

Appeal 2002-2003

 International Federation
of Red Cross and Red Crescent Societies

TURKEY

(Appeal 01.47/2002)

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

	2002 ¹	2003 ²
	In CHF	In CHF
1. Disaster Response	7,446,658	0
2. Disaster Preparedness	638,652	663,371
3. Health and Care	1,781,236	2,170,562
4. Organizational Development	237,079	124,607
5. Co-ordination & Management	1,184,382	796,854
Total	11,288,007	3,755,394



Introduction

National context

In the second half of 1999, north-western Turkey, the country's most densely populated and industrialised region, was struck by two massive earthquakes in less than three months. The two earthquakes, the first one on 17 August measuring between 7.4 and 7.8 on the Richter scale and the second one on 12 November measuring 7.2 on the Richter scale, took 18,070 lives. In total, 48,948 people were injured and 363,718 homes and businesses were damaged or have collapsed. Several million people were left homeless.

The International Federation launched a preliminary emergency appeal immediately after the first earthquake, followed by a revised appeal for CHF 65 million on 8 September 1999 to carry out the emergency response and rehabilitation. The annual appeal for 2001-2002 with the budget of CHF 21 million mainly focused on construction, water and sanitation, social welfare in disaster response,

¹ The Federation does not seek any funding for the Turkey Appeal as the total budget is already fully covered by the remaining funds from the Federation (Turkey earthquake) Emergency Appeal no. 19/99.

² These are preliminary budget figures for 2003 and are subject to revision in the course of 2002.

capacity building in disaster preparedness, psycho social support and co-ordination and management in order to accommodate all stakeholders and to ensure the sustainability of the appeal programmes.

The socio-economic impact of the 1999 earthquakes is evident even today and recovery of the severely damaged infrastructure will take a few more years. Psychological trauma and lack of social activities at community level are common problems. The economic crisis, triggered by the floating of the Turkish Lira in February 2001, is continuing with rising unemployment and sluggish business especially in small size industry. It is further delaying the process of recovery from the earthquake damages.

Small earthquakes and tremors occur almost every month in all quake-prone regions of the country. Panic and concern among the local population are the major causes of injuries on every such occasion. While, with strong international support, new devices and technologies are introduced for the earthquake research, predictions made by seismologists and media are adding to the psychological uneasiness among the population particularly in Istanbul, which is supposed to experience a major earthquake anytime within the next 30 years.

National society priorities

The Turkish Red Crescent Society (TRCS) is composed of local committees with at least 100 volunteers each. There are 682 branches across the country which are co-ordinated by the central committee. Some branches, particularly in western Turkey, are active in health and social services, while most of the others need further development. With the assistance of the Middle East Technical University, the TRCS has been undergoing the process of restructuring since the first quarter of 2000. The restructuring aims at improved efficiency and productivity in line with the principles of the Movement in order to better meet the expectations of the Turkish public. As an important milestone of the process, an assembly was held in June 2001 in order to identify the concept of the new TRCS and facilitate its adoption.

The TRCS is a member of the Balkan conference, the Mediterranean conference and the Black Sea conference.

It contributes in cash and in kind to various international operations. Since June 2000, the TRCS has been assisting more than 10,000 Macedonian refugees with food, clothing, cleaning kits and medical aid. The TRCS response to the International Federation's emergency appeals is increasing as observed in the recent earthquakes in El Salvador and Peru.

Priority programmes for Federation assistance

To support the Turkish Red Crescent Society, the Federation will focus on:

- **Disaster response** - construction projects to address the medium and long term needs of the earthquake victims.
- **Disaster preparedness** - capacity building of the TRCS especially through education and training both at the headquarters and branch levels, in close co-operation with the organizational development programme.
- **Health and care** - introduction of the self-help network of psychological support and community-based activities and a water and sanitation project to provide clean water to communities by rehabilitating the water supply and treatment system.
- **Organizational development** - support to the long-term change process of the TRCS, including the leadership orientation, strategic development of branch capacities and volunteer management, in close co-ordination with the disaster preparedness programme.
- **Co-ordination and management** - co-ordination of the Red Cross and Red Crescent partners' as well as Turkish media support to the TRCS.

Individually, some TRCS partners will focus on:

- **Disaster preparedness at branch level and in the community** - development of disaster response/preparedness capacities of specific branches as well as development of a community-based disaster preparedness model - American, British and German Red Cross Societies.
- **First Aid** - dissemination of and support to standardised First Aid training particularly at branch level - Spanish, Italian and French Red Cross Societies.
- **Research** - strengthening the linkage between scientific research and response planning and response capacity building through training and public awareness programmes - American Red Cross.

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1. Disaster response

Background and achievement/lessons to date

In the second half of 1999, northwestern Turkey was struck by two massive earthquakes in less than three months. The first, on 17 August 1999, measured between 7.4 and 7.8 on the Richter scale and lasted for 45 seconds. Izmit, an industrial city of one million people in western Turkey, was the closest to the epicenter. The official death toll stands at over 17,100 with some 44,000 people injured. The disaster was followed by more than 1,300 aftershocks, culminating in the second quake at 18h57 on 12 November 1999, measuring 7.2 on the Richter scale. It shook Düzce and Kaynasli counties in the northwestern province of Bolu. There is a confirmed death toll of 845, with 4,948 people injured.

The northern Anatolian fault line runs from Izmit in northwestern Turkey to Erzincan that is nearly 700 km to the east and beyond. There were approximately 14 movements of the geological plates in the last century.

In all earthquakes, the collapse of buildings and infrastructure is the largest single cause of death and injuries. Unless buildings are properly designed, procured and constructed, they can become “killers” during an earthquake. On the other hand, buildings and infrastructure that respected construction codes and quality practices have protected vulnerable communities during and after earthquakes. The importance of high competence and professionalism in undertaking construction projects in a seismically active area cannot be overemphasized. Despite widespread destruction of buildings and infrastructure, there is adequate proof within the disaster areas to support the fact that adequately designed and constructed buildings and infrastructure withstood the earthquake and thereby saved lives and prevented economic loss.

The reconstruction programme does not serve the rehabilitation purposes alone. The seismic techniques used in the reconstruction process when combined with dissemination and information exchange with appropriate authorities and institutions, contributes to protection of vulnerable communities in future disasters.

Completed construction projects

Projects	Signing of MoU	Design &documentation	Tender evaluation &design	Completion of the construction
Construction of Sakarya State Hospital	July 2000	Feb. 2001	Apr. 2001	Oct. 2001
Renovation of Kandira State Hospital	July 2000	Sept. 2000	Nov. 2000	Feb. 2001
Construction of Inkilap Primary School	Sept. 2000	June 2001	July 2001	Dec. 2001
Construction of Cubuklu Primary School	Sept. 2000	June 2001	July 2001	Nov. 2001
Completion of Derince Teachers Primary School	Sept 2000	N/A	N/A	Aug. 2001
Construction of Samat Primary School	Sept. 2000	June 2001	Aug. 2001	Dec. 2001
Renovation of Macarlar Primary School	Sept. 2000	Oct.2000	Nov. 2000	April 2001

Goal To further contribute to the construction of improved infrastructure (permanent health, educational and social facilities) that will withstand future disasters.

Objectives and Activities

Objective 1 To finalize the construction of 2 seismically resistant hospitals early in 2002 as well as a child psychology centre by February 2003.

Activities to achieve objective 1 are:

- For the child centre, carry out tendering of contractors based on fully prepared information and documentation. and evaluation of contractors and contract awards by local authorities.
- Carry out the construction.
- Supervise the construction together with the local authorities.
- Monitor the construction.
- Carry out the interim evaluation of the construction works.
- Upon the latent defects liability period, release the retention money as appropriate.

Objective 2 To raise awareness and discuss/disseminate techniques for safe buildings in an urban earthquake situation.

Activities to achieve objective 2 are to organize a “Safe building workshop”.

Expected results

- The following construction schedule will have been followed:

Projects	Signing of MoU	Design&documentation	Tender evaluation/awarded	Construction
Construction of Korfez Hospital	July 2000	Aug. 2001*	Sep. 2001*	April 2002*
Construction of Duzce State Hospital	July 2000	Feb. 2001	May 2001	Feb. 2002*
Yalova Child Psychology Centre	Dec. 2000 /Jan 2001	Feb. 2002*	March 2002*	Feb. 2003*

**planned completion*

- Safe building techniques will have been used in urban areas.

Indicators

- Suitability of projects to end-users including the governing authorities, medical staff and patients.
- Seismic resistance and practical compliance with the governing laws in the Republic of Turkey.

Critical assumptions

- Coherent understanding of the technical seismic aspects by all stakeholders.
- No additional seismic movements.
- Continuous interest and support by the national society.
- Continuous funding by the Red Cross and Red Crescent partners.

Monitoring and evaluation

Monitoring of this programme will be carried out in the following way:

- As this programme started immediately after the earthquake in 1999, many of the monitoring tasks (monitoring of project designs, pre-qualifications, tendering) have been already completed. The International Federation construction delegate, the field co-ordinator and their team will continue monitoring the site construction process on daily basis including quality management, time management, bills verification and payments.

Evaluation of this programme will be carried out in the following way:

- At each stage of the project including the design and documentation and tendering stages for the child centre as well as the construction stage for the hospitals and the child centre.
- Post-construction evaluation will be carried out by the International Federation construction team together with the authorities. The impact on the relevant communities and their needs as well as the impact on the infrastructure will be also evaluated.

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2. Disaster preparedness

Background and achievements/lessons to date

Turkey is squeezed between the three of the world's major tectonic plates - the Eurasian, Arabic and African plates - and the criss-crossing fault lines are clear evidences of the potential risk and extent of seismic activity in the country. Earthquakes account for about 97 % of all human injuries and deaths caused by natural disasters. Other disasters affecting the country include floods, fires, land slides, rock falls /avalanches and technological disasters.

The TRCS disaster preparedness activities in 2001 were focused on disaster preparedness training programmes, improving and revising the logistics system and procedures and on establishing a communication system that is resistant to network failure and /or overload in events of natural disasters. The training seminars conducted in 2001 have generated enthusiasm and positive attitude towards training.

In 2001, the national society has endeavoured to define its position and role in the national disaster preparedness and response management system. However, it has not yet succeeded as a change process initiated in the government agencies has not yet been finalized. Despite the inconveniences, the TRCS has, in the past two years, vigorously sought various options to develop and improve their own policies, organisation and structure as well as to build up the capacity of the core staff and volunteers. It has employed additional staff with relevant skills and organized training in project and disaster planning, management, and co-ordination. The new staff have proven to be a valuable asset in the implementation of the disaster preparedness programme.

Three project planning and three disaster preparedness/response management workshops were conducted in 2001. A total of 154 persons from the headquarters and branches, national staff working for the partner national societies and representatives of other disaster management agencies participated in the workshops.

The International Federation and the American Red Cross have joined their efforts in assisting the TRCS to develop the information material including the disaster preparedness and response training manuals, earthquake/floods/fire posters and booklets for increasing public awareness.

Specialized training courses included logistics (34 participants); crisis telecommunication (20); first aid instructors training (191 certified); water rescue (32) and field hospital training workshops (40 participants). These courses were organized jointly by the International Federation delegation and Red Cross Societies from Spain, Germany and Norway.

In 2002-2003, the disaster preparedness plan will mainly focus on institutional capacity building i.e. branch development, logistics, disaster preparedness and response training, co-ordination and co-operation with the Red Cross and Red Crescent partners and government /UN agencies as well as on community-based first aid and disaster preparedness, establishment of community-based disaster response teams, public awareness, information and education campaign.

Goal To contribute to further capacity building of the TRCS in the field of disaster preparedness and response in order to improve the quality of its emergency disaster response service delivery.

Objectives and activities

Objective 1 To assist and support the TRCS in defining its position and its role in the national disaster management plan and to ensure that its preparedness and response plans, day to day activities or interventions meet the national society mandate.

Activities to achieve objective 1 are:

- Review and update the existing disaster preparedness policy, systems and procedures.
- Review the existing legal documents and redefine the TRCS role/mandate in the national disaster management plan.
- Develop guidelines, systems and operational procedures (SOPs) in disaster preparedness and response.
- Advocate and support the establishment of regional preparedness and response centers at Izmit and Erzurum as a part of the decentralized response approach.

Objective 2 To support 8 to 10 TRCS branches, together with the partner national societies, to further develop and enhance their disaster preparedness and response capacity and to enable them to be more responsive to the needs of the most vulnerable.

Activities to achieve objective 2 are:

- Conduct assessment among identified branches .
- Select pilot project areas together with the TRCS.
- Conduct ground/social preparation.
- Constant project monitoring and evaluation.

Objective 3 To assist the TRCS to develop its human resources through a comprehensive disaster management training programme that will eventually enable it to carry out its roles and responsibilities efficiently and with sound professional standards.

Activities to achieve objective 3 are:

- Conduct training needs analysis.
- Encourage the TRCS to create a committee or a focus group to review and develop training strategies, modules, curriculum and standard certification for trainees.
- Encourage and introduce career structure and merits system to enhance efficiency and creativity to improve professionalism.

Objective 4 To support the TRCS in developing and printing the disaster management manuals and other public information/education campaign materials that can be used by trainers in disaster preparedness and response management workshop.

Activities to achieve objective 4 are:

- Collect and study the disaster preparedness materials.
- Upgrade the disaster preparedness materials.
- Print and distribute the materials.

Objective 5 In consultation with other external agencies, to promote and support TRCS in developing standardized training curriculum in disaster preparedness and emergency disaster response that is relevant to Turkey.

Activities to achieve objective 5 are:

- Develop an over-all training strategy.

- Identify and select the working group.
- Establish working procedures.
- Conduct training needs analysis.
- Identify parameters and guidelines in curriculum development.
- Maintain good working relationship with other governmental and non-governmental agencies that are actively involved in the realization of the national disaster management programme.

Objective 6 To support 8 to 10 of the TRCS branches, together with the partner national societies, to conduct public education and training activities to enable the communities understand the hazards, risks, vulnerabilities and disaster management processes in order to help them identify and prioritize activities to strengthen their capacities.

Activities to achieve objective 6 are:

- Conduct assessment in four branches and twelve communities.
- Conduct one standard disaster preparedness and response management workshop in each of 8 to 10 selected branches.
- Conduct 20 basic/modular disaster preparedness and response management in 12 communities.
- Conduct earthquake, fire and other simulation exercises or drills at the community level.

Objective 7 To assist 8 to 10 of the TRCS branches in establishing and training the community disaster response teams (CDRT) that can be mobilized to support emergency/disaster response programmes at the local level and to enable them to provide technical support to the operations in the neighbouring branches.

Activities to achieve objective 7 are:

- Conduct specialized courses like first aid and psycho-social support training to further enhance their knowledge and skills as response team members.
- Conduct training programmes and promote public awareness in communities through already trained members of the disaster response teams.
- Conduct performance evaluation in the established branch and community disaster response teams.
- Procure personal response outfits and equipment to the branch and community disaster response teams including vests, safety caps/helmets, safety shoes, safety gloves, raincoats, flashlights and first aid kits.

Objective 8 To help the TRCS advocate the importance of public information and education in disaster preparedness and develop strategies that will improve disaster awareness.

Activities to achieve objective 8 are:

- Promote public participation and integration in disaster management planning.
- Encourage families and local communities to take active part in the national disaster management programme by promoting awareness in their communities.
- Develop, print and distribute disaster prevention posters and other information materials.

Objective 9 To assist the TRCS headquarters and branches to develop programmes and strategies for recruitment, training and maintenance of volunteers.

Activities to achieve objective 9 are:

- Design recruitment strategies.
- Develop criteria for volunteer recognition.
- Conduct training of volunteers in leadership and other skills including income-generation.

Expected results

- By the end of the two year period, the TRCS will have clearly defined mandates and roles in the national disaster management system. The national society will have adapted a mission statement that will guide them in their disaster preparedness and response.
- Eight to ten of the TRCS branches will have been further developed and the preparedness and response capacities will have improved and their services will have become more responsive to the needs of the communities.
- A national core team of trainers in disaster preparedness and response management will have been established conducting training at all levels.
- One hundred thousand copies of disaster preparedness and disaster response management training manuals and 1.3 million copies of disaster preparedness information material or posters and brochures (disaster specific) will have been printed, distributed and /or disseminated in the TRCS branches, communities and other disaster management partner agencies.
- A standardized disaster preparedness and response management training programme with separate training curricula covering basic, standard and modular trainers' course will have been developed, tested and adapted by the headquarters and the branches.
- Disaster preparedness and disaster response management modules, trainers guidebooks will have been printed and distributed and adapted by the trainers.
- Courses on standard disaster preparedness and response management for volunteers will have been conducted in 10 TRCS branches and 20 basic/modular courses will have been conducted in the 8 relevant local communities.
- At least 8 branch disaster response teams and 8 community disaster response teams will have been organized.
- Disaster response personal outfits /kits for about 300 disaster response team members in the communities and branches.
- Community participation in various disaster preparedness activities will have increased.
- The targeted communities and branches will have developed their own community disaster action plans (CDAP).
- The number of branch volunteers will have increased by 50% at the end of year 2002 and 85% at the end of 2003.

Indicators

- The TRCS acts according to its mandate and role in the over-all disaster management programme.
- The TRCS is a well-recognised member of the national crisis co-ordination committee.
- The co-operation with the governmental and non-governmental organizations involved in disaster management is well maintained.
- The number of the branch and community volunteers with improved awareness and dedication is increased.
- Branches and local communities start to develop or initiate their own projects on the basis of their needs and priorities.

Critical assumptions

- Positive response of the TRCS leadership to the proposed organizational and structural changes.
- Continued government and public confidence in the TRCS.
- Continued support of the donor community.
- No major disaster within the programme period.
- Communities will be receptive of the "new" TRCS services and programs and there will be high level community participation.
- Clear policy guidelines and strategic directions of the TRCS will be developed and put into effect.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- The Federation disaster preparedness delegate will be in close contact with the TRCS counterparts at both the headquarters and branch levels, the institutional development delegate, the Red Cross and Red Crescent partners as well as with the consultants involved in the programme formulation and design.
- The Federation disaster preparedness delegate, together with his /her counterparts and the Federation institutional development delegate, will continuously monitor the programme. The disaster preparedness delegate and counterparts will be visiting the targeted branches on regular basis in order to document progress, address the problem areas and take appropriate action.
- The TRCS shall submit quarterly reports, and an annual evaluation shall be conducted at the end of every year.

Evaluation of this programme will be carried out in the following ways:

- An external team will be deployed to conduct the final programme evaluation at the end of the second year. The final evaluation team will include representatives from the TRCS, the partner national societies, and the Federation disaster preparedness and institutional development delegates. The evaluation will match the accomplishments against the preset objectives. The report of the team will as well identify the strengths and weaknesses including the financial aspect of the programme implementation. It will be mandated to formulate clear recommendations on future improvements based on good practices learnt during the implementation of the programme.

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3. Health and care

- **Community centre programme**
- **Water and sanitation**

Community centre programme

Background and achievement/lessons to date

The 1999 earthquake left a long-term legacy, severely damaging the country's infrastructure and having a devastating effect on the lives of the affected population. Unemployment, physical disabilities, breaking up of social structures and psychological reactions to the traumatic events are among the most common problems still faced by the survivors. The effects of these traumas are immeasurable and long-lasting.

In order to provide psychological support and social well-being to the population having suffered from the disaster, a broad community based project, the Community Centres Programme (CCP) has been designed. The CCP is the result of the integration of two already existing programmes within the International Federation of Red Cross and Red Crescent Societies. Indeed, in collaboration with the Turkish Red Crescent Society, the Federation started to realize a psycho-social programme in February 2000 and a social welfare programme in June 2000.

The psycho-social programme and social welfare programme have similar overall goals, which are in summary the empowerment of the social framework, the promotion of a supporting environment, the prevention of mental health problems within the community and the sustainability of the entire programmes in a long-term perspective. For this reason, the Federation and the TRCS have taken the common decision to integrate the social welfare and psycho-social support programmes into one Community Centre Programme with the aim to promote social well-being and to provide psychological support within the local communities. This is a pilot programme that can be used by the Federation and PNS in the future.

So far, the psycho-social programme including 3 psycho-social support centres have been established; the first centre is situated in Avcilar, the most affected area of Istanbul, the second one in Izmit and a third one in Düzce. In each centre, professional staff and volunteers receive training on participatory approach in order to upgrade their skills for community-based work with people having experienced the earthquake.

Furthermore, the community has benefited from 3 different kinds of services in the centres: individual counselling, support groups and social activities and projects organized with the active participation of the members of the community. All the existing centres are now an integral part of the Community Centre Programme.

Regarding the social welfare programme, the construction of a multipurpose social facility in Kaynasli has started based on the agreements with the TRCS and the local authorities. Once the construction is finalized (planned for October 2001), the first community centre providing psychological support, community-based social activities and income generating services will be inaugurated in Kaynasli.

In order to offer a democratic platform, to enable the responsibilities to be shared with a larger group and to act as a representing body for the voice of the community, a Community Centre Committee comprised of representatives from the TRCS local branch, community leaders, and community centre staff and volunteers has been settled up for the Kaynasli centre. Lessons learned from this experience indicate that such a committee should be built for all the community centres.

Based on the earthquake experience and the necessity to associate national experts with the programme, the TRCS and the Federation initiated a National Advisory Committee with representatives of the Children's Society of Protection and Social Services, Hacettepe University Social Services Faculty and the Turkish Psychologist Association as members.

Goal To contribute to alleviating the suffering and improving the quality of life of the population by promoting a community-based programme focusing on psychological support and social well-being.

Objectives and activities

Objective 1 To establish six community centres situated in Kaynasli, Avcilar, Izmit, Düzce, Adapazari and Yalova as focal points for social activities and events, psychological support and various training courses.

Activities to achieve objective 1 are:

- Organize various education programmes such as English, computer and first aid for the general public based on the capacities of the centres, the identified needs in the communities and the interests of the participants.
- Organize specific training for the staff and the volunteers of the centres in order to improve their skills and knowledge and allow them to give a proper response to the needs of the community. Organize training for trainers (ToT) on psychological first aid and the participatory appraisal defining psychological and social needs and activities in the communities.
- Organize meetings and dissemination of Red Cross and Red Crescent principles and values in order to increase the awareness of the community on a wide range of issues.
- Organize different social activities such as folk music and dances, movies, concerts, theatre, handicrafts and cultural events. Participating in these social activities will allow the vulnerable and the survivors of the earthquakes suffering from the traumatic effects of the disaster to restore their self-confidence.
- Provide counselling services by professionals (psychologists, social workers) including individual sessions, open or closed discussion/support groups.
- Provide supporting group counselling by trained volunteers and professionals through active listening.
- Establish co-operation with governmental institutions and non-governmental organizations, partner national societies and the TRCS at local level for each community centre in order to promote the programme and its benefits to the community.
- At local level, network with hospitals, social welfare offices, community services and leaders, local government services and establish a referral database system.
- Establish a community centre newsletter linked to the TRCS web site in order to increase the visibility of the programme and to promote TRCS's image in the public.
- Develop a communication plan (newspapers, radio, TV, community meetings) in order to keep the community updated on the services of the community centres.
- Establish co-operation with governmental institutions and non-governmental organizations, partner national societies and the TRCS at national level in order to promote the programme and its benefits

to the community.

- Establish income-generation as a key component guaranteeing the sustainability of the programme. This component is present within all the activities of the centres.

Objective 2 To guarantee the sustainability of the community centres.

Activities to achieve objective 2 are:

- Create, within the health department of the TRCS headquarters, a psycho-social unit working on the community centres programme and integrate it with the Federation team.
- Integrated the TRCS team with the Federation team in order to reach the objective in an atmosphere of understanding and define the roles and responsibilities, technical support, working contracts, human resources including supervisors and trainers, financial support, co-ordination and evaluation. Support occurs in the perspective of ensuring and promoting self-sufficiency.

Expected results by first half of 2003

- Mental health prevention system will have been established in the communities through the increased capacity in TRCS and the development of psychological support and social well-being programmes that could be activated immediately after disasters.
- The quality of life of people affected by the earthquakes will have improved significantly.
- The number of reactions to traumatic stress and their occurrence will have decreased.
- The cultural and educational level of the members of the community using the facilities and peer support within the population will have increased.
- The public image of the TRCS will have improved
- Local branches will have been provided with safe and earthquake-resistant buildings serving as operational centres in case of emergency.

Indicators

- The quality of activities.
- The number of new volunteers joining the programme.
- The number of visits to the centres by community members and the positive impact of the centres in the community.
- A good balance between services offered to the community and services requiring financial participation from the beneficiaries.

Critical assumptions

- The TRCS continues to support the programme.
- Funding is available for the full implementation of the programme.
- Sufficient appropriate staff and interest from the TRCS is provided to take over the programme.
- No major disaster occurs during the programme period.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- The joint TRCS/Federation team will monitor the development and implementation of the programme in the community centres by making regular visits and having meetings in the field.
- The staff of the community centres will monitor the programme through regular weekly meetings.
- The motivation and working schedule of the volunteers will be monitored by the staff of the community centre by having regular meetings with the volunteers.
- A monthly report on the number of visits, their reasons, number of activities and their nature will be submitted to the Federation and the TRCS.
- Monthly and annual activity reports of each centre will be submitted to the Federation and the

TRCS.

- External monitoring will be carried out by national experts.
- The National Advisory Committee will closely monitor the implementation of the community centres programme in the field and will provide technical support, accordingly.

Evaluation of this programme will be carried out in the following ways:

- The staff will prepare a business plan including monthly, half-year and annual objectives which will represent a team performance evaluation tool.
- A general (external) evaluation of the impact of the community centres programme will be carried out every year. The first important milestone is the evaluation of the Kaynasli center during the first half of 2002.
- As an institution responsible for the community centres in Turkey, the Children's Society of Protection and Social Services, will make annual evaluations related to the observance of the regulations and the system.
- Questionnaires will be developed in order to make evaluations of the services.
- Financial audit will be carried out annually either by an external consultant or by a private auditing company.

Water and sanitation

Background and achievement/lessons to date

After the earthquakes of August and November 1999, emergency water and sanitation assistance by the International Federation of Red Cross and Red Crescent Societies took place with support by various national societies. Critical water and sanitation equipment was distributed to more than 35 tented cities with over 60,000 beneficiaries. During the emergency relief phase of the operation, over 50 water tanks, 570 washing machines, 320 chemical WC cabins, 100 WC containers, 110 shower containers, 1,200 garbage containers and 26 metric tonnes of chlorine were delivered by the International Federation.

After the emergency phase, there were plans to reinstate a 16 km pipeline project for delivering water supply to 119 villages with over 40,000 beneficiaries. The Memorandum of Understanding related to this project between the Federation, Turkish Red Crescent and the Kocaeli governorship was signed in July 2000. Tender and contract award took place in September 2000 and the implementation of the project began immediately afterwards. This project was successfully concluded in March 2001 with end testing and commissioning during April 2001. The project was completed in time despite the harsh winter conditions in January 2001 and difficult rocky strata in certain sections of the pipeline.

There is still a shortage of clean water supply in general. The main types of destruction caused by the earthquakes were hydro-geological changes to springs and groundwater as well as the trigger of huge landslides that have caused contamination to streams, particularly during periods of heavy rainfall.

While finalizing the Kandira water pipeline in March 2001, the Federation water and sanitation delegate worked with the local authorities on identifying another project that involves treatment of water as a result of earthquake damages to the water supply infrastructure and contamination caused by a major landslide. This is the Avluburun water treatment project at Kocaeli.

The Avluburun water treatment project aims at improving the situation caused by contamination of water by earth from a landslide triggered by the earthquake. During the rainy periods in the winter, the water is highly turbid and its colour, contaminated by organic sandy silt, is brown in colour.

The Kocaeli governorship, with its capital works implementing arm (Koy Histmetleri) and the eventual water supply operator (Avluburun Water Union) and with consent from the Turkish Red Crescent Society, has sought the Federation support in this worthwhile project that will benefit the communities in need of the reliable clean water. The Kocaeli governorship will co-finance half of the project that includes the water infrastructure works (pipes, water tanks etc.) and has appealed to the Federation to cover the cost of the actual equipment and treatment facilities.

Goal To contribute to providing clean water to the communities by rehabilitating the water supply and treatment systems.

Objectives and activities

Objective 1 To work with the local authorities in planning, designing, procuring and installing the equipment in order to fulfill more sustainable and longer-term needs of the affected communities.

Activities to achieve objective 1 are:

- Prepare the agreement in the form of a Memorandum of Understanding with the Kocaeli

governorship and the Turkish Red Crescent to meet the objective as outlined above.

- Prepare an overall implementation plan and identify the exact timelines for the proposed Federation funded activities.
- Review technical specifications, design elements and quantities.
- Carry out pre-qualification of suppliers and contractors.
- Select competitive tenders for successive packages of works.
- Carry out component testing and install the equipment.
- Carry out tests and the final commissioning of the system.
- Where appropriate, release latent defects liability retention 3 months after completion.

Expected results

- Installation of the equipment will have been finalized by August 2002.
- Final testing and commissioning will have been done by September 2002. (Signing of MoU, preparation of a detailed time plan and selection of contractors have been carried out in 2001).

Indicators

- Quality and quantity of water.
- Number of beneficiaries using the system.

Critical assumptions

- All parties to the Memorandum of Understanding fulfill their roles accordingly.
- Continuous donor support.
- No major disaster occurs during the programme period.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- The Federation water and sanitation delegate and his team will be responsible for regular monitoring of the quality management, time management, costs verification and contracts management.

Evaluation of this programme will be carried out in the following ways:

- After the completion of the programme, its impact on the beneficiary communities will be evaluated.

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4. Organizational development

Background and achievements/lessons to date

From the post emergency phase of the Marmara earthquake, the structure of the Federation delegation in Turkey has been adjusted to reflect the need of the Turkish Red Crescent Society for support in specific areas related to its internal reorganisation. The TRCS started its restructuring process in the first quarter of 2000, by having commissioned the Middle East Technical University (METU) in an effort to review its mission, strategy and organization to improve its humanitarian service delivery. Central board members, branch representatives and the headquarters management are all involved in the change process. The management development unit has been created in the TRCS Organization and method directorate, coinciding with the work on the Country Partnership Strategy (CAS) that commenced in the first quarter of 2001. The progress in the intended restructuring is steady but slow, and needs a momentum with continued support from the Federation.

At the Partnership meeting in September 2000, the need for capacity building, in particular at branch level, was reiterated and agreed between the TRCS and partner national societies. It was followed by a branch development study conducted by a consultant commissioned by the German Red Cross at the end of that year. Today, many of the programmes (disaster preparedness and response, first aid training, volunteer management) supported by the partner national societies are targeting branches in line with these agreements. The TRCS is still in the process of establishing a nation-wide branch strategy in order to implement these programmes in a co-ordinated way.

Goal To support the TRCS capacity building in line with the Strategy 2010, so that the TRCS can improve the service delivery in the core areas throughout its structure and step up its performance as a member of the Federation.

Objectives and activities

Objective 1 To support the governance and management of the TRCS in its pursuit of stronger and concerted leadership throughout the structure.

Activities to achieve objective 1 are:

- Conduct orientation workshops on the guiding principles of the Federation for the leadership in the national headquarters and at branch level (TRCS has a total of 672 branches) in order to develop clearly defined strategies and plans of the TRCS.

Objective 2 To promote the capacity building of the TRCS branches particularly in the fields of volunteer management and youth, in close co-operation with the disaster preparedness programme.

Activities to achieve objective 2 are:

- Provide the TRCS general directorate with guidance and advice in its development of strategy for branch capacity building.
- Co-ordinate the branch development programmes of partner national societies.
- Provide the TRCS headquarters and branch directorates with tools and methods for the development of volunteer and youth activities.
- Conduct workshops on volunteer management and youth for major branches.

Expected results

- Orientation workshop for the leadership will have been completed by the first quarter of 2002 in the headquarters and by the third quarter of 2002 at branch level.
- National branch strategy will have been in place by the first quarter of 2002.
- Joint (TRCS, partner national societies and the Federation) evaluation of the branch support programmes will have been completed by the third quarter 2002 and recommendations will have been submitted by the end of 2002.
- Volunteer management and youth guidelines will have been established in the first quarter of 2002 and disseminated to the branches by the fourth quarter 2002. Evaluation and recommendations will have been completed by the second quarter of 2003.

Indicators

- Results of the TRCS general assembly in April 2002 and 2003.
- Branch performance by monitoring the beneficiary/community level.
- Increased number of registered volunteers and volunteer activities.
- Creation of specialised (disaster response, first aid) volunteer groups at least at 5 branches.

Critical assumptions

- Continued support and understanding of the leadership of the TRCS.
- Continuous donor support.
- No major disasters occur in the programme period.

Monitoring and evaluation arrangements

Monitoring and evaluation of this programme will be carried out in the following ways:

- Internal Federation monitoring by the Knowledge sharing department through a field visit in May 2002.
- Continuous programme monitoring by the Federation organizational development and disaster preparedness delegates with support from the Federation secretariat, representatives of the partner national societies and the TRCS.

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5. Co-ordination and management

Background and achievements/lessons to date

Upon the completion of the emergency response to the 1999 Marmara earthquakes, the structure and the role of the Federation delegation in Turkey have been adjusted to fit the increasing need for the capacity building of the TRCS.

The co-ordination meeting of the Red Cross and Red Crescent partners held in September 2000, underlined the need for support to the TRCS effort for capacity building, in particular at branch level. Today, most of the programmes and projects implemented or planned by the partner national societies are targeting the TRCS branches. As branch strategies are yet to be finalized by the TRCS, each branch development initiative needs to be closely co-ordinated by the TRCS headquarters with the Federation's support.

Supported by the Federation, the TRCS has become a member of the international working group on disaster mitigation, prevention and preparedness. This group was created by UNDP in March 2000 to serve as an advisory body to the international community active in the field of disaster management. The TRCS is expected to play an important role in this working group, in the UN disaster management team (UNDMT) as well as in other national level initiatives.

Most of the Turkish media continue to give the TRCS unbalanced critical coverage. The TRCS needs continued assistance in its pursuit for rebuilding its relationship with the media and in creating a new cooperative partnership with the press.

In order to streamline the Federation programmes and activities, the Istanbul field office will be closed and necessary personnel integrated in the Ankara head office. All delegates and programme managers will be based in Ankara while the national technical personnel will be stationed in the programme locations.

In order to enhance the capacity building of the TRCS, the Federation will have to improve its co-ordination role.

Goal To improve co-operation between the Federation members, ICRC, TRCS, UN agencies, government bodies and NGOs and to promote co-operative partnership between TRCS and the media.

Objectives and activities

Objective 1 To co-ordinate and facilitate co-operation of the partner national societies supporting the TRCS activities in Turkey.

Activities to achieve objective 1 are:

- Hold regular general and programme related co-ordination meetings with participation of the partner national societies and the TRCS.
- To renegotiate the status agreement between the government of Turkey and the Federation to include the partner national societies in the agreement.
- To sign technical service agreements with partner national societies supporting the TRCS activities in Turkey.

- Hold regular co-ordination meetings with ICRC and facilitate, when necessary, their presence and activities in Turkey.

Objective 2 To ensure the linkage and relevance between the TRCS priorities and assistance by the partner national societies and the Federation.

Activities to achieve objective 2 are:

- Continue to develop the Country assistance strategy (CAS) together with the TRCS and some stakeholders.
- When completed, share the same with present and future stakeholders including those outside the Movement.

Objective 3 To improve the understanding of the Turkish media about the Movement and promote the humanitarian role of the TRCS.

Activities to achieve objective 3 are:

- Conduct seminars for journalists, to disseminate the basics of the Red Cross and Red Crescent Movement and in particular the mandate and activities of the TRCS, so that a new co-operation with media network can be generated.
- Ensure continuous information sharing with the media about the TRCS initiatives and activities through press releases and direct contacts.

Objective 4 To promote and facilitate the TRCS participation in international assistance.

Activities to achieve objective 4 are:

- Assist in identifying assistance needs within the framework of the Federation and ICRC appeals.

Expected results

- A new status agreement between the Turkish government and the Federation will have been signed by the end of 2002.
- Technical service agreements with all partner national societies supporting the TRCS activities in Turkey will have been prepared by early 2003.
- The CAS for Turkey will have been agreed within the first quarter of 2002. Presentation to the representatives of the partner national societies will have been organized at the beginning of the second quarter of 2002 while the achievement analysis and updating of the CAS will have taken place during the second quarter of 2003.
- Seminars for the media (Ankara, Istanbul and eastern Turkey) will have been completed by the first quarter of 2003.
- Good media coverage of the Red Cross and Red Crescent activities in Turkey will have been achieved.
- Close co-operation with the ICRC will have continued.
- International participation of the TRCS will have increased.

Indicators

- Positive internal audit results.
- Smooth co-operation of all parties in above mentioned agreements.
- Balanced media coverage of humanitarian tasks of the Movement and especially of the TRCS within an ethical and legal framework.

Critical assumptions

- A continuous commitment of the TRCS.
- Continuous donor support to the programme.
- Continuous commitment of other relevant agencies and organizations.

Monitoring and evaluation arrangements

Monitoring and evaluation of this programme will be carried out in the following ways:

- By delegates and national staff.
- Through the performance, development and review system.
- Through internal audit.

PROGRAMME BUDGETS - 2002								
Delegation Turkey								
PROGRAMME	Disaster Resp	Disaster Prep	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	5'044'046	0	443'300	0	0	0	0	5'487'346
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	1'137'500	0	0	0	0	0	0	1'137'500
Medical & 1st Aid	0	0	0	0	0	0	0	0
Teaching Materials	0	85'000	5'800	0	0	0	0	90'800
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	0	0	0	0	0	0	0
Subtotal Supplies	6'181'546	85'000	449'100	0	0	0	0	6'715'646
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	0	0	0	0	0	0	0
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	0	182'000	0	0	0	10'000	192'000
Subtotal Capital	0	0	182'000	0	0	0	10'000	192'000
Programme Management	503'107	43'064	120'109	0	15'986	0	79'863	762'129
Technical Services	136'087	12'891	35'954	0	4'785	0	23'907	213'625
Professional Services	167'018	14'296	39'873	0	5'307	0	26'512	253'007
Subtotal Programme Support	806'212	70'252	195'936	0	26'079	0	130'282	1'228'761
Warehousing/Inspection	0	0	0	0	0	0	0	0
Transport & Vehicles	25'500	7'000	18'200	0	7'000	0	40'900	98'600
Subtotal Transport & Storage	25'500	7'000	18'200	0	7'000	0	40'900	98'600
Delegates & Expatriates	192'100	103'900	207'800	0	103'900	0	212'200	819'900
National Societies and Local Staff	211'400	88'300	369'300	0	42'300	0	394'500	1'105'800
Subtotal Personnel	403'500	192'200	577'100	0	146'200	0	606'700	1'925'700
Travel & Related Expenses	29'900	14'200	42'600	0	14'200	0	44'800	145'700
Information	0	85'000	10'300	0	0	0	15'800	111'100
Consultants	0	60'000	25'900	0	0	0	45'000	130'900
General Expenses	0	0	122'700	0	0	0	290'900	413'600
Training Workshops & Seminars	0	125'000	157'400	0	43'600	0	0	326'000
Security	0	0	0	0	0	0	0	0
Subtotal Training, Information & General	29'900	284'200	358'900	0	57'800	0	396'500	1'127'300
TOTAL BUDGET	7'446'658	638'652	1'781'236	0	237'079	0	1'184'382	11'288'007

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