USTGM

Localisation Advocacy Group – LAG
2021 Workshop Report

Introduction

As the number of people and all living creatures affected by natural or human-made disasters rises all over the world, the need for humanitarian aid will continue to increase. Financial resources are limited, neither number of professionals nor volunteers are enough...Now, it is time to discover the most effective solutions with the use of minimum resources to improve humanitarian aid. Humanitarian aid should move away from being an issue that we remember after disasters in geographies that concern us and we should have a system that strengthens us against all kinds of risks wherever we are. This is exactly why the Localization Advocacy Group was established with the overall objective of bringing CSOs in Turkey together focusing on localization, with the slogan of "local solution" in humanitarian aid.

This report is prepared by the **Association of Civil Society Development Centre** (Sivil Toplum Geliştirme Merkezi Derneği-STGM) which has undertaken the secretariat for the Localisation Advocacy Group. Send an email to ceren@stgm.org.tr if you have feedbacks or want to reach LAG.

About the Workshop

Objective and Method

As current debates in the context of humanitarian aid come out in favour of "localisation", the Localisation Advocacy Group (LAG) in Turkey meet on 14 October 2021 in Istanbul to discuss the reasons for coming together, review the reform needs of humanitarian aid system and draft a work plan by assessing localisation according to 7 thematic areas.[1] The purpose of the one-day-long event held at Taksim Gönen Hotel, was to strengthen the interaction among stakeholders and update the available information. The moderator of the workshop was Cengiz Çiftçi.

Participants

STGM undertook the planning and the logistics of the event. The planning phase was carried out jointly with the Human Resource Development Foundation-IKGV and the Support to Life Association.

Announcements and invitations made through STGM channels resulted in a total of 27 institutional and individual applications for participation to the workshop. 15 people from 12 civil society organizations attended the LAG Workshop.

Annex 1 List of participants and institutions for the Localisation Advocacy Group Workshop in October 2021

Programme

Following a brief introduction of participants' duties and respective institutions, agenda was provided; and expectations of participants were noted.

The workshop programme was planned on the basis of active participation of the LAG components and developed under 3 main structured parts that cover key issues of governance processes.
Annex 2 Localisation Advocacy Group-LAG Workshop Programme, October 2021

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[1] Localisation was evaluated under 7 components in reference to the Localisation Performance Measurement Framework by NEAR: 1-Funding, 2-Partnerships, 3-Capacity, 4-Coordination, 5-Advocacy and Visibility, 6-Participation, 7-Civil Space and Local leadership

Sessions and Outputs

Background of the LAG, Achievements of the Joint Work Process, the Secretariat (Introduction)

Our background

Sema Genel Karaosmanoğlu from Support to Life Association kicked off the first session of the day with a presentation on the Localisation Advocacy Group's background. The presentation covered the historical background and local localization debates as well as the goals, values and LAG's stakeholders. The presentation contributed to the updating of information by providing a solid background for agenda items to be discussed during the day including membership, strategic priorities, and communication strategy. You may access the presentation of Sema Genel Karaosmanoğlu here:

Annex 3 Presentation by Support to Life Association

Achievements

Following the background information, Muhtar Çokar from Human Resource Development Foundation-IKGV delivered a presentation on the achievements made so far by the Localisation Advocacy Group. The requirements fulfilled by the Group contribute to its stakeholders and to the humanitarian aid efforts. The presentation also emphasizes creating stronger common values among local organizations. The presentation provided a baseline for further discussions on how the LAG should continue its work. You may access the presentation of Muhtar Çokar here:

Annex 4 Presentation by Human Resource Development Foundation-IKGV

The Secretariat and Coordination

Following Muhtar Çokar's presentation, Tezcan Eralp Abay from the Association of Civil Society Development Centre (STGM) explained the secretariat and coordination processes of the Localisation Advocacy Group. In his presentation, Abay clarified the functions of the secretariat and hence the role played by Ceren Can, stating STGM's contributions to the LAG process.

Need for the LAG: Our Mission, Vision, Values and Identity (Part 1)

In this session, the identity, mission and vision of the Localisation Advocacy Group was reviewed. Participants made additions to the vision statement which had been prepared by the Group in the standards document.

"Funding of local and national CSOs in Turkey who provide humanitarian aid to respond to Syrian crisis has been improved in terms of quality and quantity; and equal partnerships have been formed that create favourable conditions to better respond to the needs of communities affected by the crisis."

Based on the above statement of vision, participants tried to define the position where they see or would like to see the Localisation Advocacy Group. Opinions expressed in the session are noted below.

Our Scope

1. Notwithstanding that humanitarian aid efforts in Turkey currently focus specifically on the crisis in Syria, it was noted that the humanitarian aid should generally be considered in the context of disasters and emergencies and defined broadly; stressing that, in addition to the Syria crisis, natural disasters and the climate crisis should be included in the mission statement and the scope of the Group's work.
2. In the course of localization work, LAG should consider the disadvantaged groups and groups at risk, such as people with disabilities and LGBTI+ people, which are stuck on the periphery of the humanitarian aid and which are excluded or ignored. Furthermore, it should be admitted as a fact that poverty also creates humanitarian needs.
3. It is essential that individuals and communities affected by disasters shall participate in humanitarian aid efforts. The group has a duty to advocate for a humanitarian aid model that allows communities to determine their own needs.

Our Approach

1. The Localisation Advocacy Group adopts a "rights based" approach within the context of humanitarian aid. Rights-based approach also supports the strengthening of humanitarian service provision processes. In addition to the rights-based approach, humanitarian aid is in fact regarded as a needs-based effort.
2. It is based on the principles of the "Leave No-One Behind" and "Do No Harm".
3. It puts gender equality on its agenda and ensures that risk groups outside the mainstream areas also receive support.
4. The LAG aims at maximum benefit and impact with minimum hierarchy and rules.

Values

1. The LAG adheres to the principle of do no harm, humanity, neutrality, independence, and impartiality which are fundamental humanitarian principles.
2. The group reaches its common goals in solidarity and cooperation; it aims to reach its goals in a just manner by protecting its autonomy and sustainability.
3. The group guards of these values when a decision is taken to add a new member/component.
4. The LAG gives importance on creating its own resources to sustain itself and have an impact on the power relations.

Areas of Work of the Localisation Advocacy Group (Part 2)

In the second session, participants stated their opinions on desired impact in the near future as well as on things to do and steps to be taken in this regard. Issues discussed were under the main headings of 'standard-setting,' 'capacity building,' 'monitoring-reporting' and 'advocacy'; defined areas of work for the LAG. In this context, the 4 main areas of work for the Localisation Advocacy Group are stated below.

Area of Work 1: Setting Standards

The document titled "Minimum Standards for Partnerships" developed by the Localisation Advocacy Group will be reviewed, renewed, and disseminated. This document summarises the minimum standards for sharing with international partners the financial, operational, contractual, and legal risks undertaken by local organizations as implementing partners. **Major steps to be taken in this regard are defined as follows:**

- The current "table of risks with donors" should be updated and followed up regularly by the secretariat.
- The document on "Minimum Standards for Partnerships" should be renewed in line with the updated risk table.
- The LAG should define its medium and long-term strategies along with its goals with respect to humanitarian aid work, the quality of the funding, and the partnership standards applied in Turkey.

Area of Work 2: Capacity Building

Participants addressed the current situation in Turkey to evaluate the possible steps to be taken for capacity strengthening and improvement. Suggestions were made to develop a tool that would allow experienced CSOs' from different fields in Turkey to share their expertise with various institutions. It was noted that such a tool could serve as a learning platform where the existent capacity would be compiled, exhibited, and shared.

It was shared that a Humanitarian Aid Academy could be established, which would contribute to enhancing the technical expertise accumulated in this field, including the resources that are developed and adapted, the expertise on project management as well as the compliance with donor rules. It was noted that this learning platform would support institutions in identification of their own capacities by creating a learning space where institutions can decide on which direction they would like to take to strengthen their capacities. It was pointed out that the proposed Platform should also include a "map of good practices" and a conceptual glossary of humanitarian aid, stressing the need for developing a common language. Suggestions put forward with regard to capacity strengthening are as follows:

- A "Humanitarian Aid Academy" should be established. This academy should aim at offering solutions to the practical problems faced by the CSOs conducting field work and creating a space that allows the exchange of experience among the CSOs[2].
- Workshops should be held in provinces of Turkey specific to humanitarian aid and these workshops should target communities in need of capacity development.

Area of Work 3: Monitoring & Reporting

It was mentioned at the workshop that there was a need to develop a regular reporting system regarding the problems faced by the CSOs conducting field work as well as the solutions to these problems. It was noted that the reporting system could contribute to making refugee associations visible and their voices to be heard. It was emphasized that this would be an effective step in the right

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[2] Support to Life made a brief introduction on the common learning platform and the content they developed themselves. It was pointed that it is important to disseminate the existent contents that are developed by LAG components. Web site: https://360.hayatadestek.org/

direction to include communities affected by disasters to the decision-making mechanisms. The following step was suggested in this regard:

- A regular reporting system should be developed to address the problems faced by the CSOs conducting field work as well as the solutions to such problems, and the fact that CSOs need support on legal matters should be recognized.

Area of Work 4: Advocacy

The lack of trust in civil society and the legislation in effect constitutes a major problem faced by the local CSOs. It was pointed out in the workshop that advocacy should be approached cautiously in such a delicate environment. The discussions focused on how to continue the communication among CSOs both within the LAG and also between these CSOs and the broader civil society, including how to ensure cooperation and develop a reflex in this regard.

It was noted that local CSOs and refugee self-organizations faced significant pressure from the public and public institutions. That causes a major problem of how to advocate for the refugee communities and organizations under that pressure.

Participants of the workshop shared that it was a requirement to jointly resolve the common problems facing the LAG components that conduct humanitarian assistance activities at the country level and to challenge and compel the current humanitarian system. Nonetheless, an agreement was reached to preserve a spirit of solidarity against threats to the legal security of CSOs that are part of the LAG and to the broader civil society.

Below suggestions were put forward vis-à-vis the area of advocacy work:

- CSOs that are part of the LAG should have a common and consistent group policy in order to benefit from the localization movement both individually and collectively.
- In addition to individual advocacy efforts, there should be advocacy activities that are conducted on behalf of the whole group and with the engagement of donors. During advocacy work, it is essential to identify common problems and develop a joint discourse by accurately analyzing decision-making mechanisms and power balances.
- Advocacy activities should be strengthened by reviewing the advocacy strategies of the United Nations agencies or of the donors. For instance, although UNICEF advocacy strategy paper indicates that an overhead budget should be allocated, it is known that local partners are not benefiting from this.
- Priority should be given to reshaping the resource transfer framework and opening this up for discussion with the donors.

Planning Processes (Part 3)

LAG Joint Action Plan: Short, medium and long term planning and prioritization of actions

During this session of the workshop, participants discussed the "Action Plan" which will be followed by the Localisation Advocacy Group. However, upon a suggestion of participants, it was decided to carry out this work online. Possible Action Plan items were sent to the group to initiate the prioritization work. It was decided to develop a joint action plan after getting feedbacks of each institution.

Workshop participants agreed that it would be easier for the group to implement the action plan if the participants were divided into sub-groups based on their expertise or preferred line of work in accordance with the 7 components of localization.

Annex 5 Action Plan

Governance Structure

In this session, participants evaluated the current working system of the LAG and discussed whether to have an institutional identity. It was decided to put this institutionalisation discussion on hold for a while based on the common tendency among the participants.

A consensus was reached to proceed with a flexible structure without increasing bureaucracy. Participants agreed on a governance structure according to which regular meetings would continue, a secretariat which is authorized jointly, would continue to set the meeting agendas, send reminders to the group members and working groups and follow-up on the work.

It was decided that the working groups should be identified and given the authorization right after the report of this workshop was finalized and that the secretariat should follow up this process.

Participation and Membership

The group agreed on putting the discussions on expansion on hold for a while and proceeding with current participants. The general tendency was that the LAG, which should continue its work on common values, should preserve its flexibility for the time being and not accept any new components/members.

It was noted that the involvement of more CSOs in the decision-making processes might hinder the newly emerging structure of the group. The main point of the discussion could be expressed as follows: The Group should continue on its path in the form of an umbrella structure, without obtaining an institutional identity and by identifying its new members both by invitation and references. The Group should protect its flexible structure, which can be modified if needed.

For now, it can continue to function as a flexible structure, ready to take the necessary shape in the future. It was noted that, depending on the specific area of advocacy, the LAG could either function as an umbrella institution with respect to certain matters or act in coordination in other certain matters.

Communication Strategy

According to the discussions made under this heading, the Localisation Advocacy Group decided to put obtaining an institutional identity on hold, including creating a logo, a website etc. Having an institutional identity and enhanced visibility of the group would result in a heavy workload that the group could not cope with. Contents regarding localization should continue to be posted and disseminated on the website of the Association of Civil Society Development Centre. The secretariat expressed that the LAG components should support the production and dissemination of these contents. It was decided that the Localisation Advocacy Group should develop a communication strategy accordingly and share it with the members of the group. The general tendency among the workshop participants was that a new assessment could be made in case of new communication requirements.

Assessment of the Workshop

LAG members who met each other in person for the first time, actively participated in the workshop. Priorities of the LAG for the upcoming term and its working method were discussed thoroughly in line with the jointly established common language and the work culture, reaching a common point in discussions. Coordination work and regular meetings held online during the pandemic, have ensured a constant flow of information with the support of the secretariat. In-person participation at the institutional level in a physical setting assisted the development of constructive participation and dialogue during the workshop. Participants agreed on the objective and working principles of the LAG, and they evaluated and updated the steps to be taken within the framework of the strategy. The workshop strengthened CSOs' that come together specifically for the localization advocacy, faith and commitment to the mission and the process and also made a strong contribution in terms of impact and sustainability. The conclusions drawn in the workshop are as follows:

1. The discussions on obtaining a self-identity for the group resulted in a consensus that the group does not need an organic and legally organized structure in the context of a civil society form; that the decision-making processes will continue based on common values and work culture, and the secretariat will provide cooperation on current and practical matters and follow-up accordingly.
2. In the matter of visibility, it was decided not to adopt a structural regulation but to maintain the current structure with respect to the requests to have new components participate in the group.
3. It was noted that there was a need for new tools and platforms in order to generate knowledge about the field, convey such knowledge to the localization process and use it for advocacy work. These tools and platforms will have a significant role both in disseminating the experiences based on learning from each other and good practices and also in developing practices to ensure solidarity when confronted with problems in the field.
4. The workshop revealed that it was necessary to update the strategy, vision, and operational plans developed in the course of LAG governance processes and continue to hold similar meetings; and that it was essential for the components to be active in order to ease the burden on the secretariat during all these processes if necessary. Accordingly, it will be the primary responsibility of each LAG member to fill in the operational short, medium and long term plans online.

ANNEX-1 Participant List

YERELLEŞME SAVUNUCULUK GRUBU – YSG ÇALIŞTAY PROGRAMI

Yer: Taksim Gönen Otel
Tarih: 14 Ekim 2021 Perşembe
Saat: 09:30-17:30
Moderatör: Cengiz ÇİFTÇİ
Raportör: Ceren CAN
Video Röportajlar: Orkun TATAR

Number	Organization	Name / Surname	Email
1	Sığınmacılar ve Göçmenlerle Dayanışma Derneği (SGDD)	Ayşegül Yalçın Eriş	aysegul.eris@sgdd-asam.org
2	Küresel Akıl Derneği	Alper Elbirler	aelbirler@kureselakildernegi.org
3	Kalkınma İçin İnovasyon Derneği (I4D))	Doğukan Doğu	dogukan.dogu@i4d.com.tr
4	KAOS GL	Hayriye Kara	hayriye@kaosgl.org
5	Göçmen Dayanışma Derneği	Hatice Ödemiş	hatice.odemis@gocmendd.org
6	Türk Kızılayı	Merve Renan Türkkulu	rusen.cetinkaya@kizilay.org.tr
7	Uluslararsı Mavi Hilal Vakfı (IBC)	Mahmut Küpeli	mahmut.kupeli@ibc.org.tr
8	Insan Kaynağını Geliştirme Vakfı (IKGV)	Muhtar Çokar	mcokar@ikgv.org
9	Türk Kızılayı	Oğuzhan Mete Boztancı	oguzhan.bostanci@kizilay.org.tr
10	Mülteci Hakları Merkezi	Oktay Durukan	oktay.durukan@mhd.org.tr
11	IRC	Ömer Kaya	omer.kaya@rescue.org
12	Hayata Destek Derneği	Pınar Gökgün	pgokgun@hayatadestek.org
13	Hayata Destek Derneği	Sema Genel Karaosmanoğlu	sgenel@hayatadestek.org
14	Hayata Destek Derneği	Serkan Denli	sdenli@hayatadestek.org
15	STGM	Tezcan Eralp Abay	tezcan@stgm.org.tr

ANNEX-2 Program

<p align="center">**Localisation Advocacy Group – LAG**
Workshop Programme</p>

Location: Taksim Gönen Hotel
Date: 14 October 2021 Thursday
Time: 09:30-17:30
Moderator: Cengiz Çiftçi
Reporter: Ceren Can
Video Interviews: Orkun Tatar

I.   Session – Opening Speeches

09:30-09:40 Objectives, expectations and introduction

09:40-10:00 Background of Localisation Advocacy Group: How did we come together?
- What were the target of the group?
- What were the values when we started this process?
- Who was invited, how were the participating institutions identified?

Sema Genel Karaosmanoğlu – Support to Life Association

10:00-10:20 Achievements of the Joint Work Process of Localisation Advocacy Group
- What requirements have we met?
- Why did we come together? How was contribution to the group done? What were the benefits of being together?
- What are the common values and achievements that are effective in the establishment process of the localization advocacy group?

Muhtar Çokar - Human Resource Development Foundation - **İKGV**

10:20-10:30 Localisation Advocacy Group Secretariat Process:
- What are the secretariat and coordination principles?
- Basic functions and meeting demands/requests
- Observations and LAG areas of needs

Tezcan Eralp Abay - Association of Civil Society Development Centre - STGM

10:30-10:40 Coffee Break

10:40-11:10 Who are we? Need for LAG. Forum
- Vision Statement
- Mission Statement
- Our Values
- Our Principles
- Our Identity

II. **Session Areas of Work of the Localisation Advocacy Group**

11:10-12:00 Advocacy of Localisation: Problem Statement and Potential Action Specific to Turkey

12:00–12:10 Coffee Break

12:10–13:00 What shall LAG do?
Standard Setting
- Minimum Standards for Partnerships
- Which supports should be standardized in financial and institutional capacity processes?
- What should be the standards of cooperation with mainstream civil society?
- What should be the coordination in donor processes and common standards in cooperation with public institutions?
- Collaboration and experience sharing standards at local level
- Risk mapping and risk sharing standards

Capacity Building
- Strengthening the capacity of LAG components
- Good examples and experience sharing
- Developing a collaborative programming culture
- Localization and capacity transfer to the local in the LAG process

Monitoring & Reporting
- Knowledge production

Advocacy
- Collaboration in policy making processes
- Collaboration in advocacy

III. **Session: Planning Process**

12:10-12:40 LAG Ortak Eylem Planı (Kısa, orta, uzun dönemli planlama ve aksiyon önceliklendirmesi)

13:00-14:15 Lunch Break

14:15-15:15 YSG Action Plan (short, medium and long term planning and prioritisation of actions)

IV.   Session: Who are we? What is Localisation Advocacy Group?

15:15-15-45 How should our governance structure be? Joint Working Groups

1. Group: What should the LAG decision-making structure be?
Group Moderator: Muhtar Çokar
- How should LAG decision-making processes and methods be?
- What should the governance structure of the LAG be?

2. Group: How should be the LAG's structure?
Group Moderator: Sema Genel Karaosmanoğlu
- Should there be prerequisites and criteria?
- What areas of work should we cover?

3. Group: Communication Strategy; How should our visibility and public statements be?
Group Moderator: Tezcan Eralp Abay
- LAG visibility identity (logo, contact addresses, communication rules in representation processes, etc.)
- LAG Bulletin
- Will there be visibility on corporate communication platforms of LAG member institutions?

15:45-16:00 Coffee Break

16:00-16:45 Outcomes of 1. Joint Working Group: Forum

16:45-17:30 Outcomes of 2. Joint Working Group: Forum

ANNEX-3 Hayata Destek Presentation

Türkiye'de Yerelleşme

Sema Genel Karaosmanoğlu
Hayata Destek

14 Ekim 2021, Yerelleşme Çalıştayı

Yerelleşme Süreci

2012: OCHA Policy Forum konuşması: Yerel STK'ların yaşadığı zorluklar

2013-2016: Dünya İnsani Yardım Zirvesi'ne hazırlık süreci – İstişare Toplantıları

2015: National NGO Consultation in Turkey: 52 STK temsilicisi katılım gösterdi

Yerelden Mesajlar

Donörlerin yerel aktörlere güvensizliği

Donörlerin risk almak istemeyip direk yerel STK'lara fon vermek istememesi

INGO'ların yerel kültürü ve yerel aktörleri yok sayması; yerel sivil topluma zarar vermesi

INGO'ların yerel STK çalışanlarını daha yüksek maaşlarla kendi bünyelerine almaları

INGO'ların "ortaklık" kurmak yerine yerel partnerlerini taşeron olarak görmesi

Uluslararası kurumların yerel partnerin yaptığı çalışmaları kullanarak kendilerine bağış ve fon toplamaları

Cluster coordination toplantılarının ingilizce yapılması ve insani yardım jargonunu bilmeyen yerel aktörlerin koordinasyon dışı kalması

Yerelleşme Süreci

2015: Charter for Change: 35 INGO imzacı, 370+ yerel STK destekleyici

2016: NEAR network 91 kurucu üye ile kuruldu

2016: Dünya İnsani Yardım Zirvesi'nde 'Grand Bargain/Büyük Uzlaşma' sözleşmesi imzalandı, yerelleşme taahhütleri resmileşti

2016: ICVA yerelleşme üzerine pozisyon belgesi çıkardı

Charter for Change	NEAR	Grand Bargain	ICVA
İmzacılar: CARE Caritas Diakonie Katastrophenhilfe (DKH) OXFAM **Destekleyiciler:** Hayata Destek Mavi Kalem Shafak (Suriyeli dernek) Shaml Coalition (Suriyeli) Syria Relief …	**Ağ üyeleri:** Hayata Destek Mavi Kalem Maya Vakfı Mülteci-Der SGDD/ASAM YUVA Bahar Organisation Independent Doctors Association (IDA) Masrrat Foundation Suriyeli Dernekler Platforrmu Syria Relief SEMA UOSSM Watan …	**İmzacılar:** Avrupa Komisyonu ABD, Almanya Japonya, İsviçre IFRC, ICRC UNHCR, UNICEF UNDP, UNWomen UNFPA, WFP, IOM, ILO CARE, IRC, MDM Relief International Save the Children World Vision Global Communities ICVA NEAR Syria Relief	**Ağ üyeleri:** Hayata Destek IBC IHH MÜDEM ACTED CARE Caritas International CONCERN DRC IMC IRC MDM Mercy Corps RET International Save the Children Syria Relief WHH World Vision

Türkiye'de Yerelleşme

İnsani yardım hibeleri alan yerel STK'ların minimum standartları
- Kıdem tazminatı ayrılması
- Teşviklerin projeye gelir olarak dönmemesi
- Overhead/indirect bütçe kalemlerinin kabul edilmesi

Donörler, uluslararası NGO'lar ve BM ajanslarından talepler

Fuat Oktay ve Halil Afşarata'ya mektup

Türkiye Mülteci Konseyi Yerelleşme ve Katılım Çalışma Grubu

Yerelleşme Strateji belgesi

Yerelleşme konulu araştırmalar ve etkinlikler

Yerelleşme Savunuculuk Grubu: toplam 24 STK

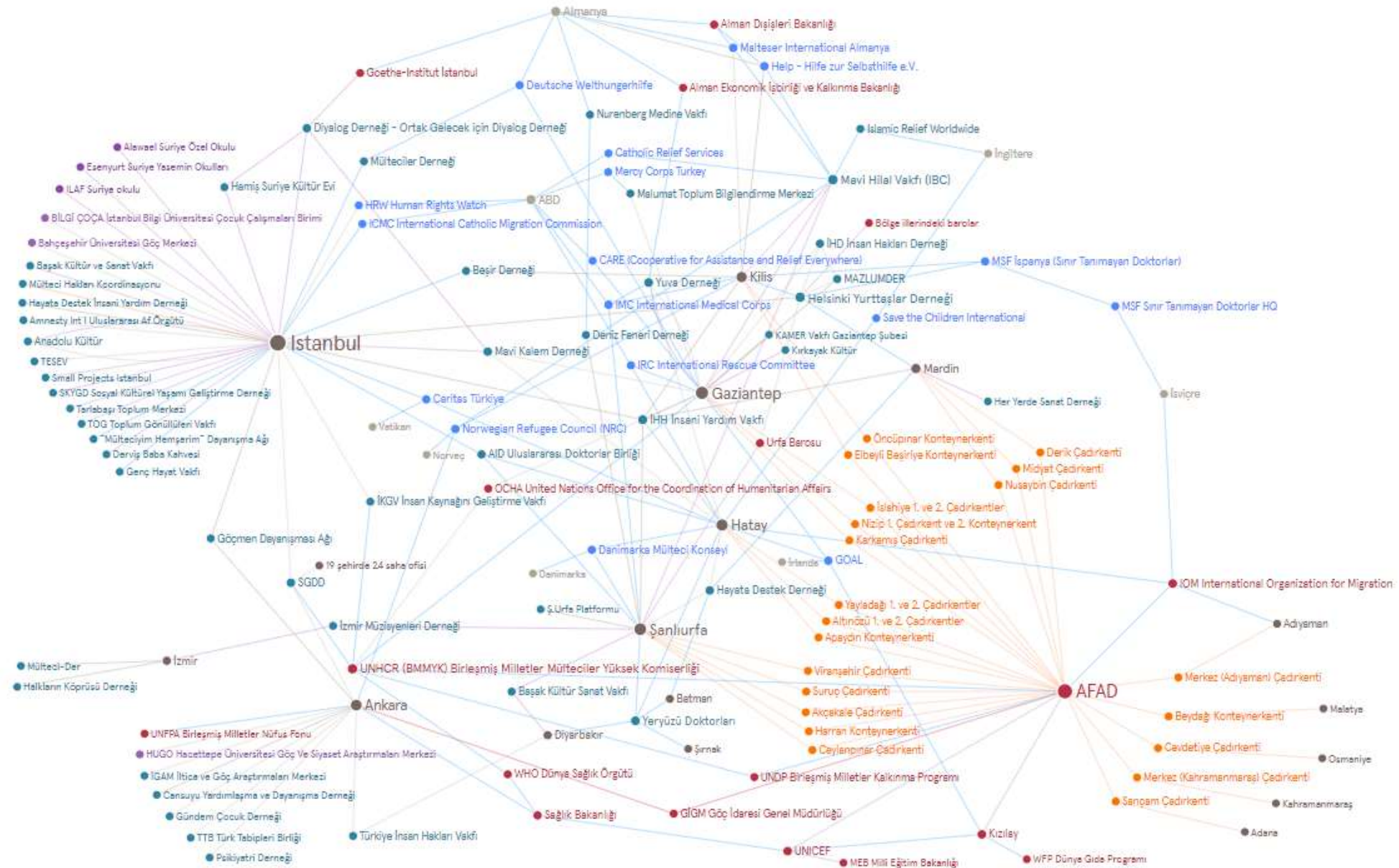# ANNEX-4 İnsan Kaynağını Geliştirme Vakfı-IKGV Presentation

https://graphcommons.com/graphs/0711e621-a8c5-4651-a1d6-33106c7bb3f1

UYGULAYICI ORTAKLIK

Implementing Partnership

Uygulayıcı STK'lar ve Özel Sorun Alanları

- Yerel gerçekliğe uyum
  - Önceliklerin belirlenmesi
  - Yerel dinamiklerin göz ardı edilmesi
  - Stratejilerin belirlenmesi
- Kurumsal kapasite
  - Taşeronlaşma
  - Minyatür INGO
- Özerlik
- Yasal, idari, mali sorumluluk
- Yerel mevzuat
- İzleme – denetim
- STK'ların Sürdürebilirliği – idari giderler, operasyon giderleri
- Tek yönlü partnerlik

SOLIDARITY

It's good to have friends.

Değerler

- Yarar
- Zarar görmeme
- Özerklik
- Adalet
- Dayanışma işbirliği
- Sürdürebilirlik

Yaklaşım

- Kuralcı değil
- Minimum ilke – gerektiği kadar ilke
- Minimum hiyerarşi
- Sonuçsalcı - Maksimum yarar

Kazanç

- Kıdem tazminatları
- Overhead – idari gider
- Teşvik primleri
- Sonradan oluşan sorumluluk
- Maaşlar
- Cost sharing
- Raporlama – cash based / tahakkuk

ANNEX-5 Action Plan

EYLEM PLANI			
YSG Olası Eylemler	Önceliklendirici Aktör/ STK	Önceliklendirme Zamanlaması Kısa Vade (3 Ay) Orta Vade (6 Ay) Uzun Vade (12 Ay)	Görüşler
ORTAKLIKLAR			
YUSTK'ların uluslararası partnerlerle (UN, INGO, donör) işbirliğine girebilmesi için minimum ortaklık standartları belgesi			
Partnerlik sözleşmelerinde olması zorunlu standart maddeler (çoğunlukla finansal ama programatik konular da mevcut - kapasite, KVKK gibi)			
Ortaklaşa/birlikte tasarım nasıl olur yönergesi			
Taban araştırması için veri toplama: Kim kiminle çalışıyor + ortaklıkların şart ve koşulları + ilerleme görülen alanlar + savunuculuk gereken alanlar			
FİNANSMAN			
Donörlerle uzun süreli ve kaliteli finansman diyalogların yürütülmesi			
YUSTK'ların aldığı finansal risklerin tanınması ve risk paylaşımı çalışması			
Bütçe kalemlerinde minimum standartlar belirlenmesi (Genel gider, ekip etkinliği, güvenlik yönetimi, CHS kalite yönetimi için altyapı yatırımı ve sürekliliği, etik kurul ve şikayet			

mekanizmaları, yönetişim/yönetim kalemleri, yönetim kadrosuna liderlik eğitimleri gibi)			
Havuz bütçesi oluşturulması ve donörlerle havuz bütçesine direk aktarım diyaloglarının yürütülmesi			
Proje uygulamada daha çok sayıda YUSTK'nın dahil olması; birlikte hareket ederek daha çok fona ulaşılması ve daha çok etki yaratılması için STK Konsorsiyum Kurulu oluşturulması			
<mark>KAPASİTE</mark>			
Uluslararası partnerlerle (UN, INGO, donör) paylaşılmak üzere kapasite özelinde minimum standartlar belgesi			
İnsani Yardım Akademisi oluşturulması			
Küçük ölçekte faaliyet gösteren sivil aktörlerin insani yardım alanına girmesi ve hibelere erişebilmesi için kapasite güçlendirmek için STK Konsorsiyumu oluşturma			
YUSTK'ların kurumsal güçlenmesi için kapasite faaliyetleri			
<mark>KOORDİNASYON VE TAMAMLAYICILIK</mark>			
Kurumlar arası koordinasyon mekanizmalarına ve toplantılarına YUSTK ve etkilenmiş toplulukların katılımı özelinde minimum standartlar belgesi			
Kurumlar arası koordinasyon mekanizmalarında daha güçlü varlık için konu özelinde YUSTK'lar olarak toplanmak ve öncelik belirlemek, pozisyon belirlemek, bunu temsilci(ler) üzerinden aktaracak işleyişi kurmak			

Türkiye merkezli STK'ların bu etkinlik ve süreçlere katılımını planlama			
Önemli küresel olayları ve süreçleri tespit etme (Grand Bargain: Büyük Pazarlık vs.)			
POLİTİKA; ETKİ VE GÖRÜNÜRLÜK			
'Türkiye'de insani yardım konularında savunuculuk' pozisyon belgesi			
Mülteci politikası ve uygulamaları özelinde bir savunuculuk grubu			
Fon esnekliği ihtiyacı pozisyon belgesi (YUSTK'lar ve etkilenmiş topluluklar perspektifinden "ortak hassasiyetler" listesi) ve bunun donörlere direk ulaştırılması			
Hedef haritalama çalışması			
Stratejinin tercümesi ve yaygınlaştırılması			
Savunuculuk mesajlarının hazırlanması			
ETKİLENEN TOPLULUKLARIN KATILIMI			
Etkilenmiş toplulukların katılımı özelinde minimum standartlar			
YUSTK'lar olarak kuracağımız koordinasyon ve politika belirleme/etkileme çalışma gruplarına etkilenmiş topluluk temsilcilerinin dahil edilmesi			
YEREL LİDERLER/GÜÇLÜ SİVİL ALAN			
Alternatif finansman modeli çalışma grubu oluşturmak			
Alternatif kanallardan gelecek fon ve kaynakların ihtiyaç sahiplerine ulaştırılması için mekanizma çalışması (Fon Havuzu)			