

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

TURKEY

Appeal no. 01.80/2003

Click on programme title or figures to go to the text or budget

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	196,225	180,000
2. Disaster Management	4,408,255	600,000
3. Organizational Development	486,595	289,100
4. Federation Coordination	138,431	0
Total	5,229,504¹	1,069,100

Introduction

Turkey is a large country with a population of 69.7 million. Its strategic geographic location between Europe, the Middle East and Asia makes the country an important economic gateway for the region. In February 2001, Turkey experienced a severe economic and financial crisis. A sharp decrease in the country's commercial and industrial infrastructure deeply affected the population as well as the entire economy. A World Bank report on effects of the economic crisis stated that nearly 2.3 million people (10.6 per cent of total employment rate) were left without jobs.

Although the business sector adapted to the changed environment quite rapidly, the situation remains serious especially since the crisis was preceded with two devastating earthquakes in 1999 that not only caused human deaths but also economic damage estimated at around US\$ 20 billion.

Earthquakes in Turkey occur very often due to the country's location in a seismically active zone. Small tremors are felt every month causing fear and concern among people. The psychological impact of the two major earthquakes of 1999 is felt even now. With the new research technologies and devices introduced to Turkey, predictions made by seismologists and media about a possibility of a massive earthquake in Istanbul anytime within the next 30 years cause panic and increase psychological problems among the population.

Human Development Indicators at a glance

Human development index (HDI) rank, 2000	85
Life expectancy at birth (years), 2000	69.8
Adult literacy rate (% age 15 and above), 2000	85.1

¹ USD 3,586,194 or EUR 3,552,229.

² These are preliminary budget figures for 2004, and are subject to revision.

GDP per capita (PPP\$), 2000	6,974
Life expectancy index, 2000	0.75
Education index, 2000	0.77

(Source: UNDP HDR 2002)

Country Strategy

The Turkish Red Crescent Society (TRCS) acts as an auxiliary to the Government of Turkey in the humanitarian field and provides a range of services including disaster relief, health and social care. The TRCS is the main organization in Turkey providing assistance during disasters.

The TRCS was founded in 1868. After being recognized by the International Committee of the Red Cross (ICRC) it joined the International Federation of Red Cross and Red Crescent Societies (Federation) in 1930. The TRCS is composed of local committees. There are 682 branches across the country which are controlled by the central committee of the TRCS. Some of the branches are active, particularly in the fields of health and social welfare services, while others have limited activities. The national society employs approximately 3,000 staff members and has around 400,000 volunteers registered. The statutes of the TRCS were last updated in April 1993, and a new update is in process. General assemblies are held every year in April.

The TRCS is basically a financially independent organization due to its revenue generating scheme. The national society does not receive any subsidies from the government, enjoying, however, some financial advantages established by law.

The TRCS is a member of the Balkan Conference, the Mediterranean Conference and the Black Sea Conference. The national society contributes in cash and kind to various relief operations throughout the world. The most recent international operations included assistance to disaster victims in Congo, Tajikistan, Syria, Iran, Georgia, Palestine and other countries.

The Federation has a long history of providing disaster relief support to the TRCS through the assistance programmes in the country. The Federation opened its delegation in Turkey a decade ago, in 1991, to assist the TRCS in providing support to refugees from Iraq.

As the emergency relief phase of the two devastating earthquakes of 1999 was over, the Federation in collaboration with the TRCS pursued various rehabilitation, reconstruction and disaster management programmes. Disaster management (DM) was identified as a priority area for assistance to the TRCS and considerable efforts are made by the Federation and national societies active in Turkey in this direction. During these efforts, it became evident that, within the framework of the restructuring process of the TRCS, support in the area of organizational development (OD) had to be intensified. Consequently, the organizational development and disaster management support have become closely inter-linked and well received by the TRCS.

The TRCS and the government have welcomed the Federation's efforts in enhancing the capacity of the national society.

National Society Priorities

The TRCS has been undergoing a restructuring process since 2000. It developed new mission and vision statements and underlined priority areas to be reflected in the Strategic Plan 2003-2005 which is currently being elaborated with the support of the organizational development programme of the Federation.

These strategic areas are:

- disaster management;
- health and social services;
- branch development;
- volunteering system development; and
- media and public relations.

After the lessons learned and the experience gained, the TRCS focused on increasing awareness about disaster response and mitigation throughout the country. Turkey, due to its particular location, needs a strong national society with a well-developed disaster management system to ensure rapid response and efficient coordination at the time of emergencies, particularly as the TRCS is the major player in this field. Upgrading the disaster preparedness and response capacity of the TRCS was one of the key components of the disaster management programme of the Federation.

Red Cross and Red Crescent Priorities

After the devastating earthquake of 1999, several national societies opened their delegations in Turkey and initiated projects to mitigate the effects of the disaster. All the bilateral programmes mainly focused on supporting the capacities of the TRCS in disaster management.

Currently, there are four participating national societies (PNSs) active in Turkey.

- The American Red Cross (ARC) focuses on branch support through pilot projects in Istanbul and Izmir to develop local community service delivery. The disaster management initiative of the ARC will enhance the disaster preparedness of the TRCS as well as develop logistics, telecommunications and monitoring and evaluation components of the disaster management system and the disaster information centre. The ARC provides funding and assistance to the first aid project and supports the development of the national society's communications, marketing and public relations systems and resources.
- The British Red Cross Society (BRCS) continues to cooperate with the TRCS through the Erzurum disaster preparedness and logistics development project that envisages stock replenishment of the Erzurum regional warehouse as well as its repair and refurbishment. The BRCS supports the automation of the Erzurum branch and warehouse by providing computer and Internet facilities and by training staff and volunteers.
- The German Red Cross (GRC) is undertaking four bilateral projects in Turkey. The GRC supports training workshops at the Yeniköy Health and Training Centre and provides assistance to the TRCS blood transfusion centre in Istanbul. The GRC is in the process of finalizing the construction of two buildings for the TRCS Golcuk and Duzce branch offices and supports the TRCS branches through twinning initiatives with branches of the GRC.
- The Italian Red Cross (IRC) plans to close its delegation by the second half of 2003. In the first half of the year, however, the IRC envisages to continue supporting first aid courses in 50 branches of the TRCS. The IRC is currently completing the construction of Golcuk local branch community centre which will support 500 vulnerable families in the area. The IRC foresees to provide 250 family tents through the Federation in support of the disaster preparedness project.

The ICRC has no permanent presence in Turkey. However, through its regional delegate the ICRC assists the TRCS in establishing training activities as well as in promoting international humanitarian law and the fundamental principles of the International Red Cross/Red Crescent Movement to Turkish armed and security forces, academic circles and wider civil society through training and knowledge transfer. The ICRC, jointly with the Federation and the PNSs, will be contributing to the disaster management programme's training activities.

The Federation, the ICRC and the PNSs joined efforts to undertake the planned activities in a coordinated manner.

The cooperation agreement strategy (CAS) process was halted one year ago due to prevailing circumstances. However, in view of the organizational development achievements within the TRCS, the Federation's delegation will reactivate the process and, together with the TRCS, develop a CAS during 2003.

Priority Programmes for Secretariat Assistance

The Federation will continue to assist and support the TRCS in efforts to enhance its capacity by focusing on the following priority programmes:

- ***Health and Care***

The programme will focus on assisting the TRCS in increasing public awareness to prevent further spread of HIV/AIDS in Turkey through peer education and other training workshops as well as through media campaigns.

- ***Disaster Management***

The programme will concentrate on building the disaster response, preparedness and mitigation capacities of the TRCS through training in different areas (first aid, monitoring, reporting, international standards and tools in disaster management, etc.) both at the central and branch levels. It will ensure the reconstruction work on the selected sites are finalized. The psycho-social component of the programme will encourage community participation in the centres of the TRCS to promote self-reliance among the victims of the earthquakes.

- ***Organizational Development***

The programme will focus on assisting the TRCS in developing the Strategic Plan for 2003-2005 as well as in supporting branch development initiatives. It will pay special attention to capacity building at the branch level, and development of the policy and management system for volunteering.

- ***Federation Coordination***

The Federation will undertake a coordinating role ensuring smooth cooperation between all Red Cross and Red Crescent partners present in the country. In close cooperation with the organizational development efforts, the TRCS and Red Cross and Red Crescent partners, a CAS will be developed.

- ***Humanitarian Values***

Respect for, and implementation of the Movement's fundamental principles and humanitarian values are part of daily action and behaviour of the Federation and the national societies. As humanitarian values are the fundamental basis for RC work, promotion of humanitarian values is included in all activities and projects supported by the Federation's delegation in Turkey. An integrated approach is proposed where OD, health and care, DP/DR programmes and strategies are designed and implemented in respect and compliance to these principles.

Notably, a presentation of the RC/RC Movement and its fundamental principles is an obligatory part of all training courses, addresses, speeches, and includes a section "who we are and what we do".

The psycho-social community based project is certainly an example where humanitarian values are in focus and will continue to be. The HIV/AIDS project focusing on reducing stigmatization and discrimination is another example where humanitarian values are the basis.

Since 2000, the Federation promoted induction courses starting with local staff of the PNSs and delegates. Focus was later on the staff members of the TRCS at headquarters and establishing a core of trainers from among staff members of the TRCS, the PNSs and the Federation. Since 2001, the TRCS made it obligatory for all in the organization to participate in an induction course that has an explicit section on humanitarian values. The Federation supports the induction courses by providing

facilitators from its local staff. Presently the induction courses are part of the OD programme and courses will continue at the branches of the TRCS.

- ***International Representation***

The international representation of the Federation will be channelled, as it was so far, through the various programmes the Federation is supporting in Turkey, through the network of collaborators (the UN, Turkish government, universities, etc.) and through constant contacts with the diplomatic corps and the Ministry of Foreign Affairs. As much as possible, the contacts and representation are done together with TRCS.

In the psycho-social support programme, a reference committee with professors from several universities take part in the delegation's monthly meetings. A 'safe buildings' workshop is planned in collaboration with technical universities in Istanbul. Representatives from the UN agencies, concerned ministries and NGOs take part in disaster preparedness training organized and facilitated by the delegation.

The Federation's delegation chaired the International Working Group's monthly meetings during 2001. Members include representatives of all UN agencies, interested embassies, governmental organizations, international NGOs and the TRCS, as the Federation was able to include the national society in this group. The chairmanship of the group is rotating and during 2002, the UN was in the chair with very few meetings held. The Federation has now taken initiative to revitalize these meetings since it is an important forum to share information and discuss issues of common interest.

The Ministry of Foreign Affairs showed great interest in the International Disaster Response Law (IDRL) project of the Federation. This will provide increased opportunities to represent the Federation in regional groups and gatherings.

1. Health and Care W [*<Click here to return to the title page>*](#)

Background and achievements/lessons to date

The first HIV/AIDS case in Turkey was identified in 1985. Government statistics show there are slightly more than 1,300 reported cases in Turkey as of 2001. However, the report of UNAIDS states that, according to estimates of experts, the total number of HIV/AIDS cases in the country ranges between 7,000 and 14,000. Although the number of people living with HIV/AIDS (PLWHA) is still quite low in Turkey compared to other countries in Europe and Asia, it can grow unless preventive measures are taken.

Turkey is a large country with a mixed social and cultural structure. *Turkish Demographic and Health Survey* of the Hacettepe University shows that in Turkey nearly half of the population is under the age of 25 with the ratio of 19.5 per cent of adolescent age group (between the age of 10-19) which is highly vulnerable to HIV/AIDS. In addition, there is a vast number of tourists that enter the country every year. Demographic, social and economic characteristics of Turkey could easily allow the rapid spread of sexually transmitted diseases (STDs). According to the results of academic studies, the general public awareness about the ways of transmission and protection from STD is, in most of the cases, inadequate. On the other hand, ethical concerns and taboos, imposed by culture and tradition, restrict the access of the population to the information regarding STD and reproductive health. Furthermore, most of the young people do not practice preventive measures against HIV/AIDS due to their financial situation or careless attitude towards safe sex.

The Federation's delegation was working on HIV/AIDS stigmatization actions at the national level with the health, blood services, planning and training and media departments of the TRCS. In Ankara, the Federation together with the relevant departments of the TRCS has formed a working group which consists of the representatives from ministries of health and national education, UNESCO national health committee, UNICEF, family planning association of Turkey, public institutions, academies and

non-governmental organizations. Various health workers from different organizations in Istanbul are also voluntarily supporting the efforts of the working group. During the first phase of the national campaign against HIV/AIDS the priority was given to prevention of further spread of the infection by increasing the public's awareness about HIV/AIDS.

So far the contribution of the Federation and of the TRCS to the fight against HIV/AIDS was highly appreciated by the relevant governmental bodies and the agencies in Turkey. The working group received full support from the Ministry of Health which had called for the support of the NGOs in informing the public on HIV/AIDS through its report "National Targets for Health until 2005" issued in December 2001.

Overall Goal

Awareness of HIV/AIDS in specific target groups in Turkey is created, and further spread of HIV/AIDS related stigmatization and discrimination was prevented.

Programme Objective

The TRCS contributed to an increased public awareness for preventing the further spread of HIV/AIDS, as well as, changed the attitudes towards the PLWHA among health personnel of the TRCS.

Expected Result 1

- The personnel of the TRCS at the blood centres, medical centres, community centres, first aiders and youth camp teachers, who have received trainer of training (ToT) on the respective subjects, possess the competency to train, inform and create/implement awareness programmes for the public and young people. The web page of the TRCS was rearranged to include the national society's view on HIV/AIDS including the message taught to its personnel.

Expected Result 2

- Knowledge and the awareness level of the targeted groups is increased through printed basic information materials and posters.
- Public awareness is increased with the cooperation of the TV and other media through programmes containing general information about HIV/AIDS and focusing on reducing stigmatization and discrimination.

2. Disaster Management W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Turkey is one of the most disaster prone countries in south-eastern Europe. It is situated in the cross line of three major tectonic plates (Eurasian, Arabic and African), which creates a potential risk of earthquakes. The seismic activity in the country is very frequent. Earthquakes account for about 97 per cent of human injuries and deaths caused by natural disasters. In addition, floods occur quite regularly.

The two major earthquakes of 1999 resulted in not only the death of a large number of people but also an economic loss of about US\$ 20 billion and the collapse of facilities and infrastructure. The earthquakes caused change in groundwater and collapse of wells and water systems, which, in turn, created a shortage of clean water.

The response to the earthquakes of 1999 focused in several directions:

- reconstruction of damaged buildings, hospitals, schools and social centres;
- water and sanitation;
- psycho-social support; and
- disaster preparedness.

The reconstruction activities were prioritized by the Turkish government in the aftermath of the two catastrophic earthquakes of 1999. One of the prime tasks of the Federation and the TRCS, therefore, became the adequate design and construction of social facilities that would withstand earthquakes in the future. The Federation focused, however, not only on the reconstruction of the facilities but also on the dissemination of seismic techniques used during the rehabilitation process. When combined with information exchange with the appropriate authorities and institutions, the reconstruction activities enhance the notion of seismic structural stability of buildings and infrastructure and help to protect vulnerable people in the event of future disasters.

Construction Projects

Project	Donor	Completion
Kocaeli University Hospital	Japanese RC	February 2000
Izmit State Hospital Extension	Singapore RC	August 2000
Kandira Hospital	Japanese RC	March 2001
Macarlar School	Japanese RC	March 2001
Derince School	Japanese RC	July 2001
Sakarya Hospital	Japanese RC	November 2001
Cubuklu School	Kuwaiti RC	April 2002
Inkilap Primary School	Japanese RC	May 2002
Samat School	Japanese RC	June 2002
Duzce Hospital	Japanese RC	August 2002
Korfez Hospital	Kuwaiti RC	Estimated October 2002
Yalova Rehabilitation Centre	Japanese RC	Estimated June 2003

Along with the reconstruction work and building of the 16-kilometre long water pipeline in the disaster affected area, the Federation initiated another project involving contaminated water treatment. The German Red Cross, supported by the Federation, carried out specialized workshops in water and sanitation for the staff members of the TRCS. The training on usage of the special equipment was conducted.

In order to provide psycho-social support to the victims of the earthquakes, two community-based projects were initiated by the Federation and the German Red Cross. The psycho-social and social welfare projects carried out by the Federation and the TRCS had similar overall goals and objectives and were merged into one broader psycho-social project.

The three community centres in Avcilar, Izmit and Duzce were providing individual counselling support to the beneficiaries as well as promoting social activities with participation of the community and self-reliance among the vulnerable population.

Based on the bitter experiences of the floods and particularly of the two catastrophic earthquakes of 1999, Turkey is currently in the process of reorienting its disaster management system. The country has created a national disaster coordination office that is authorized to oversee, facilitate and mobilize national and international support for establishing an effective disaster management and response system. The TRCS is mandated to deliver emergency humanitarian assistance to victims of natural and/or man-made disasters. The national society is also an active member of the national and local level crisis committees. However, its organizational and managerial as well as professional capacities in the field of disaster management were not fully developed to cope with the increasing challenges in the country.

The national society, nevertheless, recently adopted a comprehensive disaster management system that will replace the traditional reactive approach. The disaster operation centre (AFOM) was created

at the central level with the support of the American Red Cross. The tent production facilities were upgraded. The TRCS was provided with 20 units of mobile blood collection vehicles (four through the Spanish Red Cross and 16 through the Federation). The national society, supported by the American, British, and Austrian Red Cross Societies and the Federation, is currently restocking essential relief supplies in its warehouses. The TRCS is also in the process of decentralization of its crisis management centres by granting more independence to the seven branches in the disaster prone regions of the country.

In 2001 and 2002, the TRCS was focused on the training of its staff members and volunteers with the support of the American, German, Norwegian and Spanish Red Cross Societies and the Federation's delegation. It has, therefore, made significant progress in enhancing the expected professionalism in disaster management. The translation and publication of relevant materials contributed significantly to this process.

Training Workshops Organized

Training workshops	2001 trainees	2002 trainees	Total trainees
DPRM	88	105	193
Disaster planning	30	-	30
Field hospital /emergency health	30		30
Logistics	33	-	33
Transport management system	6	-	6
Crisis communication system	30	-	30
First aid instructors	229	16	245
Psycho-social facilitators	20	-	20
Project planning / basic log-frame	90	213	303
Training methodology / general	18	-	18
Water and sanitation	-	53	43
Total number of trainees	574	387	961

The management, monitoring, evaluation and reporting that lead to better transparency and accountability are issues that still need improvement to fulfil the status of a well-functioning national society. While the achievements made by the TRCS are impressive, its consolidation is a crucial task that remains to be accomplished.

There are six projects under the disaster management programme. These projects are:

- emergency and post disaster response;
- disaster preparedness;
- community-based disaster preparedness and nonstructural mitigation;
- construction;
- psycho-social support; and
- water and sanitation.

Overall Goal

The TRCS is able to respond effectively to future disasters, and to reduce the impacts of the disaster on the vulnerable population and/or communities.

Programme Objective

The disaster preparedness, response and mitigation capacities of the TRCS are built at the central and at branch levels in compliance with the characteristics of a well-functioning national society and the its strategic plan.

Expected Result 1

- Rapid disaster response teams were set up, at the headquarters and selected branches, to respond effectively to disasters at the national or international level.
- A total of eight zonal disaster centres were adequately developed at strategically selected sites; emergency relief stock as well as crisis communication equipment, the most essential logistical support units, were pre-positioned and put in place at these zonal centres.
- Operational systems, structures, procedures and mechanisms including monitoring, evaluation, and reporting were refined and put to good use.

Expected Result 2

- The disaster preparedness, response and mitigation capacity of the TRCS was built at the central and branch levels.
- The disaster planning policy, guidelines, procedures, and the role of the TRCS in the national disaster management programme was redefined.
- The knowledge and skills of the staff members and volunteers of the TRCS in disaster management, including the international standards and tools (code of conduct in relief, SPHERE Project, vulnerability and capacity assessment, etc.), is increased.
- The disaster preparedness and response training modules are prepared, refined and adapted to effectively address localized disaster situations.
- The coordination and collaboration between the major stakeholders (the government/international agencies, the non-governmental organizations, and the private sector) has improved.

Expected Result 3

- The vulnerability and capacity assessments (VCAs) were conducted in the selected and/or active branch areas; local level preparedness and loss reduction activities were initiated, based on findings.
- Community-based first aid and community based search and rescue (SAR) activities were initiated in the selected branch areas.
- A strategy on “Non-structural Mitigation and Public Awareness” was developed and put in place.
- The community-based and sustainable mitigation activities were initiated in the most at-risk communities with the direct participation of the communities and the core staff members and volunteers of the TRCS in the targeted branch areas.

Expected Result 4

- The construction of mental treatment and rehabilitation centres is accomplished.
- ‘Safe Buildings’ workshop” is developed and implemented.

Expected Result 5

- Psycho-social support is integrated into the disaster management system of the TRCS.
- Beneficiaries will demonstrate ownership and responsibility through self-help actions.
- Community awareness on psychological impact of disasters and education on self-help is increased through information and dissemination.
- The staff members and volunteers of the TRCS will support beneficiaries by mapping the most vulnerable and assessing their needs.
- The community centres of the TRCS will link community resources with beneficiary needs.

Expected Result 6

- Needs of disaster victims are met according to the humanitarian charter and minimum standards in disaster response.
- The staff members of the TRCS are capable of immediate and qualified response to water and sanitation needs in emergencies.
- Potable water is made available in large-scale camps.

3. Organizational Development W [<Click here to return to the title page>](#)

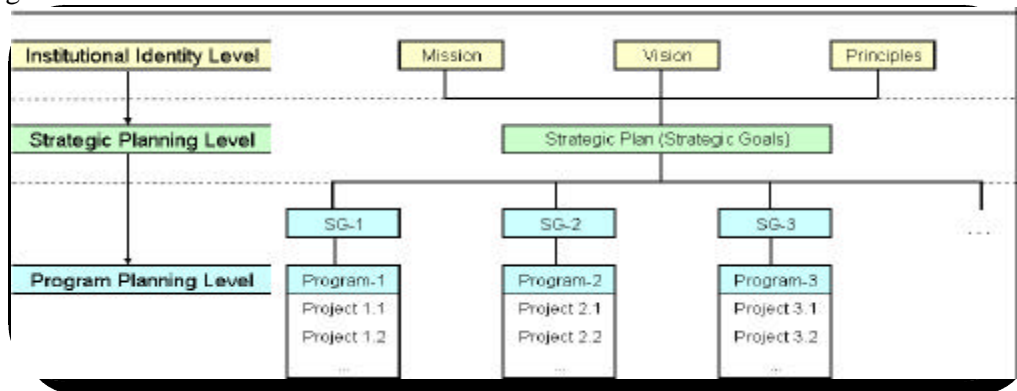
Background and achievements/lessons to date

The TRCS started its restructuring process in the first quarter of 2000, by having commissioned the Middle East Technical University in an effort to review its mission, strategy and structure to improve humanitarian service delivery. The progress in the aforementioned study was very slow and it was almost interrupted by the end of 2001.

In May 2002, the TRCS and the Federation's delegation in Turkey agreed on creating a new organizational development programme. The goal of the programme is to improve the performance of the TRCS in line with the requirements of "the characteristics of a well-functioning national society", developed by the Federation for all its member national societies.

An organizational development working group (ODWG), constituted of representatives from the TRCS and the Federation's delegation, established a planning model to conceptually introduce the work to be done.

Planning Model



Within the context of the planning model, the draft mission and vision statements of the TRCS were developed.

The draft mission statement of the TRCS is "to provide humanitarian assistance to the vulnerable, and to support enhancing the national society's capacity in the fight against all types of disasters by mobilizing the resources of the national society and hence protect human dignity in every situation, place and time".

The draft vision statement of the TRCS is "to be a humanitarian organization, embracing and embraced by the whole of society that continuously enhances its reputation and service quality at the national and international level".

The induction courses are held for the staff members and volunteers of the TRCS to disseminate the fundamental principles of the International Red Cross/Red Crescent Movement.

With the first level (organizational identity level) of the planning model achieved, efforts on strategic planning were initiated. It was decided that the strategic plan will cover a three-year period (2003-2005). With consideration of the developed mission, vision and of the fundamental principles of the Movement, six priority areas for the strategic plan of the TRCS were specified: disaster management; health and social services; blood and blood products; branch development; volunteering system development; media and public relations.

These priorities to be defined as “goals-to-be-achieved” in the strategic plan, will emerge as the working areas which the TRCS will focus on in the planning period and later optimize to achieve its mission and vision. Efforts currently being carried out on other fields of activity in the TRCS will be continued. Building separate working groups for each different topic in the strategic plan was deemed to be helpful.

The organizational development of the TRCS is supported by the participating national societies present in the country. Many of the bilateral programmes (disaster preparedness and response, first aid training, volunteer management) supported by the PNSs are targeting branches in line with the agreements of the partnership meeting held in 2000. Four national societies active in Turkey implemented the following programmes within different branches at the local level:

- The American Red Cross and the TRCS are continuing the two-year US\$ 1.2 million pilot project started in February 2002 at two branches in Gaziosmanpasa/Istanbul and Izmir to develop local community-service delivery programmes. These projects give extensive focus to community disaster preparedness, local disaster response planning and public safety outreach through first aid training and other related services. The ARC and the TRCS, in cooperation with the Federation, are now in the process of designing a two-year US\$ 275,000 project to develop the communication, marketing and public relations systems and resources of the TRCS.
- The British Red Cross Society and the TRCS developed a joint regional disaster response management project to strengthen the capacity of the Erzurum branch and warehouse, in order to improve the lives of the most vulnerable people in the immediate aftermath of a disaster. The project includes four areas: disaster management, repair and refurbishment of warehouse, automation of branch and warehouse and staff and volunteer training. The first three parts should be completed by the end of 2002.
- The German Red Cross is working with the four branches of the TRCS (Golcuk, Duzce, Izmit and Pendik) located mainly in the 1999 earthquake affected areas. Apart from branch development programmes in these four branches, the GRC is currently constructing two buildings for the branch offices (in Golcuk and Duzce).
- The Italian Red Cross supports first aid training courses at the branch level. The IRCS also assists the TRCS in constructing the Golcuk local branch community centre, which will be operational by the end of 2002. The activities of the centre will not only support 500 vulnerable families but also concentrate on vocational training for beneficiaries.

The Federation’s delegation, the TRCS and the PNSs are in the process of promoting branch development in order to implement all related projects in a coordinated way within the concept of strategic planning.

The Federation’s organizational development programme will focus on three main projects. These projects are:

- strategic planning implementation support;
- branch development; and
- volunteering system development.

Overall Goal

Enhanced capacity of the TRCS, ensuring quality service delivery according to its mandate.

Program Objective

The organizational development efforts of the TRCS are supported in line with the “characteristics of a well-functioning national society” with the aim of enhancing efficiency, effectiveness and sustainability of service delivery at the central and branch levels.

Expected Result 1

- The strategic plan was prepared and disseminated.
- All stakeholders were informed fully about the strategic plan, its components, goals, expected outputs and implementation plan (governance, management, branches, public organizations, international organizations and public at large).
- The strategic plan was regularly monitored and evaluated, and necessary changes were adjusted.

Expected Result 2

- The branches of the TRCS carry out their humanitarian activities effectively in accordance with the mission, vision and fundamental principles of the TRCS at the local level.
- Branch service programmes were developed and implemented in the pilot branches.
- Volunteer system at local level was implemented and widespread.
- Functional branch information and communication systems were put into operation.
- Cooperation and coordination between branches and stakeholders provided.

Expected Result 3

- The TRCS promotes active volunteerism on a programme basis and develops an effective volunteering system to recruit, retain and manage the volunteers.
- A volunteering policy was developed and disseminated to all branches.
- Systematic volunteer management was introduced and practised at headquarters and branch levels.
- A partnership with public and private sector was developed to encourage volunteerism.

4. Federation Coordination W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The PNS coordination meeting held in September 2000 underlined the need for coordinated support to the efforts of the TRCS for capacity building in particular at the branch level, and it led to bilateral agreements between the TRCS and partner national societies. Today, many of the programmes/projects (disaster preparedness and response, first aid training, volunteer management) supported by the PNSs are being implemented at branch levels in line with these agreements.

At present four PNSs (American, British, German and Italian Red Cross Societies) are implementing various bilateral programmes with the TRCS, mainly related to branch development/disaster preparedness. While the Federation’s delegation is finalizing commitments related to the 1999 earthquakes with the completion of one remaining hospital construction, the focus is on organizational development and disaster management.

In the first quarter of 2001, the preparation of the cooperation agreement strategy commenced for the first time. However, it was a premature effort because the TRCS did not have a strategic/development plan which would have facilitated the development of the CAS. This is one of the reasons why the preparation of the strategic plan of the TRCS for the years 2003-2005 was given the first priority. The CAS process will be reinitiated in synchronization with the works carried out for the strategic plan preparation of the TRCS, and it is planned the draft CAS report will be developed by the end of 2003.

From the very beginning of its existence in Turkey, the Federation’s delegation facilitated the organization, content, and follow up of partnership meetings with the NS and the PNSs.

- Coordination meetings between the TRCS, PNSs and the Federation's delegation were conducted on a monthly basis, ensuring regular exchange of information on planning, implementing the projects and programmes, sharing of knowledge and analysis of situations with partners. More effective coordination and cooperation between all partners resulted with a common view of what the situation and needs are in Turkey and the TRCS.
- Workshops, seminars and training programmes such as induction, DPRM and project planning were carried out jointly with the TRCS, PNSs and the Federation.
- Duplication of activities was avoided through coordination. However, the coordination efforts of the Federation's delegation can be improved further through closer transparent cooperation by stakeholders.

Every step of developing the strategic plan of the TRCS was taken in collaboration with the TRCS and PNSs. The working groups invited all concerned to develop strategies and plans of the priority areas that were established by TRCS and coordinated by the Federation.

The experience, capacity and knowledge gained during the strategic plan development will be utilized to develop the CAS as well.

Overall Goal

The various long-term programme inputs from the RC/RC Movement for the capacity building efforts of the TRCS are in accordance with Strategy 2010 and with the general and priorities of the TRCS in particular.

Program Objective

The coordination among partners of the RC/RC Movement was consolidated and thereby the Federation's various present and planned resources were utilized in the best way and in the interest of the TRCS.

Expected Result 1

- Ongoing bilateral and multilateral activities and support of TRCS programmes are in line with the national society's priorities.

Expected Result 2

- The CAS was prepared and disseminated to all stakeholders (the RC/RC Movement, international organizations, public organizations, NGOs).
- A process is in place whereby the CAS is regularly monitored, evaluated and updated to meet the changing needs and requirements.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.80/2003

Name: Turkey

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	2,500,000	0	0	0	2,500,000
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	3,060	0	0	0	3,060
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	2,503,060	0	0	0	2,503,060
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	27,600	0	4,400	0	0	0	32,000
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	3,000	0	0	0	3,000
CAPITAL EXPENSES	27,600	0	7,400	0	0	0	35,000
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	6,665	6,665	55,305	0	6,665	0	75,300
TRANSPORT & STORAGE	6,665	6,665	55,305	0	6,665	0	75,300
Programme Support	31,629	12,755	286,537	0	8,998	0	339,917
PROGRAMME SUPPORT	31,629	12,755	286,537	0	8,998	0	339,917
Personnel-delegates	204,000	15,600	475,200	0	66,000	0	760,800
Personnel-national staff	65,671	39,458	451,446	0	39,458	0	596,033
Consultants	4,800	0	23,670	0	0	0	28,470
PERSONNEL	274,471	55,058	950,316	0	105,458	0	1,385,303
W/shops & Training	111,000	49,208	346,061	0	2,400	0	508,669
WORKSHOPS & TRAINING	111,000	49,208	346,061	0	2,400	0	508,669
Travel & related expenses	4,640	9,600	16,416	0	0	0	30,656
Information	2,300	36,960	69,700	0	1,500	0	110,460
Other General costs	28,290	25,979	173,460	0	13,410	0	241,139
GENERAL EXPENSES	35,230	72,539	259,576	0	14,910	0	382,255
TOTAL BUDGET:	486,595	196,225	4,408,255	0	138,431	0	5,229,504