

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والقمر الأحمر

## TURKEY

30 June 2004

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries.  
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### In Brief

Appeal No. 01.79/2004

Appeal target: CHF 2,394,607 revised to CHF 2,454,816

Programme Update no. 1

Period covered: 1 January to 31 May 2004;

Appeal coverage: 171.8%

[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual04/1-2-3%20-%20ap017904.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/1-2-3%20-%20ap017904.pdf)

**Appeal target:** the original appeal target was CHF 2,394,607 (USD 1.91 million or EUR 1.57 million); With the current update, however, the appeal budget has been increased to CHF 2,454,816 (USD 1.95 million or EUR 1.6 million) to reflect the revised plan of action developed by the Federation in response to the recent developments in the national society and its impact on the progress of the original programme. ([Click here to go directly to the attached revised appeal budget](#)).

The current update describes achievements within the original programme since January 2004 and the revised plan of action for 2004. It incorporates the projects previously implemented bilaterally by the American Red Cross with the Turkish Red Crescent. The projects, as well as former delegates and national staff of the American Red Cross delegation in Turkey, are now part of the Federation regional delegation in Ankara and its support strategy in Turkey.

**Related Emergency or Annual Appeals: Bingol earthquake emergency Appeal No. 09/2003:**

[http://www.ifrc.org/cgi/pdf\\_appeals.pl?03/090304.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?03/090304.pdf)

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

## Operational developments

The major development during the reported period was the change of the governing board of the Turkish Red Crescent. The change has affected all the spheres of the national society work, including the programmes supported by the Federation :



**‘You cannot get AIDS by being a friend’ and ‘you cannot get AIDS by holding a hand’ are just a few of the messages the Red Crescent gets across through posters, brochures, free cards and bookmarks.**

On 9 January 2004, the government of Turkey published its decision, on the basis of the provisions in the national law, to replace the members of the central committee, the headquarters executive board and board of auditors of the Turkish Red Crescent (or Kizilay as it is called in Turkish) by the provisional committees with new members. A new chairman of the central committee and the headquarters executive board was appointed. The new provisional board took over the organisation in the early days of the following week.

The International Federation of Red Cross and Red Crescent Societies and the International Committee of the Red Cross (ICRC) in a joint letter to the minister of foreign affairs of Turkey, expressed their concern over the government’s measures. The concerns were also shared with the national society. In a letter to the new chairman, the Federation and the ICRC offered to cooperate and support the national society through the change process to ensure the organisation functions in conformity with the International Red Cross and Red Crescent Movement standards and rules.

This was followed by a number of constructive meetings in Geneva with a senior member of the Turkish Red Crescent’s provisional headquarters executive board who underlined the willingness of the new leadership to cooperate with the Movement in the implementation of the national society’s new plan of action.

After the meetings in Geneva, the Federation regional delegation and the ICRC delegate have been in weekly contact with members of the new provisional executive board and the newly appointed director general to try to streamline the ongoing programmes supported by the Federation and partner national societies. In March the new director general attended meetings with partner national societies in Geneva and attended a four day induction programme prepared by the ICRC and the Federation.

The developments in the national society have inevitably affected implementation of the programmes described in the Appeal 2004. The changeover in Kizilay management has led to delays in decision making and has created job insecurity in the Red Crescent due to mass redundancies.

After a period of uncertainty, the Federation and the Turkish Red Crescent has agreed to form a working group consisting of representatives from the national society, ICRC and the Federation to develop a cooperation strategy between the organisations and agree on the support plan. The working group has not met yet.



**The Red Crescent estimates that over 10,000 people have been reached through printed materials and many more through a media campaign launched by the national society to counter myths and misconceptions over HIV/AIDS transmission.**

There has been another important development during the reported period. On the initiative of the American Red Cross, their activities in Turkey have been incorporated into the Federation support programmes. The office of the American Red Cross delegation in Ankara has been closed and their former staff – delegates and national personnel – have moved to the Federation delegation premises in Ankara to operate under the umbrella of the Federation. The merging of the two delegations will ensure better coordination of programmes and will increase the cost-effectiveness of our services.

Reflecting on the achievements of the first five months of the year (see below) and initial discussions with the national society, the Federation has revised its plan of action for 2004. Goals, objectives and expected results remain the same. The major change has been in scaling down the activities, which the Red Crescent will not be able to implement by the end of the year due to time constraint.

The plan includes the activities the national society has committed to implement. Priorities, however, might change over the coming months because of the fluidity of the situation. More clarity is expected after the tripartite working group meets and a comprehensive plan will then be developed.

All projects formerly implemented by the American Red Cross delegation bilaterally with the Turkish Red Crescent are part of the Federation's revised plan of action for 2004 and will be integrated into the Federation support strategy for 2005.

The appeal is covered and all programmes are fully funded.

## **Disaster management**

**Goal:** Impact of disasters on vulnerable communities is reduced as is their subsequent dependency on humanitarian aid.

**Objective:** The Turkish Red Crescent has strengthened its position as a key humanitarian actor in disaster management to prevent and alleviate suffering of vulnerable communities through effective mitigation, preparedness and response.

**Expected results:**

- Turkish Red Crescent has adopted a comprehensive disaster management policy, strategy and effective plan for its realization.
- Turkish Red Crescent has decentralized its disaster management mechanisms, structures and systems to provide effective response at local level.
- Capacities of Red Crescent staff and volunteers at the headquarters, branch and local levels have strengthened
- Target local communities have enhanced their capacities to counter effects of disasters.
- Cooperation and coordination mechanisms with Government agencies, research institutions and other key humanitarian actors in disaster management have been strengthened.
- Individuals and communities have enhanced their capacity to prepare for and respond to emotional, psychological and behavioural difficulties arising out of disasters (psycho-social support project).

**Progress/Achievements:** Despite constraints caused by the change in the governance and executive management of the Turkish Red Crescent, since the beginning of 2004, the national society has made a progress in achieving its objectives for this year. Namely it finalized its disaster management strategic plan it has been working on since 2003. The plan will enable the Red Crescent to meet needs of the communities and improve its service delivery capacity at national, regional and local levels.



**ABC of disasters: the Turkish Red Crescent works to reduce vulnerability of local populations to disasters. Through training it builds capacities in the community to prepare for, respond to and recover from disasters.**

Also operational guidelines for the disaster preparedness and response directorate of the Red Crescent have been updated and are awaiting approval from the governance. The guidelines complement the strategic plan and identify roles and responsibilities of the national society's regional disaster response and logistic support centres as well as the disaster preparedness and response directorate at the headquarters level. Both documents will enable the national society to better respond to future disasters.

Additionally, the Red Crescent has prepared a draft agreement with the Turkish Emergency Management Administration (TEMAD). Since 2000, the TEMAD, which operates under the Prime Ministries office, is the main government body responsible for coordination on disaster management between various agencies. The agreement clarifies roles and responsibilities of Kizilay within the existing disaster response co-ordination mechanism and guidelines. After the agreement is approved by the Red Crescent governance, it will be presented to the Prime Minister's office for final approval.

In parallel, efforts have continued to decentralise the national society's disaster response structures. The Turkish Red Crescent preparedness and response directorate has developed a draft model for regional response and logistics support centres to provide timely and effective response to future calamities. In effect, eight of the 13 planned regional centres have been confirmed in Istanbul Kartal (North West), Manisa (West), Duzce (Black Sea

region), Ankara (Central Anatolia), Adana (South), Tokat (Central Anatolia), Erzurum (Northeast Anatolia), and Elazig (Southeast Anatolia).

The importance of this move was demonstrated in March 2004 and later in June 2004 during the Red Crescent response operations in Erzurum and Elazig in the eastern provinces of Turkey. Within the span of three days, the Erzurum province was hit with two earthquakes measuring 5.1 and 5.3 on the Richter scale. There were nine deaths and 50 injuries both in the cities and the rural areas. The injuring in the city was largely caused by panic as people jumped from windows. A total of 75 villages (30 during the first earthquake and another 45 during the second one) with a population of 30,000 to 35,000 were affected. Assessment results indicate that as many as 500 building units were damaged. The earthquake triggered landslides in some hilly areas. A large number of livestock, which was the main source of the livelihood for people there, was reported killed (approximately 60 per cent).

Aftershocks of magnitude 3.2-4.0 continued to shake the region for quite some time. The epicentre was getting closer to the Erzurum city centre, which has a population of 180,000. Scientists feared another earthquake in the city. This added to anxiety among the population.

The Turkish Red Crescent responded immediately by dispatching a disaster response team from the surrounding branches of Erzurum, Erzincan and Bingol. It mobilised relief supplies, including bottled water, tents, blankets and kitchen utensils, from the nearby branches and the headquarters to meet the needs of the affected population. 36 relief workers, including 12 from Ankara, were on the site carrying out needs assessment and distributing relief items to people. It also provided hot food twice a day to some 7,500 people from five points (15,000 meals a day). A health team of a doctor and two nurses was on stand by to offer emergency health care if needed and refer more serious patients to the nearby hospitals.

The regional delegation of the Federation was closely monitoring the developments. A British Red Cross delegate, based in Erzurum, was in constant contact with the Turkish Red Crescent and local government authorities. The response operation was within the capacity of the local government and the Turkish Red Crescent. Therefore appeal for international support was not launched. For more information on the disasters and the Red Crescent's response operation see the information bulletins posted on the Federation web page:

[http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts04/trqk1.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts04/trqk1.pdf)  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?rpts04/trqk1.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?rpts04/trqk1.pdf)

More recently, another earthquake of 4.4 on the Richter scale hit Maden town on the Elazig province at 16:37 on 13 June 2004. 100 houses were reported damaged in the villages of Kushane, Sarikamis, Kumla and Yolustu. 500-600 people (100 families) were left without shelter.

Within 45 minutes after the earthquake, the Red Crescent dispatched its pioneer team from Elazig Regional disaster response and logistics centre, 75 km from the quake-hit area. After the joint needs assessment, conducted in coordination with the Provincial Crisis Centre, emergency supplies of 100 tents, 500 blankets, potable water and food were sent for the victims in the affected villages. An additional team of four has been sent from the Erzincan branch to erect tents for people whose houses were not safe to live in.

The Turkish Red Crescent is working closely with the other institutions such as State Statistics Institute, Disaster Affairs Directorate and Islem Group to regularly update information and data. Local authorities and Red Crescent branches, in any affected area, can easily access the national society's web site at <http://aph.kizilay.org.tr> and obtain information on first estimates on physical damage, deaths and injuries inflicted by earthquakes in a specific area. Such information helps local authorities and other actors specialising in disaster response to plan and react adequately.

Apart from strengthening its own operational capacity and responding to disasters in the country, the Red Crescent works with the local communities helping them reduce vulnerability from hazards as disparate as road danger and earthquakes. Kizilay with its community reach and international connections is ideally placed to be a lead in this area (see below programme integration of American Red Cross under the revised plan of action).

Part of the more comprehensive approach of the Turkish Red Crescent to disaster management is the integration of psycho-social first aid. The move reflects a growing realisation that recovery is not merely a physical reconstruction process but a human one too. Psychosocial support helps people cope with their emotional, psychological and behavioural needs in the wake of a disaster.

The project includes three elements:

- Raising community awareness on psycho-social implications of disasters and emergencies through distribution of educational materials, training and community meetings to help people resolve their anxieties and develop self-help techniques to manage stress.
- Provision of psychological first aid to victims of disasters and aid workers following identification of psycho-social support needs and resources by trained volunteer teams.
- Social welfare activities through Red Crescent community centres.

The project is piloted in four branches: Duzce, Kynashli, Izmir and Istanbul.

As planned in the September 2003 memorandum of understanding between the Federation and the national society, the day to day running and financial management of the project has been handed over to the Turkish Red Crescent effective 1 January 2004. The Federation continues to provide technical support.

A working advance financial system has been established through which the Federation transfers its 50 per cent contribution towards the project's running costs. Staff have been recruited for each of the four pilot branches and each has undergone basic training in psycho-social support techniques and financial procedures. Each branch has formulated a work plan for the coming year, which they are now starting to implement.

In the meantime, the community centres are outreaching into their communities, establishing themselves as a focus of community life, providing facilities for a variety of activities including health courses, art, singing, and sewing classes, weddings, school plays, a toy exchange, a library, and a computer centre. Governmental organisations are using the centres for information dissemination and educational programmes.

The change over in Kizilay senior management has had a positive impact on the project as the new board is more supportive of the project. This reduces delays in obtaining approvals and travel permissions, and bodes well for the future sustainability of the project. In 2005 it will be 100 per cent funded by the Red Crescent.

**Impact:** As yet it is too early to note any marked impact. Baseline studies will be undertaken to ascertain preparedness levels of local communities regarding the psycho-social impact of any disasters. Any specific needs will be identified. A case management system has been written to log the usage of the community centres and to maintain a record of each user's details and activities.

**Constraints:** Formal confirmation of the branch in Istanbul to support the psycho-social support centre has, as yet, not been forthcoming leading to inevitable delays in project implementation. The bureaucratic nature of the Kizilay financial and administrative system has made the implementation process of the working advance system a slow, and time consuming experience. The lack of flexibility within the national society finance will lead to some funds not being spent.

#### **Revised plan of action:**

**Disaster preparedness:** The revised plan includes three instead of originally planned 11 training workshops - two on disaster preparedness, response and management, and one on logistics

Also, it is expected that the draft operational guidelines will be refined based on comments received from the Red Crescent governance. The draft model for regional response and logistics support centres will be presented to the governance for their final approval.

The draft agreement between the Red Crescent and the Turkish Emergency Management Administration (TEMAD) will be submitted to the leadership of both institutions for endorsement before it can be sent to the prime minister's office for the final approval.

The work on the disaster management modules will continue. These modules include topics such as emergency needs assessment, disaster preparedness and response planning, telecommunication, logistics procedures and camp management.

It is also planned to improve the early earthquake damage assessment (GIS) system, the Red Crescent introduced recently, through updating statistics, training staff on how to use data from the system, and employing an experienced seismologist to help the Red Crescent analyse the data on earthquakes.

Attention will be directed towards obtaining and in-putting data on floods too with support from the state hydrolytic and meteorological institutes in Turkey to establish a similar system that would assess early damage caused by floods. Floods rank second after earthquakes in the list of natural disasters that hit Turkey.

**Psycho-social support project:** New brochures will be printed at the end of June and a new psycho-social support manual will be finished in the third quarter. This will coincide with a major push towards increasing community awareness of psycho-social issues and the completion of the training of trainers process. Volunteers will be identified for future training and integration with the Kizilay disaster management systems. Project goals and objectives remain the same.

#### **Programme integration of the American Red Cross:**

On 1 May, the American Red Cross bi-lateral office successfully completed a merger with the Federation regional delegation in Ankara and will now function as an operational programme department within the existing delegation structure. Two American Red Cross delegates: a program coordinator (former American Red Cross head of delegation) and organisational development delegate, and two national staff: disaster education officer and program assistant, have been transferred as part of the move and will be responsible for managing American Red Cross funded operations. To support the ongoing disaster management efforts in the country, the American Red Cross has agreed to fund three primary projects with the Turkish Red Crescent including Local Service Delivery, Community First Aid, and Communications and Marketing.

The Local Service Delivery project is currently budgeted for CHF 700,000, and in addition to having supported efforts at AFOM (Turkish Red Crescent's disaster management centre) and BILMER (Turkish Red Crescent disaster information centre), is being implemented at Istanbul GOP, Izmir, and Bursa branches of the Turkish Red Crescent. The project targets the vulnerability of local populations to disasters and is aimed at building capacities in the community to prepare for, respond to, and recover from disasters and learn how to mitigate their effects. Specific interventions are focusing on promoting '*ABCD in disasters*' and '*non-structural mitigation*' preparedness training components to local communities, promoting volunteerism with a focus on youth, and other efforts to increase sustainability and promotion of the local Turkish Red Crescent branches. Although active in the three branches mentioned above, expansion to an additional five is planned pending selection with Turkish Red Crescent for additional branches.

Through support of this intervention, a series of accomplishments have been achieved including signing of a Memorandum of Understanding between the Turkish Red Crescent and Bogazici University to formalize partnership cooperation in disaster preparedness and public education, production of branch web sites in Izmir and Bursa, and development of a volunteers' toolkit.

As part of this initiative, the American Red Cross is also funding Red Crescent work with school-aged children, 10-11 years old. In consultation with specialists from local universities, the Turkish Red Crescent is developing public education materials on disaster awareness, including a teachers' guide and students' handbooks, on various types of disasters affecting the country. Final development of these materials is expected soon; they will then be presented to the Ministry of Education for approval and disseminated to selected pilot schools during and after Turkish Red Crescent week in November 2004.

Also supported under the broad expanse of the American Red Cross Local Service Delivery project, the Turkish Red Crescent has installed an Early Earthquake Damage Assessment System (GIS) to ensure the speed, relevance and quality of its response operations. The system gives estimated figures of casualties, deaths, and number of buildings damaged by an earthquake of over 5.0 on the Richter scale. It was tested during the Erzurum earthquakes that hit the eastern part of the country during the first half of 2004. The system estimated that the

death toll was between 8 – 16 people; the number was later confirmed to be nine. Although the future of this system may be in jeopardy, a result of staff turnover in the BILMER centre, it is hoped that attention is still given to the use of this software so full advantage can be taken of this investment.

Community First Aid project is being implemented as a small-grants mechanism, which provides the Turkish Red Crescent headquarters and its branches the opportunity to receive grants within the broad area of Community First Aid programmes, contributing to the overall goal of reducing vulnerability of people of Turkey. As part of the disaster management programming, these projects are focused on developing more accessible and diverse first aid modules, with greater reach to communities and in the hope of increasing a trained cadre of volunteers to be used as first responders in a disaster. The project is budgeted for CHF 320,000 and has so far approved four grants at Turkish Red Crescent headquarters, Izmir, and Bursa branches. These include *'safe behaviours for 614 years olds,' 'monitoring and evaluation of first aid trainers,' 'safe behaviour for 5-6 years old'* and *'first aid training in industrial regions.'*

An additional six proposals focusing on *'first aid volunteers,' 'marketing and promotion of first aid activities,' 'first aid modules at different levels,'* and *'first aid day activities,'* are now under consideration of the Turkish Red Crescent executive board.

A Communications and Marketing project has been underway with the Turkish Red Crescent for some time, now offering a remaining CHF 155,500 for activities directed to promote communication standards, better marketing of the national society, and of significant importance, promote public relations best practice in a disaster.

Efforts have and will continue to be made to assist the Turkish Red Crescent with a national approach to its information dissemination, and to ensure access of standard messages for all branches in its network of service providers. Support from within this project will also complement production of materials under other interventions, enabling wider distribution of materials countrywide.

Activities mentioned above through sponsorship of the American Red Cross will be fully integrated under future programme updates of the Federation. This current separation of reporting is to specifically identify American Red Cross focus of complementary activities as they will now work within the Federation structure.

## **Humanitarian values**

**Goal:** The spread of HIV/AIDS, as well as, discrimination of people living with the disease is reduced.

**Objective:** Public awareness, prevention and community tolerance of HIV/AIDS has improved.

### **Expected results:**

- Turkish Red Crescent has strengthened capacity to educate and raise awareness of HIV/AIDS through training of its staff and volunteers
- Awareness of target groups on HIV/AIDS has increased through education, media campaign, public discussion forums and distribution of printed information materials.

**Progress/Achievements:** The Turkish Red Crescent remains committed to preventing the spread of HIV/AIDS and discrimination of people living with this disease under the umbrella of the International Red Cross and Red Crescent Movement's global campaign against HIV/AIDS-related discrimination<sup>1</sup>. To achieve this, it works with the communities increasing their knowledge to reduce their vulnerability.

Since January 2004, the Turkish Red Crescent, supported by the Federation, produced a total of 17,000 printed information materials - posters, brochures, free cards and bookmarks – with the basic information on the ways of transmission and prevention of AIDS.

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<sup>1</sup> The Movement's global campaign is the umbrella for all national society efforts in this area. It was launched on 8 May 2002 – World Red Cross and Red Crescent Day – and aims to mobilise communities to reduce stigma surrounding the illness.

The materials are based on the Federation's *'stamps campaign'*, a series of designs based on stamps, launched by the Federation in 2003 to counter myths and misconceptions about HIV/AIDS transmission. *'You cannot get AIDS by... being a friend'*, *'You cannot get AIDS by... holding hands'* and *'You cannot get AIDS by talking to someone'* are just a few of the messages that can be seen on the stamp designs.

On 8 May, the World Red Cross Red Crescent Day, 650 branches and 40 medical centres of the Red Crescent were involved in the distribution of the materials to the public. Materials were also distributed in shopping centres in three major cities - Istanbul, Izmir and Ankara - and at the main squares and streets of some other provinces, where the Red Crescent had stands.

In parallel, the Red Crescent launched a media campaign with the message *'start reading! Learn about AIDS'*. As a symbol of the campaign, the Red Crescent used a red ribbon to demonstrate that the most effective way to fight the disease and challenge the prejudice is to have information about it. In Turkish schools, a teacher traditionally gives a red ribbon to a child who has just learned reading. The profile of the campaign was developed in partnership with a Turkey branch of the advertising agency Saatchi & Saatchi, the Federation's global partner in its global action against AIDS.

A 30-second radio spot and 25-second TV spot promoting safe sex and anti-stigma messages were produced and aired by 25 national radio stations and three major TV stations without any cost for the Turkish Red Crescent for one month. Seven major daily newspapers and four magazines supported the Red Crescent in its action against the disease by publishing the national society's campaign materials and contact information for those who want to learn more.

Newsletters and campaign materials were also put on the Turkish Red Crescent's web page at [www.kizilay.org.tr](http://www.kizilay.org.tr).

To carry out effective public education, the Red Crescent needs qualified staff and volunteers. The organisation puts a special emphasis on training its personnel. Last year, it invited experts from the Hacettepe University AIDS Research and Treatment Centre to train 17 people as trainers on HIV/AIDS prevention and initiated the standardisation of training programmes and materials. Together with Ministries of Health and National Education it has invited all organizations and institutions that train their staff, health personnel, volunteers and the public on HIV/AIDS to join the efforts and called for a workshop in February 2004 to start the discussion. The workshop was attended by representatives of Ministry of Health and other main actors, such as General Directorate of Public Security, Chief Department of Religious Affairs, UNAIDS, Ankara, Istanbul and Izmir based AIDS associations, Istanbul based Improving Human Resources Foundation, Izmir based Aegean University, Social Security Hospital, Ankara Skin and Venereal Diseases Dispensary and the Federation.

The importance of standardising training programmes and materials on HIV/AIDS was also discussed at the first national symposium on sexually transmitted diseases organised by the Aegean University in Izmir and attended by all key actors in HIV/AIDS in Turkey. The Red Crescent is planning to organise another workshop in September 2004 to finalise the work.

The Turkish Red Crescent also attended the 9<sup>th</sup> Mediterranean Conference in Egypt the last week of May 2004. The role of young people in the work of the Red Cross and Red Crescent Movement as well as the problems they face including violence, drug addiction and AIDS, was the focus of the conference. A representative of the Turkish Red Crescent made a presentation on their work with youth, volunteers and AIDS activities in Turkey. At the same time, they learned from the experience of other colleagues in other countries. The national society continues keeping in touch with their regional and global partners. New ideas they collected at the conference will be discussed internally and will form the basis for the future planning.

In the meantime, 17 trainers of the Turkish Red Crescent who were trained last year by the Hacettepe University AIDS Research and Treatment Centre, have been working with their colleagues sharing with them basic information on HIV/AIDS and the ways of its transmission. The Red Crescent trainers have reached some 550 staff at Turkish Red Crescent headquarters and Disaster Operation Centre.

**Impact:** It is difficult to measure the impact and indicate whether people's attitudes and behaviour have changed without a proper baseline survey. What we know at this stage is that over 10,000 people reached by the Red

Crescent through printed materials and five million more through newspapers and magazines are aware of the risks and measures to protect themselves. (The exact numbers reached by radio and television is unknown.)

One of the successful elements of the programme was increased coordination and partnership between the Turkish Red Crescent and local mass media, which has an immense power to influence people's minds. The Red Crescent is one of the leading organisations in Turkey combating the AIDS. Its programme is part of a national HIV/AIDS prevention strategy and complements the efforts of other humanitarian actors. The standardisation of training on HIV/AIDS will ensure all partners speak with one voice and pass on the accurate information to people they work with.

**Constraints:** Personnel changes at the national society have slowed the programme implementation. Thus, the standardisation of training programmes and materials has not been finalised yet and consequently, planned training of trainers has not been implemented either. Reflecting on its capacities, the Turkish Red Crescent supported by the Federation, has reviewed its plan of action and revised it.

**Revised plan of action:** Public awareness and education campaigns through media, as well as seminars and distribution of printed information materials will continue as planned. Namely, by the end of 2004, the Red Crescent will:

- Develop and distribute information materials - 100,000 brochures, 1,000 posters, 25,000 free cards and 50,000 bookmarkers – with a message on HIV/AIDS, through the Red Crescent's 22 blood, 44 medical and four community centres and at various public events organized by other organizations.
- Participate in national and international conferences and symposiums to share and learn from its partners' experiences.
- Update the Turkish Red Crescent's web-site with illustrations of the Movement's global and national campaigns on AIDS.
- Organize two seminars at universities and schools in Ankara on 1 December, World AIDS Day, to raise students' and schoolchildren's awareness of the disease and its prevention
- Continue cooperation with leading TV and radio channels as well as printed media to promote safe sex and fight against discrimination of people living with HIV/AIDS.

The main changes to the original plan include a decreased number of people the Red Crescent undertakes to train as trainers in this year from originally planned 135 to 15. The focus instead will be on the finalisation of training programmes and materials. To achieve this, by the end of 2004, in addition to the activities listed above, the Red Crescent will:

- Organize two workshops to develop standard training programme and materials on HIV/AIDS.
- Train 15 Red Crescent staff as trainers on HIV/AIDS based on the standardised materials.

Also, the Red Crescent will:

- Train 850 Red Crescent staff and volunteers by 17 Red Crescent trainers trained in 2003.
- Train another 3,000 young Red Crescent volunteers at Red Crescent summer camps through a one-day information session and provide them with printed materials.

## **Organisational Development**

**Goal:** The Turkish Red Crescent as a key part of civil society is better placed to support the country's most vulnerable people.

**Objective:** The Turkish Red Crescent is a better functioning national society able to provide efficient, effective and sustainable assistance to the country's most vulnerable.

**Expected results:**

- **Strategic planning implementation:** The Turkish Red Crescent implements, monitors and evaluates its strategic plan to achieve its overall goal.
- **Branch development:** Turkish Red Crescent pilot branches implement programmes prioritized according to local needs and consistent with the national society's mission, policies and strategic priorities.
- **Volunteering system development:** The Turkish Red Crescent has developed an effective volunteer management system based on service delivery promoting greater diversity, gender and youth representation.

### **Progress/Achievements:**

**Strategic planning implementation:** The strategic plan of the Turkish Red Crescent has been developed in 2003 through internal consultations and in cooperation with primary stakeholders, including the Federation and the partner national societies based in Turkey. The plan covers the years 2004-2006 and outlines six priority areas identified by the national society based on its mission and vision statements developed at an earlier stage of the strategic planning process, as well as the Movement's Fundamental Principles:

- Disaster management,
- Health and social services,
- Blood banking
- Branch development,
- Volunteering system development,
- Media and public relations .

For each, the Turkish Red Crescent defined a strategic goal, objectives and performance indicators. The overall goal of the Turkish Red Crescent's strategic plan is 'to develop the organizational and service capacity to deliver efficient, effective and sustainable services at central and local levels in accordance with its mission and vision as well as the Movement's Fundamental Principles'.

The plan for 2004 was to support the Turkish Red Crescent in implementation of its strategic plan. However, the change over in the leadership of the national society has triggered a succession of events that did not enable progress in the work. Namely:

- Access to and communication with the national society was affected.
- All top and middle level managers were replaced resulting in the loss of the institutional knowledge and memory.
- Consequently, almost all programmes/projects, including activities under the organisational development work, have been frozen.

Strategic priorities of the Red Crescent's new leadership have yet to be clarified. Discussions with the national society continue. It is expected that the strategic plan will be revised according to the priorities and strategies of the new leadership and its implementation will be initiated in 2005.

**Branch Development:** Branch development is one of the strategic priority areas in the strategic plan of the national society. However the implementation of the strategic plan has not started yet because of the reasons explained above. Strategic priorities of the new leadership remain unclear. It also remains to be seen whether the branch development will be part of their priorities.

On the other hand branch development is an ongoing process and some branches continue carrying out programmes and activities in disaster preparedness, disaster response and psycho-social support as described under the relevant section of this programme update. It is expected that after the anticipated revision of the Turkish Red Crescent strategic plan later during the year, a more systematic and clear approach to branch development will be developed and implemented.

**Volunteering system development:** Volunteering system development is another priority area in the Turkish Red Crescent strategic plan. Despite the fact that the implementation has not started yet because of the aforementioned reasons, the branches and the headquarters have started recruiting volunteers for their activities such as training programmes and first aid. The youth directorate has developed a volunteering policy document, as well as some manuals and handbooks for branches and volunteers. However a unified volunteering management system has yet

to be established. As a result, activities carried out by branches and the headquarters have not been integrated and coordinated properly.

If the new leadership reconfirms its commitment to the volunteering development as a strategic priority area, the Federation will support the Turkish Red Crescent efforts to develop an efficient and effective volunteering management system based on service programmes.

**Impact:** It is difficult to measure the impact of an organisational development initiative because it requires a long-term commitment. At the same time, progress has been observed in improving the quality of Red Crescent services to vulnerable people, as reported under other projects, such as promotion of humanitarian values, disaster response and psycho-social support project.

The headquarters is carrying out most of their training programmes with their own resources – with little financial support from the Federation and the partner national societies. Branches have also started a number of training programmes locally. Volunteerism based on service delivery is accepted as an important source of human resources to achieve the national society mission and vision.

**Revised plan of action:** Initial discussions with the national society indicate their willingness to revise the strategic plan. The Federation will assist the Turkish Red Crescent in this process. The implementation phase is expected to start in 2005.

The number of training courses supported by the Federation will reduce from the planned 15 to three and include:

- Training on Project Planning Process, the Federation's main planning tool, for new managers.
- Induction training for new staff and volunteers.
- Volunteering management training for the staff of the youth and other directorates at the headquarters.

[\*Click here to return to the title page and contact information.\*](#)

# BUDGET SUMMARY

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.79/2004

Name: Turkey

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	2,916	0	0	0	0	0	2,916
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	117,079	0	117,078
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
<b>SUPPLIES</b>	<b>2,916</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>117,079</b>	<b>0</b>	<b>119,994</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	5,506	0	0	0	60,505	0	66,011
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>5,506</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>60,505</b>	<b>0</b>	<b>66,011</b>
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	19,468	8,880	9,465	8,880	20,607	0	67,300
<b>TRANSPORT &amp; STORAGE</b>	<b>19,468</b>	<b>8,880</b>	<b>9,465</b>	<b>8,880</b>	<b>20,607</b>	<b>0</b>	<b>67,300</b>
Programme Support	38,243	28,664	15,209	19,380	58,067	0	159,563
<b>PROGRAMME SUPPORT</b>	<b>38,243</b>	<b>28,664</b>	<b>15,209</b>	<b>19,380</b>	<b>58,067</b>	<b>0</b>	<b>159,563</b>
Personnel-delegates	106,856	220,917	39,073	129,073	90,215	0	586,134
Personnel-national staff	255,067	92,126	86,638	86,782	113,331	0	633,943
Consultants	0	0	1,365	0	0	0	1,365
<b>PERSONNEL</b>	<b>361,923</b>	<b>313,043</b>	<b>127,076</b>	<b>215,855</b>	<b>203,546</b>	<b>0</b>	<b>1,221,443</b>
W/shops & Training	20,600	45,366	13,198	10,000	223,984	0	313,148
<b>WORKSHOPS &amp; TRAINING</b>	<b>20,600</b>	<b>45,366</b>	<b>13,198</b>	<b>10,000</b>	<b>223,984</b>	<b>0</b>	<b>313,148</b>
Travel & related	34,476	4,804	1,009	7,309	40,200	0	87,798
Information	23,249	4,650	36,450	1,150	86,646	0	152,144
Other General costs	81,974	35,583	31,571	35,583	82,702	0	267,413
<b>GENERAL EXPENSES</b>	<b>139,699</b>	<b>45,037</b>	<b>69,030</b>	<b>44,042</b>	<b>209,548</b>	<b>0</b>	<b>507,356</b>
<b>TOTAL BUDGET:</b>	<b>588,355</b>	<b>440,990</b>	<b>233,978</b>	<b>298,157</b>	<b>893,336</b>	<b>0</b>	<b>2,454,816</b>