



# Türkiye Strategic Plan 2024-2025

**SARD**

Recovery and Resilience  
for Earthquake Affected  
Adiyaman Province

## Table of Contents

<b>Türkiye Strategic Plan</b> .....	<b>1</b>
<i>Foreword:</i> .....	3
<i>Situation: Adiyaman’s Humanitarian Overview</i> .....	5
<i>Context: Coordination and Gap Analysis</i> .....	7
<i>Strategic Plan: Theory of Change</i> .....	14
<i>Strategic Plan: Scope and Priorities</i> .....	15
<i>Strategic Plan: Monitoring, Evaluation, Accountability and Learning</i> .....	25
<i>Strategic Plan: Funding Strategy</i> .....	27



## Foreword:

Dear Friends, Supporters, and Advocates,

Earlier this year, we launched our first response in Türkiye in the aftermath of the devastating February 6 earthquakes. Today, we present a strategic plan for the ongoing response, aiming to support Adıyaman, arguably Türkiye's hardest hit area, on its journey to recovery.

This strategic response builds upon our initial response this year of hygiene kits and multi-purpose cash to address the evolving needs arising from the earthquake's impact, leveraging our experience, resources, and community-driven approach.

Embedded in our strategy are core principles of protection, gender equality, environmental sustainability, and safeguarding. These principles guide our interventions, ensuring that the safety, dignity, and inclusivity of all individuals are prioritized, and that our actions contribute to reducing vulnerabilities in the face of future challenges.

As we embark on this continued journey, we extend an invitation for your ongoing support, active engagement, and steadfast advocacy. Together, we can make come alongside the people of Adıyaman on their path to recovery.

Thank you for your partnership.

Sincerely,

SARD Senior Management

Alaa Wafai, Fares Al-Saleh, Graziella Ito-Pellegrini



## Who we are:

SARD is a nongovernmental organization dedicated to building resilience and self-reliance in those affected by conflict and natural disasters while championing the localization of humanitarian assistance. We strive to provide critical resources and innovative opportunities to affected people and communities so they can reach a future in which they can thrive.

- Our Mission: We build resilience and self-reliance among individuals and communities affected by conflict and natural disasters while championing the localization of humanitarian assistance.
- Our Vision: A future in which all individuals and communities are self-reliant and thriving.



- **Our Values:**

**Integrity:** We take our responsibility very seriously to carry out every decision and action honestly and transparently. While integrity means being good stewards of our finances, it goes beyond that to include honest and open communication and conduct amongst our team and the people we serve.

**Inclusion:** We are not all the same. We recognize, value, and celebrate differences. As an organization, we can only serve everyone by including everyone. We promote inclusion and diversity in the communities we serve.

**Independence:** We are a non-governmental organization (NGO) that operates independently. In complex operating environments, we are steadfast in our commitment to function independently of any government, militia, or political influences, ties, and agendas.

**Innovation:** In a rapidly changing environment and evolving humanitarian crisis, we believe an innovative spirit is the only way to address our complex challenges. We encourage creativity and innovation in our team culture and advocate for our partners to fund innovative solutions.

- **Our principles:** We are non-political and non-sectarian, and provide humanitarian assistance based solely on need, without discrimination of race, faith, age, or gender.



## Situation: Adiyaman's Humanitarian Overview

On February 6th, 2023, two earthquakes struck southern Türkiye and northwest Syria causing widespread destruction. In Türkiye alone the earthquake killed over 50,000 people, injured over a hundred thousand more and displaced more than 3 million people. Overall, UNOCHA estimates that 9.1 million people were directly affected by the earthquake.

Adiyaman was one of the worst hit provinces, with over 8,000 deaths and 17,000 injured and approximately 123,000 people displaced. **The region experiences the highest proportion of lives lost and the highest proportional damage to housing (85%).** Adiyaman is the smallest of the earthquake affected provinces with a pre-earthquake population of 635,169 and today, it has the **highest proportion of its pre-earthquake population in both informal and formal sites – 21%.<sup>1</sup>**



635,169 Pre-earthquake population<sup>1</sup>



65,840 People living in containers sites<sup>2</sup>



Category 5 Highest and most severe needs.<sup>3</sup>



122,000 People displaced post-earthquake.<sup>3</sup>

<sup>1</sup> Earthquake Solutions and Mobility Analysis Teams. "Adiyaman Province Overview October 2023."

<sup>2</sup> [Shelter Cluster Turkey Earthquake Response. "Shelter Sector Türkiye Earthquake."](#) Shelter Cluster, 19 October 2023

<sup>3</sup> [OCHA. "Adiyaman at a Glance Source: OCHA – Adiyaman Humanitarian Snapshot \(13 July 2023\)."](#) ReliefWeb, 13 July 2023,

Ten months after the earthquake, and despite continuous relief efforts by both the Türkiye government and humanitarian organisations, **needs remain high, particularly in rural and hard-to-reach areas** of the province who are disproportionately affected by the earthquake aftermath.



Despite being one of the worst hit provinces, initial observations showed that a limited number of humanitarian actors were operating in Adiyaman, with government assistance mostly focusing its efforts in urban areas where most of the formal settlements are located.

According to the “Adiyaman Province Overview October 2023” by Earthquake Solutions and Mobility Analysis Team, *“the province has made the least progress in terms of pace of recovery of essential services, it is second to Hatay in terms of severity of needs, and worse off in terms of relative progress in addressing those needs, with comparatively less improvement in terms of restoration of markets, transportation services, education access to employment and access to both water and WASH facilities.”*



**Adiyaman is the poorest of the four most affected provinces.** NGO's have raised concerns that many will slide into poverty, and that child labour and other protection risks may increase if urgent support is not provided.<sup>4</sup> Emerging harmful coping strategies such as early, child or forced marriages have already been observed in Adiyaman.<sup>5</sup> Türkiye's current economic situation and inflation have further compounded earthquake-affected populations' ability to recover.

<sup>4</sup> OCHA (30 March 2023). *Türkiye: 2023 Earthquakes Situation Report No. 12* (accessed 26 May 2023)

<sup>5</sup> OCHA, (17 May 2023). *Türkiye Earthquake 2023, Humanitarian Response Overview*, (accessed 26 May 2023)





## Context: Coordination and Gap Analysis

In the complex landscape of humanitarian response, coordination and gap analysis is not just necessary; it is fundamental to the effectiveness and efficiency of our efforts. At SARD, we understand the importance of collaboration, information sharing, and alignment with broader humanitarian strategies to address the multifaceted challenges faced by vulnerable communities.

SARD coordinates with AFAD authorities, Adiyaman municipality, and all relevant provincial representatives, along with NGOs and civil society actors. Local and national NGOs involved in the earthquake response are organized under the name of Local Humanitarian Forum (LHF), which SARD participates in, in coordination with other local actors to improve coordination and inclusion of local NGOs and CSOs in the newly implemented OCHA cluster system in Türkiye. SARD is also an active member of the Türkiye Shelter and WASH clusters. Additionally, we are active member of the Türkiye Cash Working Group (CWG). This ensures that SARD'S actions and proposals are in line with cluster guidelines and priorities, fall under international humanitarian guidelines, and harmonized with other programming happening in the same areas. SARD's coordination with clusters and local-stakeholders ensures coverage is guaranteed and overlap does not occur.

In each sector, SARD maintains active communication with the respective cluster, contributing to and reporting through the 4 and 5Ws matrix. This meticulous approach ensures not only comprehensive coverage but also mitigates the risk of operational overlap. The process includes thorough service mapping and coordination with other partners within each sector, fostering a collaborative environment.

To achieve this, tight coordination with the clusters is imperative. This collaborative effort is designed to ensure that all identified gaps in each sector are not only acknowledged but effectively addressed. Our commitment to coordination is rooted in the belief that a unified and synchronized humanitarian response is the key to maximizing positive outcomes and creating a sustainable impact on the ground.





## Justification: Needs Analysis

Adiyaman province, especially its rural areas, faces the most critical needs among all earthquake-affected provinces in Türkiye. With limited resources to address these needs locally and minimal support from external actors, urgent and multisectoral assistance is imperative to facilitate recovery and mitigate further vulnerabilities.

SARD's 2024-2025 Strategic Plan is primarily based on needs identified on SARD's *Multi-Sectoral Needs Assessment for Adiyaman Province 2023*, and OCHA's *Turkey Earthquake Response – Adiyaman Humanitarian Snapshot*<sup>4</sup>, and *Earthquake Solutions and Mobility Analysis Team's Adiyaman Province Overview October 2023*<sup>5</sup>. SARD's assessment was conducted in the Adiyaman Province in June 2023 thanks to the support of Caritas Germany, relying on primary data sources triangulated with secondary data sources.

As of October 2023, findings from ESMAT indicate that Adiyaman Province has exhibited the slowest pace in recovering essential services. Comparative analysis places it second to Hatay in terms of the severity of needs, and it lags behind in addressing those needs, showing relatively

<sup>4</sup> OCHA. "Adiyaman at a Glance Source: OCHA – Adiyaman Humanitarian Snapshot (13 July 2023)." ReliefWeb, 13 July 2023,

<sup>5</sup> Earthquake Solutions and Mobility Analysis Teams. "Adiyaman Province Overview October 2023."

less improvement in the restoration of markets, transportation services, and education access to employment, and access to both water and WASH facilities.<sup>6</sup>

UNHCR reports, that over 4 out of 5 people (85%) do not have the necessary financial means to address their needs because of the interruption to and resulting lack of reliable income sources<sup>7</sup>. External assessments<sup>8</sup>, confirmed by SARD field visits, have reported that many earthquake-affected households have lost their livelihoods, particularly those in rural areas where SARD observed that many families lost their crops, productive equipment and facilities (e.g. warehouses) and/or livestock.

In rural areas, despite having received emergency shelter support in the form of AFAD tents and ad-hoc in-kind support from volunteer groups and NGOs, shelter needs in rural settings continue to be high. While AFAD has conducted damage assessments, these are generally not trusted by affected populations<sup>9</sup>. AFAD containers have been installed (or will soon be installed) in some rural villages visited by SARD, however, the lack of infrastructure in place has limited their utilisation while accessibility remain a challenge for people with disabilities and older people<sup>8</sup>.

Field observations and rapid needs assessments conducted by SARD found that in some rural villages between 15% to 50% of houses have sustained heavy or medium damages<sup>8</sup>. With over 200,000 applications for containers and over half a million applications for rental support, adequately scaling up shelter assistance to move towards more sustainable accommodation solutions will continue to be challenging despite response efforts by the Government of Türkiye and the humanitarian community<sup>10</sup>.

While shelter support continues to be one of the most important needs for those whose houses have been damaged, many may be ineligible for government support. This is the case for self-settled families with lightly damaged dwellings and families that for other reasons are not eligible for government support, including those who have chosen to stay next to their damaged dwellings, as is often the case in rural settings. As such, shelter sector partners have been encouraged to complement government efforts and address gaps by prioritising assistance to the most vulnerable households who currently have little or no access to resources or services and very limited capacity to self-recover. This includes repair assistance to lightly damaged dwellings, cash assistance and provision of containers or relief housing units, particularly in rural locations.

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<sup>6</sup> Earthquake Solutions and Mobility Analysis Teams. "Adiyaman Province Overview October 2023."

<sup>7</sup> [UNHCR \(9 March 2023\). \*Cash Assistance Needs and Efforts in the Context of the Earthquake Response in Türkiye\*](#),

<sup>8</sup> [Türkiye Temporary Settlement Support Sector \(18 May 2023\). \*EQ Response Sector Briefing\*](#),

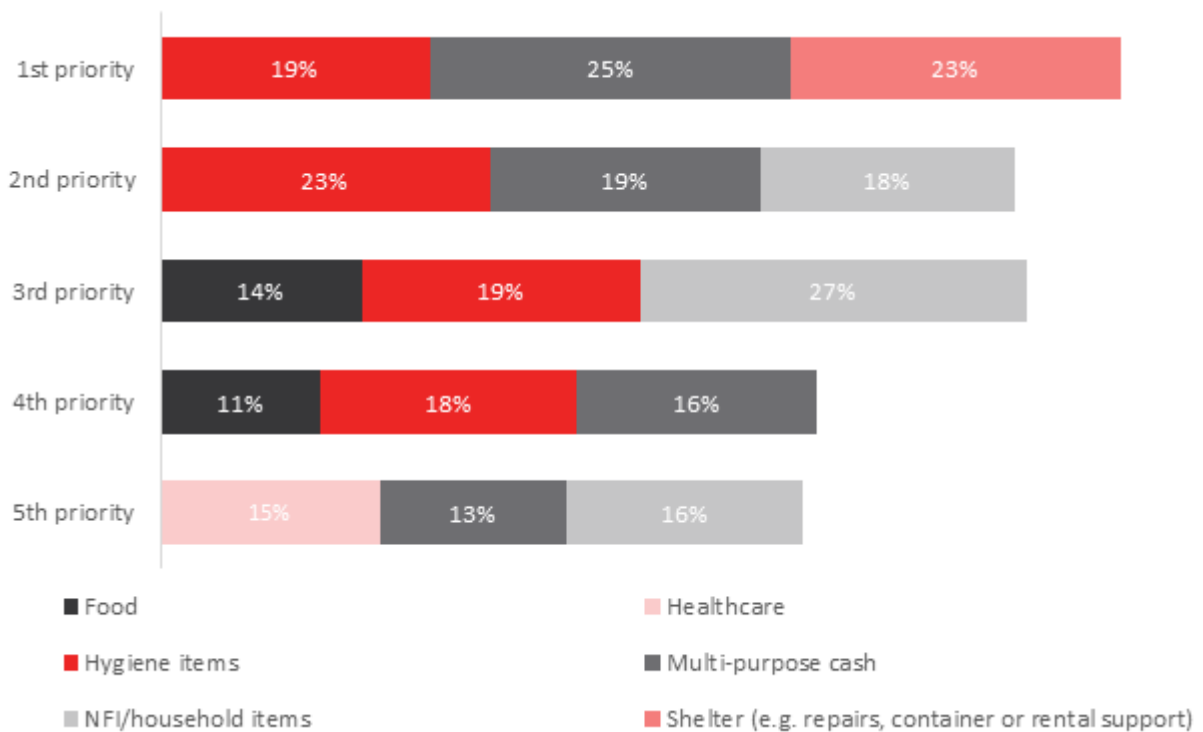
<sup>9</sup> Ibid

<sup>10</sup> [OCHA \(27 April 2023\). \*Türkiye: 2023 Earthquakes Situation Report No. 16\*](#),

According to SARD’s Multi-Sectoral Needs Assessment for Adiyaman Province 2023, one in four (25%) households mentioned cash as their first priority need, demonstrating not only their multi-sectoral needs but also preferred modality for assistance. This was closely followed by shelter, with 23% of the households reporting improved living conditions as their first priority need while 19% cited hygiene items. Other key needs include non-food items (NFI) and household items as well as food.

SARD observed that a large number of households mentioned multi-purpose cash as a priority need, instead of shelter, as they tend to be wary of humanitarian and governmental organisations promising or registering them for shelter support without fulfilling their promises. As such, most would rather receive multi-purpose cash to support them in meeting their shelter needs.

Priority Needs: SARD’s Multi-Sectoral Needs Assessment for Adiyaman Province 2023



The trauma of the earthquake compounded by the critical situation and living conditions has had a severe effect on earthquake affected populations' mental health. Assessments have reported that people living in rural and remote areas have been particularly underserved with health and mental health services due to limited information on how they can access health services, particularly in locations where healthcare facilities have stopped functioning<sup>11</sup>. In Adiyaman, 93% of sites assessed by the Temporary Settlements Support cluster reported a lack of psycho-social support<sup>12</sup>. This was confirmed during SARD field visits, where none of the assessed (rural) locations had received any PSS assistance<sup>13</sup>. Preventive steps and response, and particularly PSS for children, are thus urgently needed.

Below are key takeaways from the SARD's *Multi-Sectoral Needs Assessment for Adiyaman Province 2023* in the top identified needs, Shelter, WASH, Livelihood, and Protection. Please read the full needs assessment report for a comprehensive understanding of the identified needs.



- 24% of the households reported living in a damaged house, 21% in a tent and 15% in a container.
- 93% of respondents' houses had been assessed by AFAD. Out of these, 22% had been categorised as 'no damage', 26% as 'lightly damaged', 10% as 'moderately damaged', 23% as 'heavily damaged' and 19% as 'destroyed'.
- Variations between villages were observed with Uzunköy sustaining 75% destruction with the remaining infrastructure categorized as heavily damaged (25%). Almost half of Ahmethoca's housing units (44%) has been destroyed and 22% is heavily damaged and over half of Akpınar's housing has either been categorized as destroyed (22%) or heavily damaged (30%).
- Anxiety and fear of another earthquake (or of aftershocks) remain very high amongst respondents, with 83% of households whose house was assessed as lightly damaged, reporting not feeling safe in their shelter.
- 13% of households whose house was assessed as 'lightly damaged' do not use their house at all for day-to-day activities. Reasons include anxiety/nervousness to return to the house and disagreeing with AFAD's assessment.
- Cash is the preferred modality for shelter assistance, as reported by 72% of households.

<sup>11</sup> [OCHA \(27 April 2023\). Türkiye: 2023 Earthquakes Situation Report No. 16.](#)

<sup>12</sup> [Türkiye Temporary Settlement Support Sector \(18 May 2023\). EQ Response Sector Briefing.](#)

<sup>13</sup> SARD internal Sitreps.



- 36% of household do not have access to enough water to cover their daily needs. Water scarcity is particularly high in Kayacık where all households are facing difficulties getting sufficient water, followed by Karakoç (89%), Karagöl (43%) and Ahmethoca (33%).
- 27% of households do not have access to safe toilets and 28% do not have access to a safe bathing facility.
- Main challenges affecting households' access to NFI and hygiene items include the lack of financial resources and high costs followed by distance and physical constraints hindering access to markets.
- House furniture and appliances remain the most needed items as containers (or tents) were distributed without any household articles.
- Cash is the preferred modality for NFI/hygiene items assistance, as reported by 63% of households.



- Around 60% of households rely on agriculture (including crops – mainly tobacco, and livestock – mostly goats), as their main source of income.
- 44% of households' sources of income were impacted including loss of livestock and/or productive assets such as warehouses/barns.
- 74% of households whose livelihood was negatively impacted by the earthquake would be willing to restart and/or restore their income-generating activity. Needs include support to find new business premises (e.g. warehouse/barn), support for human resources, raw material and tools and equipment. Financial support was reported as 'other' needs.
- Respondents explained that women's share of household chores has increased since the earthquake. Many households' livelihoods were also disrupted further increasing financial pressure and forcing affected populations – and women in particular, to take over additional responsibilities both at the household level and workwise, while men and youth are increasingly facing difficulties finding job opportunities.
- The psychological impact of the earthquake continues to wear down on affected populations with both respondents and key informants reporting lack of motivation for work and not being mentally/psychologically ready to restart work.
- Cash is the preferred modality for livelihoods assistance, as reported by 68% of households.



- Many respondents and FGD participants have reported persistent anxiety and fear of aftershocks and overall lack of motivation in day-to-day activities or in work.
- FGD participants reported a change in intra and inter-households' dynamics with reports of intra-households tension and conflicts.
- It was also mentioned that men are often not able to share their emotions and refusing psychosocial support.
- FGD participants and key informants specifically mentioned children as needing priority psychosocial support.
- Half of the respondents reported never or rarely feeling relaxed. 69% of female respondents reported never or rarely having energy to spare, while 44% reported never or rarely feeling good about themselves.
- 44% of male respondents reported never or rarely having energy to spare (44%) while 41% reported never or rarely feeling optimistic about the future.

## Strategic Plan: Theory of Change

Our strategic plan aims to enhance the recovery and resilience of earthquake-affected households in Adıyaman, Türkiye. Integrated activities across Child Protection, Food Security and Livelihood, Shelter, and Non-Food Items, with crosscutting themes of gender, protection, environment, and safeguarding, form the core of our approach. Guided by a dynamic Theory of Change, that recognizes that meeting households' critical shelter and basic needs, coupled with access to livelihood opportunities and psychosocial support, will enable them to recover and build resilience.

## Strategic Plan: Scope and Priorities

Impact, Objectives, and Outcomes:

### Overall Impact:

Earthquake-affected individuals, including children, in Adıyaman, Türkiye experience increased recovery and resilience, contributing to their rights to survival, development and standard of living adequate for their well-being.

**Objective:** Ensure critical shelter and basic needs are met, improve access to livelihood opportunities and psychosocial support for earthquake-affected individuals, including children, in Adıyaman Türkiye.



#### **OUTCOME 1**

Immediate basic needs of the most vulnerable individuals, including children, affected by the earthquake are met through monthly multi-purpose cash.



#### **OUTCOME 2**

Protection, dignity, and awareness of human rights are enhanced for the most vulnerable individuals, including children, affected by the earthquake through the provision of PSS and parenting programmes.



#### **OUTCOME 3**

Critical shelter needs of the most vulnerable earthquake affected individuals, including children, are addressed through life-sustaining shelter intervention.



#### **OUTCOME 4.**

The most vulnerable earthquake-affected individuals are able to restart their livelihood activities.



## Interventions:

Our strategy for recovery, resilience building, and enhanced protection and dignity, encompasses a range of initiatives designed to address the multifaceted needs of the most vulnerable earthquake affected households. These interventions include a Multi-Purpose Cash Assistance (MPCA) framework made available in cash which is the modality beneficiaries prefer. Livelihood activities will focus on facilitating the restoration of income-generating activities for earthquake-affected households. This is achieved through the provision of cash grants to jumpstart and support their economic recovery. Protection interventions will encompass both structured and unstructured psychosocial support initiatives aimed at children, alongside parenting programs. Child Protection activities will be dependent on Turkish authority approval. For shelter, our approach involves the rehabilitation of light-damaged housing situated in rural areas. This is achieved through the provision of cash grants, emphasizing a 'self-help approach' where households are empowered to utilize conditional cash grants for necessary repairs.





It's important to note that households will have access to interventions that will be tailored to meet their unique needs, taking into account the specific circumstances and challenges each household faces.



## Crosscutting Themes:

### Protection Mainstreaming Impact:

Protection mainstreaming enhances the safety and dignity of individuals and communities, ensuring that their rights are safeguarded, and they are shielded from harm and exploitation.

### Gender Mainstreaming Impact:

Gender mainstreaming fosters inclusivity and equality, allowing all community members, regardless of gender, to actively participate and benefit from development initiatives, creating a more inclusive and balanced society.

### Environmental Mainstreaming Impact:

Environmental mainstreaming leads to a healthier environment, reduced vulnerability to climate change, and the preservation of natural resources for future generations, contributing to overall community well-being.

### Safeguarding Impact:

Safeguarding includes Child Safeguarding and PSEA (Prevention of Sexual Exploitation and Abuse). It actively puts in place measures to safeguard the life and well-being of targeted children and communities, preventing and responding to any forms of harm from SARD, associates, or service providers.

Safety, dignity and do-no-harm principles are priorities in SARD's work. With its Protection Mainstreaming Programming Policy, SARD is committed to ensuring humanitarian assistance is delivered in a safe, accessible, accountable, and participatory manner, with a reliable indicator in all output, to measure its implementation. Over the past two years, SARD has made significant strides in advancing our commitment to **gender and protection mainstreaming** as outlined in our last strategic plan. Protection mainstreaming is a commitment to ensuring the safety, dignity, and rights of vulnerable individuals and communities as fundamental considerations integrated into every aspect of our program activities. While Gender Mainstreaming promotes gender equality and ensures that the needs, perspectives, and priorities of all genders are integrated into program design and implementation.



SARD's Protection Mainstreaming Strategy prioritizes safety and dignity, aiming to minimize negative impacts on communities and staff. Emphasizing meaningful access, accountability through a CRM system, and active participation of local communities, SARD demonstrates a commitment to comprehensive protection measures. M&E activities, including post-implementation monitoring and data protection measures, ensure compliance with protection principles. SARD extends its commitment to Safeguarding (Child safeguarding and PSEA), through an exhaustive work plan (updated annually) and action points designed and gradually implemented, encompassing improving the policies and Code of Conduct to include an internationally adopted terminology according to standards; working with SARD staff on trainings, refreshers and case scenarios; working with service providers to broaden safeguarding understanding and application; strengthening community's understanding and trust in reporting mechanisms. The Duty of Care is evident through psychologist-led awareness sessions and ongoing support to field teams since 2018. During implementation, SARD consistently provides essential safety equipment for staff and cash-for-work workers, conducts awareness sessions on PSEA, code of conduct, and CRM, in addition to Unexploded Ordnance training. This training equips staff and project participants with the knowledge and skills needed to identify and respond to potential hazards related to unexploded ordnance, such as landmines and explosive remnants. In monitoring, SARD remains vigilant, ensuring all parties involved adhere to protection mainstreaming principles, promoting a safe and harm-free project environment. In conducting thorough protection risk assessments, SARD identifies vulnerabilities in project activities. Mitigation measures include targeted awareness campaigns, tailored safety protocols, and close collaboration with local communities to address identified risks promptly. SARD prioritizes inclusive selection criteria, ensuring the inclusion of women, vulnerable individuals, and female-headed households.

In the face of escalating climate-related challenges in Turkey, our strategic approach includes Environmental Mainstreaming to ensure that the environment is protected, natural resources are conserved, and the long-term well-being of the community is maintained, with a specific focus on ecofriendly considerations and the integration of climate change resilience into our development projects. For instance, under the Early Recovery and Livelihoods (ERL) sector, we can introduce native plants and drought-resistant trees in socio-economic rehabilitation projects. This not only enhances the aesthetic appeal but also contributes to climate resilience. In the Shelter sector, our initiatives can include the integration of rainwater collection systems in house rehabilitation projects, promoting water sustainability, but also increasing households access to water. Shelter rehabilitations are committed to use locally available materials, no use of asbestos, no plastic sheeting and water tanks, and minimum use of polycarbonates. Additionally, our awareness-raising campaigns will encompass environmental topics, ensuring that communities are informed about sustainable practices. By addressing climate change vulnerabilities, we not only enhance the immediate well-being of communities but also contribute to the creation of a more resilient and sustainable environment for the generations to come. Our commitment to environmental mainstreaming reflects a forward-looking approach that acknowledges the intricate interplay between climate change, vulnerabilities, and the long-term prosperity of Adiyaman's communities.



### Geographical Coverage:

Our geographical coverage centers on the Adiyaman Province in Türkiye, where we have established a dedicated office to effectively implement our strategy and respond to the critical needs arising from the earthquakes. Informal settlements in rural areas are the priority areas for interventions, given the remote locations and limitations to accessing services. Our focused presence in Adiyaman reflects our commitment to addressing the immediate challenges and facilitating long-term recovery in this severely impacted region. While we remain open to expanding our reach to additional provinces based on capacity and funding opportunities, our primary emphasis is currently directed towards Adiyaman, ensuring targeted, impactful interventions in alignment with our strategic goals.

### Our Approach:

At the core of our strategic approach is a holistic and participatory method that integrates both **community-based, area-based, and human rights approaches**, placing communities at the center of our development and humanitarian initiatives with a strong emphasis on dignity and active participation. We recognize that effective and sustainable development should be driven by the needs, priorities, and active involvement of the communities being served and aligned with the principles of human rights. This approach ensures inclusivity, considering the diverse needs of all population groups, and encourages a participatory modality. Additionally, our area-based approach includes a multi-sectoral response that addresses various needs across sectors.

## Emergency Preparedness Response Mechanism

We have an Emergency Preparedness and Response Mechanism and guaranteed stock of emergency supplies, which ensures that in the face of emergencies that we are able to facilitate rapid and effective responses. Although emergency response activities are not a core objective of our strategy, we understand the critical importance of being proactive and well-prepared in the face of unforeseen challenges. Since the earthquakes, we have improved our Emergency Preparedness and Response Mechanism and plan to provide trainings to our team members to ensure they are ready for unforeseen emergencies. Our Emergency Preparedness and Response Mechanism reflects our commitment to the life-saving duty we uphold.



## Establishing a referral system

To address the right location and beneficiaries, SARD is committed to establishing several referral systems with various stakeholders such as:

- Partners implementing similar actions will refer to SARD's most vulnerable case
- Within the SARD sections, there will be a referral of people in need
- Community approach will ease/enable referral through stakeholder coordination
- Cluster Coordination
- Self-referral through SARD CRM

## Targeting populations at high-risk

**Women and girls** are at high risks of protection violations, such as early marriage, sexual abuse – including rape, and domestic violence as protection risks, harassment at local markets, at night, within their (shared) shelter or on the way to school, both in the community and within the household realm. These protection issues impede women and girls' freedom of movement and access essential services. The main reasons contributing to such problems included: (i) deteriorating economic situation, (ii) severity of needs and poverty and (iii) lack of awareness.

**Children** (e.g. every human being between the ages of 0 and 17 years) are at special risk of abuse, violence, and in general, protection violations. SARD will work with children starting from 5 years and will also try to focus on teenagers (e.g. age group 12-17 years) who, for cultural reasons, are at increased risk as they are considered as adults, and not as children protected by the international human rights legislation.



**People with no documentation** suffer from reduced access to assistance, denial of fundamental rights, including freedom of movement and access to services and employment, and jeopardized rights to property, inheritance, and child custody.



Older persons and persons with disabilities are also at risk. SARD ensures the needs of persons with disabilities are constantly considered and dedicate staff and action/response targeting the most vulnerable. SARD's social and monitoring team always includes staff trained to engage with persons with disabilities. All Program staff is regularly trained on inclusion and adequate program response tailored for persons with disabilities. All SARD actions are based on a vulnerability assessment to ensure target beneficiaries are among the most vulnerable. The vulnerability assessment includes inclusion questions to assess and consider the needs of older persons and persons with disabilities.

Another risk identified is the increased sensitivity between host communities and IDPs. SARD mitigates this risk by ensuring social cohesion principles are reflected in its programming across sectors and following community-based approach. Social activities are conducted based on communities' initiatives, with inclusive participation of all targeted groups. The social activities are culturally and contextually appropriate, identified and implemented by the recipient community themselves, ensuring respect of cultural norms and values.

The risk of eviction, especially for IDPs, is very high. SARD will facilitate dialogue with the local communities and the IDPs. In extreme situations, SARD will report the case to the relevant cluster (CCCM and ESNFI) as well as the Access Working Group to seek support.



## Localization

Localization refers to shifting the focus and decision-making power from external actors to local actors. It emphasizes the involvement and empowerment of local communities in all stages of humanitarian action, from needs assessment and program design to implementation and evaluation. The localization of humanitarian assistance is an essential step towards ensuring that aid is effective, efficient, and sustainable. By involving and empowering local actors, aid can be delivered in a more timely and culturally appropriate manner, responding to the specific needs and contexts of the affected populations. Localization not only increases the ownership and accountability of humanitarian assistance by the affected communities but also builds the capacity of local actors to respond to future crises, creating a more resilient system.

We prioritize procuring goods and services locally, to not only reduce the carbon footprint associated with long-distance transportation but also to support the local economy and promote self-sufficiency. By sourcing materials and supplies from local markets, we boost local businesses and contribute to the long-term economic development of the affected areas. By prioritizing the use of local resources and investing in local economies, SARD contributes to building stronger, more resilient communities that are better equipped to withstand future crises.

## Strategic Plan: Monitoring, Evaluation, Accountability and Learning

SARD's monitoring, evaluation, accountability, and learning (MEAL) system is composed of manuals, guidelines, data protection, verification process, and a robust complaint and response mechanism.

Our MEAL plans will be designed to track short-term outcomes and long-term impacts across our objectives. The plan will consider indicators and sources of verification that will be assessed and documented according to the time sequence and relevance to the achievement of the target and objective. Regular evaluations ensure our initiatives align with community needs, providing the flexibility to adapt and improve our strategies based on real-time feedback.

The MEAL department is composed of a mix of technical and field staff independent from the implementation team. Spearheaded by the Turkey-based MEAL Coordinator, it comprises of the below key functions:

- The MEAL team is responsible for verification, needs assessment management and data collection. Support on the dissemination of selection criteria and CRM. As well as monitoring the implementation of project activities through specific tools designed for each action like direct observation and conducting the post-implementation monitoring activities with the beneficiaries like satisfaction surveys, key informant surveys and PDMs to help track project progress, results, impact and outcomes in line with the logical framework, then take the lead on the lesson learned under each action.
- The Complaint Response Mechanism (CRM) team is a separate and independent unit within the MEAL unit that reports directly to the MEAL Coordinator, the team has the

several responsibilities including promoting the mechanism during community meetings between SARD and stakeholders.

Collect complaints and feedback, document them in the CRM database, and respond to them consistently, promptly, and efficiently in collaboration with the programme teams whenever relevant and support investigations whenever required as well as analyse CRM data and prepare monthly CRM report. Moreover, conducting the consultation and information-sharing sessions with the local authorities, local people representatives, and IDP representatives and mobilization sessions in public gathering areas (e.g., markets, mosques, health centres, schools, etc.) to ensure that households, including those less likely to attend community meetings, are aware of the project and their ability to apply.

The complaint response mechanism (CRM) will be deployed for all project activities offering various channels for beneficiaries and non-beneficiaries to express concerns, provide feedback, or register complaints about the programme or activities. Potential modalities include a hotline, WhatsApp line, complaint boxes, complaint email and face-to-face interactions during field visits.

- Data management system is managed by MEAL team: it includes quality check for beneficiary list along with implementation dataset. In addition, SARD robust IM system also includes harmonized database template for all activities and all the program database, shared with MEAL on a monthly basis for quality check After verification and validation of the dataset, the MEAL incorporates the data set within the SARD master database and publish on a monthly basis a power BI dashboard.

The MEAL system relies on a range of quantitative and qualitative tools, namely the M&E plan, the indicator's plan, and the Indicators Tracking Table (ITT). The MEAL Coordinator leads the development of standard M&E tools and approaches that serve the monitoring purposes for each action, including baseline, routine, and end-line data on outputs and outcomes, DM, PDM, pre/post-training surveys, and beneficiaries' satisfaction tools. Essential monitoring approaches will include spot visits, observation checklists, and exit interviews with samples of beneficiaries.

Data quality is assured by the triangulation of multiple quantitative and qualitative sources and the use of electronic data collection software (Kobo) to minimize errors and allow for real-time data quality checks.

## **Launching a Comprehensive Master Dashboard**

As part of our SARD data management system, the MEAL team is dedicated to the development and maintenance of a comprehensive master dashboard. This dashboard will serve as a centralized hub for real-time data, key performance indicators, and project progress. Regularly updated, the master dashboard provides a dynamic and accessible tool for both internal stakeholders and external partners to track and assess the impact of our programs. This commitment to data visualization not only enhances our organizational learning but also ensures that our supporters, donors, and the communities we serve have transparent insights into the outcomes and effectiveness of our initiatives.



## Strategic Plan: Funding Strategy

We seek to create a funding ecosystem that aligns with our vision of building resilient and self-reliant communities. We invite donors to join us in this transformative journey, recognizing that their support can be a catalyst for lasting change in Adiyaman. We seek diverse funding sources, including grants, individual donations, and partnerships.

Over the past year, SARD has expanded its network of supporters, welcoming eight new funders including Solidar Suisse, Welthungerhilfe, Malteser International, Choose Love, Caritas Czech Republic, and two new private donors. These additions complement our existing funders, such as Caritas Germany, OCHA, Luxembourg Aid and Development, and ECHO. Our Turkey response has been generously supported by Caritas Germany, Solidar Suisse and a private donor.

In addition, in the aftermath of the earthquakes, SARD launched an individual giving program and received our very first donations from individual supporters. We were recently approved by Global Giving to accept individual donors and partnerships with the added benefit of tax deductibility.

The support and growth thanks to our partners has been very encouraging, and we continue to develop our internal capacities in order to align with the trajectory of our programmatic expansion.

### **Diversification of Funding Sources:**

To ensure sustainability and reduce dependency on a single source, we actively seek to continue to diversify our funding base. This involves engaging with a variety of donors, including governmental agencies, international organizations, philanthropic foundations, corporate partners, and individual donors who share our vision and commitment.

### **Transparent and Accountable Financial Practices:**

We adhere to transparent financial practices to build trust with our donors. Our financial reports are readily accessible, providing a clear breakdown of how funds are allocated across various projects. This transparency is essential in demonstrating accountability and showcasing the tangible outcomes of donor contributions.

**SARD**  
**SARD**

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Partner.Donate.  
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