



TURKISH RED CRESCENT “PREPAREDNESS FOR RESPONSE – BUILDING SUSTAINABLE LOCAL CAPACITIES”

A case study of longitudinal investments
in National Society Development and
localization of humanitarian action

Background

In 2016 the World Humanitarian Summit's Grand Bargain Commitments led to the establishment of a "Localisation Workstream" which set out to "learn from successful localisation practices around the world". Its main goal was to find new ways of expanding the "localization of humanitarian action" through processes that:

- Strengthen locally-led, accountable and principled humanitarian action
- Reset the power balances between local and international actors that empower local humanitarian actors to lead and deliver relevant, sustainable local services
- Use a more strategic blend of local to international resources to create efficiencies, speed of response, and promote more effective local collaborations for collective impact.

This Case Study was commissioned by the International Federation of Red Cross and Red Crescent Societies (IFRC) as a contribution to the Grand Bargain "Localisation Workstream's" learning objectives.

It describes the outcomes of longitudinal investments and inspiring practices in National Society Development in the Kenyan Red Cross Society that strengthen:

- The evidence base for the effectiveness of investment in local capacity
- Learning on methods for building the sustainable characteristics of local humanitarian actors to increase the reach and effectiveness of global humanitarian action
- The local humanitarian system's capacity to prepare for and respond to local, national and regional disasters and crises based on risk communication and community engagement
- Local, inclusive emergency response systems that leave no one behind, and business models that sustain them
- Evidence that investment increases the timeliness and effectiveness of response
- Delivery of humanitarian impact "in a manner that is as local as possible and only as international as necessary"
- Learning on innovative approaches to organisational development, capacity strengthening, and mutual sharing of peer expertise and resources.

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1. Executive summary


“Turkey is a large country and Turkish Red Crescent is a large and complex organisation with traditions and cultures. Change is achieved in incremental steps by a sustained leadership vision over time” Senior Manager, TRC

Established in 1868, the Turkish Red Crescent Society (TRC, or Kızılay) is the largest humanitarian organization in country. In 2014 a new President, Governing Board and senior management leadership team launched an organisational transformation process to build on the achievements of the past and make significant adaptations to its organisational structure and services to remain relevant, focussed and responsive to rapidly expanding national and international humanitarian needs.

From 2012 onwards TRC realised that its traditional social services and auxiliary role didn't fully prepare it to respond effectively to a rapidly scaled up set of domestic needs, as well as those of an influx of migrants and people seeking international protection. In response TRC launched a change process. Its goals were to re-envision a set of relevant updated services to meet the needs of all people on its territory, and to develop the upgraded, modern organisational capacities needed to deliver them.

Its capacities and innovations, including the development of the world's largest “Red Cross Red Crescent cash delivery programme”, emerged from many initiatives taken nationally under its own internal visionary humanitarian leadership, and with support offered through longitudinal Red Cross Red Crescent Movement (Movement) partnerships. These primarily included IFRC and other long-term partners such as the German, Danish, Norwegian, and other National Societies who supported its population movement programmes. Other significant multi-year partners included key UN Organisations (WFP, UNICEF, UNHCR, IOM, UNDP, UNOCHA), the World Bank, and over 250 international organisations including INGOs.

In parallel, at the national level TRC established a wide network of local partnerships with, and sponsorships from, the private sector, and relevant authorities in Turkey, while also increasingly relying on domestic income from its own social business investments to strengthen its overall sustainability and independence. The humanitarian outcomes and impact of its NSD investments are clearly visible, with measurable increases in both its organisational capacities as well as the numbers of people reached over the last 10 years.

Key Figures			
	2010	2014	2020
People Reached & Assisted	1.234.321	4.431.212	26.016.591
Budget (Annual)	425.268.302 ₺	996.959.038 ₺	6.555.381.420 ₺
Income Generating Corporates Profit	+135.607 ₺	-1.367.613 ₺	+161.705.000 ₺
Branches	755 Branches	679 Branches 6 Representative offices	260 Branches 249 Representative offices
Staff	3.072	5.661	11.443
Blood Donation Centers	61	62	68
Voluntary Blood Donations (Unit)	1.014.520	1.860.258	2.429.302
International Delegations/Office	2	6	16
NSs Supported (Annual)	22	8	47
Amount of Received Donations	46.603.757 ₺	593.777.490 ₺	1.070.993.071 ₺
Donors	103.012	362.065	1.699.647
Active & Trained Volunteers	—	377	125.820
Owned Properties	3.836	4.287	5.197

Other measurable improvements included meeting 90% of the country's blood supply in 2020, and an increase in calls from 91,930 in 2010 to 1,228,355 in 2020 to its "168 call centre". These have resulted from TRC's organisational transformation process, which has been sustained over two consecutive governance and management leadership groups and two Strategic Plans. Since 2014 a visionary leadership undertook a wide range of inter-connected "National Society Development" (NSD) initiatives through largely self-generated and self-managed resources. The ideas that accelerated organisational growth were driven by external vulnerability analyses and self-managed learning arising out its diverse partnerships.

This case study demonstrates how TRC delivered national auxiliary role responsibilities through empowered local Branches to increase sustainable, locally-led humanitarian action. It describes how longer-term NSD investments strengthened its local level Branch structures and the way they involved communities, decreased vulnerability to disasters, developed local collaborations for greater collective impact, and enhanced diversified income-generation streams to maintain the independence of its local humanitarian action. As such it contributes two specific dimensions of learning on "localisation" to the global Grand Bargain's "Localisation Workstream":

- ⇒ **Localisation of humanitarian presence and action** – building on the mobilisation of diversified volunteer and youth mobilisation; digitalisation of data and systems that enabled immediate operational decision making; strengthened partnership management and coordination capacities; and development of local Branch services based on relevant, modernised, and sustainable "locally-led humanitarian action" that contributes to safer, more resilient communities.
- ⇒ **Localisation of international humanitarian assistance** – demonstrating how TRC provided the platform for neutral, impartial, independent, accountable, and socially-cohesive local delivery of international and national humanitarian assistance to migrants and people requiring international protection in an accountable and locally culturally contextualised manner.

2. TRC's auxiliary roles and humanitarian context

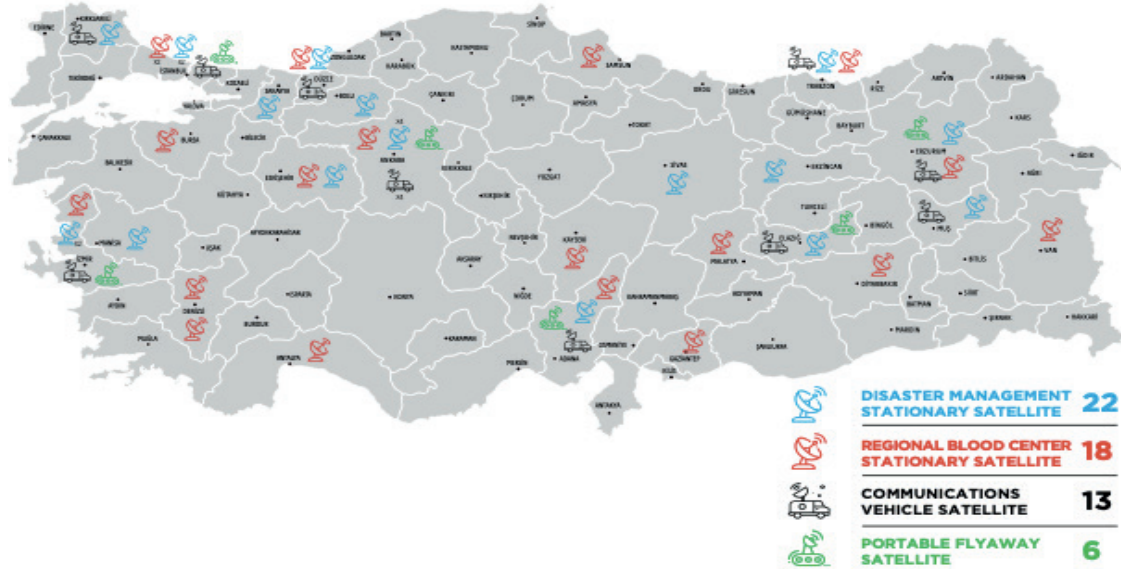
(i) TRC's legal base

As auxiliary to the Government of Turkey, TRC plays an integral part in Turkey's National Disaster Response Plan (NDRP), working closely with the Turkish Disaster and Emergency Management Presidency (AFAD), the Directorate General of Migration Management (DGMM), and the Turkish Ministry of Foreign Affairs. To deliver its auxiliary roles effectively, TRC works closely with a wide range of national Ministries as well as Provincial and local authorities to provide humanitarian services to both vulnerable local communities as well as those requiring international protection.



To deliver its auxiliary role in shelter and nutrition management in disasters, in a country with an annual average of 111 disasters, TRC has built an impressive decentralised local response-ready infrastructure, including 5000 tents to house 211,150 people; mobile catering facilities to feed 500,000; 5 Regional and 12 disaster response centres; logistics warehousing and transport facilities; and a communications capacity to reach the most remote areas:

TRC – Communications Capacity



As a result of significant NSD investments over the decades that have resulted in clear plans, measurable outcomes, and well communicated results of humanitarian interventions, TRC is an established and influential entity in Turkey. It participates in the coordination and management of humanitarian assistance across many sectors in the country.

In 2009, TRC revised its Statutes, ratified by the Turkish Government, to bring a new perspective to leadership and allow for organisational changes to strengthen effectiveness and agility, and reduce bureaucratic procedures. TRC’s next objective is to propose an update to its Statutes. Amongst the most important changes to be proposed at the end of TRC’s General Assembly at the end of 2021 will be:

- ⇒ Confirming the organisational purpose, vision and institutionalised reforms for the next 10 years
- ⇒ Aligning services to existing public policies and need for accreditation within related legislation
- ⇒ New organisational structures in the HQ and Branches
- ⇒ Reconfirmation of the establishment of the “TRC Investments” as corporate business units under the “Trade Law” to benefit from tax incentives and efficiency.

As TRC’s existing regulation is framed under legislation that regulates the existence of Associations in the country, it is hoped that the Statutes revision process will also provide an appropriate humanitarian diplomacy opportunity to advocate for a new Turkish Red Crescent Law. Discussion will be held with the IFRC/ICRC’s Joint Statutes Commission on both the draft proposed Statutes and Law to align both to Movement guidance.

(ii) TRC’s humanitarian context

The country’s Disaster and Emergency Management Authority (AFAD) states that Turkey ranks third worldwide in earthquake-related casualties and eighth in terms of people affected. Increasing climate-induced hazards and risks include riverine, urban and coastal flooding, avalanches, landslides, water scarcity, extreme heat and wildfires. More than 95% of the country geographically located in one of the world’s most active earthquake and landslide regions where some 70 per cent of the population live.

Turkey hosts some 3.9 million registered people seeking international protection, mostly Syrian, with a further 115,000 others from Iraq, Afghanistan, Iran, Somalia, Pakistan, Palestine, Turkmenistan, Yemen and Uzbekistan, making it the host country with the largest such population in the world. These have basic needs related to services such as shelter, food, water, sanitation and livelihood. Over 90 per cent of the Syrian displaced population or 3.5 million live in urban areas, while some 60,000 stay in 6 camps/temporary accommodation. Syrian nationals, as well as stateless persons and migrants are provided with temporary protection by the Government of Turkey. Poverty remains prevalent among the Syrian population due to the lack of access to regular income, and the high cost of living in urban settings.

3. The catalysts for organisational change

Challenged by a perceived slower response to the earthquakes of 1999 and 2007, TRC's leadership committed to an organisation-wide change process which included intensified approaches over its two Strategic Plans of 2010-2015, and 2016-2020.

Early steps included the introduction of a "Disaster Volunteering system" in 2012, followed by a "Red Crescent Culture Development and Dissemination Project", "Community Leader's Organisation Project" trainings shared with Provincial Governors' Offices, and a range of enhanced dissemination videos and TV adverts to build visibility and public confidence. Early gains included TRC having enhanced responsibilities in the NDRP including as the primary partner in food aid provision, and in activating the youth to play more prominent humanitarian roles (recognising that 32% of the population is under 18, and 50% under 30).

TRC's "Strategic Plan 2010-2015" focussed on culture change, strengthening organisational processes, effectiveness and efficiency, and strengthening income generation. The new President and Governing Board in 2014 assessed the performance of the Strategy and decided to accelerate the long-term transformation process in response to:

- ⇒ the rapidly changing humanitarian needs in country which required new and refreshed services with a newly trained staff and volunteer base
- ⇒ scaling up assistance to people seeking international protection and migrant populations by providing platforms for social cohesion and peace to respond to growing social tensions from the wider population about the quantity of humanitarian assistance going to them
- ⇒ being better locally positioned in Turkish communities to build their preparedness, response and recovery capacities in the face of recurrent disasters and crisis (with Turkey experiencing an average of over 111 disasters annually since 2012)
- ⇒ strengthening its enhanced auxiliary roles with professionalism and accountability through refreshed national and Branch structures, including in its NDRP responsibilities for the "Nutrition and Food Cluster" at national and local levels.

TRC's new "Strategy 2016-2020" was drafted and adopted, focussing on strengthening safe blood supplies, mitigating vulnerabilities especially in relation to disasters, enhancing social cooperation, and launching a deeper organisational transformation process which required significant NSD investments. It included measurable progress indicators and a new "Performance Targets Planning Form".

To achieve optimal implementation of the new "Strategy 2016-2020", in 2016 the President and Governing Board decided to appoint an external organisational development consultancy, Boston Consulting Group (BCG), to identify the key challenges and help with the transformation. This resulted in a significant management restructuring and recruitment of additional professionals; investments in communications and public relations to strengthen transparency, accountability and public and institutional trust; and a strategy to build greater self-reliance at all levels in the face of the lack of Government funding for its national services.



4. TRC's transformation process

(i) Organisational analysis

Since its foundation, TRC's priorities had focussed more on social services and local charitable initiatives. However, a number of large earthquakes, coupled with the Syrian crisis from 2012 onwards, compelled TRC's leadership to make new NSD investments to better deliver its auxiliary role services including blood services, migration response, first aid, disaster risk reduction education, youth services, shelter, as well as rapid response in disaster operations to the rest of the population. This entailed developing mandates, structures, systems and capacities to contribute to more targeted and professional social welfare support as well as strengthened community resilience across the country.

In 2016 TRC's traditional organisational characteristics comprised of a lack of cohesion in a number of dimensions. Branches had evolved with a large degree of autonomy, a HQ structure saw Departments working in "silos" with little inter-Departmental planning even in emergencies, and a lack of digital systems left TRC unable to collect and analyse humanitarian data quickly to facilitate effective humanitarian decision making.

"The Syrian crisis proved to be a game changer for TRC. With crisis comes opportunities, through new partnerships that bring learning, new humanitarian service concepts that replace more traditional charity-focussed social services, and a vision of building outreach capacity in all parts of the country to be of assistance, but also to build social cohesion, peace and understanding in the face of rising social tensions"
Senior Manager, TRC

The BCG report included flowcharts with new personnel roles and risk matrices, but delivery through an online system required coordination with the IT department. New Directors were hired in reconfigured Departments such as "Strategy and IT", "Corporate Risk Management and Compliance" (which included Risk Management, Internal Control, and Financial Control), and "Monitoring and Evaluation" amongst others to work closely together. The new senior management team were tasked to implement the key recommendations from BCG which proved to be a significant turning point in the longitudinal transformation process. This included cross-Departmental tasks to:

- ⇒ Undertake a process inventory of over 600 traditional processes and consolidate them (eventually into 60 new defined processes)
- ⇒ Integrate all defined processes into one online SAP system which would manage everything from HR to travel, purchasing, logistics, budget, finance etc
- ⇒ Implement the new rationalised organisational structure through merit-based recruitment on professional salary scales, staff retrenchment, redeployment, and reskilling

TRC also conducted two more organisational assessment and certification processes with the aim of being recognised as a partner of choice for major external donors, as well as to strengthen its internal systems for quality, accountability and effective humanitarian service delivery.

IFRC's "**Organisational Capacity Assessment and Certification**" (OCAC)¹ process in 2019 was used to further align its NSD investments to attain the international benchmark indicators contained therein (e.g. adopting new Policies and standards in areas such as "Prevention of Sexual Exploitation and Abuse" and "Fraud and Corruption").

TRC also undertook the **European Foundation for Quality Management (EFQM)** benchmarking process, modifying this corporate quality model by defining "customers" as donors and beneficiaries of services to customise it to TRC's needs.

TRC used the merged outcomes of both processes to guide specific organisation-wide transformation work, and also capacity strengthening objectives in a variety of Departments. For example, some Departments found the OCAC attributes appropriate for setting targets (e.g. in volunteering development), whereas others merged standards (e.g. HR, finance and audit) to develop quality indicators that would also match due diligence standards required by external partners such as ECHO.

In 2019 a 5-day workshop with all key internal stakeholders proved to be a key turning point. New synchronised systems and a three-phase implementation plan were agreed.

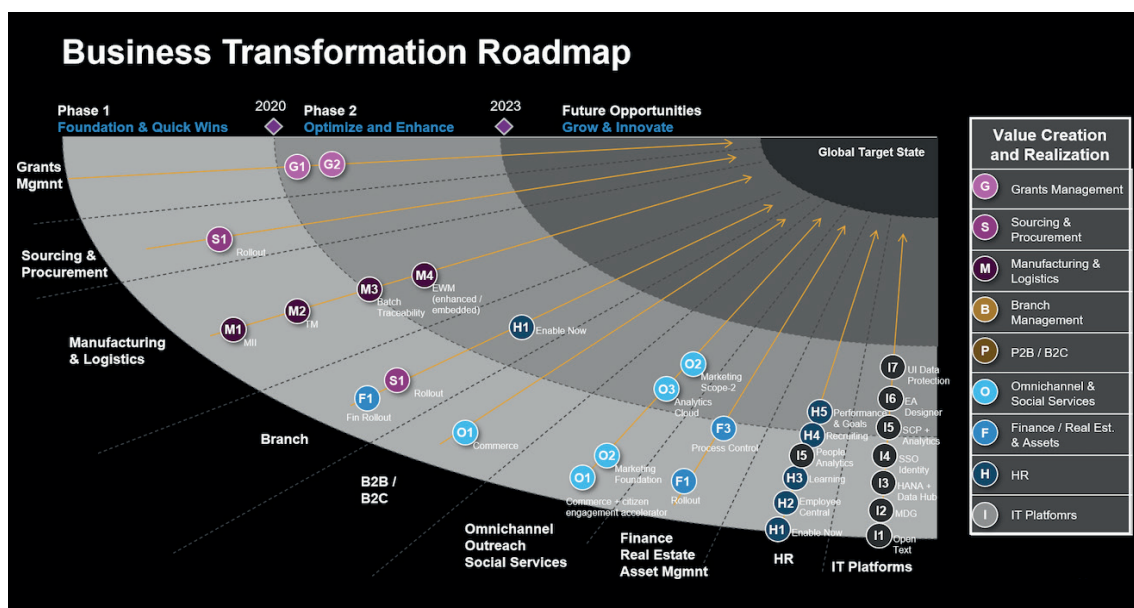
Phase 1: transferring the newly agreed inter-connected systems into the SAP online software

Phase 2: developing a new business model to implement projects and operations which connected multiple departments and Branches, prioritising disaster response and blood services first

Phase 3: ensuring that all the new operational systems included expected contributions to indicators in the SDGs, IFRC OCAC, EFQM, and ECHO standards

Phase 4: strengthening "master data management" so that, for example, "big data" on beneficiary habits in cash spending, for example, could guide operational humanitarian decision making

These were delivered through a business transformation roadmap over 3 ambitious phases:



1 IFRC's "Organisational Capacity Assessment and Certification" (OCAC) is a comprehensive assessment that provides an understanding of a NS's capacity and performance in all its areas of work, but also of the relationships between those different elements to better manage organisational change, efficiency and effectiveness.



(ii) Strengthening organisational effectiveness and efficiency

BCG made wide-ranging recommendations to update TRC’s business planning and management systems, processes, and SOPs aligned to a proposed new more efficient and coordinated organisational architecture.

A significant part of its recommendations focussed on improving digitalisation across the organisation to transition out of multiple existing IT software and platforms that did not communicate with each other (e.g. in finance, volunteering and HR). The goal was to produce a single “point-to-point” system that would eventually allow, for example, all individual and institutional donors to see exactly where their specific donation goes, and how they had contributed to an individual or family’s well-being anywhere in the country, and in any category of support.

TRC’s accelerated NSD investments from 2016 onwards enhanced its corporate management approach to transparency, accountability, conformity to legislation, and consistent institutional, social and ethical values.

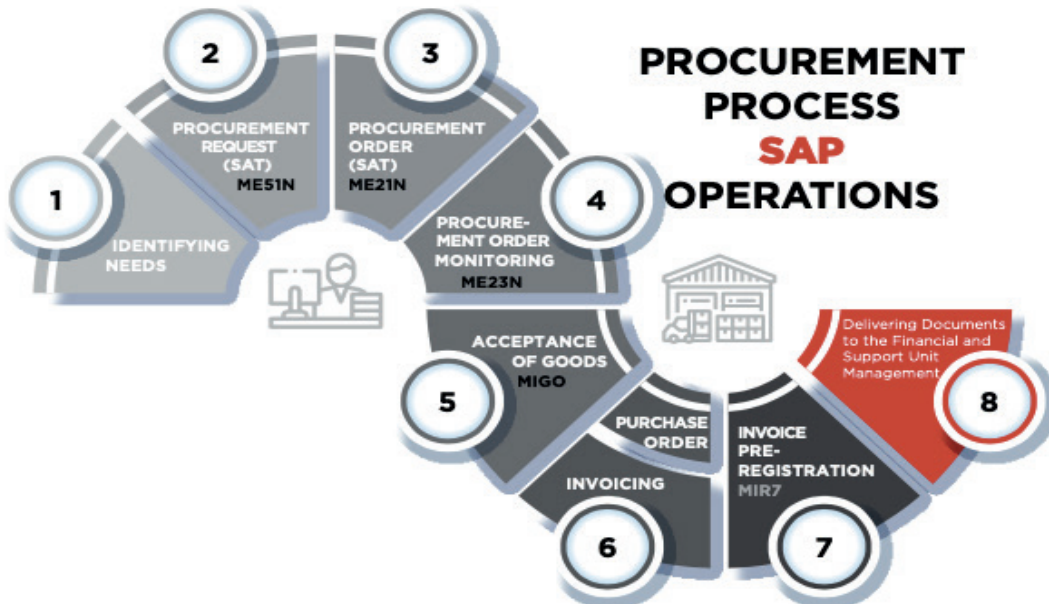
“Now all Departments were working from the same baseline and understood the main objectives and priorities of transformation. A Review Commission discussed the roadmap progress, with the Strategy and IT Department following up on the process, and the Quality Management Department following up on service issues. The next step was to work with local software companies so that each Department could co-create the platforms it needed, but which would fit into the overall SAP platform. Disaster Management developed their integrated platform, as did other services such as Blood, Kizilay Payment systems etc” TRC Senior Manager, HQ

TRC was particularly fortunate in establishing a new local strategic partnership with a GIS software developer Esri who donated free support and online GIS platforms on which to develop integrated aspects of its system. To significantly improve its humanitarian impact, the GIS mapping could superimpose volunteer deployment information onto real time disaster management operational maps to make operational decision-making instant and more cost-effective.

The following visualisations show the system in operation with regard to volunteers deployed to support the wildfires response operations. NSD investments in strengthening volunteer and Branch abilities to gather local data which could be nationally aggregated and visualized through digitalization immediately intensified TRC’s “localization of humanitarian action”.



The NSD investments in SAP also led to more transparent and coordinated multi-Departmental platforms such as procurement and logistics software. These were now integrated so that the steps along the total process could be seen by all relevant national Departments and Branch stakeholders.



5. Strengthening Branches and new volunteering and youth initiatives for “localisation of humanitarian action”

(i) Strengthening a volunteering and youth focus in Branches

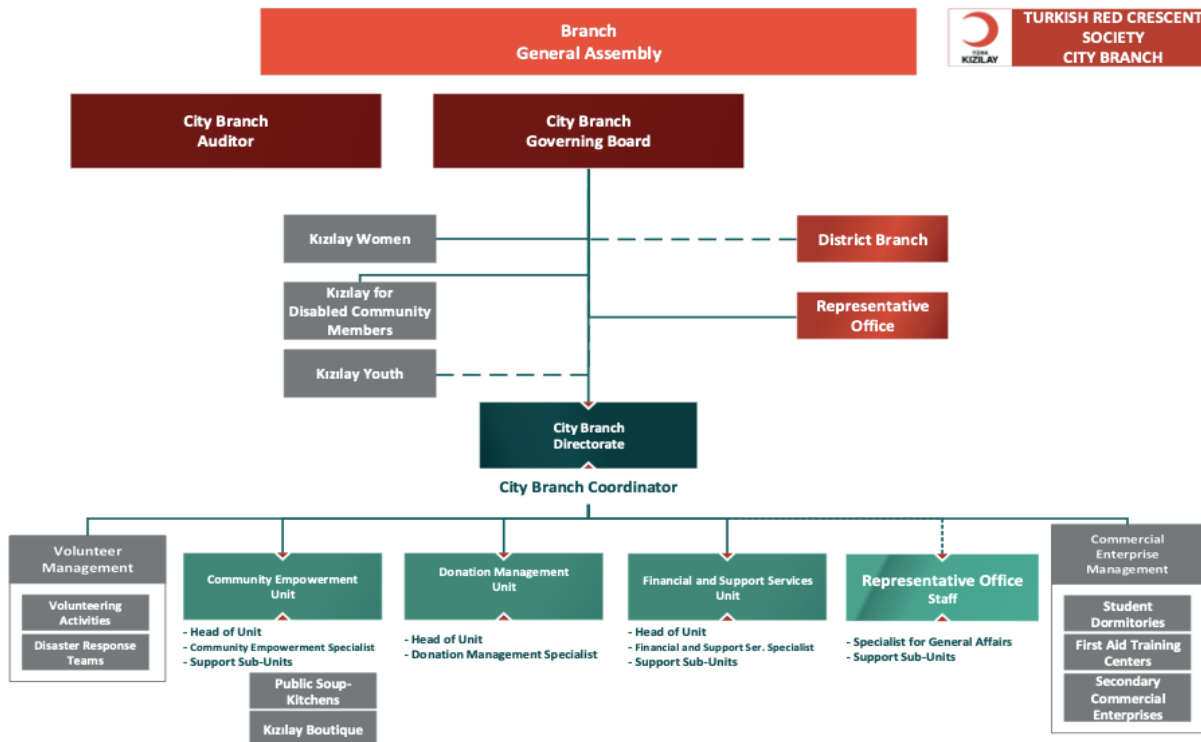
Although the first stages of the transformation and digitalisation process were HQ focussed, Branches had always been considered key frontline stakeholders or change and were involved in all parts of the process.

TRC’s NSD investments in Branch assessment since 2013/14 noted that some Branches were merely functioning, while others requested funds from HQ to sustain themselves but had no services. Using the assessment data, a Branch consolidation process resulted in the reduction of the total number of Branches from 752 in 2013 to 250 in 2016. However, new Branches now had individual scorecards and could contribute to unity across the organisation with targets in areas such as donation activities, digital reporting, and monitoring obligations.

Prior to 2016 TRC was running a manual volunteering system. The SAP system introduced in 2016 brought the Branch network into one cohesive online system, incorporating local capacity assessments, and aligning their SOPs and service areas to the nationally adopted systems.

“Since using our new e-documentation system, we can now see our Branches, their members and active volunteers, and how they are meeting certain criteria. They have 54 goals and agreed that if you don't meet the criteria you are at risk of closure. We introduced a 5-day leadership training and a Branch to Branch peer support portal”. HQ Senior Manager

The NSD investments in the SAP process prioritised the strengthening of TRC’s Branch, volunteering, and youth approaches. In parallel a new focus was added with the establishment of new sections for women, youth and people with disabilities nationally as well as in every Branch to ensure socially-inclusive approaches in all its actions and structures.



The organisational restructuring saw the Volunteering Department promoted to a Directorate, and TRC realised the need to manage volunteers and the volunteering cycle through digital tools.



“We realised we needed to find the volunteers we already had, and to mobilise a new generation of volunteers and youth. Data is everything in volunteer management. We needed to improve our understanding of what volunteers need, and how to create better conditions for them” TRC Senior Manager. Volunteering Department

TRC's NSD investments in digitalised volunteering systems, within the wider SAP platform, now enabled volunteers to apply, have their profiles checked, undergo personality tests to check their suitability for a range of deployments, receive training in specific areas of interest, and link to online mobile phone App systems to monitor their location, duties performed, and real time feedback on operations. Further NSD investments in digitalized systems led to transforming the roles and support for volunteers and youth respectively as follows:

Volunteers:

- ⇒ New volunteers were identified in new “units” within Branches focussed on Women, Youth, and People with Disabilities
- ⇒ The creation of “neighbourhood volunteering leaders” to identify and support local vulnerable people with their needs
- ⇒ A new website “Be your own volunteer” enabled volunteers to apply for specific assignments listed aligned to their professional or trained profile (e.g. from assisting finance department to deployment in emergencies). This enables immediate deployment under the direction of a specific “mentor” (recent wild fires and floods operations in Turkey benefited from such deployments and visualisations in HQ to monitor real time information and improve operational decision making to address gaps)
- ⇒ Where previously volunteers didn't know how to contribute clearly, now their managed deployments in disaster-affected areas, for example, shows that they often contribute more than staff, which motivates them and also creates respect for volunteers
- ⇒ The Kızılay Academy has launched a blend of Online Learning Platform modules using IFRC's Learning Platform and other Turkish courses to meet volunteer requests for accredited courses in topics such as disaster and crisis management, protection, security

⇒ Such active volunteering roles and the coverage of them in the media has brought TRC greater credibility for its visible volunteer services on the ground in every part of the country

Youth:

- ⇒ In 2013 a “Youth Sections Information Meeting” enabled exchanges across Branches which led to the Youth Summit in December with 235 participants from 43 youth sections across the country which developed TRC’s “Youth Policy”
- ⇒ Youth representatives were empowered to decide on themes for youth programmes in primary and high schools, with Youth Leadership Training in youth camps covering topics such as leadership, First Aid, disaster awareness, and addiction prevention
- ⇒ The number of TRC Youth Units in universities rose from 89 in 2016 to 155 in 2020, with 75 Young Red Crescent Provincial Organisations, and 94 Young Red Crescent District Organisations
- ⇒ Publications in 2016 such as “I Learn A Safe Life with TRC” for 4th grade students, and “Adventure Book” (for children aged 9-11) introduced to appropriate teachers and families to learn about TRC and also learn about disaster awareness and protection from natural disasters
- ⇒ Youth were given a seat on the Governing Board, and with every university also having TRC youth unit this is a channel for empowered youth voices that lead to change
- ⇒ In 2017 the “Kızılay Youth Volunteers” website was launched capturing and sharing the humanitarian initiatives and services provided by youth across the territory. It immediately won the national “People’s Favourite” award in the social responsibility category
- ⇒ In 2018 onwards youth volunteers applied, were selected, and trained to give lessons to both Turkish and migrant children in the Community Centres (CCs), starting a further consolidation of the local Branch, Youth Centre, and CC structures.

In 2020 the more detailed data on volunteers created the opportunity to begin counting the financial value of volunteering, and TRC could demonstrate that its 125,820 volunteers had conducted activities to the value of US \$ 2,336,972 calculated at the daily minimum wage per hour in Turkey.

In the meantime, more and more volunteers were emerging from the previous “beneficiary” populations served by TRC’s 16 Community Centres. The integration of these new volunteers into TRC’s wider community work has strengthened social cohesion and brought new economic benefits to both the migrant and host communities as demonstrated in the following story of humanitarian impact:

In 2015, Nermin Naffakh’s family moved from Syria where “we were in a bad situation because of the war” and settled in the capital city of Antakya in Hatay. One day, on the way to the market, she came across TRC’s Community Centre and enquired about language classes. Soon afterwards, she started taking Turkish language classes at the Youth and Child Centre and eventually, with the encouragement of the Centre’s education officer, went on to become a youth volunteer.

“Like most young Turkish Red Crescent volunteers, I first had to undergo various training sessions such as leadership programmes for the TRC’s children’s programme, communications skills, and psychosocial support. I helped with activities related to Child Friendly Spaces and assisted with the Ogretmen-im ‘My Teacher’ project in which university graduates teach both migrant and Turkish children. As a volunteer, my role included helping young school children under the project with their homework and tests.

I actually developed myself and my capabilities by being a volunteer. For my future [as a pre-school teacher candidate], I think it is quite important. Learning the local language had a big impact not only on my education but helped improve my social interaction with the local (Turkish) community, leading to improved social inclusion.

After four and a half years as a volunteer, nowadays at 18 years old I am fully occupied with volunteering at three Centres. TRC reconnected us to life and I would like to thank them for the opportunities they provided for us to discover our own skills and to start university and step into a beautiful future."

(ii) Consolidating volunteers and youth information for more effective deployments

The SAP system's integrated volunteer and youth database enabled TRC to deploy well-trained, appropriate and relevant profiles of youth and volunteers to undertake specific humanitarian missions. The system allows for cross-functionality – for example, a blood donor can be accessed by the fundraising department, or by the volunteering department as a potential volunteer.

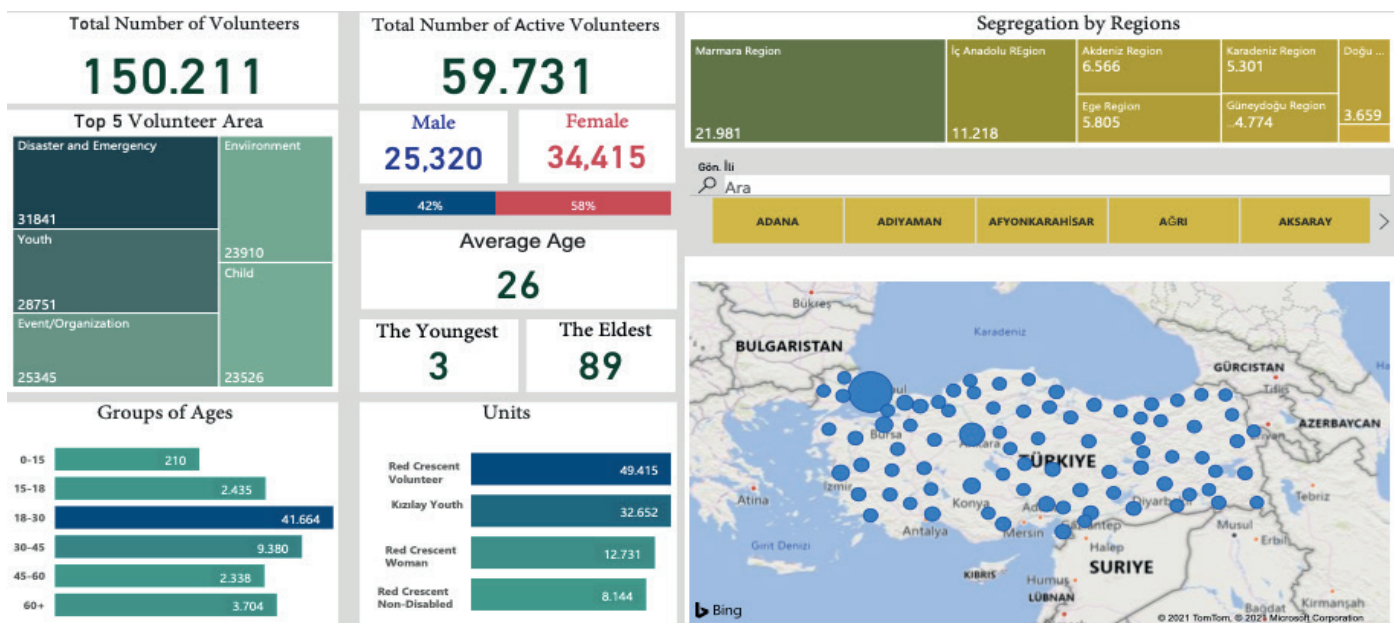
To further strengthen locally-led humanitarian action, TRC also developed a number of volunteering programmes to boost the availability of local community-based disaster responders in all Branches to build a country-wide disaster prepared volunteer network. These included:

Training Camps for Volunteer Disaster Leaders to recruit, train, and manage volunteers in disaster management. These leaders continue with their volunteer services as "Basic Disaster Volunteer Instructors" under the coordination of the regional disaster directorates during regular times, and as "Volunteer Disaster Leaders" in the field during extraordinary times.

Basic Disaster Volunteering Project in which the trained Volunteer Disaster Leaders constitute the foundations for the disaster volunteer capacity to be created within the branch.

Neighbourhood Disaster Volunteering Project to increase the disaster volunteer capacity of the branches following the training courses for trained volunteers among the neighbourhoods within the Branch.

The following visualisation shows the results of the first full year of operationalisation of the new volunteer database within the SAP system. It is now a resource for all Branches, programmes and services to draw from, and deployments cannot any longer be duplicated.





TRC has invested in NSD for transformation through digitalisation to expand its volunteer and youth base and engage more meaningfully with young people to continue strengthening the National Society. The online mobilisation and training modules now allow a managed learning path, introducing youth and volunteers to the Red Cross Red Crescent Movement and explaining how they can play an important role in shaping the future of humanitarian work.

Adapting IFRC’s global Policy framework, TRC furthered customised and adopted a “Volunteer Policy” (2021); “Youth Policy” (2020); an “Ethical and Corporate Working Principles Policy” (2021) which includes many elements to advance gender and diversity and protection from abuse; and a local adaptation of IFRC’s Youth Engagement Strategy (YES). It also piloted the Youth as Agents of Behavioural Change (YABC) module with IFRC’s technical support, which includes further Movement orientation for participants at the annual TRC Youth Summer Camps.

Although only 50% of Branches are actively trained to use the SAP system by mid-2021, it is hoped that the hiring of new Branch Coordinators capable of using the new technology will complete the integration by early 2022.

6. The impact of TRC’s transformation process on local and national humanitarian services

In line with its “Strategy 2016-2020”, TRC intensified its work on enhancing its response disaster response, risk reduction and rehabilitation; public health, psychosocial support and social inclusion; humanitarian aid services for host and migrant communities made vulnerable due to displacement; humanitarian diplomacy; and greater engagement in the overall work of the Red Cross Red Crescent Movement.

NSD investments in empowered local structures and decentralized systems aimed to strengthen its credibility by achieving “localization of humanitarian action” in several dimensions:

(i) Promoting new ideas for locally-led humanitarian action

“Building on lessons learned from its its large-scale cash programmes, TRC realised that Cash assistance alone was not enough, and blended it with integrated livelihood training that enables people to enter labour markets. Our “Strategy 2016-2020” therefore saw a new emphasis on investing in equipping vulnerable people with vocational skills, health living, and empowering them to end poverty by strengthening their resilience. We saw that a lot of households can be helped to transition from dependency on humanitarian assistance, and through their new self-sufficiency they can help others. We have so many examples where migrants who set up businesses started employing other families and local Turkish people too”. TRC Senior Manager

The Project Management Proposal and Management responsibilities were decentralised to Branch levels to strengthen local decision-making and locally-led humanitarian action. It also allowed for clearer coordination and is based on a common resource mobilisation and management system.

Realising that in the past national and Branch “projects” and “programmes” were often not fully aligned to the TRC Strategy, the SAP system introduced an important feature in its “Project Management Module”. This encourages all stakeholders in Branches, and also at national level, to propose specific humanitarian services/projects for consideration. The first proposal requires only a title, the second level requires a summary description and design, and the third level requires detailed objectives, project management ideas, and budgets. A Project appraisal commission reviews each level of proposal on the Project Management Platform and if approved, allocates limited financial support as encouragement for its local development.

All project proposals must be in alignment within TRC’s prevailing broader Strategic Plan goals, and specific proposals are encouraged under the three new dimensions of focus in every Branch, namely Women, Youth and People with Disabilities. All proposals are made in standardised formats and, when approved, monitored against minimum agreed standards as well (for example, innovative delivery mechanisms for soup kitchens under TRC’s auxiliary roles must meet minimum standards already agreed in that sector).

The Project Management Module overcame the traditional overlap and inefficiencies between HQ Departments and Branches who might have rushed to the same operational area without cross-departmental analysis, shared responsibilities, and team work.

(ii) Measuring change and impact in service delivery

The SAP system has also been used to introduce “Social Impact Management”.

A key NSD investment in Social Impact Management came when TRC sent 2 staff for training in the “Social Value UK” organisation. On their return TRC turned the outcomes of the training into Turkish courses, partnering with a national University. In 2021 25 staff have been trained in social impact management, with many more planned into the future. It is hoped that staff from other Turkish NGOs and humanitarian institutions will undergo the same.

“Previously our humanitarian service management and monitoring systems concentrated only on outputs and outcomes. For example, “we trained 100 widows”, but we didn’t know the impact of those trainings in widows’ lives. The solution was to ensure that all new project proposals in TRC MUST show a social impact, with targets integrated within the SAP system in respect to each customised project. Now we can use our digital systems to measure new impacts over the next 2-3 years and thereafter. If we can build effective social impact management approaches, we can change the ideas across the whole humanitarian sector in Turkey”. TRC HQ Senior Manager



The NSD investments in the SAP system have therefore led to greater humanitarian accountability through digitalisation of data from local assessments, to integrated deployments across teams, and finally to social impact reporting.

(iii) A specific focus on strengthening disaster preparedness and response

TRC's three consecutive Strategic Plans 2010-2015, 2016-2020, and Strategy 2030 incorporate a range of NSD investments to develop and expand its disaster preparedness, response, and recovery structures, scope of services, and accountability standards. In the spirit of "localisation", the NSD investments in new organisational structures and systems have focussed on:

1. **Aligning TRCS's disaster response tools with the Red Cross Red Crescent Movement tools:** developing more staff in disaster response to contribute to national and international deployments
2. **Institutionalizing cash-based programming as a modality in its programmes and operations:** by partnerships with competent and accountable counterparts, and aiming to set up a reference hub for cash nationally and globally, with the capacity to deploy international cash experts to Red Cross Red Crescent Movement operations
3. **Positioning forecast-based action/financing in anticipation of future disasters and emergencies:** by positioning necessary skills, knowledge and resources in strategic locations for preparedness, mitigation and deployment
4. **Increasing public awareness of disaster risk reduction and the steps to take in the event of a disaster:** by building disaster risk reduction and community resilience amongst the general public, with a specific focus on all vulnerable groups in the host as well as migrant populations at most risk throughout the country. This includes steps to reduce disaster risk in schools, particularly in disaster

To improve the implementation of its auxiliary roles TRC continues to expand local partnerships with academic institutions and other related government agencies to identify emerging gaps in the health and disaster context of the country in the face of climate change, intensifying weather events, congested urban living, and disease outbreaks.

TRC's Health Department expanded its traditional health in emergencies response roles to improving the longer-term health resilience and overall well-being of people through the mobilisation of the new youth and volunteer base. It has continued to build the capacities of staff, volunteers and local communities through peer training, a customised version of IFRC's community-based health and first aid (CBHFA) process and tools, preventive community health care and healthy lifestyle promotion, and psychosocial support (PSS) interventions. This included the enhancement and mainstreaming of PSS awareness and knowledge into the broader areas of disaster management, migration and social services programmes.



Further work is planned on building a Communications in Emergencies plan with IFRC training and support.

In its position as the leading humanitarian organization in Turkey together with its role as auxiliary to the government, the TRCS seeks to expand its efforts towards promoting equality and protection for women and girls through its programmes and operations. TRC is addressing the mainstreaming of “Protection, Gender, and Inclusion” (PGI) and Community Engagement and Accountability (CEA) elements throughout all its programmes and operations both within and outside the country. This will build on recently adopted strategies on Prevention of Sexual Exploitation and Abuse, and Gender and Diversity inspired by the IFRC global Policy framework.

TRC’s use of IFRC’s “Preparedness for Effective Response” (PER) self-assessment in 2020 assisted in commitments and targets for further organisational mainstreaming of the above priorities, with SAP providing an effective digital platform for integrating online training courses, minimum standards in operations, capacity strengthening goals at all levels, and social impact monitoring dimensions.

7. TRC’s approach to “localisation of international humanitarian assistance” through the migration crisis response

TRC’s operationalisation of the Fundamental Principles in providing neutral, impartial and independent assistance to people seeking international protection and migrants have generated a number of key turning points in its overall organisational development process.

Expansion of humanitarian services through dedicated and innovative programme structures: TRC has provided humanitarian assistance through a ‘Syrian Crisis Humanitarian Relief Operation’ launched in 2011 through 14 border relief points, and a subsequent “Community Based Migration Programme” launched in March 2016 under a new consolidated TRC Directorate of Migration and Refugee Services, established through the organisational restructuring of the previous Disaster Management Department into two separate parts.

The migration crisis had been a major focus for TRC since its early front-line response in 2012, but given the protracted nature of the crisis and in line with government policy and interventions, TRC is now providing services to both people seeking international protection and host communities to ensure long-term social cohesion and peace-building elements to mitigate against social tensions.

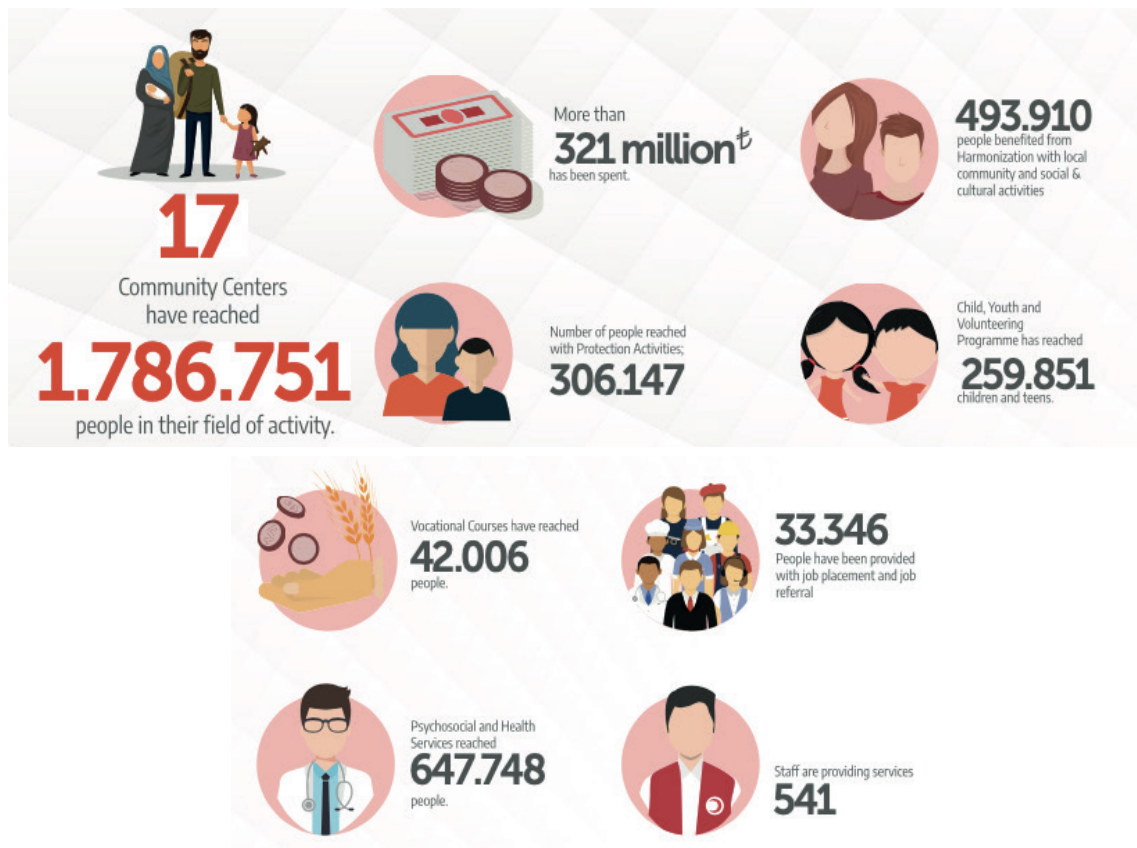


Since 2015, TRC established 16 Community Centres (CC) in 15 cities (two in Istanbul) with the highest numbers of migrants. They provide information on registration and services, protection-related prevention activities (case management, legal counsel, Restoring Family Links, and information dissemination), psychosocial support, vocational and livelihood skills training, social and harmonisation activities, language courses and health and hygiene activities.

11 of these CCs were supported by IFRC and funded by EU MADAD Trust Fund². 3 Community Centres were supported by German Red Cross and 1 by Norwegian Red Cross. DG ECHO has been supporting all CCs for protection activities through ‘Responding to Protection Needs of Refugees in Turkey’ project. At the onset TRC worked in partnership with World Food Programme (WFP) in the Emergency Social Safety Network (ESSN) programme, a social assistance programme, and with UNICEF in the Conditional Cash Transfer for Education (CCTE) programme, aiming to enable poor refugee families to send their children to school regularly. The protection cases identified through these programmes are referred to the CC case management teams, hence maintaining synergy with the wider services of CCs.

The expanded humanitarian reach as a result of TRC’s NSD investments in mobilisation of volunteers and recruitment of appropriate staff through dedicated structures to receive and protect people in need all around Turkey has been clear, measurable, and unparalleled. The numbers of people reached receiving regular cash assistance through the ESSN funded by ECHO and implemented by TRC in cooperation with the Ministry of Family and Social Services alone are remarkable, especially as the COVID-19 crisis of 2020 did not impact on this safe and secure transfer method.

As of June 2021, the total extended, measurable reach of humanitarian support demonstrates the outcomes of sustained NSD investments to develop the HR, volunteering and planning, reporting and financial management systems to deliver this humanitarian capacity. Their key statistics were as follows:



Learning gained from new expanded humanitarian partnerships: Although these partnerships have strengthened TRC’s learning, understanding and implementation of strengthened internal due diligence and quality standards, the MADAD baseline report in 2017 recommended community development activities. It was recommended that these should include enhanced information-sharing on

2 The overall objective of the proposal under the European Union MADAD Trust Fund is to provide a coherent and reinforced aid response to the Syrian crisis on a regional scale, responding primarily to the needs of refugees from Syria in neighbouring countries, and to those of the communities hosting the refugees and their administrations in order to build resilience and contribute to the recovery process.

the TRC CC services, raising awareness through promoting key messages on protection and health, and improving community dialogue and conducting cultural activities to promote social cohesion between host communities and people seeking international protection.

With these new integrated dimensions strengthened through the “CEA Assessment Report” undertaken by TRC, IFRC and the EU in August 2018, TRC was able to see its migration services as a learning environment for longer-term sustainable capacity strengthening and technical skill enhancement opportunities for its staff and volunteers in all the areas of intervention. Although the clear transition from the centralised CC management by HQ to a blended integration with wider Branch services has not yet been possible (due to the awaited completion of the Branch reformation process and integration into TRC’s new business systems), pilot initiatives have begun to link CCs to Branch strengthening approaches.

New partnerships with non-Movement actors brought new skills that will service TRC’s longer-term community-based activities. For example, in May 2013 a partnership with UNICEF initiated child protection, prevention and awareness activities for children aged 4-18, including psychosocial support, social cohesion, youth empowerment and education support. These mainstreamed capacities now support children to overcome traumas, and increase the awareness of living together with different cultures, to support their personal development and access to education. Since the inception of the programme, activities have been implemented through 124 staff in 33 activity points, resulting in 4,411 volunteers being trained, and 2,720,839 activities conducted which have reached 664.648 children.

Digital innovations: TRC’s “Kızılaykart”, a cash-based assistance platform designed to help vulnerable individuals to meet their basic needs with dignity, was launched for Turkish citizens in 2011, but has become a model for collaboration between humanitarian aid, public and private sectors and Red Cross Red Crescent partners. Its original use has been extended to enable multiple integrated humanitarian support programmes to be delivered in predictably, timely and transparent manner to the most vulnerable people across the country. Five programmes, all of which rely on TRC’s strengthened systems and due diligence over the years as a result of its longitudinal NSD investments, have been implemented under Kızılaykart which in combination increase the resilience of the most vulnerable and strengthen social cohesion as follows:

- ⇒ **“Emergency Social Safety Net” (ESSN):** provides basic needs according to the choices of people residing outside of temporary accommodation (supported by ECHO, Ministry of Family and Social Services, and WFP until 2020, and subsequently with IFRC)
- ⇒ **Conditional Cash Transfer for Education (CCTE):** originally for Turkish children to help access school regularly since 2003, now included non-Turkish children from 2017 (supported by ECHO, Governments of Norway and US, and implemented in partnership with Turkish Ministries and UNICEF)
- ⇒ **In Camp Food Assistance:** for food and non-food e-cash vouchers for foreigners living in 6 temporary accommodation centres (originally supported by Governments of Germany, Japan, Norway and south Korea but now only by USAID)
- ⇒ **Vocational Course Incentive Programme (VCI):** offering incentive payments for vocational course trainees in livelihood development from both refugee and local populations (funded by IFRC in 15 cities, supplemented by Governments of Japan, German Development Bank, and Danish Refugee Council)
- ⇒ **Complementary Emergency Social Safety Net (C-ESSN):** for recipients who are unable to attend livelihood training courses (initiated in 2021, implemented by TRC and supported by EU DG NEAR)

The migrant support programme has clearly also benefitted from TRC's NSD investments in its domestic organisational development processes, in particular the benefits of new digitalised planning, monitoring and data gathering platforms. The following map shows how these new systems have enhanced TRC's operational decision-making capacities through real time information:



As a result of these NSD investments and new capabilities, international humanitarian actors recognise TRC as a partner of choice due to its transparency, risk management, and due diligence standards. TRC's Cash programme is now the world's largest model of a "Red Cross Red Crescent Cash delivery platform". Through a "localisation of aid" perspective, it now cascades cash assistance through a wider range of local partners, managing clear, safe audits and successful humanitarian outcomes. Its excellence in cash-based assistance was further recognised when the system helped in COVID-19 pandemic.

With its community-based human resources, TRC is the only actor positioned to offer "localisation of humanitarian action" in a longer-term perspective, seeking to build resilience, self-empowerment, and positive social cohesion among both refugee and host communities.



Originally from Aleppo, Syria, 40-year-old Abdulnasir Diyap fled the conflict and violence of his city to Turkey in 2014 with his wife and children. He first sought out local blood donation services for one of his daughters who had blood cancer and found TRC as one of the main providers of blood services in the country.

“I also heard about the TRC Community Centre and the cash assistance (Emergency Social Safety Network/ESSN) programme from my community and also through Facebook and other social media. While the cash assistance helped cover basic needs, to supplement it Abdulnasir took a TRC Turkish language course, and combined classes in agriculture and animal husbandry, the latter a Turkish Red Crescent livelihood programme set up to enhance the capacity of vulnerable individuals through vocational training.

“As a result of the training I now makes a living selling dairy products as well as cattle to people in my local village. Thanks to the 2 cattle and milking machines donated by TRC, I have been selling milk and dairy products to the local community. People from the village also buy cattle from me. I took part in the Home-based Production Support, Small-scale Agriculture and Livestock Production Support project. This project supports beneficiaries who are skilled and certified but unable to join the labour market due to barriers they may face.

Today I own 24 cattle and my relations with my Turkish neighbours have also improved. They buy the products I produce and they trust me. My business was not affected during the Covid-19... and, in fact, I am currently having difficulty keeping up with my orders. The project healed me physically and mentally like medicine given to a sick person. Now [after the training courses] I feel valuable and am more engaged with the community. I feel happier”.

8. Strengthening national and international partnerships

(i) Managing Movement cooperation and coordination

The TRC is the only operational member of the Movement in the country, channelling all Federation-wide support. Working in country with TRC the IFRC had been invited to reopen its office in Ankara in March 2018 with a country team that fully supports all projects under the Population Migration international appeal, and also provides technical support to programmes covered by TRC’s Strategic Plan.

Although other UN partners had initially supported the Cash transfer programme with TRC, in its latest tranche of the largest ever Euro 500 million Cash transfer programme. However, since 2019 onwards TRC’s modality changed to work directly with IFRC and the EU to leverage the knowledge gained through such programming with other members of the Federation”.

The International Committee of the Red Cross (ICRC) signed a three-year Memorandum of Understanding (MoU) with TRC in January 2017, to provide technical support in Restoring Family Links (RFL) for the benefit of displaced migrants hosted in Turkey. The partnership now continues with no ICRC presence in country.

Within the Movement itself, TRC has managed growth and learning by partnering with specific PNS and broad basing the outcomes of learning across its wider programmes and services. such two way partnerships generate significant learning for both National societies involved. For example, Norwegian Red Cross supported TRC bilaterally with one community centre and one child protection centre, but also supported capacity strengthening in wider sectors of WASH, psychosocial support, and community health approaches. The German Red Cross has supported with three community centres, and through its bilateral project on Mental Health and Psychosocial Support for refugees and host communities in Turkey.



(ii) Partnership with non-Movement humanitarian actors

On the international front, TRC also currently works in partnership with UN agencies and other INGOs including the World Food Programme (WFP) and UNICEF using cash transfers as a modality to provide basic support for household needs, and encourage families to send their children to school, respectively.

As a national partner of choice in its obligations to assist migrants and people seeking international protection, TRC has ensured that its NSD investments have led to Emblem protection, long-term proximity to affected people, and a neutral, impartial and independent local volunteer and staff base. As a result of these organisational characteristics, TRC has attracted widespread community acceptance and access, institutional support, and humanitarian credibility for its measurable services and impact reporting over the past years.

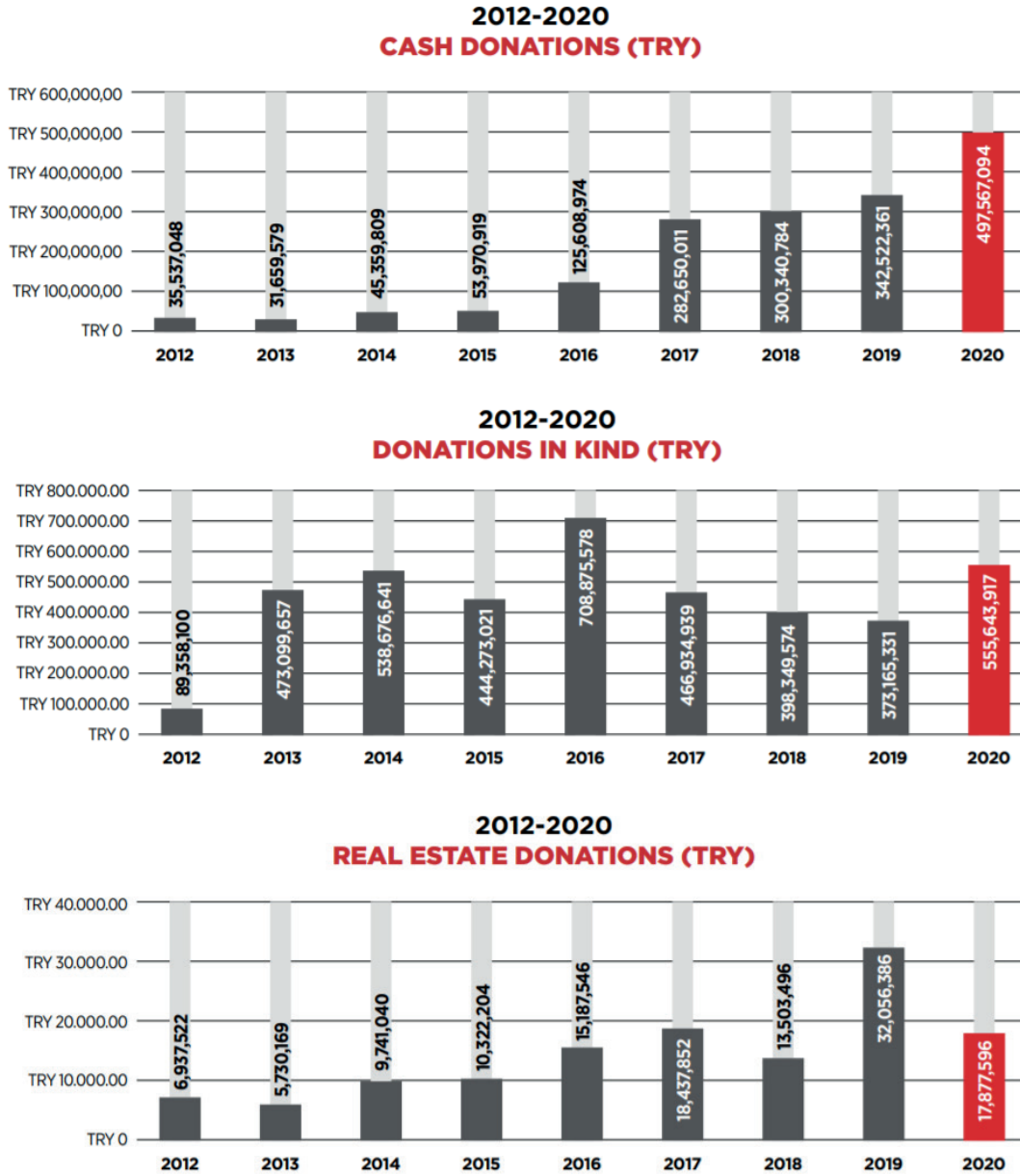
The strengthening of its internationally-respected planning, monitoring, reporting, due diligence and audit standards has led to TRC signing over 40 MOUs with UN, EU, INGO and other international organisation partners in Turkey. However, the challenge remains around sustainability of large programmes that leave behind significant assets but little sustainability of resources. For these reasons, a strategic decision was made to scale up Kızılay Investments to provide the answer.

9. Strengthening sustainability through social investment income streams

(i) NSD investments in communications and fundraising developments

TRC's NSD investments also focussed on stronger media coverage of its humanitarian impact stories. Between 2012 and 2020 its newspaper coverage increased from 18,207 to 34,528; TV news coverage from 3,640 to 16,359; and online news coverage from 0 to 221,857. As a result of increasing its national campaigns from 52 in 2015 to 83 in 2020, TRC increased its individual donors from 2,239,634 in 2019 to 5,977,643 in 2020, and its corporate donors from 12,081 to 26,434.

Its cash and real estate donations also received a significant return on investment:



The 5,340 buildings donated to TRC ensure a steady income stream, but required investments in professional personnel skilled in estate management and development.

(ii) “Kızılay Investments”

A turning point moment in NSD initiatives that strengthened TRC’s overall sustainability and independence from influences of partners, donors and institutions came five years ago when TRC’s Governing Board decided to bring all its business units together under the single commercial company umbrella of “Kızılay Investments”. Registered for tax efficient reasons under the Trade Law, it connected all TRC’s diverse income generating activities and is 100% owned by TRC.

It is now TRC’s largest donor, transferring its quarterly profits, using efficient business-based decision-making competencies, and continuously investing in new commercial ventures which are compatible with its mission and values. It is also engaged in knowledge sharing with other National Societies on innovative investment schemes.

10. Contributing to national and international humanitarian knowledge generation and management

TRC's "Rotational Delegate System" and other international deployments of its staff maintain peer support to a wide number of other National Societies. In 2020 alone, it conducted humanitarian aid activities in 57 countries on 3 continents with 16 offices and 68 local staff members. These operations assisted 8,250,000 people in need with government-supported humanitarian aid with an approximate value of USD 27,571,840. TRC currently has permanent Delegations in 16 countries: Afghanistan, Bangladesh, Bosnia and Herzegovina, Bulgaria, Indonesia, Palestine, South Sudan, Iraq, Turkish Republic of Northern Cyprus, Myanmar, Pakistan, Senegal, Somalia, Sudan, Syria, and Yemen.

TRC has also shared a number of its innovations to strengthen Movement-wide and sector-wide learning in areas such as cash-based assistance, logistics development, and volunteering systems.

However, TRC's transformation journey over the past 10 years leave it well placed to support others in areas such as organisational transformation processes; empowerment of people seeking international protection and migrant communities to be volunteer leaders and support others; digitalisation for service development and humanitarian accountability; disaster preparedness and response; and social investments through business models that generate sustainable income.

Having already worked with Movement and non-Movement humanitarian actors to raise the level of collective humanitarian impact, its specific knowledge in planned, phased NSD investments that result in humanitarian outcomes such as innovations in early warning and data gathering systems, targeted volunteer deployment platforms, digitalised tools for community engagement and accountability, and adaptive, locally-led humanitarian preparedness and response mechanisms, can contribute significantly to sector-wide learning nationally and internationally.

Other significant knowledge sharing contributions have been made consistently including contributing contents for Chapters of the IFRC's "World Disasters Report", and being an active member of the Cash Learning Partnership (CaLP) network, hosted by OXFAM, in order to contribute to the scope of the cash transfer learning internationally; and contributions to IFRC global webinars and "Red Talks".

11. COVID-19 response – the power of localization

As a powerful example of its localisation work and auxiliary role positioning to reach people that other humanitarian institutions cannot reach, TRC's NSD investments gave a strong platform to make contributions to the national COVID-19 pandemic response through its localised Branches and volunteers.

With regular cross-departmentally coordinated inputs from its Health, Psychosocial, Community Engagement and Accountability, and Communications teams, TRC produced a monthly overview of the COVID-19 crisis in Turkey and its own contributions in response.

With a monthly total of 115 staff and 6,443 volunteers assigned, TRC had reached 15,977,099 people with its COVID-19 services by August 2021. Its services have reached health institutions, schools, mosques, municipalities, soup kitchens, nursing homes, hospitals, public authorities, organized industrial sites, NGOs, police departments, various education centres, TRC staff, volunteers and beneficiaries as well as general public.



In its auxiliary roles TRC has been working with the Ministry of Health, Provincial Health and Education Directorates, District Governorships, other government agencies, as well as schools, UNICEF and TRC Branches and Youth Groups. Its services have included:

- ⇒ The production of 13,371,656 items of PPE, 3,480,000 masks, and 3,934 visors in its TRC factories
- ⇒ Distribution of 340,075 hygiene kits and aid in cash for PPE
- ⇒ 320 health trainings and 337 hygiene promotion activities
- ⇒ 80,381 people in Community Centres as the focal point for migrants and people seeking international protection, as well as vulnerable local populations
- ⇒ Distribution of 115,431 units of immune blood plasma from 10 of TRC's blood centres
- ⇒ 164,755 information activities and 582,469 COVID-19 awareness raising activities to the public
- ⇒ 184,755 individuals receiving psychosocial assistance, 54,244 household visits to offer psychosocial training
- ⇒ 326,643 social media posts, 18,688 TV public service announcements, 5,745,693 SMS sent, and 1,430,768 hits on TRC's "Stay home" webpage
- ⇒ 2,874 trainings to staff and volunteers, and staff and volunteer psychosocial support sessions
- ⇒ 7,941,021 hot meals provided to 1,294,490 people in quarantine locations across the country
- ⇒ Cash assistance for food to 857,860 beneficiaries, and 417,118 shopping cards

TRC continues to reach high risk vulnerable groups through its Branches and local offices, with over 4,000,000 people having also been reached with in-kind food distributions since the start of the pandemic.

Internationally TRC has supported a total of 47 countries with 5,312,419 pieces of PPE, liquid disinfectant, and ventilators.

12. Conclusions

The is clear evidence to show how the strengthening of local socially inclusive volunteering, community centres, and Branch structures have contributed directly to long-term community resilience, social cohesion, and peace.

As a 40-year-old with a family fleeing conflict and coming to Turkey, I also heard about the TRC Community Centre and the cash assistance (Emergency Social Safety Network) programme from my community and also through Facebook and other social media. While the cash assistance helped cover basic needs, to supplement it I took a TRC Turkish language course, and combined classes in agriculture and animal husbandry in a Turkish Red Crescent livelihood programme set up to enhance the capacity of vulnerable individuals through vocational training. As a result of the training, I now make a living selling dairy products to the local community. People from the village also buy cattle from me. I took part in the Home-based Production Support, Small-scale Agriculture and Livestock Production Support project. This project supports beneficiaries who are skilled and certified but unable to join the labour market due to barriers they may face. Relations with my Turkish neighbours have improved. Now I feel valuable and am more engaged with the community. I feel happier.

Turkish Red Crescent's organisational change process has made direct contributions to strengthened, more visible and accountable services by consistent longitudinal investments in NSD. Some of the key success factors of this transformation process have included:

- ⇒ The power of digitalisation in achieving much faster gathering and processing of vulnerability and disaster response data and ensuring timely deployment of appropriate volunteers and personnel to respond
- ⇒ Strengthening local Branch presence and meaningful participation of communities in programmes and service development ideas and feedback roles
- ⇒ Promoting community volunteering across domestic and migrant communities to strengthen local social cohesion and peace
- ⇒ Investing in strategic socially conscious business streams that generate income while producing goods and materials aligned to the delivery of its auxiliary role and humanitarian services.

THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.



The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and around 14 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

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