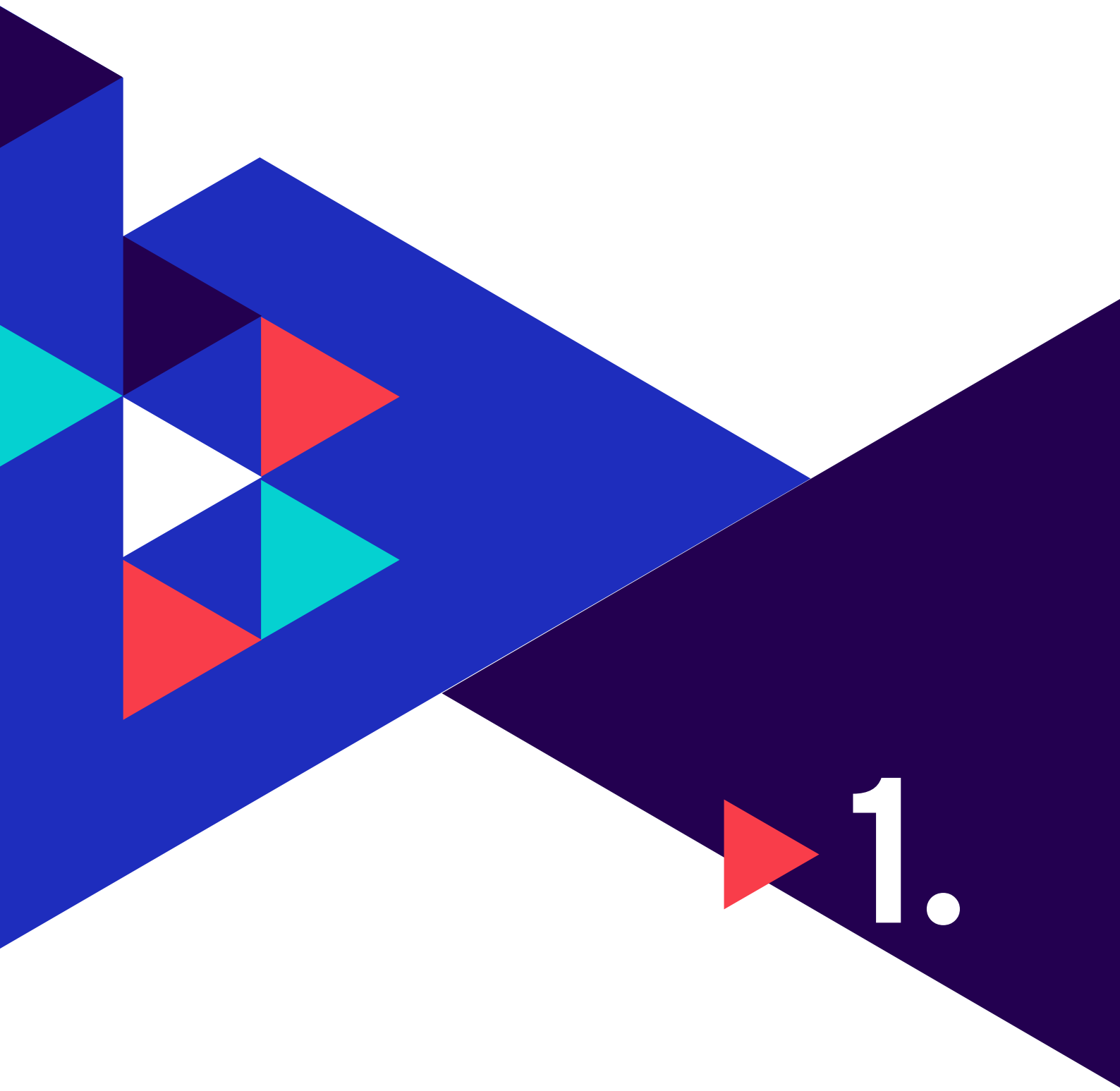
Executive Summary

The purpose of this study was to collect the thoughts and perceptions of KIGEP beneficiary employers as well as Turkish and Syrian employees about the KIGEP Program, between February 2020 to July 2021. 60 percent of the enterprises benefiting from KIGEP are in the textile and apparel industry. The remaining businesses are scattered across other sectors. 44 percent of surveyed businesses are small businesses, 31 percent of enterprises are medium enterprises, and 22 percent are micro-enterprises. The number of large-scale enterprises benefiting from the support (3 percent) is quite low.

Some of the Key Findings of the survey include:

- 1. Despite the difficulties experienced by enterprises during the Covid-19 period, 56 percent of the enterprises surveyed reported having no difficulty in finding Syrians to employ. However, they reported difficulty finding qualified Syrians to employ.**
- 2. Among the enterprises participating in the survey, 49 percent did not experience any difficulties in obtaining work permits. Fewer companies were able to obtain work permits within a month during the second phase (69 percent) of KIGEP, as compared to 80 percent than during the first phase. The increase in the time taken to process work permits during phase two, appears to be due to the impact of Covid-19. Many of the businesses which had problems obtaining a work permit reported that their difficulties were associated with Covid-19 and e-signature problems.**
- 3. 50 percent of Syrians learned about their current jobs from other Syrians working in the same workplace. 22 percent stated that they heard about the business from other Syrians. In total, 72 percent of Syrian employees learned about their jobs from other Syrians. This shows that Syrians have limited opportunities to seek and find work outside their own networks.**
- 4. 46 percent of the enterprises stated that there were no Syrians who come to them with requests to work informally. As in the previous survey conducted in phase 1 of the KIGEP, 47 percent of the enterprises stated that Syrians want to work informally in order not to lose social benefits such as the Emergency Social Safety Net ESSN (Red Crescent Card). However, from this analysis, the research shows that Syrian employees participating in the survey prefer to work formally rather than receive assistance.**
- 5. 65 percent of the enterprises stated that the ideal duration of the KIGEP Programme should be between seven and 12 months. In the previous KIGEP phase 1 survey, a larger proportion of businesses (73 percent) considered between seven and 12 months to be the ideal period. In phase 2, 87 percent of businesses surveyed thought that Syrians would adapt to the job within a maximum of six months. Most of the Syrian employees (85 percent), stated that the job adaptation process takes less than five months. Thus, the six-month period determined for KIGEP appears to be sufficient.**

- 6.** 80 percent of the businesses surveyed stated that they continue to employ all the Syrians they recruited. This compares to 61 percent in Phase 1 of the KIGEP implementation period. 18 percent of enterprises state that they continue to employ some of the Syrian workers. The rate of those who do not continue to employ any of them is only 2 percent.
- 7.** 72 percent of the Syrians who participated in the survey started to work for the first time in their current job with social security coverage. 98 percent of Syrian employees stated that they felt working with social security is beneficial for various reasons. KIGEP is therefore considered to be successful in promoting formal employment of Syrians and raising awareness of the benefits of formal employment among Syrian employees.
- 8.** 85 percent of the Syrian employees stated that they did not receive any training before starting their current jobs. Syrian employees mainly received language training before starting work, and they received short-term (1-2 months) vocational training mainly after they started to work. In the future, 55 percent are considering seeking further training. Of these, 40 percent stated that they intend to take English language education, while 32 percent see a need for further Turkish language education, and 28 percent prefer to undertake further vocational education. Syrians who work formally tend to take more training.
- 9.** Turkish language education and vocational training should be seen as an essential element of the social cohesion process to encourage registration and improve the productivity of Syrian workers. The training for vocational qualification and certification will also improve the qualifications of Syrians and encourage formality in a more permanent way.
- 10.** 70 percent of the enterprises participating in the survey stated that they employed Syrians before the KIGEP. This rate was 44 percent in phase 1 of KIGEP. This suggests that many businesses are accustomed to employing Syrians. In addition to creating new Syrian employment, KIGEP also contributed to the preservation of employment in a shrinking economy.
- 11.** 32 percent of businesses stated that KIGEP contributed the most to reducing costs (32 percent) and protecting their current workers (25 percent). Businesses tend to see KIGEP as helping in their efforts to overcome the burden of Covid-19.
- 12.** The proportion of Syrian women employees working within the scope of KIGEP increased, from 18 percent in February 2020 to 21 percent in July 2021. The biggest increase is seen in the medium-sized companies. In the same period, the ratio of men and women among Turkish employees remained the same.
- 13.** Businesses reported that 52 percent of Syrians who were hired under KIGEP did not continue to work, and left their jobs voluntarily. This rate was 44 percent in Phase 1 of KIGEP. It is considered that health problems and other problems that emerged during the Covid-19 period played a role in this increase. 32 percent of Syrians who left their employment in Phase 2 of KIGEP, left voluntarily because they found another job. Among the reasons why businesses do not employ Syrians, the most important reason reported by surveyed businesses is their inability to cover the costs after the end of the KIGEP support

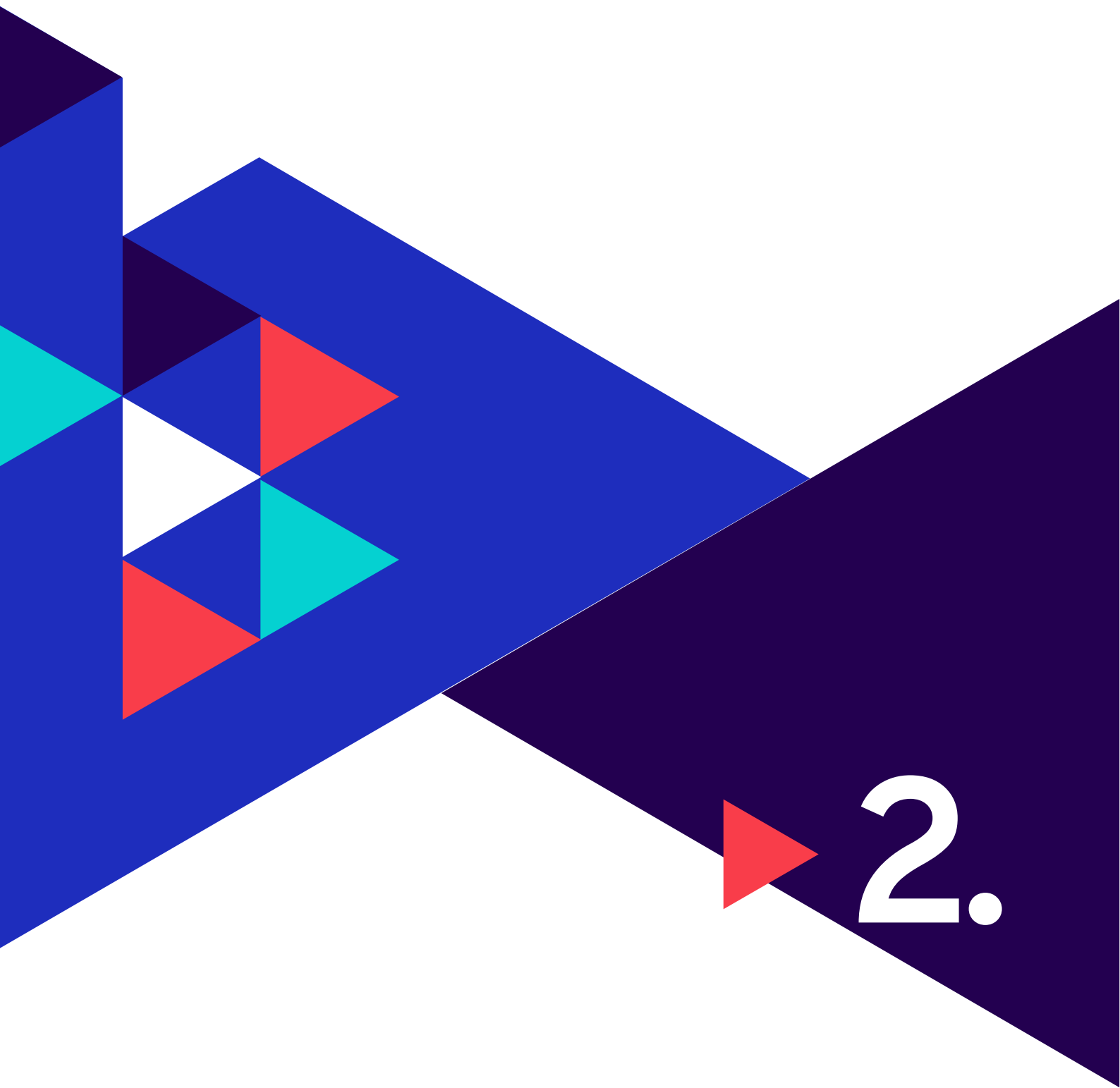


1. Scope of the Survey Study

The purpose of the survey study was to collect the thoughts and perceptions of KIGEP beneficiary employers, Turkish and Syrian employees regarding the impact of the KIGEP. ILO wanted to better understand how the programme encouraged job retention during such a difficult time for the Turkish labour market.

The ILO and the Social Security Institution (SSI) developed an incentive programme, namely the “Transition to Formality Programme” (KIGEP), to institutionalize the incentive scheme and to facilitate formal employment of Syrians and Turkish citizens. The programme commenced in early 2019 and has continued to date, April 2023. Initially, KIGEP reached only five provinces (Konya, Adana, Hatay, Bursa, and İstanbul) but has since expanded to sixteen cities. The “Transition to Formality Programme (phase one) Impact Analysis”, a previous impact evaluation of KIGEP, was conducted for the period of March 2019 to March 2020. Since that period was just before the first Covid-19 cases emerged, the influence of the pandemic on companies and the employment market could not be evaluated in the first impact analysis.

The ILO and the SSI decided to expand KIGEP’s outreach to more provinces as a timely response to the pandemic to combat the deteriorated conditions for the vulnerable groups such as Syrian workers and Turkish workers working informally. The programme is now being implemented in Ankara, İstanbul, Bursa, Konya, Gaziantep, Adana, Mersin, İzmir, Aydın, Manisa, Kayseri, Şanlıurfa, Kahramanmaraş, Kocaeli, Osmaniye and Kilis. Among these, seven provinces were chosen as the sample in this survey study of KIGEP Phase 2, a period which was also impacted by the Covid-19 pandemic. The main selection criteria for the sample locations, was the number of companies and employees benefiting from KIGEP and the geographical representation of the companies and employees.



2. Methodology and Evaluations

The effects of KIGEP were assessed through a field study during which questionnaires and interviews were used for data gathering. The surveys covered businesses benefiting from KIGEP as well as their Turkish and Syrian employees. Fieldwork also consisted of interviews with businesses, employees, and representatives of relevant institutions.

In this analysis, evaluations were made based on data and statistics deriving from the surveys. Interviews were also held with relevant stakeholders working in formal employment and with KIGEP partners. Surveys and interviews were conducted with businesses benefiting from the KIGEP Programme, as well as Syrian employees, and Turkish employees. In this context, the effects of KIGEP are evaluated through the questionnaires conducted with businesses, Syrian employees, and Turkish employees. Comparisons with the results of the previous survey study are also made when appropriate.

► 2.1. Field Survey Methodology

Table 1 provides an overview of the total number of provinces, companies, Turkish employees, and SuTP employees who benefited from KIGEP at the period when the research was conducted.

► Table 1. Total number of KIGEP beneficiaries

Provinces	Total Employees Benefited	SuTP Employees	Turkish Employees	Number of Companies
Adana	97	48	49	14
Ankara	619	320	299	114
Aydın	14	7	7	5
Bursa	1.272	662	610	197
Gaziantep	706	373	333	110
İstanbul	1.642	855	787	144
İzmir	510	259	251	94
Kayseri	542	275	267	41
Konya	912	462	450	141
Manisa	10	5	5	2
Mersin	503	258	245	53
Osmaniye	64	218	213	4
Şanlıurfa	431	32	32	48
TOTAL	7.322	3.774	3.548	967

Table 2 shows the sample selected for this survey. The sample was created using Turkish Statistical Institute's sampling methodology. While determining the sample, beneficiary firms or provinces with very low number of employees could not be included because they do not allow for quantitative analysis. The cities were selected based on the Nomenclature of Territorial Units for Statistics (NUTS-1) for Türkiye. Every city selected represents only one territory in the NUTS-1 system. According to this, İstanbul, Bursa, Gaziantep, İzmir, Konya, Kayseri and Mersin represent the İstanbul Region, East Marmara Region, Southeast Anatolia Region, Aegean Region, West Anatolia Region, Central Anatolia Region, and Mediterranean Region respectively. Other regions in the NUTS-1 system have been excluded from the scope of the study.

► Table 2. Survey Domain

Provinces	Companies Benefitting from KİGEP	Companies Surveyed	Number of Turkish Employees	Turkish Employees Surveyed	Number of SuTP Employees	Araştırılan GKAS Çalışanlar
Istanbul	144	80	787	281	855	290
Bursa	197	113	610	223	662	210
Gaziantep	110	47	333	67	373	86
Izmir	94	50	251	61	259	66
Konya	141	40	450	82	462	76
Kayseri	41	13	267	26	275	25
Mersin	53	9	245	26	258	14
TOTAL	780	352	2.943	766	3.144	767

Before starting the surveys, a detailed information note on the purpose and method of the surveys was sent to local KİGEP staff. Researchers provided support to KİGEP local staff and surveyed businesses by phone and email when necessary.

The surveys were conducted online. The questionnaires were administered using Google Forms. KİGEP local staff in the relevant provinces provided support in the survey follow-up. After the completion of the surveys, a total of three cities that benefited from KİGEP were visited within the scope of field visits. These provinces were İstanbul, Bursa, and İzmir. The lead analyst conducted field interviews. The provinces, institutions, and businesses to be interviewed were determined based on the number of businesses in each province, the availability of relevant institution representatives to be interviewed, and the suggestions of the local personnel. The Aegean and Marmara regions are the most prominent regions of Türkiye in terms of social cohesion, migrant movements, and economic size. All three selected provinces represent the largest economies in their respective regions.

Interviews were conducted based on survey questions. Interviewees were asked semi-structured questions depending on the issues they faced. The visits conducted in January 2022 were planned with the hosting and organization of SSI Provincial Directorates, and appointments were made in advance. Since the interviews were arranged with the support of KİGEP local staff by making an appointment in advance, response rates were high. During these visits, interviews were conducted with the owners of enterprises, managers, and Turkish and Syrian employees of the companies that benefit from KİGEP. Local personnel working within the scope of KİGEP conducted the official institution, business, and employee interviews. Within the scope of the field visits, the Governorship, Migration Management and Social Security Institution Provincial Directorates were visited in the provinces of İstanbul, İzmir, and Bursa, and interviews were held with the relevant authorities. In addition to the visits to public institutions, visits were made to four or five companies benefiting from KİGEP in each province. During company visits, Turkish and Syrian employees were also interviewed.

During the visits to public institutions, questions were asked regarding their evaluations of the social cohesion of Syrian employees within the scope of KIGEP, challenges faced within in their own institution, their evaluations on the continuation of the KIGEP, and the impact of KIGEP on employment during the COVID-19 period. During the company visits, questions were asked to the company owners or managers about their opinions on the effect of KIGEP on the formal employment of the employees, the problems of employing Syrians within the scope of KIGEP and work permit problems, their views on the continuation of KIGEP, and whether they will continue to employ Syrians after KIGEP. In parallel with the company surveys, Syrian and Turkish employees were asked about the support given by KIGEP for formal work during the Covid-19 period, the contribution of the programme to Syrians' awareness about formal work, and the compatibility of Turkish and Syrian employees to work together (See page 44 and 47, Annex 2 and 3, for the list of survey questions).

► 2.2. Evaluation of the Business Surveys

In this section, the results of the survey conducted with the enterprises are analysed. As seen in Table 3, 60 percent of the enterprises participating in the survey are in the Textile and Clothing sector. The share of textile and clothing businesses increased substantially, compared to 37 percent during the first phase of KIGEP. When looking at the overall support of the enterprises, it is seen that the rate is at a similar level. This result is in line with expectations since Syrians who came to Türkiye mainly worked in the textile and ready-made clothing industry in their country before the war.

► Table 3. Distribution of Businesses by Sector

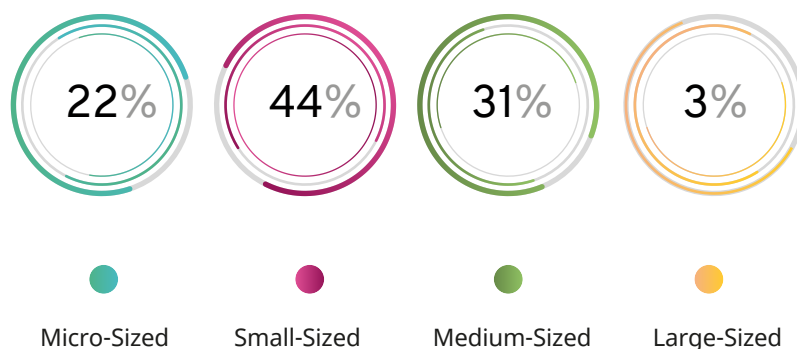
Sector	
Textile and Clothing Manufacturing and Trade	%60
Furniture, Home, and Office Equipment Manufacturing and Trade	%8
Chemical, Rubber and Plastic Products Manufacturing and Trade	%7
Food Products Manufacturing and Trade	%5
Iron and Steel Products Manufacturing and Trade	%5
Machinery Manufacturing, Maintenance, Assembly, and Trade	%4
Construction and Building Materials Manufacturing and Trade	%3
Other	%3
Motor Vehicles and Spare Parts Manufacturing and Trade	%2
Pharmaceutical Products Manufacturing and Trade	%1
Office Services	%1
Leather and Related Products Manufacturing and Trade	%1

The average number of employees according to the size of the surveyed enterprises is given in the table below. There was a 9.5 percent increase in the average number of employees of micro enterprises in July 2021 compared to the pre-Covid-19 period. There is a small decrease in other business groups.

► Table 4. Average number of employees

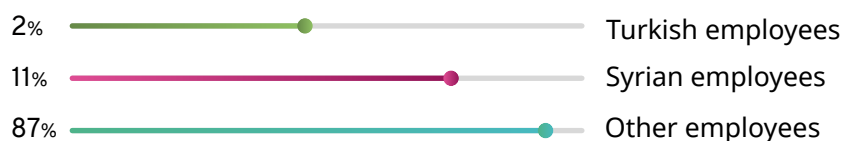
Business size	Average Number of Employees		Rate of Change (%)
	(February 2020)	(July 2021)	
Micro-sized	4.2	4.6	9.5
Small-sized	27	26	-3.7
Medium-sized	101	99	-2.0
Large-sized	594	556	-6.4

When the surveyed enterprises are evaluated according to the number of employees, 75 percent are small and medium-sized enterprises, and 22 percent are micro-sized enterprises. The rate of large-scale enterprises participating in the survey is 3 percent.

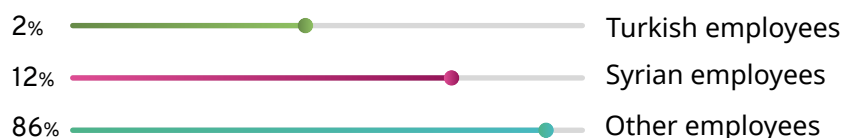


► Figure 1. Business size by number of employees





► Figure 2. Share of Syrian employees in February 2020



► Figure 3. Share of Syrian employees in July 2021

There has been a slight increase from 11% to 12% in the share of Syrian employees in the total number of employees in surveyed businesses. KIGEP provided some support for the firms to increase the number of Syrian employees. This share was 6% in March 2019, when KIGEP first began. Thus, the support for Syrian employees contributed to an increase in number of Syrians employed among those businesses benefitting from the KIGEP programme. This shows that the programme has reached one of its main goals.

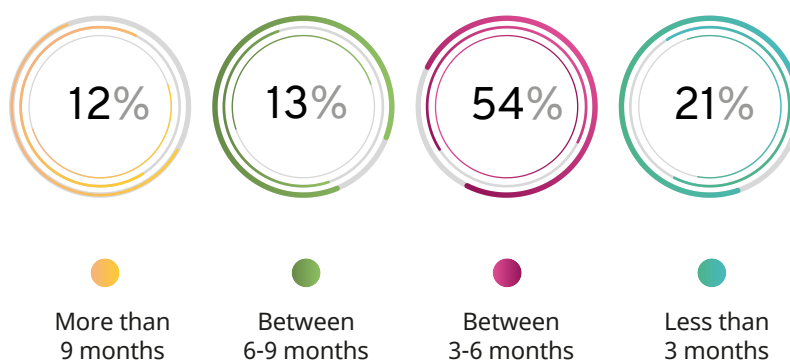
Among the provinces within the scope of the programme, the highest number of surveys was conducted in Bursa. The number of surveys in Mersin remained low (See Table 5). The number of surveys was realized in proportion to the distribution of support in the provinces. A survey was applied to selected businesses that amount to approximately 46 percent of the total number of enterprises benefitting from the support. As emphasized in different parts of this study, the basic data of all enterprises receiving support is similar to the data of the surveyed enterprises. The sample is therefore considered representative.

► Tablo 5. Distribution of Businesses by Province

Province	Number of Companies Benefitting from KİGEP	Number of Companies to be Surveyed
Istanbul	144	80
Bursa	197	113
Gaziantep	110	47
Izmir	94	50
Konya	141	40
Kayseri	41	13
Mersin	53	9
TOTAL	780	352

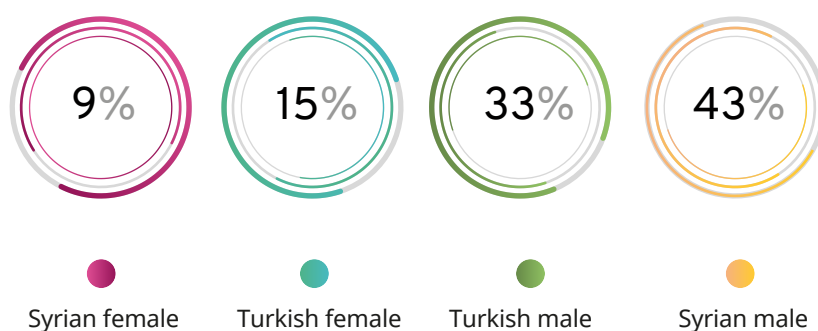
► 2.2.1. Beneficiaries' Level of Benefit from the Programme

54 percent of the enterprises stated that they benefited from KİGEP for 3-6 months, 13 percent between 6-9 months and 12 percent for more than 9 months after March 2020. 79 percent of the enterprises received KİGEP support for at least three months, while 21 percent benefited from the support for less than 3 months.



► Figure 4. Duration of KİGEP support for businesses

43 percent of the enterprises participating in the survey stated that they benefit from support for Syrian male employees and 9 percent for Syrian female employees. The 33 percent stated that they benefit from KİGEP for Turkish male employees, while 15 percent of companies that stated that they benefit from support for Turkish women employees. Therefore, businesses benefited from support for their Syrian employees more than Turkish employees. Among Syrian employees, businesses benefited more from support for male employees (See Figure 5).

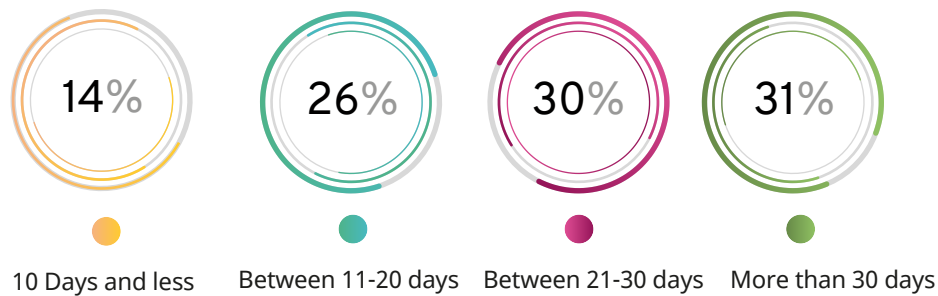


► Figure 5. KİGEP support according to nationality and sex

► 2.2.2. Time to Obtain Work Permits

In order to realize the purpose of KİGEP to provide formal jobs for Syrians and Turkish citizens, it is important that the procedure for obtaining work permits for Syrian employees can be obtained easily and quickly by businesses. In response to the question about how many days it takes to get a work permit for Syrians, 26 percent of the enterprises answered that it takes between 11 and 20 days.

When we include the enterprises (30 percent) that obtained a work permit in 21 to 30 days and the 14 percent who stated that they obtained a work permit in less than 10 days, it is seen that 69 percent of the businesses received a work permit in 30 days or less. 31 percent of enterprises stated that the work permit process took more than 30 days. In phase 1 of KIGEP, 14 percent of businesses stated that the work permit process took more than 30 days. The fact that the work permit process takes longer than normal may have been impacted by the negative effects of Covid-19 on the working conditions of the institutions.

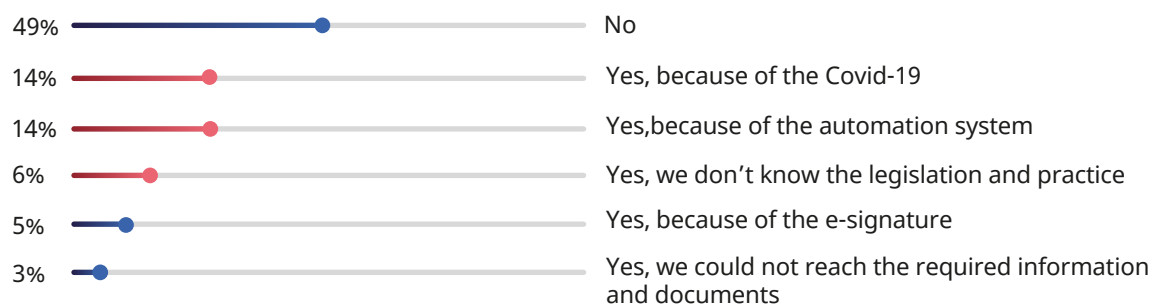


► Figure 6. Time to obtain work permits

► Table 6. Average time to obtain a work permit according to size of the business

Business Size	Average time to get a work permit (days)	Average number of employees
Micro-Sized	28	4
Small-Sized	30	27
Medium-Sized	33	101
Large-Sized	36	594

While the average time for obtaining work permits for Syrian employees of micro-scale companies participating in the survey was 28 days, it took an average of 36 days for large-scale companies to obtain work permits for Syrian employees. The average period for obtaining work permits for Syrian employees of small and medium-sized companies was 30 and 33 days, respectively. **Hence, according to survey results, as the size of the enterprise increases, the average duration of obtaining a work permit increases.**



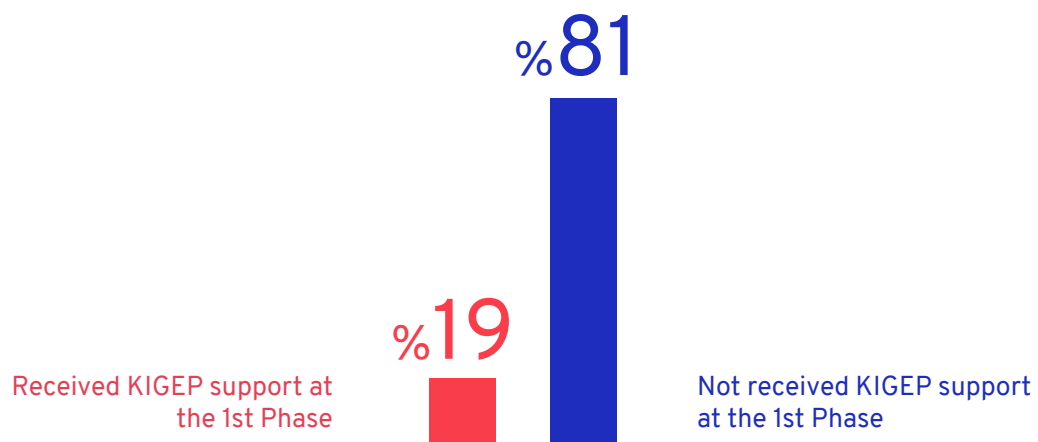
► Figure 7. Distribution of reasons that enterprises have difficulties obtaining permission

As stated above, 69 percent of businesses stated that they received work permits in less than 30 days. During the first KİGEP period, the share of businesses that received work permits in less than 30 days was around 80 percent. 49 percent of the enterprises participating in the Phase 2 survey did not experience any difficulties in obtaining a work permit. The most common problems faced by businesses stating that they had difficulties obtaining a work permit were problems associated with Covid-19 and e-signatures.

▶ 2.2.3. Repeated Application and Continuity of Benefits

467 enterprises in five provinces benefited from phase 1 of the KİGEP programme, which started in 2019 and ended in 2020. In the second phase of KİGEP, the amount of support and the number of beneficiaries increased. Of the 467 companies that participated in KİGEP's first phase, 19 percent continued to benefit from the programme in the second phase as well.

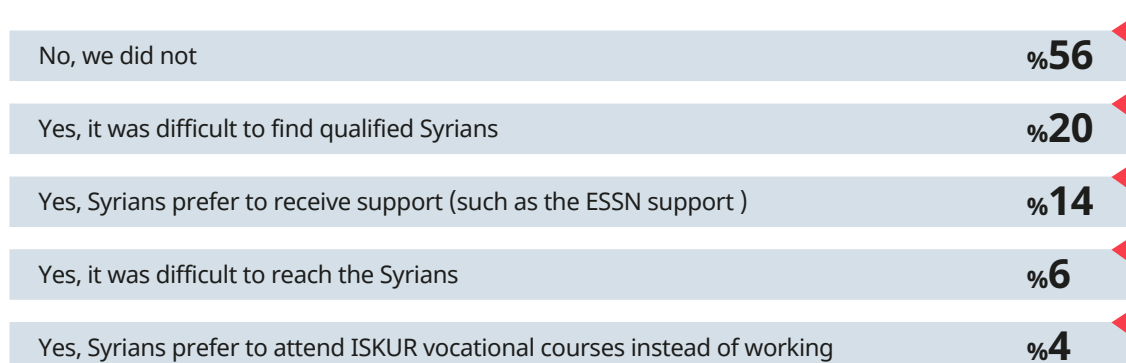
In response to the question asking whether they received support during the first KİGEP implementation period, 81 percent of the enterprises participating in the survey stated that they did not receive support before. Some businesses in the provinces of İstanbul, Bursa and Konya, which were also involved in the first KİGEP implementation, continued to receive support. However, the fact that a significant number of the enterprises benefited from the support for the first time shows that the aim of encouraging formal employment is in line with the aim of supporting new enterprises.



▶ Figure 8. Share of businesses that previously benefited from KİGEP

▶ 2.2.4. To what extent have businesses been able to find Syrians to be employed under KİGEP?

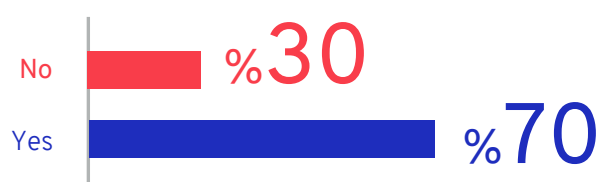
According to the survey, 56 percent of the businesses stated that they have no difficulty in finding qualified Syrian personnel (See Figure 9). 20 percent stated that they had difficulties finding qualified Syrian workers. Among other reasons, the survey shows that businesses' difficulties in reaching Syrians (4 percent) and Syrians' preference for government support over working (14 percent) also caused businesses to have difficulties in finding qualified Syrian workers.



► Figure 9. Difficulty finding Syrians to employ

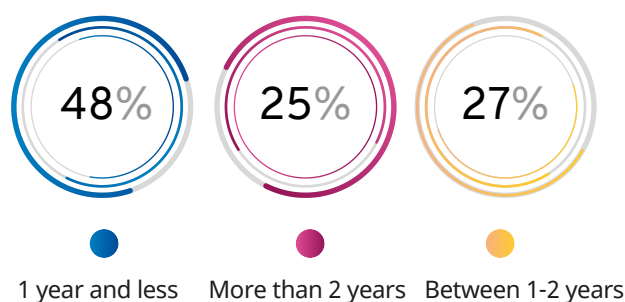
► 2.2.5. Programme Impact Creation of New Employment

One of the most important indicators of the programme's impact is its capacity to create new employment. 70 percent of the enterprises that participated in the survey stated that they employed Syrians before KIGEP (See Figure 10). In the previous KIGEP period survey, 44 percent of the enterprises stated that they employed Syrians before the programme. Therefore, in the second phase of KIGEP, there is an increase in the number of businesses that stated that they employed Syrians before the programme.



► Figure 10. Share of businesses that previously employed Syrians

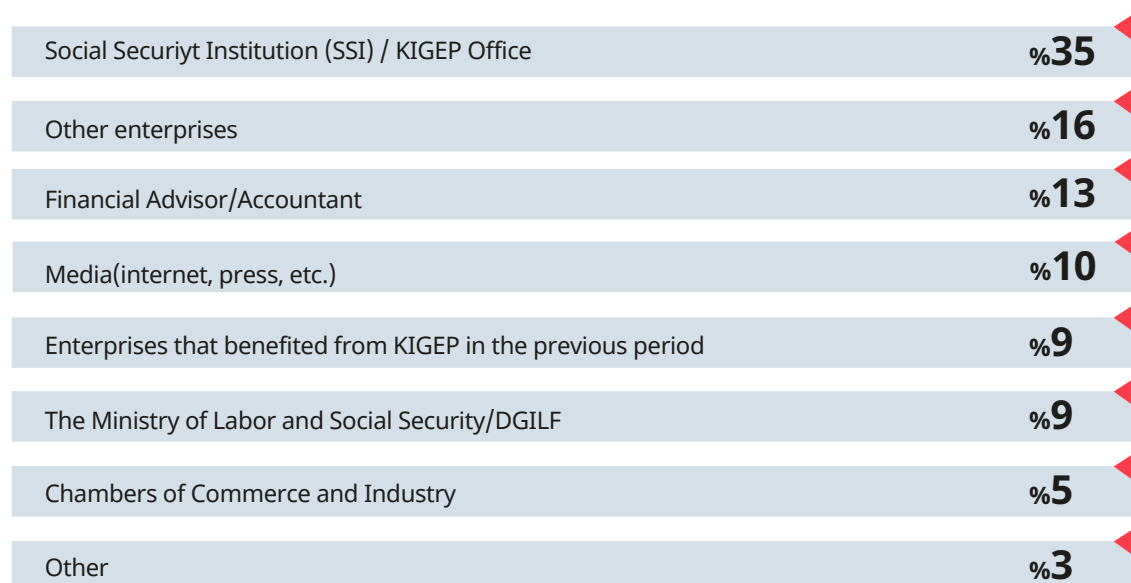
In response the question about how long they employed Syrian workers before KIGEP, 48 percent of the enterprises answered one year or less, and 25 percent answered one to two years. 27 percent of the enterprises stated that they have employed Syrian workers for more than two years (See Figure 11). Only 10 percent of the enterprises participating in the previous KIGEP survey stated that they have been employing Syrians for more than two years.



► Figure 11. How long Syrians were employed by businesses

► 2.2.6. Role of Other Institutions in the Promotion of KIGEP

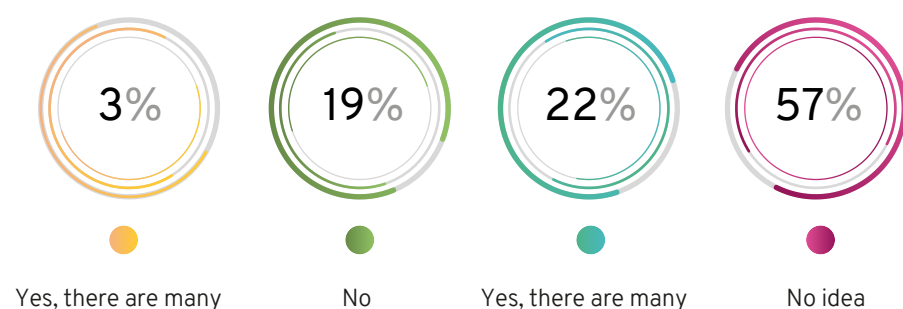
35 percent of surveyed businesses stated that they learned about the KIGEP programme from the SSI/KIGEP office (See Figure 12). In this respect, the SSI/KIGEP office played a key role in the promotion of the programme. It is natural to achieve this result since businesses are in constant interaction with SSI, and KIGEP offices are located within SSI buildings. Secondly, 16 percent of businesses learned about KIGEP from other businesses. It is understood that chambers of commerce and industry also supported the promotion of KIGEP as well as with providing enterprises information about other government support. The media (internet, press etc.) also supported the promotion of KIGEP.



► Figure 12. Where businesses hear about KIGEP

► 2.2.7. Impact of Businesses in the Same Industry

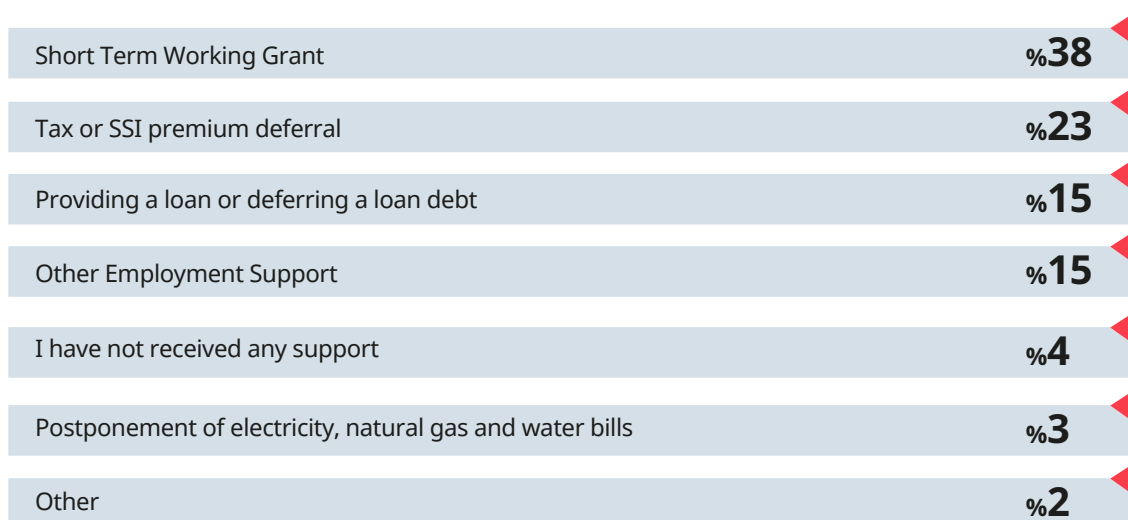
The survey with enterprises showed that 57 percent of the companies do not have an idea about whether other companies in their sector benefited from KIGEP during the Covid-19 period. To the same question, 22 percent of enterprises answered that there are few enterprises that benefit from KIGEP. It is understood that the desire to benefit from KIGEP is not affected by sectoral factors, in contrary it is rather the small size of the programme and its concentration in certain sectors that has proven effective in this regard. Thus, companies did not affect each other in terms of benefiting from KIGEP.



► Figure 13. Familiarity with whether other businesses benefit from KIGEP

► 2.2.8. Did businesses receive other government benefits during the Covid-19 period?

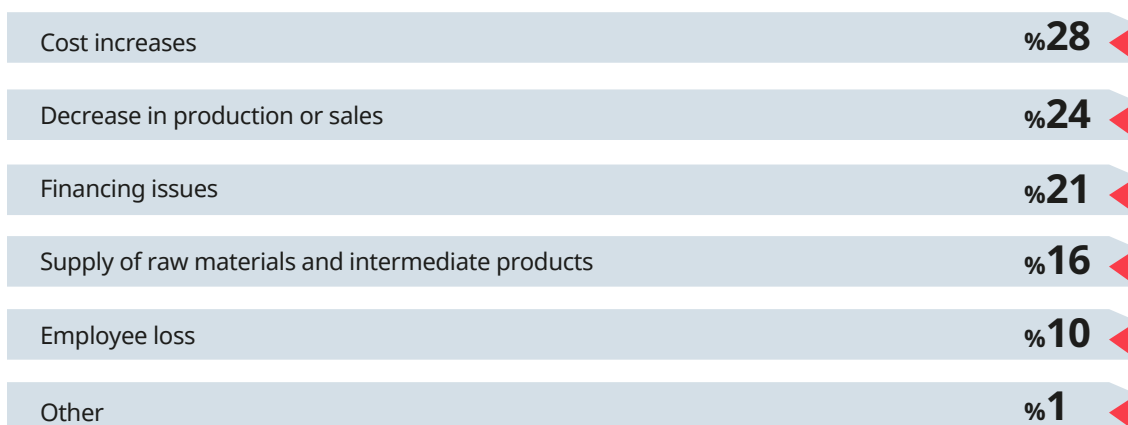
Businesses were asked what type of support they benefited from during the Covid-19 period, to which 38 percent answered that they benefited from the short-term working allowance. During the Covid-19 related restrictions and closure period, the short-term working allowance was also the main source of income for many employees. Tax or SSI premium deferrals (23 percent) were mentioned as well, along with the provision of new loans and loan delays (15 percent).



► Figure 14. Other government benefits businesses received during the Covid-19 period

Even though enterprises received different kinds of additional government support, the Covid-19 period created many challenges for them. As shown in Figure 15 below, a significant challenge for businesses was cost increases. Covid-19 measures in Türkiye, as elsewhere around the world, increased the costs of production in all sectors as the cost to produce inputs rose substantially. The second-biggest challenge businesses faced was the decrease in production and sales (24 percent). As the Covid-19 measures forced the businesses to close for extended periods of time, they suffered major revenue losses. Shutdowns also created supply scarcity problems as businesses had trouble finding necessary raw materials and intermediate products even if they wanted to continue production.

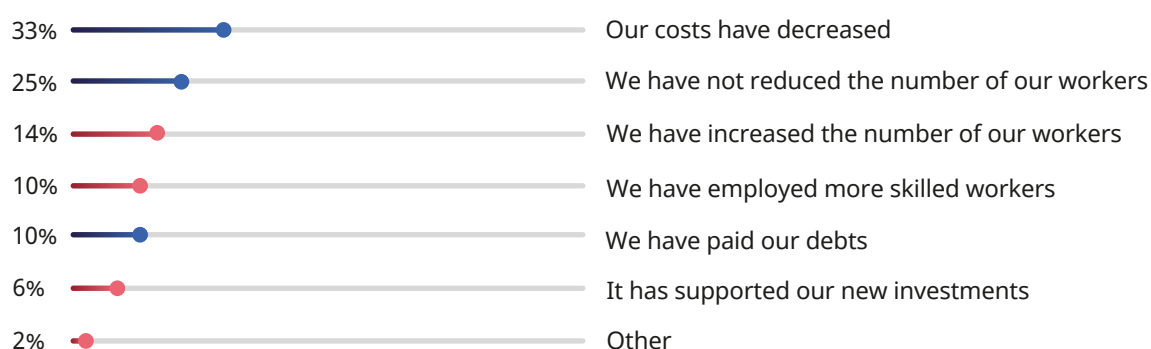
Supply chain issues that originated from the Covid-19 related measures, as well as the infection rates, affected the businesses and brought a domino effect in all industries.



► Figure 15. Biggest challenges during the Covid-19 period

► 2.2.9. Contribution of KIGEP Support during the Covid-19 Period

The Covid-19 period has been a particularly difficult time for businesses. In this period, the support provided by KIGEP contributed to the survival of businesses. To the survey question aimed at measuring what kind of benefits businesses got from KIGEP, 33 percent of the enterprises said that their costs decreased with the support of KIGEP. Secondly, KIGEP supported businesses in retaining their employees (25 percent). Some of the employees who would have been fired had it not been for KIGEP continued to work as a result of the KIGEP support. 14 percent of the businesses said that they hired new employees through the KIGEP Programme. Given that one of the main objectives of KIGEP is to create new employment, the fact that businesses recruited new personnel during the Covid-19 period is indicative of the positive effect of the programme. Thanks to the support of KIGEP, enterprises also reported that they had the opportunity to employ more skilled workers (10 percent). Some enterprises were apparently even able to pay off some of their debts with the support of KIGEP.



► Figure 16. Benefits of KIGEP for businesses

Disaggregating the advantages of KIGEP according to the size of the enterprise illustrates differences in impact of the Programme in relation to the size of supported businesses. The table below (Table 7) shows to what extent enterprises of different sizes benefit from KIGEP. Notably, however, the scarcity of large enterprises poses a significant limitation on the analysis. Data indicates that there are no significant differences between micro, small, and medium enterprises in terms of the advantages provided by KIGEP.

► Table 7. Distribution of advantages provided by KIGEP by business size

Advantages of KIGEP	Business Size(%)			
	Micro	Small	Medium	Large
Our costs have decreased	27	34	34	100
It has supported our new investments	6	7	5	0
We have employed more skilled workers	11	8	12	0
We have paid our debts	8	12	8	0
We have not reduced our number of workers	27	25	23	0
We have increased our number of workers	15	12	16	0
Other	6	2	2	0
TOTAL	100	100	100	100



► 2.2.10. Were there any Syrian employees coming to businesses with requests to work informally?

In phase 2 of KIGEP, 46 percent of the enterprises stated that there were no Syrians who come to them with requests to work informally. 30 percent of businesses stated that Syrians who came to them with such a request wanted to work informally in order to not lose the social benefits they received (especially the ESSN Card). 12 percent of businesses stated that Syrians who came to them with requests for informal work did so because they did not know that it is required to work formally. It seems reasonable that a significant number of Syrians are not aware of the requirement for formal employment, either because of their temporary protection status or because they have not worked in a formal job in the past.

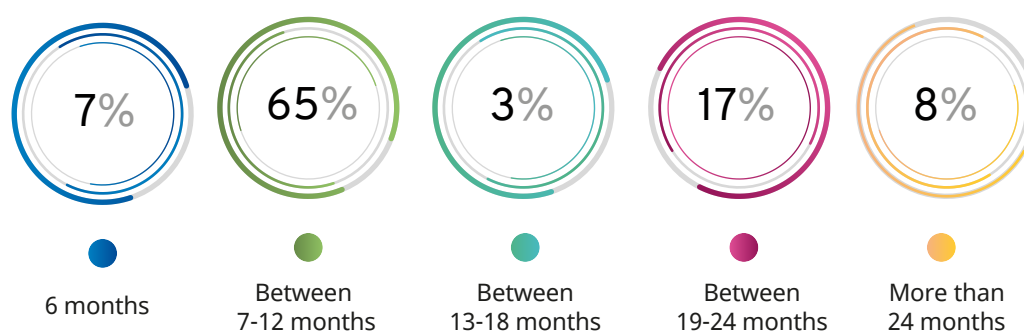
Similarly, in the previous KIGEP survey of Phase 1, 47 percent of businesses stated that there were Syrians who came to them with requests for informal work. In the previous survey, most of the businesses stated that Syrians wanted to work informally in order not to lose their social benefits.



► Figure 17. Whether Syrians want to work informally

► 2.2.11. What is the ideal duration of the programme?

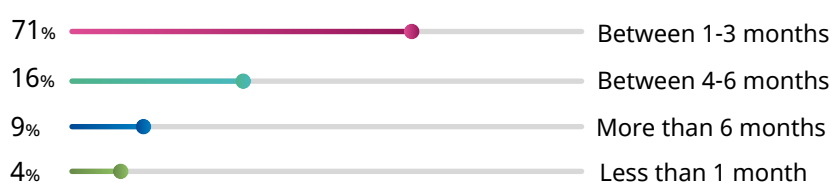
The duration of KIGEP support is important in terms of providing effective support to the culture of formal work. While it is always preferred for businesses to have a long support period, it is normally expected that the effect of support on the culture of formal work will decrease over time. Because the behaviour of businesses adapts to new conditions, and after a point, the marginal benefit of the support falls below the marginal cost of providing that support. In the fieldwork, several questions were asked for this purpose: First, businesses were asked how long the ideal duration of KIGEP should be. 65 percent of the enterprises answered between 7-12 months and 17 percent between 19-24 months (See Figure 18).



► Figure 18. Ideal duration of KIGEP for businesses (Q. 11)

In the phase 1 of KIGEP survey, 73 percent of the enterprises stated that the ideal duration of the KIGEP would be between 7-12 months. Thus, while previously, a larger portion of businesses considered between 7-12 months to be the ideal period, fewer of the businesses in this survey indicated that more than six months was needed.

It is rational behaviour for businesses to ask for longer-term support. A question that checks the reality of this period is the question regarding the adaptation process of Syrian employees to the workplaces under Covid-19 conditions. 71 percent of the enterprises answered that it takes between 1 to 3 months to adapt to the workplaces. The rate of those who said 4-6 months is 16 percent. Hence, 87 percent of businesses think that Syrians will adapt to the job within a maximum of 6 months and reach the same level of productivity as other employees (See Figure 19).



► Figure 19. Adaptation of Syrians to work under Covid-19 conditions

The question about the adaptation time to their current job for Syrian employees is also an indicator of the ideal duration of support. To this question, 85 percent of Syrian employees answered that they got used to their current job in less than five months. Therefore, when the business and Syrian employee surveys are evaluated together, the six-month support period determined for KIGEP is sufficient for Syrian employees to reach the same level of productivity as Turkish employees.

► Table 8. How businesses see change in the performance of Syrian employees

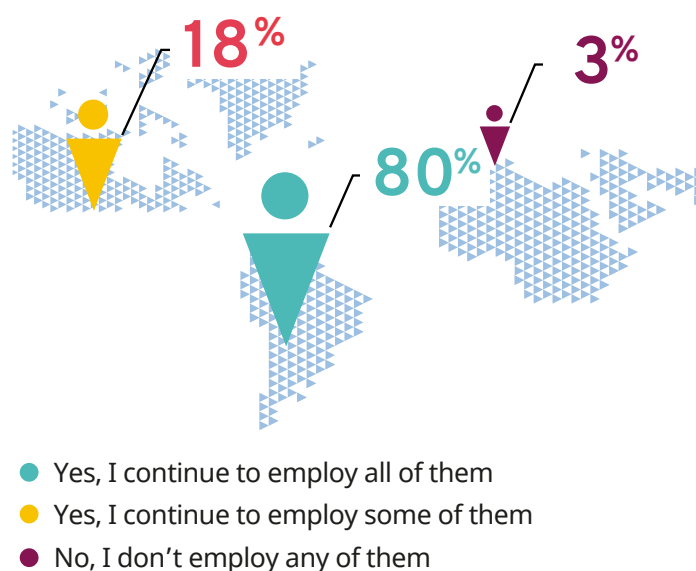
	No Improvement(%)	Some Improvement (%)	Great Improvement (%)
Work performance	5	58	37
Business discipline	9	49	42
Professional knowledge	4	54	43
Turkish knowledge	7	48	46

Question 15 of the enterprise survey sheds light on the professional development of Syrian employees. According to businesses, a very small percentage of Syrian workers made no progress since they started working. Businesses were asked to evaluate the development of Syrian employees in four categories: work performance, business discipline, professional knowledge, and Turkish knowledge. Around half of the businesses saw some improvement and stated that the most improvement was seen in the Turkish language ability of Syrian workers (see Table 8). On average, 42% of businesses reported observing great improvement in all areas.

► 2.2.12. The Effect of the Programme on Enabling an Environment to Work Formally

In the first phase of KIGEP, 61 percent of the businesses continued to employ all the Syrians they employed under KIGEP. 36 percent of businesses stated that they continue to employ some Syrians, bringing the total to 97 percent of businesses that continued to employ some or all the Syrians even after KIGEP ended.

In phase 2 of KIGEP, 80 percent of the businesses surveyed stated that they continue to employ all the Syrians they have recruited. This rate represents an increase of 13 percent compared to the previous year. 18 percent of enterprises state that they continue to employ some of the Syrian workers, bringing the total of businesses that continued to employ some or all the Syrians even after KIGEP ended to the same 97 percent as in phase 1. The rate of those businesses who do not continue to employ any of them is only 3 percent. **This ratio shows that most businesses want to continue employ Syrians they recruited through KIGEP, even after their support payments are over.** The increase in the number of businesses that continue to employ all the Syrian workers shows that the programme has made a positive contribution to enabling an environment for formal employment, even amidst the challenging Covid-19 conditions.



► Figure 20. Percentage of Syrian employees working after KIGEP

Businesses stated that 32 percent of Syrians who left employment with them voluntarily found another job (See Figure 22). 21 percent of these workers apparently returned to their country. The rate of those who returned to their home country was 8 percent in phase 1 of KIGEP. It is considered that the increase in this rate may be related to the conditions of the Covid-19 period and changes in the conditions in Syria.

They left the job voluntarily	%52
When the support ended, we could not cover the cost	%24
Because of market conditions	%15
Their performance was unsatisfactory	%5
Other	%4

► Figure 21. Reasons for not employing Syrians under KIGEP

One third of the Syrians who did not continue to work in the same workplace after the support ended found another job thanks to the job knowledge, skills, and experience they gained. With this it can be considered that KIGEP gave these employees job mobility.



► Figure 22. Reasons for Syrians leaving their jobs voluntarily

47 percent of Syrians stated that they did not work in another job before starting their current job, while 25 percent stated that they worked in another job without social security. The rate of those who work in another job with social security benefits was 17 percent. The rate of informal work among Syrians in Türkiye was calculated as 91.6 percent in a study by the ILO Office for Türkiye (2020). **Therefore, the fact that most Syrians participating in the KIGEP programme transitioned to formal working conditions for the first time in their life proves that KIGEP is successful its efforts to create an environment for Syrian workers' transition to formality.**

► 2.2.13. How do businesses support Syrian employees?

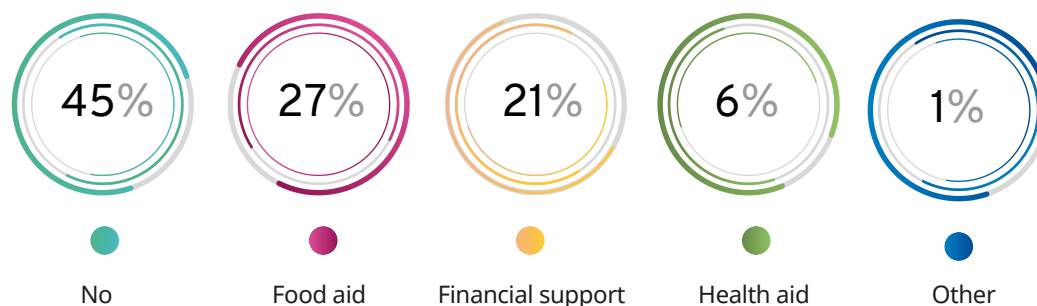
The opinions of the enterprises on the adaptation of the Syrian workers to the job were elicited (See Figure 23), to which 28 percent of businesses answered that the Syrians they employ do not have any challenges. However, among the challenges identified, language skills come first among the subjects that businesses deem lacking among Syrians (41 percent); as such, language skills are considered the most important factor by employers for Syrians to contribute to productivity and business. Secondly, vocational education (24 percent) was also mentioned by many enterprises along with the need for family support (7 percent). Considering that a significant portion of Syrians working in manufacturing sectors such as textiles and apparel, overcoming the language problem will remove a major barrier in terms of adaptation to work.



► Figure 23. What Syrians need to improve in their jobs

Businesses report making significant efforts to support the Syrians they employ to adapt to the work environment. The Covid-19 period posed unprecedented difficulties for both businesses and workers.

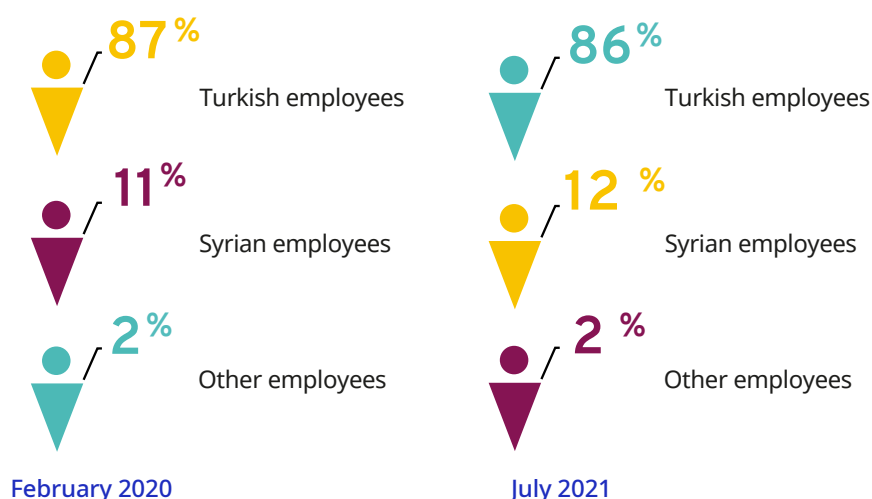
We expect that during difficult times businesses provided more support to their employees to keep them in the job and improve their productivity. The survey asked businesses what kind of assistance they provide to the Syrians they employ (see Figure 24). Almost half of the enterprises (45 percent) stated that they did not provide any assistance. The rate of those who donated food aid was 27 percent. Only 21 percent of the enterprises stated that they provided financial aid.



► Figure 24. Business support for Syrian employees

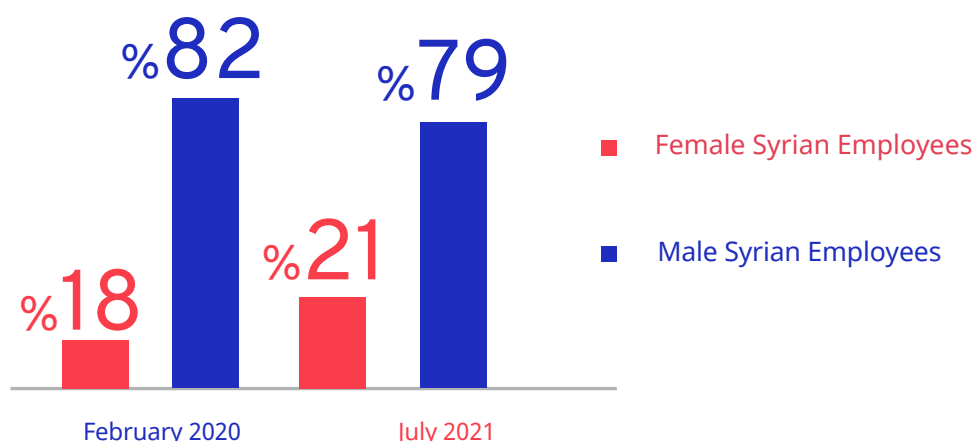
► 2.2.14. Impacts of the Program on Increasing Syrian Women's Participation in Employment

As of February 2020, 87 percent of all employees of the surveyed enterprises are Turkish citizens, and 11 percent are Syrian refugees. In July 2021, the rate of Turkish employees in enterprises decreased to 86 percent, while the rate of Syrian employees increased to 12 percent.



► Figure 25. Comparison of employee nationalities between February 2020 and July 2021

In the surveyed enterprises, 73 percent of Turkish employees were men and 27 percent were women in February 2020, and these rates did not change in July 2021. On the other hand, 82 percent of Syrian workers were men and 18 percent were women in February 2020, and 79 percent were men and 21 percent were women in July 2021. Therefore, there was a slight increase in employment of female workers during the phase 2 KIGEP period.



► Figure 26. Change in the share of Syrian male/female employees

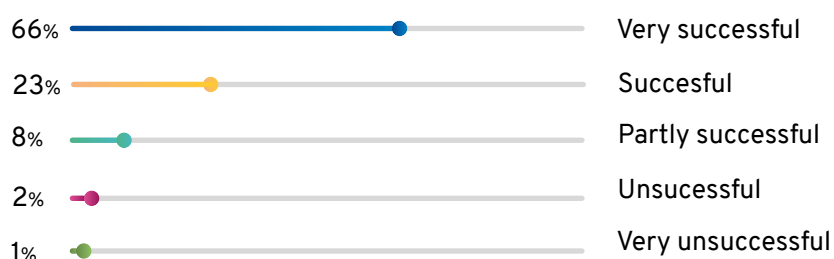
The number of Syrian female employees in the surveyed micro, small and medium-sized companies increased in July 2021 compared to February 2020. The biggest increase is seen in the number of Syrian female employees of medium-sized companies. The average number of Syrian female employees in medium-sized companies, which was 1.9 in February 2020, increased by 73 percent to an average of 3.3 in July 2021. Due to the small number of large-scale companies participating in the survey and the absence of Syrian female employees in these companies, there was no change in the number of Syrian female employees of large-scale companies.

► Table 9. Average number of Syrian female employees by business size

Business size	Average Number of Employees (Female-Syrians)		Rate of Change (%)
	(February 2020)	(July 2021)	
Micro-sized	0.0	0.2	20
Small-sized	1.3	1.4	7.7
Medium-sized	1.9	3.3	73
Large-sized	0.0	0.0	0

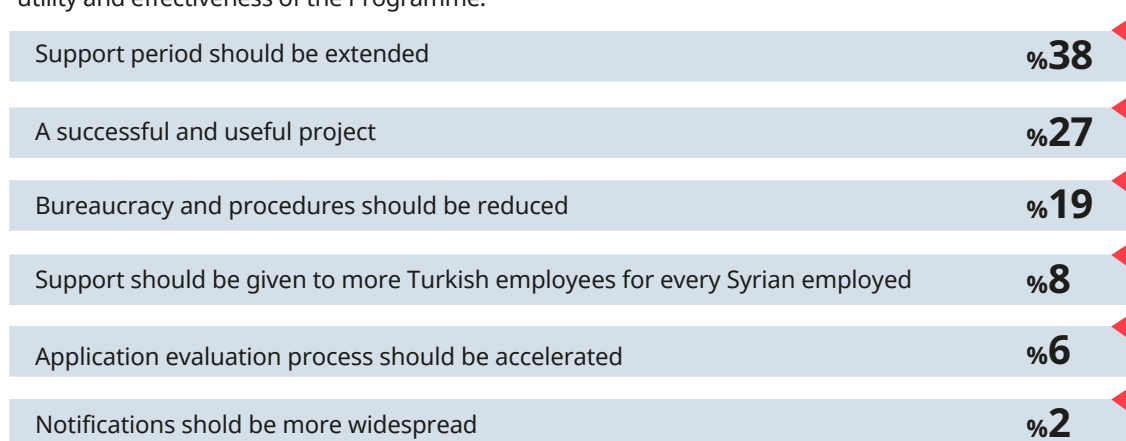
► 2.2.15. Evaluation and Suggestions of Businesses about KIGEP

66 percent of businesses responded that KIGEP was very successful in supporting formal employment during the Covid-19 period, and 23 percent stated that it was successful. 8 percent of enterprises stated that KIGEP was partially successful in supporting formal employment. When we take these enterprises together, 97 percent of the enterprises participating in the survey stated that KIGEP was between partially to very successful. The rate of those who found the programme successful in the previous KIGEP period, was 99 percent, was only just marginally higher than those who found it successful in this period.



► Figure 27. Businesses' opinions on the success of KIGEP

As illustrated in Figure 28 below, 27 percent of the surveyed businesses reported that the programme is successful and useful. The rate of those who think that bureaucracy should be reduced is 19 percent, and the rate of those who stated that the application evaluation process should be accelerated is 6 percent. 38 percent of enterprises stated that the support period of the KIGEP Programme should be extended. A similar result was obtained in the phase 1 KIGEP survey. It is a common thought to extend the support period in line with the answers given about the ideal duration of KIGEP. Only 8 percent of enterprises stated that support should be provided for more Turkish employees for each Syrian employee. Opinions of enterprises regarding KIGEP are generally positive. Reducing bureaucracy and procedures and extending the support period stand out among the suggestions of enterprises to further improve the utility and effectiveness of the Programme.



► Figure 28. Opinions and suggestions on the functioning and continuation of KIGEP

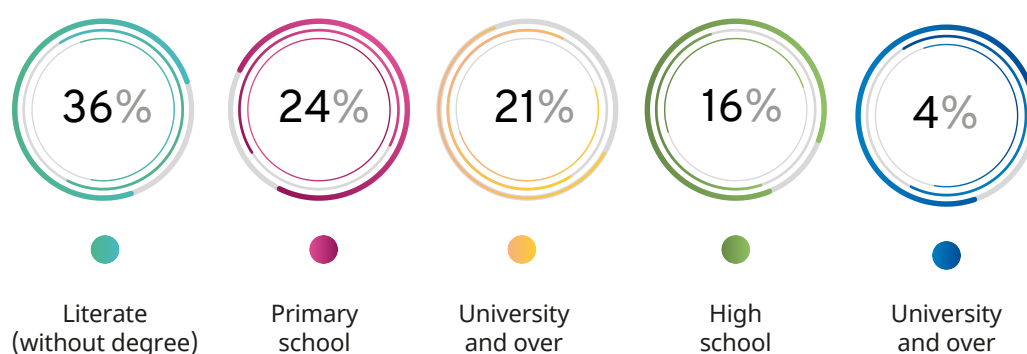
► 2.3. Evaluation of Syrian Employees Survey

Of the total 3,144 Syrian employees who benefited from KIGEP in seven provinces during phase two, 767 Syrian employees completed the online survey. Almost 25 percent of the total number of Syrian employees in seven cities responded to the survey.

► Table 10. Number of SuTP Beneficiaries in surveyed provinces

Provinces	Number of SuTP Employees	Number of Syrian Employees Surveyed
İstanbul	855	290
Bursa	662	210
Gaziantep	373	86
İzmir	259	66
Konya	462	76
Kayseri	275	25
Mersin	258	14
TOTAL	3.144	767

Among surveyed SuTP employees, only 14 percent are women. 55 percent of surveyed SuTP employees are between the ages of 21 and 30, and 28 percent between the ages of 31-40. Hence, 83 percent of surveyed SuTP employees are between 21 and 40 years old.

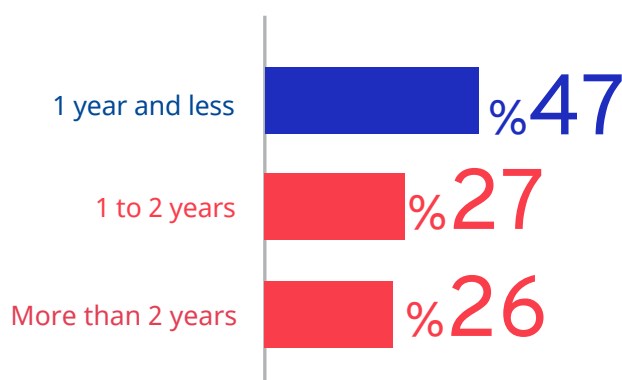


► Figure 29. Education levels of SuTP employees

60 percent of surveyed SuTP employees have a primary education diploma or less, as can be seen in Figure 29 above. 21 percent of surveyed SuTP employees have a middle school diploma, and 16 percent of them hold a high school diploma. Only 4 percent of Syrian employees hold a university degree or higher.

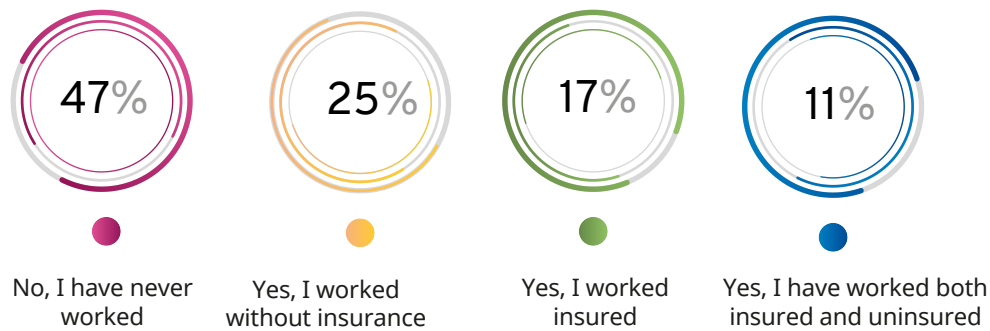
44 percent of surveyed SuTP employees were textile or garment workers in Syria, and 46 percent of them work in textile and garment industries in Türkiye as well. 20 percent of SuTP employees were operators, assemblers, smelters, turners, and other factory workers in their home country. 24 percent of surveyed Syrians work in similar jobs in Türkiye. While 3 percent of surveyed SuTP were white-collar workers like doctors, engineers, teachers, academicians, bankers, managers, IT personnel, etc. in Syria, only 2 percent of surveyed SuTP employees work in similar white-collar jobs in Türkiye.

47 percent of surveyed SuTP employees stated that they have been working in the same workplace for one year or less. 27 percent of them have been in the same job for between one and two years, and 26 percent of them have been in the same job for more than two years. In the previous impact analysis survey, 26 percent of Syrian employees stated that they had been working in the same workplace for more than one year.

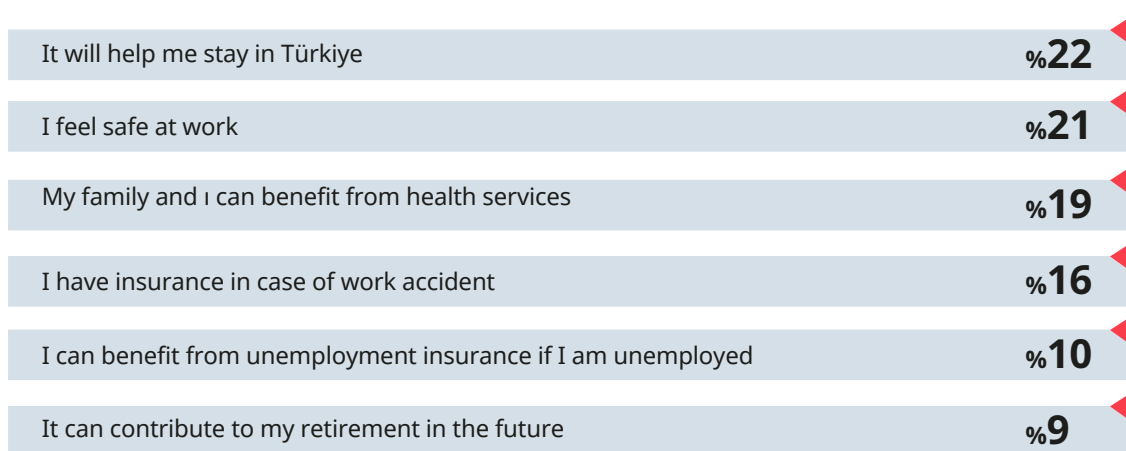


► Figure 30. SuTP working in the same business

69 percent of surveyed SuTP employees were working in their home country before they came to Türkiye. 47 percent of Syrian employees had never worked in Türkiye before starting at their current workplace. 17 percent of surveyed SuTP employees stated that they worked in a job with social security before their current job, while 25 percent of Syrian employees said that they previously worked in another job in Türkiye without social security. In the phase 1 KIGEP survey, the rate of Syrians who stated that they worked with social security before starting their current job was 12 percent, 34 percent who stated that they had worked previously without social security.



► Figure 31. Share of Syrians working in the past in another job



► Figure 32. Benefits of social security for Syrians

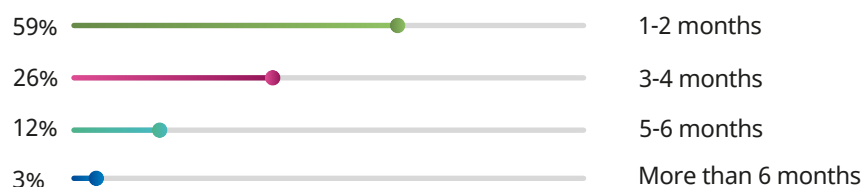
When asked about the benefits of working with social security, 98 percent of Syrian employees stated that working with social security is beneficial for various reasons. For example, 21 percent feel safe while working formally, and 22 percent think that working with social security will help them stay in Türkiye. Only 2 percent reported that working with social security does not benefit them. This result shows that **KIGEP is effective in raising awareness of Syrian employees about the benefits of formal work and creating behavioural changes in their preference for formal work in the future.**



► Figure 33. Duration of Turkish language education of SuTP

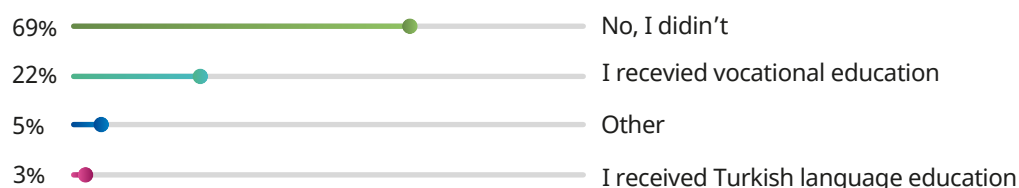


85 percent of the Syrian employees stated that they did not receive any training before starting their current job, while 8 percent stated that they received Turkish language education and 6 percent received vocational training. Thus, the majority of Syrians did not receive any education before they started working, and those that did received more language training than vocational training. While the duration of the Turkish language training they received was mostly between 1-4 months, the duration of their vocational training was mostly between 1-2 months.



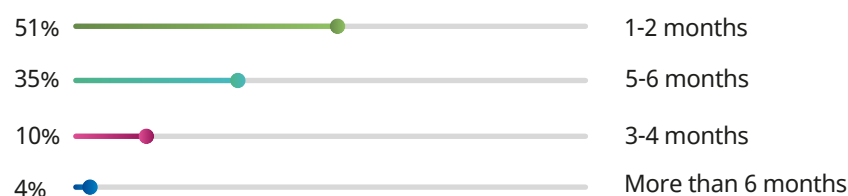
► Figure 34. Duration of language education of SuTP

When asked about the training they received while working in their current jobs, 69 percent of the SuTP employees stated that they did not receive any training, whereas 22 percent said that they received vocational training. Only 3 percent stated that they received Turkish language education.



► Figure 35. On-the-job training for SuTP

As it can be seen from the figures above, Syrian employees mainly received language training before starting work, while they received vocational training only after they started to work. While 51 percent of them received short-term vocational training of 1-2 months after they started to work, 35 percent of them received longer training of 5-6 months.



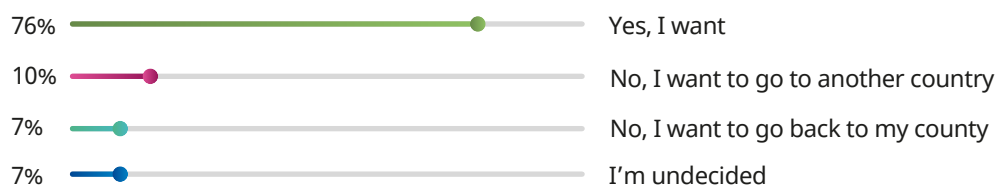
► Figure 36. Duration of vocational education of SuTP

Among the questions regarding future plans, Syrian employees were asked whether they were considering taking language or vocational training in the future, to which 55 percent of Syrian employees answered that they were planning to enrol in training. 40 percent stated that they intend to take English language courses, 32 percent intend to take further Turkish language education, while 28 percent plan to enrol in vocational training.



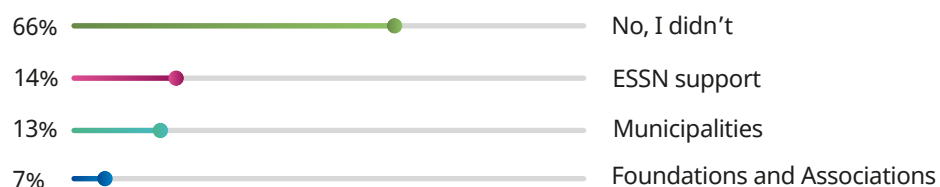
► Figure 37. Educational needs of SuTP

76 percent of Syrian workers stated that they want to live and work in Türkiye in the future. While only 7 percent stated that they want to return to their country, and 10 percent expressed a desire to go to another country.



► Figure 38. SuTP's desire to live in Türkiye

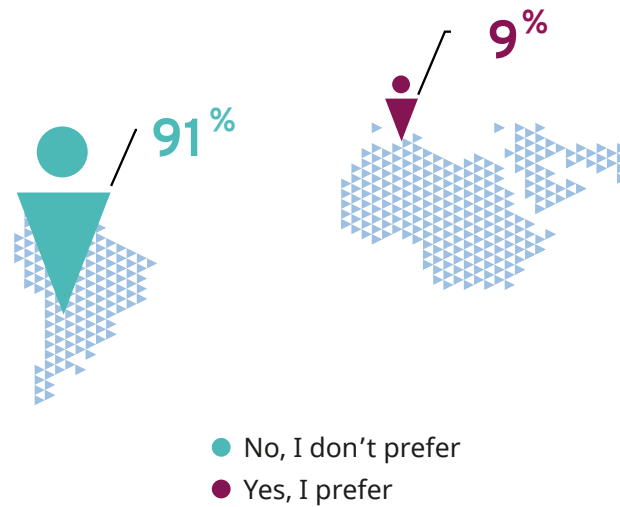
There is a two-way correlation between formal employment and language and vocational training trends. While formal employment can also lead to wanting to continue their education or develop further skills, the trends show that the opportunities to work formally in more skilled jobs increase as workers enhance their skills or continue their education. This relationship is also clearly seen in Syrian workers within the scope of KIGEP.



► Figure 39. Support/help from other institutions

66 percent of Syrian employees stated that they did not receive any help/support from other institutions during their stay in Türkiye. A total of 34 percent of the Syrian employees stated that they received aid through the ESSN (14 percent), municipalities (13 percent), and other foundations and associations. Similarly, 32 percent of Syrian employees who participated in the phase one KIGEP survey stated that they received social assistance, primarily the ESSN (16 percent).

However, when Syrian employees were asked whether they would prefer to receive ESSN assistance instead of working formally, only 9 percent stated that they would prefer to receive ESSN assistance. This result shows that the Syrian employees participating in the survey prefer to work formally rather than receive assistance.



► Figure 40. Preference for Social Cohesion Assistance over working formally

The reason why Syrian employees prefer the ESSN card is due to financial reasons. Among Syrian workers who prefer the ESSN card, 83 percent prefer because they receive more money cumulatively (ESSN is paid per family member). On the other hand, 17 percent stated that formal work does not benefit them. When we evaluate the enterprise survey and Syrian employee surveys together, it is understood that most Syrians prefer to work formally in a job that will provide sufficient income rather than receiving social assistance.



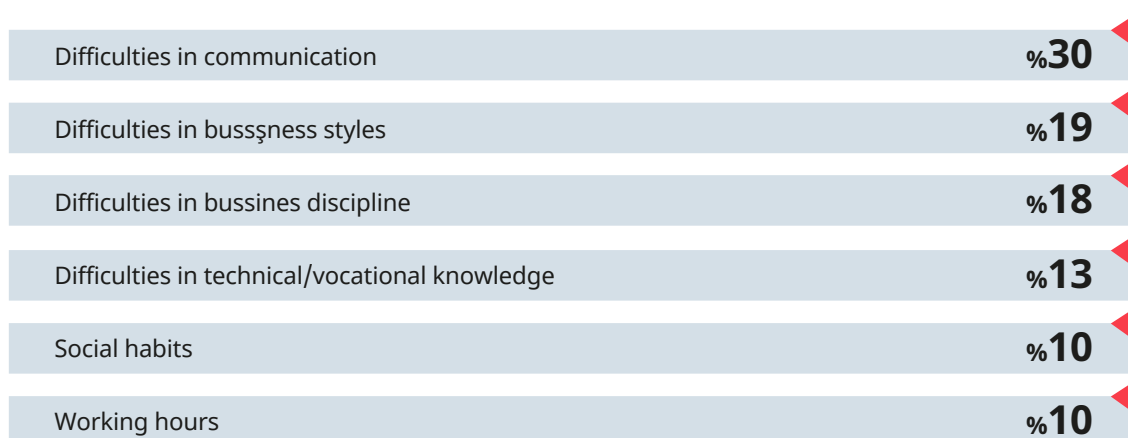
► Figure 41. Duration of adaptation to the current job

In response to the question regarding the time it took to adapt to their current job, 43 percent of Syrian employees answered that they adapted in 1 month or less, while 36 percent answered 2-3 months. In total, 85 percent of Syrian employees stated that they got used to their current jobs in less than 5 months. In the phase 1 KIGEP survey, 79 percent of Syrian employees answered 1 month or less, and a total of 96 percent of Syrian employees stated that they got used to their jobs in less than 5 months.



► Figure 42. Encountering problems with Turkish employees

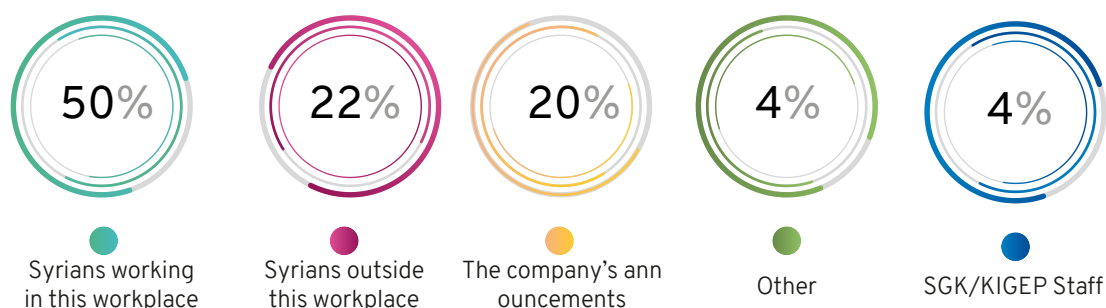
49 percent of Syrians stated that they faced difficulties with Turkish employees at work in work-related matters. The main reason for such difficulties was due to challenges of communication (30 percent), while other reasons stated include the difference in work style (20 percent), work discipline (18 percent) and technical/vocational knowledge (13 percent). In the previous impact analysis survey, 51 percent of Syrians stated that they faced difficulties at work with Turkish employees in work-related matters. Similarly, they stated the difficulty of communication (45 percent) as the first and social habits (34 percent), and work style differences (12 percent) as other important difficulties.



► Figure 43. Types of problems with Turkish employees

92 percent of the Syrian employees who participated in the survey stated that they do not want to live or work in another city. The primary reason for those who want to go to another city was to find a better job, and the second reason stated was to be close to their family and compatriots.

On the question concerning how they learned about their current job opportunity, 50 percent of Syrians learned about their current job from other Syrians working in the same workplace. 22 percent of the Syrians who participated in the survey stated that they had heard about their jobs from Syrians outside their current workplace, and 20 percent from the company's job postings. Thus, a significant portion of the surveyed Syrians, such as 72 percent, found their current jobs through their Syrian social networks.



► Figure 44. Source of information about the current job

The last question posed to Syrian employees was about the effect of Covid-19 on their work life. Almost half of the respondents stated that they were not affected by Covid-19. The rest said that the income of the household was the most negatively affected (50 percent), followed by healthcare services (43 Percent). The least negatively affected issue was the permanent work at the same workplace (21 percent). 17 percent of Syrian employees also stated that permanent work at the same workplace was positively affected by the Covid-19...

► Table 11. Effects of Covid-19 on the lives of Syrians

	Positively Affected (%)	Not Affected (%)	Negatively Affected (%)
Permanent work at the same workplace	17	62	21
Working hours	10	49	41
Workplace environment	12	56	32
Health care services	11	46	43
Income of the household	10	40	50

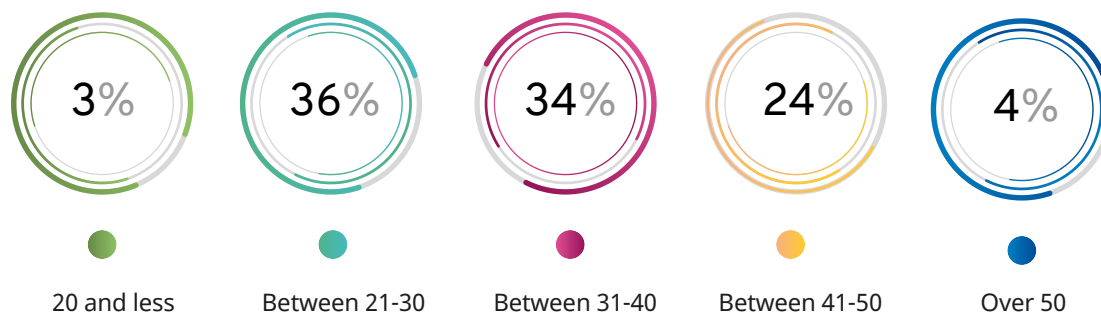
► 2.4. Evaluation of the Turkish Employees Survey

766 Turkish employees in seven provinces completed the online survey. The total number of Turkish employees in businesses that benefited from KIGEP is 2,943. Thus, 26 percent of the total employees completed the survey.

► Table 12. Number of surveyed Turkish employees

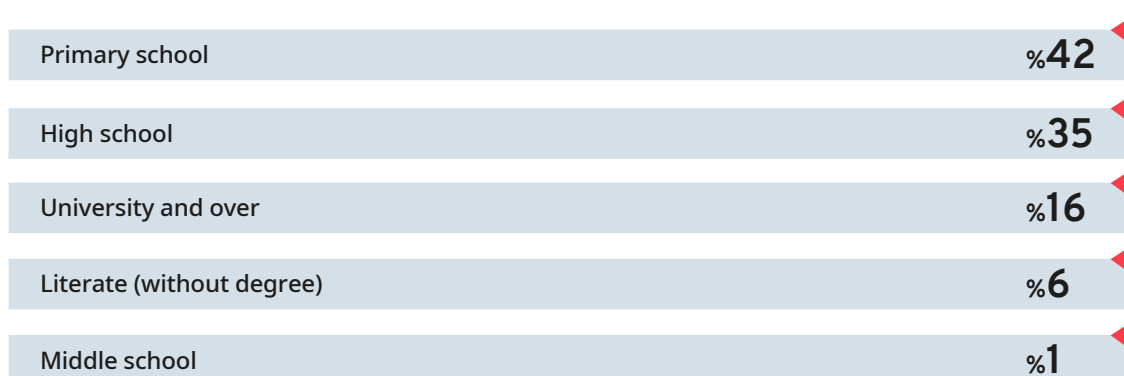
Provinces	Number of Turkish Employees	Turkish Employees Surveyed
Istanbul	787	281
Bursa	310	223
Gaziantep	333	67
Izmir	251	61
Konya	450	82
Kayseri	267	26
Mersin	245	26
TOTAL	2.943	766

Among surveyed Turkish employees, only 31 percent are women. 70 percent of Turkish employees are in the 21-40 age category. 24 percent of them are between 41 and 50 years old.



► Figure 45. Age distribution of Turkish employees

Only 16 percent of Turkish employees hold a university degree or over, followed by 35 percent with a high school education. However, almost half of the rest (42 percent) have completed only primary school education, while 6 percent do not have a diploma.

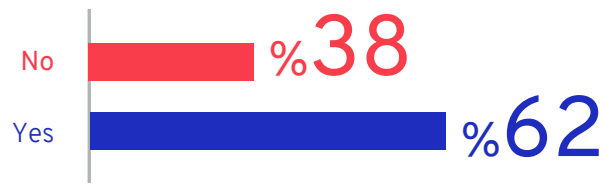


► Figure 46. Education levels of Turkish employees

56 percent of all Turkish workers stated that they have been in the same job for more than two years, Turkish workers tend to stay longer in their current jobs. This leads to the conclusion that job retention appears to be strong among Turkish employees.

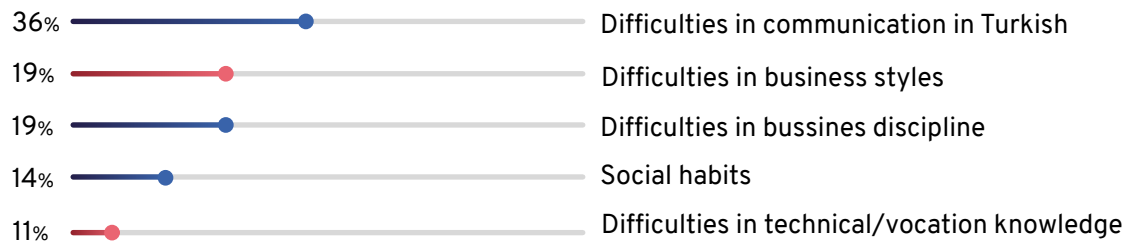
Most Turkish workers (67 percent) state that they worked with Syrians before their current job. However, only 14 percent state that they worked with a Syrian employer. As the number of Syrian employers is limited, most Turkish employees became familiar with a Syrian worker through work.

62 percent of Turkish workers state that they face difficulties when they work with Syrian employees. This shows a decrease since the Phase 1 KIGEP survey, where this number was 71 percent. Accordingly, it can be deduced that social cohesion between the Turkish and Syrian workers at workplace has increased during the last year. Among the main reasons expressed as posing difficulties in working with Syrians include difficulty speaking Turkish (36 percent), differences in how Syrians understand the work (19 percent), and issues related to discipline in the workplace (19 percent).



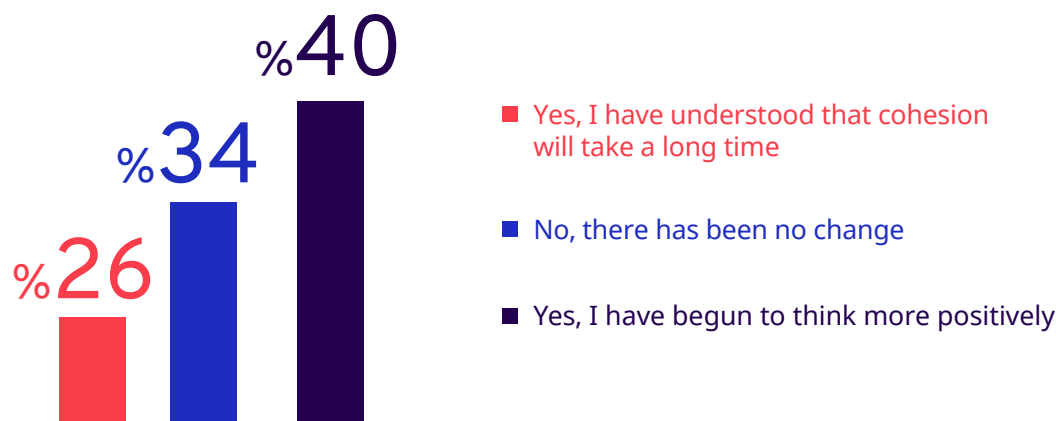
► Figure 47. Whether Turkish employees face problems with Syrian employees

The difference expressed by Turkish employees regarding work discipline is due to various reasons such as the fact that some of the Syrians have not worked for a long time due to the war in their country, which led to absence from work life or from working formally.



► Figure 48. Problems that Turkish employees face with Syrian employees

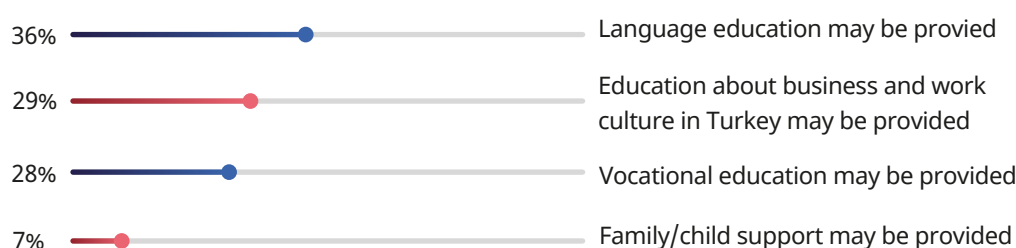
During the survey conducted with Turkish employees, they were asked how their perceptions of working with Syrians had changed after they started working with Syrians in the same workplace. **The answer to this question offers important clues for the future in terms of the extent to which the harmony between Turkish citizens and Syrians can be achieved.**



► Figure 49. Changes in Turkish employees' views of Syrian employees after working together

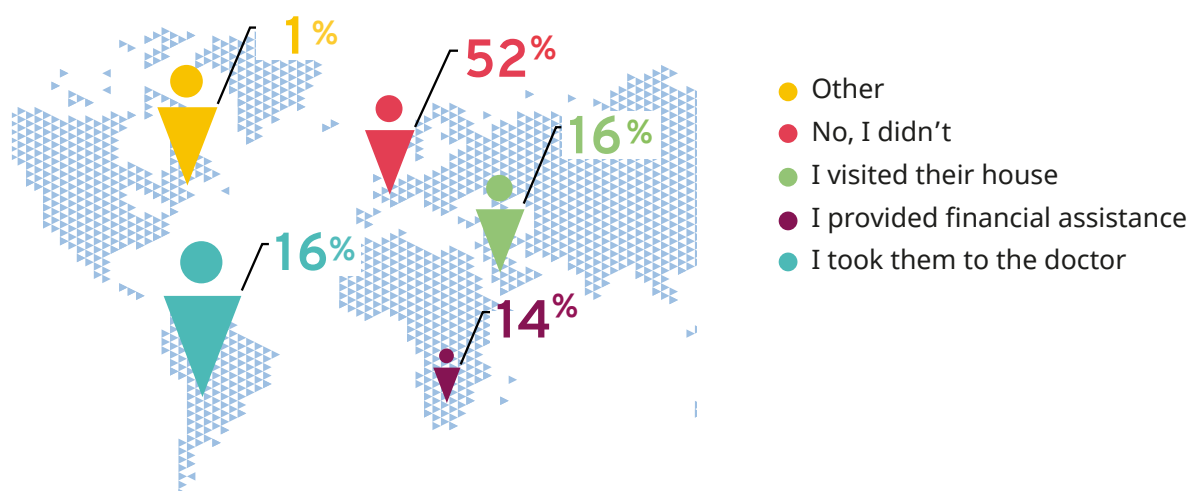
40 percent of Turkish employees stated that after they started working with Syrians, there was a positive change in their thinking about working together. This shows that a significant portion of Turkish employees' perceptions on Syrians have changed positively. On the other hand, 26 percent of Turkish employees stated that they understand that adaptation will take a long time.

Turkish employees also recommended improvements such as language training (36 percent), followed by education about business and work culture in Türkiye (29 percent) and vocational training (28 percent) to overcome these difficulties and enable Syrians to work efficiently. In comparison to the phase 1 KIGEP survey, the percentage of the recommendation about Turkish language education for Syrian has fallen substantially, from 52 percent to 36 percent. This shows that Syrians are overcoming the language barrier to some extent.



► Figure 50. Ways to increase productivity among Syrian employees

The interactions between Turkish and Syrian employees help to improve the integration among them. In response to the question whether Turkish employees help their Syrian co-workers at your workplace to solve their family and personal problems, 52 percent of Turkish employees said that they did not help Syrian employees in any way. Among those who helped Syrian employees, taking them to a doctor (16 percent), providing financial aid (14 percent) and visiting their home (16 percent) are indicated as main areas where Turkish employees helped Syrians. Essentially, an important consequence of Turkish employment is that they want to help Syrians integrate into work and social life in Türkiye, and they help variously accordingly.



► Figure 51. Whether Turkish employees help Syrians and in which ways

► Table 13. How Covid-19 affected the lives of Turkish employees

	Positively Affected (%)	Not Affected (%)	Negatively Affected (%)
Permanent work at the same workplace	20	55	25
Working hours	13	51	36
Workplace environment	16	51	33
Health care services	18	44	38
Household income	10	39	51

In response to the last question to the Turkish employees regarding the effect of Covid-19 on their work life, almost half of the respondents stated that they were not affected by Covid-19. Among the areas impacted they mentioned the income of the household was the most negatively affected. The least negatively affected issue was permanent work at the same workplace (25%). This suggests that a quarter of the respondents felt that their job security was threatened due the pandemic. A small percentage of Turkish employees (16%) stated that their working conditions improved during the pandemic.

Annex

1



► Annex 1: Survey Questions for Businesses

To Whom it May Concern,

This survey has been prepared to investigate the economic and social effects of the Transition to Registered Employment Programme (KIGEP) during the Covid-19 period. It is of great importance for the purpose of the research that you answer all the questions in the questionnaire. Your answers will only be used within the scope of this research and will not be shared with third parties other than programme stakeholders. Thank you for your interest and support.

[1] In which industry or business line is your business? Please tick.

- ☐ Textile Products and Clothing
- ☐ Machinery Manufacturing, Maintenance, and Installation
- ☐ Motor Land Vehicles and Spare Parts
- ☐ Leather and Leather Products
- ☐ Construction and Building Materials
- ☐ Furniture, Home, and Office Supplies
- ☐ Chemical, Rubber, and Plastic Products
- ☐ Food Products
- ☐ Iron and Steel Products
- ☐ Pharmaceutical Products
- ☐ Office Services
- ☐ Other (Specify) _____

[2] What was the number of personnel working in your business as of the specified dates?

	Turkish Citizen		Syrian		Other Foreign	
	February 1 2020	July 31 2021	February 1 2020	July 31 2021	February 1 2020	July 31 2021
Female						
Male						

[3] What were the sales revenues of your business in 2019-2020 and expected in 2021?

	2019	2020	Expectation for 2021
Net Sales Revenue (TL)			

[4] How many months total did you receive KIGEP support after March 2020? How many Syrian and Turkish personnel did you receive support for?

We received a total of _____ months of KIGEP support.

Number of Syrian employees receiving support: Total: _____ Female : _____ Male : _____

Number of Turkish employees receiving support: Total: _____ Female: _____ Male: _____

[5] Are there any other incentives you use for the Syrians you employ? If so, which ones?

- a) No.
- b) Yes (specify) _____

[6] Which supports did you benefit from as a business during the Covid-19 period? (You can tick more than one option)

- a) Loan or deferring loan debt
- b) Tax or SSI premium deferral
- c) Short-term working allowance (Number of people benefiting from the allowance: _____)
- d) Other employment support
- e) Postponement of electricity, natural gas, and water bills
- f) Trade receivables insurance support
- g) Other (specify) _____

[7] Did you find it difficult to find Syrians to work within the scope of KIGEP during the Covid-19 period? If your answer is yes, what are the reasons? (You can tick more than one option)

- a) No, it was not difficult.
- b) Yes, we had a hard time finding qualified Syrians.
- c) Yes, Syrians prefer to receive help (such as the Red Crescent Card) instead of working.
- d) Yes, Syrians prefer to attend İŞKUR vocational courses instead of working.
- e) Yes, we had difficulties reaching Syrians.
- f) Other (specify) _____

[8] About how many days did it take to obtain a work permit for Syrians within the scope of KIGEP during the Covid-19 period? (If you have obtained a work permit for more than one Syrian, please write an average number of days)

It took approximately _____ days (on average).

[9] Did you experience any difficulties in the process of obtaining a work permit? If so, please state the reason. (You can tick more than one option)

- a) We did not experience any difficulties.
- b) We had difficulties because we did not know the legislation and procedures.
- c) We had difficulties because we could not access the required information and documents.
- d) We had difficulties due to the automation system.
- e) We had difficulties with e-signatures.
- f) We experienced difficulties due to Covid-19.
- g) Other (specify) _____

[10] In which aspects did KIGEP support give your business an advantage during the Covid-19 period? (You can tick more than one option)

- a) Our costs have decreased.
- b) It supported our new investments.
- c) We have employed more skilled workers.
- d) We paid our debts.
- e) We did not reduce the number of our workers.
- f) We increased the number of our workers.
- g) Other (specify) _____



[11] Are there any other businesses benefiting from KIGEP support during the Covid-19 period in the sector in which your business operates?

- a) No.
- b) Yes, there are a few.
- c) Yes, there are many.
- d) Unsure.

[12] How many months do you think the ideal duration of KIGEP should be? _____ months

[13] How long does it take for Syrians employed during Covid-19 to adapt to work and reach the same/expected productivity level as other workers? (Specify as day or month)

_____ days or _____ months

[14] Did you benefit from KIGEP before February 2020? How many employees did you use?

- a) No, we did not.
- b) Yes, we did: Syrian employees _____, Turkish employees _____

[15] Before KIGEP, did you employ Syrians? If yes, how long had you been employing them? (Specify months or years)

- a) No, we didn't.
- b) Yes, _____ months or _____ years.

[16] In which of the following areas have you observed improvement in the performance of Syrians working within the scope of KIGEP, according to the situation when they first started working? (Check the appropriate areas. If you wish to express an opinion about an area not on the list, write it in the "Other" section.)

	No Improvement	Partially Improved	Great Improvement
Work Performance			
Work Discipline			
Professional Knowledge			
Turkish Knowledge			
Other(Specify):			

[17] Have any Syrians come to your business with a request for informal work? If so, what were the reasons? (You can tick more than one option.)

- a) No, they haven't.
- b) Yes, in order to not lose social benefits (especially the Red Crescent Card).
- c) Yes, to not be formal.
- d) Yes, because they didn't know that formal work was mandatory.
- e) Other (specify)_____

[18] Do you continue to employ the Syrians you employed under KIGEP after the end of the support period?

- a) Yes, I continue to employ all of them.
- b) Yes, I continue to employ some of them (how many: _____) even after the support ended.
- c) No, I'm not employing any of them.

[19] If you chose one of (b) or (c) in the above question, which of the following factors was decisive in not employing Syrians under KIGEP? (You can tick more than one option.)

- a) Their performance was unsatisfactory.
- b) Regardless of the employee, market conditions were influential.
- c) When the support ended, we could not cover the cost.
- d) They left of their own accord.
- e) Other (specify)_____

[20] If you chose option (d) in the above question, what is the reason for leaving voluntarily? (You can tick more than one option.)

- a) Found another job.
- b) Returned to their country
- c) Started receiving social assistance
- d) Unknown
- e) Other (specify)_____

[21] Did you provide additional support (food aid, financial support, health support, etc.) to the Syrians working in your business during the Covid-19 period? If your answer is yes, please state what supports you provide.

- a) No, we did not.
- b) Food aid
- c) Financial support
- d) Health support
- e) Other (specify)_____

[22] In terms of your business, are there any services that you consider lacking for the Syrians you employ? If so, what are they?

- a) No missing services
- b) Language education
- c) Vocational training
- d) Family support (nursery, etc.)
- e) Other (specify)_____

[23] Where did you hear about KIGEP?

- a) Ministry of Labour and Social Security/UIGM
- b) Social Security Institution (SSI) / KIGEP Office
- c) Chambers of Commerce and Industry
- d) Businesses that benefited from KIGEP in the previous period
- e) Other businesses
- f) Media (internet, press, etc.)
- g) Other (specify)_____

[24] Do you think KIGEP has been successful in supporting formal employment in the Covid-19 period? If not, why?

- a) Yes, KIGEP is successful in supporting formal employment.
- b) No, I don't think KIGEP is successful because,

[25] Do you have any comments or suggestions regarding the functioning of KIGEP? Please write them.

[26] Do you have any suggestions for the continuation of KIGEP? Please write them.



Annex 2

► Annex 2: Survey Questions for Turkish Employees

To Whom it May Concern,

This survey has been prepared to investigate the economic and social effects of the Transition to Formal Employment Programme (KIZAVDGE) during the Covid-19 period. It is of great importance for the purpose of the research that you answer all the questions in the questionnaire. Your answers will only be used within the scope of this research and will not be shared with third parties other than programme stakeholders. Thank you for your interest and support.

[1] Your gender:

- ☐ Female
- ☐ Male

[2] Your age: _____

[3] Your education status:

- ☐ illiterate
- ☐ Literate (without diploma)
- ☐ Primary school
- ☐ Middle school
- ☐ High school
- ☐ University and above

[4] How many dependents do you have in your family? _____

[5] What is your current job?

- ☐ Textile or garment worker
- ☐ Operator, assembler, smelter, moulder, joiner, turner, or other factory worker
- ☐ Engineer, technician, accountant, manager, information processor, etc.
- ☐ Warehouse worker, salesperson, customer representative, office worker, security, secretary, etc.
- ☐ Cook, cleaner, gardener, driver, tea maker, etc.
- ☐ Electrician, plumber, glazier, painter, technical service, maintenance or repairperson
- ☐ Leatherworker or shoemaker
- ☐ Carpenter or furniture maker
- ☐ Construction or concrete worker
- ☐ Other (specify) _____

[6] How long have you been working in this workplace? _____ months or _____ years

[7] Did you work in another job, with or without insurance, before starting at this workplace?

- a) No, I had never worked.
- b) Yes, I worked with insurance.
- c) Yes, I worked without insurance.
- d) Yes, I have worked both with and without insurance.



[8] What kind of benefits do you think working with insurance provides for you? (You can tick more than one option.)

- a) There are no benefits.
- b) I feel safe at work.
- c) My family and I can benefit from health services.
- d) I have insurance in case of a work accident.
- e) I can retire and receive a salary.
- f) Other (specify)_____

[9] Do you know that there are Syrian employees in your workplace within the scope of the Formal Employment Transition Programme (KIGEP)?

- a) Yes, I do.
- b) No, I didn't.

[10] Had you worked with Syrian workers in other workplaces before this workplace?

- a) Yes, I had.
- b) No, I hadn't.

[11] Have you worked at Syrian employers' workplaces before?

- a) No, I haven't.
- b) Yes, I have.

[12] For you, is there a difference between working with Syrians or working with Turks?

- a) Yes, there is.
- b) No not.

[13] Do you have difficulties in work-related matters with Syrian employees at your workplace? If your answer is yes, what is the reason? (You can tick more than one option.)

- a) No, I do not.
- b) Turkish communication difficulties
- c) Differences in working style
- d) Differences in work discipline
- e) Differences in technical/professional knowledge
- f) Social habits
- g) Other (specify)_____

[14] After you started working with Syrians in your workplace, did your thinking about working with Syrians change?

- a) Yes, I'm starting to think more positively.
- b) Yes, I understand that it will take a long time to adapt.
- c) No, there has been no change.
- d) Other (specify) _____

[15] Do you think the Syrians working in your workplace work efficiently? What can be done to make them work more efficiently? (You can tick more than one option.)

- a) Yes, I think they work efficiently.
- b) Language training should be available.
- c) Vocational training can be provided.
- d) Training can be given on work and working culture in Türkiye.
- e) Family/child support can be provided.
- f) Other (specify)_____

[16] Have you helped Syrians working in your workplace to solve their family and personal problems? If your answer is yes, in which areas did you help? (You can tick more than one option.)

- a) No, I haven't.
- b) I took them to the doctor.
- c) I visited their home.
- d) I provided financial assistance.
- e) Other (specify)_____

[17] How has your life been affected by the following issues during the Covid-19 period?

	Positively Affected	Not Affected	Adversely Affected
Continuing to work in the same workplace			
Operation time			
Workplace environment			
Health care			
Household income status			

▶ Annex 3



► Annex 3: Survey Questions for SuTP Employees

To Whom it May Concern:

This survey has been prepared to investigate the economic and social effects of the Transition to Formal Employment Programme (KIGEP) during the Covid-19 period. It is of great importance for the purpose of the research that you answer all the questions in the questionnaire. Your answers will only be used within the scope of this research and will not be shared with third parties other than programme stakeholders. Thank you for your interest and support.

[1] Your gender:

- ☐ Female
- ☐ Male

[2] Your age: _____

[3] Your education status:

- ☐ Illiterate
- ☐ Literate (without diploma)
- ☐ Primary school
- ☐ Middle school
- ☐ High school
- ☐ University and above

[4] How many dependents do you have in your family? _____

[5] What is your job?

- ☐ Textile or garment worker
- ☐ Operator, assembler, smelter, moulder, joiner, turner, or other factory worker
- ☐ Engineer, technician, accountant, manager, information processor, etc.
- ☐ Warehouse worker, salesperson, customer representative, office worker, security, secretary, etc.
- ☐ Cook, cleaner, gardener, driver, tea maker, etc.
- ☐ Electrician, plumber, glazier, painter, technical service, maintenance or repairperson
- ☐ Leatherworker or shoemaker
- ☐ Carpenter or furniture maker
- ☐ Construction or concrete worker
- ☐ Other (specify) _____

[6] What is your current job?

- ☐ Textile or garment worker
- ☐ Operator, assembler, smelter, moulder, joiner, turner, or other factory worker
- ☐ Engineer, technician, accountant, manager, information processor, etc.
- ☐ Warehouse worker, salesperson, customer representative, office worker, security, secretary, etc.
- ☐ Cook, cleaner, gardener, driver, tea maker, etc.
- ☐ Electrician, plumber, glazier, painter, technical service, maintenance or repairperson
- ☐ Leatherworker or shoemaker
- ☐ Carpenter or furniture maker
- ☐ Construction or concrete worker
- ☐ Other (specify) _____



[7] How long have you been working at this workplace? _____ months or _____ years

[8] Were you working before you came to Türkiye? If yes, what job did you do?

- a) No, I was not working.
- b) Yes (specify) _____

[9] Did you work in another job, with or without insurance, before starting at this workplace in Türkiye?

- a) No, I have never worked.
- b) Yes, I worked with insurance.
- c) Yes, I worked without insurance.
- d) Yes, I have worked both with and without insurance.

[10] What kind of benefits do you think working with insurance provides for you? (You can tick more than one option.)

- a) There are no benefits.
- b) I feel safe at work.
- c) I think it will help me stay in Türkiye.
- d) My family and I can benefit from health services.
- e) I have insurance in case of a work accident.
- f) I think it will contribute to my retirement in the future.
- g) Other (specify) _____

[10] Did you receive any training in Türkiye before starting this job? If so, please specify the subject and duration.

- a) No I didn't.
- b) I studied the Turkish language. Duration: _____ days or _____ months.
- c) I received vocational training. Duration: _____ days or _____ months. Area: _____
- d) Other (specify) _____

[11] Have you received any training while working in this job? If so, please specify the subject and duration.

- a) No I haven't.
- b) I studied the Turkish language. Duration: _____ days or _____ months.
- c) I received vocational training. Duration: _____ days or _____ months. Area: _____
- d) Other (specify) _____

[12] Have you received help from other institutions during your stay in Türkiye? (You can tick more than one option.)

- a) No I haven't.
- b) Yes, the Red Crescent Card
- c) Yes, from municipalities.
- d) Yes, from foundations or associations.
- e) Yes, other (specify) _____

[13] How long did it take you to adapt to your current job? _____ days or _____ months.

[14] Do you encounter difficulties with Turkish employees in your workplace in work-related matters? If your answer is yes, what is the reason? (You can tick more than one option.)

- a) No, I do not.
- b) Communication difficulties
- c) Differences in working style
- d) Differences in work discipline
- e) Differences in technical/professional knowledge
- f) social habits
- g) Other (specify) _____

[15] Would you prefer to receive Social Cohesion Assistance (Red Crescent Card) instead of working with insurance? If your answer is yes, what is the reason?

- a) No
- b) Yes (Please specify the reason) _____

[16] Would you like to live and work in another province? If yes, what is the reason?

- a) No.
- b) Yes, to be close to my family and compatriots.
- c) Yes, to find a better job.
- d) Yes (Please specify the reason) _____

[16] Where did you hear about this business?

- a) Syrians working in this workplace
- b) Syrians outside this workplace
- c) From Social Security Institution (SSI) / Formal Employment Transition Programme (KIGEP) personnel
- d) From the company's announcements and announcements
- e) Other (specify) _____

[17] Are you considering language and/or vocational training in the future? If you are considering vocational training, please indicate in which area you intend to study.

- a) No I am not.
- b) Yes, I intend to study Turkish.
- c) Yes, I am considering vocational training in _____ .
- d) Yes, other (specify) _____

[18] Do you want to stay/work in Türkiye in the long term?

- a) Yes, I do.
- b) No, I want to go to another country.
- c) No, I want to go back to my country.
- d) I'm undecided.

[19] How has your life been affected by the following issues during the Covid-19 period?

	Positively Affected	Not Affected	Adversely Affected
Continuing to work in the same workplace			
Operation time			
Workplace environment			
Health care			
Household income status			



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