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INCLUSION & VOCATIONAL EMPOWERMENT.

Learning Product #1

Understanding Employer Incentives and Drivers of Commitment to the Formal Hiring of Migrants

Content

List of Abbreviations	3	A. Job Readiness/Employment Prerequisites' Support ..	14
1. Introduction	4	B. Incentives	18
Purpose	4	B.1. Job Placement & Transition incentives	18
Methodology	5	B.2. Financial Incentives	21
Limitations	5	B.3. Access-To-Work Incentives	25
2. Context	6	B.4. Reputation and Recognition-Based Incentives.....	27
2.1. Economic and Labour Market Context in STRIVE Provinces	6	B.5. Regulatory and Policy-Based Incentives.....	28
2.2. Migrant: Key Figures and Provincial Distribution	7	C. The Incentive Mix That Works	35
2.3. Labour Market Integration of SuTPs and IPSH/A and other foreigners: Key Challenges and Opportunities	9	4. Protection, Gender and Inclusion (PGI)	38
2.4. Roles and Responsibilities of Key Actors	12	5. Voluntary Return Scenarios	41
3. Understanding Employer Incentives	13	Annexes	43
3.1. What are Employer Incentives?	13	Acknowledgements	54
3.2. Typology of Employer Incentives	13		

List of Abbreviations

AI	Artificial Intelligence	ICMPD	International Centre for Migration Policy Development	PGI	Protection, Gender and Inclusion
BPRM	Bureau of Population, Refugees and Migration	ICT	Information and Communication Technologies	PMM	Presidency of Migration Management
BRC	British Red Cross	IFI	International Financial Institutions	PSS	Psychosocial Support
CBMP	Community-Based Migration Programme	IFRC	International Federation of Red Cross and Red Crescent Societies	R&D	Research and Development
CNC	Computer Numerical Control	ILO	International Labour Organization	SARD	Syrian Association for Relief and Development
CSR	Corporate Social Responsibility	IP	Individual under International Protection	SCI	Save the Children International
DGMM	Directorate General of Migration Management	IOM	International Organization for Migration	SEP	Socioeconomic Empowerment Programme
DRC	Danish Refugee Council	IPSH/A	International Protection Status Holders and Applicants (IPSH/A)	SGDD-ASAM	Association for Solidarity with Asylum Seekers and Migrants
EBRD	European Bank for Reconstruction and Development	İŞKUR	Turkish Employment Agency	SGK	Social Security Institution
EIB	European Investment Bank	KİPAP	Positive Discrimination Project for Women's Employment	SME	Small and Medium-Sized Enterprise
ESG	Environmental, Social and Governance	KIIs	Key Informant Interviews	STL	Support to Life
ESSN	Emergency Social Safety Net	KOSGEB	Small and Medium Enterprises Development Organization of Türkiye	SuTP	Syrian under Temporary Protection
FCDO	Foreign, Commonwealth and Development Office	LMA	Labour Market Analysis	TRC	Turkish Red Crescent
FGD	Focus Group Discussion	MONE	Ministry of National Education	TURKSTAT	Turkish Statistical Institute
FOSTER	Facility for Sustainable and Inclusive Employment and Growth	NGO	Non-Governmental Organization	UNDP	United Nations Development Programme
FRIT	Facility for Refugees in Türkiye	OJT	On-the-Job Training	UNHCR	United Nations High Commissioner for Refugees
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit	OIZ	Organized Industrial Zone	WBL	Work-based learning
HR	Human Resources			WB	World Bank
				WV	World Vision

1. Introduction

This learning product has been developed under the **STRIVE Project**. The Project's implementation is carried out through a **tripartite partnership between the British Red Cross (BRC), the International Federation of the Red Cross and Red Crescent Societies (IFRC), and the Turkish Red Crescent (TRC)**. IFRC Türkiye Delegation, supported by the **IFRC Livelihoods Resource Center (LRC)**, leads the learning component of the Project, provides technical support to TRC, and plays a coordination and liaison role among the stakeholders. BRC acts as the contract holder for STRIVE project funds, leads the influencing and policy advocacy component in support of the Türkiye context, and provides technical support across all project teams.

The STRIVE project is implemented by the **Turkish Red Crescent (TRC)** and aims to enhance livelihood opportunities and strengthen the economic resilience of Syrians under Temporary Protection (SuTPs), International Protection Status Holders and Applicants (IPSH/As), and other foreigners—hereafter collectively referred to as migrants—as well as vulnerable members of Turkish host communities affected by the 2023 earthquakes. The project is implemented across **Adana, Adıyaman, Gaziantep, Hatay, Kahramanmaraş, Malatya, and Şanlıurfa**, combining labour market analysis, employer engagement, and job readiness support, with a strong emphasis on formal employment outcomes.

This learning document synthesises key insights on **employer incentives that support the formal employment of migrants in Türkiye**. Drawing on field experience and stakeholder engagement, the analysis focuses on the seven STRIVE provinces mentioned above. While agriculture remains an important livelihood sector in Türkiye, it is largely characterised by informality and seasonality. To ensure analytical clarity,

this paper focuses specifically on incentive mechanisms that support access to formal employment pathways.

Employer incentives are understood broadly as **measures that reduce costs or perceived risks, improve productivity and retention, or lower administrative barriers** for employers hiring migrants formally.

Purpose

This learning paper aims to support the design of more context-responsive, flexible, and sustainable **employer incentive mechanisms** in future refugee employment programming by:

- Mapping and categorising key employer incentives observed in practice.
- Identifying operational lessons on **what works, what is less effective, and under which conditions**.
- Supporting programme design and adaptation for initiatives promoting formal employment of SuTPs and IPSH/A.
- Informing incentive selection according to enterprise size, sector characteristics, and **protection, gender and inclusion (PGI) considerations**.

The **primary audience** includes implementing partners, donors, policy actors and practitioners working on refugee labour market inclusion in Türkiye.

Methodology

The paper follows a **qualitative, practice-oriented methodology** combining:

- Review of secondary data, including 7 Province-Based Labour Market Analyses (LMAs) and other relevant reports.
- 25 Key Informant Interviews (KIIs) with employers, chambers of commerce and industry, public employment services, implementing partners, donors, and municipal and other public authorities.
- 5 semi-structured interviews with STRIVE's participants (4 women and 1 man).
- 68 Surveys (13 to employers and 55 to participants of which 37 were women and 19 were men).

Limitations

The findings rely primarily on **qualitative evidence** rather than quantitative impact measurement. Data availability and employer practices vary across provinces. In addition, incentives are often implemented as bundled packages, making isolated assessment challenging. Accordingly, this document should be understood as a **learning and decision-support product**, rather than an evaluative impact study.

2. Context

2.1. Economic and Labour Market Context in STRIVE Provinces

Labour markets in STRIVE provinces are increasingly shaped by broader economic pressures and global market dynamics. Although economic slowdown, inflation and rising living costs have moderated overall job creation, labour demand remains active in key sectors—especially manufacturing, logistics and construction.

Labour Market Analyses in STRIVE provinces identify shared characteristics shaping formal employment, particularly in manufacturing, industry and structured service sectors, where several common structural patterns emerge:

- **Concentration of formal employment in organised industrial zones (OIZs):** formal jobs are largely clustered in OIZs and structured industrial areas, where SMEs predominate. These firms anchor regional economic activity but often have limited HR capacity and experience in formal recruitment processes, including for migrant workers.
- **Labour demand under structural constraints:** despite economic pressures, demand remains strong in manufacturing, construction, logistics and technical sectors, supported by government incentives and infrastructure investments. However, ageing workforces, regional job displacement and limited vocational training constrain sustainable employment growth.
- **Persistent labour shortages:** employers consistently report difficulties recruiting skilled and semi-skilled workers—particularly in technical occupations such as CNC operators, welders, machine operators, electricians and construction workers. Low-skilled positions in labour-intensive sectors are characterised by high turnover, as limited wage competitiveness and precarious working conditions undermine retention.
- **Inclusion and informality gaps:** informality persists even within formal sectors, including subcontracting and short-term arrangements. Migrant workers often fill labour shortages in low-skilled roles but remain concentrated in informal employment, while female labour force participation remains comparatively low due to structural and social barriers.
- **Technological change and digital transformation:** in several sectors, the increasing use of digital tools, automation, AI, and sector-specific software is reshaping working methods and skills needs. In this context, strengthening digital competencies and fostering flexible, adaptive learning and working approaches remain important to support alignment with evolving sectoral demands.

Beyond these structural features, rising production costs, high inflation and energy prices have reduced competitiveness in several labour-intensive sectors—particularly textiles and apparel. Industry reports and trade data indicate that some Turkish manufacturers have responded by scaling down domestic production or relocating labour-intensive operations abroad, with countries such as Egypt emerging as alternative production hubs due to lower labour and energy costs and favourable trade conditions. These dynamics were reflected during field consultations. As a key informant noted during field visit:



With current production costs, especially in textiles, many firms are struggling to stay competitive; this makes long-term planning and stable hiring much more difficult, even when demand exists”

- Chamber of Commerce Representative, Kahramanmaraş, KII, December 2025.

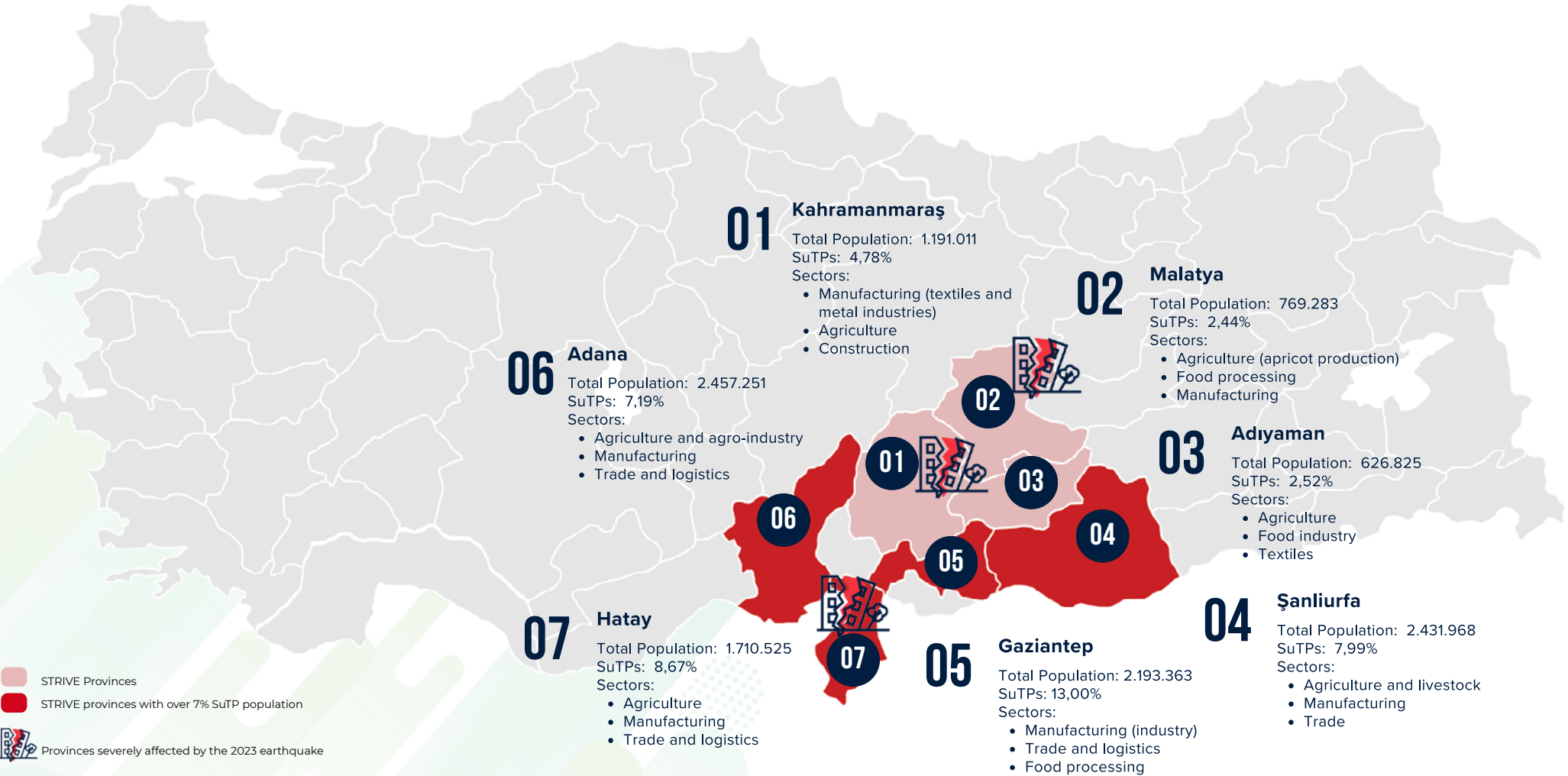
The February 2023 earthquakes represented a major shock to local labour markets, disrupting formal employment relationships and damaging productive assets. While reconstruction has significantly increased labour demand in construction and related sectors, skills shortages and informality remain key constraints.

Taken together, these structural characteristics, economic pressures and shock-related dynamics shape the demand-side conditions under which employer incentives for formal refugee employment are designed and implemented—particularly in sectors facing simultaneous cost pressures and persistent labour shortages.

2.2. Migrant: Key Figures and Provincial Distribution

Türkiye continues to host one of the largest refugee populations globally. As of December 2025, approximately **2.5 million refugees** are present in the country, including **2.34 million Syrians under Temporary Protection (SuTPs)** and around **167,000 refugees and asylum-seekers under international protection (UNHCR)**.¹ On 15 December 2025, the Turkish Minister of Interior announced that approximately **590,000 Syrians had voluntarily returned to Syria since 8 December 2024**, reflecting ongoing mobility dynamics that may influence labour supply conditions and employer perceptions of workforce stability.

Migrants are distributed across all STRIVE provinces, with higher concentrations in industrial and urban centres where formal employment opportunities are more accessible.



Sources:
 Population & SuTPs figures: Turkish Republic, Ministry of the Interior, Presidency of Migration Management
 Sectors: Province-Based Socio-Economic Sector Current Situation Reports

The legal framework has played a central role in shaping the labour market integration of SuTPs and IPSH/A in Türkiye. Since 2016, SuTPs have been granted access to formal work permits², with subsequent reforms simplifying procedures and expanding work permit exemptions³ to further facilitate formal employment. More recent amendments—including changes to healthcare access under the Temporary Protection Regulation⁴ and stricter enforcement against informal employment, particularly through increased employer accountability⁵—are likely to push both employers and refugees towards formal labour market participation.

2.3. Labour Market Integration of SuTPs and IPSH/A and other foreigners: Key Challenges and Opportunities

Several structural factors shape migrant participation in formal employment:

- **Protracted displacement**, with many SuTPs residing in Türkiye for several years and increasingly seeking stable income opportunities.

- **Mobility and return uncertainty**, affecting employer perceptions of retention and long-term workforce planning.
- **Barriers to formal employment**, including administrative procedures for work permits, language and skills limitations, care responsibilities (particularly for women), SuTPs' fear of losing social assistance (e.g. ESSN), migrant groups' limited awareness or understanding of applicable regulations and procedures, and perceived compliance costs for employers.

Despite the challenges, field interviews indicate a **general willingness among employers to hire migrants**, particularly in sectors experiencing labour shortages.

“

There are companies that are very happy with Syrians who work regularly and are work-focused, and they ask us to find more like them.”

*- İŞKUR Kahramanmaraş Representative, KII,
December 2025.*

2 [Turkey: Regulation on Work Permits of Foreigners under Temporary Protection | Refworld](#)

3 *Latest amendment: Official Gazette, 15 October 2024 No. 32693, extending work permit exemptions (up to 3 years), including beneficiaries under Law No. 6458 (Arts. 46 and 91), and introducing system-based notification procedures.* [15 Ekim 2024 SALI](#)

4 *Latest amendment: Official Gazette, 28 November 2025 No. 33091, entering into force on 1 January 2026. The amendment introduces a more restrictive, contribution-based healthcare framework, significantly reducing free healthcare access for individuals under temporary protection.* [Layout 1](#)

5 *Latest amendments Official Gazette, 23 July 2025 No. 32964, entering into force on 23 January 2026. Employers hiring undocumented foreign workers are held financially liable for deportation-related costs, including accommodation, return travel, and medical expenses, initially covered by authorities and later recovered from the employer.* [WEDNESDAY, July 23, 2025](#)

An employer collaborating with STRIVE project also reported:

“
The company does not observe differences in performance by nationality.”
 - Employer textile sector, Malatya, KII, December 2025.

Migrant workers are most heavily concentrated in labour-intensive sectors such as agriculture, construction, textile and garment manufacturing, shoemaking, food processing and other factory-based production. Labour demand is particularly high in construction.

“
The construction sector is particularly in need of labour due to large-scale government-led projects expected to last between 1.5 and five years, especially the TOKİ projects launched after the earthquakes.”
 - İŞKUR Representative, Malatya, KII, December 2025.

In more industrialised provinces such as Gaziantep, migrants also participate in logistics, furniture production, metalworking and basic manufacturing roles. Seasonal agricultural work and low-wage production tasks remain the sectors most dependent on migrant labour. Women migrants are frequently employed in sewing, packaging, home-based textile production and domestic care—often informally. Despite this openness, **informality remains widespread** among refugee workers. Province-Based Labour Market Analyses describe

informal employment as “quite common” in Adana, resulting in limited access to social security (Adana LMA, p.36), while in Malatya migrant labour employment is characterised as “largely informal” (Malatya LMA, p.17). Residual informality also persists within formally registered firms through subcontracting chains and short-term arrangements. These findings point to informality as a **structural feature** rather than a temporary condition, constraining pathways to formal employment.

“
So, there were approximately 1,000,000 Syrians of working age during that period, while around 200,000 work permits were issued. This means that about 800,000 Syrians of working age were outside formal employment, or we may assume that they were working informally.”
 - ILO representative, Türkiye, KII, online interview via Teams, November 2025.



A further barrier to formal recruitment relates to **regulatory constraints combined with perceived retention risks**, particularly in relation to work permit requirements. Employers in Gaziantep report that the **six-month Temporary Protection registration requirement and the 10% quota limitation** complicate formal hiring decisions for SMEs. Employers also stressed the need for a minimum **employment horizon** to justify training investments:



It takes us at least six months to train a new worker properly; if we cannot be sure they will stay for at least a year, it is very difficult to justify the work permit and training costs”

- Employer, manufacturing sector, Gaziantep, KII, December 2025.

In addition, **workplace integration and skills constraints** affect employers’ willingness to formalise employment. LMA from Malatya highlight communication difficulties and cultural differences, while skills mismatches are reported in Gaziantep, particularly in technical profiles and transversal skills such as communication and digital competencies (Gaziantep LMA, p.132). These challenges were echoed during field interviews:



Language and workplace culture are manageable issues, but they become productivity and supervision problems if they are not addressed early”

- Chamber of Commerce Representative, Gaziantep, KII, December 2025.

Overall, these challenges are interlinked rather than isolated. Formal hiring is often perceived as **involving higher upfront costs, compliance risks and uncertainty around retention**, particularly in contexts of economic volatility and post-earthquake recovery.

At the same time, **migrants express concern about losing social assistance** if they enter formal employment, further reinforcing reliance on informal arrangements.



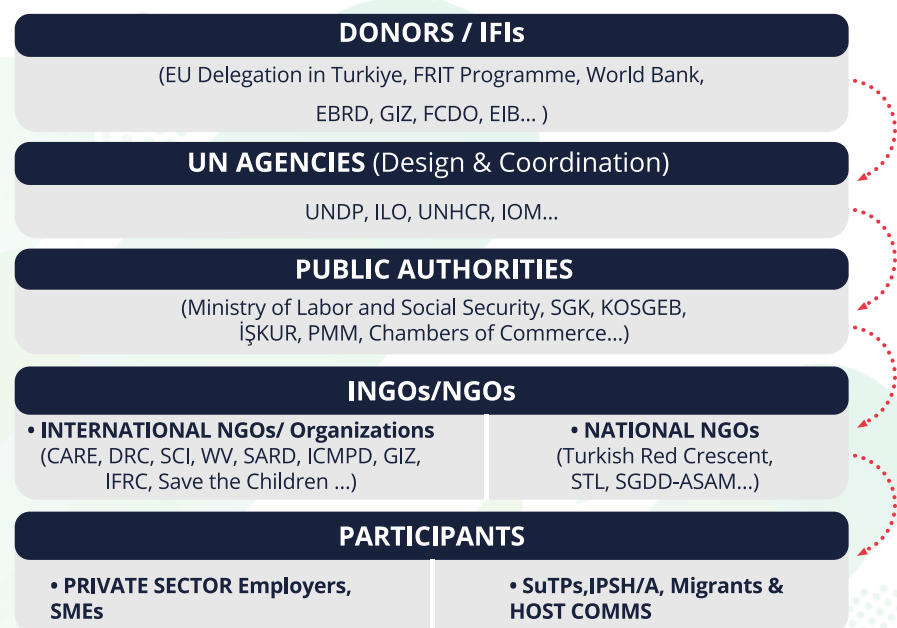
Some people prefer informality to retain ESSN. However, in my environment, no one prefers informal work.”

- Female SuTP STRIVE participant, Malatya, field interview, December 2025.

Taken together, these dynamics underline the importance of **employer incentives that go beyond financial measures**, including administrative and work-permit support, job readiness, language training, providing childcare and mobility support—particularly for women. and employer-facing facilitation that reduces perceived risk and strengthens confidence in formal employment arrangements.

2.4. Roles and Responsibilities of Key Actors⁶

Labour market integration of **migrants and host communities** in Türkiye is shaped by a multi-actor ecosystem combining humanitarian, development, and public and private stakeholders. Humanitarian and development responses increasingly build on **national labour market systems** and local employment ecosystems, aligned with **formal employment frameworks** and private-sector demand.



At **national level**, the **Ministry of Labour and Social Security** oversees labour regulation and work permit frameworks, while the **Presidency of Migration Management (PMM)** manages migration

status and related administrative procedures. **The Social Security Institution (SGK)** is responsible for social security registration, and **KOSGEB** supports SME development and entrepreneurship—both critical to formal employment pathways. **İŞKUR (the Turkish Employment Agency)** plays a central institutional role through job matching, vocational training, active labour market programmes and employer services. Chambers of commerce and industry, OIZs management bodies and municipal authorities provide key entry points for employer outreach and local coordination.

Within this ecosystem, the **Turkish Red Crescent (TRC)** acts as a key operational partner, leveraging its nationwide infrastructure and close collaboration with public authorities. Through community-based programmes, TRC supports job readiness, skills development, Turkish language training, job matching, employer engagement and practical facilitation related to work permit processes.

At **international level**, numerous international organisations and NGOs support labour market integration efforts. **UNDP** and **FAO** lead the Türkiye Economic Empowerment Working Group, facilitating coordination across actors and promoting private-sector engagement. **UNHCR, ILO and IOM** provide complementary technical guidance and coordination support, contributing to system-level alignment and standards. The **European Union**, through the EU Delegation in Türkiye and related funding instruments, complements this framework alongside **other bilateral** donors and development agencies like FCDO, by financing labour market integration initiatives.

Private sector actors—particularly SMEs and larger firms—remain central demand-side stakeholders, generating formal employment opportunities and shaping hiring practices. **Migrants and host community members** participate as active labour market actors whose sustainable integration depends on coordinated support across this ecosystem.

6

The actors referenced above reflect those consulted and most directly engaged in formal labour market inclusion within STRIVE provinces and are not intended to represent an exhaustive mapping

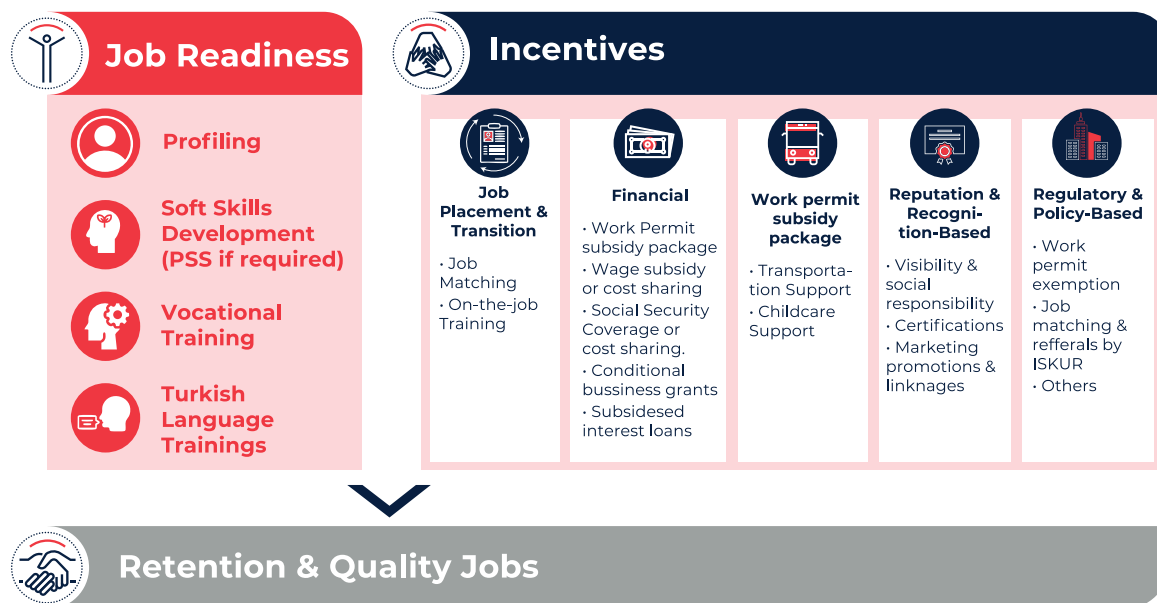
3. Understanding Employer Incentives

3.1. What are Employer Incentives?

Employer incentives are understood in this paper as any measure that reduces costs, mitigates risks, increases productivity, or supports retention for employers hiring migrants. These incentives are not limited to financial mechanisms and often include non-financial measures such as job readiness and skills training, administrative or operational support, guarantees, or reputational and recognition-based benefits.

3.2. Typology of Employer Incentives

For analytical clarity, incentives are grouped into five categories. A separate category—Job Readiness Support—is not considered an incentive, but rather a set of preparatory interventions that enable participants to access formal employment.



Each category is presented using a consistent structure. First, the category is defined. Individual incentives are then listed and briefly described, followed by key takeaways. Their relevance is subsequently analysed.

Readers who wish to explore how a given incentive is applied in practice—and in which contexts (e.g. company size or sector)—are encouraged to consult the corresponding incentive sheet provided at the end of the document. This does not apply to job readiness initiatives, which are explained collectively in the next dedicated section, nor to regulatory and policy-based incentives, which are understood as enabling conditions embedded in laws, regulations, and administrative practices.

A. Job Readiness Support



What are they

Job readiness measures are not incentives in themselves, but essential preparatory interventions that equip migrants with both technical and non-technical skills.

How do they work?

This package typically combines different components that function as **employment prerequisites**, ensuring that candidates are not only placeable, but retainable.

- 1. Profiling and assessment (entry point).** Participants are assessed to identify skills, experience, language level, soft skills gaps, psychosocial needs, and employment preferences. Profiling guides referral to the right pathway (training, direct placement, additional support).
- 2. Soft skills development (with PSS if needed).** Short, practice-oriented sessions focus on workplace behaviour, communication, punctuality, teamwork, and understanding formal work norms. Where psychosocial stress or adaptation barriers are identified, **PSS is integrated**.
- 3. Vocational training (demand-driven).** Technical training is delivered **only where labour demand is verified**, often with early employer engagement and, where feasible, workplace exposure (e.g. OJT). It is short, practical, and linked to concrete vacancies.
- 4. Turkish language training (workplace-oriented).** Language support focuses on **functional Turkish for work**, including instructions, safety, and basic interactions. It is delivered close to placement and reinforced during early employment to maximise retention.





Key takeaways

Job readiness is decisive for retention, and employers prioritise work-readiness over certificates. Early job drop-out is more often driven by gaps in soft skills, workplace behaviour, communication, language, and psychosocial stability than by lack of technical skills. Employers consistently value attitude, reliability, and adaptability over formal qualifications.

Vocational training delivers strong and sustainable results when aligned with verified labour demand, supported by early employer engagement and co-designed with employers—often through chambers of commerce—which increases employer ownership and willingness to hire and retain trainees. Impact and sustainability are significantly higher when training is backed by clear recruitment commitments and complemented by workplace exposure, such as OJT.

Limited Turkish language skills remain a major barrier to employment and retention. Even long-term SuTPs often lack functional workplace Turkish, particularly women, affecting productivity, safety, and supervision.

“

...many refugee women are not able to speak Turkish properly... most of them are at home taking care of their children.”

- EU Delegation Representative, Türkiye, KII, online interview via Teams, November 2025

However, this barrier tends to be less pronounced among younger SuTPs educated in Türkiye.

“

Sometimes we ourselves struggle to translate certain things into Arabic.”

- 23-year-old female SuTP, semi-structured interview, Gaziantep, December 2025

Language training, therefore, needs to be tailored to different beneficiary profiles and is most effective when job-focused and integrated with soft skills development and employment services.



Why are they relevant?

Job readiness measures are not incentives in themselves, but essential preparatory interventions that equip migrants with both technical and non-technical skills. While they strengthen worker preparedness and compliance, lower initial friction for employers—particularly SMEs—and consistently emerge as foundational prerequisites for the effectiveness and sustainability of all other employment incentives.

Their effectiveness is strongest when delivered as part of integrated pathways combining profiling, targeted training, job matching, employer coordination, and early post-placement follow-up. In contrast, isolated interventions show weaker results unless closely linked to real job opportunities and appropriately timed. This is reflected in implementation experience:

“

Dropout occurs more frequently among beneficiaries placed directly through profiling and job matching without prior soft-skills training. Those who complete soft-skills training, Turkish language classes and vocational training tend to have much lower dropout rates.”

- Turkish Red Crescent staff member, Gaziantep, programme team meeting, December 2025.

“

Skills and long-term commitment are the most important factors. In Kahramanmaraş, companies need workers who are already skilled, as there is no time to train them. Recommendation to humanitarian organisations: Provide the right support at the right time, rather than financial subsidies.”

- High Level Representative of the Chamber of Industry, Kahramanmaraş, KII, December 2025.

Employers often perceive job readiness as an incentive in its own right, as work-ready candidates reduce hiring uncertainty. In practice, qualifications—particularly vocational skills—are frequently more decisive than financial incentives in sectors facing labour shortages:

Sustainability is further strengthened when programmes address psychosocial barriers alongside technical and language skills. The integration of psychosocial support (PSS) is especially relevant in post-crisis contexts or disaster-affected contexts (such as earthquake-affected areas) as it improves retention through better attendance, stability, and workplace performance.

For SuTPs and IPSH/A, the impact of job readiness measure is very high, as they address structural disadvantages related to informality, language barriers, psychosocial stress, and limited access to formal work environments, making them among the most sustainable and cost-effective employment interventions. Survey findings to participants strongly reinforce this, with Turkish language skills emerging as both the most significant barrier to labour market access (71%) and the most important factor enabling employment (48%), highlighting their central role as a prerequisite for effective labour market integration.

71%
**Turkish
 Language
 Barriers**

What do you think are the main barriers refugees face in finding work in Türkiye?
 (Select up to three)

48%
**Turkish
 Language
 Skills**

What were the most important factors that helped you find your current (or most recent) job?
 (Select up to three)

Case Example: TVET Courses Provided by TRC in the STRIVE Project

Through the STRIVE Project, TRC delivers technical and vocational training and employment support services to improve the employability of migrant and host communities and facilitate their access to formal and decent work opportunities. TRC's vocational training programmes are designed in line with the local labour market needs and aim to equip STRIVE beneficiaries with market-relevant technical skills that can support sustainable livelihood outcomes. Depending on sectoral demands and local opportunities, these trainings may include areas such as welding, CNC operator training, textile-related skills, food production or other occupations with employment potential in the targeted STRIVE provinces (Adana, Adiyaman, Gaziantep, Hatay, Kahramanmaraş, Malatya, and Şanlıurfa). To strengthen the relevance and quality of these interventions, TRC cooperates with a range of stakeholders, including chambers of industry, chambers of commerce, public education centres, vocational training providers, and private sector actors. Depending on the course content, in some cases, practical learning opportunities are also supported through workplace-based vocational training modalities.

Following the completion of vocational training courses, the STRIVE beneficiaries are further supported through counselling, guidance and referral mechanisms to facilitate their transition into formal employment and to strengthen their access to registered labour market opportunities. In parallel, the STRIVE Project also supports beneficiaries who already possess prior training, vocational skills or work experience but continue to face barriers to labour market entry. These individuals are assessed and referred to suitable job opportunities across different sectors, with a view to promoting their placement in formal employment in line with their qualifications, experience and local market needs. Through this combined approach of linking vocational training, stakeholder cooperation and employment referral support, STRIVE contributes to improved access to safer, more stable and more sustainable livelihood opportunities, while also strengthening self-reliance, household resilience and longer-term socioeconomic inclusion of migrant and host communities.



B. Incentives

B.1. Job Placement & Transition Incentives

Job Placement & Transition incentives support employers and job seekers during the initial hiring and adaptation phase by reducing early risks and facilitating the transition from placement into sustained, formal employment.



What are they

Job matching is an active labour intermediation mechanism where implementing organisations connect employers with employment-ready candidates based on verified labour demand

On-the-job Training (OJT) is a structured, time-bound workplace-based learning modality through which participants acquire job-specific skills while hosted by an employer. It recognises an initial learning phase characterised by reduced productivity and increased supervision.



Key takeaways

Job-matching is the decisive entry point to hiring. For many employers—especially SMEs—reliable job-matching determines whether recruitment happens at all. Reducing hiring risk and saving time is often more influential than financial incentives.

Employer-led OJT increases commitment, trust, and hiring. When employers directly train and supervise participants, they build mutual trust, reduce perceived hiring risks, lower adaptation costs, and are more likely to retain workers—particularly those furthest from the labour market.

“

If you find me anyone who is qualified, I will hire them.”

- Representative of the Chamber of Industry of Kahramanmaraş KII, December 2025



See the [Incentive Sheet](#) for further details.

“

On-the-job training (OJT) is considered extremely important, workers can learn while working, practical experience is built during training.”

- Representative of the Chamber of Industry of Kahramanmaraş, KII, December 2025



See the [Incentive Sheet](#) for further details.



Why are they relevant?

Evidence from interviews shows that job matching and OJT are effective tools to address structural barriers faced by migrants, including limited professional networks, low employer trust, and lack of local work experience.

Job matching primarily tackles access constraints by connecting candidates to verified vacancies and compensating for limited networking opportunities. It also supports employers in navigating language, documentation, and recruitment processes. As a result, employers perceive lower hiring risk, reduced time investment, and greater confidence in candidate suitability, often valuing this support more than financial incentives. By acting as a trusted intermediary, it helps bridge information gaps and reduce skills mismatches, particularly for migrants facing barriers to formal employment. In Türkiye, **İŞKUR** is the primary public institution responsible for these services, with the **Turkish Red Crescent** (TRC) playing a complementary and supportive role in facilitating access to these services for SuTPs and IPSH/As.



We are very lucky because the Turkish Red Crescent's field presence enables us to profile the potential workers. They are conducting interviews before submitting that opportunity to them and also sharing their information with the employers."

- UNDP representative, Türkiye, KII, online interview via Teams, November 2025

OJT mainly addresses experience and workplace adaptation gaps. It allows employers to assess performance and fit before making longer-term hiring decisions, reducing perceived recruitment risk. When designed as demand-driven and time-bound, with decreasing support over time, OJT strengthens employer ownership, improves retention, and contributes to the sustainability of labour market integration outcomes.



At least 85% of those trained through OJT are hired by the same or another company."

- İŞKUR Representative, Kahramanmaraş, KII, December 2025



...the retention for WBL (work-based learning) beneficiaries is around 60%, after nine months. So, our support is for six months and we are calculating this retention rate three months beyond the support ends, so nine months in total."

- ILO Representative, Türkiye, KII, online interview via Teams, November 2025

Used together as a transition pathway, job matching facilitates entry into employment, while OJT supports gradual adaptation and longer-term retention in the labour market.

This is reflected in the employer survey, where respondents could select up to ten incentives. OJT, in the form of subsidised apprenticeships, emerged as the most selected option (85%), while 46% also highlighted support in identifying suitable candidates (candidate pre-screening), reinforcing the importance of both OJT and job matching mechanisms.

85%
**On-the-Job Training
(OJT), subsidised
apprenticeships**

Which of the following potential incentives would most motivate you to hire refugees?
(Select up to ten)

46%
**Candidate
Pre-Screening**

Which of the following potential incentives would most motivate you to hire refugees?
(Select up to ten)



B.2. Financial Incentives

Financial incentives are direct cost-reduction mechanisms aimed at lowering the financial and perceived risks faced by employers when hiring migrants. Unlike job readiness or job placement & transition incentives, these instruments operate by offsetting concrete monetary costs associated with recruitment, formalisation, or workforce expansion. Financial incentives can have a strong short-term effect on hiring decisions, particularly in low-margin sectors. However, their impact on retention and sustainability varies significantly depending on design, duration, and conditionality.

What are they?

Work permit subsidy package reduces financial and administrative barriers for employers hiring migrants by covering work permit fees and supporting the full application process.

Key takeaways

Work permit facilitation is a critical entry point to formal labour market integration. By covering permit costs and simplifying procedures, it reduces key financial and administrative barriers that often prevent employers—especially SMEs—from hiring refugees. Lowering these upfront risks encourages employer engagement while enabling refugees to access the security, dignity, and social protection associated with formal employment.

“

Without the work permit, hiring was simply not an option.”

- Employer Interview, KII, December 2025



See the [Incentive Sheet](#) for further details.

Wage cost-sharing are temporary financial incentives provided to employers to partially offset wage costs during the initial phase of employment. Their purpose is not to permanently reduce labour costs, but to lower perceived hiring risks, allow employers to assess the worker's performance, and facilitate a transition into regular, unsubsidised employment.

Time-bound wage cost-sharing can lower hiring risks but requires strong design to support retention. By temporarily reducing wage costs, subsidies help employers overcome initial recruitment barriers and assess worker performance. However, their impact on long-term employment depends on clear time limits and mechanisms that support transition into regular jobs.

“

Around 64% of the hired people through the project support are still working for these companies.”

- Representative EU funded Foster Project, KII, online interview via Teams, December 2025



See the [Incentive Sheet](#) for further details.



What are they?

Social security cost-sharing partially covers employer social security contributions for a defined period after hiring, reducing non-wage labour costs and encouraging formal employment.

Conditional grants provide non-repayable financial support to enterprises to facilitate business operations or small-scale investments, with funding linked to specific programme requirements.

Subsidised interest loans provide access to commercial credit complemented by interest rate subsidies and credit guarantees (e.g. through guarantee funds). The incentive aims to reduce borrowing costs, improve liquidity, and encourage business investment, while linking access to finance with formal job creation or retention.



Key takeaways

Social security cost-sharing is a key tool to support formal employment. By temporarily covering employer contributions, it helps businesses—particularly SMEs—adjust to higher non-wage labour costs and encourages the formalisation of migrants' employment. When designed as a time-bound measure, it supports compliance with labour regulations and reduces incentives for informal hiring.

Small, conditional grants can effectively stimulate formal job creation. External evidence shows that grants work best when they are limited in size, time-bound, and clearly linked to hiring and retention outcomes, rather than provided as open-ended business support.

Subsidised loans can support job creation when linked to investment and employment commitments. By reducing borrowing costs through interest subsidies or credit guarantees, they encourage business expansion and hiring among financially stable SMEs. Their effectiveness depends on strong risk-sharing mechanisms and clear, time-bound employment conditions embedded in loan agreements, while high administrative requirements often limit access for smaller firms.



When you subsidise social security premiums, you guarantee that these people are employed officially.

- UNDP representative, Türkiye, KII, online interview via Teams, November 2025

See the [Incentive Sheet](#) for further details.



Covering 50% of the gross salary cost, employers became more invested in long-term retention.

- NGO representative, KII, online interview via Teams, November 2025

See the [Incentive Sheet](#) for further details.



See the [Incentive Sheet](#) for further details.



Why are they relevant?

From an employer perspective, they help address early-stage barriers, including the financial burden of investing in new staff and the perceived hiring risk linked to productivity gaps, adaptation needs, and administrative costs — particularly for SMEs. From migrants' perspective, financial incentives can enable access to **formal employment and social protection** by facilitating hiring and formalisation. At a system level, their value depends on whether they catalyse **sustainable employment outcomes** rather than temporary cost substitution.

Entry-focused incentives, such as work permit facilitation and time-bound wage subsidies, are critical at the hiring stage, reducing upfront costs and enabling access to formal employment. **Cost-sharing measures** (e.g. social security coverage) further support formalisation and retention by lowering ongoing labour costs, while **business-oriented incentives** (such as conditional grants or subsidised interest loans) address firm-level liquidity and investment constraints linked to job creation.

Regarding conditional grants to cooperatives, a key informant from ICMPD (the International Centre for Migration Policy Development) reflected on the EU-funded ENHANCER project:



During our 12-month project, companies not only hired workers but also invested in production. Six months after completion, around 55% of jobs were sustained. This was largely due to a shift in employers' perceptions—initial reluctance to hire Syrians changed once they saw they were hardworking and reliable employees."

- ICMPD representative, Türkiye, KII, online interview via Teams, December 2025.

Survey to employers' findings support this, with 92% of employers prioritising wage subsidies and 69% work permit facilitation, underscoring the importance of entry-focused incentives at the hiring stage .

Overall, **one-off cost coverage** tends to be more sustainable than recurrent subsidies, and financial incentives alone cannot address skills mismatches or job-readiness barriers, reinforcing the need for integrated approaches. Financial incentives are **most effective when combined with non-financial measures**.

92%
Wage Subsidies

Which of the following potential incentives would most motivate you to hire refugees?
 (Select up to ten options)

69%
Work Permit Facilitation

Which of the following potential incentives would most motivate you to hire refugees?
 (Select up to ten options)

Case example

The **Employment Committed SME Support Programme II**, implemented under the FOSTER II Project and managed by KOSGEB, illustrates an employment-linked grant model in Türkiye. The programme targets SMEs operating in manufacturing, computer programming and consultancy, and research and development in provinces heavily affected by displacement. It provides non-repayable working capital grants over four consecutive four-month payment periods, conditional on the formal employment of at least two workers—one Turkish citizen and one Syrian under Temporary Protection or foreigner under International Protection, with at least one being newly hired. Grant amounts vary depending on age and gender composition of employees, reaching up to EUR 22,000 over the full support period. Payments are contingent on compliance with social security contributions, tax obligations, and environmental and social requirements, ensuring that financial support is directly tied to formal employment outcomes and decent work standards.

[SME Support Programme - FOSTER Projesi](#) | [FOSTER Project](#)

The **FOSTER Interest Rate / Profit Share Subsidy Mechanism** is a loan-linked employer incentive implemented through agreements with partner banks (DenizBank, VakıfBank, Vakıf Katılı, Ziraat Bankası and Ziraat Katılım) to support formal employment creation and retention by small and medium-sized enterprises (SMEs). The mechanism targets formally registered SMEs operating in selected provinces and priority sectors, including manufacturing, computer programming and consultancy, and research and development. Eligible enterprises must comply with environmental and social standards, be registered in the national SME system, and not benefit from other employment subsidy programmes for the same jobs. Instead of subsidising wages, the programme reduces financing costs by reimbursing part of the interest or profit share paid on business loans. Under the loan agreement, SMEs commit to formally employing at least one Turkish citizen and one foreigner under temporary or international protection, on a full-time basis. Employment commitments are monitored on a quarterly basis using social security records. If commitments are met, the interest or profit share subsidy is paid in instalments for up to 18 months, regardless of loan maturity. If employment targets are not fulfilled for consecutive monitoring periods, subsidy payments stop while the loan agreement with the bank continues. This design links access to finance, employment performance, and accountability.

[Interest/Profit Share Subsidy Programme - FOSTER Projesi](#) | [FOSTER Project](#)

B.3. Access-To-Work Incentives

Access-to-work incentives are **non-wage, demand-side support measures** that address practical barriers preventing workers—particularly SuTPs and IPSH/A, and women—from sustaining employment once hired. Unlike financial incentives, they do not primarily reduce employer costs, but instead **reduce absenteeism, drop-out, and early job loss** by easing access to the workplace and reconciling work and care responsibilities.

These incentives have **limited direct impact on hiring**, but can play an important complementary role in improving retention and job stability, especially in low-wage and labour-intensive sectors.

What are they?

Childcare support is an access-to-work incentive that reduces care burdens by supporting access to safe childcare services. The objective is to enable women's labour-market participation and job continuity, rather than to provide long-term social assistance.

Transportation support is a targeted, time-bound employment enabler that helps individuals access workplaces when distance or cost are a binding constraint. It is not a universal solution and should be applied selectively, depending on local labour-market geography.

Key takeaways

Childcare is a critical barrier to women's employment and retention. Without affordable and reliable childcare—aligned with working hours, shifts, and transport—many women, including migrants, are unable to enter or sustain employment.



Women with young children do not want to work shifts. Childcare support is a strong incentive.

-İŞKUR Provincial Office, Kahramanmaraş, KII, December 2025

Structural solutions are more sustainable than individual subsidies. Partnerships with municipalities and chambers of commerce to expand childcare services or infrastructure offer more scalable solutions, while temporary financial support is more appropriate in isolated or low-service contexts.



See the [Incentive Sheet](#) for further details.



Transportation and commuting was the biggest challenge, particularly for beneficiaries placed in dispersed industrial zones.

- Support to Life representative, Türkiye, KII, online interview via Teams, November 2025



See the [Incentive Sheet](#) for further details.



Why are they relevant?

These incentives play a critical role in job retention, particularly for women, and indirectly support employer productivity. Access-to-work incentives are not hiring tools, but critical complements that reduce early drop-out and enable sustained participation of migrants and women in the labour market.



Access-to-work measures should be prioritised alongside hiring incentives, The provision of childcare emerged as a decisive factor in enabling women's participation: when Public Education Centres provided child-friendly spaces ... we hit ... 97% [female participation]."

- Support to Life representative, Türkiye, KII, online interview via Teams, November 2025.

Survey findings from employers indicate that 69% consider childcare support and 54% transport support as relevant incentives for hiring migrants.

69%

Childcare Support

Which of the following potential incentives would most motivate you to hire refugees?
 (Select up to ten options)

54%

Transportation Support

Which of the following potential incentives would most motivate you to hire refugees?
 (Select up to ten options)

Case example

Extending childcare services to support women's employment in Turkey. The ILO has implemented and documented programmes in Türkiye that integrate childcare provision as a key mechanism to increase women's participation in formal employment. These interventions include employer-linked childcare services and community-based childcare solutions, designed to reduce work-family conflict for working mothers. By addressing childcare barriers, employers benefit from higher retention rates, reduced absenteeism, and access to a broader female labour pool, particularly in labour-intensive sectors. Although the support is directed to workers, it functions as an indirect incentive for employers by lowering operational risks related to staff turnover.

https://labordoc.ilo.org/discovery/delivery/41ILO_INST:41ILO_V2/1280619860002676_wcms_799678.pdf

B.4. Reputation and Recognition-Based Incentives

Reputation-based incentives are non-financial mechanisms that reward employers through public recognition, certifications, visibility, and institutional endorsement linked to decent work and inclusive employment practices, particularly relevant for medium and larger enterprises.

What are they?

Visibility, awards and CSR recognition refer to public acknowledgement of companies for inclusive and formal employment practices aligned with corporate social responsibility and sustainability narratives.

Certifications and quality labels refer to formal seals or recognitions that signal compliance with labour standards and responsible employment practices.

Marketing promotion and institutional linkages refer to reputation-based recognition that enhances a company's visibility and credibility through promotional exposure and endorsement by trusted institutions.

Key takeaways

Most effective with medium and large, formal firms when linked to business value. Reputation-based incentives resonate mainly with companies that value brand positioning and public image, especially when visibility or awards are connected to market access, buyer recognition, or reputational gains.

Framing shapes acceptance in migration-sensitive contexts. Positioning recognition around decent work, quality jobs, and post-crisis or post-earthquake recovery strengthens employer buy-in and reduces the risk of backlash compared to refugee-only narratives.

Limited impact alone, stronger as a complement. On their own, reputation-based incentives have limited influence on hiring decisions, but they are more effective when combined with operational support such as job matching, work permit facilitation, and training.



See the [Incentive Sheet](#) for further details.

Why are they relevant?

Reputation and recognition-based incentives shape employer behaviour and norms rather than directly driving hiring, making them most effective with medium and large, formal firms that value visibility, brand positioning, and peer recognition, while locally framed recognition can also work for small firms. This is reflected in the employer survey: while only 1 out of 13 respondents reported “corporate social responsibility or ethical commitment” as a reason for hiring refugees, 62% believe that employing refugees could improve their company's public image.

Public visibility, awards, and institutional endorsement are generally more effective than certifications alone, particularly when recognition is linked to decent work, recovery narratives, and combined with operational employment support.

62%

Yes

Do you think hiring refugees could improve your company's public image?



Good Practice Example from Textile Sector (Türkiye)

One concrete example of reputation-based recognition linked to decent work and refugee employment in the textile sector is the inclusion of LC Waikiki in international and national platforms promoting responsible business conduct. LC Waikiki has been publicly recognised for its efforts to support formal employment, fair working conditions, and inclusion of migrants, particularly Syrians under temporary protection, within its supply chain. These practices are aligned with decent work principles, including compliance with labour legislation, social security registration, and non-discrimination, positioning inclusive employment as part of the company's corporate responsibility and brand value.

Source: <https://www.globalcompactturkiye.org> (see Diversity and Inclusion and Responsible Supply Chains resources featuring textile companies)

B.5. Regulatory and Policy-Based Incentives

Regulatory and policy-based incentives are **non financial measures** understood as **enabling** conditions embedded in laws. Regulations, and administrative practices that **reduce legal, administrative, and compliance barriers** for employers to hire migrants. Their main function is to **create certainty, predictability, and feasibility** for employers, while enabling **faster and more sustainable access to formal employment** for migrants.



What are they?

Work permit exemptions are regulatory provisions that waive the requirement to obtain a work permit for foreigners. Work permit exemptions in Türkiye are regulated under Article 48 of the Regulation on the Implementation of the International Labour Law (Law No. 6735)⁷. This provision defines the categories of foreigners eligible for exemptions, as well as the applicable sectors, conditions, and duration of such exemptions.

A significant reform⁸ expanded eligibility to **beneficiaries of international and temporary protection** and extended the duration of work permit exemptions from six months to up to three years, considerably increasing their usability and continuity. It also introduced simplified administrative procedures whereby exemptions can be granted through institutional coordination, particularly involving Presidency of Migration Management.⁹

Job matching and referrals by İŞKUR. Job matching and referrals through public employment services are institutional mechanisms that connect employers and migrants to the formal labour market through official channels. In Türkiye, İŞKUR plays a central role as the national public employment authority, acting as a coordination hub between employers, job seekers, government programs, and internationally funded projects. This ensures that refugee employment initiatives are aligned with national labour market regulations and priorities.



Key takeaways

Removing the legal barrier is more effective than compensating it. When work permit exemptions are available, employers respond more positively than under reimbursement schemes, as exemptions eliminate cost, administrative burden, and uncertainty upfront—directly accelerating formal hiring of SuTP and refugees.



The simplest option is work permit exemption. Many employers prefer to hire workers who qualify for exemptions rather than those requiring permit fees.

- TRC STRIVE Project Team, Gaziantep, Field visit, December 2025

Regulatory simplification unlocks demand in shortage sectors. Exemptions are particularly impactful in labour-intensive sectors facing workforce gaps, where speed and flexibility determine hiring decisions. Their effectiveness increases when clearly communicated and aligned with sectoral labour needs.

Institutional anchoring increases employer confidence. Recruitment mediated through İŞKUR strengthens trust, reduces perceived risk, and embeds refugee employment within national labour market systems rather than parallel project structures.

Coordination amplifies impact. When NGOs and projects align profiling, training, and referrals with İŞKUR vacancy data, placement outcomes improve, and formalisation is more sustainable, demonstrating the importance of system-wide coordination rather than standalone interventions.

⁷ Apply for work permit exemption to the Directorate General of International Labour via emuafiyet.csgb.gov.tr/ingilizce-tablo.pdf / [application-guide-EN.pdf](#)

⁸ Latest amendment published in the Official Gazette on 15 October 2024 (No. 32693). This amendment expanded eligibility to include individuals covered under Law No. 6458 (Articles 46 and 91).

⁹ Apply for work permit exemption to the Presidency of Migration Management via randevu.goc.gov.tr using EGovernment credentials.

Case Example: Work Permit Incentive by TRC in the STRIVE Project

TRC supports migrant beneficiaries and their employers in obtaining work permits and work permit exemption certificates, thereby facilitating access to formal employment in line with the national legal framework. This support includes providing information and guidance on application procedures, assisting with the preparation and submission of required documentation, and following up on the relevant administrative processes. Within the scope of the STRIVE Project, work permit fee is also covered by TRC for the approved applications.

Through this incentive, TRC helps reduce legal and administrative barriers to formal employment for migrants, while also easing the procedural burden on employers. Access to work permits and work permit exemption certificates enables beneficiaries to enter the labour market through safer and more secure employment channels, reducing their exposure to informality, labour exploitation, and income insecurity. For employers, this support contributes to greater clarity, compliance and confidence in recruiting migrant workers lawfully.

Overall, these efforts contribute to more stable livelihood opportunities for migrant beneficiaries, strengthen household resilience, and support their longer-term socioeconomic inclusion. At the same time, TRC ensures labour market formalization and fosters a more predictable, rights-based employment environment for both the STRIVE beneficiaries and employers.



Other Regulatory and Policy-Based Incentives

a) Simplified and Facilitated Work Permit Procedures

Türkiye has strengthened administrative and digital processes to make work permit applications faster and more predictable where exemptions do not apply. Through electronic submission via **e-Devlet Kapısı**, centralized oversight by the **Ministry of Labour and Social Security**, and online verification tools, procedural barriers have been reduced. These measures lower administrative burden and encourage formal hiring, although documentation challenges may still create a bit of uncertainty for some employers.

b) Workforce Quota for Foreigners under Temporary Protection (10%)¹⁰

In Türkiye, as a general rule, the number of foreigners under Temporary Protection employed in a workplace may not exceed **10% of the number of Turkish citizens employed in the same workplace**; in workplaces employing fewer than ten persons, **a maximum of one** beneficiary under Temporary Protection may be employed, as set out in the Ministry's official guidance. The framework also allows exceptions, including cases where the employer can document that **no suitably qualified Turkish citizen was available** for the position within the four weeks preceding the application, and the administration may apply differentiated quota approaches by sector and province. While this rule is intended to protect domestic employment, it may also constrain formal hiring in labour-shortage sectors and, where exceptions are not sufficiently clear or predictable

¹⁰ Article 8, Regulation on Work Permits of Foreigners under Temporary Protection, Official Gazette No. 29594, 15 January 2016.

in practice, may contribute to informality. Greater clarity and more targeted flexibility could therefore support both compliance and labour market integration outcomes.

c) Enforcement Regulation on the Recovery of Certain Costs from Employers of Foreign Nationals Subject to Deportation for Unauthorised Work¹¹

A regulation published in the Official Gazette on **23 July 2025** and entering into force on **23 January 2026** establishes the procedures for recovering certain public costs from employers or employer representatives where a foreign national is found to have worked without authorisation and is subsequently subject to a deportation decision. Under the framework, accommodation, return-related expenses and, where necessary, health expenditures may initially be covered by the Presidency of Migration Management and then recovered from the employer, with unpaid amounts collected under **Law No. 6183**. The regulation increases the financial risks associated with informal employment and may strengthen incentives for formalisation; however, evidence on its practical impact is not yet available, and its effectiveness will likely depend on the predictability of implementation and complementary measures that facilitate transitions into formal employment.

d) Recognition and Acceleration of Diploma Certification

Türkiye has formal mechanisms for the recognition and equivalency of foreign diplomas, primarily overseen by the **Council of Higher Education (YÖK)** and relevant professional bodies. Simplified or accelerated recognition pathways—where applicable—can facilitate access of migrants to regulated and skilled professions, reducing underemployment and skills mismatch. However,

¹¹ Official Gazette No. 32964, 23 July 2025 [WEDNESDAY, July 23, 2025](#)

diploma recognition must be aligned with regulatory provisions that allow foreign nationals to practice in these professions. When coordinated, these measures support higher-skilled labour market integration and enable employers to fill specialised vacancies with certified and compliant professionals.

e) Linking Healthcare Access to Social Security and Formal Employment for Foreigners under Temporary Protection¹²

Recent amendments introduce a more structured and contribution-based framework for healthcare access for individuals under temporary protection. The reform aligns access to healthcare with Türkiye’s general health insurance system, requiring beneficiaries to contribute through social security mechanisms, while maintaining exemptions for those assessed as financially vulnerable. Healthcare costs for low-income individuals continue to be covered by public institutions, whereas access to private healthcare is restricted to emergency and compulsory cases. At the same time, the regulation reinforces preventive healthcare measures, including mandatory screenings, vaccinations, and reproductive health services, with vaccinations remaining free of charge. Overall, the reform marks a shift away from universal free healthcare towards a conditional system based on contribution and vulnerability, effectively linking access to healthcare with formal employment and social security registration, and thereby reinforcing incentives for labour market formalisation.

f) Vocational Qualification Certification

Vocational Qualification Certification is a system designed in harmony with the European Qualifications Framework (EQF) and run

by the Vocational Qualification Institution¹³, in Türkiye, that is the responsible foundation to apply Turkish Qualifications Framework (TQF). This certification strengthens individuals so that they can find a job in particular sectors throughout the country and worldwide.



Why are they relevant?

One of the strongest drivers of labour market integration for migrants is the existence of clear and effective Regulatory and Policy-Based Incentives. These measures directly address one of the most significant barriers to employment: legal and administrative constraints. When the regulatory framework is predictable, accessible, and coherent, uncertainty among employers decreases, and formal hiring becomes both a viable and rational choice. Across the regulatory types identified, the common success factor is the reduction of legal and compliance barriers. Measures that simplify procedures, clarify obligations, and increase accountability do not only facilitate access to jobs; they actively support the transition from informal to formal employment, which is critical for sustainable integration.



Regarding work permits, a potential game changer would be the exemption for Syrians, as introduced by the Presidency of Migration Management.”

-EU Delegation representative, Türkiye, KII, online interview via Teams)

12 Official Gazette No. 33091, 28 November 2025, entering into force on 1 January 2026

13 [Vocational Qualification Institution \(MYK\)](#): “TQF includes in the first place the qualifications under the authorization and responsibility of Ministry of National Education, under the responsibility of Vocational Qualifications Authority (within the context of law no 5544), education and training qualifications under the responsibility of Higher Education institutions and other responsible institutions.”

Findings from the employer survey reinforce this, showing that regulatory and administrative barriers remain a major constraint to hiring. In particular, 62% of employers identify the lack of work permits or related procedures as a key challenge, while 46% report insufficient information about legal requirements.

Work permit exemptions, in particular for SuTPs and IPSHAs (although valid for IPSHAs only in specific sectors like agriculture and livestock), have proven **highly effective in accelerating integration** and formalization, as they remove the primary legal barrier to employment and enable rapid workforce mobilization in shortage sectors.

62%
Lack of work permits/exemption

What are the main challenges in hiring refugees in your company?
(Choose the three most important)

46%
Insufficient Information about Legal Requirements

What are the main challenges in hiring refugees in your company?
(Choose the three most important)

For more recent amendments, there is still limited evidence on their impact due to their recency. However, the restriction of healthcare access for SuTPs, together with stricter enforcement against informal employment—particularly through greater employer accountability—may push both employers and refugees towards formal labour market participation. Nevertheless, their effectiveness will depend on being implemented alongside complementary measures that actively support formalisation.



Measure	Incentivizes Integration	May Constrain Integration	Overall Assessment
Work Permit Exemptions	<ul style="list-style-type: none"> Removes main legal barrier to employment. Enables immediate formal hiring Reduces employer costs and uncertainty. 	Limited to specific sectors/ timeframes.	Strong Incentive (within eligible sectors and timeframes).
Simplified & Digital Work Permit Procedures	<ul style="list-style-type: none"> Reduces administrative burden. Improves transparency and compliance. Encourages formal hiring. 	Technical errors and procedural complexity may discourage SMEs.	Moderate-Strong Incentive.
Institutional Coordination (İŞKUR Job Matching)	<ul style="list-style-type: none"> Embeds refugee employment in national systems Reduces recruitment risk and costs. Strengthens employer confidence. 	Effectiveness depends on coordination and data alignment.	Strong Incentive.
Foreign Quotas (10% rule)	<ul style="list-style-type: none"> Protects labour market balance. Limits hiring even in shortage sectors. 	May encourage informality if rigidly applied.	Potential Constraint (unless flexible).
Enforcement Regulation	<ul style="list-style-type: none"> Increases financial risk of informal hiring. Strengthens incentives for formalization. 	May create employer resistance if not accompanied by transition support.	Incentivizes Formalization, but may raise caution among employers.
Linking Healthcare Access to Social Security	<ul style="list-style-type: none"> Creates incentives for formal employment and registration. Aligns refugees with national system. 	Introduces financial and administrative barriers for uninsured individuals.	Conditional Incentive for formalization, with risk of exclusion if not carefully implemented.
Diploma Recognition & Certification	<ul style="list-style-type: none"> Enables access to skilled professions. Reduces underemployment and skills mismatch. 	Dependent on regulatory access to professions for foreigners.	Moderate Incentive (if aligned with profession access rules).

C. The Incentive Mix That Works

Overall, employer incentives can be understood as complementary mechanisms that address barriers to **hiring, formalisation, and retention** of migrants in the labour market. While **job readiness interventions** are not incentives per se, they provide the **essential foundation** for all other measures by reducing hiring risks and ensuring candidates are work-ready. In practice, the most effective incentives are those that reduce uncertainty and costs at the point of hiring, while also supporting retention. These incentives operate through different but complementary channels, each addressing specific constraints along the employment pathway:

- **Job matching and on-the-job training** are critical for facilitating entry and adaptation, often proving more influential than purely financial support.
- **Financial incentives** (e.g. wage subsidies, social security cost-sharing, work permit facilitation) are particularly effective in **triggering initial hiring and supporting formalisation**, especially for SMEs, although their long-term impact depends on design and conditionality.

- **Access-to-work measures** (e.g. childcare, transport) are key for retention, particularly among women.
- **Reputation-based incentives** tend to influence larger firms by aligning inclusive employment with business value. Access-to-work measures and reputation-based incentives further strengthen inclusive labour market ecosystems.

Finally, **regulatory and policy-based incentives** provide the overarching enabling environment. By reducing legal and administrative barriers and increasing predictability, measures such as **work permit exemptions** and **simplified procedures** can significantly influence formal hiring decisions.

The table below provides a comparative assessment of the main incentive categories across four key criteria: **impact** -effect on hiring, formalisation, or retention-, **employer acceptability** -how attractive and feasible the incentive is for companies-, **sustainability** -likelihood that jobs continue once support ends-, and **cost-effectiveness** -employment outcomes relative to cost and complexity. This synthesis highlights the relative strengths, limitations, and trade-offs of each incentive type.



Category/Incentive	Impact	Acceptability (Employers)	Sustainability	Cost-effectiveness
Job Readiness Support Interventions				
	●●● <i>Retention driver</i>	●●● <i>Work-ready staff</i>	●●● <i>Human capital</i>	●●● <i>Long-term returns</i>
Job Placement & Transition incentives				
Job matching	●●● <i>Access expansion</i>	●●● <i>Risk reduction</i>	●●● <i>Demand-driven</i>	●●● <i>Placement efficiency</i>
On-The-Job Training (OTJ)	●●● <i>Experience building</i>	●●● <i>Fit assessment</i>	●●● <i>Time-bound design</i>	●●● <i>Retention gains</i>
Financial incentives				
Work permit cost coverage	●●● <i>Formalisation</i>	●●● <i>Legal clarity</i>	●●● <i>One-off cost</i>	●●● <i>Low cost</i>
Wage cost-sharing	●●● <i>Entry hiring</i>	●●● <i>Immediate relief</i>	● <i>Exit risk</i>	●● <i>Recurrent</i>
Social security cost-sharing	●●● <i>Formal shift</i>	●● <i>Cost sensitive</i>	●● <i>Time-bound</i>	●● <i>Ongoing</i>
Conditional grants	●●● <i>Jobs + liquidity</i>	●●● <i>Conditional</i>	●●● <i>Retention</i>	●● <i>Targeted</i>
Subsidised interest loans	●● <i>Expansion</i>	●● <i>Complex</i>	●●● <i>Investment-led</i>	●●● <i>Selective</i>
Access-To-Work Incentives				
Childcare support	●●● <i>High Women's retention</i>	●● <i>Indirect benefit</i>	●● <i>Structural solutions</i>	●● <i>Partnership-based</i>
Transportation support	●● <i>Reduces drop-out</i>	●● <i>Operationally feasible</i>	●● <i>Time-bound</i>	●●● <i>Targeted use</i>
Reputation and Recognition-Based Incentives				
Reputation and Recognition-Based Incentives	● <i>Limited hiring</i>	●●● <i>Brand value</i>	●●● <i>Low-cost</i>	●●● <i>Minimal cost</i>

Low ● Medium-Low ●● Medium ●●● Medium-High ●●● High ●●●●

Table 1 – Comparative Assessment of Incentive Categories Across Key Criteria



Key Considerations for Designing Employment Incentives

Across the analysis, several consistent insights emerged regarding the design of effective employment incentives:

- **No single incentive works alone:** combinations outperform standalone tools.
- **Sustainability improves when incentives reduce structural barriers,** not wages.
- **Gender-sensitive design** (childcare, flexible hours) is essential for women's inclusion.
- Financial incentives are **useful entry points**, but sustainable employment outcomes depend primarily on **working hand-in-hand with employers** to address their real needs.
- Employers value support that helps them **find, prepare, and adapt workers** (job matching, training, language support, work permit, OJT) more than financial punctual subsidies.
- Employment retention improves when programmes also support **enabling workplace conditions**, including realistic productivity expectations during learning phases.
- Incentives should evolve from NGO-led support to public system ownership over time.
- In contexts where refugee assistance has been highly visible, **rigid nationality-based targeting can undermine social cohesion**. Flexible, needs-based targeting and framing incentives around **decent work and economic recovery** supports a **Do No Harm approach**¹⁴.

All these mechanisms can only deliver sustained results within a coherent regulatory and policy framework that reduces administrative barriers and provides predictability for employers and employees.

¹⁴ "Do No Harm" generally refers to avoiding any negative effects from humanitarian activities. [CoD24_R2-Res-Migration-EN.pdf](#)

4. Protection, Gender and Inclusion (PGI)

Gender and PGI dimensions are not peripheral to employer incentives — they directly shape labour market outcomes, sustainability and formalisation. Evidence from key informant interviews and Province-Based Socio-Economic Sector Reports across STRIVE provinces shows that incentive effectiveness depends much on addressing structural barriers affecting women — particularly migrant women — and persons with disabilities.

Women's labour participation remains constrained by structural factors rather than a lack of capacity. Increased mechanisation has reduced the physical demands of many industrial roles, meaning participation gaps reflect structural barriers rather than technical limitations. Employers consistently recognise women's strengths — communication, organisation, reliability and precision in manufacturing — and many report higher quality performance in production roles:

“

Textiles is a viable sector for women. Women pay more attention to detail, and in general, products made by women have higher quality than those made by men, even when machines are used....No shift systems, which facilitates women's employment.

- Employer Textile Sector, Malatya, KII, December 2025.

However, participation is limited by childcare responsibilities, cultural norms and gender-based division of labour, male-dominated sector structures, shift systems and unsafe transport, and age discrimination

— particularly affecting women over 40. Women repeatedly emphasised that childcare — not wages — is the decisive factor for employment. Persons with disabilities are generally perceived positively by employers, contributing to teamwork and workplace culture. However, inclusion remains ad hoc and rarely institutionalised within structured HR practices.

“

In our programmes, wages are fully covered while also targeting vulnerable groups, particularly persons with disabilities and women. In Türkiye, private companies are required to meet a 3% quota for employing persons with disabilities. We also focus on aligning the needs of persons with disabilities with those of employers. What we have observed is that once a person has been employed for around six months, they are much more likely to be retained by the company.

- ILO representative, KII, online interview via Teams, December 2025.

The evidence suggests that financial incentives alone are insufficient. Incentives must be structurally gender-responsive to generate sustainable formal employment outcomes. PGI is not a cross-cutting narrative — it is a design parameter for effective employer incentives. Where childcare, age bias, working conditions and formalisation are addressed, incentives translate into durable employment outcomes. Where they are not, participation remains limited despite labour demand.

“ To address the employment barriers faced by women aged 40+ in Türkiye, employment-oriented projects should adopt an integrated employment model that combines activation, care-sensitive programming, employer engagement and post-placement retention support. This group is affected not only by skills gaps, but also by unpaid care responsibilities, for long periods being out of the labour market, with limited digital confidence, transport and schedule constraints, and employer bias linked to age and gender. These barriers are especially relevant in Türkiye, where women’s labour-force participation rate was 36.8% and employment rate was 32.5% in 2024, while unpaid care remains a major structural constraint on women’s labour-market participation. Employment programmes should therefore move beyond the standard training models and develop a tailored pathway for 40+ women that includes barrier-based profiling, short and practical digital-employability modules, flexible and decent job placement options, active use of employer incentives, and structured follow-up during the first 3–6 months of employment. This approach would align with the national policy priorities, including the 2025–2028 Turkish National Employment Strategy, which aims to raise women’s labour-force participation to 40.1% by 2028, and with existing public instruments such as İŞKUR’s KİPAP scheme, which supports the employment of registered unemployed women aged 18+ in selected sectors and includes childcare support for eligible participants as indicated in the Statistical Overview by TURKSTAT.¹⁵”

- TRC representative, Follow-up Call after the KII, online interview via Teams, March 2026

15

[Women in Türkiye A Statistical Overview 2025 v4](#)

Considerations for Protection, Gender and Inclusion:

a) Frame women’s employment as a competitiveness strategy.

Position women’s participation in manufacturing and blue-collar sectors as a productivity and quality driver — not solely a protection measure.

b) Integrate childcare as a core employment incentive.

Childcare should be embedded within employment packages (e.g. co-financed models, linkages to day-shift placements). It is a labour market enabler, not a social add-on.

c) Target women over 40 through adapted OJT and re-skilling.

Remove unjustified age caps. Incentives should explicitly encourage hiring women 40+, particularly in sectors with labour shortages.

“

My age—being over 40—and my limited Turkish are the main barriers for me. I have many years of experience in tailoring, but it is still difficult to find a job.”

- Syrian beneficiary, Gaziantep, KII, field interview, December 2025).

d) Link incentives to gender-sensitive working condition.

Day shifts, safe transport and basic workplace security should be considered eligibility criteria for employer support. An EU Delegation representative highlighted the importance of safety considerations in employment decisions:



What they are looking for is safety—to reach the workplace safely. Often, they first visit the site with their families to ensure it is secure.”

- EU Delegation representative, Türkiye, KII, online interview via Teams, December 2025.

- e) Prioritise formalisation tools (e.g. SGK premium support) over short-term wage subsidies.** Women strongly prefer formal work. Incentives that reduce employer risk in formal hiring (social security coverage) offer greater sustainability. Reflecting on their employment preferences, participants were clear and emphatic:



Even when working, the salary is often just the minimum wage, and ESSN support to make ends meet. But ESSN is very limited—around 500 TRY per person—and what may have been enough years ago now barely covers food due to inflation. Still, ESSN is not a disincentive to work. On the contrary, we would much rather have stable, formal employment.”

- Syrian women participants, Gaziantep, KII, group interview, December 2025.

- f) Institutionalise disability inclusion.** Provide technical guidance and follow-up support to employers to translate positive attitudes into systematic and sustained hiring practices.



5. Voluntary Return Scenarios

On 15 December 2025, the Turkish Minister of Interior announced that 590,000 Syrians have voluntarily returned from Türkiye to Syria since 8 December 2024. While returns are ongoing, STRIVE field evidence suggests that return depends primarily on economic viability rather than intention alone.

Field interviews indicate that return intentions are profile-dependent and closely linked to livelihoods and housing prospects. Stakeholders and beneficiaries often expect temporary or circular movements — short stays in Syria combined with continued residence or work links in Türkiye — rather than definitive return. Youth and those economically integrated in Türkiye show limited willingness to return permanently, while some older household members express conditional openness if employment and housing are secured. In earthquake-affected provinces, mobility is sometimes driven by housing pressure rather than structured reintegration planning. Across, beneficiary interviews emphasised that return without income opportunities is not sustainable. These concerns were especially strong among youth who grew up in Türkiye:

“

***We would feel like foreigners in Syria.
.... Returning would be starting from
zero.”***

*- 23-year-old female SuTP, semi-structured interview,
Gaziantep, December 2025.*

Stakeholders increasingly stress that the key issue is not whether return occurs, but how labour market institutions can support mobility, skills portability and structured economic reintegration.

Considerations in Voluntary Return Scenarios

- a) Enable flexible and circular mobility in early phases.** Programme design may benefit from recognising that some households envisage temporary or circular movements. Where feasible, maintaining labour or residence linkages with Türkiye can help mitigate economic risks and allow for more gradual reintegration.
- b) Prioritise transferable skills and entrepreneurship.** Skills development and entrepreneurship support are more resilient under mobility scenarios than location-specific wage subsidies. Their effectiveness, however, depends on recognition and portability systems that ensure training and business competencies retain value across borders.
- c) Social protection portability.** Stakeholders proposed exploring bilateral mechanisms between labour ministries to allow transfer or recognition of SGK premiums accumulated in Türkiye:



For refugees who retire who cannot or do not want to receive their pension in Türkiye, it should be explored to give them all the contributions accrued in Türkiye so that they can go to Syria.”

- İŞKUR representative, Gaziantep, KII, December 2025

Protecting accumulated contributions would preserve formalisation gains and reduce disincentives to return.



Since they are unlikely to benefit from pension services in Türkiye, and given the possibility of returning to Syria, the social security contributions they pay here would not be transferable due to the lack of a bilateral agreement between the two countries. This is an important factor discouraging formal employment.”

- ILO representatives, KII, online interview via Teams, November 2025.

d) Cross-border employment cooperation. İŞKUR representatives suggested creating a joint employment platform to facilitate job search and labour market information exchange across both countries. İŞKUR could provide technical guidance on active labour market programmes, digital job-matching systems and employment service models to support institutional capacity and managed mobility.



Training certifications should be valid in the two countries and ideally abroad.”

- İŞKUR representative, KII, December 2025)

Certification portability safeguards human capital investments and increases resilience under return or mobility scenarios.

f) Role of chambers of commerce in reconstruction. Turkish chambers of commerce, particularly in border provinces with strong pre-conflict trade ties, can play a strategic role in economic reconstruction. They could support the re-establishment of chambers in Syria, facilitate business networks, contribute to vocational training centres development and promote sectoral recovery in construction, logistics, agriculture and manufacturing. Border provinces can thus act as economic bridges, leveraging historic connections to support SME development and private sector revitalisation.



The Syrian Chamber of Industry has visited and expressed interest in cooperation. Some companies in Kahramanmaraş already have branches in Syria.”

- Chamber of Commerce Representative, Kahramanmaraş, KII, December 2025.”

Annexes

strive

■■■■■ SUPPORTING TRANSITION, RECOVERY,
INCLUSION & VOCATIONAL EMPOWERMENT.



How is it used?

Effective job matching follows a multi-step approach, typically involving:

- Employer engagement & vacancy mapping**

Employers are engaged directly or through networks (incl. İŞKUR) to identify vacancies, which are analysed in terms of requirements, conditions, location, and legal feasibility.
- Candidate profiling**

Candidates are assessed across experience, skills, legal status, language, and availability to ensure readiness.
- Matching & shortlisting**

Suitable candidates are matched to vacancies and a shortlist is prepared for referral.
- Interview & placement**

Interviews are coordinated as needed; employers select candidates and necessary legal steps are initiated.
- Post-placement follow-up**

Early-stage follow-up supports retention and informs future matching.



Tips

- ✓ Confirm employer demand before training or referral, ensuring alignment with labour market needs and sustained trust.
- ✓ Base referrals on verified vacancies and ensure strong profiling to avoid poor fit and keep employer confidence and re-engagement.
- ✓ Combine placements with complementary support (orientation, language, soft skills, follow-up) to improve performance, retention, and satisfaction.
- ✓ Monitor retention and satisfaction (both employer and employee) to assess sustainability beyond placement figures.
- ✓ Adapt approaches for specific groups (e.g. women, youth, persons with disabilities, seasonal workers) to address distinct barriers and labour market dynamics

Company Size

- Small** ● ●
- Medium** ● ● ●
- Large** ●

Sector(s)

Across sectors (specially labour shortage sectors)

On-the-Job Training (OJT)



How is it used?

OJT is implemented as a structured transition from training to employment through:

- **Signing a time-bound practical training contract** defining roles, duration, supervision, and learning objectives.
- **Placing participants in real work settings** with adjusted productivity expectations and structured supervision.
- **Monitoring progress and transitioning to employment**, providing follow-up and, where possible, linking OJT to retention or continued employment.

OJT is typically combined with prior vocational training and job matching to strengthen formal labour market integration



Tips

- ✓ Set clear time limits and productivity expectations, positioning it as a learning phase for employers and employees.
- ✓ Apply a progressive cost-sharing approach with higher programme support at the start and gradually decreasing subsidies to reduce dependency and support transition to unsubsidised employment.
- ✓ Ensure close follow-up and monitoring—especially in the first weeks—to address challenges early and reduce drop-out.
- ✓ Align participation with employer hiring commitments to strengthen longer-term outcomes.
- ✓ Target strategically participants facing higher barriers (e.g. youth, women, long-term unemployed, refugees, vulnerable groups).

Company Size



Sector(s)

Technical / operational roles;
industrial and manufacturing
sectors.

Work Permit Subsidy Package



How is it used?

Organisations should provide an integrated support package including:



Information

Clear guidance to employers on when a work permit or exemption applies, addressing common misconceptions around inspections, penalties, and administrative burden.



Administrative support

Hands-on assistance with document preparation, submission, follow-up, and coordination with relevant public institutions (including İŞKUR), including application through ecalismaizni.csgb.gov.tr/eizin.



Cost coverage

Coverage or subsidisation of work permit fees, prioritising SMEs and always linked to formal employment and social security registration.



Tips

- ✓ Treat work permits as a core component of refugee employment programmes, ensuring consistent integration across interventions.
- ✓ Provide end-to-end support combining clear information, administrative assistance, and full or substantial cost coverage—particularly for SMEs.
- ✓ Link support closely with profiling, placement, and employer engagement services to maximise outcomes.
- ✓ Promote formal employment as a shared objective, aligning programme design with migrant preferences for stability, protection, and dignity.
- ✓ Develop sector-specific approaches, particularly for high-demand sectors and small enterprises, to reflect different regulatory and operational realities.

Company Size

Small ● ● ●

Medium ● ● ●

Large ● ●

Sector(s)

Cross-sectoral (where work permits apply)



Back to main document



How is it used?

- Employer engagement & eligibility**

Employers are identified and screened based on sector demand, capacity to retain workers, and commitment to formal employment.
- Participant selection**

Eligible candidates are selected based on readiness, vulnerability criteria, and alignment with available roles.
- Cost-sharing agreement**

A time-bound agreement defines the share of wages covered by the programme and the employer, with clear conditions on formal contracts, social security registration and commitment to retention beyond the subsidy period.
- Gradual transition**

Programme contribution decreases over time, with increasing employer responsibility to ensure sustainability.
- Monitoring & compliance**

Regular follow-up ensures adherence to labour standards, tracks performance and retention, and addresses risks early.



Tips

- ✓ Use short, partial, and time-bound subsidies, clearly framed as temporary risk-sharing during probation or initial learning phases, and linked to a commitment to retention—typically for at least the duration of the subsidy period.
- ✓ Apply a progressive reduction of the subsidy over time to support transition to full employer cost coverage.
- ✓ Ensure subsidies support the creation of new positions, rather than covering existing roles or replacing current workers.
- ✓ Prioritise groups facing higher barriers (e.g. women, youth, persons with disabilities, refugees/migrants), ensuring alignment with labour market demand.
- ✓ Establish clear employer–employee agreements, including predefined conditions (e.g. resignation, sick leave, dismissal) to avoid ambiguity.

Company Size

- Small** ● ●
- Medium** ● ● ●
- Large** ●

Sector(s)

Cross-sectoral (specially for manufacturing sectors)

Social Security Cost-Sharing



How is it used?

Employer engagement & employee identification

Employers are engaged in identifying employees to be supported in their transition into formal employment. Beneficiaries are selected based on their readiness and potential to enter or transition into formal jobs.

Formalisation agreement

A clear agreement requires registration under formal contracts and social security, with defined responsibilities and compliance conditions.

Targeted cost support

The programme covers (fully or partially) social security contributions to reduce entry barriers to formalisation, particularly for SMEs.

Monitoring & compliance

Follow-up ensures registration, contribution payments, and adherence to labour regulations.



Tips

- ✓ Use social security cost-sharing as a clearly time-bound adjustment mechanism to support SMEs in adapting to the higher costs of formal employment and encourage transition rather than dependency.
- ✓ Align cost-sharing with enforcement frameworks to facilitate formalisation and reduce incentives for informality.
- ✓ Ensure strong monitoring to verify registration, contribution payments, and compliance with labour regulations.
- ✓ Prioritise sectors and groups with higher levels of informality, while maintaining alignment with labour market demand.

Company Size

Small	●	●	●
Medium	●	●	●
Large	●		

Sector(s)

Cross-sectoral (specially high-informality sectors)



How is it used?

- Eligibility definition**
Clear criteria are established (e.g. geographic focus, priority sectors, firm size) to target relevant employers.
- Employer commitment**
Employers commit to creating and retaining formal jobs, often including balanced quotas (e.g. host community and migrants).
- Conditionality framework**
Grant support is linked to formal employment requirements, including contracts and social security registration.
- Phased disbursement**
Payments are released in tranches based on verified employment milestones.
- Monitoring & compliance**
Basic reporting and follow-up ensure compliance with agreed conditions.



Tips

- ✓ Target conditional grants to SMEs facing liquidity and hiring risks, helping absorb upfront costs of formal employment, especially during recovery or expansion
- ✓ Ensure strong conditionality and monitoring, with clear eligibility criteria and verification processes.
- ✓ Disburse payments in tranches tied to compliance milestones, rather than upfront.
- ✓ Keep grants modest and temporary, complementing rather than replacing employer investment.
- ✓ Frame support around economic recovery, decent work, and local employment, not migrant employment alone.

Company Size

- Small** ● ●
- Medium** ● ● ●
- Large** ●

Sector(s)

Productivity-driven sectors;
high-employment sectors
(Industry; IT & R&D)

Subsidised Interest Loans



How is it used?

Application and eligibility

SMEs in selected provinces and priority sectors (e.g. manufacturing, IT, R&D), registered and compliant with relevant institutions (e.g. KOSGEB), apply for loans through participating financial institutions. Loan and company information are verified before approval.

Loan agreement with employment commitments

A contract is signed between the SME and the financial institution, including clear commitments to create and/or retain formal jobs (e.g. balanced hiring), with full-time contracts and social security registration.

Implementation and financial structure

Loans are provided by partner banks, with interest subsidies reimbursed periodically. Employers implement hiring commitments and submit periodic documentation.

Monitoring, verification, and subsidy disbursement

Employment performance and compliance are verified regularly (typically quarterly), including social security thresholds. If commitments are met, subsidies are reimbursed; if not, subsidies are suspended while the loan remains repayable, ensuring compliance with decent work standards.



Tips

- ✓ Embed clear job creation and/or retention commitments within loan agreements, including balanced quotas where relevant (e.g. 50% host community and 50% migrants), making employment an integral part of the financing structure.
- ✓ Target SMEs in sectors with strong job creation potential where access to finance constrains hiring.
- ✓ Keep conditions simple and measurable, with regular monitoring (e.g. quarterly) to support planning and reduce administrative burden.
- ✓ Maintain separation between loan repayment and subsidy: loans remain repayable even if targets are not met, while subsidies are suspended.
- ✓ Ensure compliance with labour, social, and environmental standards to promote decent and responsible employment.
- ✓ Allow flexibility in crisis or recovery contexts, adapting targets while maintaining formalisation objectives.
- ✓ Frame incentives around business growth, decent work, and economic recovery, rather than refugee employment alone.

Company Size

- Small** ●
- Medium** ● ● ●
- Large** ● ●

Sector(s)

Productivity-driven sectors;
 high-employment sectors
 (Industry; IT & R&D)

Childcare Support



How is it used?

After assessing participants' childcare needs (e.g. age of children, working hours, location) and mapping available services, organisations implement childcare support through:

- **Partnerships with local providers** (e.g. municipalities, chambers of commerce, private centres) to enhance sustainability.
- **Childcare vouchers or subsidies** to cover part or full childcare costs.
- **Co-financed employer-supported or on-site childcare**, where alternative services are limited or not available.



Tips

- ✓ Design childcare support as a targeted, time-bound measure—particularly during early employment phases—to enable entry and retention.
- ✓ Combine childcare support with flexible working arrangements and active employer engagement to improve effectiveness.
- ✓ Frame childcare as an enabler of women's employment and decent work, not as a welfare measure.
- ✓ Encourage employer co-financing or provision where feasible.
- ✓ Ensure strong involvement of public institutions and alignment with existing systems, avoiding parallel childcare structures.

Company Size

- Small** ● ●
- Medium** ● ● ●
- Large** ●

Sector(s)

Sectors with high women workers textile sectors.

Transportation Support



How is it used?

After assessing transport barriers (e.g. distance, working hours, routes, availability of public transport), organizations implement transportation support through:

- **Transport subsidies or vouchers** to cover commuting costs.
- **Partnerships with employers and local actors** (e.g. municipalities, chambers) to coordinate transport solutions.
- **Organised transport services** (e.g. shuttle buses), particularly for industrial zones, rural areas, or shift work.



Tips

- ✓ Co-design transport solutions with employers and local stakeholders (e.g. Chambers of Commerce) to align routes, schedules, and locations—especially in industrial zones, agriculture, and shift-based work.
- ✓ Treat transport support as context-specific and tailor-made, prioritising areas with limited access (e.g. industrial zones, rural/agricultural settings, shift work).
- ✓ Use transport support as a temporary, time-bound measure, particularly during training, OJT, or early employment phases, with a clear transition or exit strategy.
- ✓ Link support to employer-led or structural solutions to ensure sustainability beyond programme support.

Company Size

- Small** ●
- Medium** ● ● ●
- Large** ● ●

Sector(s)

Manufacturing sectors based industrial zones, agriculture, and construction.

Reputation and Recognition-Based Incentives



How is it used?

Visibility, awards and CSR recognition

- Public awards and recognitions for inclusive and formal employment practices.
- Visibility in project reports, employer events, websites, and media.
- Recognition integrated into CSR, ESG, or sustainability narratives.

Certifications and quality labels

- Certifications, seals, or labels linked to formal contracts, social security registration, and labour law compliance.
- Use of certificates and logos in company premises and communications.
- Particularly relevant for export-oriented, brand-sensitive, or internationally exposed firms.

Marketing promotion and institutional linkages

- Reputation-based incentives connected to business exposure and peer legitimacy.
- Promotion of recognised employers through marketing materials, employer directories, and project platforms.
- Preferential visibility in job fairs, sectoral events, or matchmaking activities.

Linkages and endorsement through chambers of commerce, exporter associations, or trusted institutions, strengthening peer acceptance.



Tips

- ✓ Ensure recognition translates into concrete business opportunities (e.g. partnerships, networks, market visibility).
- ✓ Use credible and sector-valued recognition formats, co-delivered with through chambers of commerce, sector associations, and business networks to ensure legitimacy.
- ✓ Leverage peer influence and employer networks to reinforce uptake and credibility.
- ✓ Apply recognition strategically at key business moments (e.g. expansion, hiring phases, market positioning).
- ✓ Focus on decent work, quality employment, and recovery contributions, not only hiring numbers.
- ✓ Prioritise visibility and prestige over financial incentives, keeping any economic component symbolic.
- ✓ Use recognition as a mobilisation tool, showcasing success stories to attract new employers.
- ✓ Adapt approaches to local context to ensure relevance and avoid resistance.

Company Size



Sector(s)

Export-oriented
manufacturing; services; retail
& wholesale

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