

UNITED WORK GLOBAL COMPACT COMMUNICATION ON ENGAGEMENT

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1 STATEMENT OF CONTINUED SUPPORT BY GENERAL MANAGER

Dear Stakeholders,

I am pleased to reaffirm our dedication to the United Nations Global Compact and its Ten Principles concerning Human Rights, Labour, Environment, and Anti-Corruption, which we committed to in 2019. We remain steadfast in upholding these principles and strive to advocate for them within our sphere of influence.

As of 2024, the global number of forcibly displaced individuals has surpassed 108 million, leading to significant humanitarian challenges. Addressing the ramifications of this crisis is a pressing matter for humanity, demanding urgent resolution. Our organization, along with numerous international and local entities, is actively engaged in efforts to alleviate the impact of these challenges.

Of particular concern are the millions of Syrian refugees who fled to Turkey following the Syrian civil war, making Turkey the largest host country for refugees. These individuals encounter various hardships both during their journey and upon arrival in Turkey, necessitating support to overcome these obstacles. As United Work, we are committed to aiding refugees, seeking solutions, and mitigating the humanitarian crisis. Our mission is to help refugees achieve successful integration through targeted training and guidance towards suitable work. We strive to unlock their potential and enable them to become active and productive members of society, regardless of the country they are in. United Work strives for inclusive societies in which refugees have equal opportunities, can use their skills, and experience and feel valued as valuable contributors to the economy and society. Since our establishment in 2017, we have positively impacted tens of thousands of lives, aiming to make enduring contributions to their well-being. We envision a future where all refugee issues are resolved, further amplifying the significance of our contributions.

In this Communication of Engagement, we share our initiatives aligned with the United Nations Global Compact and its Ten Principles, along with the outcomes of these endeavors, with our valued stakeholders.

Sincerely,
E. Hasret Güneş
General Manager

2 ABOUT US

United Work, an NGO established in 2016, has been dedicated to improving the socio-economic conditions and opportunities for Syrian refugees in Turkey, who were compelled to flee their homeland following the Syrian Civil War.

Originally conceived as an initiative by the Dutch Ministry of Foreign Affairs, United Work emerged in 2016 to bridge the gap between labor demand from Dutch companies and other international firms operating in Turkey and the labor supply of Syrian refugees. The objective was to facilitate job searches for refugees and address key concerns for both refugees and employers.

In 2017, with seed-funding from the Dutch Ministry of Foreign Affairs, the Dutch NGO "United Work" commenced operations in Istanbul. An initial survey conducted among 60 Dutch companies in Turkey revealed a strong interest from these companies in hiring Syrian refugees. It became evident that successfully integrating refugees into these companies would be mutually beneficial.

The job placement and training services provided by United Work addressed a significant gap in humanitarian services in Turkey. Despite the presence of over 400 educational centers and 60 community centers offering various training courses and social assistance to refugees, there was a lack of a qualified intermediary agency capable of connecting employers, providing job placement services, and delivering relevant skills training to enhance refugee employability.

In 2017, United Work established the necessary infrastructure to initiate the job matching process in Istanbul. Assessment centers were established, and recruiters were hired to engage with companies and Syrian refugees. The project quickly gained traction, surpassing its initial target of 200 job placements for refugees by the end of 2017 ahead of envisioned schedule.

Building on its success in Istanbul, United Work expanded and scaled-up its operations in several ways. First, it expanded its network of employers to include Turkish employers as well. The network of hiring companies has reached over 3000 businesses. Second, it expanded geographically by opening offices in İzmir and Bursa in 2018, followed by Ankara, Konya, Kayseri and Gaziantep in 2020. Third, United Work expanded its services operations by creating training modules not only for job seekers but also for employees for their adaptation, employer representatives to enhance job place onboarding and orientation processes. These efforts have resulted in over 10,798 job placements since its inception in 2017. Fourth, as of 2020, United Work also started assisting refugee entrepreneurs to set up their business, guiding them through the legal establishment and offering capacity building activities for existing SMEs reaching out to 950 MSMEs.

Additionally, in line with its founding principles, United Work began collaborating on separate projects with organizations such as GIZ, UNDP, ILO, Qatar Charity, DRC, Inditex, Primark, Rewe, PVH Foundation, and Stichting Spark.

2.1 INTRODUCTION & BACKGROUND

By the beginning of 2024, Turkey maintained its position as the country with the largest refugee population globally. According to recent data from the Ministry of Interior, there were 4.6 million registered refugees in Turkey at the beginning of 2024, with 3.2 million of them being Syrian refugees under Temporary Protection Status. Since the onset of arrivals in 2011, various entities including the EU, UN, and non-profit organizations have collaborated extensively with Turkey to address this significant humanitarian crisis.

As the civil war in Syria persists, the duration of refugees' stay in Turkey has prolonged, leading to evolving needs and demands among Syrian refugees. Initially focused on immediate assistance such as housing, food, and safety, attention has shifted towards enhancing the long-term socio-economic prospects for refugees and their families. This includes fostering economic and social integration within their host communities during their residency.

This approach is underpinned by the latest insights into the living conditions of Syrian refugees under Temporary Protection Status in Turkey. According to data from the Ministry of Interior Directorate General of Migration Department at the beginning of 2024, out of 3,181,222 Syrian refugees, only 62,381 reside in shelter centers, while the remaining 3,118,841 are dispersed across all 81 cities of Turkey. In essence, 98% of refugees are integrated into everyday life outside of centers, indicating that their needs, demands, and challenges primarily revolve around improving living conditions rather than ensuring basic survival.

DISTRIBUTION OF SYRIAN REFUGEES IN THE SCOPE OF TEMPORARY PROTECTION ACCORDING TO SHELTER CENTERS (9 SHELTER CENTERS IN 7 PROVINCE)

PROVINCE	NAME OF TEMPORARY SHELTER CENTERS	TOTAL	GRAND TOTAL
ADANA (1)	Sarıçam	13.032	13.032
HATAY (3)	Altınözü	7.887	13.264
	Yayladağı	3.383	
	Apaydın	1.994	
KAHRAMANMARAŞ (1)	Merkez	14.849	14.849
OSMANIYE (1)	Cevdetiye	9.629	9.629
MALATYA	Beydağı	11.607	11.607
TOTAL		62.381	
NUMBER OF SYRIANS UNDER TEMPORARY PROTECTION THAT NOT IN THE SCOPE OF SHELTER CENTERS			3.118.841

Figure 1 Directorate General of Migration Department
Retrieved from <https://en.goc.gov.tr/temporary-protection27>

Upon analyzing refugee accommodation location-wise, it becomes evident that some cities have become prominent where refugees predominantly reside. Figure 2 below illustrates the top 10 cities hosting the largest refugee population in Turkey. Consequently, these cities hold considerable importance in United Work's agenda due to the concentration of refugee populations. Projects aimed at making substantial contributions to the lives of both host community members and refugees should prioritize these cities. Accordingly, United Work primarily focuses its efforts on these cities.

-NO-	City	Number of Syrians
1.	İstanbul	531.996
2.	*Gaziantep	434.045
3.	Şanlıurfa	317.716
4.	*Hatay	298.830
5.	*Adana	239.660
6.	Mersin	234.570
7.	Bursa	170.507
8.	İzmir	135.246
9.	Konya	119.555
10.	Ankara	91.139

Figure 2 Refugees Association

Retrieved from <https://multeciler.org.tr/eng/number-of-syrians-in-turkey/>

Furthermore, it has been observed that the Syrian population in Turkey is notably youthful. As illustrated in Figure 3, more than 60% of the total population is under 25 years old, indicating that a significant portion of the Syrian population is either newly entered the workforce or will be part of it for a substantial period. Given the prolonged conflict in Syria and the inclination of the Syrian population to remain in Turkey even after the civil war's resolution, it's crucial to recognize that a considerable number of individuals will contribute to the available workforce.

Particularly noteworthy is the 0-14 age group, born in Turkey, who are expected to exhibit a stronger inclination to remain in the country due to their proficiency in the Turkish language and familiarity with the culture. Therefore, creating employment opportunities for this generation in the years ahead is imperative. However, it remains essential to generate job opportunities for those already in the workforce, as this contributes not only to their quality of life but also provides better prospects for future generations.

DISTRIBUTION BY AGE AND GENDER OF REGISTERED SYRIAN REFUGEES RECORDED BY TAKING BIOMETRIC DATA

AGE	MALE	FEMALE	TOTAL
TOTAL	1.662.073	1.519.149	3.181.222
0-4	204.108	191.366	395.474
5-9	275.742	259.997	535.739
10-14	187.878	178.548	366.426
15-18	126.252	116.543	242.795
19-24	186.703	163.381	350.084
25-29	175.900	145.198	321.098
30-34	130.797	107.555	238.352
35-39	111.011	91.001	202.012
40-44	79.614	70.863	150.477
45-49	54.014	54.537	108.551
50-54	41.913	43.435	85.348
55-59	33.050	34.420	67.470
60-64	22.125	24.097	46.222
65-69	15.131	16.770	31.901
70-74	9.191	10.204	19.395
75-79	4.588	5.480	10.068
80-84	2.243	3.109	5.352
85-89	1.078	1.533	2.611
90+	735	1.112	1.847

United Work operates on the belief that economic integration through formal employment represents one of the most effective approaches to mitigate both present and future vulnerabilities, thereby enhancing the socio-economic standing of refugees in Turkey.

Ultimately, securing employment not only fosters economic autonomy and resilience but also promotes social integration, leading to a more meaningful and sustainable presence in Turkey. To this end, United Work assists refugees in navigating the process of securing formal employment, which includes obtaining work permits, contracts, and ensuring decent working conditions.

However, the current landscape reveals a stark reality: unemployment rates among Syrian refugees in Turkey remain alarmingly high, with other labor market integration initiatives

yielding low success rates. Despite approximately 58% of refugees being of working age, less than 4% have managed to acquire the necessary work permits to legally work in Turkey. (<https://www.csqb.gov.tr/istatistikler/calisma-hayati-istatistikleri/resmi-istatistik-programi/calisma-izin-istatistikleri/>)

The low formal employment participation rates do not imply that the vast majority of Syrian refugees are unemployed. Conversely, it is a fact that participating in informal work is a prevalent practice. This condition rather suggests that the present regulation is not a practical solution against informal labor practices, which appear to be widespread. More than 1.5 million working-age Syrians aged 18-64 in Turkey are estimated to be working informally and most of these are men as can be driven from the low percentage of women to the formal or informal workforce.

What complicates the labor market integration of Syrian refugees is the current challenging economic environment of Turkey as a host country. General unemployment in Turkey is 10.4% in November 2023, and the youth unemployment level has been around 20.1%. Given the current economic recession, prolonging effects of the pandemics and the sources being directed to the emergency response after the devastating effects of the February 2023 earthquake disasters, finding a job has become more difficult in many areas of the country, even for the host community employment seekers.

The world in which we operate is changing rapidly, with uncertainties about the longer term. We also take into account the phase in which the organization is. The past few years have been all about "creating the path". In the coming years, we will focus on advancing, making choices, and strengthening our impact area.

United Work wants to make it possible for vulnerable groups to have more security and be made more self-reliant, despite the growing limitations and increasing dependence on this group.

Our target group, our environment and our position are changing. We have a lot of strengths and opportunities, which we can use even more firmly or take advantage of. We often find ourselves in a market that requires urgency (for example, a natural disaster) or large flows of refugees. However, even though we have an established position, and good relationships with the environment and other local aid organizations, we continue to strive for new and strong partnerships as the need is enormous and urgent than ever. We have something to offer to our target group and our environment. That requires growing and working together. Our strategy focuses on:

- Continue encouraging development for all parties of the market and create multidisciplinary collaborations to achieve synergy.
- A vision for sustainable increase on the added value for key groups, partners, and donors. We expand existing services based on our strengths and our distinctiveness and explore new opportunities in developing good services.
- Commitment to binding our cooperating stakeholder organizations. We offer our services and think along in their development and stimulate ownership and professionalism.

Livelihood activities have carried out for the groups that could be seen as specifically vulnerable, based on individual or household characteristics (e.g., single parents, disabled persons, and other disadvantaged groups). While the two interventions are only supply-side activities, success will be determined by the demand side. That is, it is ultimately up to employer demand for labour whether the placement will be successful. For the

entrepreneurship component, success will be measured according to the scope of the services within the targeted numbers.

3 ACTIVITIES AND OUTPUTS

Activities

United Work collaborates with various institutions, both national and international, governmental offices, and actors in the employment field to develop and execute ongoing and future projects and initiatives. Additionally, it establishes close monitoring mechanisms and effective partnerships in the field. Furthermore, United Work partners with civil society organizations, platforms, and companies across different sectors in Turkey, particularly in Textile, Food, Tourism, Service, Health, Manufacturing, Communication, and Technology, to conduct joint recruitment activities. It provides these entities with support in workforce needs, capacity building, and financial assistance, all of which are strategic steps towards achieving UW's project objectives.

United Work is engaged in livelihood development activities, benefiting not only refugees seeking employment but also employers in need of workers and individuals establishing their own businesses and requiring subsequent capacity building. This model aims to generate sustainable outcomes and ensure positive contributions from all stakeholders in the labor market.

Delivering Comprehensive Job Placement Services to Refugee Job Seekers and Companies Nationwide

United Work has made significant strides in the market, rapidly accelerating the number of candidates placed and assisting refugee entrepreneurs.

By the end of 2023, United Work has facilitated 10,798 job placements for refugees since its inception. Detailed figures regarding these job placements are outlined in the following paragraphs.

Conducting Training Initiatives to Enhance Refugee Integration into the Formal Labor Market by Enhancing Employability Skills

United Work offers employment training to aid refugee integration into the workforce, enhance employment sustainability, and foster social cohesion between host communities and refugees. Training covers a variety of topics, including Job-fit Support Programs for Employees and Entrepreneurs, Women's Employment Support, Industry-specific Programs, CV Writing, Interview Skills, Training of Trainers, Mentorship, Basic Communication, Workplace Ethics, Labor Law, Human Rights, Discrimination & Harassment Prevention, Organizational Safety, and Security Communication, as well as Talent Development.

By the end of 2023, United Work had provided various training modules to 8,100 participants.

Providing Support Services to Both Employees and Employers Regarding Work Permit Applications and Other Employment-Related Legal Requirements

The lack of accurate information regarding Work Permits for Foreigners under Temporary Protection often dissuades employers from hiring refugees. United Work addresses this issue by offering free assistance services and dispelling misconceptions, thereby building employer trust in this complex process. Work permits are mandatory for all Syrian refugees in Turkey to engage in formal employment or establish businesses.

With United Work's support, 11,750 work permits have been obtained for refugee employees and entrepreneurs, as detailed in the subsequent paragraphs. Administrative support for employees, employers, and entrepreneurs is a key aspect of these activities.

Entrepreneurship Support

Syrian entrepreneurs in Turkey must navigate various rules and regulations to establish their businesses. United Work provides support, encouragement, and guidance to Syrian businesses in obtaining the necessary licenses and completing required procedures.

United Work has assisted 950 Syrian refugee entrepreneurs under Temporary Protection Status in formalizing their businesses, focusing mainly on administrative, technical, and personnel support along with capacity building in digital transformation.

3.1 ACHIEVEMENTS

3.1.1. Job Placement

Until the end of 2023, United Work realized 10798 job placements. The figures below contain an explicit analysis of the job placements achieved, and an assessment of the project objectives.

United Work aligns its job placement procedures with the age distribution and averages of the Syrian population residing in Turkey, ensuring proportional representation. Notably, a significant portion of placements pertains to young individuals. Specifically, 4127, 2778, 2782, 788, and 323 job placements correspond to age brackets of 18 – 24, 25 – 29, 30 – 39, 40 – 49, and over 50, respectively. This translates to 38% of placements being 18 – 24 years old, 26% being 25 – 29 years old, 26% being 30 to 39 years old, 7% being 40 to 49 years old, and 3% being 50 or older. In essence, the data underscores the heightened inclination of younger Syrian refugees in Turkey to engage in formal employment, with 64% of placements falling within the 18 – 30 age range.

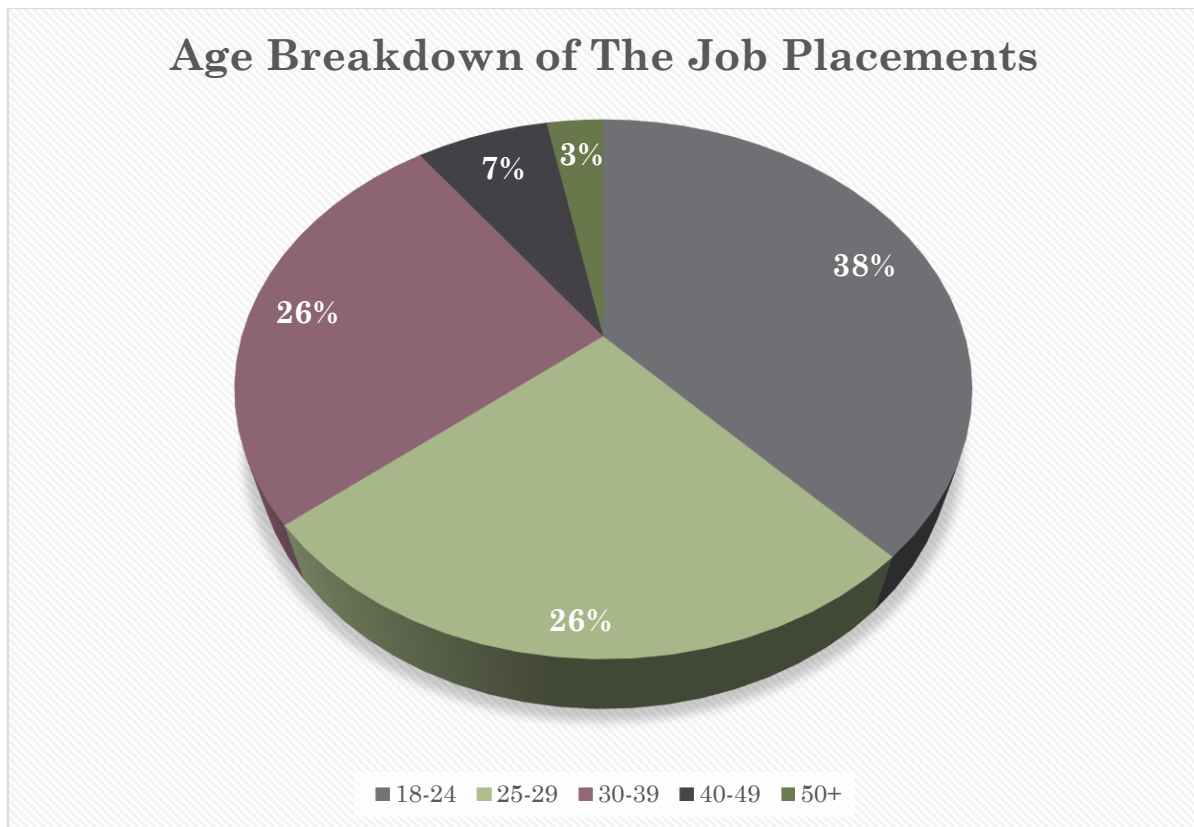


Table 1 – Age Breakdown of Job Placements

Promoting women’s participation in the labor market stands as a key priority for United Work. Consequently, the organization meticulously tailors its initiatives to foster greater inclusion of women in its projects. However, this endeavor presents notable challenges. While overall female workforce participation rates are low, they further diminish among refugee women. Thus, facilitating the integration of Syrian women into the formal labor market involves not only transcending nationality barriers but also addressing gender-based obstacles. Moreover, the labor market underwent structural shifts in 2020 due to the COVID-19 pandemic and ensuing economic hardships. Many businesses closed or scaled back operations, leading to significant changes in both market dynamics and the workforce itself. Refugee women, constrained by social and cultural norms, typically avoid overtime or night shifts, further complicating their entry into the job market.

Consequently, amidst pandemic-induced unemployment spikes and economic instability, female workers experienced disproportionate impacts compared to their male counterparts. Nonetheless, by the end of 2023, United Work successfully facilitated the employment of 1242 Syrian women in Turkey, constituting 11.47% of the total job placements over seven years. United Work views this figure as a benchmark and pledges continued efforts to bolster the employment of Syrian refugee women in Turkey in the years ahead.

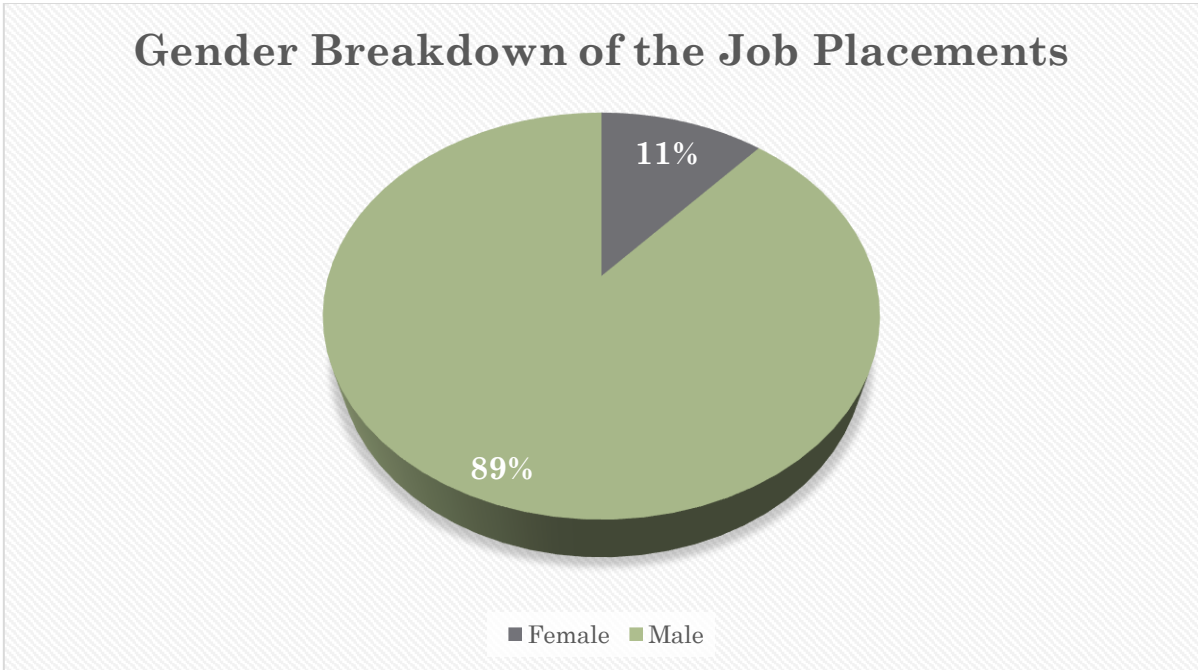


Table 2 – Gender Breakdown of Job Placements

The integration of Syrians into Turkey's labor market is notably more pronounced in blue-collar roles, aligning with the demands of the Turkish labor market. Over a two-year period, 81.80% of candidates were successfully placed in blue-collar positions, while 18.20% secured white-collar positions. This translates to 8833 candidates being employed in blue-collar roles and 1965 in white-collar roles during this timeframe.

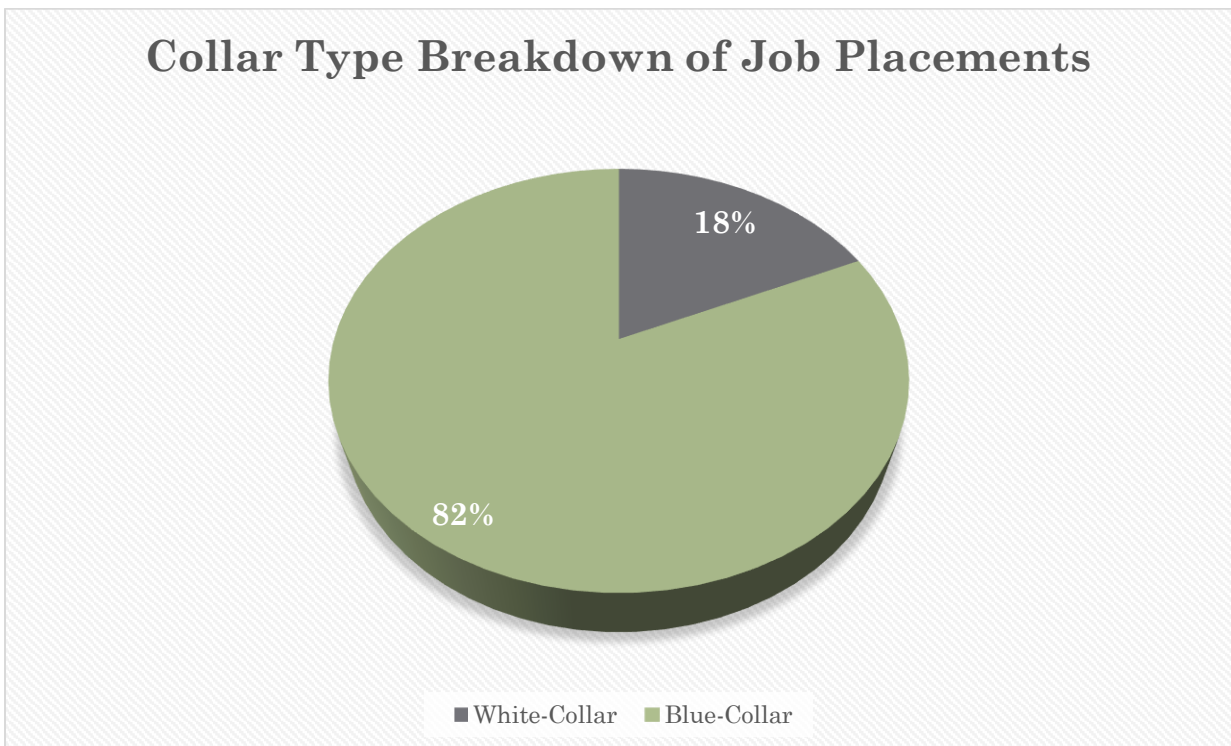


Table 3 - Collar Type Breakdown of Job Placements

United Work predominantly places Syrian refugees in sectors that align with the needs of the Turkish labor market and the qualifications of the refugees. Textile and production emerge as the primary sectors, accounting for 58.5% of total job placements facilitated by the organization. Additionally, placements are made in various other sectors including plastics & packaging, leather & shoes, service, tourism, FMCG, retail, construction, logistics, NGO, electric & electronics, health, furniture, telecommunication, food, and e-commerce.

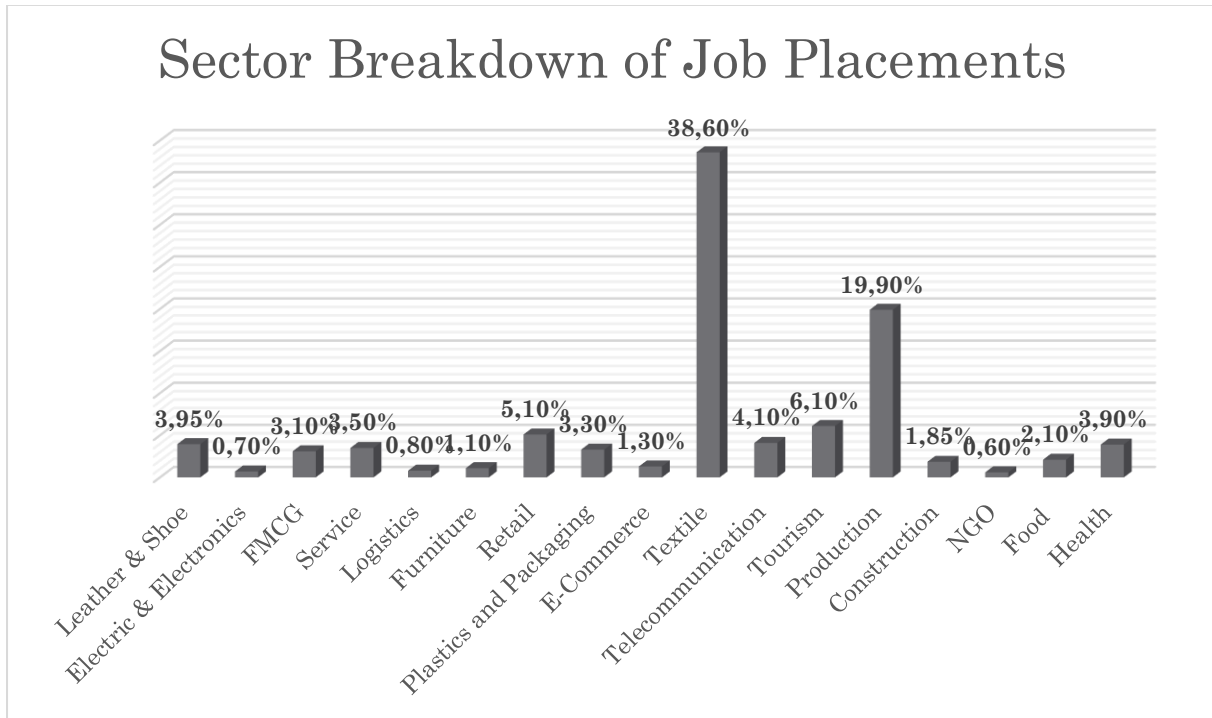


Table 4 - Sector Breakdown of Job Placements

United Work, headquartered in Istanbul with additional offices in Bursa and Izmir, extends its services across Turkey as needed. Recruitment activities correlate closely with the presence of these offices, with a significant concentration observed in Istanbul, Bursa, and Izmir. Interestingly, Kahramanmaraş and Gaziantep, despite lacking United Work offices, rank fourth and fifth respectively in terms of placement numbers. Specifically, Istanbul accounts for 38.51% of placements, followed by İzmir with 13.51%, Bursa with 10.11%, Gaziantep with 10.04%, and Kahramanmaraş with 8.12%. Other cities contributing to job placements include Kayseri, Mersin, Ankara, Konya, Adana, Kocaeli, Malatya, Hatay, Tekirdağ, Şanlıurfa, Antalya, and Adıyaman, as illustrated in Table 5.

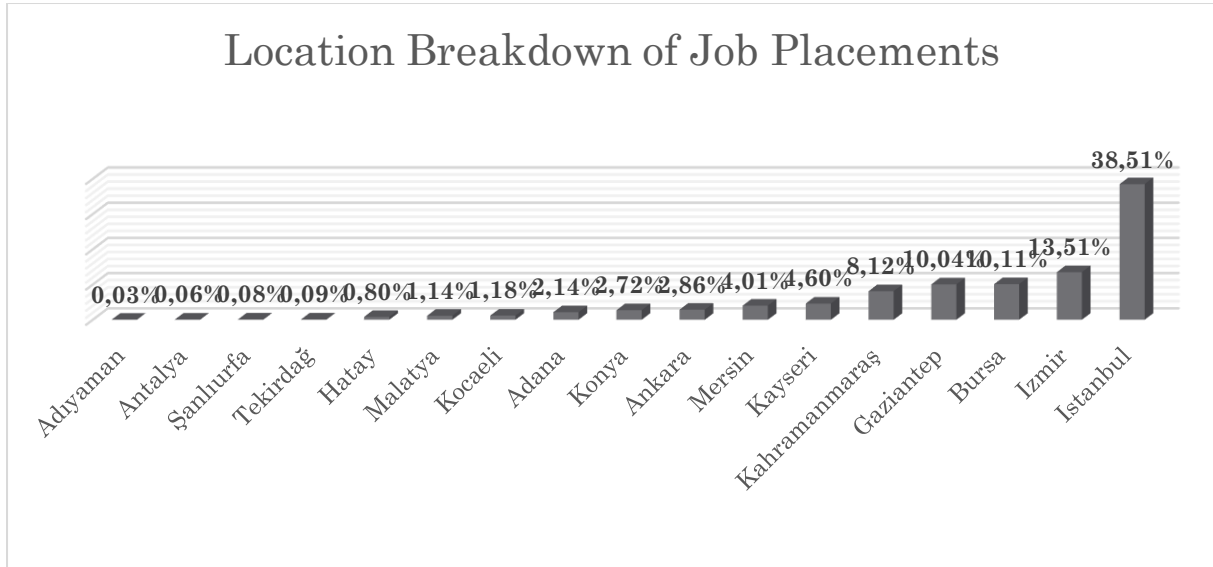


Table 5 - Location Breakdown of Job Placements

3.1.2. Training

Until the end of 2023, United Work provided training modules to 8100 participants. The figures below contain the dissemination of the participants and an assessment of the objectives.

By the end of 2023, United Work had engaged 8100 trainees in training programs. Of these, 18.88% were female, while 81.12% were male. Increasing female participation in the workforce is a key priority for United Work. Therefore, involving women in training activities is crucial for enhancing their skills and maintaining a competitive edge in the job-market. However, due to the pandemic, internal training sessions have been suspended for an extended period, resulting with a decline in the participation of female beneficiaries.

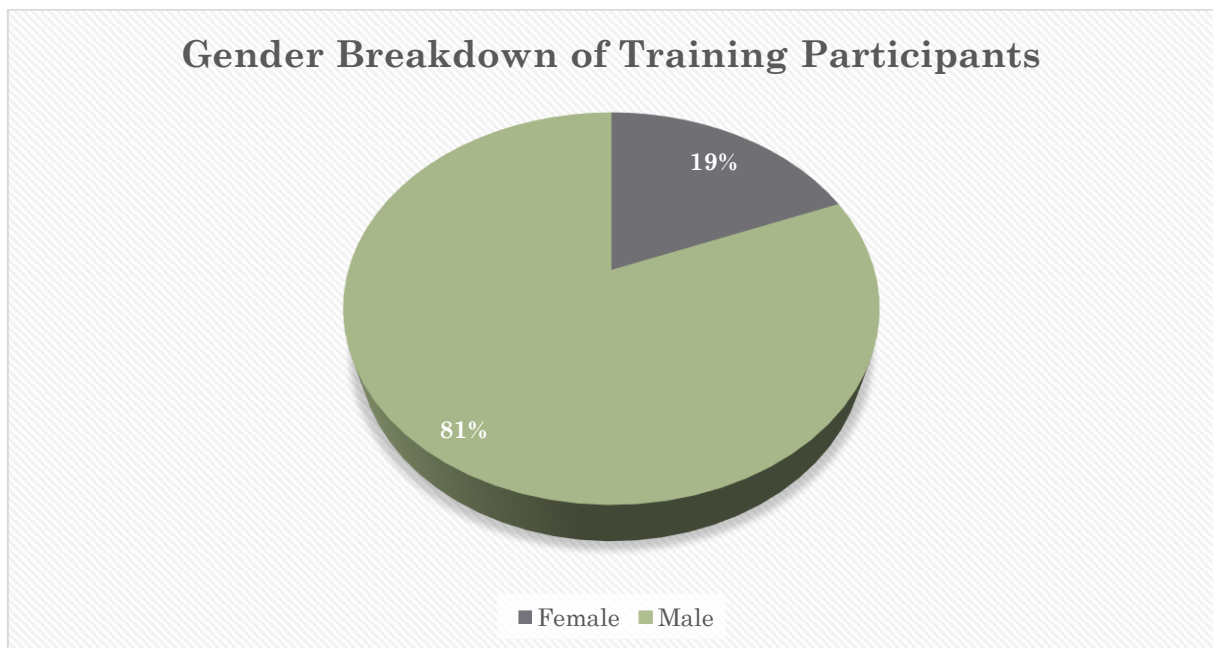


Table 6 - Gender Breakdown of Training Participants

Training Place Breakdown of Participants

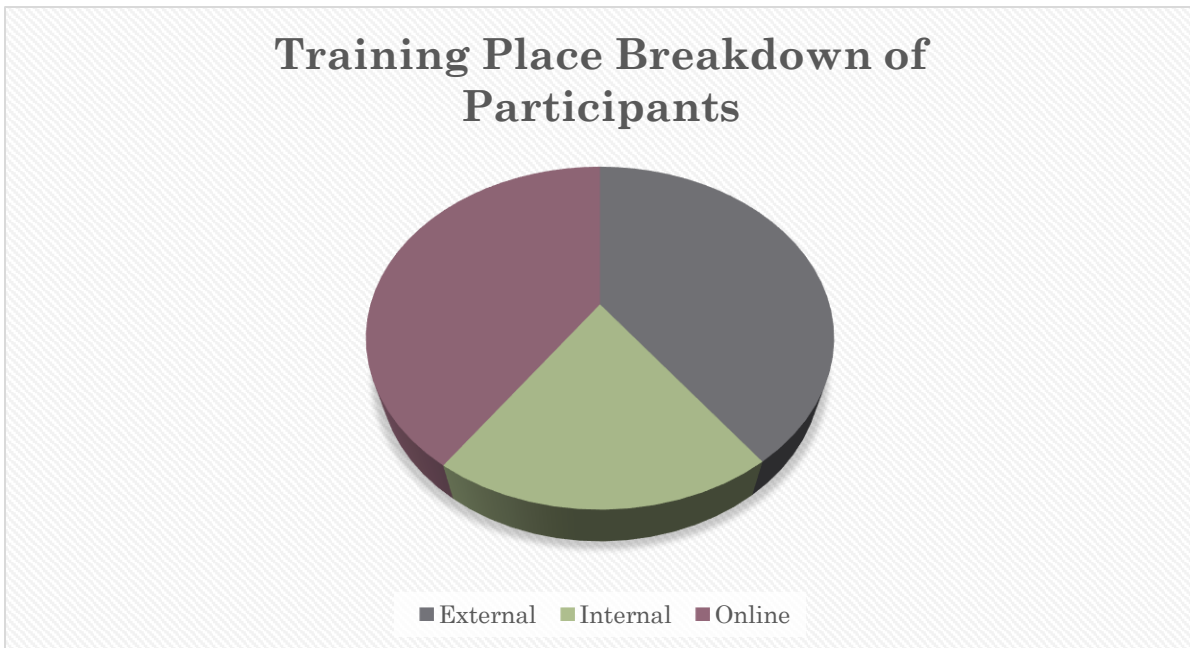


Table 7 - Training Place Breakdown of Participants

United Work offers training through various channels, such as internal, external, and online modules. Depending on participants' preferences and requirements, training sessions are conducted either on-site at workplaces, factories, or in different cities, or delivered online. Particularly in the aftermath of the pandemic, with lockdowns and restrictions limiting in-person activities, the focus has shifted significantly towards online training. Consequently, by the end of 2023, out of a total of 8100 training participants, 3228 attended external sessions, 3264 engaged in online modules, and 1608 took part in internal training programs.

Collar-Type Breakdown of Participants

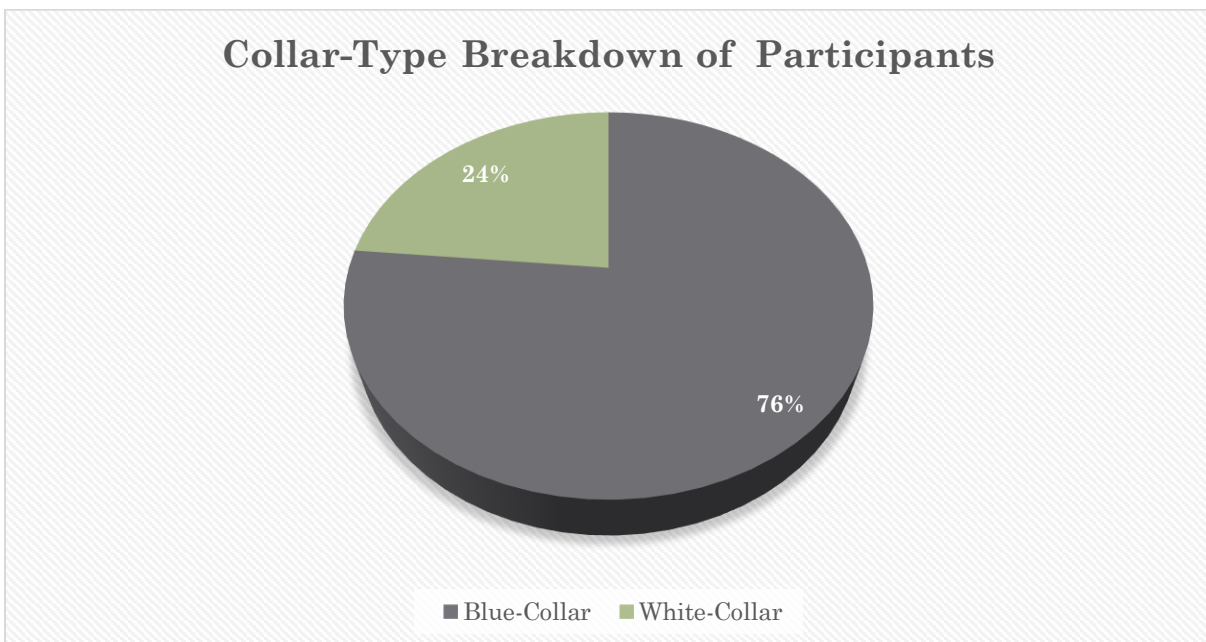


Table 8 - Collar Type Breakdown of Training Participants

Training participation across the collar scale shows a balanced distribution. Given that blue-collar workers constitute a significant portion of the refugee workforce, United Work aims to actively involve more white-collar workers in its initiatives to bolster the number of white-collar job placements.

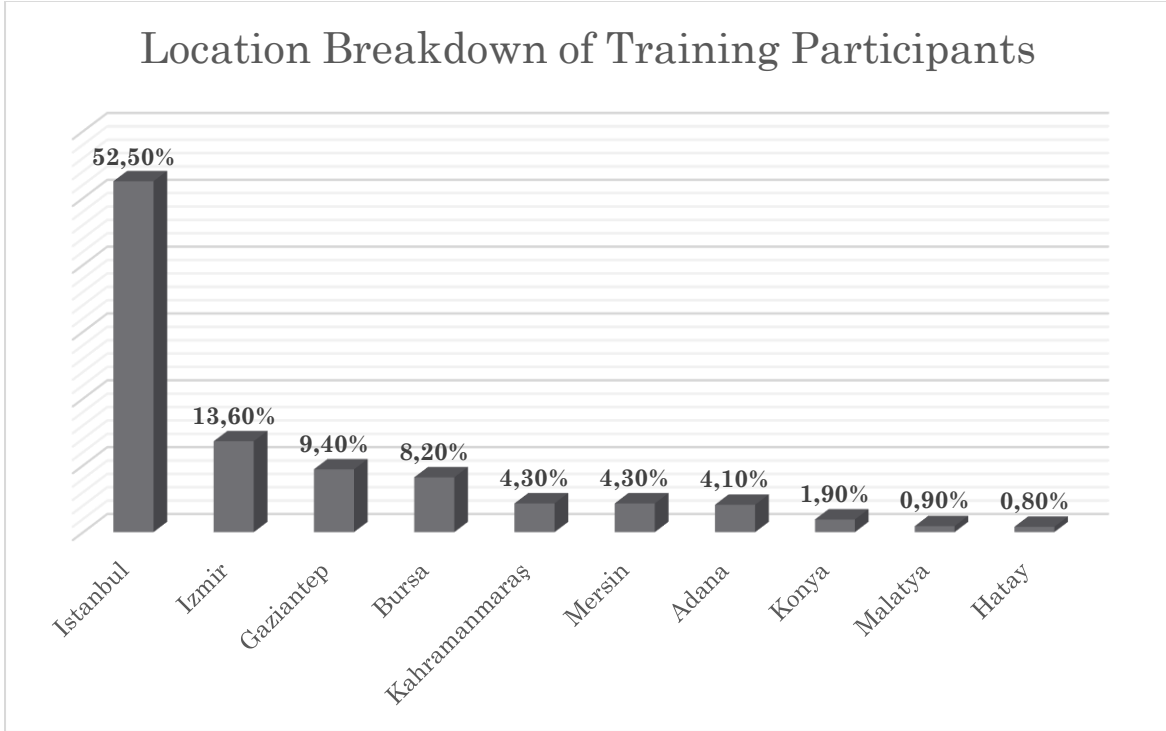


Table 9 - Location Breakdown of Job Placements

Upon analysis of training sessions based on location, a strong correlation is noted with the placement locations. Table 9 highlights that Istanbul, Izmir, Gaziantep, Kahramanmaraş, and Bursa are the cities where the majority of training occurred. This indicates that placements predominantly occur in cities where training sessions were conducted. Consequently, this alignment underscores the success and efficacy of the training activities.

3.1.3. Work Permit

The work permit is a mandatory document required by refugees under protection statuses in Turkey prior to engaging in the official labor market as either job seekers or employers.

Table 10 provides a breakdown of Work Permit Applications. By the end of 2023, a total of 11,750 work permits were acquired for refugees under protection status with the assistance of United Work. Of these permits, 10,810 were new applications, while 940 were renewals of existing work permits.

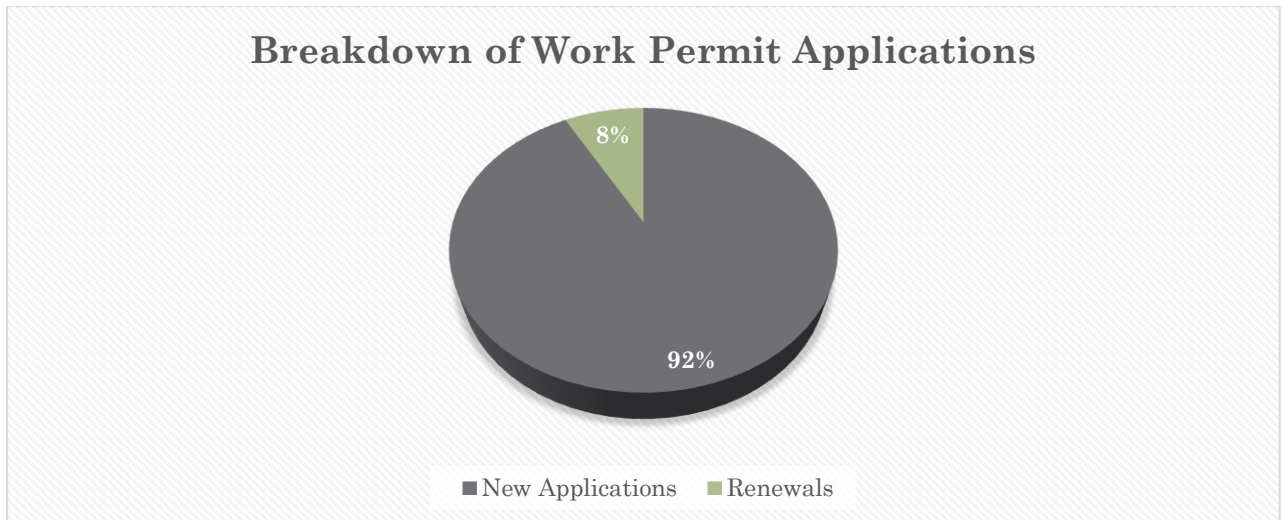


Table 10 - Breakdown of Work Permit Applications

4.1.4. Entrepreneurship Support

Since 2019, United Work had been in coordination with several partners in the field including GIZ, ILO and QC to complete the legal registration of refugees' businesses and enhancement of their capacity. At this point, United Work is glad to announce that effort to register enterprises has become more robust, and it has apprehended an opportunity to spread this activity in cities, including İstanbul, Adana, Ankara, Gaziantep, Şanlıurfa with various programs. Until the end of 2023, United Work has assisted 950 Syrian refugee entrepreneurs under Protection Status in formalizing their businesses, alongside supports offered mainly on administrative, technical, and personnel matters and capacity building in digital transformation.

4.1.5. Monitoring System

United Work has identified the establishment of a monitoring system for project activities as a pivotal objective. Essentially, this entails the meticulous tracking of placement and training outcomes over the medium and long term.

To achieve this, United Work employs a two-pronged monitoring approach. Firstly, workers undergo regular check-ins via phone calls scheduled at 3-month, 6-month, and annual intervals. During these calls, workers are assessed on various aspects including their job continuity, satisfaction levels with their employment and employers, their overall work experiences, and any additional feedback they may wish to provide.

Simultaneously, employers are also contacted and evaluated at corresponding intervals. They are queried about their employees' performance, satisfaction levels with their work, and any issues pertaining to employee compliance. Furthermore, towards the end of the initial year, employers are typically contacted again during work permit renewal periods, fostering ongoing engagement and feedback exchange with United Work.

4 CONCLUSION

In conclusion, United Work made significant contributions to thousands of individuals and continues to direct all efforts to this end. Despite facing various developments and challenges, United Work effectively enhanced livelihood opportunities for refugees through its comprehensive services encompassing recruitment, training, business registration, and work permit assistance.

Throughout the reporting period, United Work not only accomplished but exceeded all project objectives and targets. As a result of its concerted efforts, a total of 10,798 individuals received support during their job placement process, 8,100 individuals underwent training, and 950 entrepreneurs were empowered to complete their legal registration process, thanks to the support provided by United Work. Looking ahead, United Work aims to sustain and expand its services, extending its reach to various locations and addressing the increasing needs of both refugees and the host community. Furthermore, United Work is committed to furthering its impact by focusing on initiatives such as women's economic empowerment, entrepreneurship, and providing livelihood opportunities for disabled refugees. These endeavors will be pursued alongside the organization's existing services and programs, ensuring its continued sustainability and effectiveness in bridging crucial gaps in the field.

Moving forward as of 2024, United Work aims to emerge as a prominent organization that instigates and facilitates collaborative initiatives involving various stakeholders to foster meaningful job creation / livelihoods in the region. Consequently, our role will evolve from being solely a designer and implementor of programs to a collaborator that tailors extensive initiatives in partnership with local organizations. This transformation will involve the incorporation of international partners and donors. Becoming a "facilitator" in challenging contexts necessitates being a trusted intermediary with a keen awareness of political, social, and cultural dynamics. To connect stakeholders and orchestrate new alliances and partnerships for job creation, United Work will further its substantial local presence and continue cultivating diverse networks. United Work will strategically expand these networks to become the largest collective of stakeholders dedicated to job creation and utilizing this extensive network to rapidly co-create higher-quality programs. The path also aligns with United Work's objective to transfer knowledge, engage more deeply with local entities, and enhance local capacity. This emphasis on capacity building and collaboration with local partners will be integral to the design of each program moving forward.

United Work will again face great challenges in the coming years. The primary focus will be on bolstering partners' abilities to design programs, secure funding, expand their networks, formulate long-term strategies, facilitate learning, and adapt to evolving contexts. The past period has shown that together we are able to do a lot of work and achieve wonderful goals. That gives us confidence and highly motivates us on our way. We will further develop the ambitions in separate elaborations in collaboration with all parties involved. We commit to evaluating ourselves routinely and transparently to keep our impact at the highest possible level.