

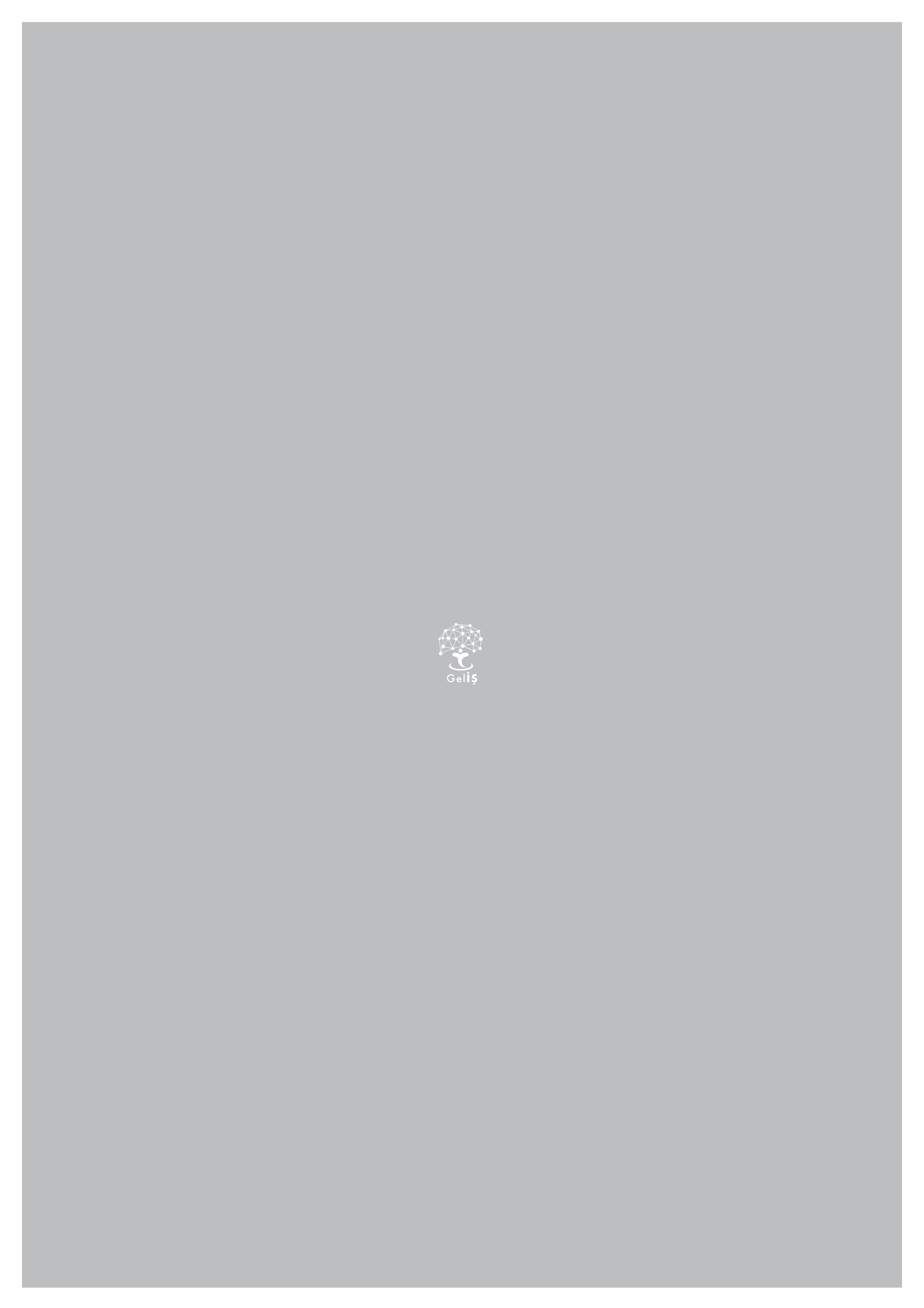


**INTERVENTION 13: WORKSHOPS FOR NEW EMPLOYMENT STRATEGIES**

**REPORT ON BURSA-BASED WORKSHOP HELD ON 21 OCTOBER 2021**

**TECHNICAL ASSISTANCE FOR PROMOTING  
DECENT FUTURE OF WORK APPROACH WITH  
A FOCUS ON GENDER EQUALITY  
  
(TREESP1.3. FoW/P-01)**

**TURKEY**

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# INTRODUCTION

This Report provides a summary of the Bursa-based Workshop, held on 21 October 2021, under Intervention 13 (Workshops for New Employment Strategies).

# CONTEXT

## 2.1 Project ToR

The Project’s Terms of Reference (ToR) for Intervention 13 require the following:

*Five workshops will be organised in the pilot provinces to have feedbacks and inputs for drafting new employment strategies such as NES, women employment policies and to discuss regional needs and problems with the participation of relevant public institutions, academicians, NGOs, social partners, professional organisations, representatives of private sector. Indicative list of pilot provinces: Adana, Bursa, İstanbul and İzmir. Fifty local participants will deal with each workshop and will last one day. After completion of the workshops, a detailed report will be prepared by the Contractor. Five staff of the Operation Beneficiary will participate to each workshop.*

## 2.2 MOLSS Focus

The Operation Beneficiary (OB) requested that the Bursa-based Workshop should focus on an analysis of labour market issues and problems currently being experienced in Bursa province, linked to discussions of possible policy solutions.

# DESCRIPTION OF THE EVENT

## 3.1 Venue

It was decided that the Workshop should be held as a physical event, allowable because of an easing of pandemic-related restrictions. The OB selected the Bursa Sheraton Hotel as it offered the space and facilities which were required for the event. The cost of arranging the event was an eligible item in the Project’s Incidental Budget: the overall cost of the event was just over 12,000 euros, including per diems.

## 3.2 Agenda

TAT and OB worked together on the agenda for the Workshop, the final version was as follows:

|  |  |
| --- | --- |
| **TIME** | **AGENDA ITEMS** |
| **09.30 - 10.00** | **Registration** |
| **10.00 - 10.15** | **Opening Speech**  **Ms. Nurcan Önder,**  *General Director of General Directorate of Labour*  *Ministry of Labour Social Security* |
| **10.15 - 11.15** | Evaluation of the Current Situation of the Labour Market and Detection of Problems in Bursa Province |
| **11.15 - 11.30** | **Break** |
| **11.30 - 12.30** | Evaluation of the Current Situation of the Labour Market and Detection of Problems in Bursa Province (Continue) |
| **12.30 - 13.30** | **Lunch Break** |
| **13.30 - 14.45** | Developing of the Policy Suggestions for the Solution of Problems in the Labour Market in Bursa Province |
| **14.45 - 15.00** | **Break** |
| **15.00 – 16.30** | Developing of the Policy Suggestions for the Solution of Problems in the Labour Market in Bursa Province (Continue) |
| **16.30 – 17.00** | **Evaluation and closing** |

## 3.3 Participants

TAT drafted an e-invitation to the event which was distributed by OB. 52 participants joined the workshop, representing different organisations and institutions, of which 20 were public sector, 22 were private sector and 10 were other institutions/organisations. 6 MoLSS staff were present and 3 persons from TAT. A participant list is attached at Annex 1.

## 3.4 Visibility

The Project’s visibility materials were displayed:

* A ‘spider’ was used as a backdrop for the registration table.
* 2 sets of banners (Turkish flag; HRDOS logo; MoLSS logo) were hung in the meeting area;
* Visibility kits were issued to all participants comprising: bag; notepad; pen; factsheet; folder; USB stick; mug.

# WORKSHOP CONTENT

## 4.1. INTRODUCTION TO THE NATIONAL STRATEGY AND THE PROJECT ‘PROMOTING DECENT FUTURE OF WORK WITH A FOCUS ON GENDER PERSPECTIVE’

Ms. Nurcan Önder explained the importance of the National Youth Employment Strategy and Action Plan (2021-2023), that was developed in collaboration with the public and private sectors, non-governmental organisations, and universities under the coordination of the Ministry of Labour and Social Security, and supported by the Future of Work Project. The Strategy had been structured in line with the relevant actions outlined in the Economic Reforms Action Plan under the heading 'Employment’ by considering the needs, issues, and expectations of the labour market to eliminate barriers to youth employment and to help youth gain a wide range of skills necessary for participation in the current and future labour market. The role played by the project ‘Promoting Decent Future of Work Approach with a Focus on Gender Equality’ was essential for the achievement of these goals.

Ms. Nurcan Önder referred to the importance of the inclusion of different stakeholders to help the government in the transformation of the country’s social life and the workplace conditions. She also emphasised the cultural revolution that implied change conditions to prevent inequality against women in a major digital change. For this, new regulations of work life were needed.

Special attention was given to unemployment, in a scenario where Turkish society moved for an agricultural era to enter the digital revolution, without loss of human dignity and with a focus on decent work and the gender equality. Bursa stakeholder feedback was important because Bursa was an exemplar for the transformation of work, with some industrially important centres in the region, which accounted for almost 2.2. billions of exports. Bursa was also a province where work life was very important and where there were many woman managers.

After a description of the components of the EU project ‘Promoting decent Future of Work with a focus on gender perspective’, the MoLSS representatives highlighted the importance of build capacities for setting better policies on decent work with a gender equality.

The presentation of the project included the importance of working with stakeholders and improving institutional capacity and awareness-raising of, inter alia, the fight against psychological harassment.

## 4.2. EVALUATION OF THE CURRENT SITUATION OF THE LABOUR MARKET AND DETECTION OF PROBLEMS IN BURSA PROVINCE

Some of the stakeholders presented their opinions, summarised as follows (*with, where relevant, the main contributor shown in italics in brackets*):

### 4.2.1 Sectors in Bursa:

* Industry is very important, even though there is a a gap for machinery industry (*Bursa Chamber of Commerce*).
* There are many companies in **software and IT sector** The projection is to improve **tourism**, accommodation services, **logistics** to international level; **sports, music, entertainment sector**. **Smart Agriculture** and **green business** is in the agenda now (*software company*).
* In the textile sector there is a need to coordinate the employment with the trainingfor (e.g.) sewing machine operators, particularly after the pandemic. There also new “Sustainable Production” activities (*Bursa Chamber of Commerce*).
* There is a need to recover of some traditional system of production of the region giving them new technologies (*Association of Architects*).

## Education Related to Employment:

* Professional education (and the skills for labour) is very important in meeting the needs of industry (*Bursa ULUDAI University*).
* Education should focus on certification to facilitate employment. For this, the education for employment strategies needs to include employers (*Bursa Chamber of Commerce, Education Coordinator*).
* There are many professional centres of education in different cities, and even surveys in specific sectors. Bursa has also laboratories, etc. for trainings on basic needs. There is a need of training in the mechanic sector and in the Textile industry, where workers are still needed (*Bursa Chamber of Commerce*).
* The German system of professional education can be a good example to follow of efficiency between needs and trainings offered(*Director Eker Human Resources*).
* Education was not fully in line with the needs of industry. Employment centres are not enough.
* ARMETAL, for instance, have a Foundation of Technological Education and a Protocol with the Ministry of Education among others, and provide special vocational schools. They also cooperated with GIZ over refugees (*ARMETAL representative*).
* There is a real need to strengthen the relationship between vocational schools and Universities and to integrate industries into the education processes (*Director Eker Human Resources*).
* There is an important Protocol with Renault for mentorships and internships programmes. (*Bursa Chamber of Commerce*).
* Quotas for female students are needed (*Education coordinator of Bursa Chamber of Commerce*).
* Vocational school students receive 2/3 of minimum wage. During internships, however, some companies are not passing on the subsidies to the students, a fact which needs to be carefully regulated. (*8th Region representative*).

### Youth Employment

* Youth employment development concerns universities (*Bursa ULUDAĞ University*).
* To increase employment, students need greater awareness of the world of work (*Bursa Development Agency*).
* Young people find opportunities in big cities but the Ministry must create opportunities in small cities related to new technologies, new priorities. Many new graduates are dissatisfied with the job opportunities on offer to them (*Turkey Disabled Federation*).

### Women’s Employment

* There is a need to increase the percentage of female students, and address the gender balance: the percentage is increasing, but the rate is too slow (*Bursa ULUDAĞ University*).
* Women-returners is not an easy process, and there is a need to encourage women in new working opportunities (*Association of Architects*).
* In the Textile sector, there is a problem related to unpaid maternity leave, with women being unpaid for 10 months before returning to work. Paid maternity leave and provision of kindergartens are need to be considered (*GAG Textiles*).
* Studies have shown that the most important problem is the responsibility of care for children and the elderly in provinces and districts. There is a lack of coherent organisation in this area. A lack of childcare centres is a deterrent to increaseing women’s employment. Care providers is another important need. Bursa is a pioneer in that sense, but Governors and national government need to allocate budget funds (inline with the French system of care provision) and diverse stakeholders need to be involved in addressing this issue (*Director of Eker Human Resources*).
* Many young women want and need to work. Some can become entrepreneurs with support from small grants/loans, although access to finance for youth is a major problem (*Women Development Federation*).
* ISKUR organises events, and holds meetings with different organisations. They provide insurance support to cooperatives. All the municipalities tried to help the cooperatives, consuming products elaborated by women. Their team is aiming to provide better support services for women entrepreneurs (*ISKUR*).
* A woman entrepreneur, provided with a KOSGEB start-up grant, can provide work opportunities for others whose training van be supported by various training agencies, signposted by ISKUR (*woman entrepreneur*).
* Particularly in women’s education, there is a need to increase in some branches the number of women students (50% for each gender). There is a need to analyse the career paths which women take after graduating (*Bursa Development Agency*).

### Employment of PwDs

* There are deficiencies in training with a continuing reliance on old technologies and a lack of laboratories and workshops. There is a greater need for more professional education for PwDs. Policies must be more coherent and focused (*Turkey Disabled Federation*)

### Regulations Needed

* Youth and older people could benefit from a form of mentoring system to enable them to discus and rsolve their individual issues. This concept could be included into future policies and strategies *Bursa Development Agency*)
* The minimum wage was considered to be is small to provide anything beyond the most basic subsistence support and needed to be re-considered. (*Bursa Chamber of Commerce*).

## DEVELOPING POLICY SUGGESTIONS FOR THE SOLUTION OF PROBLEMS IN THE LABOUR MARKET IN BURSA PROVINCE

Some of the ideas developed in the Workshop were:

### 4.3.1. Sectors in Bursa

* For sectors and employment, national authorities need to be involved. A coordination from the State is needed.
* The MoLSS have experience working with international funds that can transfer, after making the necessary coordination.
* Textile, automatics, agriculture, Bursa provide important presence in GDP. The Ministry wants to work with all the institutions improving the employment in the region

### Education Related to Employment

* People without education have decreased to 20%. Bursa has an advantage on other cities because it hasa wide range of industries, and can be an example for Turkey
* Report on needs of the industry´s education need feedbacks from the Ministry of Education
* The MoLSS is very involved in professional management education. The Ministry supports technical needs, but it is needed to raise education of the industries. Bursa management of the MoLSS is really involved, branches were created to be more efficient.
* The MoLSS has developed studies related to local systems and education. The MoLSS will share their studies with the stakeholders to see their feedback
* Employment strategies which target young people must include the need for universities and other institutions of education to transform their approaches in line with the current and future needs of insudtry.
* It is necessary to think about new forms of employment and the new skills which will be needed, including Artifical Intelligence.
* It is important to consider the important role which the private sector plays, either unilaterally, or in partnership with governments and donors, in equipping workers with the skills required in the local markets. Turkish Airlines is a good example on this
* Contact with professional schools will be made. Certain branches on education will be identified for a future planning.

### 4.3.3. Youth Employment

* Young people are being employed in traditional jobs (e.g., in Bursa, there are young agricultural workers).
* Take care of the needs of health and education of the families
* The MoLSS is delivering workshops in the cities to focus on improving youth employment. These have confirmed that young people without education are far less able to find work. There is also a view that some young people are not very active in job-seeking. High School grduates tended to work in commerce and industry, although there is a need to encourage a more diverse attitude to what type of work mught be appropriate.
* There appears to be a gender bias in considering job/career opportunities with a tendency for some young girls to opt for traditional handicrafts and Arts-focussed directions and not to consider more technology-based options.

### Women’s Employment:

* Gender (in) equity was seen as an issue for Turkey to address.
* Kindergartens play a vital role in encouraging women-returners. Where they exist, kindergartens are regulated: they have to be located in centres of population; accept children up to 3 years old; and open from 07:00. Coordination with other ministries is important to create a cohesive system of care, but it is also important to involve local authorities to create localised solutions. Care facilities for older people are another very important issue.
* Training and access to grant funding are beneficial to encourage the growth of women’s entrepreneurship
* MoLSS is encouraging equality in jobs in Turkey and has a particular focus on women’s employment.

### Employment for PwDs

* The MoLSS has developed policies aimed at removing obstacles for the employment of PwDs from many years ago. Now the challenge is to extend these to embrace new opportunities in the new world of work.

### Regulations

* The MoLSS is conducting field studies to help identify solutions that industries and sectors need now, but it is important to consider the responsibilities of all the institutions (professional areas, universities) to create a common response. Each organisation must create a mentality of change to support a beetr future for Bursa.
* MoLSS will take stakeholoder comments into account in reviewing the level of and rationale for the minimum wage.
* To employ qualified personnel in line with legislation, employers need to have employment insurance which many seem reluctant to buy.
* For this period of digitalisation, traditional product markets need to be established, and MoLSS has a project with various marketing companies with this in mind.
* It is under study the taxes that are very high. But people has some tax deductions to use. The MoLSS is working on this
* Various aspects related to remote working have been under consideration since 2016 : regulation; sustainability of the relation of the employer and employee; contractual issues (in cooperation with the the Ministry of Industry); costs of personnel; limitations of working hours in the sectors that have problems. The pandemic has made these considerations more important than ever.

# DESCRIPTION OF PROCESS

The primary purpose of the Workshop - very much a practical working workshop - was to enable MoLSS to engage with stakeholders and to receive a diagnosis on Bursa employment and to start working on some issues and to consider their reactions and responses to the proposals set out in the National Youth Employment Strategy and Action Plan (2021-2023). The workshop was a platform to exchange information between representatives of the MoLSS, public, private and other organisations on issues of common interest relating to economic and social policy in the region. The main goal was to promote consensus-building among the main stakeholders in the world of work. The Workshop also provided a platform for detailed discussion of the Action Plans’ measures, with participants making arguments in favour or against the inclusion of specific items or suggesting additional elements to be taken into consideration. This was a very interactive and transparent process, MoLSS took the stakeholders opinions very seriously and offered some initial ideas for solutions.

# CONCLUSION

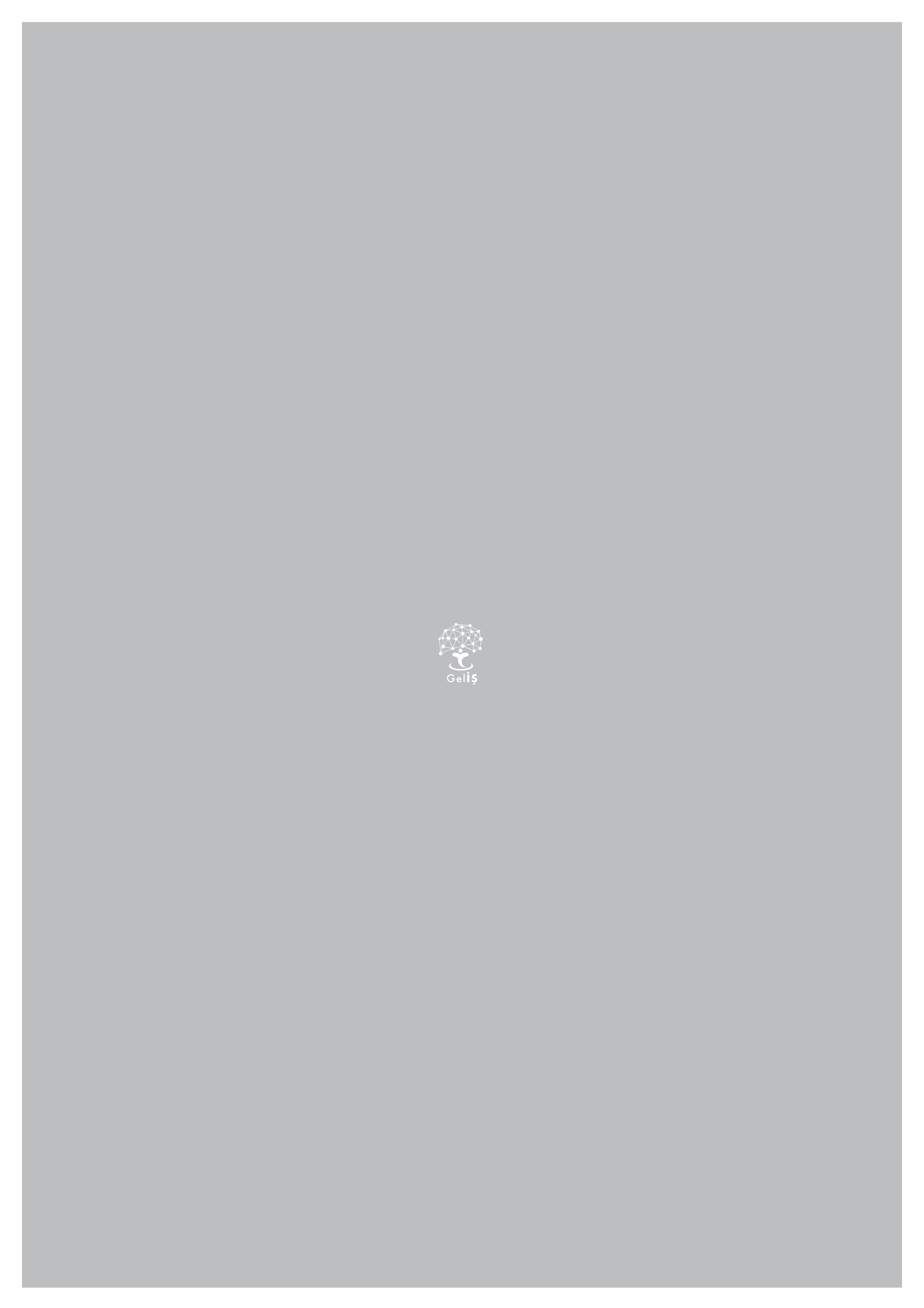
The workshop was a diagnosis of general labour market issues in Bursa, with a particular focus on the needs for young people and women’s employment, and the relation between employment and education. It is also proved their genuine desire to engage with stakeholders from all sectors to arrive at a consensus view of how to move forward. The MoLSS also introduces and explain The National Youth Employment Strategy and Action Plan (2021-2023)

**FoW TAT**

**November 2021**

**Attachments:**

**Annex 1: Participant List**

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