AFAD

REPUBLIC OF TURKEY
PRIME MINISTRY

DISASTER AND EMERGENCY MANAGEMENT
PRESIDENCY

2013 - 2017
STRATEGIC PLAN

Republic of Turkey
Prime Ministry

DISASTER AND EMERGENCY
MANAGEMENT PRESIDENCY

2013 – 2017
STRATEGIC PLAN

ANKARA 2012

One should consider preventive and protective measures before disaster hits. It is futile to lament after the disaster hits.

K. Atatürk

ABBREVIATIONS

AFAD   : Disaster and Emergency Management Presidency

AFAD-TC : AFAD Training Centre

PPRC   : Press and Public Relations Consultancy

DoITC   : Department of Information Technologies and Communication

DoE   : Department of Earthquake

LC   : Legal Consultancy

DoRC   : Department of Recovery

HR   : Human Resources

CBRN   : Chemical, Biological, Radiological and Nuclear

DoRS   : Department of Response

DoPM   : Department of Planning and Mitigation

SEM   : Strategy Exploration Meeting

DoSD   : Department of Strategy Development

DoCD   : Department of Civil Defence

DRPoT   : Disaster Response Plan of Turkey

DoAS   : Department of Administrative Services

CONTENTS

Our world is going through a time in which the impacts of natural and man-made disasters are getting more and more exacerbated. The current situation has become a threat to living in a safe environment for communities. The most fundamental method of coping with this threat is to identify the dangers and risks associated with all areas of life, and then take the necessary measures to counter them. It will thus be possible to always raise the society's quality of living.

Turkey is located on a high-risk geography that is heavily affected from disasters due to its geological structure, topography and climactic characteristics. Our country has learned some bitter lessons from the disasters it has experienced, and has consequently abandoned the crisis management mentality and taken necessary steps to prioritize risk management in disaster management.

In this scope, promoting a culture of risk prevention and mitigation in the society, accelerating training activities, using modern technologies and communication facilities, expanding cooperation at the local, regional and international level and playing a leading role in these platforms are among our priority objectives.

We have to make our strategic policies and prepare for the unexpected based on the foresight that the global climate change and instability may cause disasters and emergencies at unexpected dimensions.

In this line, it is my hope that the first 5-year strategic plan by AFAD, which I believe will be a road map for the priority actions that our country must take, will serve well on the path towards **"building a disaster resilient society"**.

Besir ATALAY
Deputy Prime Minister

FOREWORD BY DEPUTY PRIME MINISTER

" Promoting a culture of risk prevention and mitigation in the society, accelerating training activities, using modern technologies and communication facilities, expanding cooperation at the local, regional and international level and playing a leading role in these platforms are among our priority objectives. "

FOREWORD BY THE DIRECTOR-GENERAL

" This plan, prepared as a contract with the society, includes a multitude of projects that we will carry out towards realising our mission, such as pre-disaster preparedness, planning, risk reduction and mitigation, education and awareness-raising activities, strengthening the information infrastructure, and establishing a disaster information and data centre. "

All duties concerning pre-disaster and post-disaster activities, emergencies and civil defence were incorporated under AFAD with a law passed in 2009 for the purpose of ensuring effective disaster management.

Some important duties fall on the part of our Presidency, which has carried out significant activities to date, at the point of coping with disasters to safely carry our country into the future.

Preparing all parts of the society for disasters and strengthening our disaster management system using the innovations brought on by the age of technology are at the forefront of these duties.

This plan, prepared as a contract with the society, includes a multitude of projects that we will carry out towards realising our mission, such as pre-disaster preparedness, planning, risk reduction and mitigation, education and awareness-raising activities, strengthening the information infrastructure, and establishing a disaster information and data centre.

Today, a Turkey is a country that is developing in all areas, that takes on a leading role in the solution of international problems, and that is taken as an example in its region. As AFAD, we have rolled up our sleeves to do our part in the name of realising the 2023 vision of this new Turkey with its new mission, and make Turkey into an inspiring model in the area of disaster management, and we are continuing to work ceaselessly towards this end. While doing that, we work in coordination with Provincial Disaster and Emergency Directorates and all public agencies and organizations as well as NGOs.

Our plan, prepared with great participation by our employees, will serve as a compass in our endeavours to achieve our identified goals and objectives with sure steps together with all our stakeholders.

I would like to take this opportunity to thank all our employees who have worked in preparing AFAD's 2013-2017 Strategic Plan, all our project execution teams and all who have contributed to the efforts.

Dr. Fuat OKTAY
Director-General

11

EXECUTIVE SUMMARY

> *Turkey is in the ninth place in the world with regard to human losses in earthquakes, and on the fifth place in terms of the total number of people affected. Turkey experiences an average of one earthquake with a magnitude of 5 to 6 every year.*
>
> *According to statistics from the last 60 years, direct and indirect economic losses caused by disasters correspond to 3% of the GNP. This shows the importance of disaster management for Turkey.*

Turkey is among the countries most affected from disasters on a global scale due to its tectonic, seismic, topographic and climactic structure. Although disasters such as floods, avalanches, landslides and fires are common in our country, earthquakes take the first place when evaluated in terms of their devastating effects.

Turkey is in the ninth place in the world with regard to human losses in earthquakes, and on the fifth place in terms of the total number of people affected. Turkey sees an average of one earthquake with a magnitude of 5 to 6 every year. A look at a seismic zone map reveals that 70% of Turkey's lands and 76% of its industrial facilities are on first and second degree seismic hazard zones. On average, around 1000 people lose their lives and 9000 residences suffer damages in disasters every year.

In Turkey, since 1950 almost 34,000 citizens have lost their lives only due to earthquakes. According to statistics from the last 60 years, direct and indirect economic losses caused by disasters correspond to 3% of the GNP. This shows the importance of disaster management for Turkey.

As a result of the lessons learned from management and coordination problems in particular from the earthquake of 1999 and various subsequent disasters, the former post-disaster central-to-local crisis management mentality was replaced with pre-disaster mitigation activities and local-to-central risk management. In this framework, with the founding law passed in 2009, AFAD was established at the central level, with Disaster and Emergency Directorates attached to Governorates under Special Provincial Administrations established at the local level.

Starting to work on its strategic plan following its founding, AFAD has extensively revised the draft strategy document in consideration of changes in higher management levels and legislation, as well as experiences from the Van Earthquake and studies on social disorders taking place in various countries in the recent years.

Within the scope of new studies launched by the Department of Strategy Development, national and international literature was scanned, interviews were made with internal stakeholders with regard to the current state of the Presidency, things that should be done in the next five-year period and expectations, and a Strategy Exploration Meeting (SEM) was conducted with employees representing all levels of the organization. In line with the information obtained from these studies, AFAD has identified its vision as: **"Being a leading and coordinating organization which offers a model that can be taken at the international level as being, based on sustainable development, risk-centered, efficient, effective and performing reliable service in the studies related to disaster and emergencies."** and its mission as **"Building a disaster resilient society. "**

AFAD identfied its goals parallel to its vision and mission as follows

- *Being a constantly developing and learning organization,*
- *Establishing a risk-centred integrated disaster management system,*
- *Generalizing disaster management standards,*
- *Launching out an educational campaign for disaster preparedness,*
- *Being a leading organization in the international arena.*

The first of these five goals, identified on the basis of risk management, seeks to ensure institutionalization and information management, as we believe that "AFAD should first effectively manage itself in order to effectively manage disasters." The second goal incorporates all the steps contained in an integrated disaster management cycle, from establishment of support systems to execution of necessary activities, and seeks to spread this system nationwide. The third goal reflects the necessity to introduce standardization into disaster management so as to ensure effective, efficient and economic utilization of all resources with relevant actors acting within specific rules in full cooperation. One of the most important pillars of integrated disaster management is society's preparedness for hazards and risks. An education campaign will be launched to prepare our country for disasters, which is planned under objective four. The final objective of the plan is to strengthen our international relations, increase our

visibility and become a leading country in the international arena in parallel with our country's vision. The objectives below these goals are given in the table.

Our values and principles are the most important factors that affect the way of doing business of our organization. As a result of the studies AFAD's values and principles determined as follows:

VALUES
Dedicated
Human-Focused
Reliable
Sensitive
Self-Confident

PRINCIPLES
Openness and Transparency
Participation and Sharing
Accountability
Effectiveness and Efficiency
Consistency and Integration

With its strategic plan, AFAD aims to:
- Place its decisions and actions in a strategic management framework,
- Plan development and change in its services,
- Create an organizational culture and ensure that its employees take ownership of that culture,
- Prepare its budget in a way that will enable it to realize the goals set in its strategic plan, and base its resource allocations on pre-determined priorities, and
- Fulfil its accountability obligation towards the public.

AFAD has structured its strategic plan to confidently carry our country to the year 2023 with all its axes, and has established the necessary infrastructure to put it into practice with speed.

GOALS AND OBJECTIVES

GOAL 1	BEING A CONSTANTLY DEVELOPING AND LEARNING ORGANIZATION
Objective 1.1	Increasing Conformity to Public Internal Control Standards to 90% by the end of 2017
Objective 1.2	Building Reliable and Sustainable AFAD Organizational Information Systems by the end of 2017
Objective 1.3	Switching to Strategic Human Resources Management by the end of 2014
Objective 1.4	Increasing Capacity for Information and Expertise on Disaster Types by 20% Every Year
Objective 1.5	Raising Awareness on AFAD Activities by 20% Every Year

GOAL 2	ESTABLISHING A RISK-CENTRED INTEGRATED DISASTER MANAGEMENT SYSTEM
Objective 2.1	Completing Disaster Management Strategy Documents and Plans by the end of 2016
Objective 2.2	Increasing Risk Reduction Activities by 20% Every Year
Objective 2.3	Improving Preparedness and Response Capacity by 25% on Average Every Year by the end of 2017
Objective 2.4	Improving Recovery Capacity and Processes by 20% Every Year
Objective 2.5	Detecting the Epicentres of Earthquakes in Turkey and the Region with 99% Accuracy and a 1-km Margin of Error by the end of 2017
Objective 2.6	Developing Disaster Management Support Systems by the end of 2017

GOAL 3	GENERALIZING DISASTER MANAGEMENT STANDARDS
Objective 3.1	Ensuring Standardization in Risk Reduction Activities by the end of 2015
Objective 3.2	Ensuring Standardization in Preparedness and Response Activities by the end of 2014
Objective 3.3	Ensuring Standardization in Recovery Activities by the end of 2014
Objective 3.4	Ensuring Standardization in Disaster Education by the end of 2014
Objective 3.5	Building an Accreditation and Certification System Oriented to NGOs and Private Sector Companies by the end of 2016

GOAL 4	LAUNCHING OUT AN EDUCATIONAL CAMPAIGN FOR DISASTER PREPAREDNESS
Objective 4.1	Raising Society's Disaster Awareness by 50% on Average Every Year Nationwide
Objective 4.2	Increasing Disaster Training Capacity of Local by 5 Folds by the end of 2017
Objective 4.3	Increasing the Training Capacity of AFAD Training Centre by 30% on Average Every Year
Objective 4.4	Building Systems for Supporting Training and Awareness-Raising Activities by the end of 2014

GOAL 5	BEING A LEADING ORGANIZATION IN THE INTERNATIONAL ARENA
Objective 5.1	Increasing the Presidency's Performance in International Humanitarian Aid
Objective 5.2	Increasing Cooperation Activities that will Strengthen AFAD's Organizational Presence in the International Arena by At Least 20% Every Year

15

CHAPTER 1
SITUATION ANALYSIS

17

CHAPTER 1
SITUATION ANALYSIS

1.1. HISTORY OF DISASTER MANAGEMENT IN TURKEY

While our history of disaster management goes way back, the first regulation in this area was a royal decree by the Ottoman Sultan Beyazıt II following the Istanbul Earthquake of 14 September 1509 which resulted over 13,000 deaths and destruction of 109 mosques and 1047 buildings. With the decree, every household was given 20 gold pieces so that they could rebuild their homes. In addition, prohibition of building houses on the land-filled areas on the coast and encouraged building wood-frame houses.

Another important document is the Regulation on Building (by the Ebniye Nizamnamesi) issued in 1848 as a result of the need to introduce rules for urbanization and housing following the increase in urbanization. With the Regulation, some rules were introduced for buildings in Istanbul, and the Building Regulation Code became effective through the empire in 1877.

In the Republican period, municipalities were given the duty to build houses for those in need and carry out inspection and auditing functions regarding settlement and housing development with the Municipalities Law no. 1580 of 1930. With the Law no.2290 on Mu-

nicipal Buildings and Roads of 1933, matters such as preparation of city development plans, construction permits, technical liability, building inspection, structures and roads were regulated according to the urbanization concept of modern times.

The concept of civil defence arose from the idea of developing passive protection measures to ensure that the public is protected from all hazards so as to alleviate the harm inflicted on civilian populations due to war, when wars started to expand beyond the front line and kill civilians in masses in the World War I . In Turkey, civil defence services were first regulated with the Regulation on Protection and Defence against Air Strikes Behind the Front, put into effect in 1928. In 1938, the Passive Protection Law no.3502 was put into practice, and mobilization directorates were established in provinces to carry out civil defence services.

On 26 December 1939, Turkey experienced one of its greatest catastrophes, the Erzincan Earthquake. After the earthquake which resulted over 30,000 deaths and people with more than 100,000 heavily damaged or destroyed buildings, Law no.3773 on the Aids

to be Extended to Those Suffering Losses in Erzincan and regions affected from the Erzincan Earthquake" was adopted on 17 January 1940. With the law, the principles concerning the aid extended after the earthquake were determined, and matters such as tax cancellations, compensation payments to civil servants, and building materials aid were regulated for the first time.

After more than 43,000 people lost their lives with around 75,000 wounded and almost 200,000 buildings suffering heavy damage or

1939 Erzincan Earthquake

total destruction in the Erzincan Earthquake of 1939 and the earthquakes of Niksar-Erbaa, Adapazarı-Hendek, Tosya-Ladik and Bolu-Gerede, "Law no.4623 on Measures to be Taken Before and After Earthquakes" was published on 18 July 1944. Studies oriented to reduce losses from disasters in the real sense started with this law in Turkey. It should be noted that during the same period in the world, only Japan, the USA and Italy had similar laws. According to the Law, Turkey's first Seismic Zones Map, Regulation on Building Codes for Seismic Zones, and Regulation on Buildings to be Built in Disaster Zones were issued in 1945.

In early 1940s, lots of floods occurred in many regions of Turkey. Therefore, Law no.4373 on Protection against Floods and Overflows was adopted on 14 January 1943, which identified the measures for the first time against floods to be taken before disaster took place and introduced new principles for works to be undertaken during

disasters. In 1950s, intensive efforts were made with regard to disaster management, as evidenced by the adoption of:

• Zoning Law of 1956, which was way ahead of its time, dealt with determination of disaster hazards when identifying settlement areas along with the technical liability system and building inspection matters,

• Law of 1958 on the establishment of a Ministry of Development and Housing with the primary duties of taking necessary measures before and after disasters, planning the regions, cities and villages of the country, solving the problem of housing and settlement, and developing building materials and standards, and

• Law no 7269 on Precaution and Aid Against Disasters Effecting Common Life, dated 15 May 1959, which introduced the concepts of disasters such as earthquake, flood, landslide, rock fall, avalanche, fire and storm, and possible disaster, which covered also the measures to be taken for the protection of lives and property before a disaster in settlement areas that are prone to disasters, and which laid the foundations of the General Directorate of Disaster Affairs.

During the same period, Law no 7126 on Civil Defence, which came into effect in 1959, regulated the rescue and first aid actions that should be carried out during disasters, filling an important gap in this area and establishing the General Directorate of Civil Defence under the Ministry of Interior.

Another important arrangement in the area of disaster management is the 1988 Regulation on Principles of Organizing and Planning Emergency Aid for Disasters. It regulated the establishment and duties of aid organizations to ensure planning of all state resources and forces before a disaster, and in case of a disaster, ensure that state forces reach the disaster scene as fast as possible and provide the victims with the most effective emergency assistance.

Although Law no. 7269 was amended to reflect the requirements of the times, the earthquake hitting Erzincan in 1992 showed that disasters could result not only in physical but also in socio-economic losses such as unemployment , migration, production losses etc.,

Hence, in the same year, Law no.3838 on Execution of Services Concerning the Damage and Disruption Caused in Şırnak and Çukurca with the Earthquake Disaster Occurring in the Provinces of Erzincan, Gümüşhane and Tunceli was adopted. Seeing the successful implementation of this law and based on the need to have a similar law covering the entire country, Law no.4123 on Execution of Services Concerning the Damage and Disruption Caused By Natural Disasters was passed.

The earthquakes hitting the Marmara Region in 1999 are the most important disasters experienced by our country. What set these earthquakes apart from their predecessors was their primary characteristics, such as how they hit areas with large populations and heavy industry and how they affected a very large area, which made it necessary to revise our disaster management structure. To fill the gaps in coordination, General Directorate of Emergency Management of Turkey was established in 2000, our building inspection system was fully changed, and insurance coverage was made mandatory. However, the way the three main organizations working in disaster management, namely the General Directorate of Emergency Management of Turkey, General Directorate of Disaster Affairs and General Directorate of Civil Defence, were organized under three different ministries caused the continuation of problems in this area.

In line with the lessons learned from disasters and taking into consideration the changes in the world, the Republic of Turkey started to work on developing a system in which the central level would be responsible for coordination and the local level would be strengthened as it was understood that local management of disasters would be more effective.

As a result of these studies, Law no.5902 was adopted in 2009 to eliminate the problem of coordination between agencies involved in the disaster management system; with the Law, these three general directorates were abolished, and the Disaster and Emergency Management Presidency was established, with Provincial Disaster and Emergency Directorates established at the local level in provinces, directly attached to the Governorates. The Law replaced the old crisis management approach with a new mentality that gave priority to risk management.

1.2. AREA OF ACTIVITY, LEGAL OBLIGATIONS

With environmental, demographic, climactic, social and economic indicators changing all around the world, it is seen that the frequency, type, number and impact areas of disasters are also increasing. It is through an Integrated Disaster Management System that we can take the strongest stance against the changes taking place with regard to disasters. The main founding purpose of AFAD is to ensure the most effective execution of the integrated disaster management system before, during and after disasters and emergencies, and in this sense to ensure high-level national and international coordination in this context.

In this framework, in order to reduce losses from disasters, ensure disaster preparedness, disaster response and fast recovery works after disasters, AFAD:

• Ensures cooperation between all relevant national and international agencies and organizations for effective planning, management, support and coordination of necessary activities in line with specified standards,

• Promotes disaster awareness and culture in the public by carrying out research, development and education activities, and

• Ensures that protective and preventive measures are taken within the framework of the principle of social state.

AFAD is an organization promoting rational utilization of resources in this multi-dimensional and multi-actor area and carrying out its activities on a multi-disciplinary basis. The integrated disaster management system adopted as the pillar of risk management by AFAD consists of four axes:
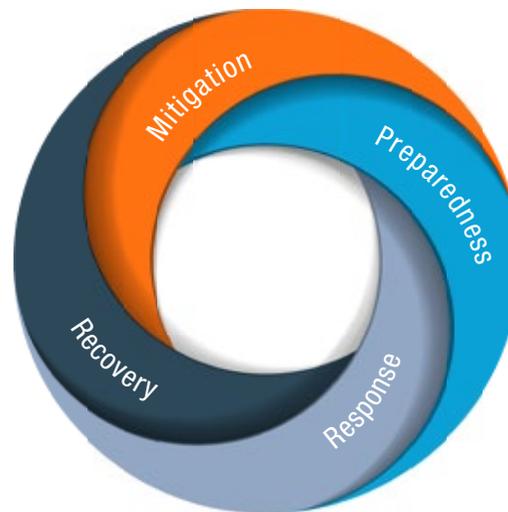
Figure 1: Integrated Disaster Management Cycle

Mitigation:

This phase covers activities oriented to reduce or eliminate the likelihood of loss or lessen its intensity through risk evaluations. Under this axis raising public awareness on disaster risk, developing organizational structures and legislation implemented before and after disasters, and developing research and development policies and strategies in line with needs and priorities are actions covered. In this framework, the following outputs constitute the basis of mitigation activities:

• Risk management and mitigation plans based on disaster and emergency studies implemented at country level,

• National Disaster Management Strategy and Action Plan,

• Determination of possible disaster and emergency regions and

announcement of preventive measures,

• Plans, projects and zoning principles for areas likely to suffer damages,

• Information and evaluation reports on disasters and emergencies taking place in the country and abroad,

• Principles of in-kind, in-cash and humanitarian aid,

• International exchange of information,

• Arrangements oriented to inform, educate and raise awareness of the public on disasters and emergencies, and

• Standards of disaster and emergency services.

• Information, communication, forecasting and early warning systems,

• Resource management system,

• Risk maps,

• Research and development activities,

• Training of response teams,

• Exercises concerning disasters,

• International cooperation,

• Generalizing insurance services,

• Ensuring conformity of NGOs to disaster-related service standards, and

• Ensuring conformity to standards of disaster and emergency management centers' common communication and information systems.

Preparedness:

This axis implicates the preparation and training activities for intervention in disasters through coordination of people and institutions. In this phase AFAD's purpose is to ensure full scale preparedness against disasters.In this framework, the following outputs constitute the basis of disaster preparedness activities:

• Arrangements oriented to inform, educate and raise awareness of the public on disasters and emergencies,

• Emergency aid and logistic service plans,

• Disaster and emergency plans for miscellaneous groups,

Response:

This axis covers the activities to determine and meet all necessities that may arise as a result of disasters and emergencies, as fast as possible. In this framework, the following services are crucial in ensuring coordination and effective job distribution by AFAD for quick delivery:

• Communication,

- Transportation,

- Protection from fire and hazardous substances,

- Search and rescue,

- Safety and traffic,

- Health and sanitation,

- Damage assessment,

- Infrastructure reparation,

- Safety of food, agriculture and animal,

- Emergency shelter,

- Nutrition,

- Interment,

- Debris removal,

- Social support,

- Logistics and maintenance,

- Information management, and

- Emergency aid funding.

Recovery:

This axis covers activities to normalize and, if possible, further improvement of all life systems that have been disrupted due to disaster or emergency, in the fastest and most accurate way. In this framework, the following outputs and services are essential in ensuring return to normal social life and increasing disaster resilience:

- Measures to normalize life after disaster and emergency,

- Safe site selection,

- Disaster housing,

- Credit to those building their homes,

- Zoning, planning and project arrangements for disaster prone locations

- Post-disaster safe re-building.

The Integrated Disaster Management System is coordinated by AFAD in integration with sustainable development efforts, as included in the United Nations Millennium Development Goals and the HYOGO Framework for Action. It is AFAD's responsibility to manage possible disasters and emergencies in our country that may have local, regional, national or international impact in the globalization process. Managing disaster mitigation and preparedness phases and ensuring relevancy and functioning of development plans are among the primary objectives of AFAD. AFAD fulfils the following duties and responsibilities as adopted by the United Nations with regard to disaster risk reduction and development plans:

- Collection of necessary basic data on disaster risks and development of planning tools so as to monitor the relationship between the development policy and disaster risk,

- Collection and dissemination of data required for making the best and most effective development plan and policy to reduce disaster risk,

- Re-orienting development and disaster risk reduction sectors, mobilizing and warning the public.

1.3. STAKEHOLDER ANALYSIS

Due to its large area of activity, AFAD has a stakeholder relation with almost all segments of the society. Stakeholder relation has constantly been kept active, as can be seen in the Strategic Planning Process attached, in the name of ensuring participation, which is one of the most important elements of the strategic planning process within the scope of plan preparations.

Attaching great significance to the contribution of its stakeholders in the realization of actions covered in the plan, AFAD's internal and external stakeholders were analysed to determine how much contribution would be made by which stakeholder at what phase. According to this analysis, internal stakeholders consist of organization executives and employees, while external stakeholders are grouped under 3 categories: Main Solution Partners, Auxiliary Solution Partners, and Beneficiaries.

Main Solution Partners are agencies and organizations which have responsibilities in the main operation areas of disaster and emergency processes. Auxiliary Solution Partners are agencies and organizations that provide auxiliary services to the Presidency and main solution partners in relation to their duties and functions within the disaster management cycle. Beneficiaries are all segments benefiting from the products and services produced by AFAD and its solution partners.

As a result of the studies that all out units have carried out with external stakeholders, the following stakeholder relations matrix was formulated:

ORGANIZATION	MAIN SOLUTION PARTNER	AUXILIARY SOLUTION PARTNER	BENEFICIARY
Citizens	√	√	√
Prime Ministry	√	√	
Ministry of Justice	√	√	
Ministry of Family and Social Policies	√	√	
Ministry for European Union Affairs	√	√	
Ministry of Science, Industry and Technology	√	√	
Ministry of Labour and Social Security	√	√	
Ministry of Environment and Urbanization	√	√	
Ministry of Foreign Affairs	√	√	
Ministry of Economy	√	√	
Ministry of Energy and Natural Resources	√	√	
Ministry of Youth and Sports	√	√	
Ministry of Food, Agriculture and Livestock	√	√	
Ministry of Customs and Trade	√	√	
Ministry of Interior	√	√	
Ministry of Development	√	√	
Ministry of Culture and Tourism	√	√	
Ministry of Finance	√	√	
Ministry of National Education	√	√	
Ministry of National Defence	√	√	
Ministry of Forestry and Water Affairs	√	√	
Ministry of Health	√	√	
Ministry of Transport, Maritime Affairs and Communications	√	√	
Turkish Armed Forces	√		
Affiliated and Subordinated Organizations of Ministries	√	√	
Governorates	√		
Provincial AFAD Directorates			
Regulatory and Supervisory Agencies		√	
Universities		√	√
International Organizations		√	
Professional Chambers		√	
Local Governments	√		
Civil Society Organizations	√	√	
Private Sector Organizations		√	
Media		√	√

Stakeholder Relations Matrix

1.4. SELF-ANALYSIS

ORGANIZATIONAL STRUCTURE

According to the organizational structure and duty concept introduced by Law no.5902, AFAD has an administratively horizontal and flexible structure with a results-oriented duty concept, which does not have any hierarchical structuring under Departments, which can assign personnel from outside the organization depending on the needs of the day, and which has the authority to form working groups. In terms of its mandate, it is an organization that ensures effective coordination and cooperation with universities, public organizations, private sector and non-governmental organizations.

Based on the fact that disaster management is a subject that concerns all segments of the society, Law no.5902 established the Disaster and Emergency Supreme Board with participation of ministers for the purpose of making macro-level policies; the Disaster and Emergency Coordination Board, composed of top executives for ensuring coordination in matters related to disasters; and the Earthquake Advisory Board to ensure coordination in matters related to reducing earthquake risks and carrying out preparedness activities.

AFAD carries out its activities in accordance with the disaster and emergency policies determined by the Disaster and Emergency Supreme Board, the Disaster and Emergency Coordination Board and the Earthquake Advisory Board. Carrying out the secretarial duties of the Supreme Board and the Coordination Board, AFAD chairs the Earthquake Advisory Board.

Disaster and Emergency Supreme Board: The board, consisting of appointed ministers under the chair of the Prime Minister or his/her appointed Deputy Prime Minister, is tasked with the duty of approving the plans, programmes and reports related to disasters and emergencies. Convening at least twice every year, the Board may be summoned for an extraordinary meeting upon the request of the chair.

Disaster and Emergency Coordination Board: Composed of the relevant undersecretaries and organization executives under the chair of Undersecretary of the Prime Ministry, the Board is responsible for evaluating information in cases of disasters and emergencies, determine measures to be taken, ensure and inspect their implementation, and ensure coordination with agencies, organizations and NGOs. Convening at least four times a year, the Board may be summoned for an extraordinary meeting upon the request of the chair when needed.

Earthquake Advisory Board : Composed of relevant representatives under the chair of AFAD, the Advisory Board is responsible for setting priorities and policies for earthquake-related researches, and suggesting activities for earthquake protection, mitigation of earthquake-related damage and losses, and activities to be carried out after earthquakes.

DISASTER and EMERGENCY SUPREME BOARD

PRIME MINISTER or DEPUTY PRIME MINISTER

- Minister of National Defence
- Minister of Interior Affairs
- Minister of Foreign Affairs
- Minister of Finance
- Minister of National Education
- Minister of Environment and Urbanization
- Minister of Health
- Minister of Transport, Maritime Affairs and Communications
- Minister of Energy and Natural Resources
- Minister of Forestry and Water Affairs

DISASTER and EMERGENCY COORDINATION BOARD

UNDERSECRETARY of THE PRIME MINISTRY

- Undersecretary of Ministry of National Defence
- Undersecretary of Ministry of Interior Affairs
- Undersecretary of Ministry of Foreign Affairs
- Undersecretary of Ministry of Finance
- Undersecretary of Ministry of National Education
- Undersecretary of Ministry of Environment and Urbanization
- Undersecretary of Ministry of Health
- Undersecretary of Ministry of Transport, Maritime Affairs and Communications
- Undersecretary of Ministry of Energy and Natural Resources
- Undersecretary of Ministry of Forests and Hydraulic Works
- Undersecretary of Ministry of Development
- Director General of AFAD
- Top Managers of Related Ministries and Organization
- The General Manager of the Turkish Red Crescent Association

AFAD

DIRECTOR GENERAL of AFAD

- Representative from the Ministry of Environment and Urbanization
- The Director of the Kandilli Observatory and Earthquake Research Institute of the Boğaziçi University
- The Director General of Mineral Research and Exploration Directorate
- The Head of the Scientific and Technological Research Council of Turkey
- 5 members among academics working on earthquakes
- 3 members from among the relevant accredited NGOs
- The Director General of the Turkish Red Crescent Association

EARTHQUAKE ADVISORY BOARD

AFAD Organization Chart

DIRECTOR-GENERAL

DEPUTY DIRECTOR-GENERAL

DEPUTY DIRECTOR-GENERAL

Legal Consultancy

Private Secretariat

Press and Public Relations Consultancy

- Department of Information Technologies and Communication
- Department of Earthquake
- Department of Recovery
- Department of Response
- Department of Planning and Mitigation
- Department of Civil Defence
- Department of Strategy Development
- Department of Administrative Services

AFAD

HUMAN RESOURCES

Number of personnel cadres assigned to our Presidency is 515. Of this cadre, 322 positions are occupied, and our total number of employees is 447 after adding the 125 temporary employees working in our Presidency.

Chart 1: General Personnel Status of the Presidency

125 Person
28%

322 Person
72%

■ Permanent Personnel
■ Temporary Personnel
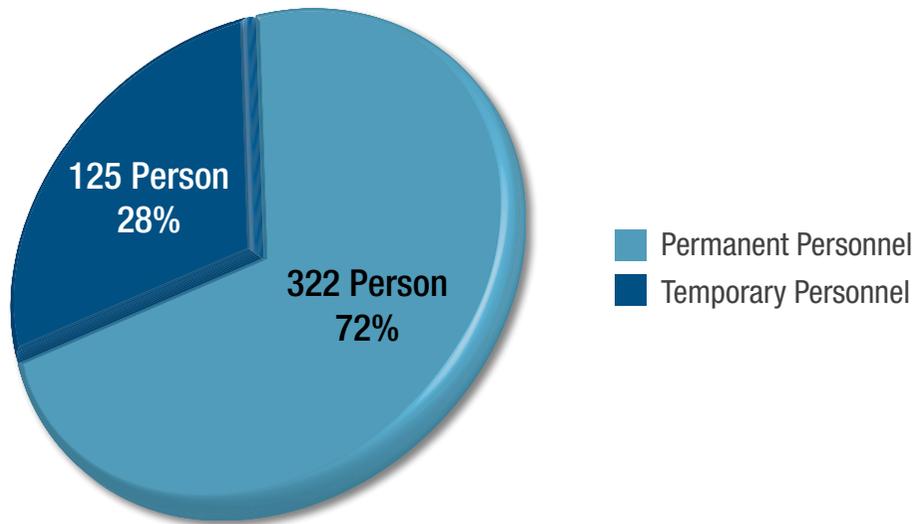
Table 1: Distribution of Presidency Employees as per Graduation

Graduation	Number of permanent employees	Number of Temps	Total
Doctorate	8	1	9
Graduate (Masters)	52	11	63
Undergraduate	217	56	273
Associate	18	11	29
High School or Lower	27	46	73
TOTAL	322	125	447

Table 2: Distribution of Permanent Personnel as per Service Classes

Total 322

Number of Personnel

- General Administrative Services: 187
- Technical Services: 102
- Auxiliary Services: 7
- Health Services: 2
- Legal Representation Services: 2
- Training Services: 22

Service Class
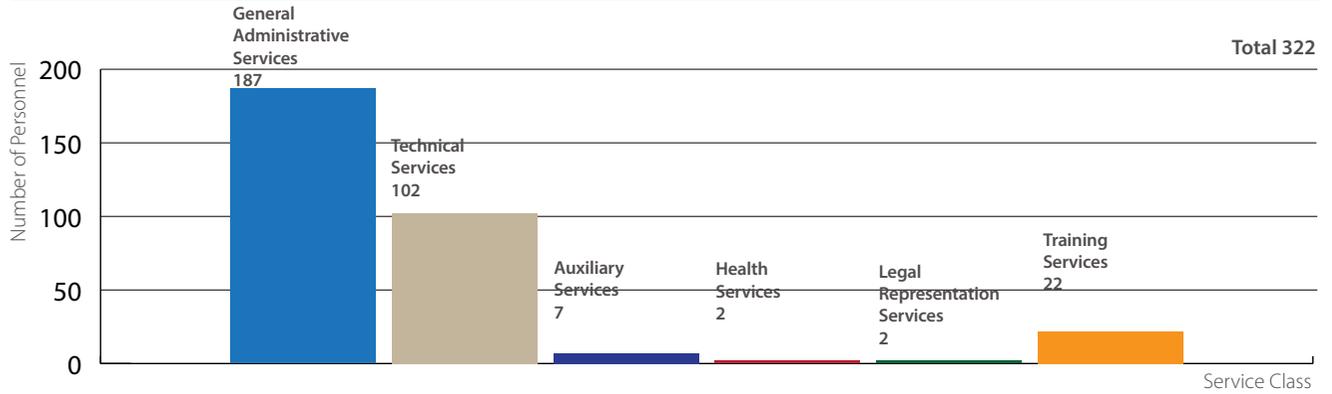
Table 3: Distribution of Permanent Personnel as per Service Year Blocks

Total 322

Number of Personnel

- 1-5 Year: 119
- 6-10 Year: 31
- 11-15 Year: 73
- 16-20 Year: 34
- 21-25 Year: 35
- 26-30 Year: 20
- 30 years and more: 10

Year Blocks
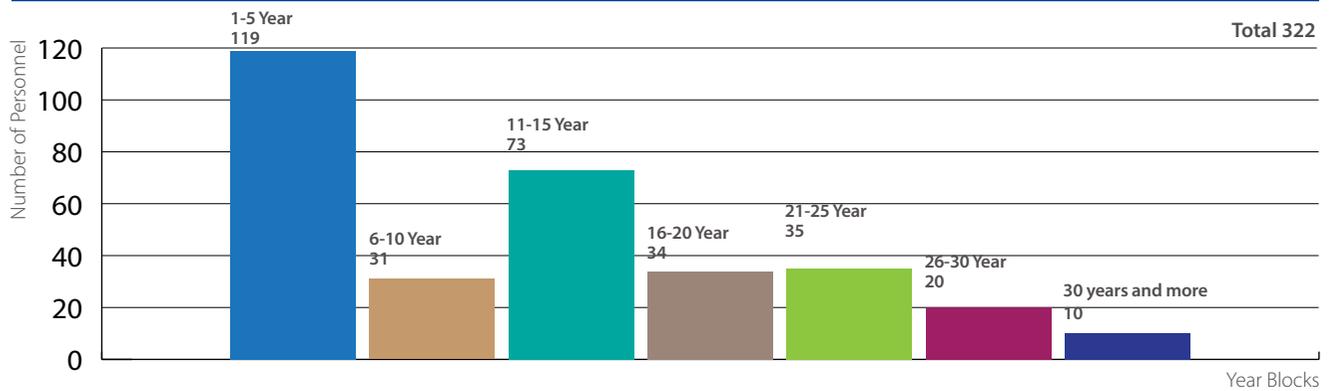
Table 4: Distribution of Personnel as per Foreign Language Skills

Total 89

Number of Personnel

- English A (Very Good): 12
- English B (Good): 39
- English C (Intermediate): 37
- German B (Good): 1

Proficiency Level
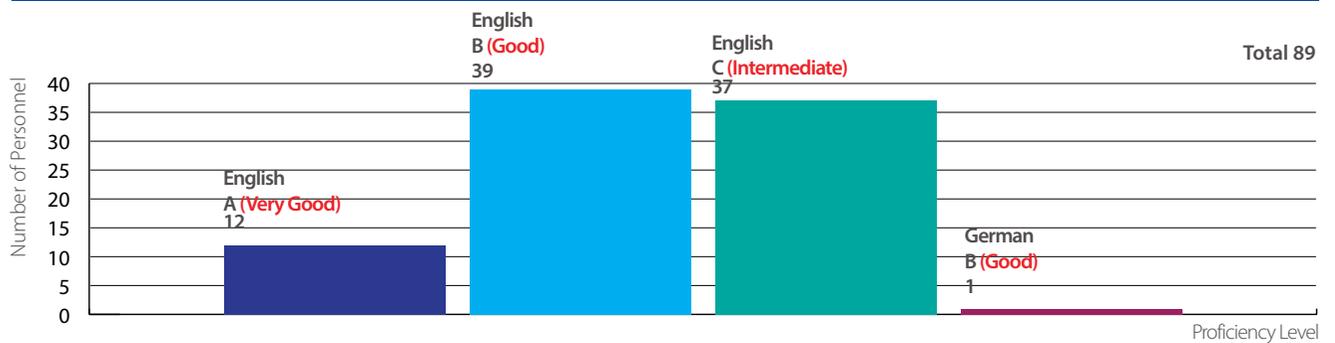
1.5. SWOT (STRENGTHS, WEAKNESS, OPPORTUNITIES, THREATS) and ENVIRONMENTAL ANALYSIS

In the Strategy Exploration Meeting (SEM), identified findings were prioritized by the project management team and the most important findings were identified. The evaluations of the meeting are presented below within the context they were used as an input in the strategic plan.

AFAD's Strengths

- Rooted, strong experience in in-service training.
- A strong financial structure.
- Technical experience.
- Disaster memory/past experiences.
- Legal mandate.
- Experienced engineers in its staff.
- Regulatory and coordination powers.
- Attached to the Prime Ministry.
- Only authority in its field in the country.
- Personnel that work with devotion.
- Ability to undertake serious international aid initiatives.
- Easy resource utilization/access to resources.
- Incorporates a diverse range of disciplines.
- A focused and determined management.

AFAD's Weaknesses

- Disseminating the risk management concept
- Identifying the working areas of engineers
- Clarity of organizational structure and duties
- Communication in/between/amongs departments and working groups
- Local and national policy support
- Relations between AFAD and local governments
- Up to date legislation
- Internalization of Law no.5902
- Provincial organization

All strengths and weaknesses identified in the SEM were addressed within the frame of future-setting trends that were revealed in the environmental analysis, and potential threats and opportunities were identified

Following these studies and in light of these analyses, all units have designed their objectives in line with the shared mission and goals of the organization, and elaborated them in the "2013-2017 GOALS & ACTIONS TABLE" prepared as an annex of this document.

Environmental Analysis

Ensuring that the change and the new needs that will appear as a result of this change are correctly understood is extremely important in terms of identifying the threats and opportunities that may affect the organization. For this reason, an attempt was made to analyse firstly the changes taking place in the world, and then the threats and opportunities that may arise due to these changes and the details were elaborated under the annexed strategic analysis section.

These threats and opportunities have given us some important clues for correct management of disasters. In this framework, major areas of change that were suggested by SEM participants through brainstorming and that are expected to have inevitable effects on AFAD are as follows:

- Climate changes
- Environmental pollution
- Increasing urban population
- Plans of constucting of nuclear plants in Turkey
- Global tendency to build a disaster-resilient society
- Growing importance of disaster management in the sustainable development policy
- Increased cooperation between regions and countries
- Growing importance of local authorities in disaster management
- Development of urban transformation awareness
- Increasing speed in accessing information
- Use of satellite/space technologies in disaster management
- Prediction and early warning systems becoming important
- Indispensability of NGOs
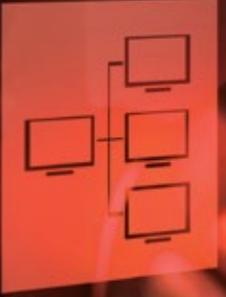
CHAPTER 2
STRATEGIC VIEW
AND SUCCESS CRITERIA

CHAPTER 2
STRATEGIC VIEW AND SUCCESS CRITERIA

In this section, elements that form the strategic view are presented:

1. Mission and Vision
2. Key Success Criteria and Performance Criteria
3. Values, Principles and Policies
4. Goals and Objectives

2.1. MISSION and VISION

Based on the fact that disasters are inevitable, and aiming to reduce damages and losses from disasters, taking measures and mitigating their impacts, AFAD has set its mission as

"Building a disaster resilient society"

Earthquakes, floods, landslides, rock falls, droughts, storms, tsunamis and many other disasters have devastating effects on people, the environment and the economy. However, it is possible to increase the resilience -i.e. ability to withstand and quickly recover from these devastating effects on people and places- of people and places. Increasing this resilience will minimize the impact and damage caused by disasters, as well as the time required for the society to recover after disasters. AFAD has set its mission based on this viewpoint.

Within the framework of our mission, AFAD's motto is:

"We are Prepared for the Unexpected"

AFAD has set its vision as;

"Being a leading and coordinating organization which offers a model that can be taken at the international level as being, based on sustainable development, risk-centered, efficient, effective and performing reliable service in the studies related to disaster and emergencies."

With its vision; AFAD foresees to be an organization which is risk management oriented, having the importance of sustainable development, taking care of effectiveness, efficiency and reliability on service delivery, strong at the international level and coordinating effectively all organizations which are taking charge in disaster management.

2.2. KEY SUCCESS CRITERIA AND PERFORMANCE CRITERIA

Key performance and success criteria aim to determine the organization's performance in order to assess whether AFAD has achieved its mission or not. These criteria are given in the table below:

KEY SUCCESS CRITERIA	PERFORMANCE CRITERIA
1. Raising Disaster Awareness Among Citizens	20% increase every year
2. Increasing Disaster Preparedness Among Citizens	10% increase every year
3. Raising Disaster Awareness Among Agencies and Organizations	20% increase every year
4. Increasing Disaster Preparedness Among Agencies and Organizations	10% increase every year
5. Increasing Satisfaction rate from Disaster Coordination Among Main and Auxiliary Solution Partners	10% increase every year
6. Increasing Satisfaction rate from Responses Among Citizens After Disasters	10% increase every year
7. Increasing Satisfaction from Recovery Works Among Citizens After Disasters	20% increase every year
8. Increasing AFAD's Positive Coverage in News in the Media	20% increase every year
9. Increasing Satisfaction rate Among AFAD Employees	20% increase every year

Key Success Criteria And Performance Criteria

2.3. VALUES, PRINCIPLES AND POLICIES

Our values highlight our main characteristics that will ensure integrity and unity of the personnel in their jobs and relations. These values provide guidance in the process of selecting our personnel, whom we regard as our most important resources. The values adopted by the Presidency and the content of each value are given below together with principles and policies.
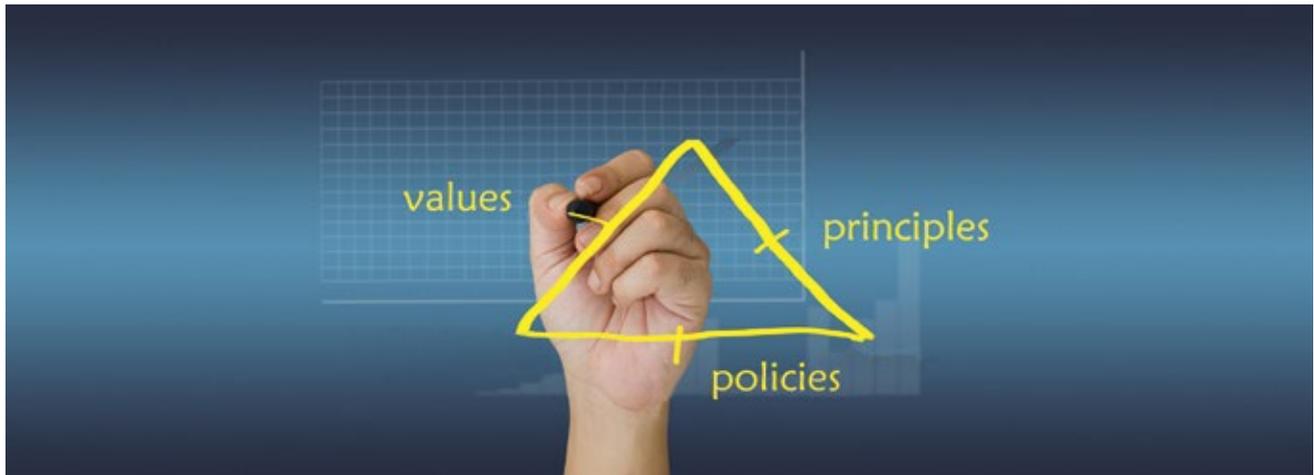
Values

1. **DEDICATED** - Hard-working, willing and enthusiastic, responsible, unselfish, helpful

2. **HUMAN-FOCUSED**- Approaching with affection and respect, compassionate, philanthropist, emphatic, attributing value to people, society-focused

3. **RELIABLE**- Predictable, open to and driving cooperation, consistent, competent and experienced, determined

4. **SENSITIVE** - Sensitive to environment, technology, R&D, social and economic affairs, employees, solution partners and stakeholders

5. **SELF-CONFIDENT** - Knowledge-based, scientific and analytic, realistic, open to learning, open to innovation and self-development

Principles

1. **Openness and Transparency**

• Law-abiding

• Coherent language and speech

• Able to explain its decisions

• Having set policies and values

• Strong communication skills

2. **Participation and Sharing**

• With solution partners

• With stakeholders

• Open to large-scale participation

• Accessible

• Reachable

3. Accountability

• Managing with goals at all levels

• Open to performance auditing

• With defined powers and responsibilities

• Empowerment its staff

4. Effectiveness and Efficiency

• Leader in its field, expert in its subject

• Doing the right job

• Getting results consistent with its plans

• Doing the job right

• Getting results consistent with resources spent

5. Consistency and Integration

• Policies consistent with actions

• Integrated national, regional and provincial plans

• Working on a risk management basis

These principles lead AFAD in its actions and operations, and define the framework of AFAD's approach.

Policies

Our policies aim to be predictable in the eyes of stakeholders. AFAD's disaster and emergency management policies are given below. AFAD:

1. Gives priority to reduce risks and damages.

2. Gets support from internal and external stakeholders about supporting disaster and emergency management.

3. Endeavours to ensure uninterrupted cooperation with all sorts of agencies and organizations that work in the field of disaster and emergency management and that engage in research and develop-

ment studies at all levels in the Republic of Turkey and abroad.

4. Aims to spread specialization and expertise to the whole working environments of its employees.

5. Takes measures to increase the effectiveness and efficiency of disaster and emergency management.

6. Forms the human resources and organization structure required by disaster and emergency management.

7. Aims to promote team spirit among employees and increase solidarity.

8. Ensures that disaster and emergency management goals are in conformity with the organization's mission and principles.

9. Constantly follows and assesses the developments taking place in disaster and emergency management, and ensures constant development by organizing advanced trainings.

10. Adopts a "participatory governance" approach at all stages of the disaster and emergency management process.

11. Supports creative ideas and innovation projects.

2.4. GOALS AND OBJECTIVES

Within the context of AFAD's mission of **"building a disaster resilient society"**, the main purpose of AFAD's Strategic Plan has been defined to achieve this mission, as follows:

"Building a strategic management system in accordance with the strategic plan, and ensuring effective and efficient implementation of the plan"

In line with this basic framework, results of the following works were used when setting **"AFAD's Goals and Objectives"**:

• Evaluation of the Draft Strategic Plan,

• Analysis of the current situation,

• Developments in disaster and emergency management in the world,

• Interviews with Heads of Working Groups,

• Interviews with Department Heads,

• In-house mind share meetings,

• Process analysis works with external stakeholders, solution partners,

• Analyses from Strategy Exploration Meeting.

Based on information gained as a result of all these works and assumption that we have a fully correct reading of the future, the following objectives were identified to bring AFAD to its ultimate goal, which a meaning to the set goals and which result in achievement of the goals when they are realized. Related to these goals and objectives, strategies, performance indicators and planning-project development activities are explained in the next section.

GOALS AND OBJECTIVES

GOAL 1 | **BEING A CONSTANTLY DEVELOPING AND LEARNING ORGANIZATION**

Objective 1.1	Increasing Conformity to Public Internal Control Standards to 90% by the end of 2017
Objective 1.2	Building Reliable and Sustainable AFAD Organizational Information Systems by the end of 2017
Objective 1.3	Switching to Strategic Human Resources Management by the end of 2014
Objective 1.4	Increasing Capacity for Information and Expertise on Disaster Types by 20% Every Year
Objective 1.5	Raising Awareness on AFAD Activities by 20% Every Year

GOAL 2 | **ESTABLISHING A RISK-CENTRED INTEGRATED DISASTER MANAGEMENT SYSTEM**

Objective 2.1	Completing Disaster Management Strategy Documents and Plans by the end of 2016
Objective 2.2	Increasing Risk Reduction Activities by 20% Every Year
Objective 2.3	Improving Preparedness and Response Capacity by 25% on Average Every Year by the end of 2017
Objective 2.4	Improving Recovery Capacity and Processes by 20% Every Year
Objective 2.5	Detecting the Epicentres of Earthquakes in Turkey and the Region with 99% Accuracy and a 1-km Margin of Error by the end of 2017
Objective 2.6	Developing Disaster Management Support Systems by the end of 2017

GOAL 3 | **GENERALIZING DISASTER MANAGEMENT STANDARDS**

Objective 3.1	Ensuring Standardization in Risk Reduction Activities by the end of 2015
Objective 3.2	Ensuring Standardization in Preparedness and Response Activities by the end of 2014
Objective 3.3	Ensuring Standardization in Recovery Activities by the end of 2014
Objective 3.4	Ensuring Standardization in Disaster Education by the end of 2014
Objective 3.5	Building an Accreditation and Certification System Oriented to NGOs and Private Sector Companies by the end of 2016

GOAL 4 | **LAUNCHING OUT AN EDUCATIONAL CAMPAIGN FOR DISASTER PREPAREDNESS**

Objective 4.1	Raising Society's Disaster Awareness by 50% on Average Every Year Nationwide
Objective 4.2	Increasing Disaster Training Capacity of Local by 5 Folds by the end of 2017
Objective 4.3	Increasing the Training Capacity of AFAD Training Centre by 30% on Average Every Year
Objective 4.4	Building Systems for Supporting Training and Awareness-Raising Activities by the end of 2014

GOAL 5 | **BEING A LEADING ORGANIZATION IN THE INTERNATIONAL ARENA**

Objective 5.1	Increasing the Presidency's Performance in International Humanitarian Aid
Objective 5.2	Increasing Cooperation Activities that will Strengthen AFAD's Organizational Presence in the International Arena by At Least 20% Every Year

GOAL 1
BEING A CONSTANTLY DEVELOPING AND LEARNING ORGANIZATION

Great changes are taking place in the world and in Turkey that affect all areas of life. These changes have brought the necessity to develop an organizational management system and ensure sustainability of learning due to constant development in all existing systems. Completing the organizational infrastructure and strengthening the organizational knowledge and expertise capacity are necessities of being a learning and developing organization. In this framework, it is aimed to build the internal control, information management and human resources systems, which are good governance tools, steer employees towards specialization, and identify the Presidency's communication strategies in order to adapt to change.

Objective 1.1
Increasing Conformity to Public Internal Control Standards to 90% by the end of 2017

At the Presidency, internal control, which includes effective, economic and efficient management of activities, reliability of produced reports, ensuring accountability and establishing organizational risk management, is one of the key instruments of the new public management concept. This system, aiming to ensure reasonable assurance concerning identified standards, is based on addressing, improving and risk management of all organizational processes of the Presidency. As a result of the works that will start with the Action Plan for Harmonization of the Public Internal Control Standards, which will be prepared under the leadership of the top management with broad participation from employees, it is aimed to create the tools that will provide 90% reasonable assurance of conformity to standards.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Reasonable Assurance by the General Conditions Included in the Action Plan for Harmonization of the Public Internal Control Standards	40%	55%	70%	80%	90%
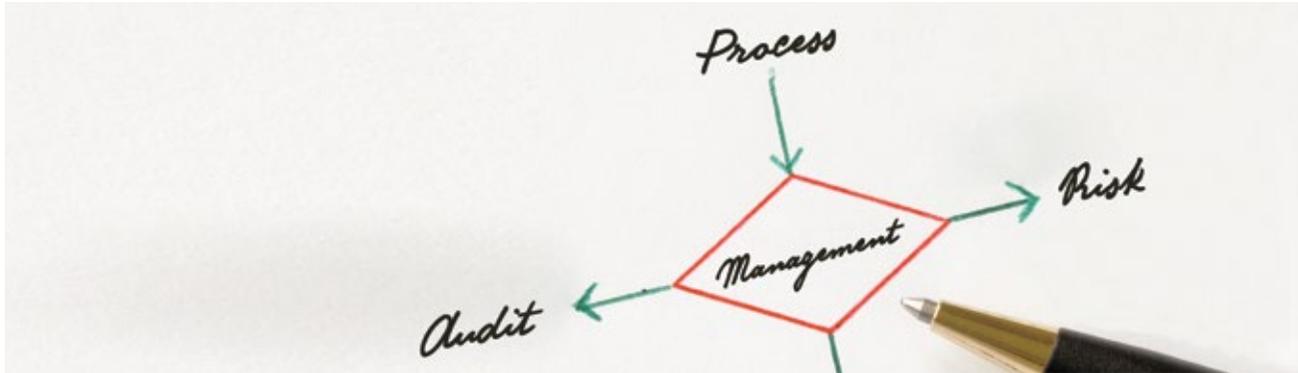
2. Strategies

• Raising awareness on the necessity of internal control.
• Generalizing the "Organizational Risk" management concept.
• Transition to management system through processes.
• Transition to performance management.

3. Plans, Projects and Activities

• **Internal Control Action Plan:** An action plan will be prepared to ensure compliance with standards concerning 5 components of the internal control system, which are the control environment, risk assessment, control activities, information– communication and monitoring.

• **Establishing a Control Environment:** Control environment aims to ensure a positive view of internal control among the administration's executives and employees, disseminate ethical values and integrity principles, ensure competency of employees and clearly defined working styles, duties, powers and responsibilities for executives, and build the administration's organizational structure.

•**Process-based Management System:** The classic public management approach foresees an administration based on functional units. In this approach, units are aware of the procedures in their own hierarchies, but are not aware of the processes to which these procedures belong. Process-based management system will ensure that duties and responsibilities are clarified, interoperability of de-

partments is strengthened, and hence any repeated tasks that do not create value are eliminated and resources are used more economically, efficiently and effectively.

• **Risk Management Plan:** It aims to identify and assess the risks that may impede Presidency's achievement of its goals and objectives, and propound action steps for removal of risks according to strategies.

• **Control Activities:** Control activities will ensure determination and implementation of policies and tools that will help in minimizing risks. All control activities for prevention, determination and regulation purposes will be formulated within this scope.

• **Monitoring & Evaluation:** It is necessary to check whether the internal control system is functioning effectively, identify the failing aspects of the system, and constantly monitor it to ensure adaptation to developments. Internal control system will be monitored by the top management in particular, and the deviations will be identified and measures will be taken to counter them. Internal and external audit reports are also important instruments for monitoring & evaluation functions.

Building Reliable and Sustainable AFAD Organizational Information Systems by the end of 2017

Information management will enable classifying and storage data obtained from inside or outside sources, disseminating them to relevant recipients for interpretation, reviewing available information for updating, and making use of the collective knowledge and skills of the entire workforce. It is aimed to establish an information management system at the Presidency and ensure dissemination of this information through internal communication strategies.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Yearly increase in employee satisfaction from "information management"	10%	10%	10%	10%	10%
Network access speed (1 GB for 2012.)*	10 Gb	-	-	-	-
Ratioo of shortening technical service cycle time (response and solution of failure)	25%	1%	1%	1%	1%
Ratio of decreasing demand for technical support	10%	2%	2%	2%	2%
Ratio of decreasing demand for technical support for EBYS	25%	20%	15%	10%	5%

to be revised according to technological developments.

2.Strategies

• Strengthening the information infrastructure
• Ensuring information security
• Ensuring institutionalization of intellectual capital

3. Plans, Projects and Activities

•**Meeting and Information Management System:** The main purpose of meeting management is to maximise the meeting with all technical, social, communicative and temporal dimension which is an effective tool for goals in organizational Strategic Plan. The main purpose of information management is to enable 'invisible assets' of our Presidency, on the basis of intellectual capital and knowledge assets, to participate in value creation process.

• **Electronic Document Management System (EBYS) Project:** With the EBYS project, it is aimed to establish a system that rescues document management from the paper media, that increases document circulation rates, facilitates approval processes, saves time and space in terms of archiving, and prevents loss of documents. Within the scope of the project, it is planned to include Provincial Disaster and Emergency Directorates.

• **Organizational Resource Planning System (ERP) Project:** It is aimed to transfer processes concerning organizational activities onto electronic media, and ensure the most efficient management of organizational resources. Within the scope of the project, business planning and process management software and business intelligence applications will be developed.

• **Information Security Management System Project:** It is aimed to build awareness on information security at organizational level, develop and implement first level policies and procedures, conduct weakness analysis, and build the information security infrastructure including advisory mechanism and human resources.

• **Strengthening Information Systems and Network Infrastructure Project:** Server and network infrastructure systems and network speed and performance will be boosted in line with emerging technologies.

Objective 1.3
Switching to Strategic Human Resources Management by the end of 2014

It is aimed to build an efficient human resources system that will ensure utilization of human resources with maximum efficiency by matching organizational objectives with employee objectives; selecting, retaining and reserving key talents; developing team-based business design; enlarging the talent pool; lowering employee turnover rates; building a ready workforce that is well educated, participatory, creative and motivated and that identify with the organization; and determining the future workforce profile.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Employee satisfaction increased on a yearly basis by	10%	10%	20%	10%	10%
Average yearly training hours per capita increased by	20%	20%	20%	20%	20%
Average per capita international training and/or internship duration increased per annum by	10%	10%	20%	10%	10%
Ratio of employees working in units providing support services to total employees (23% for 2012)	20%	18%	16%	14%	12%

2. Strategies

• Accurately determine the human resource needs in line with organizational goals and objectives

• Plan human resources for current and future needs

• Develop practices for personnel satisfaction

• Increase competence via career planning and training activities

• Develop methods for positive externality by those leaving the organization

3. Plans, Projects and Activities

•**Strategic Human Resources Management System Action Plan:** Human resources management processes will be analysed, and an action plan will be prepared to ensure that the system is configured, placed and effectively operated in accordance with the needs and expectations of the organization. In this scope, expert support will be used in designing the system and building the information infrastructure, and trainings and social activities oriented to increase employee satisfaction will be planned and implemented.

• **Improving the Working Environment:** It is aimed to design and open a new service building in a way that will improve employee satisfaction and working conditions.

Objective 1.4
Increasing Capacity for Information and Expertise on Disaster Types by 20% Every Year

It is aimed to increase knowledge, skills and experiences in the operation areas of the Presidency using various methods, prioritize R&D projects, ensure sectoral and interdisciplinary specialization, improve capacity and keep it updated, so as to increase organizational capacity.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Number of employees specializing in disaster types increased yearly by	20%	40%	20%	10%	10%
Number of supported R&D projects (UDAP, TUJJB etc.)	8	12	12	12	12
R&D budget / Investment budget ratio (minimum)	6%	7%	8%	9%	10%

2. Strategies

• Steer employees towards specialization and project production, in accordance with determined human resources needs.
• Support R&D activities and ensure their continuity.
• Ensure capacity increase through trainings in Turkey and abroad.

3. Plans, Projects and Activities

• **Increase Capacity in Knowledge and Expertise on Disaster Types:** It will be ensured that specialization in disaster types is systematized and the knowledge and expertise capacity of the organization is increased.

• **Support to R&D Projects:** Projects developed in line with priority areas with regard to disaster types will be supported.

• **National Earthquake Research Programme (UDAP):** Guided projects and projects proposed on specific subjects for which proposals are called every year will be evaluated and monitored, and it will be ensured that project outcomes are put into practice.

• **Disaster Information Bank of Turkey (TABB):** The Bank will be established to collect all sorts of documents and academic studies, incidence-based reports and documentation produced on the subject of disasters in a single database and transfer them to future as our legacy, and ensure that implementers and decision-makers learn lessons from the past.

• **TUJJB (Turkish National Union of Geodesy and Geophysics) Projects:** Projects will be supported within the scope of the Turkish Meteorological and Hydrological Disasters Programme (TÜMEHAP) and other R&D activities so as to increase knowledge and capacity in meteorological and hydrological disasters.

• **Improving the Library:** Capacity of the organization's library will be increased, and use of library resources by researchers will be facilitated by transferring them onto electronic media.

Objective 1.5
Raising Awareness on AFAD Activities by 20% Every Year
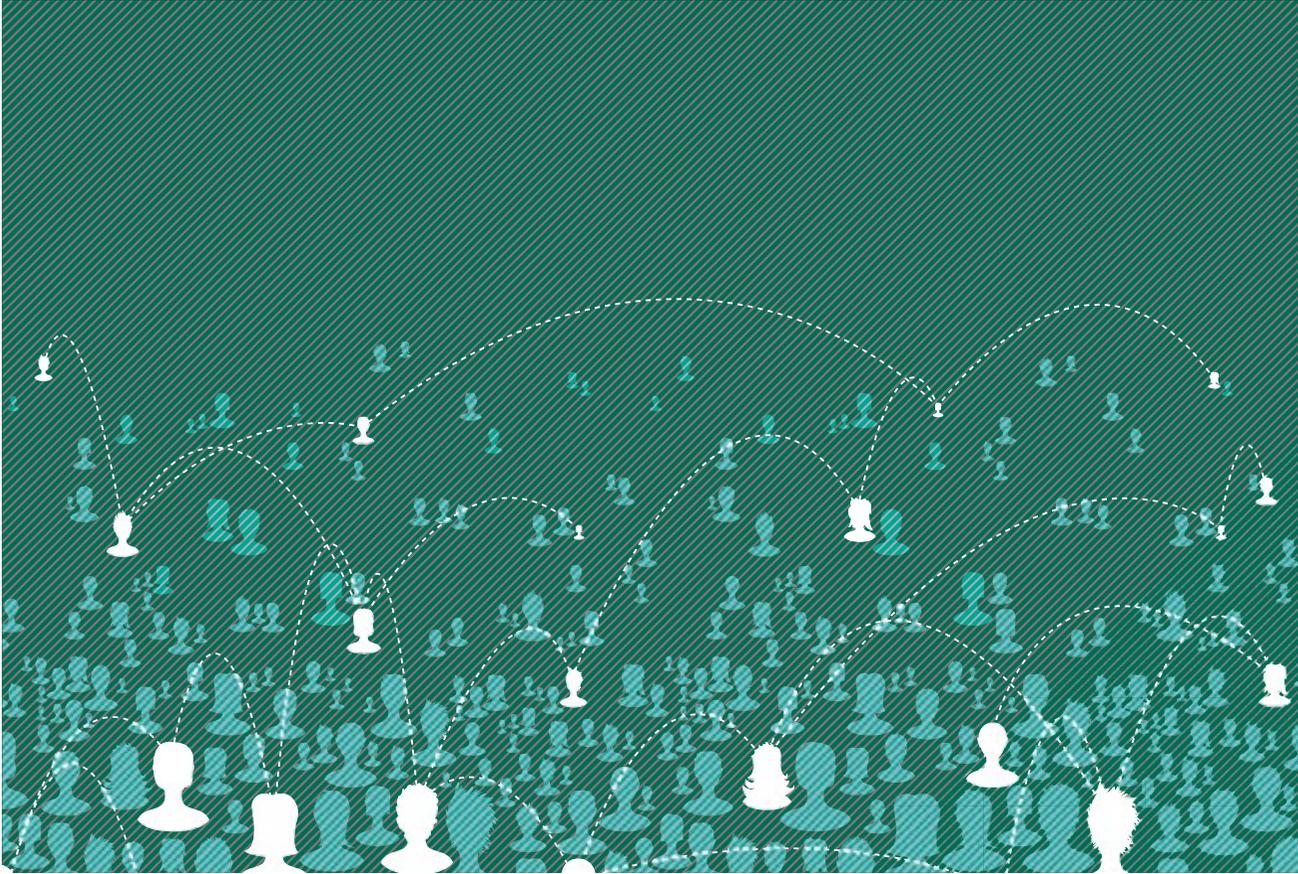
In order to build and reinforce the Presidency's reputation in the public eye in a way that will highlight its integral structure, it is aimed to identify promotion and communication policies, lead them in this direction, increase recognition level for its activities and campaigns, and ensure mutual flow of information with the public and with relevant agencies and organizations. Furthermore, important duties also fall on the part of the media in disaster and emergency management. In this sense, joint efforts will be made with the media, which is an important solution partner of the Presidency, to disseminate the measures to be taken before disasters, to ensure acting in accordance with ethical broadcasting and publishing principles so as not to compromise the psychology of the society or cause fear and panic in the public during disasters, to ensure that accurate information reaches the public in a timely manner and public interest is taken into consideration when making news about normalization of life through recovery activities after disasters, and to reduce losses suffered as a country due to disasters and emergencies.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
AFAD's recognition level	30%	40%	50%	60%	70%
Website visitors increased yearly by	100%	60%	60%	40%	20%
News pieces covered in the media increased by	20%	20%	20%	20%	20%
Number of positive news in overall news increased by	30%	25%	20%	15%	10%
Number of non-ethical news in overall news decreased by	30%	25%	20%	15%	10%
Number of those getting disaster correspondent (cumulative)	40	80	120	160	200
Number of media professional organizations with which protocols are signed (cumulative)	2	4	6	8	10
Number of universities opening Media in Disaster Management courses (cumulative)	1	2	4	8	10

2. Strategies

• Keeping up-to date the communication strategies of the Presidency

• Increasing AFAD's communication expertise capacity

• Increasing the disaster communication expertise of stakeholders

• Raising the disaster awareness and expertise capacities of media professionals

3.Plans, Projects and Activities

• **Strategic Communication Plan:** Parallel to the organization's strategy, principles and policies concerning communication methods and practices will be determined, and a 5-year plan will be made and implemented to program the organization's communication with the public, the media, public-private sector and NGOs.

 •**Public Relations and Promotion Activities** In order to increase the recognition level of the Presidency, it is envisaged to activate its website, develop printed, visual and audio materials, organize meetings such as conferences, symposiums, seminars and workshops, and effectively utilise the media.

•**Setting Media Ethical Rules in Disasters** The ethical broadcasting and publishing rules that should be adhered to in the media during disasters and emergencies will be determined.

•**Disaster Correspondents Project:** It will be ensured that correspondents are trained and certified on disaster and emergency management in Turkey, media ethics, how and from where to obtain accurate and reliable news etc.

•**Disaster Broadcasting Project:** It is aimed to inform and guide the public and broadcast necessary warnings via radio and television channels.
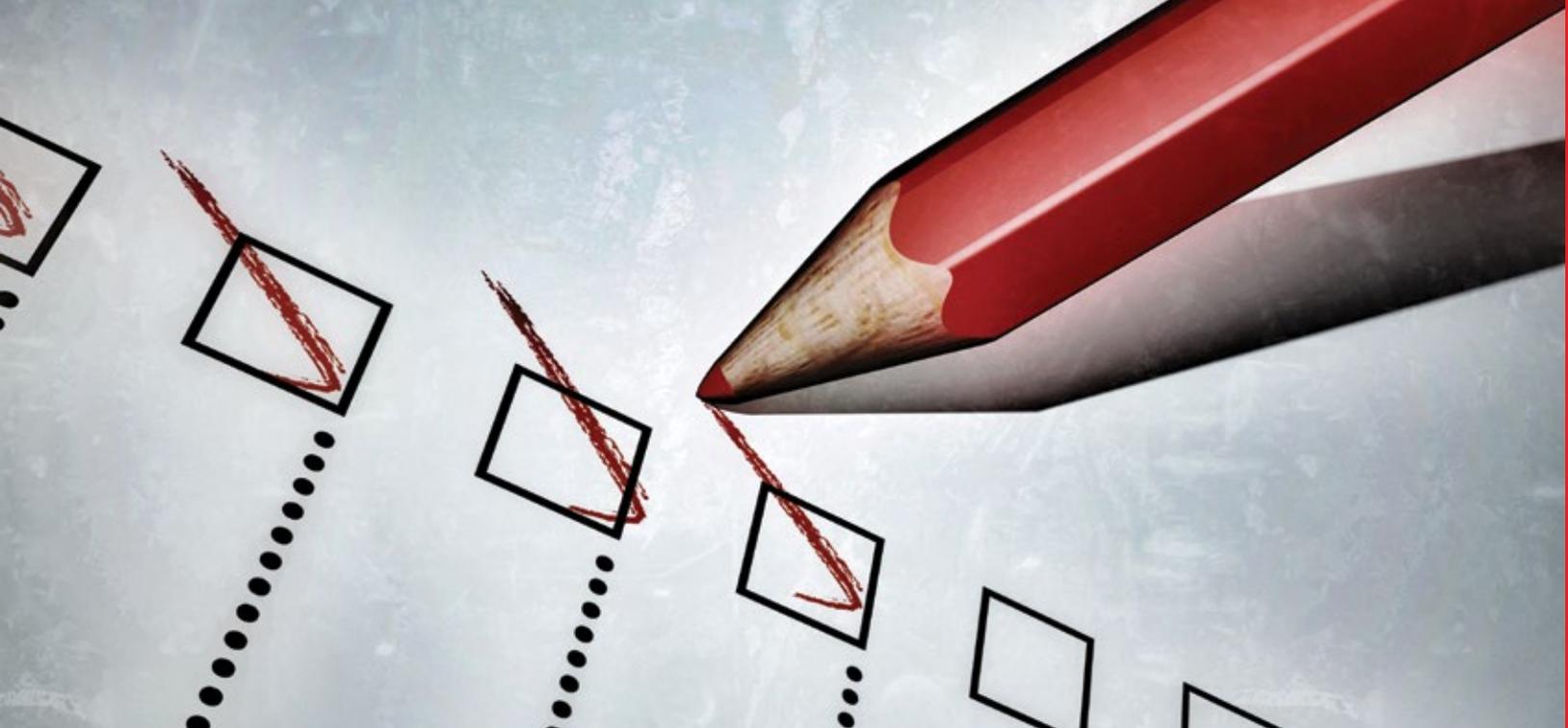
GOAL 2

ESTABLISHING A RISK-CENTRED INTEGRATED DISASTER MANAGEMENT SYSTEM

49

Disaster management phases, consisting of rmitigation, preparedness, response and recovery, have a cyclical relation rather than a linear one. Preparedness and mitigation works should be carried out effectively before disaster happens; after the response actions taking place during the disaster and the post-disaster recovery works, the experiences gained from these phases should be put in to use when the cycle is restarted with preparedness and mitigation works. This system, called integrated disaster management, is a multidisciplinary system with multiple stakeholders, and requires specialization and capacity to ensure effective operation of all actors and functions.

Having clear definitions of vertical and horizontal relations at the central, regional and local level, and increasing capacity at administrative and technical levels will ensure efficiency in all stages of disaster management. Studies such as policies, objectives and actions, plans and standards draw the lines for all levels from national to local, and describe the paths, methods and processes that should be pursued. Starting disaster risk management on these bases, continuing it with implementation-oriented administrative and technical works, and developing sustainable standard processes at all phases will considerably increase the efficiency of disaster management works. Disaster management works started at national level and continued with applications at the local level will initially yield structural, social, economic, environmental and cultural outcomes at the local level, and their reflection on the national level will become one of the main inputs in achieving sustainable development.

Objective 2.1
Completing Disaster Management Strategy Documents and Plans by the end of 2016

As an organization established to have disaster management coordinated by a single hand, one of the main duties of AFAD is to plan the actions to be included in each integrated disaster management phase, and to ensure that these plans are implemented. In national and local works, defining vertical and horizontal relations, correcting the noticiable deficiencies , and developing a national disaster management strategy and action plan and other plans related to the phases of disaster management so as to improve implementation are priority objectives for ensuring effective disaster management.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Number of national plans prepared (cumulative)	2	3	4	-	-
Completing integration of all plans	25%	50%	75%	100%	-

2. Strategies
• Taking as a basis the participation of all stakeholders in the planning process
• Ensuring effective coordination between organizations
• Ensuring integration of integrated disaster management plans
• Increasing employee satisfaction in disaster management processes

3. Plans, Projects and Activities

• **Disaster Response Plan of Turkey (DRPoT):** With its preliminary studies started in 2012 for the purpose of defining the roles and responsibilities of the service groups and coordination units that will take part in response works related to disasters and emergencies and identify the basic principles of response planning before, during and after disasters, DRPoT will be finalized within 2013.

• **National Disaster Management Strategy and Action Plan:** With the purpose of forming an effective and efficient management structure, a high-level strategy that will ensure consistency and harmony between national plans that are prepared to determine the duties, powers and responsibilities of all stakeholders will be prepared within 2013 in a multi-actor, multi-disciplinary disaster management system.

• **National Recovery Plan:** In order to ensure that life returns to normal as soon as possible after a disaster, a plan that will increase the speed of recovery and that will asset recovery speeding factors such as social, economic, physical and environmental factors and IC technologies, will be prepared by the end of 2014 with all stakeholders.

• **National Risk Reduction Plan:** As an important step in the transition from crisis management to risk management, a plan aiming at increasing the public's capacity to cope with disasters by defining the activities carried out to identify disaster hazards and risks and prevent or minimize their impacts will be prepared by the end of 2015.

Objective 2.2
Increasing Risk Reduction Activities by 20% Every Year

It has been recognized worldwide that losses caused by disasters can be mitigated to a large extent through risk reduction works. Hence, as required for risk reduction, it is aimed to increase society's resilience against disasters, develop technical capacity, produce integrated disaster hazard maps to enable risk analyses, ensure implementation of UDSEP-2023 (National Earthquake Strategy and Action Plan of Turkey) actions, update effective laws and carry out works in a similar vein so as to increase the country's capacity to cope with disasters and reduce the risks.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Risk reduction activities increased on a yearly basis by	20%	20%	20%	20%	20%
Number of reports published by the platform (cumulative)	1	2	3	4	5
Completion rate of UDSEP short-term actions (cumulative)	50%	80%	-	-	-
Completion rate of UDSEP medium term actions (cumulative)	15%	40%	60%	70%	80%

2. Strategies

• Prioritizing risk reduction activities on the basis of the organization and the country

• Ensuring participation of all segments of the society in risk reduction activities

• Ensuring effective execution of UDSEP-2023

• Improving financial resources for risk reduction activities

• Encouraging establishment of centres of excellence

3. Plans, Projects and Activities

• **Risk Reduction Activities:** Determining the risks that may be caused by disaster hazards, determining the vulnerabilities of assets

exposed to these risks, and developing models to eliminate or reduce the risk constitute the foundation of disaster risk management. All activities that will identify potential risks, mitigate the outcomes of possible disasters and prevent development of secondary hazards will be carried out within this scope.

• **Hazard and Risk Mapping:** It will be ensured that hazard and risk maps that will form the base for risk reduction activities and that will include multiple disaster hazards are prepared, updated and used in local and national plans.

• **Disaster Risk Reduction Platform:** The efficiency of the platform, established for the purpose of increasing disaster sensitivity in the public, ensuring continuity in risk reduction works, ensuring conformity with plans, policies and programmes at all levels of risk reduction and contributing to monitoring and assessment of implementation, will be increased.

• **UDSEP-2023 (National Earthquake Strategy and Action Plan of Turkey):** Actions that will be carried out by AFAD will be effectively incorporated into the programme, works carried out by other responsible organizations under UDSEP-2023 will be followed up, activities of UDSEP-2023 Monitoring and Evaluation Committee will be organized and followed up, and UDSEP-2023 will be promoted nationwide, ensuring that it is adopted by all segments of the society.

• **Centres of Excellence:** AFAD will support establishment of centres that assume leadership in risk reduction, that demonstrate disaster management standards and rules with good examples, that carry out and coordinate research activities, combine theory and practice and offer training and support services in its area of focus.

**Roadmap to cope
with Earthquake**

UDSEP - 2023
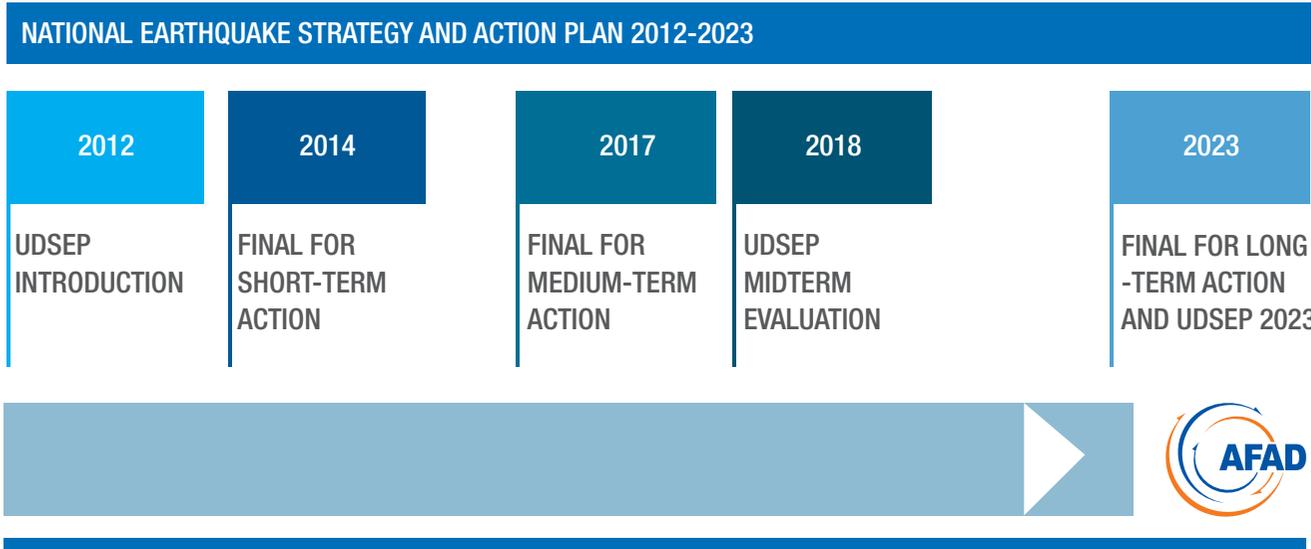
NATIONAL EARTHQUAKE STRATEGY AND ACTION PLAN 2012-2023				
2012	2014	2017	2018	2023
UDSEP INTRODUCTION	FINAL FOR SHORT-TERM ACTION	FINAL FOR MEDIUM-TERM ACTION	UDSEP MIDTERM EVALUATION	FINAL FOR LONG -TERM ACTION AND UDSEP 2023

Objective 2.3
Improving Preparedness and Response Capacity by 25% on Average Every Year by the end of 2017

Coordination capability of the central level will be increased and local capacity will be strengthened for the purpose of ensuring preparedness for and fast uninterrupted and efficient response to all disasters and emergencies.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Time it takes to get news of disaster and emergencies reduced yearly by	20%	20%	10%	10%	5%
Number of national and/or international exercises	1	2	1	2	1
Local exercises carried out within the frame of DRPoT	7	12	12	12	12
Preparedness and response capacity increase rate on average per year by	50%	25%	20%	15%	10%

Nizip Accommodation Facility

2. Strategies

• Developing new and alternative forms of response via R&D works
• Improving capacity and capabilities within the frame of DRPoT
• Increasing self-sufficiency of the local level
• Increasing regional response force and its efficiency
• Using high-tech systems
• Reducing dependence on outside sources in procurement of critical materials and equipment

3. Plans, Projects and Activities

• **Increasing Response Power:** The current response capacity around the country will be analysed, the intelligence system will be developed, search & rescue teams, equipment and vehicles will be renewed, cooperation among public, private and NGO's will be increased via protocols, and it will be ensured that response capacity is systematically increased.

• **Improving CBRN Response Capacity:** Against CBRN pollutions, it is aimed to increase response capacity and produce new solutions in accordance with developing technologies.

• **Logistics Centres:** Considering of the disaster risks, population density and access-related constraints in our country, logistic needs of regions will be identified and additional logistics centres will be built where existing centres are not adequate, so as to ensure fast and efficient response during disasters.

• **Satellite Systems and Air Vehicles:** It will be ensured that preparedness and response activities are supported with satellite systems and manned and unmanned air vehicles.

•**Disaster and Emergency Management Centres :** In order to ensure more effective and efficient implementation of services related to disasters, emergencies and civil defence, standard-type projects will be developed for the service buildings of Provincial Disaster and Emergency Directorates, and structures that will enable integrated disaster and emergency management will be built in provinces.

•**Government Operation Centre:** It is aimed to make the Government Operation Centre ready for operation.

•**Disaster Operation Centre of Turkey:** In order to coordinate disaster and emergency operations, a centre equipped with all necessary fittings will be established.

• **Increasing the Operability of the Disaster Response Plan of Turkey:** It is aimed to increase the operability of the Disaster Response Plan of Turkey by organizing trainings, seminars, meetings and exercises for all public and private agencies and organizations and NGOs involved in disasters.

Objective 2.4
Improving Recovery Capacity and Processes by 20% Every Year

In our country where natural disasters are commonplace due to its geological and geomorphologic structure and meteorological characteristics, recovery works undertaken to eliminate physical, economic, social and environmental losses caused by disasters constitute an important part of the disaster management process. In order for efficient use of national resources and fast, effective and efficient execution of recovery works, the processes included under the scope of recovery works will be further developed. On the other hand, ensuring that the acts, actions and transactions of the administration are in conformity with laws and regulations will reduce the number of cases lost in legal suits initiated against the administration. Hence, increasing the organization's knowledge and implementation capacity with regard to disaster law will ensure that administrative acts and actions are carried out in accordance with law and legislation, and will prevent losing the cases opened against the organization due to mistakes in administrative actions.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Capacity of established container cities (person - cumulative)	50.555	50.555	50.555	50.555	50.555
Capacity of stocked containers (person - cumulative)	19.225	32.870	32.870	32.870	32.870
Number of personnel trained on recovery processes increased yearly by	58%	58%	58%	58%	58%
Repayment ratio for disaster loans extended to eligible families	40%	45%	50%	55%	60%
Yearly melting rate of increasing disaster housing stock*	40%	40%	40%	40%	40%
Improving the damage assessment process	20%	20%	20%	20%	20%
Realization ratio according to number of total disaster houses in the annual programme (17,535 houses in the programme at start of 2013)	40%	45%	50%	55%	60%
Ratio of cases lost in lawsuits related to Law no.7269 finalized within the year decreased by (based on 2012 figures)	5%	10%	15%	20%	25%

2. Strategies

• Meeting the shelter needs of disaster victims quickly and efficiently

• Ensuring effective and efficient use of resources in recovery activities

• Increasing personnel capacities

• Increasing the information capacity of the organization with regard to disaster law

• More effective execution of the damage assessment process

3. Plans, Projects and Activities

• **Creating Ready-to-Use Temporary Accommodation Areas:**
After meetings held nationwide with provincial directorates, it was envisaged to have the containers vacated upon delivery of perma-

nent houses after the Van Earthquake dispatched to regions deemed appropriate in 2013 and 2014. The containers are dispatched for warehousing and/or for container cities after maintenance and repair. It is considered that the containers will meet the shelter needs of victims without losing precious time right after the response process in case of disasters.

• **Improving the Damage Assessment System:** The forms used in damage assessment procedures conducted on definitely damaged or controversial structures in settlement areas affected from disasters are used both for buildings with engineering services and buildings without engineering services. Depending on the gains from works carried out as well as knowledge and technology, new forms are needed for each disaster type. To this end, renewal of damage assessment forms will be completed, and software development works will be completed.

• **Survey Projects, Site Selection and Disaster Housing Construction:** Programmed conduct of survey-project works will fill the gap of works concerning construction of disaster houses and thereby speed up the construction process. For this purpose, map procurement works, cadastre works, zoning plan-based geological-geotechnical works, zoning plan development works, zoning implementation works, and acts and actions for carrying out or commissioning recovery works will be performed or commissioned. After building construction phase, remaining land plots and land stocks will be determined after transactions related to land plots and properties regarding which type changes and property ownership transfers will

be performed are finalized.

• **Expropriation Activities:** Expropriation activities related to the recovery process are carried out after approval of site selection and completion of survey project works.

• **Personnel Training:** For fast and efficient performance of post-disaster emergency aid, damage assessment, ownership of rights, debiting, site selection, survey-project and investment programme works, an inventory of field personnel will be created and the personnel will be delivered necessary trainings periodically. Hence, an infrastructure of trained personnel to work on the field in cases of disasters will have been established.

• **Building the Capacities of Technical Teams:** Materials complying with pre-determined standards will be procured and distributed as specified to the personnel who will work in the field during post-disaster recovery process.

• **Determining the Temporary Accommodation Capacities of Provinces:** In order to speed up post-disaster recovery processes and provide quality emergency shelter to victims, the temporary accommodation capacities of all provinces will be determined, and recovery works will be carried out after necessary planning is done.

• **Internal Training:** Trainings, workshops, seminars etc. will be organized, in which basic information on law will be presented to employees working in executive units, so that administrative acts and actions established by the Presidency are performed in conformity with the law.

•**External Training:** Provincial Directors, Lawyers and legal affairs personnel working in Provincial Disaster and Emergency Directorates will be trained on disaster law, ensuring that administrative acts and actions are in conformity with law.

•**Disaster Law Publications:** Publications related to disaster law will be prepared and shared across the organization, including master's theses prepared by assistant experts and documents addressing the legislation on disasters.

Objective 2.5
Detecting the Epicentres of Earthquakes in Turkey and the Region with 99% Accuracy and a 1-km Error Tolerance by the end of 2017
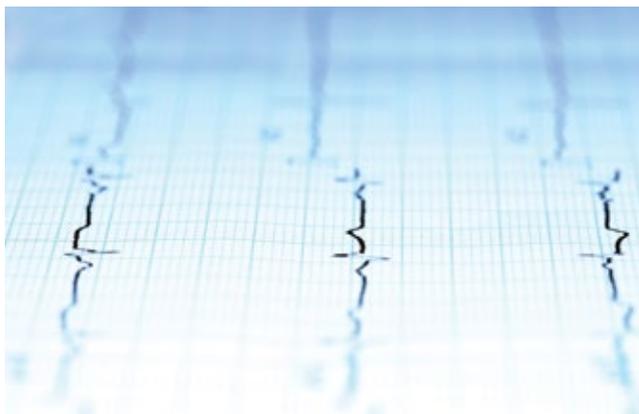
The capacity of available national seismic observation networks will be increased for the purpose of ensuring that national seismological networks (strong and weak seismic observation networks) are enhanced in terms of quality and quantity to meet the country's needs, reducing the error tolerance in assessments through closer observation of seismic activity, providing better quality data to basic engineering seismology and earthquake engineering researches, contributing to works for reducing damages from earthquakes, play-ing an active role in disaster risk management, regularly obtaining seismic data which are the main data in local, regional and national seismic hazard and risk maps, constantly monitoring the activity of hazard zones (fault lines) in our country and informing the relevant segments of the public, following the post-earthquake aftershock activities and warning the officials, and informing the disaster managers and response teams in a fast and reliable way when an earthquake happens.

NUMBER OF EARTHQUAKES OCCURED IN TURKEY
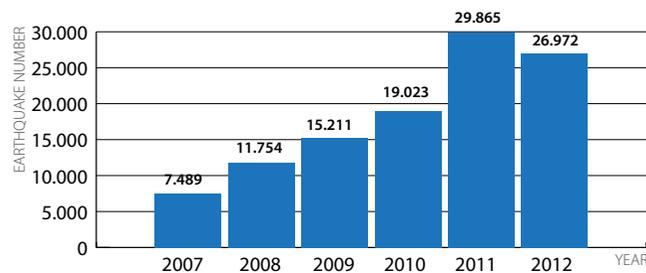
1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Total number of stations in the national seismological activity observation network	220	240	260	280	350
Total number of stations in the national strong ground motion observation network	470	600	750	875	1000
Number seismic observation stations for strong motion with completed ground properties (cumulative)	160	315	510	760	1000
Scientific preliminary reporting time after an earthquake incidence (currently 45 minutes)	40	35	30	25	20
Error tolerance in assessing the epicentre of an earthquake (currently 5 km)	4 km	3 km	2 km	1 km	<1 km
Number of new cooperation with international research centres (cumulative)	2	3	4	5	6

NATIONAL SEISMIC OBSERVATION NETWORK
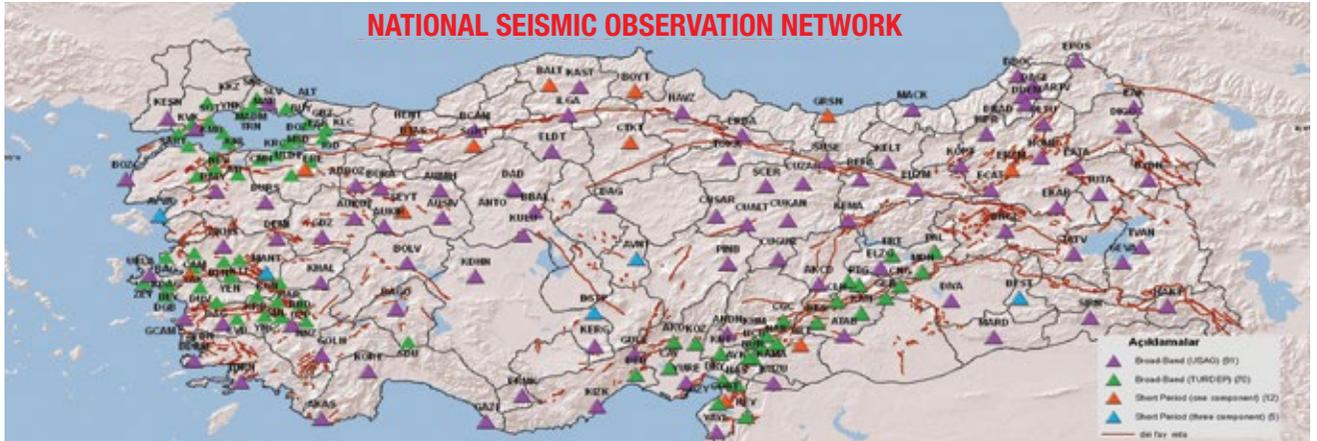
NUMBER OF NATIONAL SEISMIC OBSERVATION STATIONS NETWORK INCREASED YEARLY BY

YEAR	NUMBER OF STATIONS
2005	38
2006	68
2007	124
2008	144
2009	153
2010	189
2011	207
2012	211
2013	225
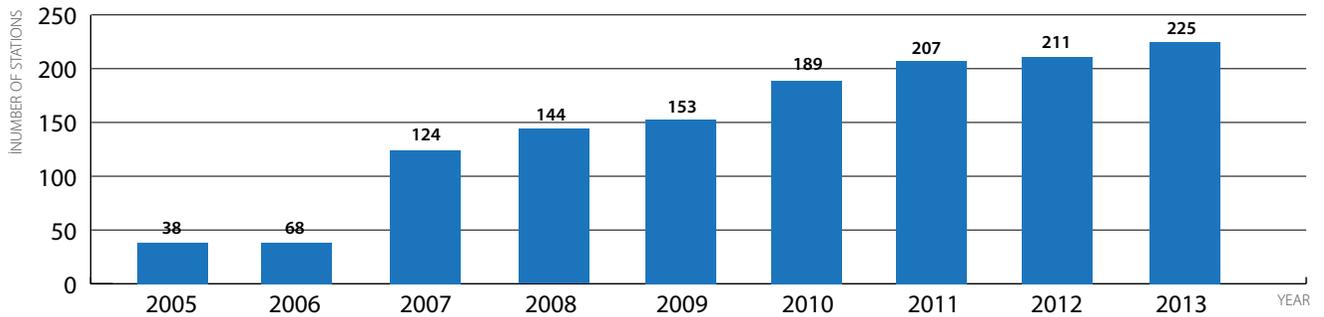
2. Strategies

• Increasing national seismic observation capacity.

• Increasing the accuracy and reliability of earthquake parameters.

• Developing regional cooperation.

3. Plans, Projects and Activities

• **National Seismic Observation Network Development Project:** Construction, operation and communication standards for seismic observation stations will be determined, site selection processes will be completed where necessary, stations will be established and procurement procedures will be carried out, and after installation, data will be evaluated and results will be shared.

• **Cooperation with International Earthquake Centers:** It is aimed to research the capacities of seismic observation centers in other countries, coordinate works to establish regional centres within the scope of existing cooperation, organize national and international workshops, conferences, courses etc and participate in them.

Objective 2.6
Developing Disaster Management Support Systems by the end of 2017

One never knows when disasters and emergencies will come. This uncertainty requires constantly minimizing risks, being prepared and responding quickly as soon as the incident takes place. Disaster management decision support system, which incorporates components such as data centres, observation, warning and alarm systems, earthquake preliminary estimated damage analyses, early warning systems and uninterrupted and secure communication systems, will ensure that decision-makers can manage processes effectively and quickly.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Rate of enabling AYDES modules	%20	%20	%20	%20	%20
Number of references to AFAD-TDVM data increased by	%50	%50	%50	%50	%50
Number of provinces where hazard message relay time will be reduced to 3 minutes thanks to intelligence and dissemination system*	-	4	81	-	-
Time of relaying hazard messages to mobile phone users via message alert system (for 81 provinces)	2 dk.	-	-	-	-
Number of provinces where warning and alerts are announced via sirens**	-	1	11	31	81
Accuracy rate of estimates by the earthquake early warning system in pilot areas	%20	%40	%50	%70	%90
Number of provinces with HF radio system installed	61	81			
Number of provinces with KGHS installed	-	4	29	55	81

Ankara, Eskişehir, Diyarbakır and Zonguldak

2. Strategies
• Building decision support systems
• Establishing data centres
• Accelerating momentum to IT projects

• Developing the early warning, messaging, observation and dissemination systems
• Planning also for system downtimes and formulating alternatives
• Transforming the installed systems into the best practice in Turkey and around the world.

3. Plans, Projects and Activities

• **Disaster Management and Decision Support System Research and Development (AYDES R&D) Project:** AYDES Research and Development Project was designed in 3 phases through over 2013-2015. Planned R&D areas were identified as aerospace & aeronautic, image processing and CBRN defence-warning systems.

• **Disaster Management and Decision Support System (AYDES) Project:** Within the scope of the AYDES Project, a platform will be built, which will be based on geographical information

TAF INFORMATION RESOURCES

Uninterrupted and Secure Communication Line

Radio and Fiberoptics Communication Line

AFAD PRESIDENCY

TRT RADIO AND TV NEWS DEPARTMENT

CITY SIRENS

81 PROVINCES AND DISASTER AND EMERGENCY CENTRE

CITY SIRENS
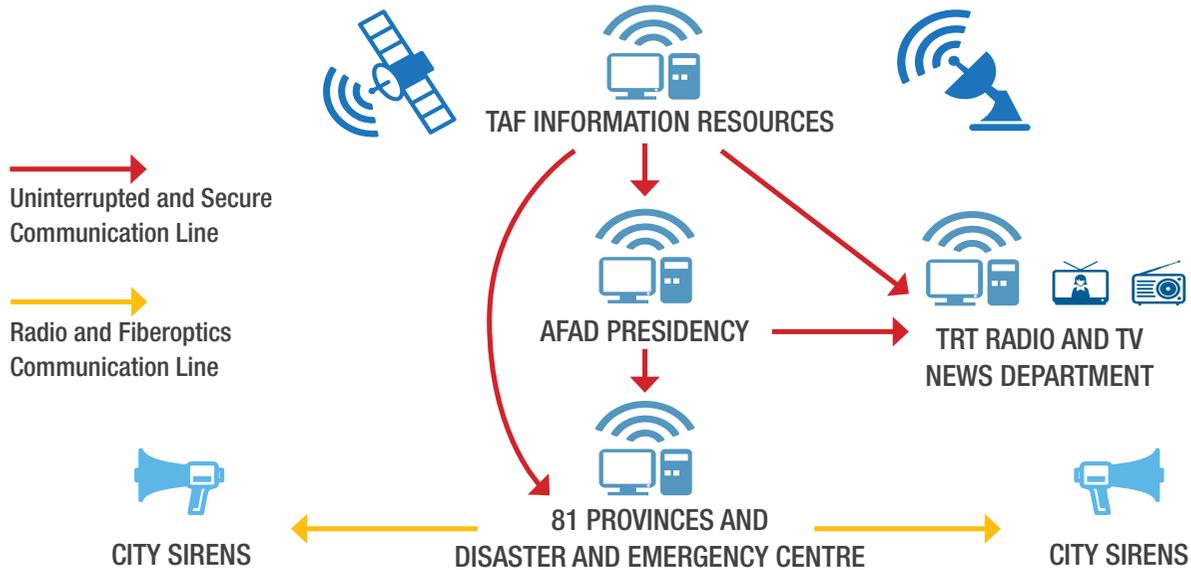
systems, have common operation picture, early warning and fore-casting, modelling and simulation capabilities, support situational awareness, have a database integrated with relevant agencies and organizations, capable of efficient resource management, have decision support mechanisms, central command control structure, and operate on a redundant, secure and uninterrupted system infrastructure.

• **Warning and Alarm Integrated System R&D Project:** It is aimed to inform the public, agencies and organizations as soon as possible through sirens and GSM operators with news of air strikes, CBRN threats and hazards and disaster hazard messages.

• **Earthquake Preliminary Damage Assessment Analysis and Early Warning System Project:** It will be ensured that preliminary damage assessment and early warning information concerning possible earthquakes in settlement areas are received, and the accuracy of the system in making assessment will be measured.

• **Uninterrupted and Secure Communication System (KHGS) Project:** In the event that usual communication systems are disrupted, it is planned to ensure uninterrupted and secure audio, visual and data communication between disaster and emergency management centres nationwide (Organization/provinces/districts) via alternate communication media. In this way, it will be ensured that the disaster and emergency information system, intelligence and dissemination system, warning and alarm system and all early warning systems to be installed nationwide have uninterrupted and secure communication infrastructure.

• **Disaster Data Centre of Turkey (TAVM) Project:** It is important to have a strong decision support mechanism established for speedy and efficient management of disasters and emergencies. Data produced by such a system and their operation area must be protected in a world-class data centre. Through the TAVM that will be built to this end, a redundant, reliable and accessible system working 24/7 will be built, and it will be ensured that disaster and AFAD's data are managed by this system.

• **Earthquake Data Centre of Turkey (AFAD-TDVM) Project:** TDVM system will be built, software will be completed and made ready, performance tests will be conducted, and it will be ensured that all data from agencies and organizations doing seismic observation in Turkey are collected in one single centre from which they will be disseminated. Main goal is to ensure coordination with seismic observation agencies and organizations, and thereby accelerate seismic researches and build an international centre that provides earthquake data.

• **Satellite Supported Fusion Centre:** : It is planned to consolidate into one single data structure the data received from satellite systems, aerial vehicles, ground cameras, sensors and similar sources, and establish a data fusion centre where this single data structure can be analysed in terms of disaster management.

SATELLITE SUPPORTED FUSION CENTRE

İSTANBUL

SAMSUN

BURSA

ANKARA

ERZURUM

DISASTER AND EMERGENCY
MANAGEMENT PRESIDENCY

İZMİR

TT NETWORK

GSM NETWORK

VAN

DIYARBAKIR

ADANA
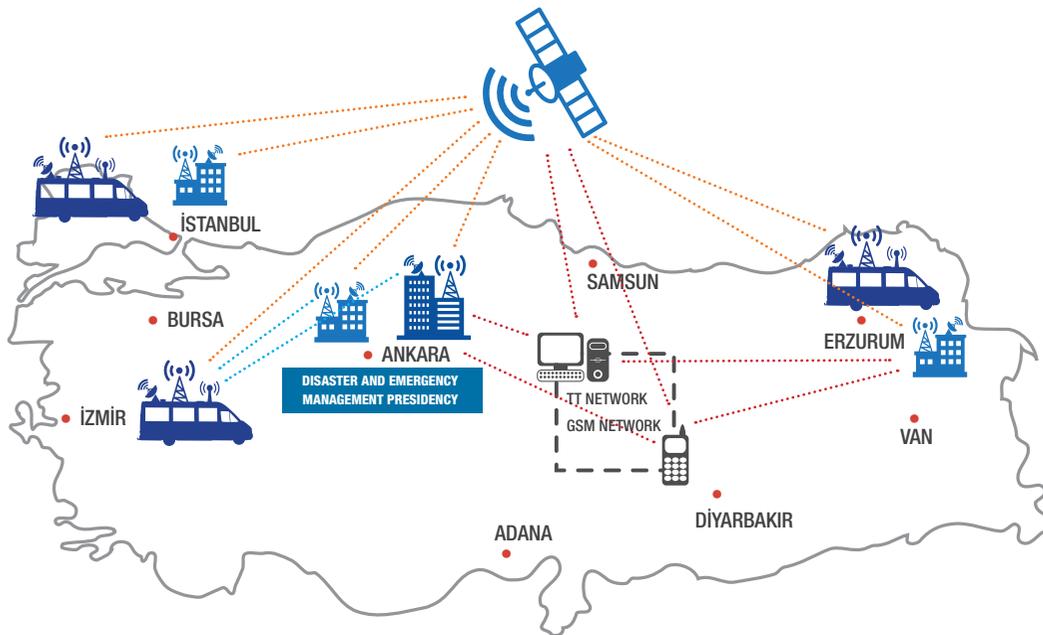
GOAL 3

GENERALIZING DISASTER MANAGEMENT STANDARDS

Building a society capable of coping with disasters is a governance process that can be realized through using all the power and resources of the society. Managing this process in the best way possible can only be achieved by developing standards and disseminating them. In this context, in terms of ensuring unity of language and practice at the national level in execution of disaster and emergency services, standards that should be complied with by public, private and civil society organizations and natural persons taking part in any and all phases of the disaster management process will be developed, and these standards will be supported and reinforced with legislation and training activities.

Objective 3.1
Ensuring Standardization in Risk Reduction Activities by the end of 2015

Ensuring more efficient execution of risk reduction activities is possible by strengthening decentralized administration and generalizing risk reduction activities throughout the country as a standard. In this scope, standardization will be ensured in risk reduction activities through preparation of integrated disaster hazard maps, determination of risk management principles, updating of seismic hazard zones map and the Regulation on Buildings to be Constructed in Seismic Zones, and etc.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Completion of guidelines on standards for risk reduction activities	20%	50%	100%		
Number of workshops on updating the Regulation on Buildings to be Constructed in Seismic Zones, annually	1	1	1	1	1
Number of provinces where training is delivered on Regulation on Buildings to be Constructed in Seismic Zones (cumulative)	*	40	81		
Ratio of publication of Seismic Hazard Zones Map	60%	100%			
Number of provinces where trainings, meetings, workshops etc are organized to disseminate standards		**		40	81

* Regulation on Buildings to be Constructed in Seismic Zones will be completed in 2013.
** Since standardization works will in general be completed in 2015, they were not specified as indicators.

EARTHQUAKE ZONNING MAP OF TURKEY
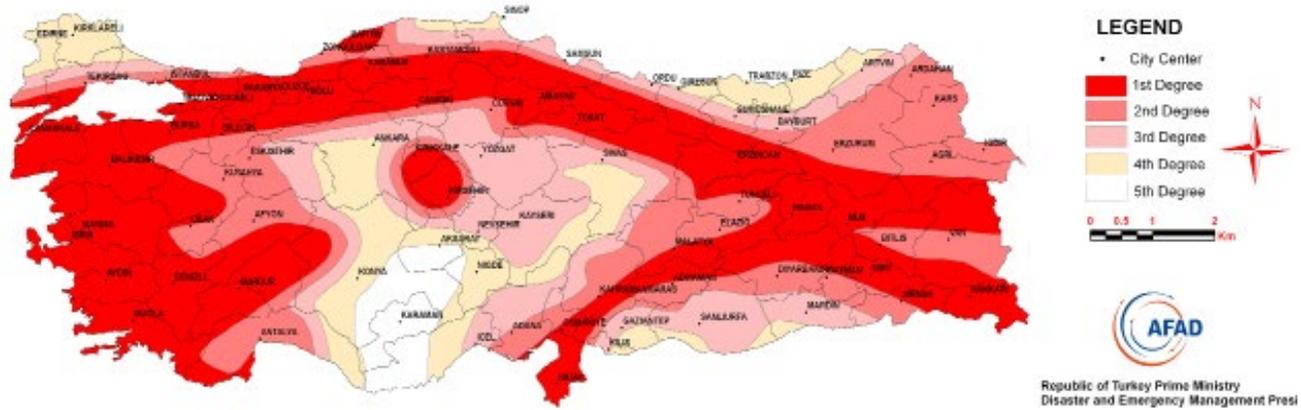
LEGEND
- City Center
- 1st Degree
- 2nd Degree
- 3rd Degree
- 4th Degree
- 5th Degree

Republic of Turkey Prime Ministry
Disaster and Emergency Management Presi

2. Strategies

• Taking international standards as reference

• Identifying country-specific disaster risk evaluation criteria for Turkey

• Ensuring that the legislation keeps up with the speed of development and change

• Ensuring stakeholder participation in the process

3. Plans, Projects and Activities

• **Identifying Risk Management Principles:** : Standards will be identified, trainings will be organized and guidelines will be prepared to ensure that risk analysis is done with equal efficiency throughout the country.

• **Updating the Regulation on the Buildings to be Constructed in Seismic Zones:** It is planned to establish an earthquake regulation commission and ensure its continuity, organize regulation workshops, publish the regulation in the Official Gazette, and deliver regulation training to the personnel in Provincial Disaster and Emergency Directorates.

• **Updating Seismic Hazard Zones Map:** Turkey's Seismic Zones Map will be aligned with the practices of the Turkish Catastrophe Insurance Pool (DASK) and the Regulation on Buildings to be Built in Seismic Hazard Zones.

• **Training Activities:** Training will be organized on the integrated disaster hazard maps that will be prepared, risk management principles, seismic hazard zones map and the Regulation on Buildings to be Built in Seismic Hazard Zones.

Objective 3.2
Ensuring Standardization in Preparedness and Response Activities by the end of 2014

It is necessary to establish standardization in order to ensure effective response to disasters and emergencies and enable the transition from people-dependent disaster management system to a modern disaster management system. In this context, standards will be developed and disseminated for response activities including national and international aid and preparedness activities.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Ratio of setting standards for preparedness and response activities	50%	100%			
Number of provinces where trainings, meetings, workshops etc. are organized to disseminate preparedness and response standards	*		40	81	

* Since standardization works will in general be completed in 2014, they were not specified as indicators.

2. Strategies

• Taking international standards as reference

• Identifying country-specific preparedness and response evaluation criterias for Turkey

• Ensuring that the legislation keeps up with the rate of development and change

• Ensuring stakeholder participation in the process

3. Plans, Projects and Activities

• **Identifying Preparedness and Response Standards:** All standards for preparedness and response processes will be determined and generalized.

• **Identifying Standards for Aid Activities:** Procedures, principles and standards will be determined for coordinated and rapid execution of national and international aids and efficient utilization of resources.

• **Developing Information and Communication Standards:** Standards will be developed for information and communication systems that see rapid technological development, and efficient coordination will be ensured between the central and local disaster and emergency management centres.

• **Training Activities:** Trainings will be organized to ensure continuity of developed standards.

Objective 3.3
Ensuring Standardization in Recovery Activities by the end of 2014

Recovery processes will be finalized faster and more efficiently by determining the standards for materials used on site, specialization of employees in their respective areas, and preparation of necessary legal regulations and operational directives concerning the works.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Identifying recovery standards	50%	100%			
Number of provinces where training is delivered on recovery standards		*	40	81	
Since standardization works will in general be completed in 2014, they were not specified as indicators.					

2. Strategies
- Taking international standards as reference
- Identifying country-specific recovery evaluation criteria for Turkey
- Ensuring that the legislation keeps up with the speed of development and change
- Ensuring stakeholder participation in the process

3. Plans, Projects and Activities

• **Recovery Standards:** Recovery standards will be identified and updated according to developments.

• **Legal Studies:** Providing a rapid and effective execution of acts and actions included in the recovery process, relevant legislation, circular and regulation studies will be carried out and operational directives will be prepared.

• **Training Activities:** It will be ensured that employees gain knowledge and experience on recovery works carried out in other countries.

Objective 3.4
Ensuring Standardization in Disaster Education by the end of 2014

It is aimed to standardize disaster awareness-raising and sensitization trainings organized throughout the country, and disseminate them through AFAD-TC certified trainers and accredited associations, organizations, NGOs etc.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Ratio of identifying standards for specialization training (search & rescue, CBRN and fire training)	70%	100%	-	-	-
Ratio of identifying standards for disaster awareness trainings according to target groups	70%	100%	-	-	-
Ratio of publication of identified standards	50%	100%	-	-	-

2. Strategies
• Taking international standards as reference
• Identifying country-specific training criteria for Turkey
• Ensuring that the legislation keeps up with the speed of development and change
• Ensuring stakeholder participation in the process

3. Plans, Projects and Activities

• **Identifying Standards for Disaster Awareness Training as per Target Groups and for Specialization Training** Basic disaster awareness, fire-fighting, search & rescue and CBRN trainings delivered by various parties throughout the country will be standardized. It will be ensured that current trainings are continued in line with these standards.

Objective 3.5
Building an Accreditation and Certification System Oriented to NGOs and Private Sector Companies by the end of 2016

It is aimed to identify civil society organizations that wish to take active part in disasters and emergencies, carry out accreditation works, formulate legislation in this framework, and conduct common trainings and exercises by switching to an automation system.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Identifying accreditation principles according to set standards		*	75%	100%	-
Auditing ratios for accredited agencies and organizations			**		50%

*Since first standardization works will end within 2014, identification of principles for the accreditation system will start in 2015.
*Since the accreditation process will be completed at the end of 2016, first audits will start in 2017.

2. Strategies
• Putting the authorization system into practice

• Cooperating with national and international standardization organizations
• Evaluating international examples

• Keeping identified accreditation principles up-to-date

3. Plans, Projects and Activities

• **Accreditation System:** An accreditation system will be built to establish that those taking part in the disaster management process meet the determined standards.

• **Certification System:** Following the establishment of an accreditation system, a certification system will be built for accreditation of relevant agencies and organizations, and trainings, workshops etc. will be carried out to spread the system.

• **Auditing:** An audit programme will be developed for auditing accredited agencies, and audits will be carried out according to the programme.

STRATEGIC PLAN 2013 – 2017

CHAPTER 2 STRATEGIC VIEW AND SUCCESS CRITERIA
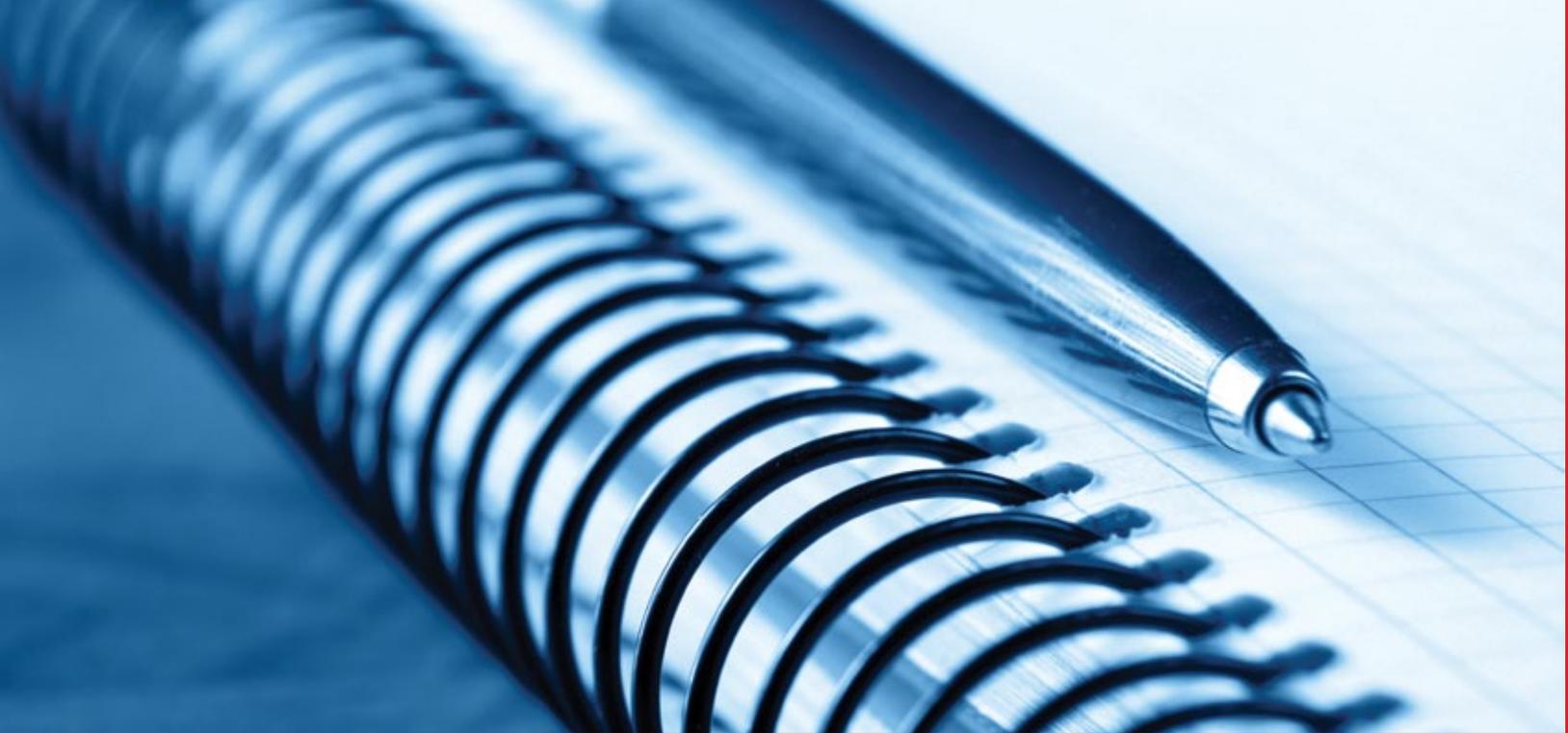
GOAL 4

LAUNCHING OUT AN EDUCATIONAL CAMPAIGN FOR DISASTER PREPAREDNESS

A large part of the loss of lives and property in the disasters that have happened to date in our country are caused by lack of knowledge of how to prepare for and act during disasters. Since transforming disaster from a catastrophe that is dreaded with fear into a manageable phenomenon and instilling the mentality of capability /sufficiency in the public is possible with trainings delivered before disasters, the most important step to take for ensuring the survival of people in disasters with minimum loss is to prepare individuals and families for disasters through training.

Living with full knowledge of damages brought on by each type of hazard and being fully prepared for them is called creating a culture of disaster-sensitive living.   At the foundation of creating a culture of disaster-sensitive living lies preparing the community through trainings.

As of 2013, AFAD will launch out disaster awareness trainings followed by sensitization trainings under the name of "Disaster-Prepared Turkey" with the purpose of informing our society about natural, technological and man-made disasters, protection from disasters and minimization of loss, so as to build a "culture of disaster sensitive living" at all levels of the society. On the other hand, in-service trainings will be organized for capacity building, with training programmes implemented for personnel of public agencies and organizations.

Objective 4.1
Raising Society's Disaster Awareness by 50% on Average Every Year Nationwide

In order to prepare for disasters as individuals, organizations and as a nation, an education mobilization campaign was launched, which contains basic disaster awareness topics that should be learned with priority. For this purpose, disaster awareness and education programmes implemented in Turkey and the regional disaster risks will be evaluated, and education projects covering all segments of the society and target groups will be put into practice. In addition, through collaboration with DASK, contribution will be made to increasing the rate of insurance ownership, and awareness will be raised towards building a disaster-prepared society by cooperation with the media.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Number of people received awareness training in the country (cumulative)	1 Million	2 Million	3 Million	4 Million	5 Million
Annual increaseing ratio of the level of society's disaster awareness	100%	80%	50%	25%	25%

GOAL
DISASTER PREPARED TURKEY

GOAL
DISASTER PREPARED SCHOOL ABC

GOAL
DISASTER PREPARED FAMILY

GOAL
DISASTER PREPARED OFFICE

GOAL
DISASTER PREPARED YOUTH

2. Strategies

• Developing awareness and training programmes for target groups (individuals, families, schools, workplaces and youth)
• Diversifying awareness methods
• Generalizing the disaster awareness
• Supporting disaster insurance system in all country

3. Plans, Projects and Activities

• **Disaster-Prepared Family Project:** It is aimed to build disaster preparedness culture with trainings for preparedness for the first 72 hours of disasters, raise awareness, share basic precautions living spaces, ensure that they learn and implement the right behaviours, and prepare individuals to educate the society for disasters.

• **Disaster-Prepared School Project:** It is aimed to provide school employees and students with appropriate trainings prepared for their age groups for preparedness for the first 72 hours of disasters for adopting disaster preparadness culture, raise awareness, share basic precautions they can take in their living spaces, ensure that they learn and implement the right behaviours, inform them on preparing disaster and emergency plans, and ensure preparation of school disaster and emergency plans.

• **Disaster-Prepared Office Project:** It is aimed to provide trainings for preparedness for the first 72 hours of disasters and instil a disaster preparedness culture, raise awareness, share basic precautions they can take at workplaces, ensure that they learn and implement the right behaviours, inform them on preparing of disaster and emergency plans, and ensure preparation of workplace disaster and emergency plans.

• **Disaster-Prepared Volunteer Youths Projects:** It is aimed to provide trainings to ensure that young people are ready for the first 72 hours of disasters, build a disaster preparedness culture, raise awareness, share basic measures they can take, ensure and implement the right behaviours and gain awareness on volunteering, and form sustainable youth teams that can take part in generalizing of trainings.

• **Disaster-Prepared Media Project:** Within the scope of the project planned to be carried out with relevant stakeholders, it is aimed to ensure participation of printed and visual media into disaster preparedness and mitigation works, and ensure that they provide the right guidance to the public.

• **Raising Awareness among Critical and Vulnerable Groups:** Ensuring that local administrators and security forces are aware of the risks caused by disasters, knowledgeable about the right behaviours before, during and after disaster, prepared for disasters shown the works to be carried out and action plans to be developed for disaster protection and response on individual and organizational basis, and ensuring that they provide guidance for disaster preparedness are aimed. In addition, within the scope of the study, it is aimed to ensure that vulnerable groups such as disabled and old aged individuals and their companions are prepared for disasters, have their awareness raised and learn about what to do in cases of disasters.

• **Establishment of a Disaster Museum:** Museum will be established, where news, photographs and videos on disasters, technologies used in disaster-related works, and works carried out on disasters and civil defence since the founding of our Republic will be preserved and exhibited.

• **Supporting Disaster Insurance System:** Activities will be carried out for generalizing systems designed to diminish the financial charge caused by disasters by using insurance as an instrument encouraging establishment of healthy buildings, and contribution will be made in the development of insurance and social solidarity awareness in the society.

Objective 4.2
Increasing Disaster Training Capacity of Local by 5 Folds by the end of 2017

It is planned to subject trainer candidates, selected from personnel of Provincial Disaster and Emergency Directorates and central organizations of public agencies and organizations, to basic disaster awareness trainings, establish regional training centres and build mobile training units. Regional training centres will be established at central areas that will be selected in consideration of parameters such as the population density, disaster profile, culture etc. of regions. In addition, urban and rural populations will be constantly informed and trained via mobile disaster training unis.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Number of additional regional disaster training centres built (cumulative)	1	2	3	4	5
Number of fully equipped mobile disaster training units (cumulative)	2	6	10	12	15
Number of trainers trained (cumulative)	4.000	6.000	8.000	9.000	10.000

2. Strategies

• Evaluating the capacities of all stakeholders

• Reaching wide range of population via training of trainers

• Preparing alternatives which the public can more easily access in disaster trainings

3. Plans, Projects and Activities

• **Regional Disaster Training Centre Project:** In provinces with Search & Rescue Brigades, regional disaster training centres will be built, which will have units such as earthquake, fire fighting, smoke, wind and storm simulation systems, 5-D cinema hall, first aid training room, information and testing corner, child playgrounds, seminar and training halls, and practical disaster trainings will be delivered to citizens living in the province of the centre or in peripheral provinces.

• **Mobile Disaster Training Units Project:** In order to support Regional Disaster Training Centres, mobile disaster training units will be procured, which will provide training on earthquakes, fire fighting, smoke and first aid for disaster preparedness of citizens in provinces where there are no Regional Disaster Training Centres.

• **Training of Trainers:** Basic disaster awareness trainings will be delivered to trainer candidates who will be selected from the central organizations of public agencies and organizations and from the personnel of Provincial Disaster and Emergency Directorates.

Objective 4.3
Increasing the Training Capacity of AFAD Training Centre by 30% on Average Every Year

It is aimed to improve AFAD-TC's physical and personnel capacity and provide it with a personnel, equipment and organization capacity enabling international trainings. To this end, it is planned to provide development trainings on subjects such as communication techniques, time management, database usage, urban-rural disaster risk management etc., transform training places into smart classrooms and deliver in-service trainings in a more interactive environment with more interactive techniques, and generalizing them nationwide by ensuring participation of personnel from Provincial Disaster and Emergency Directorates and public agencies and organizations in these trainings.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Number of trainings and awareness-raising events organized by AFAD-TC increased yearly by	50%	40%	30%	20%	10%
Number of international cooperation events carried out (cumulative)	2	3	4	5	6
Number of international events (cumulative)	1	2	3	4	5
Number of activities organized jointly with universities	3	9	10	11	12

2. Strategies
• Increasing personnel capacities
• Increasing physical and technical capacity
• Increasing international cooperation
• Increasing cooperation with universities
• Using alternative systems like open education and distant learning in trainings.

3. Plans, Projects and Activities

• **AFAD-TC Activities:** Events organized regularly every year by AFAD-TC will be increased in number, and programmes based on disaster training and awareness will be developed.

• **Capacity Building:** The capacity of training personnel working under AFAD-TC will be increased.

• **International Cooperation and Project Activities:** Joint projects and activities will be carried out with agencies and organizations which organizing and holding disaster trainings at international platforms. In this scope, cooperation and projects will be developed with organizations such as DPPI, PPRD, JICA, FEMA and EURO-PA (AFEM - European Natural Disasters Training Centre in Turkey) on mutual information exchange, expert training programmes, and development of training materials.

Objective 4.4
Building Systems for Supporting Training and Awareness-Raising Activities by the end of 2014
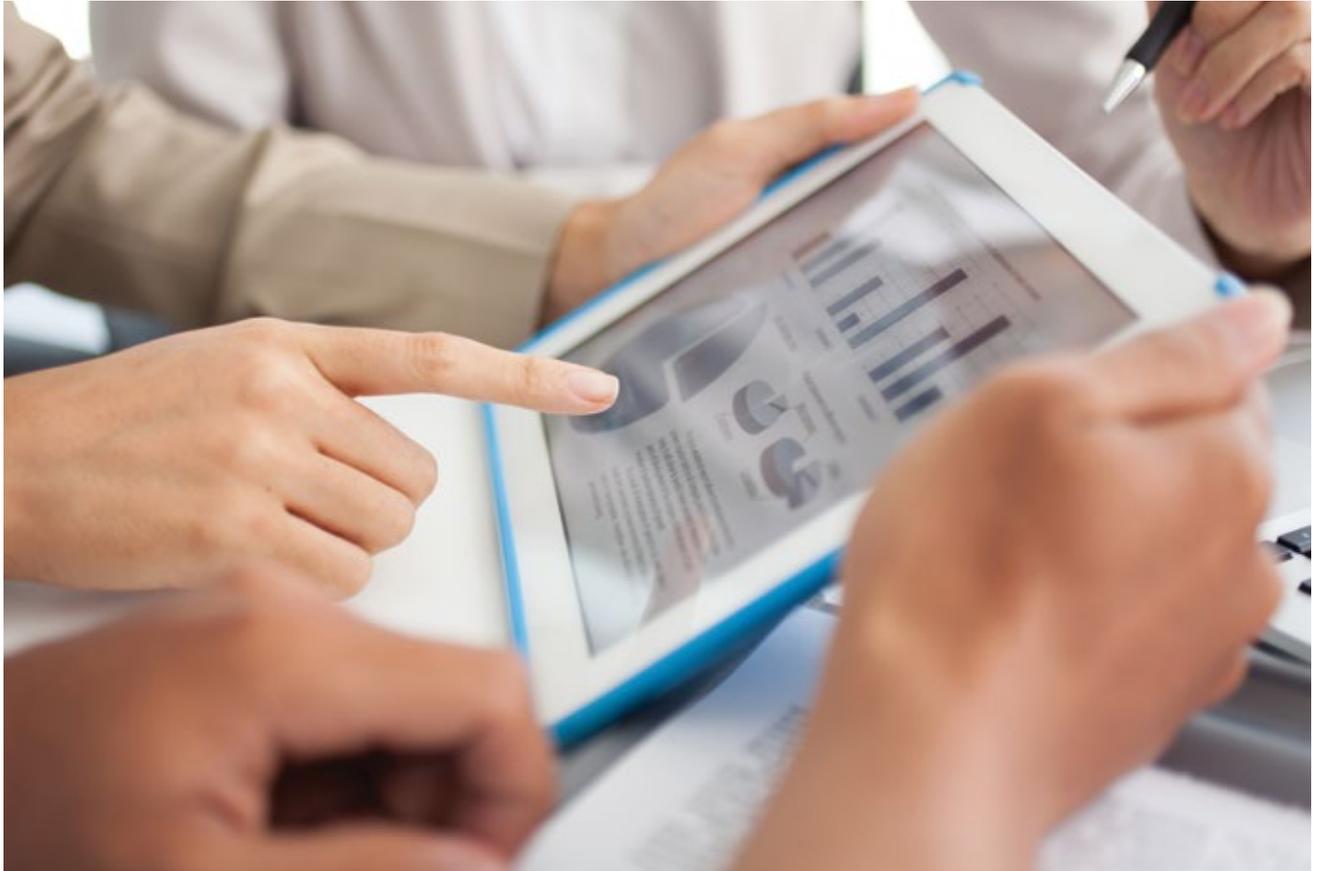
Ensuring that individuals are aware of the hazards in and around their living environments and associated risks, informing them on preparations that should be made before disasters, encouraging them to adopt right behaviour models during disasters and generalizing this training, also organizing other internal and external trainings, and exchanging information with agencies and organizations can only be possible by building systems that support disaster training and awareness-raising activities.

Through the training of trainers delivered by AFAD-TC, it is planned to generalize the trainings which realized in provinces with various agencies and organizations, ensure standardization in trainings, render printed and visual materials accessible nationwide, and build disaster awareness using the internet, games and social media.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Ratio of establishing open education and distant learning systems (websites, on-line education, apps etc.)	-	100%			
Number of persons using open education and distant learning systems increased yearly by		*	25%	25%	25%
Number of printed and visual training sets developed for nationwide use	5	6	7	8	9
Number of visitors of websites for training and awareness raising increased by	**	40	%30%	20%	10%

Since systems will be installed in 2014, trainings will start in 2015. Besides, monthly assessments will be made in 2014.
** Website will be developed in 2013, and assessment will be carried out within the same year.

2. Strategies

• Developing materials for target groups (individuals, families, schools, workplaces and youth)

• Using alternative systems like open education and distant learning in trainings.

• Building a system for monitoring and evaluation of training and awareness-raising activities.

3. Plans, Projects and Activities

• **Training Materials:** It will be ensured that trainings implemented around the country are in line with identified standards and supported with the developed training materials and audio visual products, and that the training is memorable. To this end, the communication campaign will use channels that can reach all social segments (web, social media, visual films and games etc.)

• **Distant Learning and Teleconference Systems:** It will be possible to reach more people by using distance learning systems.

• **Mobile Applications:** : Large masses will become reachable via applications developed for smart and other mobile devices.

GOAL 5

BEING A LEADING ORGANIZATION IN THE INTERNATIONAL ARENA

79

Due to the effect of climate change, the number of disasters seen in the world, the number of countries where these disasters take place and their impacts on the region are increasing day by day. With the effect of the globalizing world and the media, information on disasters taking place anywhere on earth and their impacts can now be learned immediately, even in countries located on the other side of the world. Therefore, national and international disaster management policies have become one of the main agenda items of all governments.

Particularly the United Nations and other international organizations make many initiatives to reduce disaster risks and to formulate global policies for risk reduction and disaster prevention. The HYOGO Framework for Action for Building the Resilience of Nations and Communities to Disasters and the Millennium Development Goals are at the forefront of these initiatives. On the other hand, budgets allocated to urgent humanitarian aids and post-disaster development aid between countries and international humanitarian aid funds are increasing every year.

In the recent years, Turkey isno longer an aid receiving country and has become an aid granting country, and has extended considerable aids to many countries hit by disasters. In addition, global policies on risk reduction and disaster prevention are adopted in our country, and the Republic of Turkey carries out collaboration and cooperation activities in this area with many countries and international organizations such as the United Nations and the European Union.

AFAD undertakes an important role in determining the disaster management policies of our country, and aims to become a leading organization in the world by increasing its organizational presence in the international arena.

It is aimed to become a leading, aid-delivering country that takes active part in disasters that may take place anywhere in the world.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Response time following receipt of international emergency aid instructions by the Presidency (for each 2,000 km in an Ankara-centred circuit)	12 hours	11 hours	10 hours	9 hours	8 hours
Number of teams with international certificate	1	2	4	8	11
Ratio of personnel who are members of internationally certified teams taking part in international humanitarian aid operations to number of total personnel	10%	20%	40%	80%	100%
Presidency's share of in-kind and in-cash donations in international humanitarian aid operations increased by (based on 2012)	%20	30%	40%	50%	60%
Ratio of using Presidency's international humanitarian aid budget	80%	85%	90%	95%	100%

2. Strategies

• Systematization of international humanitarian aids

• Improving international response processes together with stakeholders

• Increasing response teams' conformity to international standards

3. Plans, Projects and Activities

• **International Emergency Aid Plan:** An International Emergency Aid Plan will be prepared to build an operation system oriented to international humanitarian aid requirements. The plan will define how international emergency aid processes will be carried out and activities for increasing the Presidency's emergency aid performance, such as certification of search & rescue teams.

• **Capacity Building:** The current capacity in international humanitarian aid issues will be increased in line with the requirements of the International Emergency Aid Plan.

Objective 5.2
Increasing Cooperation Activities that will Strengthen AFAD's Organizational Presence in the International Arena by At Least 20% Every Year

It is aimed to increase cooperation and joint activities with many international and regional organizations, particularly with the United Nations, the European Union and the NATO, so as to ensure that AFAD becomes an organization that introduces new ideas and practices in the field of disaster management and that guides other countries, organizations and policies with its active works.

1. Performance Indicator

Indicator	2013	2014	2015	2016	2017
Number of international organizations or initiatives in which AFAD is in executive positions	3	3	4	4	5
Number of international organizations hosted (trainings, workshops, symposiums, conferences etc.)	3	3	4	4	5
Number of international projects carried out in partnership	2	2	2	2	2
Number of signed bilateral or multilateral collaborations recently(letter of intent, memorandum of understanding, agreeed action plans, agreement etc.)	2	2	2	2	2
Number of news pieces covered in international media increased by	10%	10%	10%	10%	10%

2. Strategies
• Giving priority to international cooperation
• Leading international projects
• Increasing in exchanging information and experience with international stakeholders
• Participating in the decision-making mechanisms of international organizations

3. Plans, Projects and Activities

• **Bilateral or Multilateral Cooperation:** With other countries will be enhanced and exchange of information and experiences will be increased via letters of intent, memorandums of understanding, agreed action plans, agreements and similar instruments signed with foreign countries and international organizations. Hence, by converting these instruments to living documents, activities and implementations will be increased, communication will be strengthened and the framework for international collaboration will be drawn.

• **Participation in Executive Cadres of International Organizations and Initiatives:** By taking part in executive cadres of international organizations and initiatives and ensuring more active participation in their works, the necessary platform will be formed for directing international policies and contributing to cooperation countries.

• **International Projects:** Global exchange of knowledge and experiences will be ensured by carrying out joint projects for risk reduc-

tion and disaster prevention with international stakeholders.

• **Project Funding with International Resources:** It will be ensured that international resources are explored and these resources are used to support projects in need of funding.

• **Increasing Visibility in International Media:** It will be ensured that international media organizations are informed about the activities of AFAD, and AFAD's international visibility will be increased.

GOAL - RESPONSIBLE UNIT MATRIX

OBJECTIVES		RESPONSIBLE UNITS										
		AFAD-TC	PPRC	DoITC	DoE	LC	DoRC	DoRS	DoPM	DoSD	DoCD	DoAS
GOAL 1		**BEING A CONSTANTLY DEVELOPING AND LEARNING ORGANIZATION**										
1.1	Increasing Conformity to Public Internal Control Standards to 90% by the end of 2017									●		
1.2	Building Reliable and Sustainable AFAD Organizational Information Systems by the end of 2017			●						●		
1.3	Switching to Strategic Human Resources Management by the end of 2014	●										●
1.4	Increasing Capacity for Information and Expertise on Disaster Types by 20% Every Year				●				●			●
1.5	Raising Awareness on AFAD Activities by 20% Every Year		●									
GOAL 2		**ESTABLISHING A RISK-CENTRED INTEGRATED DISASTER MANAGEMENT SYSTEM**										
2.1	Completing Disaster Management Strategy Documents and Plans by the end of 2016						●	●	●			
2.2	Increasing Risk Reduction Activities by 20% Every Year				●				●			
2.3	Improving Preparedness and Response Capacity by 25% on Average Every Year by the end of 2017			●				●	●		●	●
2.4	Improving Recovery Capacity and Processes by 20% Every Year						●		●			
2.5	Detecting the Epicentres of Earthquakes in Turkey and the Region with 99% Accuracy and a 1-km Margin of Error by the end of 2017				●							
2.6	Developing Disaster Management Support Systems by the end of 2017			●	●						●	

OBJECTIVES		RESPONSIBLE UNITS										
		AFAD-TC	PPRC	DoITC	DoE	LC	DoRC	DoRS	DoPM	DoSD	DoCD	DoAS
GOAL 3		**GENERALIZING DISASTER MANAGEMENT STANDARDS**										
3.1	Ensuring Standardization in Risk Reduction Activities by the end of 2015				●				●			
3.2	Ensuring Standardization in Preparedness and Response Activities by the end of 2014			●				●	●		●	
3.3	Ensuring Standardization in Recovery Activities by the end of 2014						●					
3.4	Ensuring Standardization in Disaster Education by the end of 2014	●										
3.5	Building an Accreditation and Certification System Oriented to NGOs and Private Sector Companies By the end of 2016						●	●	●	●	●	
GOAL 4		**LAUNCHING OUT AN EDUCATIONAL CAMPAIGN FOR DISASTER PREPAREDNESS**										
4.1	Raising Society's Disaster Awareness by 50% on Average Every Year Nationwide	●	●	●					●			
4.2	Increasing Disaster Training Capacity of Local by 5 Folds by the end of 2017	●										
4.3	Increasing the Training Capacity of AFAD Training Centre by 30% on Average Every Year	●										●
4.4	Building Systems for Supporting Training and Awareness-Raising Activities by the end of 2014	●			●							
GOAL 5		**BEING A LEADING ORGANIZATION IN THE INTERNATIONAL ARENA**										
5.1	Increasing the Presidency's Performance in International Humanitarian Aid								●			
5.2	Increasing Cooperation Activities that will Strengthen AFAD's Organizational Presence in the International Arena by At Least 20% Every Year		●		●			●	●	●		

CHAPTER 3
MONITORING
& EVALUATION

85

CHAPTER 3:
MONITORING & EVALUATION

Monitoring means systematic following and reporting of the implementation of the strategic plan. Evaluation is assessment of implementation outcomes by comparing them against goals and objectives and analysing the consistency and relevance of said goals and objectives.

Actions that should be taken to achieve AFAD's goals and objectives, and responsible parties, resources and performance indicators are defined in the action plan.

An effective monitoring and evaluation system will be built in cooperation with Departments, so as to monitor realization levels of AFAD goals and take effective measures in time. In addition, IT systems (for electronic monitoring) will also be incorporated into this system. However, monitoring and evaluation will basically be carried out in consideration of performance criteria. On the other hand, annual Performance Programmes will be prepared to increase the effectiveness of monitoring.

Monitoring of implementation will start as soon as the AFAD Strategic Plan is approved by the Presidency and put into effect. With the participation of responsible and coordinating Departments associated with the objectives included in the strategic plan, the Department of Strategy Development will prepare a monitoring plan and directive within 3 months following the effective date of the plan, and will notify the responsibilities to relevant people. The basis of the monitoring

plan will be the Objective Action tables prepared and published when developing the strategic plan. In addition, said directive will also explain the computing methods for performance indicators.

In parallel, basic monitoring systematic will be built on indicating what all the activities and in particular the expenditures by the Presidency correspond to in the strategic plan.

Evaluation is assessment of implementation outcomes by comparing them against goals and analysing the consistency and relevance of said goals and objectives. This is essentially done through annual activity reports prepared by the Department of Strategy Development. However, evaluation systematics will be carried out in frequencies parallel to monitoring.

IMPLEMENTATION

Departments responsible for achieving strategic goals and objectives will prepare, in two copies, reports in the format specified in the directive, on the first week of each month with regard to the planned activities of the previous month, including their development statuses, progress, reasons of failure and/or deviation for unrealized activities, possible bottlenecks and suggested solutions, and will send one of the copies to the Department of Strategy Development (DoSD).

DoSD will confirm the accuracy of the performance evaluations of

the monthly reports received, and will submit to the Director-General, within one week, a report demonstrating that the activities carried out for that month are in compliance with that year's budget and the extent to which the outcomes achieved correspond to the goals and objectives specified in the Strategic Plan. Feedback will be sent to units in line with decisions coming from the Presidency's Director-General.

Thus, by determining whether there is an interruption of the process of implementation of the plan, if any, to take measures for the improvement of their performance and the administration will monitor the correct approach in achieving its goals.

Points to consider within the scope of the monitoring and evaluation process:

• Objectives specified in the strategic plan and their realization rates.

• Comparison of the budget allocated for objectives in the strategic plan and realization in cash.

• Monitoring the effect of actions carried out under the strategic plan on internal and external stakeholders (internal and external stakeholder perception analyses.)

• Monitoring and evaluation of internal and external factors that may affect strategic plan at specific intervals (SWOT, PEST analyses, changes in legislation, risk analyses etc.)

ANNEXES

ANNEXES

STRATEGIC PLANNING PROCESS

The strategic plan, which must be prepared as a requirement of Law no.5018 on Public Financial Management and Control, must include the medium and long-term goals of public administrations, their main principles and policies as well as goals and priorities, performance criteria, methods to be used to achieve stated goals and objectives, and resource distribution.

Founded with the Law no.5902 on the "Establishment and Duties of the Disaster and Emergency Management Presidency" and starting operations on 17 December 2009, our Presidency started to work on preparing its strategic plan, as required under law no.5018, a short while after its founding.

Starting to work on its strategic plan following its founding, AFAD has extensively revised the draft strategy document in consideration of changes in higher management levels and legislation, as well as experiences from the Earthquake of Van and studies on social disorders taking place in various countries in the recent years. In this scope, the Strategic Management and Planning Working Group was established and appointed its personnel in June 2012 by the Department of Strategy Development, which was established by a decree having the force of law (KHK).

In the next step of the strategic planning process, outsourced consultancy services were procured on planning methods and processes and training, so as to guide the process. With the consultants, key decisions concerning the time frame for the strategic planning process and analyses, methods and trainings required for the process were taken and the process was started with speed. Within the scope of the preliminary works for the plan, the following were done, in chronological order:

• Interviews with Group Leaders, Department Heads, Deputy Director-General and Consultants,

• Focus group meetings with AFAD Experts, Engineers, AFAD Assistant Experts and civil servants-workers,

• "Strategy Exploration Meeting (SEM)" with Presidency personnel representing all levels of the workforce,

• Determination of the Mission of our Presidency by the top management in view of SEM outputs,

• Identification of our goals in light of our Mission,

• Identification of the process for external stakeholders,

• Formulation of objectives oriented to achieve the goals, and

• Determination of performance indicators, strategies and actions for achievement of objectives,
were carried out.

Within the scope of the interviews done with Group Leaders, Department Heads, Deputy Director-General and Consultants, the duty domains of the participants, the problems they encounter, the current situation and future of the Presidency were addressed, and the first work on the strengths and weaknesses of the Presidency was carried out. The process was started with Group Leaders since they are of critical importance in actualizing projects and responsibilities under the strategic plan. In this scope, around 1-hour interviews were conducted with 36 group leaders or their representatives. On the other hand, ownership of the process by top management and the fact that they expressed their thoughts at the beginning of the process proved critical for the continuation of the process.

Following interviews with top management, focus group meetings were carried out with AFAD Experts, Engineers, AFAD Assistant Experts and civil servants-workers.

Conducted in the format of brainstorming, the focus group meetings included the following:

• Determination of areas that AFAD must improve since its founding,

• Identifying the highly probable hazards that AFAD should expect,

• Requesting suggested solutions from the participants so as to en-

sure their participation in the strategic planning process,

were carried out.

Within the scope of these meetings, each focus group was interviewed for approximately 2.5 hours on average.

In order to draw on the common mind,

• Discussing the changing cyclical situation and possible developments in Turkey and the World in the next 5-year period, and how these possible developments may reflect on AFAD,

• Identifying new strategic goals and objectives to ensure that AFAD does the right thing in light of these information, identifying effective strategies to achieve these goals and objectives, and drawing up a draft action plan for their achievement,

• Adding the necessary momentum that will help in developing an up-to-date strategic plan by bringing together these findings and the outcomes of past strategic planning works,

Strategy Exploration Meeting was assembled in July 2012

The meeting also incorporated a series of works for defining the strategies that are the ultimate goals, and designing and guiding the future, including "normative brainstorming", "multivoting prioritization", "SWOT", "PEST analyses" and, to correlate these analyses, "TOWS" and "group works". The meeting proved an important resource for achieving AFAD's mission, goals and objectives as ultimately included in the strategic plan. 30 people participated in the 2-day meeting.

After the SEM, AFAD's mission was determined by the top management as the first key output regarding the strategic plan, and hence the efforts yielded their first fruit. After setting the mission, the goals of the Presidency were finalized, and the main framework of the strategic plan was developed.

Parallel to the above-mentioned internal stakeholder analysis, it became necessary to interview external stakeholders particularly within the context of preparations for the Disaster Response Plan of Turkey. In this scope, process analyses were carried out with main and auxiliary solution partners.

With the determination of AFAD's mission and strategic goals, works were carried out on identifying strategic objectives and the related strategies and actions, in light of external stakeholder analyses. In this scope, all units of our Presidency and the Departments and Advisory Units identified their strategic objectives, strategies and actions as required to achieve the strategic goals falling in their duty domains, and these objectives, strategies and actions were coordinated and consolidated by the project management team; ideas were exchanged and feedback were submitted multiple times, and ultimate strategic goals and associated strategies and actions were identified.

With these efforts, AFAD 2013-2017 Strategy Plan reached a significant portion of the Presidency personnel; all units of the Presidency participated intensively in the process in which participation was maximized, resulting in a plan produced with the great intensive efforts of all participating personnel, and the plan was announced to the public.

In its strategic plan, the Disaster and Emergency Management Presidency identified its mission as an organization defining the national disaster and emergency management strategy and action plan for effective risk management, having a management model based on participation encompassing all central and local administrations, and that seeks to promote a disaster awareness and culture in the society by engaging in research, education-training and publication activities, and set its strategies for achieving its objectives. In the strategic planning process, works carried out before the above-mentioned efforts were also taken into consideration and finalized.

With having a long history in terms of its duties and services albeit a very short organizational past of 3 years since its founding under this structure, preparing its strategic plan was an important step towards guiding its employees by setting goals and objectives and highlighting the organizational identity of AFAD in the country.

DETAILED ENVIRONMENTAL ANALYSIS

The areas of great change indicated below include the threats and opportunities that may affect AFAD's administrative strategies. These threats and opportunities were worked on during the SEM, and the most important ones were identified. They were also prioritized. The threats and opportunities that will have the strongest impact on AFAD's products and services are presented below specifically for areas of great change. As can be seen in the analysis, each area of great change includes both opportunities and threats.

A- CLIMATE CHANGE

THREATS

• Increase in hydro-meteorological incidents. Due to these disasters;
-Increased loss of lives and property, internal migration, drought and famine, risk of epidemics, loss of natural balance, and increase in fires, floods, tick sightings etc.
-Impact on national economy.
-Unexpected becomes expected.

OPPORTUNITIES

•Improved global cooperation
•Increased R&D activities in agricultural policies.
•Increase in importance given to disaster management.
•Increased sensitivity towards the environment
•Transformation of flood plains into recreation areas.

B- GROWING IMPORTANCE OF LOCAL AUTHORITIES

THREATS

• Conflicts of authority between Municipalities and Special Provincial Administrations, and the political structure of Municipalities.
• Insufficient personnel and technical capacity.
• Administrators having no awareness.
• Lack of supervision.
• Being the sole authority with regard to zoning plans and ignoring
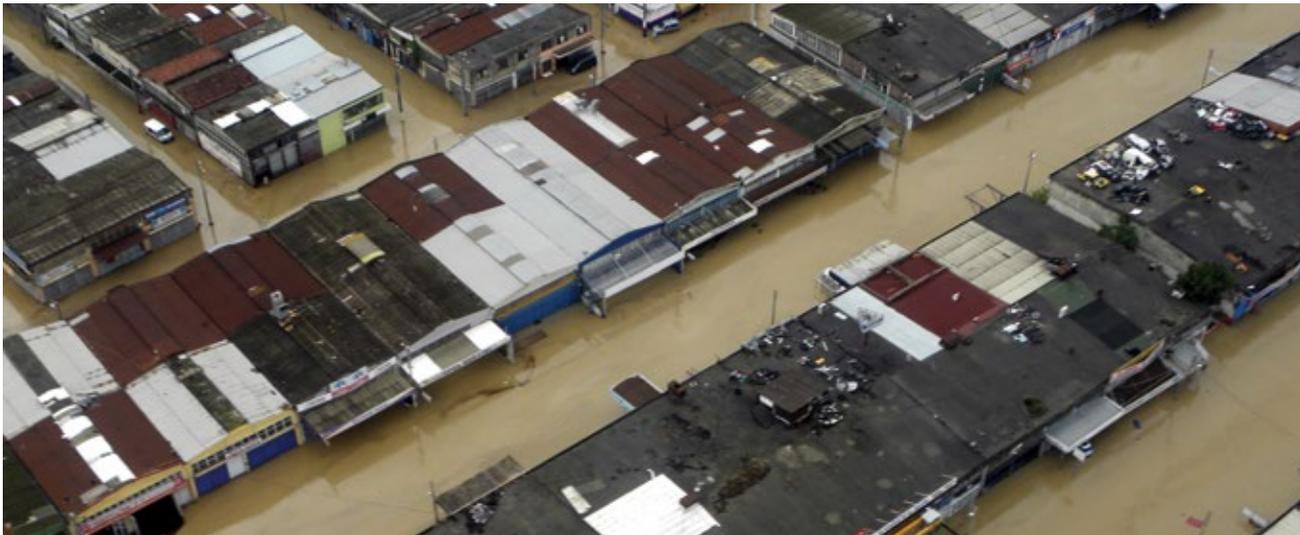
the views of other stakeholders (Ministry, Public, NGOs etc.)

• Local authorities having budget problems (they are to respond to disasters with limited budgets)

OPPORTUNITIES

• Faster and more efficient disaster-sensitive spatial planning.
• Easier communication of disaster awareness to local communities.
• Efficient use of national resources.
• More effective management of post-disaster needs analysis process.
• Community-based disaster management.
• Development of local capacity.
• Faster preparation of risk and hazard maps.
• Easier to overcome bureaucratic challenges, faster to coordinate.
• Easier access to vulnerable masses.

C- INCREASED REGIONAL AND INTERGOVERNMENTAL COOPERATION

THREATS

• Possibility of not getting any results.
• Complexity of management and coordination of cooperation, the struggle for leadership.
• The necessity to share strategic data stemming from negative competition and benefit conflicts.
• Regional conservatism.
• Dynamism problems of countries with which cooperation is made.

OPPORTUNITIES

• Taking measures in cross border disasters, facilitation of response and recovery, mitigation of disaster damages with joint actions.
• Effective response during disaster is enabled.
• Increased efficiency of Turkey in the international policy.
• Increase of accessible resources.
• Providing positive competition.
• Economic, political and social cooperation is ensured along with exchange of information and technology.

• Increased specialization among members and groups.
• Regional sharing of local problems.
• Provides a social and cultural approach to disasters.

D- URBAN TRANSFORMATION

THREATS

• Possibility to cause greater losses.
• Risk of degenerating into rent.
• Causes socio-cultural conflict.
• Losses that may be caused by wrong decisions made with no geological basis.
• Mistakes that may be done in prioritizing urban transformation areas.
• Disregarding sociological and economic factors.
• Not integrated / has a single focus and does not consider disasters such as floods etc.
• No participation from the community.

OPPORTUNITIES

- Reduced risk of disaster.
- Increased area of employment.
- Healthier, safer and planned urbanization.
- Provides opportunity for socio-cultural merging.
- More space allocated to social living areas (playgrounds, parks, sports facilities).
- Quality of life is raised.
- Sustainable development is ensured (with cost of response and recovery reduced).
- Increases socio-cultural resilience against disasters.

E- ENVIRONMENTAL POLLUTION

THREATS

- Possibility of epidemics.
- Chemical poisoning incidents.
- Food is indirectly affected, people are affected and food safety is put at risk.
- Wastes stored in stream beds clog the beds and indirectly cause floods.
- Epidemics due to radioactive leaks etc.
- Landfills affecting underground waters and farmlands.
- Reduced biological diversity
- Reduced water resources.

OPPORTUNITIES

- Associated agencies and organizations go for all sorts of capacity building.
- Increased employment.
- Technological developments due to R&D.
- Obtaining reusable raw materials, products and outputs by waste recycling systems.
- Development of standards (natural gas).

F- RETURNING BACK TO MULTI-HEADED SYSTEM FROM SINGLE-HEADED SYSTEM

THREATS

- With the delegation of duties and powers to other Presidencies, possibility of AFAD losing its competency, returning to former system with ending of single-handed management, possible failure of reforms.
- Dispersion of organizational memory.
- Uncertainty of the positions of 6000 personnel at provincial directorates.
- Mitigation and risk management pushed to background, response-focused works
- Uncertainty of responsibility and conflicting powers in disaster management phases.
- Conflicts and legal gaps in the legislation.
- Victimization of survivors (in public eye)
- Duplicated works.
- Waste of resources, energy and personnel.
- Loss of prestige across the world.

OPPORTUNITIES

- Increased number of personnel competent in the area.
- Different approaches/solutions are produced.
- Positive competition occurs.
- Cross check is enabled.
- Extra resources that can be allocated to the area are increased.

G- DISASTER-RESILIENT SOCIETY

OPPORTUNITIES

- Creates a culture of safe buildings / safe settlement.
- Ensures sustainable development.
- Resources allocated to post-disaster recovery works reduced due to reduced adverse effects of disasters (social, physical, economic).
- Ensures efficient resource management.

- Less loss of lives and property.
- Leads to planned cities.
- Reduced exposure to environmental and physical damage.
- Investments are channelled to loss mitigation actions.
- Social traumas are reduced, solidarity is increased, and citizens have more trust in the government.
- Organized structure ensured.
- Raised disaster awareness, NGO and volunteering systems developed.
- Faster return to normal life.
- Positive effect on the country's international prestige.
- Positive effect on effective response time to disasters.
- Insurance system becomes widespread.
- Work load of public organizations is reduced.

H- FASTER ACCESS TO INFORMATION

OPPORTUNITIES

- Pre-disaster and post-disaster planning is sound, reliable and effective; disasters are managed with efficiency and speed through immediate response.
- Ensures effective resource management for all phases; correct identification of logistic needs in disaster areas.
- Ensuring that aids reach to the right place in time, and ensuring sound donation management.
- Creates a fast decision-making process, increased interagency cooperation.
- Quick access to developments and examples on disaster management.
- Informing the public faster and on time.
- Easier access to information both for AFAD and the public; eliminates information pollution.
- Successful implementation of the integrated disaster management system.

I- INCREASING URBAN POPULATION

THREATS

- The pressure for urbanization increases the risk for loss of lives and property and makes it easier to open risky areas for land development.
- Environmental pollution, increased exposure.
- Possibility of disorderly, unplanned, distorted urbanization.
- Recovery works prolonged due to insufficient infrastructure services.
- Crowd control, security, response and logistics become harder during disasters due to urban management becoming more difficult.
- Limited resources of disaster management falling short.
- More social problems.
- Awareness-raising becomes harder.
- Man-made hazards are increased.

OPPORTUNITIES

- Possibility of increase in planned urbanization.
- Insurance system affected positively.
- Access to citizens becomes easier.
- It becomes easier to raise awareness on organized community.
- Increase in the number of trained people.
- Accommodation and other social aid activities become faster and easier.

J- DISASTER MANAGEMENT IN THE SUSTAINABLE DEVELOPMENT POLICY

THREATS

- Possibility of negative effects on growth rate and national economy.
- Risk identification and mitigation works are not carried out.
- Spreading of risk transfer becomes harder.
- Possibility that necessary investments are not made for disaster response and recovery.
- Failure to raise awareness in entrepreneurs.

OPPORTUNITIES

- Ensures development of mitigation projects.
- Ensures healthy urbanization.
- Ensures review of existing building stock
- Ensures opportunity for efficient use of resources.
- Increases employment.
- Increases social and economic welfare.
- Increases AFAD's power and capacity.

K- SATELLITE/SPACE TECHNOLOGIES IN DISASTER MANAGEMENT

THREATS

- Creates technological dependence.
- Lack of infrastructure and human resources for effective utilization of this technology.
- Possibility that it will be used only for response purposes.
- Lack of a disaster database to integrate satellite data.
- Costs higher than benefits.
- Possibility that the human factor will be forgotten.

OPPORTUNITIES

- Enables access from air and land, enhances coordination.
- Quick identification of area and impact of the disaster.
- Ability to monitor vehicles, teams and equipment.
- Enables efficient crisis management (with response teams, first aid materials etc.)
- Produces data for GIS.
- Increased opportunities for reaching out to public (awareness).
- Provides uninterrupted and secure communication (national/international) in all phases of disaster management.

L- INDISPENSABILITY OF NGOS

THREATS

- Possibility of NGOs losing interest when not well-managed.
- Concentrated on search and rescue.
- Competition for visibility among NGOs.
- NGOs not wanting to work with government authorities.
- Unorganized, untrained volunteers increasing instead of NGO formation.
- NGOs provide non-standard training.
- NGOs are not audited/accredited, and NGO accreditation criteria are unclear.
- Obscurities in AFAD-NGO relations.
- NGOs arrive at disaster areas unprepared, and become a burden for disaster management.
- NGOs do not perform joint exercises with Search & Rescue Units.
- Some NGOs have hidden agendas.
- Possible politicization of professional chambers.
- Misinformation of the media by NGOs.
- NGOs are not responsible for what they have not done
- They use powers they do not have.
- They try to shine out in the press.

OPPORTUNITIES

• Provides volunteer workforce and services.
• Contributes to social awareness.
• Spreads the sense of volunteering.
• NGOs give training in their own areas.
• Gives the opportunity to collect material and in-kind aid.
• Contribution of NGOs of different countries to international relations.
• Disasters cannot be managed without NGOs, and NGOs increase social civil society responsibility.

M- INSTALLATION OF NUCLEAR FACILITIES IN TURKEY

THREATS

• Harm the ecosystem where they are installed.
• Constitute threat to human health.
• Cause negative psychological effects on humans.
• Will bring economic burdens on national economy in case of a leak.
• Can be used as instruments for international pressure.
• Cause technological and economic dependence on external sources.
• Negative impact on relations with neighbours.
• Installation brings economic burden.
• Long-term harms are not known.
• Generate waste.
• Loss of income from land.
• Negative effect on tourism.
• Unanticipated migrations.

OPPORTUNITIES

• Reduces dependence on fossil fuels, thereby reducing the number, magnitude and impacts of hydro-meteorological disasters.
• Reduces external dependence for energy, and savings hence generated can be channelled to other areas including disasters.

N- FORECASTING– EARLY WARNING SYSTEMS

THREATS

• Disasters and emergencies cannot be predicted.
• Delayed response.
• Failure to effectively implement response and action plans.
• Failure to take measures for important facilities (electricity, natural gas, nuclear, water etc.) before the disaster.
• Increased vulnerability.
• Failure to enable an effective civil defence mechanism.
• Increased economic losses, from a sustainable development angle.
• Negative impacts on human psychology.
• Failure to take necessary measures for vulnerable groups (women, children, disabled etc.)
• Liar shepherd's syndrome due to inaccurate forecasts causing panic.
• Failure to take precautions in anticipation of advance warning.

OPPORTUNITIES

• Reducing loss of lives by saving time for protection from disaster.
• Prevention of secondary disasters, thereby reducing economic losses.
• Enables fast and right response.
• Opportunity to preserve cultural, historical and natural resources.
• Ensuring sustainability of quality of life.
• Increased sensitivity in public, increase in the use of warning in Civil Defence.

RELEVANT LEGISLATION

Laws:

• Law No. 5902 on Organization and Functions of the Disaster and Emergency Management Presidency

• Law No.7269 on Measures and Assistances to Be Put into Effect Regarding Disasters Affecting the Life of the General Public

• Law No. 7126 on Civil Defence

• Law No. 5302 on Special Provincial Administrations

• Law No. 5216 on Metropolitan Municipalities

• Law No. 5393 on Municipalities

• Law No. 3194 on Land Development Planning

• Law No. 6305 on Catastrophe Insurances

• Law No. 6306 on Restructuring of Areas Under Risk of Disasters

• Law No. 4123 on Execution of Services Related to Damage and Disruption Caused by Natural Disasters

• Law No. 3634 on National Defence Obligation

• Law No. 2942 on Expropriation

• Law No. 5403 on Soil Preservation and Land Utilization

• Law No. 4342 on Pastures

• 1951 Geneva Convention Relating to the Status of Refugees

• Decree-law No. 644

• Decree-law No. 659

• Decree-law No. 666

Regulations:

• Regulation on Principles of Emergency Aid Organization and Planning regarding Disasters

• Regulation on Buildings to be Constructed in Disaster Areas

• Regulation on Determination of Rightful Claimants due to Disaster

• Regulation on Basic Rules for the Determination of Effects of Disasters on Common Life

• Regulation on Revaluation of Remains from Buildings and Lands

Acquired due to Disasters

• Regulation on Buildings to be Constructed in Earthquake Zones

• Regulation on Principles and Procedures for Procurement of Research, Survey and Project Services by Disaster and Emergency Management Presidency

• Regulation on Disaster and Emergency Management Centres

• Regulation on Disaster and Emergency Expenditures

• Regulation on Principles regarding Project Support for National Earthquake Research Program

• Decree on Personal Obligations, Evacuation and Thinning, Planning and Other Services Regarding Civil Defence

• Decree on Organization and Measures for Civil defence

• Regulation on Production of Large Scale Maps and Cartographic Information

• Regulation on Administrative Statuses, Working Principle and Procedures and Education and Training of Civil Defence Experts.

• Regulation on Duties and Job Division of Job Sharing of Civil Defence Personnel Working in the Local Organizations of the Civil Defence Administration and its Departments and Organizations

• Regulation on Deferment of Backup Personnel

• Regulation on Principles of Human Power Planning to be Implemented in cases of War or Mobilization

• Regulation on Ministry of National Defence Deferment of Dispatch

• Regulation on Prohibited Military Zones and Security Zones

• Regulation on Protection against Sabotage

• Regulation on Protection of Buildings from Fire

• Regulation on Security Investigation and Archive Research

• Regulation on Implementation of the Law on Private Security Services

• Personnel Directive for Underwater Search and Rescue Teams and Frogmen

• Regulation on Examinations, Appointment, Training, Duty and Working Principles and Procedures for Experts and Assistant Experts of Disaster and Emergency Management

• Regulation on Disciplinary Officers of Disaster and Emergency Management Presidency

• Regulation on Promotions and Title Changes of Personnel of the Disaster and Emergency Management Presidency

• Regulation on Disciplinary Officers of Provincial Disaster and Emergency Directorates

• Regulation on Principles and Standards for Permanent Staff of Provincial Disaster and Emergency Directorates and Civil Defence Search & Rescue Unit Brigades

• Regulation on Promotions and Title Changes of Personnel of Provincial Disaster and Emergency Directorates

• Regulation on Training of Candidate Civil Servants in Provincial Disaster and Emergency Directorates

• Regulation on In-service Training in Provincial Disaster and Emergency Directorates

• Regulation on Shelters

• Regulation on Military Cooperation in Civil Defence Services

• Regulation on Duties regarding Chemical, Biological, Radiological and Nuclear Threats

• Regulation 6/7337 on Duties, Responsibilities and Working Procedures for On-Duty Civil Servants

• Regulation on Principles and Procedures Applicable for Possible Demographic Movements and Foreigners Coming to Our Borders for Collective Asylum purposes or Individual Foreigners Taking Refuge in Turkey or Requesting Residence Permit from Turkey in order to Take Refuge in Another Country.

• Regulation on Central Government Expenditure Documents

• Regulation on Search and Rescue

• Regulation on Examination and Working Principles for Search Teams with Dogs

• Directive on Signature Powers and Delegation of Powers for Disaster and Emergency Management Presidency

• Directive on Security Investigation and Archive Research for Disaster and Emergency Management Presidency

• Directive on Personnel ID Cards of Disaster and Emergency Management Presidency

• Directive on Security Investigation and Archive Research for Provincial Disaster and Emergency Management Directorates

• Directive MSY 82-3 on Postponement of State of War and Mobilization

• Directive on Working Principles and Procedures for National Earthquake Strategy and Action Plan (UDSEP-2023) Monitoring and Evaluation Board

• Communiqué on Transactions to be Done from Municipalities and Special Provincial Administrations Suffering Loss of Income and Infrastructural Damage due to Natural Disasters

• Communiqué on Principles and Procedures for Preparation of Directives for Disaster and Emergency Management Centres

Council of Ministers' Decisions;

•Principles on Establishment, Duties and Working Procedures of Turkish Disaster Risk Reduction Platform.

• Principles on Tenders of Disaster and Emergency

Presidency within in the context of article (b) of Law no 4734 about Public Procurement Law

RELATION WITH HIGHER LEVEL POLICY DOCUMENTS

The main higher-level policy documents used when developing the plan are as follows:

• HYOGO Framework for Action Plan
• Ninth Development Plan
• Medium Term Programme (2013 – 2015)
• 60th and 61th Government Programmes
• 2012 Annual Programme

• KENTGES
• Rural Development Plan
• National Climate Change Strategy and Action Plan

The relations between strategic goals and policy documents are shown in the table below.

RELATIONSHIP BETWEEN GOALS AND HIGHER LEVEL POLICY DOCUMENTS

GOAL 1	BEING A CONSTANTLY DEVELOPING AND LEARNING ORGANIZATION	
Document	Related Section	Where in Document
HYOGO Framework for Action Plan	Ensure that disaster risk reduction is a national and a local priority with a strong institutional basis for implementation.	14th Paragraph
9th Development Plan	Information and communication technologies infrastructure, which has become one of the determining factors in global competition due to the productivity increases and the arising network effect stemming from its widespread usage, will be improved. To realize this objective, competition in the electronic communication sector will be increased and with the introduction of alternative infrastructure and services, efficient, fast, secure, and widespread access to information at affordable costs will be provided.	Disseminating Information and Communication Technologies / para. 486 / page 89
9th Development Plan	The purchaser role of the public sector will be used as a policy tool that will support the development of information and communication technologies infrastructure.	Disseminating Information and Communication Technologies / para. 492 / page 90
9th Development Plan	With the aim of increasing quality and effectiveness in public services; duties, powers and functions of public institutions and organizations will be revised and conflicts in this area will be eliminated, policy formation, cost accounting and implementation capacities of institutions and organizations will be increased, human resources will be improved, information and communication technologies will be efficiently utilized in the provision of public services to citizens and effective provision of justice and security systems will be ensured.	Increasing Quality and Effectiveness in Public Services / para. 686 / page 108

Document	Related Section	Where in Document
9th Development Plan	All public administrations will prepare and implement their strategic plans during the Plan period in order to ensure that management decisions are formed with a medium to long-term perspective for the improvement of management quality in public administrations; a result-oriented management understanding and budgeting based on purposes and objectives is developed; sensitivity towards the demands of the beneficiaries is increased in supplying public services; and participation and accountability is established. This process will be scheduled for each institution.	Increasing Policy Making and Implementation Capacity / para. 694 / page 109
9th Development Plan	An effective human resource planning will be made in public institutions and organizations to enable all employees to reach a level of competence and capacity to adapt to changing conditions. With the programs to be prepared within this scope, employees will be exposed to a continuous process of education, training and development, and they will be provided with the necessary information and skills, which will enable them to perform their jobs in a productive manner.	Developing Human Resources in Public Sector / para. 699 / page 110
9th Development Plan	Awareness and competence of public personnel with regard to information and communication technologies will be improved.	Developing Human Resources in Public Sector / para. 702 / page 110
9th Development Plan	Teaching foreign languages will be made more effective in order to educate the labor force required in the transition process to the information society and methods that will allow for the information and communication technologies to be used in the classroom will be developed and disseminated.	Enhancing the Educational System/ para. 593/ page 94
9th Development Plan	Sound and integrated information systems about the environment and the development will be established and the monitoring, auditing, and reporting infrastructure will be improved.	Protecting the Environment and Improving the Urban Infrastructure/ para. 458 / page 87
Medium Term Program	Strategic planning and performance-based budgeting, introduced to increase fiscal transparency and accountability and to strengthen decision-making processes of public administrations will be extended and resource allocation will be based on strategic plans and performance programs.	Public Expenditure Policy/ page 22
Medium Term Program	In public administrations, it will be ensured that internal and external audit systems function effectively and in a coordinated manner and internal control system operate healthy.	Public Financial Management and Audit/ page 27
Medium Term Program	Compliance with the internal control and internal audit standards of public administrations will be enhanced.	Public Financial Management and Audit/ page 27
Medium Term Program	Human resources capacity in financial management and audit will be strengthened in public administrations.	Public Financial Management and Audit/ page 27

Document	Related Section	Where in Document
Medium Term Program	Main objective is to develop an effective human resources planning in public institutions, to employ personnel in accordance with the quality and quantity requirements of the services and to increase productivity by creating an efficient auditing and assessment mechanism towards civil servant.	Developing Human Resources in the Public Sector / page 65
Medium Term Program	e-Government projects and applications will be coordinated based on a holistic approach and information sharing among government agencies.	Dissemination of e-Government Applications / page 66
Medium Term Program	For effective implementation of the e-government applications, the basic databases, common infrastructure and services will be improved.	Dissemination of e-Government Applications / page 66
Medium Term Program	In moving the government services to electronic environment, business processes in public services will be improved to reduce administrative and financial burdens, eliminate duplications and ensure interoperability.	Dissemination of e-Government Applications / page 66
Medium Term Program	Policies regarding sharing and reuse of public sector information will be developed.	Dissemination of e-Government Applications / page 66
2012 Annual Programme	A National Disaster and Emergency Information Management System that will contain information on geographical, social and humane aspects of disasters and equipment, machinery-devices and human resources and that will be integrated with the current Disaster Information System, which contains base disaster information, will be designed with the current applications of other public agencies and organizations involved in disaster and emergency management fully integrated.	Policy Priorities and Measures / page 280

GOAL 2	ESTABLISHING A RISK-CENTRED INTEGRATED DISASTER MANAGEMENT SYSTEM	
Document	Related Section	Where in Document
HYOGO Framework for Action Plan	The more effective integration of disaster risk assesments into sustainable development policies, planning and programming at all levels, with a special emphasis on disaster prevention, mitigation, preparedness and vulnerability reduction has been determined as strategic goal.	12th Paragraph
HYOGO Framework for Action Plan	The development and strengthening of institutions, mechanisms and capacities at all levels, in particular at the community level, that can systematically contribute to building resilience to hazards has been determined as strategic goal.	12th Paragraph

Document	Related Section	Where in Document
HYOGO Framework for Action Plan	The systematic incorporation of risk reduction approaches into the design and implementation of emergency preparedness, response and recovery programmes in the reconstruction of affected communities from disaster .	12th Paragraph
HYOGO Framework for Action Plan	Ensure that disaster risk reduction is a national and a local priority with a strong institutional basis has been accepted as priority.	12th Paragraph
HYOGO Framework for Action Plan	Identify, assess and monitor disaster risks and enhance early warning has been accepted as priority.	14th Paragraph
HYOGO Framework for Action Plan	Reduce the underlying risk factors has been accepted as priority.	14th Paragraph
HYOGO Framework for Action Plan	Strengthen disaster preparedness for effective response at all levels has been accepted as priority.	14th Paragraph
9th Development Plan	The planning tools and standards at the national, regional and local levels of planning hierarchy will be identified and the consistency of plans will be ensured. An integrated system for the management and supervision of plans, including the physical plans, taking the management on the spot principle as the basis will be formed.	Making Regional Development Policy Effective at the Central Level/ para. 652/ page 105
9th Development Plan	In the stages of investment, production and consumption in all sectors, the instruments, which consider the principle of the polluter and user pay, will be effectively used. In the scope of EU harmonization, in upgrading legal regulations determining the environmental standards and management, country conditions and efficiency in public administration will be considered.	Protecting the Environment and Improving the Urban Infrastructure/ para. 455 / page 86
9th Development Plan	Information and communication technologies infrastructure, which has become one of the determining factors in global competition due to the productivity increases and the arising network effect stemming from its widespread usage, will be improved. To realize this objective, competition in the electronic communication sector will be increased and with the introduction of alternative infrastructure and services, efficient, fast, secure, and widespread access to information at affordable costs will be provided.	Generalizing Information and Communication Technologies / para. 486 / page 89
60th Government Programme	With the purpose of introducing an integrated system covering the risk reduction, preparedness, response and recovery/rebuilding phases of disaster management, an institutional and administrative structure will be developed in coordination and cooperation with relevant organizations.	Improving the Quality of Life / Page 24
Medium Term Programme (2013 -2015)	The main objective is to carry out disaster management structure that is effective, sufficient and comprehensive both at central and local levels.	Natural Disasters/ page 68
Medium Term Programme (2013 -2015)	Institutional and legal arrangements will be made for the improvement of the national disaster management.	Natural Disasters/ page 68

Document	Related Section	Where in Document
Medium Term Programme (2013 -2015)	Settlements under natural disaster risk will be prioritized nationwide according to disaster risk levels, technical and financial studies to reduce the risk in a planned manner will be concluded and activities to raise public awareness will be undertaken.	Natural Disasters/ page 68
Medium Term Programme (2013 -2015)	Disaster risk reduction studies that will be carried out at central and local levels will be executed in an integrated manner.	Natural Disasters/ page 68
60th Government Programme	In order to ensure that emergency response and aid arrive efficiently and in time during and after disasters, structures will be established, which will allow the central level to singlehandedly ensure coordination and have the emergency response and aid services executed directly by local authorities.	Improving the Quality of Life / page 24
2012 Annual Programme	Legislation on disasters, particularly the Law no. 7269 on Measures and Assistances to Be Put into Effect Regarding Natural Disasters Affecting the Life of the General Public and its relevant regulations will be reviewed to a weight to risk management and establish the law's link to the land development legislation.	Policy Priorities and Measures / page 280
2012 Annual Programme	Activities to be carried out during risk reduction, preparedness, response and rebuilding processes will be evaluated in view of responsible body-activity-budget relations, ensuring increased efficiency in disaster management. National Disaster Management Strategy will be integrated with the National Earthquake Strategy.	Policy Priorities and Measures / page 280
2012 Annual Programme	To ensure that settlement areas are prioritized according to their disaster risk levels, methods and standards will be developed in particular for assessment of seismic risks and building stock, and awareness-raising activities will be carried out regarding risks.	Policy Priorities and Measures / page 280
KENTGES 2023	The Processes intended to reduce risks will be made effective by identifying disasters hazards and risks.	Objective 11/ Mitigation of Disaster and Settlement Risks
KENTGES 2023	The urbanization and planning legislation will be arranged so as to cover hazard and risk analysis and mitigation planning to ensure mitigation of disaster and settlement risks.	Objective 11/ Mitigation of Disaster and Settlement Risks
KENTGES 2023	For effective response to disasters, communication infrastructure will be strengthened and facilities such as evacuation corridors, gathering site, temporary shelter, disaster assistance support centers and emergency facilities will be ensured.	Objective 11/ Mitigation of Disaster and Settlement Risks
Urban Development Plan	Preparation of disaster master plans to be prepared for disasters that may happen in rural areas.	S.A.2/Improving the Organization Level and Local Capacity of Human Resources/Action: 2.1.3.6/ page 86

Document	Related Section	Where in Document
Urban Development Plan	Implementation of mitigation methods against possible disasters.	S.A.3/Developing physical infrastructure services and increasing quality of life in rural areas / Activity 3.2.1.2
Urban Development Strategy	In rural settlements where disasters such as earthquakes, landslides and floods are a major threat, efficiency will be increased in activities oriented to reduce risks caused by disasters and ensure safe settlement conditions.	S.A.3/ Priority: 3.2 Development and protection of rural settlements./ page 22

GOAL 3	GENERALIZING DISASTER MANAGEMENT STANDARDS	
Document	Related Section	Where in Document
HYOGO Framework for Action Plan	Strengthen disaster preparedness for effective response at all levels has been accepted as priority.	14th Paragraph
2012 Annual Programme	Standards will be developed and guidelines will be prepared for preparation of integrated disaster hazard maps.	Policy Priorities and Measures / page 280
KENTGES 2023	Legislative arrangements will be made to ensure an integrated and effective disaster management system.	Objective 11/ Mitigation of Disaster and Settlement Risks
National Climate Change Strategy Document	Mechanisms to facilitate public access to risk maps and disaster management plans relating to climate change shall be developed. In the direction of the re-establishment of the settlements based on risk reduction, the legislation will be reviewed on the effects of disaster and risk.	Adaptation to Climate Change/ page 13-14

GOAL 4	LAUNCHING OUT AN EDUCATIONAL CAMPAIGN FOR DISASTER PREPAREDNESS	
Document	Related Section	Where in Document
HYOGO Framework for Action Plan	Use knowledge, innovation and education to build a culture of safety and resilience at all levels has been recognized as a priority to use.	14th Paragraph
9th Development Plan	Training and awareness activities for public will be carried out for the development of the environmental consciousness.	Protecting the Environment and Improving the Urban Infrastructure/ para. 474 / page 87
9th Development Plan	The education system will be handled with the integrated approach by taking lifelong education into consideration to support the development of human resources. The structure of the system, which is based on efficiency, accessibility and equality of opportunities, will be strengthened.	Enhancing the Educational System/ para. 583/ page 100

GOAL 5	BEING A LEADING ORGANIZATION IN THE INTERNATIONAL ARENA	
Document	Related Section	Where in Document
9th Development Plan	The process of adaptation of the acquis will be organized by considering the priorities and opportunities of the country and will be directed with an integrated strategy. While specifying the priorities for harmonization, an approach that takes into account the public finance, competitiveness of the private sector, employment, regional development, environment, and social balances will be taken as a basis.	The EU Accession Process/ para. 47/ page 21
9th Development Plan	Fulfilment of international obligations will be realized in the framework of the principle of sustainable development and the principle of common but differentiated responsibility.	Protecting the Environment and Improving the Urban Infrastructure/ para. 454 / page 86

TEAM

Participants in AFAD Strategic Planning Studies

	NAME SURNAME	DEPARTMENT - TITLE
1	Abdülkerim GÜNEŞ	Department of Administrative Services - Group Leader
2	Adnan ÇAM	Department of Response - AFAD Assistant Expert
3	Adnan ÇEKİRDEK	Department of Response - On-duty Personnel for Off Hours
4	Ahizer KOÇAK	Engineer
5	Ahmet ATİK	Head of Department of Administrative Services
6	Ahmet DEMİR	Department of Planning and Mitigation - Group Leader
7	Ahmet Tayfun OKŞİN	Department of Civil Defence - AFAD Assistant Expert
8	Ahmet TEMİZ	Department of Planning and Mitigation - Engineer
9	Ali GÜNEŞ	Head of Department of Civil Defence
10	Aslı AYARÖZ AKSOY	Department of Planning and Mitigation - AFAD Assistant Expert
11	Aslı BULUT	Department of Administrative Services - AFAD Expert
12	Ataman AŞUTLU	Former Group Leader
13	Aydan KÖSEOĞLU	Department of Recovery - AFAD Assistant Expert
14	Ayhan IŞIK	Department of Recovery - Group Leader
15	Ayhan ŞEN	Department of Information Technologies and Communication - Group Leader
16	Ayşe Latife DOĞAN	Department of Civil Defence - AFAD Expert
17	Bekir Murat TEKİN	Department of Earthquake – Engineer
18	Bekir ŞAHİN	Department of Administrative Services - Researcher
19	Belgin BARAN	Department of Information Technologies and Communication - Engineer
20	Belgin ÇENE	Department of Planning and Mitigation - Engineer
21	Bengi AKAR	Department of Administrative Services - AFAD Assistant Expert
22	Bengi ERAVCI	Department of Planning and Mitigation - Engineer
23	Betül KURADA	Department of Planning and Mitigation - AFAD Assistant Expert
24	Bilal KARATAŞ	I. Legal Advisor, Acting

	NAME SURNAME	DEPARTMENT - TITLE
25	Birgül GÖKTAN	Department of Recovery - DECO
26	Buğra Kaan YILDIZ	Department of Response - AFAD Assistant Expert
27	Burcu ÖZEN	Private Secretariat, Acting Director
28	B. Burçak BAŞBUĞ ERKAN	METU Disaster Management Centre, Director
29	Can ÇETİN	Department of Recovery - AFAD Assistant Expert
30	Canan DERVİŞOĞLU	Department of Civil Defence - AFAD Expert
31	Dr. Cemile ÖZTÜRK AKCA	Department of Strategy Development - Engineer
32	Cengiz AKSU	Department of Administrative Services - Group Leader
33	Cengiz ÇAĞIRTEKİN	Department of Response - Group Leader
34	Cenk ERKMEN	Department of Earthquake - Group Leader
35	Cevdet EKEN	Department of Civil Defence - AFAD Expert
36	Çağrı ÜNSAL	Department of Information Technologies and Communication - Group Leader
37	Çetin ÇAVUŞ	Department of Civil Defence - Group Leader
38	Çiğdem TETİK	Department of Information Technologies and Communication - Group Leader
39	Davut ŞAHİN	Department of Recovery - Group Leader
40	Demet ŞAHİN	Department of Planning and Mitigation - Engineer
41	Derya POLAT	Presidency Advisor
42	Dr. Devrim BAĞLA	Department of Planning and Mitigation - Engineer
43	Engin ÇORUH	Department of Information Technologies and Communication - Engineer
44	Engin KURUOĞLU	Former DaEM Information System Coordinator
45	Engin SARI	Former Group Leader
46	Erkan DOĞANAY	Department of Response - Group Leader
47	Esra TANJU	Legal Consultancy - AFAD Assistant Expert
48	Esra TOSUNOĞLU	Department of Strategy Development - Interpreter
49	Evrim AKIN YAZGAN	Legal Consultancy - AFAD Assistant Expert
50	Fatih GÜNGÖR	Department of Information Technologies and Communication - AFAD Expert
51	Fatih ÖZER	Head of Department of Response

	NAME SURNAME	DEPARTMENT - TITLE
52	Ferhat AKDUMAN	Department of Response - On-duty Personnel for Off Hours
53	Fettah OLCAR	Disaster and Emergency Training Centre - Deputy Director
54	Fırat KORUYUCU	Private Secretary - Driver
55	Fuat OKTAY	Director-General
56	Fulya ŞEN	Department of Recovery – Architect
57	Füruz TOMAR	Former Group Leader
58	Gökhan ÇEBİ	Head of Department of Recovery
59	Gökhan DOĞAN	Department of Administrative Services - AFAD Assistant Expert
60	Gülden ERDEM	Department of Planning and Mitigation - Engineer
61	Güler DEVECİ	Department of Information Technologies and Communication - Engineer
62	Güler YENİLMEZ	Department of Earthquake - AFAD Assistant Expert
63	Gülşah HAMZAÇEBİ	Department of Information Technologies and Communication - Engineer
64	H. Gürhan ÜLGEN	Department of Recovery – Engineer
65	Harun MUTLU	Department of Administrative Services - Group Leader
66	Harun YILDIZ	Department of Strategy Development - AFAD Assistant Expert
67	Hasan KIRELLİ	Department of Response - AFAD Expert
68	Heymüne Çiğdem MUTLU	Department of Recovery - AFAD Assistant Expert
69	Hilal TORGAY	Department of Information Technologies and Communication - Group Leader
70	Hülya ONYEDİ	Department of Civil Defence - AFAD Expert
71	Hüseyin Alp KAYA	Department of Strategy Development - AFAD Assistant Expert
72	Hüseyin GÜNDÜZ	Department of Recovery – Engineer
73	İbrahim AYDOĞDU	Former AFAD-TC Director
74	İbrahim ŞİTOĞLU	Department of Response - Group Leader
75	İsmail KAYA	Department of Recovery - Group Leader
76	İsmail PİRKOCA	Department of Strategy Development - Budget Specialist
77	İsmail YILDIRIM	Department of Response - Group Leader
78	Kaan AKLAR	Department of Recovery – Engineer
79	Kenan YANIK	Department of Earthquake – Engineer

	NAME SURNAME	DEPARTMENT - TITLE
80	Kenan YETİM	Department of Recovery – Engineer
81	Kurban KARAGÖZ	Former Group Leader
82	Makbule YALIN	Department of Strategy Development - AFAD Assistant Expert
83	Medine TUNA	Department of Strategy Development – DECO
84	Mehmet Akif ALKAN	Department of Planning and Mitigation - Group Leader
85	Mehmet Akif DANACI	Head of Department of Planning and Mitigation
86	Mehmet Burak KAMIŞ	Department of Civil Defence - DECO
87	Mehmet COŞKUN	Department of Planning and Mitigation - Engineer
88	Mehmet ÇINAR	Department of Civil Defence - Group Leader
89	Mehmet DEMİRTAŞ	Department of Recovery - Group Leader
90	Mehmet Fatih ŞEN	Department of Planning and Mitigation - AFAD Assistant Expert
91	Mehmet Sinan YILDIZ	Deputy Director General
92	Mehtap ÖZEN	Department of Administrative Services - Expert
93	Mete MİRZAOĞLU	Department of Planning and Mitigation - Director of AFAD-TC
94	Mikdat KADIOĞLU	ITU Disaster Management Centre, Director
95	Mithat KUP	Head of Department of Strategy Development
96	Muammer KARAOĞLU	Department of Strategy Development - AFAD Expert
97	Muhammet PEHLİVAN	Department of Planning and Mitigation - Engineer
98	Murat BEYHAN	Department of Planning and Mitigation - Engineer
99	Dr. Murat NURLU	Head of Department of Earthquake
100	Mustafa AKDAĞ	Department of Strategy Development - Chief
101	Mustafa AYDOĞDU	Department of Press and Public Relations Consultant
102	Mustafa BİLAL	Department of Strategy Development - AFAD Assistant Expert
103	Mustafa BÜYÜKER	Department of Administrative Services - AFAD Expert
104	Mustafa ESİN	Department of Strategy Development - Group Leader
105	Mustafa ÖZTEMUR	Department of Planning and Mitigation - Engineer
106	Mücahit KARAPINAR	Administrative Services - Driver
107	Nalan ÖNER	Department of Planning and Mitigation - AFAD Expert

	NAME SURNAME	DEPARTMENT - TITLE
108	Nazmiye ÇIRA	Press and Public Relations Consultancy - AFAD Expert
109	Neşe YENER	Department of Strategy Development - AFAD Assistant Expert
110	Nilgar KILIÇ	Engineer
111	Niyazi Kerem KUTERDEM	Department of Planning and Mitigation - Engineer
112	Nurettin GÜNSİLİ	Department of Response - AFAD Expert
113	Oğuz DEMİRCİÇEŞMESİ	Legal Consultancy - AFAD Expert
114	Oktay GÖKÇE	Department of Information Technologies and Communication - Engineer
115	Onur DEMİRKOL	Department of Information Technologies and Communication - Group Leader
116	Onur GÜR	Department of Strategy Development - Accountant
117	Ömer KOŞAN	Department of Administrative Services - Group Leader
118	Ömer Murat YAVAŞ	Department of Planning and Mitigation - Engineer
119	Özge MİŞE	Department of Information Technologies and Communication - Group Leader
120	Özüm DİNÇER	Department of Recovery - AFAD Assistant Expert
121	Ramazan AÇIKSÖZ	Department of Strategy Development - Financial Services Assistant Expert
122	Dr. Ramazan DEMİRTAŞ	Department of Planning and Mitigation - Engineer
123	Raşit ER	Department of Recovery - Technician
124	Recep MUTLU	Department of Administrative Services - Worker
125	Ruhi AYHAN	Department of Administrative Services - Group Leader
126	Salih ÖZTÜRK	Department of Strategy Development - AFAD Assistant Expert
127	Sebahat ÖZDOĞAN	Department of Administrative Services - Nurse
128	Sebila TAŞKINSAKARYA	Department of Administrative Services – Archive Official
129	Sefa KOZAN	Department of Administrative Services - Technician
130	Serdar TÜNEY	Legal Consultancy - AFAD Assistant Expert
131	Sıla CERAN	Department of Response - AFAD Assistant Expert
132	Soner KUNDUK	Department of Administrative Services - Researcher
133	Songül BOLAT	Department of Administrative Services - Switchboard Operator
134	Dr. Şenay ÖZDEN	Coordinator
135	Şule GÜRBOĞA	Former Group Leader

	NAME SURNAME	DEPARTMENT - TITLE
136	Şule İNAN	Former Group Leader
137	Teoman Selçuk KÖKSAL	Department of Earthquake - Group Leader
138	Dr. Timur TEZEL	Former Group Leader
139	Tuğba ALKAN	Department of Information Technologies and Communication - AFAD Assistant Expert
140	Tuğbay KILIÇ	Department of Earthquake - Group Leader
141	Turan ERKOÇ	Presidency Advisor
142	Turan GENÇ	Department of Civil Defence - Group Leader
143	Türkan ARSLAN	Department of Recovery - Group Leader
144	Ulubey ÇEKEN	Department of Earthquake - Group Leader
145	Ünal KARTAL	Department of Administrative Services - Group Leader
146	Vahdettin ATAKUL	Department of Response - On-duty Personnel for Off Hours
147	Volkan FİDAN	Department of Administrative Services - Warehouse Officer
148	Dr. Yeliz TEKER	Department of Planning and Mitigation - Engineer
149	Yıldırım GÜVEN	Department of Civil Defence - Group Leader
150	Yunus ALIÇ	Department of Administrative Services - Technician
151	Yunus YAVAŞ	Department of Information Technologies and Communication - Group Leader
152	Yusuf UZUNAY	Head of Department of Information Technologies and Communication
153	Zafer YAZICI	Department of Planning and Mitigation - Engineer
154	Zeynep PARLAK	Department of Strategy Development - AFAD Assistant Expert

We thank to all personnel that have supported us with their views and suggestions regarding the Strategic Plan preparation.

STRATEGIC PLANNING PROJECT MANAGEMENT TEAM MEMBERS

Dr. Fuat OKTAY .... **Director-General**
M. Sinan YILDIZ................... **Deputy Director-General**
Mithat KUP .... **Head of Department of Strategy Development**
Dr. Cemile ÖZTÜRK AKCA.... **Engineer**
Hüseyin Alp KAYA .... **Assistant Expert**
Harun YILDIZ...................... **Assistant Expert**
Ramazan AÇIKSÖZ.............. **Assistant Expert**

AFAD