

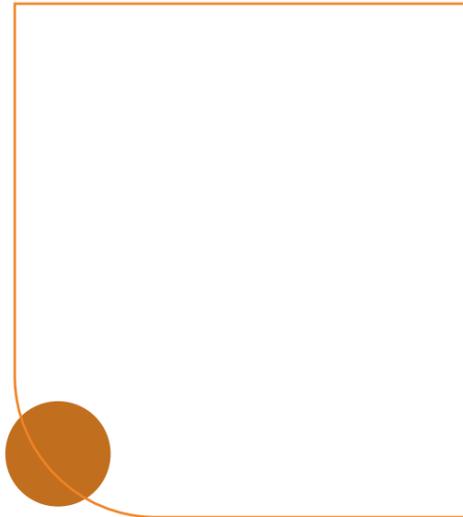


Foundation  
**United Work**



# **STRATEGIC PLAN**





## MULTI ANNUAL STRATEGIC PLAN

Multi Annual Strategic Plan  
Stichting United Work  
2023 - 2027

28/11/2022



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# Foreword

## Stichting United Work Foundation

Promote sustainable and fair work through collective actions.

In a world where the economic landscape is constantly evolving, the pursuit of decent and sustainable work is a cornerstone of social progress and human dignity. As Stichting United Work presents this strategic plan for the years 2023-2027, we embark on a journey beyond the ambitions of our Stichting United Work organization – it signifies our commitment to promoting meaningful change in the lives of individuals and communities.

At Stichting United Work, our goal is clear: to empower targeted individuals with the tools, guidance and opportunities to make a living on a self-reliant and sustainable basis. This strategic plan is not just a step-by-step plan; it is a testament to the principles that guide us and the joint efforts that move us forward.

In creating this plan, we drew on the sounds and voices of those we serve, the insights of our partners, sponsors, and the expertise of our own teams. It reflects a deep understanding of the challenges faced by Syrian job seekers, workers, and entrepreneurs. By aligning our actions with our vision, we strive to create a ripple effect of positive transformation.

Our approach is always about collaboration – working hand-in-hand with communities, governments, businesses, and like-minded organisations. Together, we will catalyse change that resonates far beyond the boundaries of this document. By focusing on decent work, we contribute to economic growth, social stability, and a better quality of life for all.



## Positive change

This plan is not a static blueprint, but a dynamic commitment to adapt and innovate in the face of emerging challenges. We recognize that progress requires resilience, ingenuity, and continuous learning. On the path ahead, we remain committed to refining our strategies, increasing our impact, and nurturing a culture of sustainable change.

Our belief in our mission fuels our determination to bring about positive change step by step.

Together we are stronger, more innovative, and better able to create a future in which, for everyone, decent and sustainable work is not a distant goal, but a lived reality.

With unwavering commitment and a shared vision, we look forward to the impact we will make, the lives we will touch, and the progress we will make in the days, months, and years ahead.

**Forward, and with all determination.**

**2022, Stichting United Work has reached more than 9,800 sustainable job placements and trainings.**

## Background

Stichting United Work was established in 2016 as a Dutch NGO with an ANBI status in The Netherlands. The main reason for establishing was to increase the socio-economic conditions and prospects for Syrian refugees who had fled to Turkey after the conflict in Syria. It was established originally because there was a need for intermediation between the labour demand from Dutch and other international companies in Turkey, on the one hand, and the labour supply of Syrian refugees on the other hand. The aim was to facilitate the job search process for refugees and alleviate the main bottlenecks for both refugees and employers.



In 2017, 'Stichting United Work' started its operations in Istanbul. This followed an initial survey launched among 60 Dutch businesses operating in Turkey that there was a strong interest from these companies to employ Syrian refugees and that, by successfully placing refugees into jobs at these

In 2017, Stichting United Work set up the necessary infrastructure to initiate the job matching process in Istanbul. It set up several branch offices and hired recruiters who could connect with companies and Syrian refugees. The project soon proved to be a success and overachieved its initial target (200 job placements for refugees by end- 2017) earlier than expected. At this moment in 2023, Stichting United Work has reached more than 9,800 sustainable job placements and trainings. Therefore, Stichting United Work also became "market-leader" in the implementation of refugee job access in Turkey.

Within the past years, Stichting United Work expanded and scaled-up its operations in several ways. First, it expanded its network of employers to include Turkish employers as well, many of which are suppliers to international companies. The network of hiring companies has reached over 3000 businesses. Second, it expanded geographically and opened offices in Izmir, Bursa, Gaziantep, Ankara, Konya, Kayseri, Mersin and Hatay. Third, Stichting 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. As of 2020, Stichting 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 more than 900 MSMEs.



## 2. Mission and Vision

### Mission

Our mission is to assist 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.

### Vision

Our vision is to strive 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 social society.



### From craftsmanship

The employees of Stichting United Work work from craftsmanship. Employees work on their own development and take responsibility for their own role and expertise. Everyone contributes from his or her piece of ownership for the quality of our joint efforts.



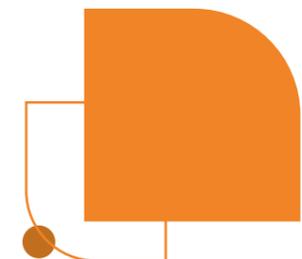
### Together

As professionals, we complement the power of people and the power of society. Refugees, relatives, employees, partner aid organizations, local and national government, the cities: we work together, recognize each other, and strengthen each other and achieve successes with each other.



### Being of significance

We want to be meaningful. For the people who do not need, by having an eye for the individuality of the refugee and connecting with it. For our employees, in contributing to growth, satisfaction, security and job satisfaction. And as an organization, in contributing to the joint care for key group that seeks safety and security.



# 3.Core Values



Stichting United Work describes its approach to supporting its partners. Below is a summary of the most important points:

## Empowerment

Stichting United Work is active in its support for partners from the beginning of the development process. This means early involvement and guidance of partners. As we are guiding our key group all along the way of their access to decent economic conditions, this field access motivates and rails us for co-creating more precisely tailored projects with our partners and donors.

## Resilience

Stichting United Work encourages and facilitates partners to use their individual capabilities to generate business opportunities and create employment. This highlights the importance of partners in adding value to their initiatives, supply chains and their respective business relations and creates more sustainable job opportunities to access.

## Sustainability

The organization focuses on increasing partners' capacities and support in quantifiable results including direct financial supports as it strives for long-term, sustainable solutions that not only address immediate needs but also help refugees build lasting livelihoods.

## Partnership and Collaboration

Stichting United Work supports partners in strengthening their networks and setting up long-term strategies to augment their reach and impact. Collaborating with other organizations, governmental bodies, and communities to maximize the impact of the aim and promote integration through access to job market for refugees.

## Learning, Adapting and Contextual Change

Partners are encouraged to join us in learning, adapting to changing circumstances, and evolving as the context evolves along our shared path. This indicates the importance of flexibility through innovative approaches in helping refugees adapt to a new job market.

## Use of Expertise

The organisation uses its own expertise and that of international expertise partners, including donors. This guarantees high-quality services and activities for partners. Acting also as an implementing partner, Stichting United Work holds unprecedented knowledge and expertise to reproduce and to share.



# 4. Strategy And Objectives

This strategic policy plan covers a policy period of 5 years (2023-2027). 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, strengthening our impact area, and doing what we are good at.



“  
**Reception in the region = cooperation in the region**  
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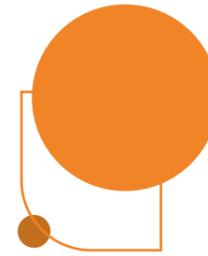
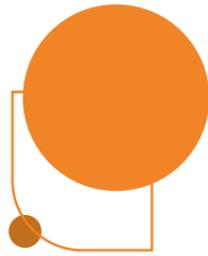
## Our Ambition

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

## Increased Impact

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 and of the market and our sponsors, create multidisciplinary collaborations, only together we achieve synergy.
- Increase added value for all. We have 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.
- We are committed to binding our cooperating stakeholder organisations. We offer our services and think along in their development and stimulate ownership and professionalism.
- We work together to continue to achieve our goals.



## Local Partnerships and Networks

### Strategy

- Building and maintaining strategic partnerships with local companies, employers' organizations, educational institutions, and governments in both the Netherlands and Turkey.

### Goals

- Establish local 'Employer Network for Integration' in both countries to engage and inform employers about the benefits of hiring refugees.
- Work with local educational institutions to provide language and skills training that meets the needs of refugees and society in both countries.



## Individual Guidance

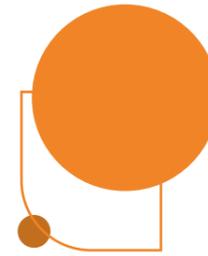
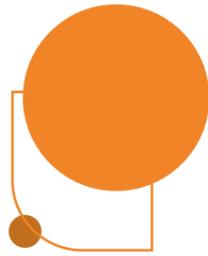
### Strategy

- Providing personalized career guidance and coaching to refugees as both jobseekers and entrepreneurs in both the Netherlands and Turkey to discover and develop their skills and potential.

### Goals

- Further by developing a standardized intake and assessment process that considers local labour markets and culture.
- Assign local career coaches to refugees to guide them in setting goals, making career choices, and developing relevant skills.





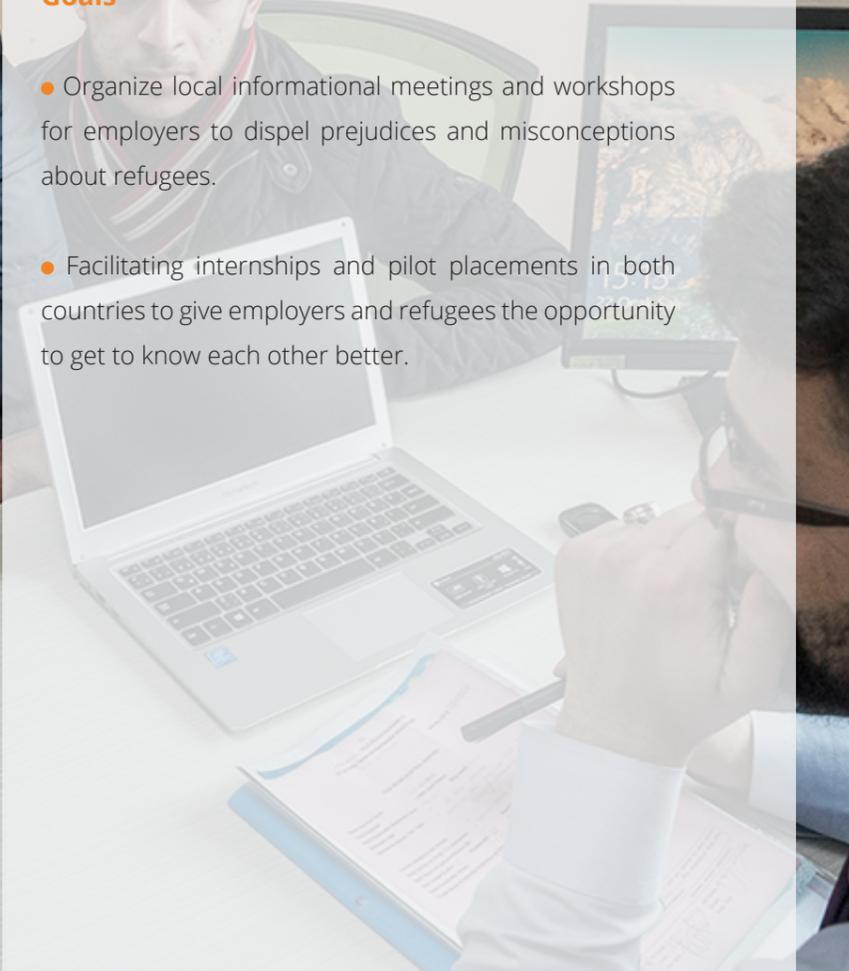
## Employer Approach

### Strategy

- Actively approaching employers in both the Netherlands and Turkey to raise awareness and create opportunities for employment of refugees.

### Goals

- Organize local informational meetings and workshops for employers to dispel prejudices and misconceptions about refugees.
- Facilitating internships and pilot placements in both countries to give employers and refugees the opportunity to get to know each other better.



## Capacity Building

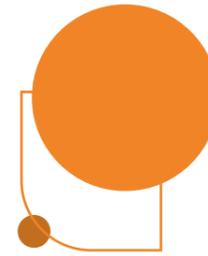
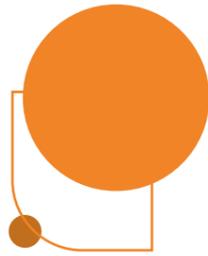
### Strategy

- Investing in internal capacity building in both the Netherlands and Turkey to deliver high-quality services and generate sustainable impact.

### Goals

- Local training and development of staff and volunteers in career development, cultural sensitivity, and communication skills.
- Use local data-driven methods to measure the effectiveness of our programs and make continuous improvements.





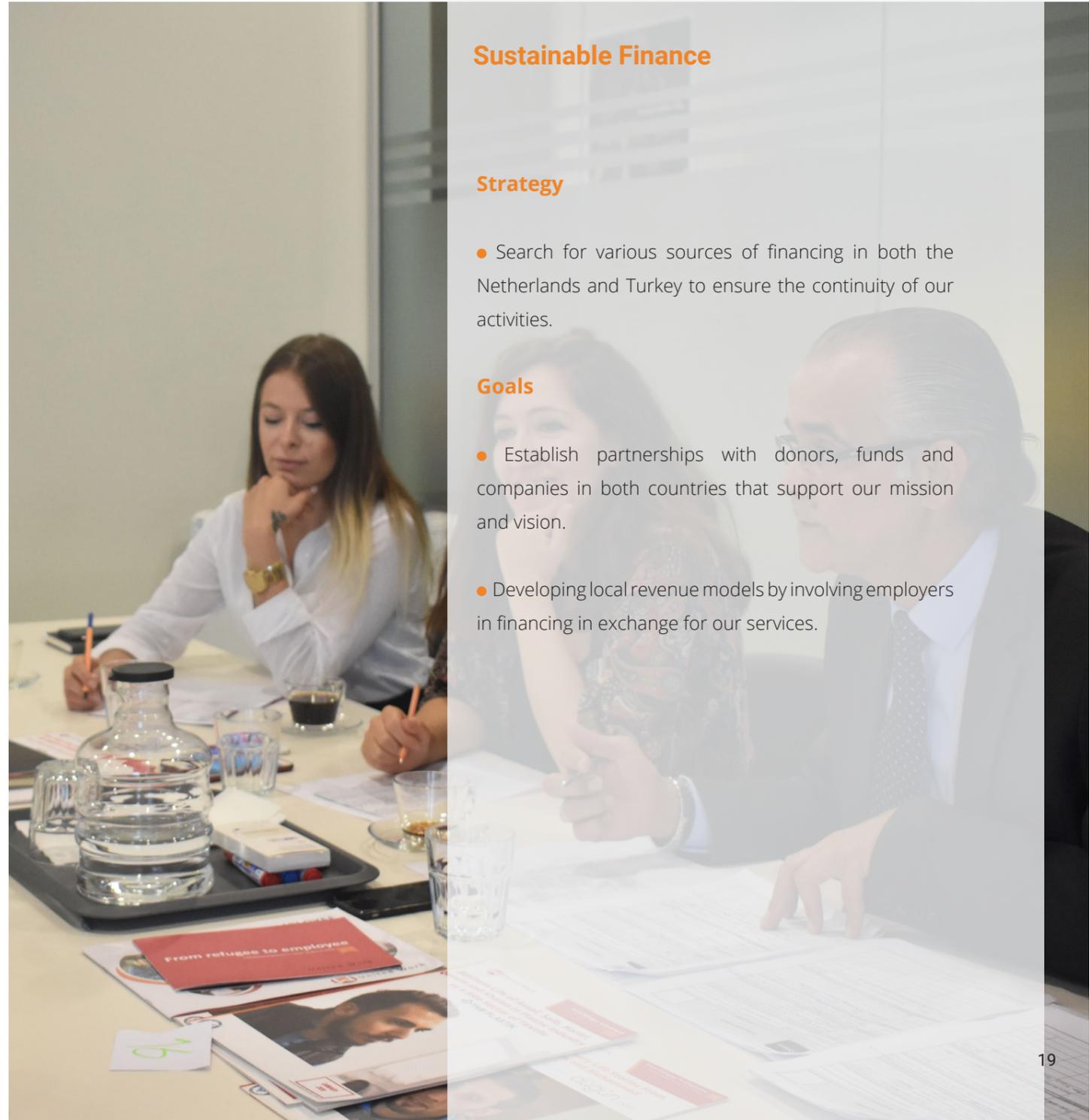
### Social Awareness

#### Strategy

- Increasing social awareness about the contributions of refugees and the importance of their integration in both the Netherlands and Turkey.

#### Goals

- Setting up local communication campaigns that highlight positive stories and success stories of.
- Organising local events and activities to promote dialogue between refugees and the wider refugees community.



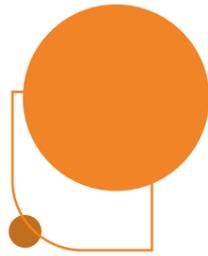
### Sustainable Finance

#### Strategy

- Search for various sources of financing in both the Netherlands and Turkey to ensure the continuity of our activities.

#### Goals

- Establish partnerships with donors, funds and companies in both countries that support our mission and vision.
- Developing local revenue models by involving employers in financing in exchange for our services.



### Monitoring and Evaluation

#### Strategy

- We will regularly monitor and evaluate the progress of our goals and strategies in both the Netherlands and Turkey on the basis of measurable KPIs.

#### Goals

- Gather, disseminate, utilize data and information to make informed decisions and adjust where necessary adding value to our efforts.
- Be transparent in actions, decision-making processes, and financial management, and accountable for our commitments.

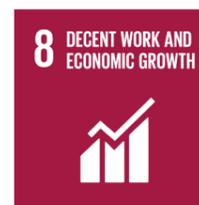
# UN Sustainable Development Goals



**No Poverty.** Stichting United Work is a firm believer on equal opportunities to a registered and secure job opportunity. Access to decent work conditions is the main benefit provided by the program and services. Ending poverty in a sustainable way is our main cause and in complete alignment with our mission.



**Gender Equality.** Stichting United Work will always fight against the suppression of selection based on gender or origin. Since its foundation, the focus has been on supporting women and women's rights. This is also apparent from the placement figures of the results achieved. We will always strive to promote gender equality for empowerment through applying a gender-based approach to directly target, support, and increase woman's inclusion in livelihoods and their access to economic resources.



**Decent Work and Economic Growth.** In line with our vision, we target sustainable economic growth, full and productive employment, and decent work for refugees. We will always continue our efforts to promote job creation and entrepreneurship in refugee benefit to assist them in find suitable work and enabling them to become active contributors to the economy. So far, this has been applied through 9,800 job creation and facilitated more than 900 refugee entrepreneurs to start up and register their businesses and provided capacity building support. Our aim is to continue pursuing our activities to this end and facilitate access to decent work and sustainable economic growth.

# UN Sustainable Development Goals



**Reduced Inequalities.** Income inequality has increased globally in recent decades, though at different paces. In refugee receiving countries, this inequality weighs unproportionally towards the key group. Stichting United Work undertakes activities directly to ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard. Not only due on lower access to the opportunities, but also due on work permit applications and bureaucracy applied for refugee status, their access lowers even further. Our approach to reduce this through sustainable job creation is profoundly stated in our vision.



**Partnerships for the Goals.** This strategic plan is directly in line with this by building partnerships with partner aid organizations (local NGOs) employers, educational institutions, local authorities, and other stakeholders in the countries in which Stichting United Work operates (Turkey, the Netherlands). Partnership is a means of achieving the objectives together. This goal also emphasizes the importance of continuing to learn from each other to achieve the SDGs. To this end, Stichting United Work holds a wide network of more than 3000 employers and is in continuous collaboration with governmental actors and NGOs in the field to share and enhance knowledge and expertise. Stichting United Work is also in close collaboration with UN B4G and is a proud and dedicated member of UNGC.

## Moving Forward

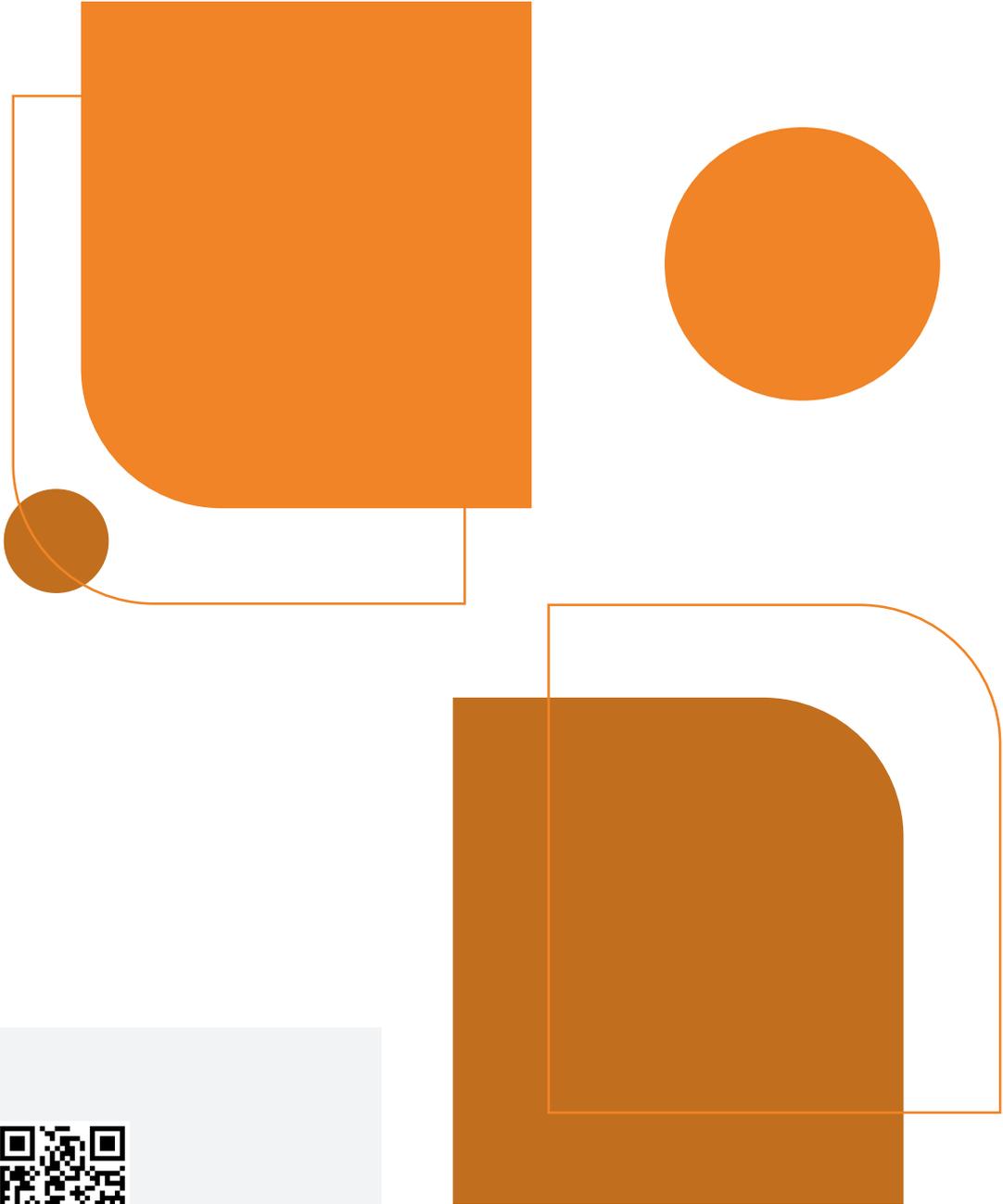
By 2027, Stichting United Work aims to emerge as a prominent organization that instigates and facilitates collaborative initiatives involving various stakeholders to foster meaningful job creation in the region. Consequently, our role will evolve from being solely a designer and implementor of programs 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, Stichting United Work will further its substantial local presence and continue cultivating diverse networks. Stichting 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 toward becoming a “facilitator” also aligns with Stichting 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 by 2027.

Stichting United Work will again face with 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 the 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 evaluate ourselves every year transparently to keep our impact at the highest possible level.

Forward, and with all determination.



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