

ANNUAL REPORT



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 والهلال الأحمر

TURKEY

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In Brief

Appeal No. 01.80/2003

Target: CHF 5,229,504 (USD 3,586,194 or EUR 3,552,229);

Coverage: 101.4% ([Click here to go directly to the Financial Report](#))

Appeal 2004: Turkey No. 01.79/2004 (click below)

http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/017904.pdf

This document reports on and analyses achievements within the International Federation's 2003 annual appeal for Turkey. The activities supported by this appeal fell within the Federation's longer-term support strategy for Turkey. This is continuing in 2004 and is being supported by Appeal 01.79/2004 (see above).

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Overall analysis

The year 2003 saw progress in Turkey's efforts to set the country on the path of sustained development after years of difficulties. Turkey is an emerging market economy strategically located between Europe and Asia and bordering the Mediterranean, Aegean and Black Seas. It has a population of 69.3 million people with over 73 percent living in urban areas. Agriculture accounts for some 16 percent of its GDP, industry for 24 percent, and services for 60 percent. Turkey signed a customs union with the European Union in 1995 and became a pre-accession candidate for EU membership at the Helsinki Summit in December 1999.

Over the last few years, the Government has tried to overcome chronic high inflation and restore sustained growth. In parallel, it has been modernizing the role of the state in the economy, and addressing deep-rooted social disparities. Unfortunately, these efforts were interrupted by the impact of earthquakes and the financial crisis of 2000/2001. As a result, the economy registered a record contraction of over nine percent in 2001. It started to pick up in 2002, with GDP growth reaching almost eight percent. In 2003 the economic recovery continued in several respects.

However, vulnerability is still widespread. For instance, access to health services remains inequitable. Sustaining sound macroeconomic policies and governance is a major challenge, as is reducing inequality through human and social development, which is critical for both the well being of the population and to meet the requirements of EU accession.

Political and social stability was rocked in November 2003 by four suicide bombings. Car bombs exploded outside the Neve Shalom synagogue, in the central Beyoglu district of Istanbul, and the Beth Israel synagogue, in the suburb of Sisli, killing 25 people and injuring around 300 others. Only six of the victims were from Istanbul's 25,000-strong Jewish community, the others all being Muslim Turks who were passers by or members of the security forces guarding the synagogues on the Jewish sabbath. Five days later, on 20 November, two suicide car-bombers attacked the British consulate-general, also in Beyoglu, and the Turkish headquarters of the British bank, HSBC, in the business district of Levent. Another 30 people were killed, including the British consul-general and around 450 injured, in the second round of attacks.

The suicide bombings raised concerns that the attacks will deter potential investors and tourists, thereby hurting the economic recovery under way since early 2002 and effect implementation of political reforms required to persuade the EU to open accession negotiations with Turkey at the end of 2004 or at the beginning of 2005.



Destruction: over 170 people died in the Bingol earthquake.

Turkey was not spared from natural disasters either. Over 170 people, many of them schoolchildren trapped in their dormitory, died in the earthquake in the Bingol area of southeastern Turkey. Another 521 were injured. The earthquake, on 1 May 2003, registered 6.4 on the Richter scale. The earthquake was a reminder how vulnerable the country is to disasters. This ever-present threat is one reason that the Federation continues to assist the Turkish Red Crescent (or Kizilay as it is called in

Turkish) to strengthen its disaster management capacity at headquarters and in branches. Earlier during the year, developments in the Middle East triggered concern over potential population movements from Iraq. The massive influx of refugees into Turkey, however, did not materialize.

The Turkish Red Crescent, supported by the Federation and partner national societies, did its utmost to help vulnerable people, playing an important role in building up civil society through promotion of the Movement's Fundamental Principles and humanitarian values. It continued with a range of activities in the programme areas of disaster management and health care.

Through the organisational development programme, it focused on building on achievements of the internal change process the Red Crescent initiated in 2002. A major success was the finalisation of the strategic plan which reflects mission and vision of the organisation and sets priorities in its work for the coming three years to better address humanitarian needs in the country.

In parallel, efforts were made to enhance the Red Crescent's capacity to respond effectively to disasters. The Red Crescent's response to the earthquake in Bingol and its preparedness to anticipated massive influx of refugee from Iraq demonstrated the improvement in national society effectiveness. However, more needs to be done, including:

- continue discussion with the government to re-define Red Crescent responsibilities and roles in emergency preparedness and response, as well as disaster mitigation;
- develop policy guidelines and implement the organisation's recently-adopted strategic plan;
- disseminate norms, standard and codes and pursue their implementation in regions;
- strengthen disaster information management and communication both at headquarters and regional levels;
- commit and develop clear policy on public awareness/education in regards to disaster risks and management;
- commit and allocate resources to develop response/logistics centres; and
- better coordinate and integrate programmes within the organisation as well as with the government and other agencies.



Streetwise: On 1 December, International AIDS day, the Red Crescent organised a parade in central Istanbul and distributed information on HIV/AIDS as well as condoms.

Another major area of the Federation's support was to increase public awareness of HIV/AIDS in Turkey to prevent its spread through peer education and media campaigns. The first HIV/AIDS case in Turkey was identified in 1985. As of 2001, government statistics recorded 1,300 cases. However, UNAIDS estimates that the number is between 7,000 and 14,000. Several factors make Turkey vulnerable to worsening rates of sexually transmitted diseases (STDs) including HIV/AIDS. Poor education, lack of awareness and inadequate health care are three. Cultural barriers and beliefs compound low public awareness of transmission and protection. Young people are the most vulnerable and almost half of Turkey's population is under 25 years old (Hacettepe University). The Turkish Red Crescent is a key player in the country contributing to the Federation's global HIV/AIDS stigma action. It trained staff, volunteers and the public at large. Despite delays in a number of activities because of emergency operations, such as Bingol, beneficiaries appreciated the HIV/AIDS project.

The Federation supported the national society through its delegation in Ankara offering guidance, coaching and consultations in a variety of fields, including disaster preparedness and response, organisational development, financial management, logistics, planning and reporting.

In January 2003, the Ankara delegation assumed regional responsibilities for southern Caucasus – Armenia, Azerbaijan, Georgia – as well as Turkey and offered technical support to these countries. Training on project planning process, the Federation's main planning/programming tool, for Azerbaijan Red Crescent staff and an induction course for Georgian Red Cross new

management, facilitated by Federation regional organizational development programme manager, were two examples of the regional delegation's work in 2003 within its new mandate.

Linked to project planning process training, the regional delegation also focused on strengthening national society planning and reporting capacities. A network of reporting people was established in the region progressively producing better reports. A regional reporting delegate provided a constructive and consistent feedback on all narrative reports - Federation programme updates 2003, as well as specific donor reports - and planning documents for 2004. All reporting officers in the region are involved in the Federation's new distance learning reporting tool as part of a wider mentoring, coaching environment.

There were setbacks too. The general funding situation of the Federation Secretariat has affected the core funding of the regional delegation. The delegation had focused mainly on activities in Turkey with only minimal support to the other national societies. The level of engagement in the Caucasus, however, will be increased.

The regional delegation has started discussing a four-year regional strategy (2+2) to chart its future support to national societies in Armenia, Azerbaijan and Georgia, as well as Turkey, based on their priorities. An important element will be improving cooperation between them, promoting networking, partnerships and knowledge sharing given the common issues these national societies face. For more details on Federation-supported operations in the southern Caucasus please see www.ifrc.org.

Health and care

Goal: Awareness of HIV/AIDS in specific target groups in Turkey is created, and the spread of HIV/AIDS related stigmatisation and discrimination was prevented.

Objective: The Turkish Red Crescent contributed to an increased public awareness for preventing the spread of HIV/AIDS as well as changed attitudes towards people living with HIV/AIDS among health personnel of the Red Crescent.

Achievements: The Federation supported Turkish Red Crescent Society as part of the global HIV/AIDS stigma action. The two were a driving force behind the establishment of a working group that developed a national HIV/AIDS prevention strategy. The team comprised representatives from the Ministry of Health and National Education, UNESCO National Health Committee, UNICEF, Family Planning Association of Turkey, public institutions, academies, and non-governmental organizations.

The working group also reformed a national commission. On this commission, the Turkish Red Crescent was instrumental in a national plan (2003-2005) to reduce stigmatisation and discrimination of people living with HIV/AIDS. Within this strategy, the Turkish Red Crescent trains its staff and volunteers, as well as the public, to raise the awareness of HIV/AIDS related issues.



Striking a chord: Young people showed great interest in materials displayed at a Red Crescent stand at a HIV/AIDS conference in Istanbul.

In October 2003, the Turkish Red Crescent invited experts from the Hacettepe University AIDS Research and Treatment Centre (HATAM) to train 18 people – staff and volunteers from headquarters, as well as personnel of medical and blood centres – as trainers on HIV/AIDS prevention. These trainers were then disseminating their knowledge to other volunteers and people at large. So far, they have reached 25 youth at Turkish Red Crescent headquarters. Training of volunteers continues.

The Turkish Red Crescent initiated the standardisation of training programmes and materials on HIV/AIDS that will be used by relevant Turkish organisations and institutions to train their staff, health personnel, volunteers and the public in coordination with the Ministry of Health.

The Red Crescent organised a workshop and invited ministry representatives and other main actors, such as the general directorate of public security, chief department of religious affairs, UNAIDS, Istanbul and Izmir based fight against AIDS associations, Istanbul

based Improving Human Resources Foundation, Izmir based Aegean University, Social Security Hospital, Ankara Skin and Venereal Diseases Dispensary and the Federation to make the process participatory. Another workshop is planned for February 2004.

In parallel, the Red Crescent, supported by the Federation, developed public information materials – brochures, cards, bookmarks and posters with messages on HIV/AIDS. Some of the materials was distributed to Red Crescent first aid instructors, health personnel at the Turkish Red Crescent blood centres, medical and community centres. The rest were handed out to young people during the national youth festival in Ankara and 6th national symposium on AIDS in December in Istanbul, where the Turkish Red Crescent had a booth. Materials were also distributed to the public in shopping malls and Turkish Red Cross blood and health centres in Istanbul, Ankara and Izmir on World Aids Day. Distributions will continue in 2004.

In an effort to reduce stigmatization and discrimination of people living with HIV/AIDS, the Turkish Red Crescent carried out a nation-wide media campaign in cooperation with national TV channels and leading newspapers to mark the World Aids Day. The campaign included messages and images from the Federation's global campaign materials on the disease disseminated during 15 days through newspapers, magazines and radio. Red Crescent posters on the HIV/AIDS were on display in streets of major cities. Newsletters and articles on Red Crescent HIV/AIDS campaign were put on the national society's web page too.

Coordination was an important aspect of the Red Crescent work. Throughout the year, the national society regularly attended meetings with other members of the national commission on HIV/AIDS to discuss implementation of the national plan of action.

The Deputy General Director, responsible for health and social services of the Turkish Red Crescent participated in an annual meeting of the European Red Cross and Red Crescent Network on HIV/AIDS (ERNA) in Latvia in September 2003 to share experience on HIV/AIDS projects.

Impact: The 2003 programme saw considerable achievements in increasing public awareness on HIV/AIDS. There has been positive feedback from people, staff and volunteers on information materials prepared and distributed by the Red Crescent. Training of Red Crescent staff initiated this year was also much appreciated and will continue.

One of the successful elements of the programme was increased coordination through reformed national HIV/AIDS commission, which enables to utilise available resources in a more efficient way and tackle the issue in unison more effectively. The government and partner organisations have praised the contribution of the Turkish Red Crescent.

Equally significant was the Turkish Red Crescent's participation in the annual meeting of the European Red Cross and Red Crescent network on HIV/AIDS. The meeting enabled the Red Crescent to share its experience with colleagues in other countries and strengthen cooperation with them so that by joining efforts they could fight this deadly disease more effectively.

Constraints: The implementation of the project was hampered by preparedness efforts of the national society to potential humanitarian crisis caused by the anticipated massive population movements from neighbouring Iraq. Additionally, the greater part of the Turkish Red Crescent resources have been diverted to assisting victims of the devastating earthquake that shook the south-eastern region of the country in May 2003. As a result, ongoing projects suffered delays. Turkish Red Crescent Health and Social Services Department, however, invested lots of efforts to put the project back on track and meet programme objectives by the end of the year.

Disaster Management

Goal: The Turkish Red Crescent is able to respond effectively to disasters and reduce their impact on vulnerable communities.

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

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

- Emergency and post disaster response;
- Disaster preparedness;
- Water and sanitation;
- Community-based disaster preparedness and non-structural mitigation;
- Psycho-social support, and
- Construction.

Emergency and post disaster response

The Red Crescent Society of Turkey prepared extensively for possible mass population movements across the border from **Iraq**. In partnership with the International Federation, the International Committee of the Red Cross (ICRC) and the Turkish Red Crescent formulated a strong, flexible, and cohesive Movement-wide strategy. The Federation focused on supporting the national society to effectively deliver assistance to the people of Iraq by scaling up operational capacity; enhanced disaster preparedness training; pre-positioning of stocks; and preparing camp sites for refugees or displaced persons. The National Society had originally braced itself to provide immediate shelter and other emergency requirements to an estimated 80,000 refugees.

The Government appointed the Turkish Red Crescent to coordinate and run the humanitarian operation in Turkey. The national society, supported by the Federation, quickly developed effective contingency plans to establish refugee camps in the border areas and provide services – health and care, water and sanitation, the distribution of non-food and food items – for beneficiaries. The Turkish Red Crescent immediately deployed some 400 staff in Diyarbakir, Silopi and Gaziantep, in the south-east of the country to support six camps with accommodation, psycho-social help and relief items from its disaster preparedness stocks.

Within weeks, tents, blankets, mattresses and kitchen sets for 50,000 beneficiaries were pre-positioned to the border areas. 59 vehicles were on standby. In addition, 16 mobile kitchens, with the capacity to cook 2,500 meals per hour, were deployed to Silopi, a town close to the Iraqi border, together with two mobile hospitals. The Turkish Red Crescent also provided multi-purpose tents for schools, mosques and other social activities to meet community needs.

A number of coordination meetings were held with operational partners such as UNHRC, WFP, other UN agencies, and NGOs to avoid duplication and ensure that resources were deployed where most required. The Turkish Red Crescent, in cooperation with the Federation and UNHCR, conducted a four-day seminar for deputy governors, high level representatives of the different government agencies at headquarters, programme officers of the relevant UN and other international agencies. The purpose was to establish common understanding on roles and mandates of international organizations and agencies; orient the camp managers on international laws and standards in respect of refugee/asylum seekers. Kizilay played an important facilitation role during the seminar.

Because the massive influx of refugees into Turkey did not materialize, Kizilay scaled down its presence in the border areas. All staff deployed returned to their branches. Efforts were then made to integrate the lessons learned into ongoing programmes.

Turkish Red Crescent was rapid and efficient in its response to the **earthquake in Bingol** too rushing relief materials there, including: tents and blankets, five tonnes of food, nine mobile kitchens (to serve 20,000 people a day), a field hospital with 50 beds and a mobile clinic, four ambulances and five generators. A team of 25

volunteers from Mus and Erzincan Branches was immediately deployed to the earthquake area to carry out search and rescue. Shortly after the earthquake, Turkish Red Crescent volunteers were on the disaster site providing water and food to those affected. Some 2,000 people were assisted and 1,000 food parcels were distributed on the first day. The affected families were also provided with 700 hygiene and 400 baby food parcels from the Turkish Red Crescent emergency stocks. The national society distributed over 3,000 pieces of clothing to families in need.

An important part of the Turkish Red Crescent's response was psycho-social support from the first day of the disaster. Four professional personnel from the national society were supported by two professional personnel from the Federation (for more details on this aspect of the Kizilay's work see section below on psycho-social support).

After the **bomb blasts in Istanbul**, the Turkish Red Crescent alerted its blood banks and blood collection centres. In two days, the Red Crescent collected 700 units of blood to respond to requests of blood transfusion at hospitals.

Disaster Preparedness: The Turkish Red Crescent established a working group to develop the overall Disaster Management strategic plan of the national society. Within this, the draft criteria for the selection of eight disaster response and logistics centres were developed and submitted to the executive committee for their comments and approval.

In parallel, decentralisation and pre-positioning of emergency stocks, as well as response structures, at disaster prone regions has been in progress. This will enable the Red Crescent to provide timely and efficient response to future calamities. The importance of this move was demonstrated during the response operations in Bingol and preparation for the influx of refugees from Iraq.

The Red Crescent also concentrated on developing its staff and volunteers. Supported by the Federation and partner national societies, it organised a number of training sessions on disaster preparedness and response management, logistics, needs assessment and planning, as well as communication during disasters.

Water and sanitation: Sphere international standards on water and sanitation in emergencies were included in all disaster preparedness and response management training. Turkish Red Crescent preparedness efforts for the Iraq crisis, as well as response to the earthquake in Bingol, were checked so that they were in line with the humanitarian charter and minimum standards in disaster response.

Community-based disaster preparedness and non-structural mitigation: The major achievement was the introduction of a community based first aid at local branches. First aid is an important way of reducing vulnerability in communities 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.

On 13 September, the Turkish Red Crescent joined other Red Cross and Red Crescent Societies to mark the World First Aid Day and carried out public awareness activities in five major provinces (Ankara, Izmir, Duzce, Bursa and Van) in cooperation with the Civil Defense, Metropolitan Municipality, the Fire Brigade Office, Emergency Medical Association and Med-line. To announce the upcoming activities and spread first aid messages, 2,000 posters were put up in the public buses and at gas stations.

The major public event took place in Ankara with thousands of participants gathering in Guven Park at Kizilay square, a popular meeting area in the city centre. The Red Crescent set up a big tent to perform first aid simulations and to present first aid equipment, information materials and the promotional items. Other simulations took place at two central and accessible petrol stations. In Guven park and at petrol stations, Turkish Red Crescent staff and volunteers distributed first aid and road safety information to the public.

First aid messages were printed on various materials and included '5..4..3..2..1..0..!!! DO YOU KNOW THE IMPORTANCE OF FIRST 5 MINUTES DURING EMERGENCIES?' and '40 hours-40 lives...YOU CAN SAVE MANY LIVES BY A 40 HOURS TRAINING COURSE'. They created immense interest among the public. As a result, a large number of people have registered to participate in the first aid training courses.

A symbolic Human Chain of Help also took place in Guven Park with the participation of Turkish Red Crescent staff, First Aid volunteers and the public.

The day's activities highlighted how first aid can save lives during emergencies. Around 50 staff and 200 volunteers were involved in activities which are estimated to have reached more than 15,000 people

Psycho-social support: Field operations in response to the Bingol disaster, preparations for the Iraqi crisis, and latterly the Turkish Red Crescent response to the Istanbul bombings were the clearest instances when the programme showed its strengths during the year. This success gradually changed the attitude of the society towards the project in that its benefit and impact could be more easily understood, and its integration into the Kizilay disaster response methodology more acceptable.

Operational management of the project changed during the course of the year whereby it was decided that the daily financial and management functioning of the project were to be gradually handed over to the Turkish Red Crescent. This was a slow process interrupted by the above disasters and the Iraqi preparations.

In order to integrate with the overall Federation goal regarding branch development, operations were started in pilot branches under Federation supervision only for initial steps to be reversed and new branches selected where it was felt the project would be more appreciated. In September, a memorandum of understanding regarding the financial contributions and future running of the project was signed.

Following a two day selection process, staff began for three of the pilot branches, (the identity of the fourth branch was still in question at the time of writing. They are now starting to implement the project enhancing community capacity to prepare for and respond to the emotional, psychological and behavioral difficulties arising from disasters or emergencies, utilizing the community centres as a focal point for the activities and social programmes they are organizing.

During the year, a psycho-social support manual including three training modules, worker support, psychological first aid, and community mobilisation, was developed. An updated, more user friendly version is expected early 2004. Furthermore, two brochures, 'Coping with crisis' and 'Worker Support' were designed. These were distributed during the above mentioned psycho-social responses. These activities were undertaken in co-operation with the Turkish Psychological Association who remain a valuable source of volunteers, and with whom the Istanbul bombing response was co-ordinated.

The first intervention of the Kizilay psycho-social team followed the earthquake in Bingol and involved an initial assessment, the distribution of brochures to the directly effected population, (including rescued survivors and other beneficiaries identified during food distributions), that included information about the psychosocial effects of disasters and ways of coping with them.

The team also distributed brochures and conducted meetings with search and rescue workers, Kizilay staff, and staff of the Bingöl State Hospital and other workers, that included information about the psychosocial effects of working in disaster relief operations and ways of helping each other to cope.

Furthermore, the team was particularly active in giving psychological first aid to children, who had been rescued from the ruins of the collapsed school, as well as identifying individuals who need further support, referring them to professional organisations and institutions that are giving psychological support in the region.

The statistics about the above activities are as follows:

Activity	1 May (persons)	2 May (persons)	3 May (persons)	4 May (persons)
Contacts for needs assessment	2	4	8	12
Dissemination of psychosocial information to beneficiaries and survivors	12	80	660	550
Dissemination of psychosocial information to emergency operation workers	20	170	190	359
Psychological first aid contacts with survivors	0	45	120	67
Contacts with emergency operation workers	0	20	80	46
Further psychosocial support to survivors	0	5	20	34
Psychosocial support to emergency operation workers through debriefings and orientation meetings	0	5	4	36
Other psychosocial orientations	2	3	5	12

During the Iraqi operation 300 Turkish Red Crescent camp staff together with 50 administrative officers of the south eastern region were trained on worker support, community mobilisation and psychological first aid. Activities were limited to staff members as no refugees crossed the border.

The Istanbul bombing response involved Turkish Red Crescent as a co-ordination point within 14 organisations. 2,000 workers, including police, municipality, and civil defense officials, were trained in worker support initiatives by Turkish Red Crescent themselves. Furthermore, the Red Crescent also coordinated the debriefing sessions and other post trauma activities for 3,000 victims and children carried out by the Ministry of Education and the Turkish Psychological Association. Some of the ongoing individual counseling sessions take place in Turkish Red Crescent Istiklal branch.

Construction : 2003 marked the finalization of construction works on the Mental Treatment and Rehabilitation Center in Yalova. The centre was built according to a seismic resistant design. It specializes on earthquake related traumas and has 50 beds. The project was one of the largest in the reconstruction programme launched by the Federation in response to the 1999 earthquakes that caused many deaths, destruction and huge economic damage. With the end of the works in the hospital, the reconstruction programme in Turkey has been completed.

The Federation, together with the appropriate authorities and institutions, organised a 'Seismic Safety of Buildings' workshop in September 2003, to exchange information and practical experiences with government building control officials, Istanbul municipality and governorate officers, consultants, researchers, insurance businesses and others in the professional sphere. Although there seem to be no fail-safe solutions to deal with earthquakes, the Federation's aim was to promote the notion of seismic structural stability of buildings and infrastructure and thus better protect vulnerable people in the event of future disasters. Some 400 people participated in the workshop.

Impact: The Turkish Red Crescent has made steady progress to strengthen its position as a key humanitarian actor in disaster management to prevent and alleviate suffering of vulnerable communities through effective mitigation, preparedness and response.

Disaster management is a priority area for assistance to the Turkish Red Crescent and considerable efforts are made by the Federation in this direction. The national society demonstrated a high degree of professionalism in its contingency planning for Iraq crisis and response to the Bingol earthquake. While the focus was the emergency relief effort, the operation provided valuable learning and growth opportunities for the Red Crescent Society in Turkey. National society staff and volunteers have developed as they were exposed to new operational methods, requiring rapid decision-making and good coordination. Staff and volunteers benefited from on-the-job learning. The establishment of psychosocial activities as a part of branch development in disaster management within Kizilay represents a major step in capacity building. The move reflects a growing realisation that recovery is not merely a physical reconstruction process but a human one too.

Constraints: The programme was overshadowed by the preparations related to Iraq and the earthquake in Bingol. In some ways this was an opportunity for increasing the disaster management capacities of the Turkish Red Crescent. However, limited capacity slowed progress in other parts of the country. Furthermore, the national society has yet to develop effective evaluation tools that would help the organization identify shortfalls and build its work on lessons learned.

A recent self-evaluation has revealed that only 20% of Red Crescent staff believes the national society is ready to respond to large-scale disasters, 53% think the Red Crescent is partly prepared, while 26% consider they are not well-prepared yet. The Red Crescent is committed to continue capacity building via better planning and a more integrated approach to disaster management.

Organisational Development

Goal: Capacity of the Turkish Red Crescent is enhanced, ensuring quality service delivery according to its mandate.

Objective: The organisational development efforts of the Turkish Red Crescent 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 level.

Achievements: The organisational development programme focused on three main projects:

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

Strategic planning implementation

The project supported the Turkish Red Crescent in development of the organisation's strategic plan to enable the national society 'develop adequate organizational and service capacity to deliver efficient, effective and sustainable services to people in need'. The Federation and other key partners have fed into this process. The plan focuses on six priority areas, identified by the national society, based on its vision, mission statement, and the Red Cross Red Crescent Fundamental Principles:

- disaster management,
- health and social services,
- blood banking,
- volunteering system development,
- branch development,
- media and public relations.

For each, the Turkish Red Crescent defined a strategic goal, objectives and performance indicators. The national society executive board and central committee reviewed and approved the plan in October 2003.

The strategic plan was printed in Turkish and English and shared widely within the organisation, as well as with Government authorities and other partners. The focus now will be on supporting the Turkish Red Crescent in its implementation.

In parallel with the strategic plan development, the Federation has been supporting the national society to strengthen planning capacities of its staff and volunteers. In 2003, 47 people from the headquarters, branches and blood centres received training on Project Planning Process (PPP), the Federation's main planning tool.

Additionally, the Federation's Project Planning Process Handbook was translated into Turkish and will be used as a main training material in 2004.

The Federation's guidelines on National Society Governance have been also translated. The document will be published and distributed to Turkish Red Crescent headquarters and branches. It is expected that the guidelines will raise awareness of Red Crescent staff about governance and management related issues.

Branch development

The Turkish Red Crescent has 652 branches. Some branches are active, particularly in providing health and social welfare services, while the majority have limited activities. The Red Crescent aims to 'ensure branches have capacity to deliver effective services that are in line with the mission and vision of the Kızılay by mobilising local resources'.

Specific objectives of the branch development reflected in its strategic plan are to assist Red Crescent branches in:

- development of core activities including raising people's awareness about the Red Crescent and its work; dissemination of the Fundamental Principles of the Movement; volunteer development and strengthening mobilisation of local resources.
- establishment of service programmes in response to needs in their regions and in compliance with the mission and vision of the Red Crescent;
- strengthening of communication, coordination and cooperation with other branches and partners.

In 2003, the Federation's support was focused on strengthening skills and knowledge of branch staff and volunteers. It helped the Turkish Red Crescent train 106 people on project planning, history of the Movement and its Fundamental Principles through a number of workshops.

Volunteering system development

The Turkish Red Crescent had a widespread and efficient volunteering system in the past. Over the years, however, it has lost most of its volunteers and volunteer-based activities have ceased. The Turkish Red Crescent aims 'to develop an effective volunteer management system that will ensure recruitment, management and retirement of volunteers to strengthen active service-based volunteerism in the Kızılay'.

The Federation's guide on implementation of its volunteering policy and its work plan to support the development of volunteering in national societies in 2001-2005 were translated into Turkish and distributed to Red Crescent staff and volunteers across the country. These will be the main documents the Red Crescent will refer to in its work with volunteers.

Progress has also been made in the development of a volunteering policy, which was approved by the Red Crescent executive board and the central committee. The policy acknowledges the role of volunteers in the work of the Red Crescent and defines their rights and responsibilities. It sets the framework for various units of the national society in the volunteering development.

Additionally, the Red Crescent has started developing guidelines on volunteer management for its branches and a volunteer's handbook. These documents will help the national society increase effectiveness of its work with volunteers.

Impact: It is early to measure impact of the programme at this stage as organisational development is a long-term intervention. It is, however, possible to deliberate upon potential effects of this year's achievements:

The 2003 programme supported by the Federation was a continuation of an internal change process initiated by the Turkish Red Crescent in 2002 to ensure its programmes are responsive to local needs and focused on the areas where the national society can have the greatest impact. It followed a planning model (see below) formulated by a joint Federation and Turkish Red Crescent working group to help the national society achieve its organisational development objectives. The model offers a plan to assist the national society in strengthening its institutional identity, as well as, improving its strategic and programme planning.

Turkish Red Crescent Planning Model



The major achievement of the 2003 programme is the finalisation of the Turkish Red Crescent Strategic Plan, which has paved the way for future even greater achievements. The organisation has now a clear mission statement explaining why the national society exists and who its primary beneficiaries are. It has a vision outlining what are the national society's long-term objectives. And it has a strategic plan to chart organisation's priorities, its goals and objectives consistent with the organisation's mission and vision. The Red Crescent is proud to be the first organisation in Turkey that initiated strategic planning. The plan will help it to efficiently and effectively mobilise limited resources that are available to fulfil its mission and vision.

The strategic plan also enables to better coordinate support of partners to the national society. A vivid illustration is a Turkish Red Crescent and American Red Cross bilateral branch development project, which was designed based on the strategic plan of the Red Crescent and will be piloted in seven branches in 2004.

More significant achievement probably is the process itself the national society went through to develop the plan. The Red Crescent followed a participative approach. Regular consultations were held with all stakeholders. Increased participation has strengthened the sense of ownership, the planning capacity and strategic thinking in the organisation at all levels, which will lead to its effective implementation. It is important now to build on the successes and continue the restructuring process to deliver better services to people in need.

An important component of this process is work with branches. The Federation has been encouraging Red Crescent branches to focus on improving skills and professionalism of their staff and volunteers. Branches have started to be involved in training programmes. Some of the induction courses in 2003 were conducted by branch staff and volunteers who had been trained as trainers earlier during the operation. Three of the induction courses were conducted with contribution and support of the local branches in Izmir, Bursa and Luleburgaz. Through ongoing training, capacities of the national society's staff, who are key constituencies of the organisational development programme, improved. They have a better understanding of volunteerism in service delivery. The induction courses helped Red Crescent staff and volunteers understand better the Movement, its components, history and mandate, vision and priorities.

The enormous potential of the branches, however, has not been fully utilised. Branches can play a greater role in providing services to vulnerable people, as well as, promoting humanitarian values and raising awareness of many other important issues at local level. Work, therefore, needs to continue.

Constraints: The organisational development programme was slowed predominantly due to the Red Crescent's workload with regard to emergency operations – preparedness for massive influx of refugees from Iraq and emergency response to the earthquake in Bingol in the first half of 2003.

Federation Coordination

Goal: The various long-term programme inputs from the Red Cross/Red Crescent Movement for the capacity building efforts of the Turkish Red Crescent are in accordance with the Federation's Strategy 2010 and with the priorities of the Turkish Red Crescent.

Objective: The coordination among partners of the Red Cross Red Crescent Movement was consolidated and thereby the Federation's various resources were best utilized in the interest of the Turkish Red Crescent Society.

Achievements: In addition to providing technical and financial support to the Red Crescent in operations to assist the most vulnerable, a key Federation secretariat role has been to coordinate and facilitate Red Cross Red Crescent engagement in humanitarian action with multiple actors within the Movement as well as non-Movement partners.

Within the Movement, coordination has been good, resulting in more focused support to the Turkish Red Crescent. Meetings between the Turkish Red Crescent, partner national societies and the Federation's delegation in Ankara have been conducted regularly, ensuring constant exchange of information on analysis of situations, as well as, planning and implementation of operations.

At present there are two partner national societies in Turkey – American and British Red Cross Societies. They are implementing bilateral programmes with the Turkish Red Crescent, mainly related to branch development and disaster preparedness. The programmes are in line with the agreements of the partnership meeting held in 2000. The Italian Red Cross completed its mission in Turkey and closed its delegation in July 2003.

The Turkish Red Crescent Society and Federation work in partnership with their sister organisation, the International Committee of the Red Cross (ICRC). In 2003, the ICRC opened a temporary delegation in Turkey. It has been assisting the national society in establishing tracing activities. The ICRC is also helping the Red Crescent promote International Humanitarian Law and the Fundamental Principles of the International Red Cross and Red Crescent Movement (including humanity) to Turkish security forces, academic circles and the wider public.

The Federation, through its regional delegation in Ankara, has been assisting the Turkish Red Crescent to strengthen partnerships within the Movement. Every step of developing the strategic plan of the Turkish Red Crescent was taken in cooperation with the partner national societies and the ICRC. A number of workshops, seminars and training programmes, such as induction and project planning, were carried out jointly.

Movement components maintain close link with government authorities and United Nations agencies, as well as other organisations sharing similar objectives and principles, as part of a coordinated effort to confront the humanitarian challenges in the country. Noteworthy is regular meetings and consultations of the Red Crescent with UNHCR, WFP, other UN agencies and non-governmental organisations during contingency planning for Iraq and Bingol. Such meetings helped avoid duplication and ensure that resources were deployed where they were most required.

Impact: Effective coordination with key humanitarian actors resulted in a common view of what the needs are in Turkey, as well as the region, and deployment of resources where they are necessary.

Constraints: A cooperation agreement strategy (CAS) could not be developed as planned due to delays in finalising the Turkish Red Crescent Strategic Plan. Key partners will meet in 2004 to review their work and focus within the context of the national society's strategic plan.

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 (SPHERE Project) in delivering assistance to the most vulnerable.

For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation website at <http://www.ifrc.org>

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.80/2003 Turkey
Period: year 2003
Project(s): PTR002, 003, 004, 160, 500, 514, 515, 517, 533, 601,
Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	5,229,504				
less					
Cash brought forward	5,178,970				
TOTAL ASSISTANCE SOUGHT	50,534				
<u>Contributions from Donors</u>					
American Red Cross (DNUS)	185,806				185,806
Australian Red Cross (DNAU)	190,000				190,000
Canadian Govt.via Canadian Red Cross (DGNCA)	411,108				411,108
Closed appeals balances (DBAL)	750,099				750,099
DFID 3- British Government (DFID03)	5,164				5,164
Donor - Unidentified (D000)	15,858				15,858
Finnish Red Cross (DNFI)	19,399				19,399
German Red Cross (DNDE)	306,268				306,268
Icelandic Red Cross (DNIS)	172,014				172,014
Ireland - Private Donors (DPIE)	35,928				35,928
Japanese Red Cross (DNJP)	1,654				1,654
Monaco gouvernement (DGMC)	122,455				122,455
New Zealand Govt.via New Zealand RC (DGNNZ)	86,310				86,310
Saint Marin Red Cross Republic of (DNSM)	8,431				8,431
Swedish Red Cross (DNSE)	130,000				130,000
Taiwan RCO (DM23)	224				224
Thai Red Cross (DNTH)	7,424				7,424
DENMARK				71,600	71,600
FINLAND				15,400	15,400
SWEDEN				29,200	29,200
TOTAL	2,448,142			116,200	2,564,342

II - Balance of funds

OPENING	5,178,970
CASH INCOME Rcv'd	2,448,142
CASH EXPENDITURE	(4,993,366)

CASH BALANCE	2,633,745

Appeal No & title: 01.80/2003 Turkey

Period: year 2003

Project(s): PTR002, 003, 004, 160, 500, 514, 515, 517, 533, 601,

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction	2,500,000	3,273,368			3,273,368	(773,368)
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid		12,985			12,985	(12,985)
Teaching materials	3,060	22			22	3,038
Utensils & Tools						
Other relief supplies						
Sub-Total	2,503,060	3,286,375			3,286,375	(783,315)
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	32,000	4,440			4,440	27,560
Medical equipment						
Other capital expenditures	3,000	4,147			4,147	(1,147)
Sub-Total	35,000	8,586			8,586	26,414
<u>TRANSPORT & STORAGE</u>						
Warehouse & distribution		6,498			6,498	(6,498)
Transport & vehicles	75,300	46,437			46,437	28,863
Sub-Total	75,300	52,936			52,936	22,364
<u>PERSONNEL & TRAINING</u>						
Personnel (delegates)	760,800	605,131		116,200	721,331	39,469
Personnel (regional, national staff)	596,033	478,553			478,553	117,480
Consultants	28,470	26,119			26,119	2,351
Workshops & training	508,669	111,333			111,333	397,336
Sub-Total	1,893,972	1,221,137		116,200	1,337,337	556,635
<u>GENERAL & ADMINISTRATION</u>						
Travel & related expenses	30,656	52,176			52,176	(21,520)
Information expenses	110,460	9,029			9,029	101,431
Admin./general expenses	241,139	232,497			232,497	8,642
Sub-Total	382,255	293,702			293,702	88,553
<u>PROGRAMME SUPPORT</u>						
	339,917	331,631			331,631	8,286
Operational provisions		(201,000)			(201,000)	201,000
Transfers & contributions						
TOTAL BUDGET	5,229,504	4,993,366		116,200	5,109,566	119,938