



REPUBLIC OF TURKEY  
MINISTRY OF INTERIOR

**AFAD** 

# STRATEGIC PLAN 2019-2023







**AFAD**

REPUBLIC OF TURKEY  
MINISTRY OF INTERIOR  
**DISASTER AND EMERGENCY  
MANAGEMENT PRESIDENCY**

Strategic Plan | 2019-2023

[www.afad.gov.tr](http://www.afad.gov.tr)

Ankara, 2019





*"Preventive and protective measures should be taken before a disaster occurs.  
It is futile to lament after the disaster hits."*

*H. Ataturk*





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# Abbreviations

<b>AFAD</b>	: Disaster and Emergency Management Presidency
<b>AFAD RED</b>	: AFAD Rapid Earthquake Damage and Loss Estimation Software
<b>AFADEM</b>	: AFAD Training Center
<b>AFBIS</b>	: AFAD Information System
<b>AFKEN</b>	: Sheltering Center Management System
<b>AYDES</b>	: Disaster Management and Decision Support System
<b>BGYS</b>	: Information Security Management System
<b>BHIM</b>	: Press and Public Relations Department
<b>BSHD</b>	: Information Systems and Communication Department
<b>CBRN</b>	: Chemical, Biological, Radiological and Nuclear
<b>DD</b>	: Earthquake Department
<b>DEIPST</b>	: Developments in Expectations, Institutions, Practices, Science and Technology
<b>DHD</b>	: Audit Services Department
<b>DIUIYD</b>	: Foreign Relations and International Humanitarian Aid Department
<b>ED</b>	: Training Department
<b>GBID</b>	: Department for Relations with Volunteers and Donors
<b>GIS</b>	: Geographic Information System
<b>HM</b>	: Legal Adviser's Office
<b>HR</b>	: Human Resources
<b>ID</b>	: Recovery Department
<b>MD</b>	: Response Department
<b>MERNIS</b>	: Central Civil Registration System
<b>PDHD</b>	: Personnel and Support Services Department
<b>PI</b>	: Performance Indicator
<b>PRAD</b>	: Planning and Risk Reduction Department
<b>RS</b>	: Remote Sensing
<b>SGD</b>	: Strategy Development Department
<b>SSD</b>	: Civil Defense Department
<b>SWOT</b>	: Strengths, Weaknesses, Opportunities and Threats
<b>TABB</b>	: Turkey Disaster Database
<b>TAMP</b>	: Turkey Disaster Response Plan
<b>TDVMS</b>	: Turkey Earthquake Data Center System

# Presentation by the Minister



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Our country is located in a region that offers great opportunities, but also risks. Unfortunately, the degree to which we are threatened by natural disasters is considerable. Considering also accidents that are attributable to human error, it is clear that specific specialization is needed in the area of rescue operations.

The modern approach to disaster management covers not only the processes during the event, but also those applied before and after. Risk analyses, recovery, post-event recovery and normalization activities have all become components of modern disaster management.

With its strategies and policies and the lives it has saved, AFAD has taken a lead role in the development and improvement of this understanding, as well as carrying it into the future since its establishment in 2009.

It has achieved significant success and gained worldwide recognition over the past decade, and the 2019–2023 Strategic Plan developed by AFAD is of particular importance, in that it will help maintain this modern understanding and success in the years to come.

I would like to congratulate everyone who contributed to the development of AFAD's 2019–2023 Strategic Plan, which I believe will play a lead role in mitigating Turkey's disaster risks. May God rest the souls of all of our citizens who lost their lives to natural disasters, and I wish a speedy recovery to all those who have been injured.

**Süleyman SOYLU**  
**Minister**

# Presentation by the Head of AFAD

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In order to mitigate the impact of, and the damage caused by disasters, there is a need for roadmaps that define measures to be taken, that ensure preparedness and that foresee risks.

AFAD, the coordinator organization for disaster management, successfully put into action “2013–2017 Strategic Plan” as its first roadmap.

Taking into account the developments around the world and the lessons learned from Turkey’s experience, we are now ready to put into action the “2019–2023 Strategic Plan”. AFAD’s “2019–2023 Strategic Plan” offers an innovative approach to disasters and emergencies, as well as the evolving conditions around the world.

We are living in an era in which we are compelled to ensure cooperation among civil society, governments and business actors to put into operation a system that is resistant to disasters and that is focused on reducing risks.

The development of strategies and plans by our institutions through

a participatory and multilateral approach is an important factor in enhancing their validity and viability.

AFAD’s new strategic plan, developed with a participatory approach on a solid foundation that takes into account the national and international conjuncture, is created around six components, being “Coordination and Communication, Risk Reduction During and Post-disaster, Social Awareness, International Influence and Institutional Capacity”, as well as the goals that serve those themes. To achieve these goals, new objectives, plans and projects have been developed and made ready for implementation.

I believe that our strategic plan makes an important contribution to ensuring our country’s disaster preparedness and protecting the lives of our citizens, and I would like to thank all those who contributed to the development of AFAD’s 2019–2023 Strategic Plan.

With our vision of building “a disaster-resistant community”, we will take firm steps toward achieving our goals.

**Dr. Mehmet GÜLLÜOĞLU**  
**Head of AFAD**

# Executive Summary

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In 2017, 122 countries suffered 318 natural disasters, resulting in death of 9,503 people, and affecting some 96 million others, according to data from the Emergency Events Database (EM-DAT). These disasters in 2017 also resulted in economic losses totaling \$314 billion. Although the number of natural disasters in 2017 were fewer than in previous years, the economic losses tend to increase.

According to a 2018 report of the Internal Displacement Monitoring Center (IDMC), 30.6 million people worldwide were forced from their homes in 2017, 11.8 million due to conflicts and violence and 18.8 million due to disasters.

Turkey is located in a region that is frequently exposed to natural disasters due to its geological, meteorological and topographic features, including earthquakes, landslides, floods, rock falls and avalanches. Turkey is located in a region where there is a “high risk” of earthquakes. Once every five years on average, Turkey suffers an earthquake that results in extensive damage and loss of life.

Working in cooperation with national and international institutions and agencies operating in the field of humanitarian aid and disaster

recovery, AFAD has developed a new roadmap covering the period from 2019 to 2023 that addresses needs of its central and provincial organizations, and that takes into account developments in the international arena.

The Sendai Framework, as the successor of the Hyogo Framework for Action, seeks to reduce losses resulting from disasters, to prevent new risks, to mitigating existing risks and to enhance resilience to disasters, covering the period from 2015 to 2030. Defining the basic building blocks for disaster management until 2030, the Sendai Framework for Disaster Risk Reduction is the main reference source for the national development plans and programs, as well as for AFAD’s Strategic Plan.

Our Presidency operates under the Ministry of Interior, in accordance with Presidential Decree No. 4 issued on July 15, 2018. The Decree defines the purpose and scope of the Presidency as being “to take the necessary measures for the effective provision of services concerning disaster and emergency recovery and civil defense at a country level, ensuring preparedness and risk reduction before events occur; to provide coordination among institutions and



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agencies in charge of response and recovery operations during and after such events; to conduct and coordinate humanitarian aid operations at home and abroad; and to formulate and implement policy recommendations related to these issues”.

Prior to the development of AFAD's 2019–2023 Strategic Plan, an internal stakeholder analysis, external stakeholder analysis, external factors analysis, SWOT and DEIPST analyses were conducted. Accordingly, the mission of the strategic plan, which is built on a solid foundation, is to “engage in efforts to ensure the effective management of processes related to disasters and emergencies, to ensure coordination among the relevant institutions and agencies, and to formulate policies in this field”.

The goals to be achieved include:

- Enhancing the effectiveness of coordination in disaster and emergency management;
- Ensuring the adoption of a risk-based integrated disaster management approach, and its recognition by all sectors;
- Managing the processes during and after disasters as effectively as possible;

- Ensuring disaster and emergency preparedness at all times by raising public awareness;
- Becoming one of the leading organizations in the international arena;
- Being an organization that continuously learns and improves.

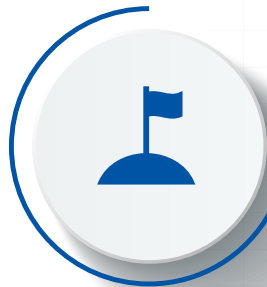
To achieve these goals, 30 objectives have been established in accordance with our country's disaster and emergency management vision and mission. Under Turkey's 2023 vision, our utmost duty is to achieve the goals and objectives that are sub-components of our country's sustainable development targets.

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MINISTRY OF INTERIOR  
Disaster And Emergency Management Presidency  
**STRATEGIC PLAN 2019-2023**

# I. STRATEGIC PLAN AT A GLANCE



# Mission - Vision - Principles - Values



## **MISSION**

"Engage in efforts required for the effective management of processes related to disasters and emergencies, ensuring coordination among the relevant institutions and agencies, and formulating policies in this field"



## **VISION**

"To Build a disaster-resilient community"



## **VALUES**

Devoted,  
People-oriented  
Reliable  
Sensitive  
Self-confident



## **PRINCIPLES**

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

# Strategic Areas and Goals

**1 COORDINATION AND COMMUNICATION**  
Enhance the effectiveness of coordination in disaster and emergency management

**2 RISK REDUCTION**  
Ensure the adoption of a risk-based integrated disaster management approach, and its recognition by all sectors

**3 DURING AND POST-DISASTER**  
Manage the processes during and after disasters as effectively as possible



**6 INSTITUTIONAL CAPACITY**  
Being organization that continuously learns and improves

**5 INTERNATIONAL EFFECTIVENESS**  
Being one of the leading organizations in the international arena

**4 PUBLIC AWARENESS**  
Ensure disaster and emergency preparedness at all times by raising public awareness

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**STRATEGIC PLAN 2019-2023**

## **II. SITUATION ANALYSIS**



## 2. SITUATION ANALYSIS

### 2.1. History of AFAD

The first regulation on disaster management in our nation's history was the edict issued by Ottoman Sultan Bayezid II in the aftermath of the Istanbul Earthquake of September 14, 1509, in which 13,000 people lost their lives and 109 mosques and 1,047 other buildings were destroyed. For the rebuilding of the destroyed houses, the



edict called for 20 gold to be paid to each household. The edict also prohibited the construction of houses on land reclaimed from the sea, and promoted the construction of houses with wooden frames, probably to reduce such losses of property in the future.

Another important instrument was the Enbiye Ordinance, issued in 1848 to address the apparent need to establish rules related to urbanization and construction. The Ordinance prescribed a number of principles for structures to be constructed in Istanbul, and entered into force across the Empire in 1877.

In the Republican Period, Municipality Law No. 1580 of 03.04.1930 assigned municipalities with responsibility for inspecting settlements and structures, as well as building houses for those in need. The Municipal Construction and Roads Law No. 2290 of 10.06.1933 prescribed provisions related to the development of zoning plans for cities, the obtaining of licenses, technical responsibility, building inspection, and the construction of buildings and roads in accordance with the urbanization approach of the time.

The concept of civil defense emerged out of the notion to develop passive protection measures to ensure that the public was protected from all kinds of dangers, and to mitigate the effects of war on civilians after they had died in their masses in World War I when the effects of wars began to extend beyond the fronts. In our country, civil defense was first regulated by the Defense and Protection of the Regions Behind the Fronts against Air Attacks, which entered into effect in 1928. In 1938, the Passive Protection Law No. 3502 was enacted, under which civil defense was ensured through the mobilization of directorates in the provinces.

The Erzincan Earthquake, one of the biggest in our nation's history, occurred on December 26, 1939, killing more than 30,000 people and destroying or severely damaging over 100,000 buildings. This led to the enactment of Law No. 3773 on the Aid to be Given to those Affected by the Erzincan Earthquake on January 17, 1940. The Law set forth the principles to be applied to the provision of post-earthquake aid, and for the first time, issues such as tax abatements, compensation for civil servants and construction material aid were addressed.



In the 1939 Erzincan Earthquake and the Niksar-Erbaa, Adapazarı-Hendek, Tosya-Ladik and Bolu-Gerede earthquakes in the same period, over 43,000 people lost their lives, a further 75,000 were injured, and some 200,000 buildings were severely damaged or destroyed, leading to Law No. 4623 on Measures to be Taken Before and After Earthquakes being enacted on July 18, 1944.

While the laws aimed at reducing disaster losses were effective only in Japan, the United States and Italy in this period, the first attempt to reduce losses from disasters in our country came with the enactment of Law No. 4623. Pursuant to the Law, Turkey's Earthquake Zones Map, Building Regulations for Seismic Zones and Regulations regarding Buildings to be Constructed in Disaster Areas were issued in 1945.

In the early 1940s, severe floods struck many parts of the country, after which Law No. 4373 on Protection against Floods was enacted on January 14, 1943, introducing, for the first time the measures to be taken before floods, as well as describing the rescue operations to be carried out during floods. In the subsequent period:

With the enactment of the Zoning Law of 1956, which contained provisions on the identification of disaster hazards during the determination of locations of settlements, as well as on the technical responsibility system and building inspection procedures; and the Law of 1958 on the establishment of the Ministry of Development and Housing; and Law No. 7269 on the Measures to be Taken and Aid to be Given Due to Disasters Affecting Public Life of May 15, 1959, which laid the foundation of the General Directorate of Natural Disasters, disaster management efforts started to be carried out more efficiently and effectively in our country.

In addition, Civil Defense Law No. 7126, which entered into force in 1959, prescribed provisions on the rescue and first aid operations to be conducted during disasters and laid the foundations of the General Directorate of Civil Defense under the Ministry of Interior.

Another important piece of legislation in the field of disaster management was the Regulation on the Disaster Relief Organization and Planning Principles, issued in 1988, which contained provisions regarding the planning and mobilization of public resources and the deployment of the state's forces as quickly as possible to the scene of a disaster in order to provide the most effective emergency relief to the affected citizens.



Law No. 7269 was amended to suit the requirements of the time, however the earthquake in Erzincan in 1992 served to prove that disasters caused not only physical losses, but also socioeconomic losses in the form of unemployment, migration, loss of production, etc. Thereupon, Law No. 3838 on the Provision of Relief Services to those Affected by the Earthquake in Erzincan, Gümüşhane and Tunceli and the Associated Damages in Şırnak and Çukurca was enacted. Upon the successful implementation of this Law and the realization of the need for a similar law covering the whole country, Law No. 4123 on the Provision of Relief Services Related to Damage Sustained during Natural Disasters was enacted.

The earthquakes in the Marmara Region in 1999 were the most destructive disasters to hit our country in its history, affecting a very large and densely populated area containing numerous industrial establishments, and it thus became apparent that there was a need to review our disaster management system. In order to address the shortcomings in relation to coordination, the Turkish General Directorate of Emergency Management was established in 2000. Furthermore, the building inspection system was completely modified, and a mandatory insurance system was introduced. Despite these efforts, the problems in this area persisted, as the three main institutions involved in disaster management, namely the General Directorate of Emergency Management, the General Directorate of Natural Disasters and the General Directorate of Civil Defense, were operating under three different ministries.

In line with the lessons learned from past disasters, efforts have been launched to create a system in which local forces are strengthened while the central organization is responsible for coordination, based on the fact that disaster management is more effective if decentralized.

As a result of these efforts, Law No. 5902 was enacted in 2009, eliminating the problem of coordination among the institutions involved in disaster management by abolishing the three above-mentioned general directorates in charge of disaster management, and paving the way for the establishment of the Disaster and Emergency Management Presidency under the Prime Ministry, and the Provincial Directorates of Disaster and Emergency Management under the provincial Governors. With this Law, an approach prioritizing risk management rather than crisis management was adopted.

Our Presidency operates under the Ministry of Interior, in accordance with Presidential Decree No. 4 issued on July 15, 2018.

## **2.2. Legal Obligations, Relevant Legislation and Compliance with Senior Instruments**

### **2.2.1. Legal Obligations**

The duties, powers and responsibilities of the institution and the responsibilities of the sub-committees are set out in Articles 30–56 of Presidential Decree No.4 on the Organization of Institutions and Agencies Affiliated with, related to and Associated with Ministries and Other Institutions and Agencies, issued on 15.07.2018. Accordingly, the issues related to the duties, powers and responsibilities of the institution were revised by articles 30, 31 and 32 of the Presidential Decree.

### **2.2.2. Fields of Activity**

AFAD switched its priority from “Emergency Management” to “Risk Management” based on a universally accepted disaster management model that is open to improvement. This “Integrated Disaster Management System” has been designed to ensure that: hazards and risks are identified in advance so as to reduce losses resulting from disasters and emergencies; measures are taken to prevent or minimize potential losses before a disaster occurs; response and coordination efforts are carried out effectively; and post-disaster recovery efforts are carried out in an integrated manner.

### 2.2.3. Compliance with Higher Level Instruments and Policies

- Article 2 of the “Communiqué on Strategic Plans to be Developed by Public Administrations”, published in Official Gazette No. 29342 on April 30, 2015, emphasizes the need for the compliance of the Strategic Plans with the Tenth Development Plan. Paragraph 12 of the Tenth Development Plan states the following: “Medium term programs, annual programs, institutional strategic plans, regional development and sectoral strategies will be developed on the basis of the Development Plan so as to ensure its effective implementation. Public institutions will determine their policies, investment plans, and institutional and legal regulations within this framework.” According to the Tenth Development Plan Institutional Responsibilities Table given in the annex to the Communiqué, the assignment of responsibilities to AFAD according to the Development Plan and the Priority Transformation Programs, as well as establishing the association with the legislation were conducted using the policy documents given below:
- New Economic Program 2019–2021 (Medium-term Program)
- Presidency’s Annual Program 2019
- Government Program
- National Earthquake Strategy and Action Plan (UDSEP-2023)
- Turkey Disaster Response Plan (TAMP)
- National Rural Development Strategy 2014–2020
- Turkey’s Climate Change Strategy 2010–2023
- Sendai Framework for Disaster Risk Reduction
- Integrated Urban Development Strategy and Action Plan 2010–2023
- National Smart Cities Strategy and Action Plan 2019–2022
- Turkey Drought Management Strategy Document and Action Plan 2017–2023



## 2.2.4. Relevant Legislation

Type	Number	
Law	1	Law No. 6306 on the Restructuring of Areas Facing Disaster Risks (31.05.2012-28309)
	2	Law No. 6305 on Disaster Insurance (18.05.2012-28296)
	3	Law No. 5902 on Some Regulations Concerning the Disaster and Emergency Management Presidency (17.06.2009-27261)
	4	Law No. 4123 on the Provision of Services Related to Damages and Damages Resulting from Natural Disasters (25.07.1995-22354)
	5	State of Emergency Law No. 2935 (27.10.1983-18204)
	6	Law No. 697 on the Provision of Transport and Communications Services at All Times During States of Emergency and War (26.07.1965-12058)
	7	Law No. 7269 on Measures to be Taken and Aid to be Given Due to Disasters Affecting Public Life (25.05.1959-10213)
	8	Civil Defense Law No. 7126 (13.06.1958-9931)
	9	Supplementary Law No. 5593 on Protection against Air Attacks (18.03.1950-7460)
	10	National Protection Law No. 3780 (26.01.1940-4417)
	11	Law No. 3634 on National Defense Obligations (16.06.1939-4234)
	12	Law No. 5188 on Private Security Services
Presidential Decrees	1	Presidential Decree No. 6 on the Organization and Duties of the Secretary General of the National Security Council - Official Gazette No. 30479 of 15.7.2018
	2	Presidential Decree No.4 on the Organizations of Institutions and Agencies Affiliated with, Related to and Associated with Ministries and Other Institutions and Agencies
Council of Ministers' Decision	1	Principles Regarding Public Procurements by the Disaster and Emergency Management Presidency as per Article 3(B) of the Public Procurement Law No. 4734 (04.10.2011-28074)
	2	Establishment, Duties and Working Principles of Turkey's Disaster Risk Reduction Platform (12.02.2011-27844)
	3	Principles Regarding the Security of Classified Documents and Materials
	4	Council of Ministers' Decision: Date: October 25, 1993, Decision No.: 93/4965
Regulations	1	Regulation on Disaster and Emergency Response Services
	2	Regulation on Temporary Protection
	3	Regulation on Search and Rescue
	4	Regulation on Disaster and Emergency Management Centers
	5	Regulation on Structures Constructed in Disaster Areas
	6	Regulation on Disaster and Emergency Expenditures
	7	Regulation on the Identification of Eligible Persons Following Disasters
	8	Regulation on the Principles and Procedures for Research, Survey and Project Procurements by the Disaster and Emergency Management Presidency
	9	Regulation on Discounts to be Made on the Debt Charges of Buildings Built Following Disasters
	10	Regulation on Expenditures made by Metropolitan Municipalities and Special Provincial Administrations from the Budget Allocated for Disasters and Emergencies and Civil Defense Investments

Type	Number		
	11	Regulation on Use of the Remains of the Building Lands Acquired Due to Disasters	
	12	Regulation on the Basic Rules for Managing the Impact of Disasters on Public Life	
	13	Regulation on Buildings and Earthquakes	
	14	Regulation on the Principles Governing the Granting of Project Support under the National Earthquake Research Program	
	15	Regulation on the Disaster and Emergency Management Presidency's Earthquake Data Center System	
	16	Regulation on Duties Related to Chemical, Biological, Radiological and Nuclear Hazards	
	17	Regulation on the Protection of Buildings from Fire	
	18	Shelter Regulation	
	19	Regulation on the Establishment, Duties and Working Principles of 112 Emergency Call Centers	
	20	Regulation on the Working Principles and Examinations of Dog Search Teams	
	21	Regulation on Establishment, Duties, Working Principles and Procedures of Civil Defense Search and Rescue Units and Teams	
	22	Regulation on the Promotion and Title Change of the Disaster and Emergency Management Presidency's Personnel	
	23	Regulation on the Disciplinary Officers of the Disaster and Emergency Management Presidency	
	24	Regulation on the Examination, Appointment, Duties and Working Procedures and Principles of Search and Rescue Technicians	
	25	Regulation on the Training of Candidate Officers in the Provincial Directorates of Disaster and Emergency Management	
	26	Regulation on the In-Service Training for Provincial Directorates of Disaster and Emergency Management	
	27	Regulation on the Principles and Standards for Permanent Staff in Provincial Directorates of Disaster and Emergency Management and Civil Defense Search and Rescue Directorates	
	28	Regulation on the Examination, Appointment, Training, Duties and Working Procedures and Principles of the Disaster and Emergency Management Experts and Assistant Experts	
	29	Regulation on Organization of the Public and Measures to be Taken with respect to Civil Defense	
	30	Regulation on the Duties of and Distribution of Tasks among Civil Defense Personnel of the Provincial Civil Defense Administrations, Offices, Institutions and Entities	
	31	Regulation on Military Cooperation in Civil Defense Services	
	32	Regulation on the Planning, Organization, Supply and Other Services for Hospital Units to be Set Up in Vulnerable Areas	
	33	Regulation on the Municipal Fire Brigade	
	34	Directive on Mobilization and War Preparations	
	35	Regulation on Reserve Personnel Deferral	
	36	Regulation on the Enforcement of the Law on Private Security Services	
	37	Regulation on Protection Against Sabotage	
	Regulations	38	Regulation on the Prevention, Extinguishing and Rescue Measures to be Taken in the Event of Fires that Break Out on Land or at Sea, in Ports or on the Shore, and that Spread to Land or Break Out on Land and Spread to the Shore, Ports and Sea
		39	Regulation on the Administrative Status, Duties, Working Procedures and Principles, and Training of Civil Defense Experts
		40	Regulation Amending the Regulation on the Principles and Standards for Permanent Staff in Provincial Directorates of Disaster and Emergency Management and Civil Defense Search and Rescue Directorates
		41	Regulation on the Clothing of Disaster and Emergency Search and Rescue Units and the Search and Rescue Teams of the Provincial Directorates of Disaster and Emergency Management

Type	Number	
Directives	1	Presidential Directive on Disaster and Emergency Management Centers
	2	Directive on the Working Principles and Procedures of the Monitoring and Evaluation Board for the National Earthquake Strategy and Action Plan (UDSEP-2023)
	3	Directive on the Establishment, Management and Operation of Temporary Housing Centers
	4	Directive on the Duties, Powers, Working Procedures and Principles of the Disaster and Emergency Management Presidency's Legal Adviser's Office
	5	Directive on Humanitarian Aid Spending
	6	Directive on AFAD Fire Prevention and Fighting
	7	Directive on Underwater Search and Rescue Teams and Frogman Personnel
	8	Directive on the Disaster and Emergency Management Presidency's Pre-Financial Control Procedures
	9	Directive on Disaster and Emergency Management Presidency Personnel ID Cards
	10	Directive on the Procedures and Principles to Write a Dissertation for Disaster and Emergency Management Presidency's Assistant Experts
	11	Directive on Disaster and Emergency Management Presidency Central and Provincial Organization Documents
	12	Directive on Disaster and Emergency Management Presidency Delegation of Authority and Signing Authority
	13	Directive on Housing for the Personnel of the Disaster and Emergency Management Presidency
	14	Directive on the Principles for the Participation of Volunteers in Civil Defense Services
	15	Directive on Mobilization and Warfare
	16	Directive on the Development of War Mission Plans
	17	Directive on the Postponement of Mobilization and Warfare
	18	Directive on Mobilization, Education, Training and Exercises
	19	Directive on the Counting of Resources in Provinces and Districts
	20	Directive on the Use of Private Transportation and Construction Firms in Times of Mobilization and War
	21	Directive on the Execution of Procedures for the Extension of Dispatching
	22	Directive on the Reporting Systems for Total Defense Civil Services (Mobilization and War Preparations, Civil Defense and Protective Security)
	23	Directive on Exercises
	24	Directive on Disaster and Emergency Management Presidency Risk Management

Type	Number	
Circulars	1	Circular on the Principles and Procedures for Requests for Allowance under Circular No. 2016/3 on the Requesting and Spending of Emergency Relief and Law No. 4123
	2	Circular No. 2015/9 on the Shipment of Emergency Relief Materials from AFAD's Logistics Warehouses
	3	Circular No. 2015/8 on the Execution of Health Services for Foreigners with Temporary Protection Status
	4	Circular No. 2015/7 on Implementation of the Turkey Disaster Response Plan (TAMP) and the Disaster Management and Decision Support System (AYDES)
	5	Circular No. 2015/5 on Development of Integrated Disaster Hazard Maps
	6	Circular No. 2015/4 on the Leasing of Property to Serve as Markets for Temporary Housing Centers
	7	Circular No. 2014/4 on the Execution of Services for Foreigners with Temporary Protection Status
	8	Implementing Circular for 2014
	9	Circular No. 2013/8 on Healthcare and Other Services for Syrian Guests
	10	Circular No. 1919: Circular on the Issuance and Approval of Geological Survey Reports (Disaster Survey) and Geological, Geological/ Geotechnical and Microzoning Survey Reports for the Plan
	11	Circular No. 10337: Circular on Geological/Geotechnical and Microzoning Survey Reports for the Plan
	12	Statements No. 3422 of 03.04.2009 Regarding Circular No. 10337 and Approval No. 13171 of 11.11.2008 for the Effectiveness of Circular No. 10337
	13	Authorization for the Approval of Survey Reports for the Development Plan of the Sea Side and Land Side Areas of the Coastline
	14	Circular on Site Selection Procedures: Site Selection Work Carried Out under Article 16 of Law No. 7269
	15	2013/5 (Note: Circular No. 6465 of 23.09.2011 was repealed)
	16	Letter on the Repeal of Circular No. 2012/15
	17	Circular No. 3003 of 03.05.2013 on Site Selection (Van Circular)
	18	Charity Campaign of 26.12.2012 for Syrian Asylum Seekers
Communiqués Implementing Procedures and Principles	1	Communiqué on the Procedures Required to be Carried Out by Municipalities and Special Administrations Facing Losses of Income and Infrastructure Damage Due to Natural Disasters
	2	Communiqué on the Drafting of Directives for Disaster and Emergency Management Centers
	3	Procedures and Principles for the Development, Implementation and Monitoring of Investment Projects
	4	Procedures and Principles for the Supporting of Investments by Provincial Directorates of Disaster and Emergency Management in Disaster, Emergency and Civil Defense
	5	Procedures and Principles Regarding Transfer to Dedicated Accounts, Spending, Recognition and Auditing of Allowances Granted for International Emergency Relief
	6	Procedures and Principles Regarding the Sub-Project Selection and Allocation of Allowances by the Disaster and Emergency Management Presidency under Aggregated Projects for 2015

## 2.3. In-house Analysis

The institutional framework of the Disaster and Emergency Management Presidency is set out in Articles 30 to 56 of Presidential Decree No.4 of 15.07.2018. This section briefly addresses the organizational structure, human resources, technological infrastructure and financial status of AFAD.

### 2.3.1. Organizational Structure

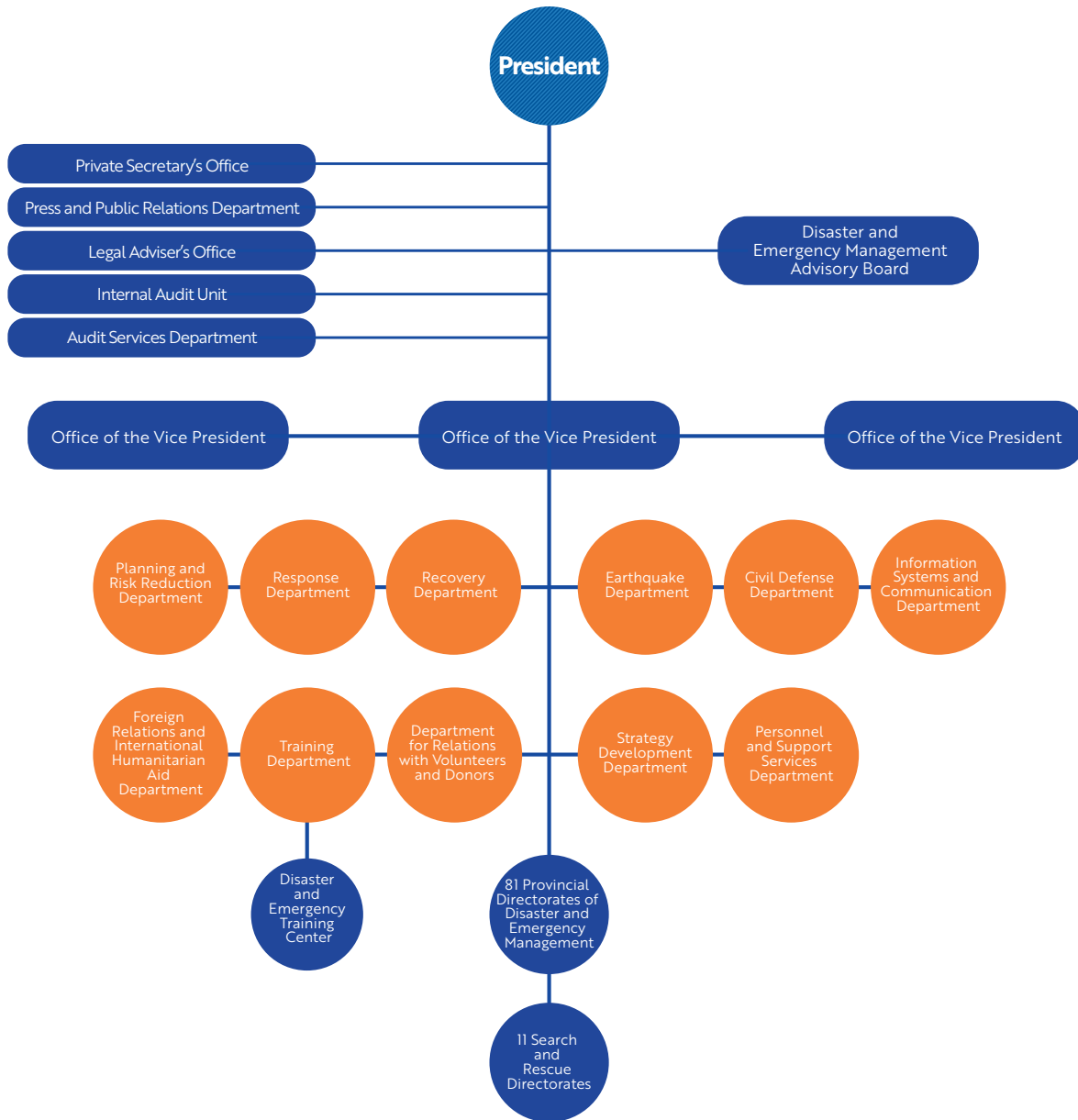
In accordance with the law on its establishment, AFAD is an institution operating under the Ministry of Interior. It is answerable to the Minister of Interior for the execution of the services specified in the Law. According to the institutional structure and duties of AFAD, as set out by the Law, it has a horizontal and flexible administrative

structure, is result-oriented in terms of the execution of its duties, has no hierarchical structuring under the departments, and has the authority to create working groups to which it can assign personnel also from outside the institution, if required. AFAD is an institution that provides effective coordination and cooperation among universities, public institutions, the private sector and non-governmental organizations. Considering that disaster management is an issue that concerns all segments of society, a “Disaster and Emergency Management Advisory Board” was established by Law for the formulation of macro-level policies.





AFAD's Organizational Chart



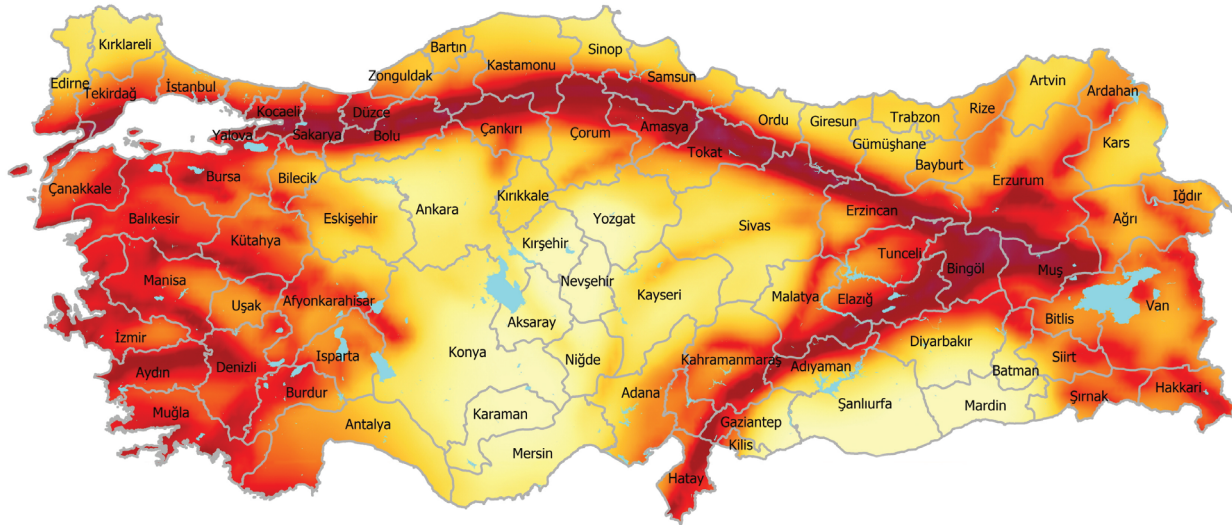
### 2.3.1.1. Disaster and Emergency Management Advisory Board

The Disaster and Emergency Management Advisory Board was established to provide protection against disasters and emergencies, to reduce disaster and emergency risks, to offer suggestions concerning the activities to be carried out after disasters and emergencies, to formulate policies and to set priorities. It is chaired by the President of AFAD, or any Vice President designated by him/her, and its members include one representative each from the Ministry of Foreign Affairs, the Ministry of Interior, Bogazici University Kandilli Observatory, the General Directorate of Mineral Research and Exploration, the Scientific and Technological

Research Council of Turkey and the Turkey Red Crescent Society at the level of head of department, as well as five members to be designated by the President of AFAD from among at least 10 academic members of universities to be designated by the Higher Education Council, who must have carried out academic studies into disasters and emergencies, and three members to be designated by the President of AFAD from among the members of accredited non-governmental organizations.

The Board convenes no less than twice a year. Additionally, it may convene extraordinarily if called upon by the President, or if necessary. AFAD carries out the secretariat affairs of the Board.

## EARTHQUAKE HAZARD MAP OF TURKEY

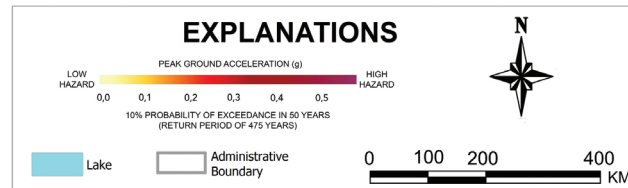


This map is a product of National Earthquake Research Fund supported R&D Project namely "Revision of Turkish Seismic Hazard Map".

This map is prepared considering soil condition ( $V_s$ )<sub>30</sub> = 760m/s and doesn't include the hazards caused by local soil conditions like liquefaction, ground amplification, subsidence, etc.

Referencing: AFAD, 2018. Earthquake Hazard Map of Turkey.

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### 2.3.1.2. Provincial Directorates of Disaster and Emergency Management

The Provincial Directorates of Disaster and Emergency Management were established as provincial organizations of the Presidency operating under the governor of each province, which include all elements of integrated disaster and emergency management in the provinces. Governors are responsible for the administration of the directorates and the disaster and emergency management activities in the provinces. The temporary assignment of staff to the directorates from outside the province is carried out by the Presidency and/or the respective governor.

### 2.3.1.3. Service Units of the Directorate of Disaster and Emergency Search and Rescue Operations

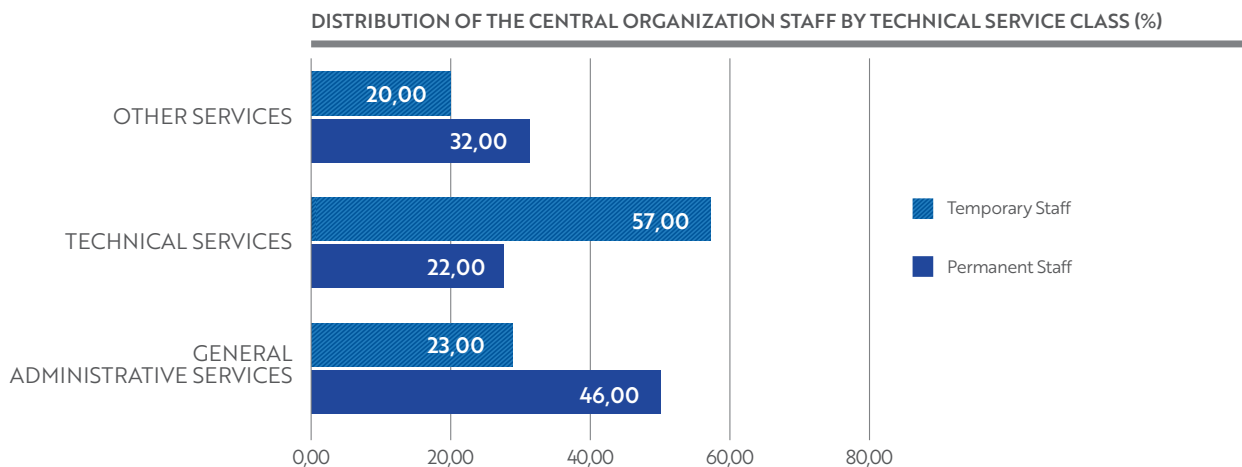
In the provinces determined by the Presidency, directorates of disaster and emergency search and rescue operations may be established within the provincial directorate of disaster and emergency management. These operate under the respective provincial directorates of disaster and emergency management.

## 2.3.2. Human Resources

As of November 1, 2018, our Presidency has 706 personnel in total, 554 of whom are permanent staff and 152 who are temporary employees. Approximately 78% of the personnel are permanent staff. Our provincial organizations have 5,348 personnel in total. The distribution of our permanent staff by service class, gender, age group, educational attainment and years in service is shown in the tables below. The employees are divided into central and provincial organizational staff.

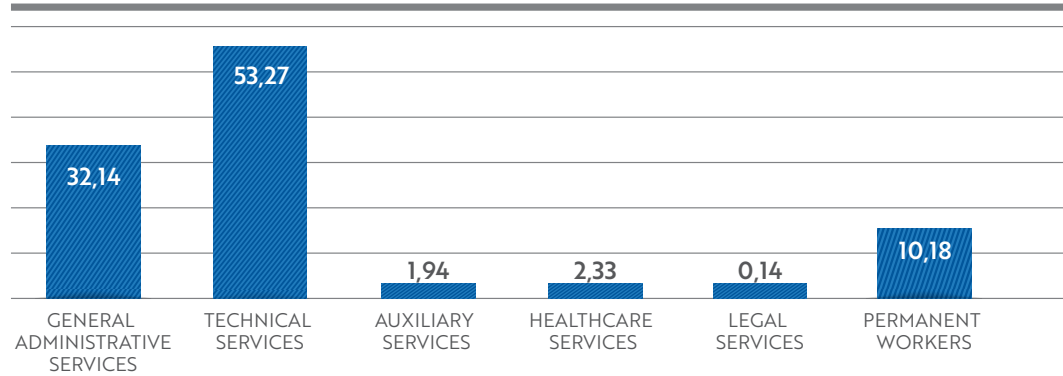
### 2.3.2.1. Distribution of Staff by Service Class

In the central organization, 78% of the workforce is permanent, while 22% is temporary. Some 57% of the temporary staff are in the technical services class. The highest rate of permanent staff is in the general administrative services class (46%).



A total of 5,348 personnel working in the provincial organizations are permanent staff. As to the service classes of the staff, 53% are working in “Technical Services”. Some 64% of the Technical Services staff are “Search and Rescue Technicians”. The percentages of the staff in other classes are given in the graph below.

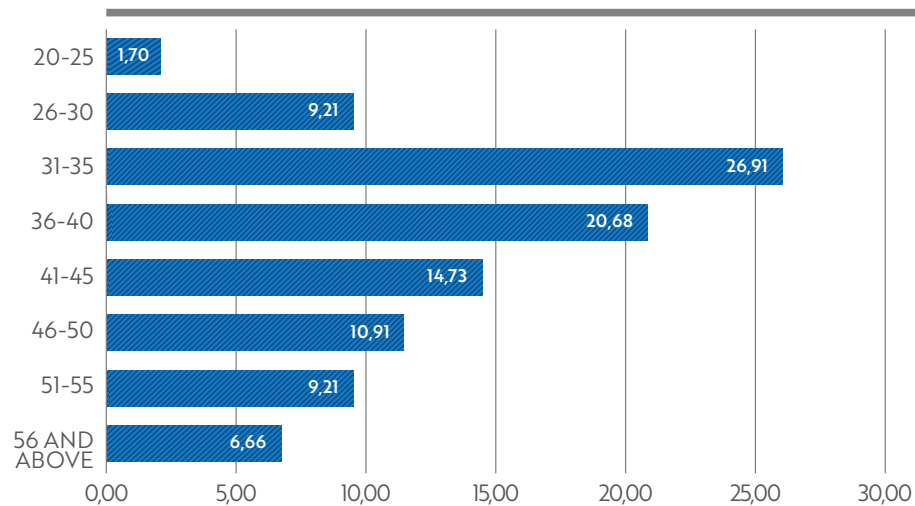
**PERCENTAGES OF THE PROVINCIAL ORGANIZATION STAFF IN EACH TECHNICAL SERVICE CLASS (%)**



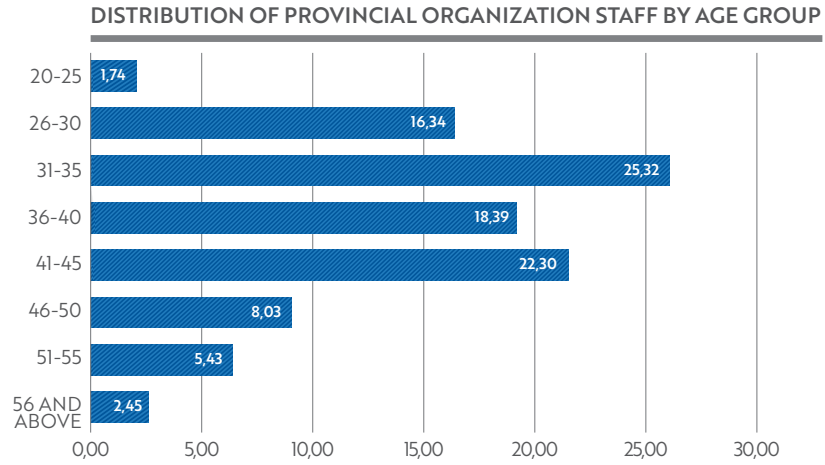
### 2.3.2.2. Distribution of Staff by Age Groups

Approximately 48% of the central organization staff are in the 31–40 age group.

**DISTRIBUTION OF CENTRAL ORGANIZATION STAFF BY AGE GROUP**

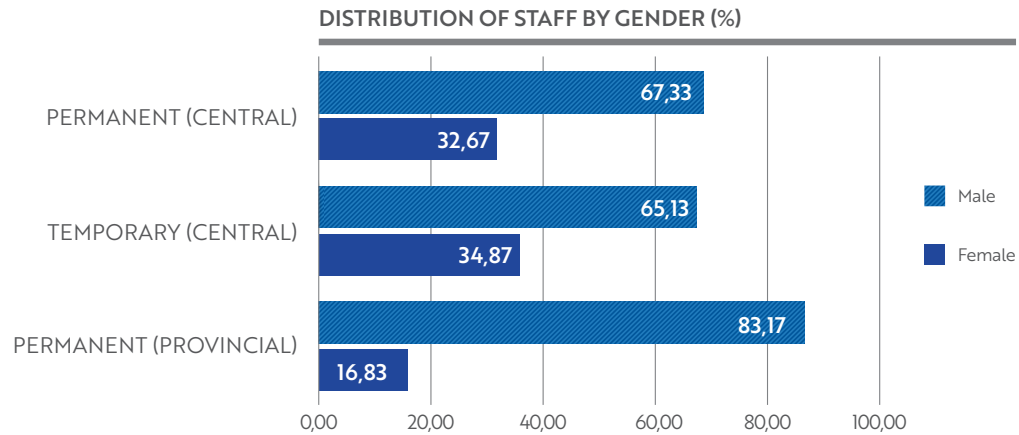


Approximately 44% of the provincial organization staff are in the 31–40 age group.



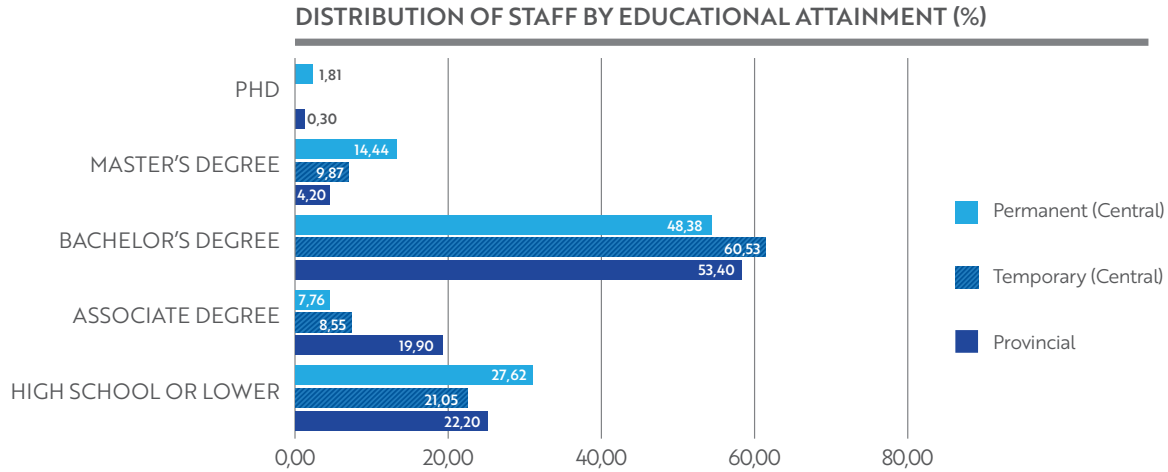
### 2.3.2.3. Distribution of Staff by Gender

The gender distribution of all staff is illustrated in the graph below.



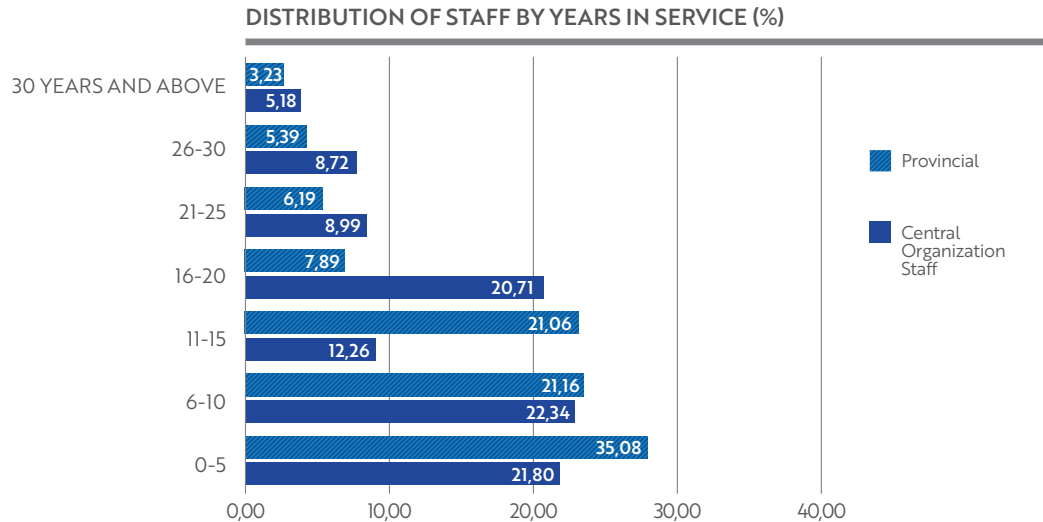
### 2.3.2.4. Distribution of Staff by Educational Attainment

As to the educational attainment of the staff, half of the staff in both the central and provincial organizations have a bachelor's degree. The distribution of staff by educational attainment is illustrated in the graph below.



### 2.3.2.5. Distribution of Staff by Years in Service

The 0–5 years in service group has the highest percentage among the provincial organization staff (28.93%), while the percentages of those that have served 0–5, 6–10 and 16–20 years in the central organization are close to each other, with the 6–10 years in service category having the highest number of staff (22.34%).



### 2.3.3. Technological Infrastructure

Our efforts to ensure manageability through information technologies are described under the project titles below.

Aside from these, the Uninterrupted and Secure Communication Project, which allows the use of optical fiber, GSM and satellite communication media through automatic switching and HF (high frequency) communication channel manually, was launched in 2012.

Currently, the following are in operation:

- KU Band terminals in 77 provinces;
- IP/MPLS infrastructure, including optical fiber and GSM communication media, in 81 provinces;
- Türksat 4B satellite;
- HF radio system in 81 provinces;
- Electronic Document Management System (EBYS), e-Highway and Registered e-Mail;
- Distance education system.

Furthermore, in 2017:

- All user computers were switched to a single domain system in accordance with institutional standards.
- Our information security policy was released.
- A state-of-the-art data center was established in the Presidency's headquarters.
- AFAD's central IT infrastructure was completed and entered into operation.
- AYDES PHASE II was completed and put into operation.

Our Presidency's website, as well as the websites of 81 Provincial Directorates, were developed using 100% open-source infrastructure.

#### 2.3.3.1. Disaster Management and Decision Support System (AYDES)

The Disaster Management and Decision Support System (AYDES) is designed to effectively manage processes related to disaster and emergency management, to establish the information infrastructure and decision support system-centered management model needed for the pre-disaster risk reduction, preparation and post-disaster response and recovery stages, and to ensure sustainable development. The system is a holistic platform that contains desktop, mobile and web-based applications that use GIS and UA technologies, and is connected to many internal and external systems and services. AYDES was developed with dedication in accordance with the scope of the Turkey Disaster Response Plan, and has an integrated design that allows the effective and expeditious execution of services by the Disaster and Emergency Management Presidency (AFAD), the related Ministries and the provincial organizations.

AYDES has three main components, namely the "Incident Command System", the "Spatial Information System" and the "Recovery System", as well as their sub-components. Its mobile software, which can transmit real-time information to web-based main modules, consists of applications used in mapping activities for both risk reduction and post-disaster damage assessment, and has been developed for the collection of data from the field.

AYDES is a software and data platform that provides access to accurate and valid disaster and emergency data, various reports,



statistics, follow-up information, inquiries, analyses, etc. at any time, before or after a disaster.

### 2.3.3.2. AFAD Information System

The following software components, designed and entered into service for the purpose of ensuring data integrity by managing the work processes of our Presidency through a single platform, were completed and entered into service.

- Human Resources Management: Personnel operations related to Human Resources management, such as staffing, appointment, assignment and promotion, are carried out and personnel information is tracked.
- Strategic Plan and Project Monitoring System: The projects and activities carried out within the institution are managed, and actions and activities carried out to achieve the objectives specified in the strategic plan of the institution are tracked.
- Electronic Archive and Process Management System: By defining the institutional work flow processes, the forms used in the processes will be created and approved electronically, thereby facilitating the faster completion and tracking of processes.

### 2.3.3.3. Sheltering Center Management System (AFKEN)

The Sheltering Center Management System (AFKEN) allows the management of processes related to temporary housing centers, such as container cities and tent cities, established to provide temporary accommodation to disaster victims.

### 2.3.3.4. AFAD Card Aid Distribution System

This enables people affected by any disaster or emergency to shop from existing or newly established groceries using cards given to them after disasters and emergencies, as well as to receive in-kind aid using their cards and a POS machine.

### 2.3.3.5. Turkey Disaster Database

A web-based disaster database was created and built on a user-friendly infrastructure to help disaster researchers, decision makers and practitioners access accurate information and previous studies related to disasters in our country. In this way, capacity can be built to ensure preparedness and to reduce disaster losses.

### 2.3.3.6. Image Processing and Mass Resource Management System (AYDES UZAL-Image Processing)

This is an image appraisal software that can determine the area of impact or damage caused by the disaster using images obtained from satellites or aerial platforms, and algorithms customized for such natural disasters as earthquakes, landslides, floods, avalanches and subsidence. The data produced by AYDES UZAL can not only





be used in the wake of disasters, but also in pre-disaster planning studies. It also has tent counting functions, classification algorithms, change analysis algorithms and settlement detection functions.

The system permits the simultaneous analysis by experts/volunteers from around the world of high-resolution images obtained from remote sensing and aerial platforms that could not be analyzed by a single person, or that would require considerable time to analyze. The AYDES Mass Resource Management Infrastructure will allow search and rescue operations, damage analysis, image appraisals, etc. to be carried out for vast areas in a short period of time with the help of satellite/aerial

### 2.3.3.7. Disaster-Sensitive Settlement Convenience System for Turkey

The Geological/Geotechnical Survey Report on which the 29,970 Development Plans in the archive of our Presidency are based, and 220,000 sheets annexed to the Report, have been converted into electronic documents. The Digital Disaster Archive created as a result of the digitization work constitutes the basis for the “Integrated Disaster Hazard Maps”. The integration of the system with AYDES has been completed, and the system has proven to be useful for assessing suitability for settlement through spatial inquiries.

### 2.3.3.8. Logistics Warehouse Management System

This application is used to manage the materials stored in the logistics warehouses, and to track them until they arrive at the disaster area. The system allows the user to observe critical storage conditions and to keep track of shipments/distributions, and is integrated with the AYDES software.

### 2.3.3.9. AFAD Rapid Earthquake Damage and Loss Estimation Software (AFAD RED)

By using AFAD RED Software, the theoretical loss relations and actual acceleration values recorded by the Strong Ground Motion recording network operated by the Earthquake Department, iso-acceleration, iso-velocity and iso-intensity maps are generated, and casualties and damage can be calculated and shown on a map of the affected residential areas.

### 2.3.3.10. Turkey Earthquake Data Center System

The Turkey Earthquake Data Center System (AFAD-TDVMS) was established by AFAD for the storage of data received (online/offline) from the Earthquake Observation Stations founded/operated by universities, research centers, agencies and institutions, in order to monitor seismic activity in our country and its surrounding areas from a single center, and to make the data available to all national and international researchers. AFAD-TDVMS was established by the AFAD Presidency in technical cooperation with TUBITAK-ULAKBIM.

### 2.3.3.11. Distance Learning System

The Distance Learning System was entered into operation to standardize the training courses delivered to the personnel of our Presidency and Provincial Directorates, to achieve economic gains by through time and resource savings, to reinforce learning through repeated training courses, and to record and report on the delivered courses.



### **2.3.3.12. Advanced Content Management System**

This next-generation website has been designed for our Presidency as a fast, robust and reliable infrastructure incorporating an easily administered advanced content management system and a modern design, integrated with earthquake web services and AYDES, and compatible with different devices. For our provincial directorates, sub-websites with a uniform appearance and an infrastructure that is compatible with the website of our Presidency have been entered into operation. GIYSIS also makes it possible to quickly design and release other micro websites that can be used to provide information in the event of an emergency.

### **2.3.3.13. Other Information Systems and Software**

The Ministry of Finance's e-budget system, KBS/MYS (New Spending Management System) and Spending Management Systems are used for all budget-related works and operations, while the Annual Program Monitoring System and the Public Investments Project Information System are used for works and operations related to Institutional Measures and Investment Projects. In addition, the Survey System program is used to electronically issue survey forms during field researches, as the basis of institutional reports, and to apply them online.

### **2.3.3.14. Disaster-Prepared Turkey Training System**

This is the software used to record and report on the trainer and participant training courses delivered under the Turkey Prepared for Disasters Project, and to issue the certificates. It is used in all provinces involved in the project.

### **2.3.3.15. CBRN Emergency Guide and Hazardous Materials Emergency Response Guide (ERG and IMER)**

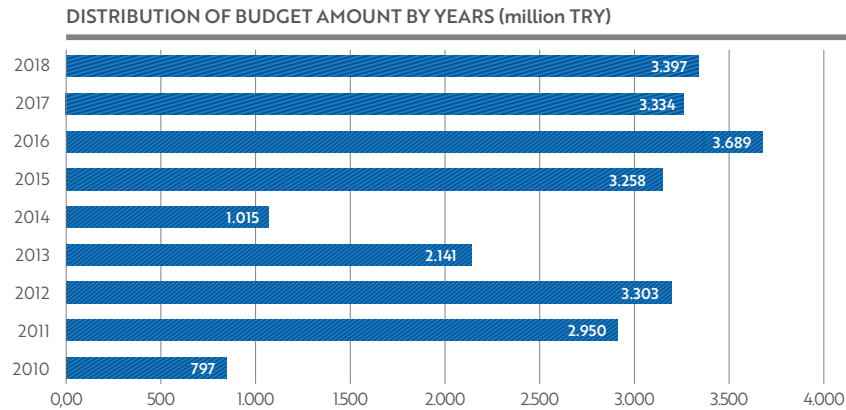
This software has been developed to provide personnel assigned to respond to CBRN incidents with quick access to basic information about CBRN materials.

## 2.3.4. Financial Condition

### 2.3.4.1. Financial Resources

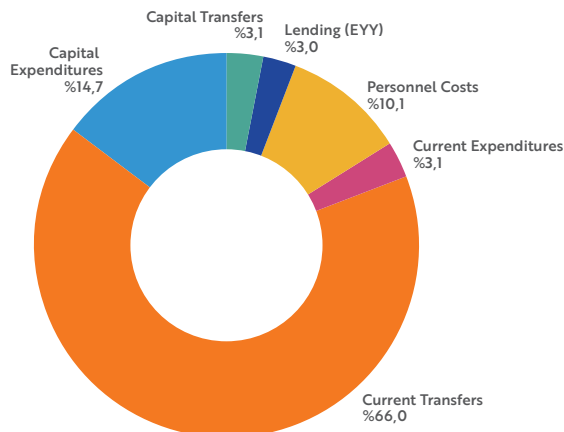
AFAD's operations related to disasters and emergencies, earthquakes and recovery works in our country, as well as its international activities, those related to migration movements throughout the year and other needs, are met from the budget allocated by the central government.

The allocation of the budget received by AFAD from the central government by years is given below. The increases in the budget in some years is due to the increases in Disaster and Emergency Relief Activities Appropriation in the aftermath of disasters and emergencies that took place in our country, as well as the increase in investment project allowances.



The distribution of the budget for 2018 is shown in the graph below.

#### DISTRIBUTION OF 2018 BUDGET APPROPRIATION ITEMS



The total appropriation proposed for the 2019 Budget to allow the Disaster and Emergency Management Presidency to achieve its goals and objectives is 1,406,671,000 TRY. The initial appropriation for Household Aid in the 2018 budget was 1,200,000,000 TRY, while the initial appropriation for the Household Aid in 2019 was 397,665,000 TRY, after responsibility for temporary housing centers was transferred to the Directorate General of Migration Management on 15.04.2018. Therefore, while the total initial appropriation in the Presidential budget was 2,265,864,000 TRY in the Central Government Budget Law of 2018, the proposed budget appropriation decreased by 46% in 2019 when compared to the previous year.

## 2.4. Stakeholder Analysis

### 2.4.1. Internal Stakeholder Analysis

Each phase of AFAD's Strategic Plan preparation was carried out in cooperation with internal and external stakeholders. During the preparation of the plan, the opinions and views of internal stakeholders were obtained through various methods. A series of meetings were held with the central organizational staff, group heads, heads of departments and senior managers. Likewise, views on the strategic plan were exchanged comprehensively in the meetings attended by the 81 provincial directors.

In addition to the abovementioned activities aimed at ensuring participation in the preparation of the strategic plan, all staff of the institution were given an internal stakeholder questionnaire consisting of 16 questions, some of which were open-ended.

It was observed that the responses of the internal stakeholders, especially to questions about the functions of AFAD and its future goals and objectives, matched the mission and vision of AFAD to a large extent. These results are important, in that they show the high level of awareness among staff of the duties imposed on AFAD by the legislation and the vision of the institution.

The internal stakeholders, in their responses to the questionnaire, stressed a need to remedy the disorganization in the relevant legislation to ensure integrated disaster and emergency management, and highlighted the need for a comprehensive establishment law that would allow AFAD to effectively carry out the many new tasks undertaken by AFAD in recent years, some of which are international. It should be noted that such requests are frequently expressed by the staff when asked about "aspects to be improved" during the strategic plan preparation process. A number of requests were made by the internal stakeholders that responded to the questionnaire. These included requests for the further development of institutional capacity, including matters related to administrative processes, training, technological infrastructure, and particularly, the service buildings of the provincial organizations.

In the responses given by the internal stakeholders, two points concerning future plans were of particular note, being related to

social awareness and the level of preparedness of other institutions. A significant proportion of the internal stakeholders stated that the level of awareness and preparedness of citizens regarding disasters and emergencies was not sufficient. This result corroborates the notion that "AFAD should focus more on awareness raising activities", which was emphasized by the participants in their responses to other questions. Again, a significant portion of the internal stakeholders stated that the level of preparedness of other institutions related to disaster and emergency relief operations was not sufficient.

An even greater share of the responding internal stakeholders noted that AFAD's public recognition was very high. As can be seen in the next section, the external stakeholders have considerable knowledge of AFAD and its functions.

The internal stakeholders who responded to the questionnaire also called for the reduction of disaster risks, the development of hazard and risk maps, the enhancement of activities aimed at raising social awareness, the improvement of institutional capacity, the acceleration of preparations for the anticipated earthquake in the Marmara region, and the boosting of activities in preparation for CBRN incidents, among the activities to be carried out in the Strategic Plan period from 2019 to 2023.

### 2.4.2 External Stakeholder Analysis

AFAD cooperates with many public institutions and agencies in its role as a coordinating organization in disasters and emergencies. It is therefore crucial to consult with external stakeholders in the formulation of the AFAD strategy. During the development of the 2019–2023 Strategic Plan, a two-day "External Stakeholder Workshop" was held in Haymana with our external stakeholders, where they were able to express their thoughts, expectations and suggestions about AFAD.

It is possible to summarize the outputs of the workshop and their reflection on the strategic plan in four categories, being observations, suggested solutions, positioning of AFAD and indicators. Some important observations were made by the participants on



the general positioning of AFAD, as well as on preparedness, risk reduction, response and recovery, and a number of solutions were offered. After obtaining input from the participants, interactive discussions were held in nine sessions under three main topics, namely, economy, social services and infrastructure.

When evaluating the results, the goals and objectives suggested by the participants were checked to see whether they were already included in the goal, objectives and action tables of the strategic plan created with the internal stakeholders. A number of items not included in the goal and the objective tables, determined by the votes of the participants, were evaluated by the relevant units, and new goals and objectives were identified to be incorporated into the tables.

Furthermore, as a second study, an online “External Stakeholder Questionnaire” was applied to all external stakeholders, who were asked to express their opinion. The first part of the questionnaire comprised three parts, containing statements about AFAD that the respondents were asked to evaluate using a fivepoint Likert scale. The statements were designed to allow the respondents to express their opinion on their level of knowledge of the institution, their ability to communicate and work with AFAD’s employees, the

institution’s reputation and reliability, its coordinating role in disaster management in the field, and its success in other areas of activity. In the second part, the respondents were asked how they learned about the activities of AFAD, and which activities AFAD should prioritize over the next five years. The respondents were given space to write their expectations from AFAD. In the last part of the questionnaire, the external stakeholders were asked to assess the Presidential units with which they had worked. The opinions and suggestions garnered from the questionnaire contributed to the formulation of our corporate strategies, and played a role in determining our goals, objectives and activities.

## 2.5. External Factors Analysis

### 2.5.1. Disasters around the World

Humanity has been learning from disasters throughout its history, and has developed methods to respond more effectively and reduce their impacts through constant questioning.

The first steps in modern Disaster Management were first taken in the post-World War I period after the emergence of the concept of “Passive Protection”. The concept of “Civil Defense” was broadly and systematically adopted after World War II. “Civil Defense” is generally defined as the protection of civilians in times of war. It emerged during the Cold War when the threat of weapons of mass destruction and nuclear war was severe, and formed the basis of the preparations by the member states of the Western Bloc that would subsequently undergo various structural changes following the end of the Cold War. Looking at the history of the emergency management units in many countries, it is clear that many were founded after World War II.

The end of the Cold War, which gave rise to changes in almost every field of activity, affected also civil defense. Furthermore, the devastation wrought by disasters were becoming more and more destructive due to the increased urbanization, and this compelled governments to transform civil defense units with the necessary legal infrastructure into “Disaster Management” units. In the 1990s, the increase in the number and effects of disasters around the world gave rise to the establishment of international organizations, and analyses of the effectiveness of the organizations resulted in a change in the “Disaster Management” approach.

Established with a view to ensuring world peace and security, the United Nations designated the 1990s as the “International Decade for Natural Disaster Reduction”, with the purpose of increasing international cooperation in the reduction of losses from disaster in developing countries.

Accordingly, the goal of the “Decade” was to develop capacity to prevent natural disasters in the member states, and to create a guide to the application of existing scientific knowledge and technologies to reduce disaster losses. In 1994, the “Conference on Natural Disaster Reduction” was held in Yokohama, Japan, where the activities carried out within the scope of this mission were evaluated, and the member countries developed the “Yokohama Strategy and Action Plan for a Safer World”.

In the Yokohama Strategy and Action Plan, the importance of risk analysis and loss reduction, as the main component of “Risk Management”, were emphasized expressly, and the principle that “disaster prevention and preparation activities should have priority in reducing the need for disaster relief” was highlighted. These principles, determined based on common sense and global experience, have guided the implementation of “Disaster Management” policies.

Following the Second World Conference on Disaster Reduction, held in Kobe, Japan in 2005, the “Hyogo Framework for Action” (HFA) was developed and adopted by the 168 member countries of the United Nations. The HFA comprises 3 strategic goals and 5 specific priorities to be actioned. The strategic goals are as follows:

- The integration of disaster risk reduction into sustainable development policies and planning;
- The development and strengthening of institutions, mechanisms and capacities to raise awareness about disasters; and
- the systematic incorporation of risk reduction approaches into the design and implementation of emergency preparedness, response and recovery programs.

The 5 priorities for action were as follows:

- Making disaster risk reduction a priority;
- Identifying disaster risks;
- Raising awareness;
- Reducing risks;
- Strengthening disaster preparedness to ensure effective response.

Today, the basic planning approach used by all countries around the world in their headquarters and on the field is “Scenario-based planning with an incident command system”.

The Sendai Framework, adopted at the United Nations World Conference of Disaster Risk Reduction, held in March 2015, provides a comprehensive roadmap for the reduction of disaster risk for the new period. Adopted by 187 countries, the Sendai Framework for Disaster Risk Reduction identifies four specific priorities for action:

- Understanding disaster risk;
- Strengthening disaster risk governance to manage disaster risk;
- Investing in disaster risk reduction for resilience;
- Enhancing disaster preparedness for effective response, and to “Build Back Better” in recovery, rehabilitation and reconstruction.

The global targets for the enhancement of resilience to disasters by 2030 under the Sendai Framework are as follows:

- Substantially reduce global disaster mortalities by 2030;
- Substantially reducing the number of affected people globally by 2030;
- Reduce the direct economic losses from disasters in relation to global gross domestic product by 2030;
- Reduce substantially disaster damage to critical infrastructures and the disruption of basic services, including health and educational facilities, through such efforts as increasing resilience, by 2030;
- Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020;
- Substantially enhance international cooperation with developing countries through adequate and sustainable support that complements national actions aimed at the implementation of the framework by 2030;
- Substantially increase the availability and the level of public access to multi-hazard early warning systems, as well as disaster risk information and assessments, by 2030.

## 2.5.2. Disaster Management around the World

To investigate the status of Disaster Management around the world, for which the United States, Canada, Japan, France, Germany, Greece, the United Kingdom and Russia were selected as case countries.

### 2.5.2.1. United States

The United States approaches crisis management as a set of activities that require continuous improvement, rather than as a static security system that operates on a national scale.

Established in the United States on April 1, 1979, the Federal Emergency Management Agency (FEMA) serves in all emergencies ranging from disasters to nuclear wars, at all levels of the country's government and in the private sector. As of April 2014, FEMA had 14,844 employees across the country – who were employed at the headquarters, regional offices, the National Emergency Training Center, and the Center for Domestic Preparedness/Noble Training Center, among other locations.

Details of the FEMA organization, its powers and responsibilities, as well as the governing the planning, funding and implementation of crisis management, are regulated by the Stafford Law. The basic crisis response plan was developed in accordance with the federated state structure and the civil administrative system of the country. The FEMA Headquarters was established at the federal government level, and the director reports directly to the President of the United States.

The FEMA executive bodies include the Civil Defense Preparedness Agency, the Federal Disaster Relief Administration, the Federal Preparedness Agency, the Federal Insurance Administration, the Fire Prevention and Control Administration and the Weather Service Agency Preparedness Program.

FEMA provides services in 10 different regions, each of which has its own Regional Operations Center. There are provincial State Emergency Centers serving under the governorships, and Local Emergency Response Centers in the counties and towns. Emergencies are first responded to by the local response center in that

location, which requests assistance from a superior response center if the crisis is more severe than it can handle. When necessary, the emergency is communicated to the President of the United States, and is declared a crisis at the federal state level. The powers of the management centers and the capabilities of the response units increase as the severity of the crisis increases.

### 2.5.2.2. Canada

The characteristic feature of Canada's crisis management system is to ensure public awareness for the protection of the society and to ensure making the individuals functioning in the crisis system.

Canada's disaster management approach is carried in accordance with the Emergencies Act. It entered into force upon repeal of the War Measures Act in 1988. The law covers all hazards that threaten public safety. In 1998, the Emergency Preparedness Act was enacted and the Emergencies Preparedness Canada (EPC) was established under the Ministry of Defense.

The duties and responsibilities of the EPC are set forth in the Emergency Preparedness Act. In extraordinary situations, all ministries and agencies have their own responsibilities, but the planning and implementation of actions in any crisis at the federal state level are carried out by the EPC, presided over by the Minister of Defense. The duties and responsibilities of the EPC are Federal Emergency Planning, State Administration Cooperation with the Federal Government, International Cooperation, Cooperation with Non-governmental Organizations, Development of Research and Dedicated Projects, Education and Public Awareness Raising and Emergency Operations.

Municipalities are the first-line institutions in the fight against crises. Municipalities seek assistance from the State Government when the crisis exceeds their capabilities. The Emergency Coordinator informs the EPC of the situation and the need for assistance, in which case necessary support is provided or crisis management is initiated at the federal state level. It is also ensured that individuals take responsibility prior to any measure and arrangement for emergency preparedness and implementation.



### 2.5.2.3. Japan

Japan's "Crisis Management" system is operated fully in the digital environment. With this characteristic feature, every building and facility in a residential area, as well as the residents of the buildings and facilities, are registered in the digital environment, and any relief or search and rescue activities to be carried out in the event of crisis are based on this data, rather than probabilities.

The crisis management system in Japan is organized in two separate groups: one of which is permanent, and the other that is set up in the event of a crisis. The permanent organization is organized at three levels, being national, state and municipality.

The National Country Agency deals with crises at a national level. The head of this agency is at the level of Minister of State. The agency has a Disaster Prevention Bureau, and the Disaster Prevention Council convenes each year under the chairmanship of the Prime Minister. The Council is composed of all Ministers and the heads of the Central Bank, the Radio and Television Corporation, the Telephone and Communication Authority and the Red Cross. The main task of the Council is to update the Basic Disaster Prevention Plan, and to ensure that it is practicable. There are 31 institutions and agencies responsible for the implementation of this plan, which are responsible for creating their own Implementation Plans in accordance with the basic plan.

Public education is the responsibility of the municipalities. The Disaster Prevention Councils established at state and municipality levels are responsible for such activities. In this context, first aid courses are delivered, and disaster drills are organized every year on September 1 with the participation of designated organizations and all local people. In addition, the National Research Institute for Earth Science and Disaster Prevention conducts scientific studies into disasters in Japan under an international cooperation program. In times of crisis, a National Crisis Management Center is established in Japan.

In crises resulting in death of more than 100 people, the Great Disaster Control Center provides services under the chairmanship of the Prime Minister, whereas for less severe crises, the Emergency Disaster Control Center provides services and is chaired by

the President of the National Country Agency. At this stage, an Emergency Disaster Center is established immediately in the crisis region, and this local office is headed by the Vice President of the National Country Agency.

### 2.5.2.4. France

The characteristic feature of crisis management in France is that in the event of a crisis, action is taken by the crisis response units formed according to the needs of the country, which have clearly determined duties and responsibilities, and most importantly, have fully professional and specialized staff, having no requirement for dedicated management and coordination.

Crisis response and crisis management activities are carried out by the Civil Defense Organization operating under the Ministry of Interior. The Law on crisis management is regulated by the basic law enacted in 1959.

All functional institutions that can serve in crisis situations, including military units, were delegated to the Civil Defense Directorate. The country has been divided into 9 Crisis Management Regions, broken down into organizations at village, municipal and provincial levels in each region. The Central Civil Defense Directorate has been also operating Mobile Teams in these regions.

Planning in Crisis Management is divided into two streams: General Relief Planning and Emergency Relief Planning. General Relief Planning covers mostly the general principles and measures to be taken prior to a crisis. Under General Relief Planning, implementation plans are developed for regions, provinces, towns and villages, and the measures to be taken are set forth.

The Emergency Relief Plans include Special Response Plans, developed for nuclear facilities and other critical assets, to be implemented in the event of a crisis; a Red Plan, developed for the evacuation of people and for the rescue of the injured in events where the damage and losses has been very high; and Special Relief Plans, developed for crises requiring Special Rescue Operations.

#### 2.5.2.5. Germany

The characteristic feature of crisis management in Germany is that it is, to a large extent, based on ready-made packages of measures and actions determined by Alarm Measures and the responsibility assigned to the municipalities. The federal government ensures coordination and standardization in the planning phase of crisis management, while local administrations implement the practices. A number of Alarm Measures have been formulated for crisis management that are entered into effect and implemented based on the decisions of the Federal Security Council in times of crisis. Crisis management is planned in three phases, namely, Information, Prevention and Combat, with sub-systems available for each phase.

#### 2.5.2.6. Greece

The importance attached to the organization of civil defense and pre-crisis measures in the provincial organizations as part of the fight against crisis is considered the most remarkable aspect of Greece's crisis management approach. The country is divided into 51 prefectures, 900 major municipalities, 133 small towns and 13 administrative regions, for which Local Civil Defense Organizations operating under the Central Civil Defense Organization have been established in each region in accordance with the principles of the National Civil Defense Plan.

When the Crisis Management system is initiated in the event of a crisis, an Inter-Ministerial Coordination Group (SDO) is formed at the central level, Prefecture Coordination Groups (SNO) come together under the chairmanship of the Administrative Chief in the prefectures, and Local Coordination Groups (STO) are established under the chairmanship of the Mayor in the municipalities. A continuous line of communication is ensured between the Coordination Groups.

#### 2.5.2.7. United Kingdom

The characteristic feature of crisis management in the United Kingdom are the efforts to develop scientific and detailed methods to address the source of the threat.

Crisis Management Systems and Organizations have been created separately in the countries of England, Scotland, Wales and Northern Ireland, as the countries that make up the United Kingdom. Terrorism is considered the primary threat, and all types of terrorism are treated as a separate state of crisis.

In addition, detailed planning is available for 28 States of Crisis, including all natural disasters; sabotage; satellite and celestial body incidents; transportation, sporting, construction and industrial accidents; water and food poisoning; electronic and computer software threats; zoonotic diseases, etc.

#### 2.5.2.8 Russian Federation

The Ministry of Emergency Situations (EMERCOM) was established in the Russian Federation in 1994, and is the abbreviated name for the Ministry of the Russian Federation for Affairs for Civil Defense, Emergencies and the Elimination of the Consequences of Natural Disasters. The fact that EMERCOM has a considerable organizational structure within the executive arm of the government is the most characteristic feature of crisis management in the Russian Federation.

EMERCOM is responsible for the planning and implementation of all activities carried out in emergency situations in Russia, as well as for educating people on this issue and engaging in international cooperation. EMERCOM's central organization is made up of several departments and commissions with different purposes. The local organizations are divided into Regional Center and Civil Defense Emergency Situations Headquarters, Training Command and Control Centers, Air Mobile Rescue Teams, Civil Defense Units, and Search and Rescue Services. If necessary, support is provided by the Ministry of Defense and Internal Security Units.

## 2.6. SWOT Analysis

The Strategic Planning Guide published by the Ministry of Development sheds light on the strengths and weaknesses of the administration, and the opportunities and threats that may arise outside the administration through a situational analysis, and emphasizes the need to formulate future strategies. The main purpose of the study is to identify the current potential of AFAD and the areas that need to be improved so that it can achieve its goals for the next 5 years, and also to support the planning infrastructure by defining strategic orientations. In this context, the first phase of the SWOT analysis was completed with the Strategic Plan Workshop, held with the participation of all departments in the central organization, the Legal Adviser's Office, and the Press and Public Relations Department.

In addition, the second round of the Strategic Plan Workshop was held with the Disaster and Emergency Management Directors of the 81 provinces. The provincial organizations actively participated in the SWOT analysis. The findings of the internal stakeholder questionnaire were reflected in the analysis. The Strengths, Weaknesses, Opportunities and Threats that were identified in the analysis are presented in the table below:



## 1. Strengths

1. Significant knowledge and experience in the field of disaster and emergency management;
2. Position of being the only institution with the authority to provide coordination in disaster and emergency management;
3. Young and experienced staff working together;
4. High quality staff in terms of education and expertise;
5. Availability of a learning center for awareness raising;
6. Authority to make arrangements in the area of disaster and emergency management;
7. Authority and capacity to easily access or mobilize the resources of other institutions (data, materials, equipment, personnel);
8. Robust finances and easy access to additional resources when needed;
9. Strong physical and technological infrastructure;
10. Broad organizational network operating in 81 provinces;
11. Respectable position in the eyes of the people;
12. Collaboration and agreements with international organizations;
13. Having a voice in the international arena;
14. Setting an example in the international arena with its projects;
15. Importance attached to continuous learning and development, and being open to innovation;
16. Ability to cooperate with NGOs, quickly and easily;
17. Availability of mechanisms that render the Presidency easily accessible during disasters and emergencies, and being ready for duty 24/7;
18. Rapid response and recovery capacity in disasters and emergencies;

## 2. Weaknesses

1. The number of staff in the central and provincial organizations has not reached the desired level;
2. The expertise capacity of the staff in the Provincial Directorates is not sufficient;
3. The allocation of certain duties, powers and responsibilities within the institution is not sufficiently clear;
4. The structural and functional integration expected from the merging of three previously operating institutions has still not been fully achieved;
5. Following the subordination of the Provincial Directorates to the institution, the internal organizational structure of the institution has yet to be sufficiently harmonized;
6. Disaster and emergency legislation has not been aggregated in a single law (Service Law);
7. While it was originally a coordinating institution in terms of powers and duties, it is increasingly becoming an executing institution;
8. The rate of staff displacement between units is high;
9. Failure of some of the Search and Rescue Technicians to take an active role in search and rescue operations;
10. Insufficient standard setting and accreditation related to its area of operation;
11. Insufficient level of training, in terms of the expertise of the staff and the number of courses;
12. Failure of the existing legislation to ensure the full exercising of powers concerning sectoral (fire brigades, NGOs, other relevant institutions and agencies) control;
13. Failure to make assignments sufficiently according to professions;

### 3. Opportunities

1. Learning and cooperation opportunities with international agencies and institutes in the area of disaster management;
2. Requests for the support of AFAD in disasters and emergencies in other countries;
3. Positive developments in science and technologies related to disaster and emergency management;
4. Increasing scientific research and learning programs in scientific institutions in the area of disaster and emergency management;
5. Availability of effective non-governmental organizations involved in disaster and emergency management;
6. Provision of financial and technical support to disaster and emergency-related projects of the national agencies, particularly the development agencies and TÜBİTAK;
7. Increased awareness of disasters and emergencies in the printed, visual and social media;
8. Making emergency plans compulsory in the workplace;
9. Increasing number of members of the public who want to volunteer;
10. Increased interest in search and rescue-related topics in universities.

### 4. Threats

1. Opening of zones designated as muster and shelter points in disaster plans to development and construction;
2. Turkey's geographical and geological conditions pose a high disaster risk;
3. Risk of intense migration movements from neighboring countries;
4. Increased CBRN risks due to instability in neighboring countries;
5. Citizens expecting the provision of services that are not directly within AFAD's area of activity;
6. No Universal Disaster Insurance System has been created;
7. Difficulties in finding areas in which to establish tent and container cities;
8. Attitudes of some institutions that make coordination difficult during disaster and emergency response processes.

## 2.7. DEIPST Analysis

The Strategic Planning Guide predicts an analysis of any external factors that may affect the administration using the so-called Political, Economic, Social, Technological, Legal and Environmental (PESTLE) analysis. It was developed taking into account the externalities of AFAD, for which a specific DEIPST analysis was conducted. The following external factors were analyzed:

- Scientific developments and trends in disaster and emergency management;
- Developments and trends in the activities of counterparts abroad;
- Developments and trends in disaster and emergency management practices;

- Developments and trends in the expectations of individuals and institutions receiving services;
- Developments and trends in technologies related to disasters and emergencies.

The DEIPST analysis was conducted with the involvement of the directors of the central and provincial organizations. The results of the analysis are presented in the tables below.



## 1. Stakeholder Expectations

1. Minimizing loss of life and property by improving damage reduction and planning efforts;
2. Providing comprehensive training for disasters and emergencies;
3. Enhancing the practices and information provided to inform the public through AFAD's website;
4. Greater use of mobile applications;
5. Raising awareness through mass media (public service announcements, etc.);
6. Taking into account regional disaster risks and specializing (education, response, prevention) accordingly;
7. Setting up a volunteer system and enacting the necessary legislation;
8. Maintaining technically equipped areas in the provinces that can be used as Disaster and Emergency Management Centers;
9. Increasing the level of knowledge in public institutions and meeting their training needs;
10. Making Disaster Early Warning Systems widespread as soon as possible;
11. Designing activities and games that will prepare students for disasters, and promoting teamwork in schools;
12. Organizing special training courses and seminars for vulnerable groups;
13. Organizing informative meetings for provinces;
14. Determining direction signs to muster points and strengthening their infrastructure.

## 2. Developments in Counterpart Agencies

1. Increased specialization;
2. Acceleration of decision-making processes;
3. Availability of standard operating procedures to direct responses to disasters and emergencies;
4. Managing all operational teams working in different institutions in the event of disasters or emergencies;
5. Maintaining scientific institutes and conducting research projects in these institutions;
6. Developing risk reduction algorithms, methods and tests, and publishing comprehensive analysis reports;
7. Maintaining accredited test laboratories for the testing of disaster response equipment;
8. Identifying competencies specific to the fields of activity;
9. Conducting realistic national exercises with public participation;
10. Simulation and applied training courses;
11. Preparation and distribution of documents and materials related to disaster and emergency management, and making them accessible online;
12. Integrating the volunteer system into disaster and emergency management processes and developing the technological infrastructure;
13. Determining the relevant processes for the active participation of NGOs in disaster and emergency management;
14. Establishing a private academy for search and rescue technicians;
15. Establishing educational institutions to provide specialty training in disaster and emergency management;

### 3. Developments in Practice

1. Creating disaster hazard maps;
2. Putting in place the New Earthquake Hazard Map of Turkey and Turkey Earthquake and Building Regulations;
3. Developing disaster and emergency risk reduction plans;
4. Expanding the use of Early Warning Systems for natural disasters;
5. Developing collaboration with international relief agencies;
6. Incorporating vulnerable groups, especially the disabled, into each stage of disaster and emergency management;
7. Ensuring NGOs play a more active role in disaster management;
8. Expanding the use of information systems in disaster and emergency management;
9. Implementing the volunteer model in disaster and emergency management;
10. Providing simulated exercises and training courses;
11. Expanding the use of "Earthquake Insulation Systems" in priority buildings in the building stock;
12. Considering sinkholes and droughts within the definition of disaster;
13. Integrating disaster and emergency management;
14. Enhancing specialization withing each disaster area;
15. Establishing databases for disasters and ensuring that all segments of the society can access the data;
16. Increasing the capacity of the National Seismological Observation Network to international standards.

### 4. Scientific Developments

1. Creating and improving scientific research funds in the field of disasters and emergencies;
2. Supporting scientific activities that ensure standardization in the field of disasters and emergencies;
3. Supporting new projects (based on a model of cooperation among universities, and the public and private sectors) in the field of disaster and emergency management;
4. Facilitating the access of central and provincial staff to scientific databases;
5. Simulation-based training for disaster response teams;
6. Conducting scenario-based analyses for disaster and emergency management;
7. Supporting R&D studies in areas such as modeling, simulation, early warning and sensor technologies, image processing, etc.
8. Amending legislation to encourage scientific studies and education abroad, and allocating funds for this purpose;
9. Setting up bodies consisting of academicians and practitioners who are experts in their fields, such as Disaster and Emergency Science Board;
10. Establishing decision-support systems;
11. Developing and standardizing educational materials;
12. Accreditation of training activities in the field of disaster and emergency management.



## 5. Technological Developments

1. Establishing a digital radio system to provide instant access to those concerned;
2. Equipping mobile disaster and emergency coordination tools with the latest technologies to ensure on-site communication;
3. Developing the technological infrastructure related to CBRN;
4. Using drone technologies (unmanned aerial vehicles) in search and rescue operations;
5. Delivering Simulation and game-based training courses;
6. Developing early warning systems and collaborating with organizations engaged in the supply of gas, electricity, water, rail, etc. services in the development of shared systems;
7. Making use of satellite technologies during disasters and emergencies;
8. Integrating sensor and robotic technologies into disaster and emergency management processes;
9. Expanding the use of warning and alarm systems and raising public awareness of air strikes and CBRN threats and dangers, as well as other disasters and emergencies;
10. Developing software that provides effective information management and the exchange of information among the institution's staff, stakeholder institutions and target audience in issues related to disasters and emergencies and our institution's activity plans;
11. Giving information and warnings about disasters and emergencies via SMS.



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# III. INTERNATIONAL RELATIONS AND HUMANITARIAN AID



## 3. International Relations and Humanitarian Aid

In today's world, in which great transformations are taking place in all areas of life, international cooperation in disaster management is also witnessing significant changes and developments. This cooperation manifests itself both in the damage reduction and the response and recovery stages, ensuring less loss of life and property due to disasters. Considering the fact that global climate change and instability will contribute to an increase in disasters and emergencies in the future, the importance of formulating policies based on strategic cooperation is undeniable.

Turkey is now thriving in all areas in this regard, playing a lead role in the resolution of international problems and setting an example for other countries in the region. In order to make our country an ex-

emplary model in the field of disaster management, the necessary action is taken when any disaster or emergency occurs, not only in our country, but also around the world, without discrimination on the basis of language, religion or race, and our country's international reputation is witnessing increasing growth thanks to its successful search and rescue operations and humanitarian aid activities.

AFAD plays an important role in formulating our country's disaster management policies and aims to become a global leader in the field by making its corporate presence felt in the international arena. Accordingly, activities are carried out in cooperation with many countries around the world, as well as with the United Nations, the European Union and various international organizations.

### 3.1. International Organizations of which AFAD is a member

- BSEC (Black Sea Economic Cooperation Organization)
- DPPI SEE (Disaster Preparedness and Prevention Initiative for Southeastern Europe)
- ECO (Economic Cooperation Organization)
- EMSC (European Mediterranean Seismological Center)
- IRIS (Incorporated Research Institutions for Seismology)
- ISC (International Seismology Center)
- ORFEUS (Observatories and Research Facilities for European Seismology)
- UCPM (Union Civil Protection Mechanism)
- UN OCHA CERF (UN Office for the Coordination of Humanitarian Affairs Central Emergency Response Fund)
- UN OCHA DSG (UN Office for the Coordination of Humanitarian Affairs Donor Support Group)

## 3.2. International Organizations with which AFAD cooperates

- OSCE (Organization for Security and Cooperation in Europe)
- EADRCC (Euro-Atlantic Disaster Response Coordination Center)
- EC (European Commission)
- EFDRR (European Disaster Risk Reduction Forum)
- EUR-OPA (European-Mediterranean Major Natural and Technological Disasters Open Partial Agreement)
- FAO (Food and Agriculture Organization)
- HOPEFOR (Regional Civil-Military Coordination in Disasters)
- IFRC (International Federation of Red Cross and Red Crescent Societies)
- JICA (Japan International Cooperation Agency)
- NATO (North Atlantic Treaty Organization)
- CEPC (Civil Emergency Planning Committee)
- CPG (Civil Protection Group)
- OECD (Organization for Economic Development and Cooperation)
- OIC (Organization of Islamic Cooperation)
- OPCW (Organization for the Prohibition of Chemical Weapons)
- UNDP (UN Development Program)
- UNESCAP (United Nations Economic and Social Commission for Asia and the Pacific)
- UNHCR (UN High Commissioner for Refugees)
- UNICEF (UN Children's Fund)
- UNISDR (UN Office for Disaster Risk Reduction)
- UNFPA (UN Population Fund)
- UNRWA (UN Relief and Works Agency for Palestine Refugees in the Near East)
- WB (World Bank)
- WFP (World Food Program)
- WHO (World Health Organization)

## 3.3. Agreements, Memorandums of Understanding, Cooperation Protocols and Letters of Intent with Foreign Countries Relating to Disaster and Emergency Management and Humanitarian Aid

- Afghanistan/Pakistan
- Azerbaijan
- Belarus
- Bosnia and Herzegovina
- Bulgaria
- Czech Republic
- Dominican Republic
- Indonesia
- Palestine
- South Korea
- Japan
- Qatar
- Kazakhstan
- Kyrgyzstan
- Kosovo
- Turkish Republic of North Cyprus
- Hungary
- Macedonia
- Mongolia
- Pakistan
- Romania
- Russia
- Saudi Arabia
- Greece

### 3.4. Earthquake Data Sharing Protocols

- Albania
- Azerbaijan
- Bulgaria
- Georgia
- Hungary
- Romania
- Uzbekistan

### 3.5. International Humanitarian Aid

Turkey has engaged in humanitarian aid efforts aimed at helping people affected by disasters and emergencies, such as earthquakes, floods, drought, famine, fire and civil war, in more than 50 countries on five continents. The efforts by our country in the field of international aid have been mentioned in reports on humanitarian aid. According to the Global Humanitarian Assistance Report 2018, Turkey headed the list of countries providing the highest volume of assistance (\$8 billion), both in terms of quantity and proportion to GNP, in 2017. Our country ranked third between 2012 and 2014, and second in 2015 and 2016 on this list.

Our Presidency, a major actor in the field of humanitarian aid in our country, provides assistance to those affected by disasters and internal conflicts, without hesitation. Continuing to provide assistance to countries in need of aid, such as Palestine and Somalia, our Presidency is carrying out projects in cooperation with such organizations as TIKA, the Turkish Red Crescent and United Nations agencies. Our Presidency has provided assistance to approximately 60 countries within the scope of its humanitarian aid, search and rescue, forest fires response and evacuation of injured people activities.





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# IV. ASSESSMENT OF THE STRATEGIC PLAN 2013–2017





## 4. Assessment of the Strategic Plan 2013–2017

Founded in 2009, AFAD developed its first strategic plan for the 2013–2017 period. The Strategic Plan 2013–2017, which served as a roadmap in shaping the future of the institution, made important contributions. In the Strategic Plan for 2013–2017, the mission, vision, basic principles and values of the Presidency were described, a current situation analysis was carried out as a newly established institution, and the organizational structure, duties, and results of SWOT and external factors analyses were included. As a result of the discussions with internal and external stakeholders in the Strategy Search Meetings, the relationships between the Presidency's goals and objectives, objectives and performance indicators, and the senior plans and the strategic plan were explained.

The Strategic Plan 2013–2017 included five basic goals, 22 objectives and 90 performance indicators. The objectives and indicators were monitored through annual performance programs.

Upon an analysis of the performance tables of the Presidency's departments, it was seen that a significant proportion of the objectives had been achieved and, many performance indicators had achieved results above the targeted values.

The activities and projects implemented during the Plan period included:

Under UDSEP 2023, which came into force in 2012, the Urban Transformation Law and the Natural Disaster Insurances Law entered into effect and the National Earthquake Research Program, which supports disaster risk reduction efforts, was launched. UDSEP 2023 is an exemplary roadmap that includes strategic approaches and a series of actions aimed at minimizing losses from earthquakes.

The minimization of disaster risks, which is essential for sustainable development, is directly related to human effort. The Disaster Preparedness Campaign launched by President Recep Tayyip Erdoğan represents a vital step towards that goal. Having set its mission as being to build "a disaster-resilient society", AFAD initiated an education program in 2013 under the Disaster Preparedness Campaign, aiming to change the prevalent mentality and to raise

public awareness. Under the Disaster Preparedness Campaign, through the Families Prepared for Disasters, Workplaces Prepared for Disasters, Schools Prepared for Disasters and Youth Prepared for Disasters modules, approximately 7 million citizens had attended disaster preparedness courses as of 2016.

Having engaged in activities to establish systems and to manage risks since its foundation, AFAD put in place the Turkey Disaster Response Plan (TAMP), which integrates systematic and sustainable information technologies as well as such advanced technologies as satellites and aviation systems, in 2015. Under TAMP, ministries, central and local institutions and agencies, governorates, local administrations, the private sector and NGOs, working under the coordination of AFAD, can take action as a common force in Turkey at "minute zero" of disasters.

Great importance has been attached to science and the use of advanced technologies in disaster management. With the Disaster Management and Decision Support System Project (AYDES), developed as the IT infrastructure of TAMP, all stages of the integrated disaster management process can be monitored online, and a geographic information system-based decision support system was created.

In order to avoid the logistical problems experienced in the past, it was decided to establish logistics centers to provide emergency aid and logistics materials in regions hit by a disaster. Using a system based on a disaster logistics concept that was developed as a world's first by Turkish engineers, 24 AFAD Logistics Centers were entered into service in 2015.

Guidelines for the creation of disaster hazard maps for natural disasters, highlighting such events as landslides, rockfalls and avalanches were issued in 2014.

Within the framework of our research and development projects aimed at raising resilience against disasters, the Integrated Disaster Hazard Maps project has been launched with a view to predicting disaster exposure and disaster risk in the provinces.

Additionally, studies have been carried out to increase the capacity of the country to respond to CBRN events, in terms also of special equipment, devices and materials. The National Radiation Emergency Plan was developed by AFAD in cooperation with TAEK for development of emergency plans at a national level, which is one of the most important stages in the projects for the installation of nuclear power plants in our country.

A response structure that aims to minimize reaction times in the event of a disaster or emergency was established. For this purpose, global opinions were explored and a "Search and Rescue Standard Material Inventory" was determined. In this context, 101 fully equipped medium-weight urban search and rescue vehicles, 112 light-weight urban search and rescue vehicles, and 81 8x8 amphibious all-terrain land vehicles were procured in 2015 and 2016.

Under the Turkey Disaster Database Project (TABB), developed to pass Turkey's fund of knowledge on to next generations, 111,818 documents and pieces of 15,000 disaster data were collected by 2016.

The installation of seven stations was completed in 2016 under the Deep Well Seismometer Network project carried out with the German Research Centre for Geosciences (GFZ), with the intention being to explore physical parameters before and after the anticipated Marmara earthquake by means of deep well seismometers along the Adalar segment of the North Anatolian fault.

Under this international project, which is globally the second of its kind in terms of the technologies and methods used, the section of the North Anatolian Fault to the east of the Marmara Sea started to be monitored more closely.

AFAD also conducts measurements of earthquakes in the Eastern Mediterranean Sea and the countries in the region, and as of 2016, had increased the number of earthquake observation stations it operates to 913. AFAD operates the second largest observation network in Europe in terms of the number of earthquake observation stations.

After the floods that occurred in Ordu in 2016, a joint project was initiated with the State Hydraulic Works department, and the General Directorates of National Real Estate, Highways, and Meteorology,

along with the relevant municipalities, to reduce damage from floods.

Under the project, eight basins were selected in Samsun, Ordu, Giresun, Trabzon, Rize and Artvin, and stream improvement works were launched in areas that may be exposed to flood risk in the basins.

For the more effective management of disasters, 23 mobile coordination vehicles and 20 mobile communication vehicles with the ability to communicate from anywhere in the world were entered into service.

Turkey has transformed from a country receiving assistance to a country providing assistance to any country in the world through AFAD. Humanitarian aid has been provided to 52 countries on five continents that required assistance for such reasons as flood, famine, drought, fire and civil war, and search and rescue operations have been supported.

Turkey has been a source of hope for humanity and people in need of help, no matter where in the world. According to the Global Humanitarian Assistance Report 2016, Turkey ranked second on the list of countries that provided the highest volume of international humanitarian assistance in 2015, following the United States. Turkey was also named the "World's Most Generous Country" in 2015, allocating 0.37 per cent of its national income to humanitarian aid.

Since the very first day of the Syria crisis in 2011, Turkey has followed an "Open Gate Policy", upon the instruction of our President. As of 2015, Turkey has been the world's largest recipient of asylum seekers. Some 26 shelters have been established for Syrian asylum seekers under the coordination of AFAD, providing all the physical, social and psychological needs that are available in a city. In AFAD shelters, beyond such basic needs as housing and healthcare, democratic elections are held, vocational training courses are delivered and awareness-raising campaigns about child marriage are launched.

The Sheltering Center Management System (AFKEN), developed for the management of AFAD's temporary sheltering centers was awarded first prize in the category "Improvement in Public Service

Delivery” by the United Nations in 2015. Under AFAD’s initiative, Turkey joined the UN Office for the Coordination of Humanitarian Affairs (OCHA) Donor Support Group, one of the major agencies formulating humanitarian aid strategies and distributing humanitarian aid in the world, on June 30, 2014, thereby gaining a say in guiding the global aid strategy.

Thanks to AFAD’s successful work in the field of disaster prevention and preparedness, Turkey, became a part of the European Civil Protection Mechanism on May 6, 2015.

In the face of the increasing Chemical, Biological, Radiological and Nuclear (CBRN) threats in our country and neighboring countries, AFAD aims to increase the knowledge level of personnel and the public. Accordingly, as of the end of 2017, a total of 26,265 public personnel were provided with CBRN Awareness and Suspicious Mail Training.

In order to enhance our capacity to respond to CBRN incidents, protective equipment, detection/diagnostic devices, sampling sets, decontamination systems, etc. complying with international standards were procured.

In order to share the current developments, scientific studies and the latest technologies in the field of CBRN, an “International CBRN Congress” was held for the first time in our country on December 5–7, 2017 under the leadership of AFAD. Presentations were made by more than 40 speakers from national and international organizations and agencies, and more than 700 participants attended the event. Furthermore, the latest technologies were introduced to the participants at the stands of companies engaged in the development of technologies in the field of CBRN. On the last day of the congress, a CBRN exercise was carried out by AFAD CBRN Teams to demonstrate our response capacity to the participants.

The devoted efforts of the staff of the central and provincial organizations contributed significantly to the execution of the abovementioned activities and the achievement of most of the performance targets specified in the Strategic Plan for 2013–2017. The main reasons why some of the targeted values were not met include:


- The tendering process of some projects is ongoing, and those whose tendering processes were cancelled have been reinitiated or cancelled for good;
- Projects proposed by the Presidency have not been included in the investment program;
- Considering that the Presidency’s activities are predominantly coordination-oriented, the activities of other stakeholders prevented some of the projects from being completed.

The reasons for deviations in the underperforming indicators were assessed by the spending units, and the necessary measures were taken.

Regarding the indicators selected for the Strategic Plan for 2019–2023, the setbacks in the previous plan period were taken into consideration, and a higher level of effectiveness and efficiency is targeted. For this purpose:

- All department heads were asked to determine concrete and achievable targets, and care was taken to not include non-measurable objectives in the plan.
- Better financial conditions and more advanced technologies positively affect the indicators. Aside from in exceptional cases, all indicators have shown increasing rates, year-on-year, in the plan.
- Attempts have been made to select result-oriented indicators, although indicators based on inputs and outputs were also created, considering our Presidency’s areas of activity.
- Individual units selected their objectives and indicators more clearly in order to make implementation and monitoring easier.



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# V. PROCESS AND METHOD OF DEVELOPING THE STRATEGIC PLAN



## 5. Process and Method of Developing the Strategic Plan

During the process of developing AFAD's Strategic Plan for 2019–2023, a “Strategic Plan Development Team” was created upon the Presidency's approval. The first task of the team was to create a work schedule for the execution of the work. An inductive method was employed in the development of the strategic plan in order to set AFAD's goals and objectives for 2019–2023 within the framework of the relevant legislation.

The development of the Strategic Plan for 2019–2023 started with an opening meeting, where the departments were informed about the strategic planning process. The method of developing a strategic plan was discussed with the members of the Strategic Plan Working Commission assigned by each department.

Week-long focus group meetings were held with the commission members appointed by each department where the activities and objectives were discussed one-by-one. An information form was sent to the departments on which they were to describe the activities planned to be included in the plan, the legal basis for the activities, and any external social stakeholders who may be related to the fields of activity. The departments determined the draft activities and objectives.

A SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was carried out in the workshop attended by all the heads of departments and staff appointed by each department. A DEIPST analysis would be better suited to AFAD than a PEST analysis, this method was adopted in five different commissions. The objective and activity tables developed by the departments were reviewed.

With the participation of 81 Provincial Disaster and Emergency Management Directors and personnel from the central organization of AFAD, another workshop was organized to carry out SWOT and

DEIPST analyses, and to come up with recommendations for activities to be included in the strategic plan. Thus, the active participation of the provincial organizations in the strategic plan was achieved.

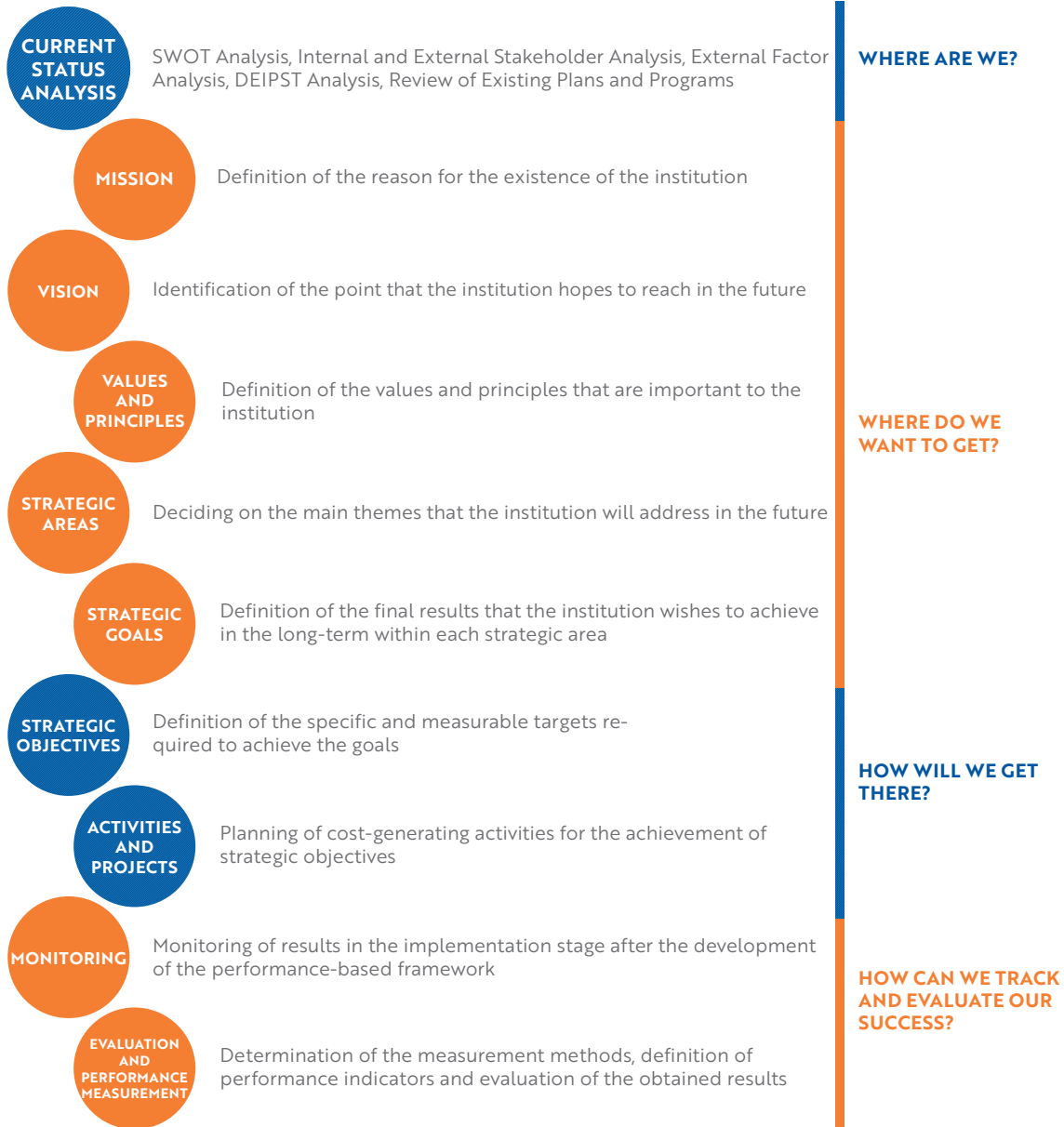
In the light of the results obtained from the meetings held with the participation of the central and provincial organizations of AFAD and the data obtained from the internal and external stakeholder analyses, the activity and objective tables were updated and submitted to the relevant departments for feedback. In the meetings attended by staff appointed by all departments, statements of goals and activities were addressed, suggestions made by the provincial directorates were evaluated, and discussions were held on which departments would be responsible, and which departments would be auxiliary to each activity proposed by each department. At the same time, decisions were made on which department would be responsible for the issues falling within the fields of duty and activity of more than one department.

In a meeting held with the participation of the heads of the departments, the issues that were not agreed upon in the previous session were addressed once again and finalized. At this meeting, proposals for strategic goals and their relationship with the objectives were discussed. A consolidated version of the “Goal - Objective - Activity Table” developed at the meetings was conveyed to the departments and finalized after changes in line with the provided feedback.

In addition to the mission and vision statements from both the departments and the strategic plan team, the mission and vision statements from the previous strategic plan were also evaluated and finalized at the meeting attended by the AFAD President.



# Strategic Planning Process



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# VI. STRATEGIC VIEW



## 6. Strategic View

This section presents the components that make up the strategic view:

1. Mission and Vision
2. Values and Principles

### 6.1. Mission and Vision

There arose a need to partially update the mission and vision set out in the Strategic Plan for 2013–2017, and the values and principles that the Presidency adheres to in accordance with the requirements of the new period. The mission of the institution, being a statement of the rationale behind its existence, was set as “Building a disaster-resilient society” in 2013. Earthquakes, floods, landslides, rock falls, droughts, storms, tsunamis and many other disasters can have devastating effects on the public, the environment and the economy. It is possible, however, to increase the ability of people and places to resist the devastating effects of such events and to recover quickly. Enhancing public resilience will minimize the effects of disasters and the resulting damage, as well as the length of time it takes a community to recover after a disaster. AFAD established its mission based on this perspective. In the new period, however, it was decided to update its mission taking into consideration the duties and responsibilities imposed on AFAD by Presidential Decree No. 4. At the focus group meetings and at the senior management meeting, it was decided to change the mission. Accordingly, the mission of the institution for the period 2019–2023 was defined as to

**“Engage in the efforts required for the effective management of processes relating to disasters and emergencies, to ensure coordination among the relevant institutions and agencies, and to formulate policies in this field.”**

With its new mission, AFAD aims to serve as an organization that focuses on risk management, with an awareness of the importance of sustainable development, that takes care to ensure efficiency, effectiveness and reliability in the provision of services, that is influential at an international level and that effectively coordinates all agencies involved in disaster management.

Additionally, considering the need to raise public awareness of disasters and emergencies, as well as the level of preparedness, in parallel with efforts to reduce risks in the strategic plan period, the Presidency’s vision was revised to

**“Building a disaster-resilient community.”**

Only through education will it be possible to raise awareness and preparedness to a satisfactory level, and to confront natural events before they turn into “disasters” or “calamities”. According to the Integrated Disaster Management System, it is crucial to identify the hazards and risks beforehand, to take measures to prevent or minimize damages that may occur before a disaster occurs, and to ensure that the community is both aware of and prepared for disasters and emergencies. These are as critical as effective response and coordination. Through its “Disaster Preparedness Campaign”, AFAD conducts awareness-raising activities covering all segments of society.

### 6.2. Principles and Values

Our values reflect the fundamental characteristics of our organization, ensuring the unity and integrity in the work and relations of all staff. These values also guide us in our selection of personnel, which we regard as our most important resource in our activities. The Presidency’s values and the content and principles of each value are given below.

## Principles

### 1. Openness and Transparency

- Use of comprehensible language
- Clearly articulated decisions
- Well-defined policies and values
- Strong communication

### 2. Participation and Sharing

- With solution partners
- With stakeholders
- Open to broad participation
- Accessible
- Approachable

### 3. Accountability

- Manages objectives at all levels
- Open to performance audits
- Has clearly defined powers and responsibilities
- Empowers its staff

### 4. Effectiveness and Efficiency

- Taking a lead role in its area and specialized in its field
- Engaged in appropriate tasks
- Consistent with planned results
- Performs tasks properly
- Consistency between results and the resources used

### 5. Consistency and Integrity

- Consistency between policies and actions
- Integrated national, regional and provincial plans
- Risk management-based operation

These principles guide AFAD in its operations and activities, and set the framework of AFAD's approach.

## Values

### 1. Devoted

Hardworking, voluntary and willing, responsible, unselfish and helpful

### 2. People-oriented

Respectful and kind, compassionate, helpful, empathetic, caring and community-oriented in its approach

### 3. Reliable

Predictable, cooperative, consistent, competent and experienced, resolute

### 4. Sensitive

Aware of and respectful of the environment, technology and R&D, social and economic issues, employees, solution partners and stakeholders

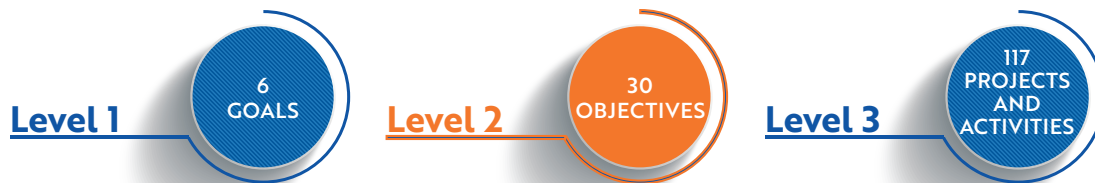
### 5. Confident

Knowledge-based, scientific and analytic, realistic, open to learning, innovation and improvement

## Mission, Vision, Principles and Values



## Strategic Flow Plan



## 6.3. Strategic Areas

### 6.3.1 Coordination and Communication

The coordination duty imposed on AFAD by Presidential Decree No. 4 requires the clarification of duties of other institutions and agencies in this area, the development of cooperation mechanisms, and the setting of standards in disaster and emergency management. The main theme will support AFAD in fulfilling its duties arising out of legislation and pave the way for the carrying out of the necessary activities in accordance with the goal of “Enhancing effectiveness of coordination in disaster and emergency management”.

### 6.3.2. Risk Reduction

Within the scope of the “Risk Reduction” component, AFAD will develop a roadmap for risk reduction taking into account developments in international disaster and emergency management. In line with the reduction of disaster and emergency risks, the identification of risks and measures to reduce risks, the integration of new technologies, and the conducting of educational and awareness-raising activities will contribute to the achievement of the goal of “Ensuring the adoption of a risk-based integrated disaster management approach and its recognition by all sectors”.

### 6.3.3. During and Post-Disaster

This theme relates to institutions, families, schools, workplaces and everyone in Turkey, ensuring they are fully prepared from “Minute Zero” to the end of the first 72 hours following a disaster or emergency, and is intended to ensure that management and coordination activities are carried out effectively. The capability of central and provincial organizations to access the necessary resources to allow them to respond immediately in the critical first 72 hours, to commence recovery operations immediately, and to reduce the number of people affected by disasters and emergencies at the end of 72 hours constitutes the scope of goal 3, namely, to “Manage processes during and after disasters as effectively as possible”.

### 6.3.4. Public Awareness

AFAD hosted educational and awareness-raising events for more than 6 million people in the first strategic plan period, and will continue with its objective of preparing Turkey for disasters and emergencies also in the new strategic plan period. The extension of the scope of educational activities through AFADEM and a more effective concept of “Disaster Volunteering” will contribute directly to the goal of “Ensuring disaster and emergency preparedness at all times by raising public awareness”.

### 6.3.5. International Influence

In 2016, Turkey was identified as the world’s most generous country in terms of the ratio of the volume of aid provided to its national income, and also as the country providing the second highest volume of humanitarian aid. As one of major institutions contributing to Turkey’s mission in this area, AFAD is currently involved in many international projects, and cooperates with numerous international organizations. With its comprehensive experience, effective solutions and advanced technological infrastructure, AFAD aims to “be a model institution that sets an example in the international arena” in the upcoming period.

### 6.3.6. Institutional Capacity

Playing a key role in the national and international arena, and rising to a position at which it can determine developments in the area of disaster management, requires as a priority the simultaneous development of institutional and technical capacity. In this context, the strategic area of Institutional Capacity will constitute the necessary basis for the success of other areas. As in the previous strategic plan, AFAD pursues its goal “To be an organization that continuously learns and improves” also in the new period, and has identified the multi-faceted development of its central and provincial organization as a strategic priority.

## Strategic Areas and Goals





## 6.4. Strategic Goals

### GOAL 1

Enhance effectiveness of coordination in disaster and emergency management

- Objective 1.1 Develop standardization in disaster management
- Objective 1.2 Enhance the effectiveness of civil defense in disaster and emergency management
- Objective 1.3 Ensure effective communication in disaster and emergency management
- Objective 1.4 Enhance the effectiveness of the IT systems used in disaster and emergency management and provide decision support

### GOAL 2

Ensure the adoption of a risk-based integrated disaster management approach, and its recognition by all sectors

- Objective 2.1 Support and carry out efforts to reduce disaster risks
- Objective 2.2 Identify disaster risks
- Objective 2.3 Improve disaster management support systems
- Objective 2.4 Draw up a strategy document for the formulation of a sheltering policy for our country
- Objective 2.5 Be a regional hub that provides reliable and timely seismological data

### GOAL 3

Manage the processes during and after disasters as effectively as possible

- Objective 3.1 Develop restructuring and recovery processes in disaster and emergency regions
- Objective 3.2 Develop and implement a CBRN management model
- Objective 3.3 Enhance response capacity
- Objective 3.4 Establish a warning and alarm (siren) system throughout the country
- Objective 3.5 Meet the psychosocial services training and psychosocial needs of staff
- Objective 3.6 Enhance the operability of the Turkey Disaster Response System

## GOAL 4

Ensure disaster and emergency preparedness at all times by raising public awareness

- Objective 4.1 Increase training and implementation capacity regarding disasters and emergencies
- Objective 4.2 Raise public awareness about civil defense in times of disasters and emergencies
- Objective 4.3 Provide correct information at times of disasters and emergencies and prevent information pollution
- Objective 4.4 Set up an AFAD volunteer system and make its use widespread

## GOAL 5

Be one of the leading organizations in the international arena

- Objective 5.1 Increase AFAD's international humanitarian aid performance
- Objective 5.2 Increase activities to strengthen AFAD's international corporate presence
- Objective 5.3 Have competent employees that meet international standards
- Objective 5.4 Engage in risk reduction activities in the international arena
- Objective 5.5 Strengthen AFAD's corporate presence in the international arena in relation to earthquake research

## GOAL 6

To be an organization that continuously learns and improves

- Objective 6.1 Improve the physical and technical infrastructure of AFAD's service buildings and social facilities
- Objective 6.2 Increase response capacity for CBRN events
- Objective 6.3 Ensure the development and effective and widespread use of AFAD's information systems
- Objective 6.4 Ensure data integrity and security and raise awareness about information security
- Objective 6.5 Improve the strategic management and internal control mechanism
- Objective 6.6 Develop information systems that will provide decision support in disaster management

## STRATEGIC AREA:

### Coordination and Communication

#### 6.4.1. GOAL 1:

##### Enhance the effectiveness of coordination in disaster and emergency management

Being responsible for taking the necessary measures for the effective provision of services concerning disaster and emergency recovery and civil defense at a country level; ensuring preparedness and risk reduction before events occur; providing coordination between institutions and agencies in charge of response and recovery operations during and after such events; and formulating and implementing policies on these issues, AFAD has prioritized “effectiveness of coordination and communication” as a strategic area in the 2019–2023 period. In the focus group meetings, senior management meetings and internal and external stakeholder questionnaires, it was emphasized that AFAD should focus on coordination, which is its original duty, rather than being an exe-

cuting institution. In this scope, Goal 1 is as follows: “Enhance the effectiveness of coordination in disaster and emergency management”. To this end, AFAD aims to improve the level of standardization in disaster management, to develop an accreditation system for those involved in disaster and emergency management, to engage in certification activities, to align civil defense activities with the integrated disaster management system, to ensure effective communication in disaster and emergency management, to increase the effectiveness of support systems in disaster and emergency management and to increase the level of technology use.

## GOAL 1

Goal	G1: Enhancing coordination efficiency in disaster and emergency management								
Objective	O1.1: Enhancing standardization in disaster management								
Responsible Unit	Department of Earthquake								
Unit(s) to be Cooperated with	Provincial Directorates								
Activities	<ul style="list-style-type: none"> <li>Conducting dissemination works about the correct and efficient usage of Earthquake Regulations (PI1.1.1, PI1.1.2)</li> <li>Determining and extending the building health monitoring standards for high buildings (PI1.1.3)</li> </ul>								
Performance Indicators	Effect on Objective (%)	Plan Cycle Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI1.1.1: Number of meetings/workshops organized	35	2	4	6	8	10	12	Semiannually	Semiannually
PI1.1.2: Rate of increase in the number of people trained	30	1,000 people	10%	10%	10%	10%	10%	Semiannually	Semiannually
PI1.1.3: Number of meetings/workshops organized for the determination and extension the building health monitoring standards for high buildings	35	3	6	9	10			Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Problems in the implementation of the regulations due to inadequate training</li> <li>Lack of meetings/workshops due to insufficient budget</li> <li>Delay in the transference of data from buildings due to the insufficient working of the supervision mechanism because of the shortcomings in the legislation</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>The efficient usage of the regulations will be ensured throughout the country and earthquake-resilient building stock will be increased.</li> <li>Prioritization will be made in damage assessment efforts and a more efficient emergency response will be ensured.</li> </ul>								
Cost estimate	10,250,000 TRY								
Observations	<ul style="list-style-type: none"> <li>Engineers' requests for country-wide new regulations training</li> <li>Lack of educational material about the extension of the Earthquake Regulations</li> <li>Lack of legislation on building health</li> <li>Lack of experience and awareness about the issue in the public and private sector</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Close and distance training to meet educational requests</li> <li>Increasing the budget for the preparation and dissemination of educational material</li> <li>Organizing meetings about developing legislation and increasing capacity</li> <li>Needs analysis for the determination of the current building health practices in the country</li> </ul>								

# GOAL 1

Goal	G1: Enhance the effectiveness of coordination in disaster and emergency management								
Objective	O1.2: Enhance effectiveness of civil defense in disaster and emergency management								
Responsible Unit	Civil Defense Department								
Unit(s) to be Cooperated with	Information Systems and Communication Department, Planning and Risk Reduction Department								
Activities	<ul style="list-style-type: none"> <li>Integrate civil defense plans into TAMP</li> <li>Import civil defense plans to AYDES</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI1.2.1: Percentage of civil defense plans integrated into TAMP	50	20%	50%	75%	100%	-	-	Semiannually	Semiannually
PI1.2.2: Percentage civil defense plans imported to AYDES	50	10%	50%	75%	100%	-	-	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Failure of the plan's approach based on mandatory responsibility</li> <li>Too much time taken updating TAMP due to collaboration with different stakeholder organizations</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>A table comparing the formats of the Civil Defense Plan and TAMP will be created.</li> <li>The format of the civil defense plan will be imported to AYDES.</li> <li>Workshops will be held with participation of the relevant units.</li> <li>Evaluation meetings will be held with the participation of the Provincial Directorates of Disaster and Emergency Management.</li> <li>The staff of the Provincial Directorates of Disaster and Emergency Management will be provided with AYDES training.</li> <li>The Civil Defense Plan will be imported to AYDES, and monitoring and evaluation will be carried out with the provincial AFAD staff.</li> </ul>								
Cost Estimate	500,000 TRY								
Observations	<ul style="list-style-type: none"> <li>Need to revise legislation</li> <li>Civil defense plans are not available in a digital environment</li> <li>Repetitions in TAMP</li> <li>Too much detail in the plan template</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Transfer the civil defense plan to the digital environment</li> <li>Simplify the duplicated parts in the plan</li> <li>Ensure the plan can be monitored</li> <li>Provide fast access to resources from a single center</li> <li>Deliver training to personnel in charge of developing plans in the Provincial Directorates of Disaster and Emergency Management</li> </ul>								

## GOAL 1

Goal	G1: Enhance the effectiveness of coordination in disaster and emergency management								
Objective	01.3: Ensure effective communication in disaster and emergency management								
Responsible Unit	Information Systems and Communication Department								
Unit(s) to be Cooperated with	Provincial Directorates of Disaster and Emergency Management								
Activities	<ul style="list-style-type: none"> <li>Develop a sustainable and reliable communication system in line with new technologies (PI1.3.1)</li> <li>Develop a digital radio infrastructure (PI1.3.2)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI1.3.1: Number of provinces in which a sustainable and reliable communication system has been developed with wireless communication systems	50	10	25	40	55	70	81	Semiannually	Semiannually
PI1.3.2: Number of provinces included in the digital radio system	50	1	0	21	51	66	81	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Risks arising from development of the KGHS system installed in the provinces with the wireless communication systems; insufficiency of the physical infrastructure of the provincial directorate buildings; and moving from the provincial directorate and AADYM buildings</li> <li>Failure of General Command of the Gendarmerie to expand the system previously available in 68 provinces to all 81 provinces</li> <li>Budget</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>A sustainable and reliable communication system for disasters and emergencies will be established between the central and provincial organizations.</li> <li>Communication between operational teams will be provided by the existing digital radio infrastructure.</li> </ul>								
Cost Estimate	134,801,164 TRY								
Observations	<ul style="list-style-type: none"> <li>Good results from the KGHS system in 81 provinces</li> <li>Testing the digital radio system in a pilot province (Sakarya), and confirming its suitability for the needs of our country and our institution</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Procurement of wireless access and control devices for our provinces</li> <li>Completion of cabling works in the provincial directorates</li> <li>Procurement of mobile terminals for communication via satellites</li> <li>Installation of radio systems for audio traffic supporting data traffic</li> </ul>								

# GOAL 1

Goal	G1: Enhance the effectiveness of coordination in disaster and emergency management								
Objective	01.4: Enhance the effectiveness of the IT systems used in disaster and emergency management and provide decision support								
Responsible Unit	Information Systems and Communication Department								
Unit(s) to be Cooperated with	All Departments, Provincial Directorates of Disaster and Emergency Management								
Activities	<ul style="list-style-type: none"> <li>Complete the Disaster Management and Decision Support System (AYDES) Project (P11.4.1, P11.4.2)</li> <li>Equip our IT systems with new capabilities in satellite/space technologies (P11.4.3)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
P11.4.1: Number of modules put in place on AYDES	60	139	165	170	180	193	206	Semiannually	Semiannually
P11.4.2: Number of AYDES users	30	6,761	8,000	9,000	9,500	10,000	10,500	Semiannually	Semiannually
P11.4.3: Number of disaster analysis reports published on our website	10	10	11	12	15	20	25	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Interruption in getting satellite images</li> <li>User resistance</li> <li>Budget</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>A disaster management system will be developed.</li> <li>Decision support will be provided to managers.</li> <li>Analysis reports will be drawn up in relation to the disasters in our country and around the world.</li> </ul>								
Cost Estimate	15,906,000 TRY								
Observations	<ul style="list-style-type: none"> <li>The Disaster Management and Decision Support System (AYDES) project has been in place since 2012, and the system in place is providing coordination in response, recovery, resource management, etc. activities, although there is room for improvement in decision support.</li> <li>There is need for R&amp;D activities to address this issue.</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>System infrastructure and hardware of necessary configurations</li> <li>Near real-time, high resolution satellite/aerial imagery</li> </ul>								

## **STRATEGIC AREA:**

### **Risk Reduction**

#### **6.4.2. GOAL 2:**

**Ensure the adoption of a risk-based integrated disaster management approach, and its recognition by all sectors**

The concept of “risk reduction” is one of the strategic areas addressed in international disaster and emergency management. Following the external stakeholder analysis study, it was observed that the participants stated that AFAD should prioritize its risk reduction activities. Based on an international literature review, planned activities and the results of the external stakeholder analysis, AFAD aims to support and carry out efforts to reduce disaster risks, to identify disaster risks, to develop disaster management

support systems, to formulate a sheltering policy and engage in efforts for the drafting of relevant legislation, to design and develop simulation-based CBRN training systems and integrate them into the existing training system, and to become a regional hub that can provide reliable and timely earthquake data.



## GOAL 2

Goal		G2: Ensure the adoption of a risk-based integrated disaster management approach, and its recognition by all sectors								
Objective	O2.1: Support and carry out efforts to reduce disaster risks									
Responsible Unit	Planning and Risk Reduction Department, Earthquake Department									
Unit(s) to be Cooperated with	All Departments, Provincial Directorates									
Activities	<ul style="list-style-type: none"> <li>• Develop a Turkey Disaster Risk Reduction Plan (PI2.1.1)</li> <li>• Develop a Turkey Disaster Management Strategy and Action Plan (PI2.1.2)</li> <li>• Organize events related to disaster risk reduction (PI2.1.3)</li> <li>• Develop a provincial risk reduction plan guide and distribute it to the provinces (PI2.1.4)</li> <li>• Carry out a National Earthquake Research Program (UDAP) and Turkey National Geology and Geodesy Association (TUJJB) - Turkey Meteorological and Hydrological Disasters Program (TUMEHAP) projects (PI2.1.5)</li> <li>• Revise and implement the National Earthquake Strategy and Action Plan (UDSEP - 2023) (PI2.1.6)</li> </ul>									
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PI2.1.1: Percentage of Turkey Disaster Risk Reduction Plan developed	20	60%	100%	-	-	-	-	Semiannually	Semiannually	
PI2.1.2: Percentage of Turkey Disaster Management Strategy and Action Plan developed	20	80%	100%	-	-	-	-	Semiannually	Semiannually	
PI2.1.3: Number of disaster risk reduction events organized	15	3	3	3	3	3	3	Semiannually	Semiannually	
PI2.1.4: Number of provinces that have developed a risk reduction plan in accordance with the guide	20		2	7	27	47	81	Semiannually	Semiannually	
PI2.1.5: Number of research and development projects supported throughout the year (UDAP-TUJJB)	15	65	69	73	77	81	85	Semiannually	Semiannually	
PI2.1.6: Number of long-term actions completed	10	3	4	6	8	10	35	Semiannually	Semiannually	
Risks	<ul style="list-style-type: none"> <li>• Projects not being evaluated by reviewers, and problems arising from those conducting the projects</li> <li>• Failure to manage the processes due to the failure of the UDAP Steering Committee Chairman and/or Head of the Earthquake Department to engage the Steering Committee</li> <li>• Interruptions in coordination, distribution of duties and responsibilities and communication, this being a multi-stakeholder system</li> </ul>									
Strategies	<ul style="list-style-type: none"> <li>• The inter-agency cooperation model will be used in the public sector.</li> <li>• Multi-stakeholder projects aimed at reducing disaster risks will be supported under the program.</li> <li>• Efforts will be made to reduce the earthquake risk in the country in coordination with stakeholders.</li> </ul>									
Cost Estimate	11,912,000 TRY (DD) + 15,836,000 TRY (PRAD) = 27,748,000 TRY									
Observations	<ul style="list-style-type: none"> <li>• Failure to implement the integrated disaster management cycle effectively, and not focusing on risk reduction activities</li> <li>• Insufficient monitoring and evaluation systems</li> <li>• Failure of the responsible institutions to carry out the necessary efforts to implement the actions</li> </ul>									
Needs	<ul style="list-style-type: none"> <li>• Ensure that the plans and documents drafted at a strategic level are put in place</li> <li>• Increase the budget</li> <li>• Expand the pool of project reviewers</li> <li>• Carry out legal processes arising from the contract</li> <li>• Run an effective monitoring and evaluation system</li> </ul>									

## GOAL 2

Goal	<b>G2: Ensure the adoption of a risk-based integrated disaster management approach, and its recognition by all sectors</b>									
Objective	O2.2: Identify disaster risks									
Responsible Unit	Planning and Risk Reduction Department									
Unit(s) to be Cooperated with	Information Systems and Communication Department, Provincial Directorates of Disaster and Emergency Management									
Activities	<ul style="list-style-type: none"> <li>• Develop a landslide risk analysis model and implement it in the pilot province (PI2.2.1)</li> <li>• Develop a methodology and software for the creation of risk maps of hazardous material (fuel and LPG) transport accidents and create risk maps (PI2.2.2)</li> <li>• Determine the methodology for the prioritization of critical infrastructure facilities, and develop software (PI2.2.3)</li> <li>• Develop modeling software for industrial accidents (PI2.2.4)</li> <li>• Launch a capacity increase project to identify and reduce disaster risks that may result from climate change (PI2.2.5)</li> <li>• Digitalize the areas designated as disaster areas and import them to AYDES (PI2.2.6)</li> </ul>									
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PI2.2.1: Percentage of the landslide risk analysis model developed and implemented in the pilot province	20	0	20%	40%	60%	80%	100%	Semiannually	Semiannually	
PI2.2.2: Percentage of a methodology and software developed for the creation of risk maps of hazardous material (fuel and LPG) transport accidents, and risk maps created	20	5%	100%	-	-	-	-	Semiannually	Semiannually	
PI2.2.3: Percentage of methodologies developed for the identification of critical infrastructures, and evaluating the risks in 10 sectors	15	0	10%	20%	40%	70%	100%	Semiannually	Semiannually	
PI2.2.4: Percentage of completion of the modeling software for industrial accidents	15	20%	100%	-	-	-	-	Semiannually	Semiannually	
PI2.2.5: Percentage of completion of the climate change project	15	0	30%	50%	100%	-	-	Semiannually	Semiannually	
PI2.2.6: Number of provinces in which digitalization has been completed	15	11	22	42	57	71	81	Semiannually	Semiannually	
Risks	<ul style="list-style-type: none"> <li>• Problems in coordination and cooperation and/or confusion in separation of powers</li> <li>• Lack of training and experience, and frequent rotations of personnel</li> <li>• Insufficient data and/or difficulty in accessing data</li> <li>• Failure to identify borders on sketches, maps and sheets to be digitalized</li> <li>• Lack of standard models for the analysis of landslide risks</li> </ul>									
Strategies	<ul style="list-style-type: none"> <li>• Disaster hazards and risks will be analyzed and mapped taking into account scientifically accepted methods, and the easy access of users to the maps will be ensured.</li> <li>• Disaster hazard and risk maps will be used effectively, particularly in the public sector.</li> <li>• When making efforts to digitalize disaster-exposed areas, cooperation among provinces will be supported and standard applications will be offered.</li> </ul>									
Cost Estimate	4,578,000 TRY and 3,000,000 EUR (IPA 2 Project)									
Observations	<ul style="list-style-type: none"> <li>• No guidance in the formulation of national and local risk-reduction strategies</li> <li>• Risk identification responsibilities arising from legislation not fulfilled in accordance with certain standards</li> <li>• Failure to put in place the integrated disaster management cycle</li> </ul>									
Needs	<ul style="list-style-type: none"> <li>• Ensure the continuity of specialized personnel over the course of the task</li> <li>• Communicate the needs to institutions and agencies in a meeting attended by senior managers prior to the project</li> <li>• Software support</li> <li>• Production of the necessary geographical data by the relevant organizations</li> </ul>									

## GOAL 2

Goal	G2: Ensure the adoption of a risk-based integrated disaster management approach, and its recognition by all sectors									
Objective	O2.3: Improve disaster management support systems									
Responsible Unit	Earthquake Department									
Unit(s) to be Cooperated with	Information Systems and Communication Department, Planning and Risk Reduction Department									
Activities	<ul style="list-style-type: none"> <li>• Installation of early earthquake warning and pre-damage prediction systems (PI2.3.1, PI2.3.2)</li> <li>• Installation of early earthquake warning systems on fast train lines (PI2.3.3, PI2.3.4)</li> <li>• Conducting earthquake emergency observation research (PI2.3.5)</li> </ul>									
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PI2.3.1: Accuracy rate obtained from a comparison of damage and loss estimates with actual damage and losses	25	83%	85%	85%	85%	90%	90%	Semiannually	Semiannually	
PI2.3.2: Number of stations installed in earthquake early warning and preliminary damage estimation systems	30	20	31	41	61	81	111	Semiannually	Semiannually	
PI2.3.3: Number of meetings/workshops held to identify stakeholders and lines	15	4	7	10	-	-	-	Semiannually	Semiannually	
PI2.3.4: Number of routes identified/installed	20	1	2	3	4	5	6	Semiannually	Semiannually	
PI2.3.5: Number of extraordinary earthquake events held or aftershock observation studies	10	0	1	2	3	4	5	Semiannually	Semiannually	
Risks	<ul style="list-style-type: none"> <li>• Failure of the system to produce reliable data quickly due to problems arising in the technical infrastructure, and thus delays in responses</li> <li>• Failure to provide sufficient financial support to update the software</li> <li>• Failure to identify new high-speed train lines, attributable to external stakeholders</li> <li>• Lack of an earthquake of sufficient magnitude to carry out the relevant activities</li> </ul>									
Strategies	<ul style="list-style-type: none"> <li>• More reliable data will be produced more quickly so that they can be used in the emergency response systems.</li> <li>• Measures will be taken related to secondary disasters that may occur affecting critical structures after large earthquakes, and awareness will be raised.</li> <li>• Risks to railway lines following large earthquakes will be minimized.</li> <li>• Efforts to enhance capacity for the research of seismic activity and the more accurate identification of the physical characteristics of earthquakes will be supported.</li> </ul>									
Cost Estimate	6,500,000 TRY									
Observations	<ul style="list-style-type: none"> <li>• Failure to update software, and failure of programs to run in accordance with evolving conditions</li> <li>• Failure to keep the infrastructure of the program up-to-date</li> <li>• Lack of coordination between AFAD and TCDD</li> <li>• Lack of logistics capacity to carry out urgent earthquake observation studies following an earthquake</li> </ul>									
Needs	<ul style="list-style-type: none"> <li>• Update the algorithms used by the program with newly developed computing methods</li> <li>• Keep the database of the program up-to-date</li> <li>• Run appropriate mechanisms to enhance communication among organizations</li> <li>• Lack of material and equipment</li> <li>• Develop logistics capacity for field work</li> </ul>									

## GOAL 2

Goal	G2: Ensure the adoption of a risk-based integrated disaster management approach, and its recognition by all sectors								
Objective	O2.4: Draw up a strategy document for the formulation of a sheltering policy for our country								
Responsible Unit	Civil Defense Department								
Unit(s) to be Cooperated with	Legal Adviser's Office, Planning and Risk Reduction Department, Recovery Department, Provincial Directorates								
Activities	<ul style="list-style-type: none"> <li>Organize a workshop (PI2.4.1)</li> <li>Review the shelters and sheltering policies of successful countries (PI2.4.2)</li> <li>Raise awareness of sheltering (PI2.4.3, PI2.4.4, PI2.4.5)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI2.4.1: Number of workshops held	35	1	2	3	-	-	-	Semiannually	Semiannually
PI2.4.2: Number of result reports from the reviewed countries	15	1	2	-	-	-	-	Semiannually	Semiannually
PI2.4.3: Number of questionnaires aimed at measuring awareness of sheltering	10	-	1	-	-	-	-	Semiannually	Semiannually
PI2.4.4: Number of educational and promotional materials for the raising of awareness about sheltering	10	-	10,000	15,000	-	-	-	Semiannually	Semiannually
PI2.4.5: Number of strategy documents prepared	30	-	-	1	-	-	-	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Failure to cooperate with stakeholders in a timely manner</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>Cooperation with stakeholder institutions and organizations will be enhanced.</li> <li>The shelters and sheltering policies of developed countries will be reviewed.</li> <li>Questionnaires will be given to measure awareness of sheltering.</li> <li>Educational materials will be prepared.</li> </ul>								
Cost Estimate	2,000,000 TRY								
Observations	<ul style="list-style-type: none"> <li>Existing practices in sheltering at a country level not meeting the current needs</li> <li>Applicable legislation on sheltering not meeting the needs of the country</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>An effective sheltering strategy needs to be developed at a country level.</li> <li>Legislation on sheltering needs to be drafted taking into account the needs and current conditions.</li> <li>A country-wide inventory of the current shelters needs to be made.</li> </ul>								

## GOAL 2

Goal	<b>G2: Ensuring that a risk-focused and integrated disaster management approach is adopted and implemented in all sectors</b>									
Objective	O2.5: Being a regional center that rapidly and reliably delivers earthquake information									
Responsible Unit	Department of Earthquake									
Unit(s) to Cooperate with	Department of Information Systems and Communication									
Activities	<ul style="list-style-type: none"> <li>• Conduct the National Earthquake Observation Network Development (USAG) Project (PI2.5.1, PI2.5.2, PI2.5.3)</li> <li>• Identify earthquake source parameters via satellite systems (PI2.5.4)</li> <li>• Make deep well seismometer studies more widespread throughout the country and in neighboring countries (PI2.5.5, PI2.5.6)</li> </ul>									
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PI2.5.1: Number of newly installed velocity measuring earthquake stations	20	299	305	315	325	335	345	Semiannually	Semiannually	
PI2.5.2: Number of newly installed acceleration measuring earthquake stations	20	757	777	817	857	897	937	Semiannually	Semiannually	
PI2.5.3: Uninterrupted operation performance of earthquake stations	20	80%	85%	85%	85%	85%	85%	Semiannually	Semiannually	
PI2.5.4: Number of stations installed in the navigation system	13	3	8	13	18	23	28	Semiannually	Semiannually	
PI2.5.5: Number of stations installed (Deep Well Seismometer Stations)	13	14	16	18	20	22	24	Semiannually	Semiannually	
PI2.5.6: Number of countries in cooperation	14	-	-	1	2	3	4	Semiannually	Semiannually	
Risks	<ul style="list-style-type: none"> <li>• Problem in obtaining the fixed GPS station data required for the project from the relevant organizations</li> <li>• Lack of anybody willing to undertake the installation of the device</li> <li>• Failure to conclude a protocol with the relevant countries in relation to the stations planned to be installed abroad, and customs problems</li> <li>• Budget</li> <li>• Failure to carry out sales transactions due to the insufficient number of companies engaged in sales</li> </ul>									
Strategies	<ul style="list-style-type: none"> <li>• As per the authority given by the law, accurate earthquake parameters will be communicated to the public.</li> <li>• Regional earthquake cooperation will be developed.</li> </ul>									
Cost Estimate	24,150,000 TRY									
Observations	<ul style="list-style-type: none"> <li>• Institution staff not sufficiently experienced for the project</li> <li>• Insufficient number of companies capable of drilling the wells required for the project</li> </ul>									
Needs	<ul style="list-style-type: none"> <li>• Develop budget resources</li> <li>• Deliver training to enhance the technical capacity of the staff, using new technologies</li> <li>• Improve software and hardware capabilities</li> </ul>									

## **STRATEGIC AREA:**

### **During and Post-Disaster**

#### **6.4.3. GOAL 3:**

Manage the processes during and after disasters as effectively as possible

This strategic area deals with ensuring everyone in Turkey is fully prepared for the first 72 hours following a disaster or emergency, and involves the central and provincial organizations acquiring the capability to access the necessary resources for immediate response, and to commence recovery operations as soon as possible and reduce the number of people affected by disasters and

emergencies at the end of 72 hours. In this scope, AFAD aims to improve the restructuring and recovery processes in disaster and emergency areas, to develop and implement a CBRN management model, to increase the response capacity, to set up warning and alarm (siren) systems throughout the country, and to meet the psychosocial services training and psychosocial needs of staff.

## GOAL 3

Goal	G3: Manage the processes during and after disasters as effectively as possible								
Objective	O3.1: Develop restructuring and recovery processes in disaster and emergency regions								
Responsible Unit	Recovery Department								
Unit(s) to be Cooperated with	Provincial Directorates of Disaster and Emergency Management								
Activities	<ul style="list-style-type: none"> <li>• Develop national recovery plans within AFAD (PI3.1.1)</li> <li>• Develop and implement a survey project program for the construction of disaster housing (PI3.1.2)</li> <li>• Construct disaster housing (PI3.1.3)</li> <li>• Carry out infrastructure project work for disaster housing (PI3.1.4)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI3.1.1: Percentage of recovery plan completed	15	-	10%	30%	50%	75%	100%	Semiannually	Semiannually
PI3.1.2: Percentage of the survey project program implemented	30	-	50%	50%	50%	50%	50%	Semiannually	Semiannually
PI3.1.3: Percentage of the disaster housing completed	30	-	53%	55%	55%	55%	55%	Monthly	Quarterly
PI3.1.4: Percentage of the disaster housing infrastructure project work completed	25	-	75%	75%	75%	75%	75%	Monthly	Quarterly
Risks	<ul style="list-style-type: none"> <li>• Delay in construction of disaster housing under the protocol with the Ministry of Environment and Urbanization due to extended project and tendering processes</li> <li>• Budget</li> <li>• Occurrence of a major disaster in the country, intense workload</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>• Housing for disaster victims to be completed as soon as possible.</li> <li>• The processes during and after disasters will be managed as effectively as possible.</li> </ul>								
Cost Estimate	2,506,000,000 TRY								
Observations	<ul style="list-style-type: none"> <li>• Monitoring of project work and identification of needs not carried out expeditiously and in a timely manner</li> <li>• Interruptions in the monitoring of the housing and provincial directorate service buildings commissioned by our Presidency, tendering processes and identifying appropriation needs</li> <li>• Lack of in-service training</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Accelerate project and tendering processes for disaster housing</li> <li>• Provide sufficient technical personnel in the headquarters and provinces to ensure project work can be monitored and needs identified expeditiously and in a timely manner</li> <li>• Develop a monitoring and evaluation system</li> <li>• Receive training from specialized trainers</li> </ul>								

## GOAL 3

Goal	G3: Manage the processes during and after disasters as effectively as possible									
Objective	O3.2: Develop and implement a CBRN management model									
Responsible Unit	Civil Defense Department									
Unit(s) to be Cooperated with	Legal Adviser's Office, Planning and Risk Reduction Department									
Activities	<ul style="list-style-type: none"> <li>• Prepare documents describing CBRN defense and protection strategies and actions (PI3.2.1)</li> <li>• Develop CBRN incident type plans (PI3.2.2)</li> <li>• Develop CBRN standard operational procedures (PI3.2.3)</li> <li>• Revise Regulation on Duties Regarding Chemical, Biological, Radiological and Nuclear Hazards (PI3.2.4)</li> </ul>									
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PI3.2.1: Number of documents prepared	25	-	2	-	-	-	-	Semiannually	Semiannually	
PI3.2.2: Number of incident type plans developed	30	-	1	2	3	-	-	Semiannually	Semiannually	
PI3.2.3: Percentage of standard operational procedures developed	25	10%	50%	100%	-	-	-	Semiannually	Semiannually	
PI3.2.4: Number of draft legislations submitted for revision and approval	20	-	1	-	-	-	-	Semiannually	Semiannually	
Risks	<ul style="list-style-type: none"> <li>• Failure to adapt the developed strategies to the changing threat environment</li> <li>• Failure of the relevant institutions and agencies to fulfill their responsibilities within the formulated strategies and actions</li> </ul>									
Strategies	<ul style="list-style-type: none"> <li>• Documents describing the protection and defense strategies and actions against chemical, biological, radiological and nuclear threats will be prepared.</li> <li>• Chemical, biological, radiological and nuclear incident type plans will be developed.</li> <li>• CBRN standard operational procedures will be developed.</li> <li>• Regulation on the Duties Regarding Chemical, Biological, Radiological and Nuclear Hazards will be revised.</li> </ul>									
Cost Estimate	2,000,000 TRY									
Observations	<ul style="list-style-type: none"> <li>• Lack of policies related to CBRN threats and hazards</li> <li>• Problems in CBRN response operations arising from legislation</li> <li>• Different practices concerning CBRN incident management at a local level</li> </ul>									
Needs	<ul style="list-style-type: none"> <li>• Formulate policies for CBRN threats and hazards at a senior level</li> <li>• Review the CBRN legislation and amend as required</li> <li>• Set standards for damage reduction, preparedness, response and recovery in relation to CBRN incidents</li> <li>• Deliver training on CBRN standards and standardize practices across the country</li> </ul>									



## GOAL 3

Goal	G3: Manage the processes during and after disasters as effectively as possible									
Objective	O3.3: Enhance response capacity									
Responsible Unit	Response Department, Recovery Department									
Unit(s) to be Cooperated with	Personnel and Support Services Department, Provincial Directorates of Disaster and Emergency Management									
Activities	<ul style="list-style-type: none"> <li>Replace expired/distributed materials at AFAD's logistics warehouses (PI3.3.1)</li> <li>Replace search and rescue, logistics and support tools (PI3.3.2)</li> <li>Replace equipment and materials (PI3.3.3)</li> <li>Procure disaster relief containers (PI3.3.4)</li> <li>Deliver disaster and emergency management training to personnel assigned in the disaster and emergency management center, and certify (PI3.3.5)</li> <li>Construct and equip logistics warehouses (PI3.3.6)</li> </ul>									
Performance Indicators	Effect on Objective (%)	Plan Cycle Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PI3.3.1: Percentage of materials in logistics warehouses replaced and completed	15	71	75%	80%	85%	90%	92%	Monthly	Monthly	
PI3.3.2: Percentage of search and rescue, logistics and support tools replaced	20	50%	-	55%	61%	-	-	Semiannually	Semiannually	
PI3.3.3: Percentage of search and rescue equipment and materials replaced	20	60%	63%	69%	76%	-	-	Semiannually	Semiannually	
PI3.3.4: Number of containers procured	15	18	22	32	42	-	-	Semiannually	Semiannually	
PI3.3.5: Number of DEMC personnel trained and certified	15	324	520	720	920	1,120	-	Semiannually	Semiannually	
PI3.3.6: Number of logistics warehouses completed	15	-	2	-	-	-	-	Monthly	Semiannually	
Risks	<ul style="list-style-type: none"> <li>Failure to deliver training to AADYM personnel</li> <li>Competent personnel being assigned at other units</li> <li>No standards set for DEMCs</li> <li>Lack of coordination among stakeholders with which AFAD cooperates</li> <li>Problems with contractor and consultant firms</li> <li>Budget</li> </ul>									
Strategies	<ul style="list-style-type: none"> <li>Coordination will be ensured with the provincial directorates during the procurement process.</li> <li>Training support will be provided jointly with universities and other units with knowledge and experience of disaster and emergency management services.</li> <li>Easy and fast procurement of the necessary materials will be ensured during disasters and emergencies, as well as migration movements.</li> </ul>									
Cost Estimate	267,500,000 TRY (MD) + 210,000,000 TRY (ID) = 477,000,000 TRY									
Observations	<ul style="list-style-type: none"> <li>Problems in setting up commissions for the preparation of specifications and approximate costs</li> <li>10% increase in the budget for the years 2020 and 2021</li> <li>5% top-up with the allowance allocated in 2019 and 10% top-up with the allowance allocated in 2020 and 2021</li> </ul>									
Needs	<ul style="list-style-type: none"> <li>Deliver training in these matters to commission members</li> <li>Set standards for the provision of disaster and emergency services</li> <li>Theoretical and practical training to DEMC staff</li> </ul>									

## GOAL 3

Goal		G3: Manage the processes during and after disasters as effectively as possible							
Objective	O3.4: Generalize warning and alarm (siren) system across the country								
Responsible Unit	Civil Defense Department								
Unit(s) to be Cooperated with	Information Systems and Communication Department								
Activities	<ul style="list-style-type: none"> <li>• Install warning and alarm (siren) systems (PI3.4.1)</li> <li>• Deliver training to technical personnel working with warning and alarm (siren) systems (PI3.4.2)</li> <li>• Raise public awareness about warning and alarm signals (PI3.4.3, PI3.4.4)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI3.4.1: Number of siren units installed	75	21	30	141	241	341	500	Semiannually	Semiannually
PI3.4.2: Number of technical personnel trained	10	5	10	20	30	40	50	Semiannually	Semiannually
PI3.4.3: Number of educational and promotional materials printed and distributed	5	10,000	20,000	30,000	40,000	-	-	Semiannually	Semiannually
PI3.4.4: Number of software programs updated	10	-	1	-	-	-	-	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>• Failure to cooperate with stakeholders in a timely manner</li> <li>• Budget</li> <li>• Failure of contractor to fulfill its obligations in a timely manner</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>• The provinces in which a siren system will be installed will be determined.</li> <li>• Sound analyses will be conducted in the provinces, and the locations of sirens will be determined.</li> <li>• R&amp;D activities will be carried out to develop a domestic siren system.</li> <li>• A siren system will be installed throughout the country, starting in Kilis, Hatay and Gaziantep due to their strategic importance.</li> <li>• People will be informed about warnings and alarm signals.</li> </ul>								
Cost Estimate	95,000,000 TRY* <i>*Costs may vary, as a domestic product is planned to be developed.</i>								
Observations	<ul style="list-style-type: none"> <li>• Insufficient information collection and dissemination system in the face of evolving technologies</li> <li>• Siren systems in use that are at the end of their useful life</li> <li>• Evolving communication technologies, emergence of new media</li> <li>• High risk to the public due to failure to disseminate hazard news in a timely manner</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Replace the information collection and dissemination system, making use of evolving technologies</li> <li>• Expand the use of siren system throughout the country with new technologies</li> <li>• Develop domestic products instead of importing</li> </ul>								

## GOAL 3

Goal	G3: Manage the processes during and after disasters as effectively as possible								
Objective	O3.5: Meet the needs of staff in psychosocial services training and needs								
Responsible Unit	Recovery Department								
Unit(s) to be Cooperated with	Planning and Risk Reduction Department, Provincial Directorates of Disaster and Emergency Management								
Actions	<ul style="list-style-type: none"> <li>• Ensure training in psychosocial services is delivered (PI3.5.1)</li> <li>• Ensure training materials on psychosocial services are prepared (PI3.5.2)</li> <li>• Ensure activities are carried out for the psychosocial needs of the relevant personnel (PI3.5.3)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI3.5.1: Number of personnel trained	40	-	20	60	100	140	180	Semiannually	Semiannually
PI3.5.2: Number of educational materials prepared	30	-	1	2	3	4	5	Semiannually	Semiannually
PI3.5.3: Number of activities carried out	30	1	1	2	3	4	5	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>• Failure to deliver effective training due to frequently changing needs and transfers of personnel</li> <li>• Budget</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>• Training courses, materials and events will be designed to prepare personnel serving in the provision of psychosocial services for the processes to be conducted during and after disasters.</li> </ul>								
Cost Estimate	2,950,000 TRY								
Observations	<ul style="list-style-type: none"> <li>• Personnel appointed to the provincial directorates require training in the provision of psychosocial support</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Identify needs at regular intervals</li> <li>• Develop an assessment and evaluation system</li> </ul>								

## GOAL 3

<b>Goal</b>									
<b>G3: Manage the processes during and after disasters as effectively as possible</b>									
Objective	O3.6: Enhance the operability of the Turkey Disaster Response System								
Responsible Unit	Planning and Risk Reduction Department, Training Department								
Unit(s) to be Cooperated with	All Departments, Provincial Directorates of Disaster and Emergency Management								
Activities	<ul style="list-style-type: none"> <li>Revise the Turkey Disaster Response Plan (TAMP) and the relevant legislation (PI3.6.1., PI3.6.2)</li> <li>Conduct national and regional drills to ensure the adoption of TAMP and the minimization of problems in practice (PI3.6.3)</li> <li>Attend or host international drills to ensure the integration of TAMP with international systems (PI3.6.4)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI3.6.1: Percentage of the relevant legislation revised to ensure compliance with the new government system	30	-	20%	50%	80%	100%	-	Semiannually	Semiannually
PI3.6.2: Percentage of activities facilitating the development of national and local plans carried out and of plans revised	30	-	20%	40%	60%	80%	100%	Semiannually	Semiannually
PI3.6.3: Number of drills conducted at national and regional levels	25	13	14	15	16	15	16	Semiannually	Semiannually
PI3.6.4: Number of international drills attended or hosted	15	1	1	1	1	1	1	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Resistance to change in the bureaucracy</li> <li>Interruptions in coordination, distribution of duties and responsibilities and communication, this being a multi-stakeholder system</li> <li>Responsible institutions and units lacking suitable personnel and equipment to fulfill their responsibilities</li> <li>Difficulty in finding a physical environment for drills</li> <li>Drill participants lacking a grasp of the relevant legislation, job descriptions and work processes</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>Factors contributing to the prolongation and complicatedness of the process will be readdressed, ensuring a reduction of difficulties and complexity.</li> <li>Legislation will be amended as required to ensure duties and responsibilities can be adopted.</li> <li>Legislation will be amended and informative materials will be prepared to ensure a better learning and understanding of drill processes and to eliminate the problems in practice.</li> </ul>								
Cost Estimate	3,050,000 TRY								
Observations	<ul style="list-style-type: none"> <li>Failure to clarify which duties rest with which institutions</li> <li>Coordination being developed between the central and provincial units</li> <li>Failure of institutions to fully adopt the assigned duties due to a lack of personnel, equipment and knowledge</li> <li>Planning work not being regarded as an original duty</li> <li>Sufficient personnel, budget, equipment, etc. not being allocated to planning work</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Amend the relevant legislation serving as the basis for planning according to the current conditions</li> <li>Simplify the steps that complicate the planning process</li> <li>Ensure institutions adopt their duties and responsibilities</li> <li>Set up an effective communication, monitoring and inspection network between the central and provincial organizations</li> </ul>								

# STRATEGIC AREA:

## Public Awareness

### 6.4.4. GOAL 4:

Ensure disaster and emergency preparedness at all times by raising public awareness

In the internal stakeholder analysis carried out within the scope of strategic planning studies, two issues were particularly emphasized due to their importance for future planning: “public awareness” and “level of preparedness of other institutions”. A significant proportion of the internal stakeholders stated that the public’s level of awareness and the level of preparedness of other institutions were not sufficient. The external stakeholders also indicated that awareness-focused activities should be carried out in the years to come. Public awareness is one of the strategically prioritized areas for five years, with the aim being to establish a commu-

nity-based understanding in the field of disaster and emergency management. In this context, AFAD aims to increase the training capacity of AFADEM, to increase the training and implementation capacity related to disasters and emergencies, to plan activities that increase the level of public awareness, to correctly inform the public, to increase the capacities of systems that support public education and awareness activities, and to establish and expand the use of the AFAD volunteer system.

## GOAL 4

Goal	G4: Ensure disaster and emergency preparedness at all times by raising public awareness								
Objective	O4.1: Increase training and implementation capacity related to disasters and emergencies								
Responsible Unit	Training Department, Response Department, Legal Adviser's Office, Recovery Department								
Unit(s) to be Cooperated with	All Departments, Provincial Directorates of Disaster and Emergency Management								
Activities	<ul style="list-style-type: none"> <li>Increasing the number of in-service training programs for planning and risk reduction (PI4.1.1)</li> <li>Developing a portal information infrastructure where all face-to-face and distance trainings for all target groups will be recorded, monitored and evaluated (PI4.1.2)</li> <li>Establishing and enhancing exercise and training areas (PI4.1.3)</li> <li>Organizing a training once a year by going through legislation and precedent cases to ensure central and provincial organizations operate in line with the law (PI4.1.1)</li> <li>Offering technical-level training to Provincial Disaster and Emergency Directorate personnel (PI4.1.5)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI4.1.1: Number of newly developed in-service training programs	20	10	12	14	16	18	20	Semiannually	Semiannually
PI4.1.2: Percentage of disaster training program completed	20	20%	60%	100%	-	-	-	Semiannually	Semiannually
PI4.1.3: Number of drill and training venues set up	20	2		3	4	5	7	Semiannually	Semiannually
PI4.1.4: Number of training courses delivered on legislation and precedent cases	20	2	3	4	5	6	7	Semiannually	Semiannually
PI4.1.5: Percentage of personnel to be trained	20	-	20%	40%	60%	80%	100%	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Frequent replacement of personnel responsible for legal affairs in the provincial organizations</li> <li>Occurrence of a major disaster in the country, intense workload</li> <li>No procurements made</li> <li>Limited human resources</li> <li>Budget</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>Cooperation with all departments will be enhanced.</li> <li>Coordination with the disaster and emergency search and rescue directorates will be ensured during the construction phase.</li> <li>Personnel in charge of legal affairs will be designated and will not be replaced, except in cases of reasonable grounds or force majeure.</li> </ul>								
Cost Estimate	750,000 TRY (ED) + 25,000,000 TRY (MD) + 250,000 TRY (HM) + 2,500,000 TRY (ID) = 28,500,000 TRY								
Observations	<ul style="list-style-type: none"> <li>Lack of knowledge of the sufficiency of potential human resources in terms of quality and quantity</li> <li>Insufficiency of the monitoring and evaluation system</li> <li>Training programs to be implemented by Provincial Directorates depending on their capacities not clear</li> <li>Need for a sufficiently equipped drill and training venue at the Disaster and Emergency Search and Rescue Directorates</li> <li>Need for lawyers in the provincial organizations</li> <li>Lack of in-service training</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Identify the training capacities of Regional Disaster and Emergency Training Centers and Provincial Directorates, and select the training programs to be applied (content, training venue, teaching methods, assessment and evaluation methods)</li> <li>Strengthen the potential of staff in terms of quantity and quality</li> <li>Set up a monitoring and evaluation system that can be monitored from a single center</li> <li>Include legal issues in the training courses delivered by other units to enhance institutional capacity</li> </ul>								

## GOAL 4

Goal	G4: Ensure disaster and emergency preparedness at all times by raising public awareness								
Objective	O4.2: Raise public awareness about civil defense in disasters and emergencies								
Responsible Unit	Training Department, Press and Public Relations Department, Civil Defense Department								
Unit(s) to be Cooperated with	All Departments, Provincial Directorates of Disaster and Emergency Management								
Activities	<ul style="list-style-type: none"> <li>• Deliver training by means of a Mobile Disaster and Emergency Simulator (PI4.2.1)</li> <li>• Continue the Turkey Prepared for Disasters Project (PI4.2.2)</li> <li>• Ensure activities aimed at raising awareness of disasters and emergencies are covered in the digital and conventional media (PI4.2.3)</li> <li>• Produce campaign movies and other materials for the promotion of the institution (PI4.2.4, PI4.2.5)</li> <li>• Deliver applied training to civil defense experts and chiefs (PI4.2.6)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI4.2.1: Number of people accessed with the mobile disaster and emergency simulation truck	20	67,776	70,000	80,000	100,000	120,000	140,000	Semiannually	Semiannually
PI4.2.2: Number of people trained throughout the country under the Turkey Prepared for Disasters Project (millions)	20	11.2	11.7	12.3	13.0	13.8	14.7	Semiannually	Semiannually
PI4.2.3: Rate of increase in the number of followers of AFAD's social media accounts	20	146,000	15%	15%	15%	15%	15%	Semiannually	Semiannually
PI4.2.4: Rate of increase in the number of news articles published about AFAD	15	26,000	5%	5%	5%	5%	5%	Semiannually	Semiannually
PI4.2.5: Number of campaign movies and other materials produced for the promotion of the institution	10	50	104	118	132	146	160	Semiannually	Semiannually
PI4.2.6: Number of civil defense experts and chiefs trained	15	1,500	4,500	7,500	10,500	13,500	16,500	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>• Failure to provide training simultaneously in every region due to the lack of a sufficient number of Mobile Disaster and Emergency Simulation Trucks, and possible breakdowns</li> <li>• Decrease in the number of participants at Mobile Disaster and Emergency Simulation Truck events</li> <li>• Failure to inspect whether the training courses delivered conform to the standard training content, and training data received from the provinces not sound</li> <li>• Cyber attacks</li> <li>• Size of the target audience, and difficulty in providing them with training in the short-term as part of the training to be provided to civil defense experts and chiefs</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>• Social media account security will be enhanced.</li> <li>• The technical team's competence will be increased.</li> <li>• The fast, accurate and continuous flow of information will be ensured in case of disasters and emergencies.</li> <li>• Activities carried out will be shared with the public and the media.</li> <li>• Activities to raise awareness and attract public and media attention will be carried out.</li> <li>• Staff development will be ensured through the training of civil defense experts and chiefs.</li> <li>• The effectiveness of civil defense services in public and private organizations will be ensured.</li> <li>• Trainer training will be provided at AFADEM to the staff of the 81 provincial directorates so that further experts and chiefs can be trained.</li> </ul>								
Cost Estimate	11,500,000 TRY (ED) + 3,000,000 TRY (BHIM) + 500,000 TRY (SSD) =15,000,000 TRY								
Observations	<ul style="list-style-type: none"> <li>• Lack of sufficient awareness about disasters and emergencies, and shortcomings in the necessary preparations</li> <li>• Prevention of information pollution on social media when a disaster or emergency occurs</li> <li>• Use of conventional means of communication (phone, TV, newspaper, etc.) in case of Internet outage when a disaster or emergency occurs</li> <li>• Civil defense experts and chiefs needing training, and improvement of communication with AFAD for the production of services</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Regular maintenance of mobile disaster and emergency simulation trucks</li> <li>• Maintain records of the training courses delivered</li> <li>• Receive and provide training at regular intervals</li> <li>• Receive technical support from information systems</li> <li>• Register civil defense experts and chiefs</li> </ul>								

## GOAL 4

Goal	G4: Ensure disaster and emergency preparedness at all times by raising public awareness								
Objective	O4.3: To provide accurate information in the event of disasters and emergencies, and to prevent information pollution								
Responsible Unit	Press and Public Relations Department, Training Department								
Unit(s) to be Cooperated with	All Departments								
Activities	Increase the number of events (symposium, training, etc.) held with media outlet representatives								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI4.3.1: Number of events held with media outlet representatives	100	3	7	11	15	19	23	Every 6 months	Every 6 months
Risks	<ul style="list-style-type: none"> <li>Failure to fully and accurately inform the media</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>Provide the public with clear and transparent information about a disaster or emergency</li> <li>Media adhering to ethical broadcasting/publishing principles in the event of a disaster or emergency, thereby culminating in less damage and loss</li> <li>Maximize the role of the media in education and awareness-raising campaigns so as to raise public awareness about disasters</li> <li>AFAD's work will be promoted.</li> </ul>								
Cost Estimate	210,000 TRY								
Observations	<ul style="list-style-type: none"> <li>Media not adhering to ethical principles in some news content</li> <li>Lack of awareness-raising news in the risk reduction and preparation stage</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Need for competent and experienced personnel</li> <li>Need for technical support from AFADEM</li> </ul>								



## GOAL 4

Goal	G4: Ensure disaster and emergency preparedness at all times by raising public awareness								
Objective	O4.4: Set up the AFAD volunteer system and make its use widespread								
Responsible Unit	Department for Relations with Volunteers and Donors								
Unit(s) to be Cooperated with	All Departments, Provincial Directorates of Disaster and Emergency Management								
Activities	<ul style="list-style-type: none"> <li>• Create volunteer training modules (PI4.4.1)</li> <li>• Provide AFAD volunteer training (PI4.4.2)</li> <li>• Prepare public service announcements (PI4.4.3)</li> <li>• Prepare posters/brochures/promotional materials (PI4.4.4)</li> <li>• Develop the AFAD volunteer portal (PI4.4.5)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI4.4.1: Number of training modules created	10	1	5	10	15	20	25	Semiannually	Semiannually
PI4.4.2: Number of volunteers trained	30	-	100,000	450,000	700,000	900,000	1,000,000	Semiannually	Semiannually
PI4.4.3: Number of public service announcements prepared	5	-	1	-	-	-	-	Semiannually	Semiannually
PI4.4.4: Number of posters/brochures/promotional materials distributed	15		1,000,000	1,000,000	750,000	500,000	500,000	Semiannually	Semiannually
PI4.4.5: Number of portal users	40	-	100,000	250,000	400,000	500,000	600,000	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>• Failure to raise awareness of volunteer opportunities sufficiently</li> <li>• Failure to finish developing the volunteer software</li> <li>• Failure to receive sufficient support from stakeholders</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>• An effective promotion and dissemination campaign will be run.</li> <li>• Collaborative work will be carried out with the Ministry of Youth and Sports.</li> <li>• An effective monitoring activity will be carried out to ensure the software development is completed on time.</li> <li>• Regular meetings will be held with stakeholders for the promotion of the system and to promote cooperation.</li> </ul>								
Cost Estimate	45,000,000 TRY								
Observations	<ul style="list-style-type: none"> <li>• Need for general legislation related to volunteering in Turkey</li> <li>• Personnel to be assigned in relation to volunteer works need training</li> <li>• Need for training in the effective use of volunteer social media accounts</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• General and inclusive legislation on volunteering</li> <li>• Increased training courses on volunteer management</li> <li>• Increased training courses on the effective use of social media</li> </ul>								

## **STRATEGIC AREA:**

### **International Influence**

#### **6.4.5. GOAL 5:**

Being one of the leading organizations in the international arena

AFAD is one of the institutions that contributes most to the policies of our country, which was recognized as one of the most generous countries in the world in terms of the ratio of national income provided as aid, and also the country providing the second highest volume of humanitarian aid in 2016. AFAD has taken it upon itself to guide its counterparts abroad, as required by its role in the area

of disaster and emergency management. In this framework, AFAD aims to play a leading role in the setting of international standards in disaster and emergency management, and in increasing activities that strengthen its corporate presence in the international arena.

## GOAL 5

Goal	G5: Being one of the leading organizations in the international arena								
Objective	05.1: To increase AFAD's international humanitarian aid performance								
Responsible Unit	Foreign Relations and International Humanitarian Aid Department								
Unit(s) to be Cooperated with	Response Department								
Activities	<ul style="list-style-type: none"> <li>• Publication of the reports prepared on countries in need of humanitarian aid and AFAD's humanitarian aid (PI5.1.1)</li> <li>• Offering humanitarian aid to countries in need (PI5.1.2 and PI5.1.3)</li> <li>• Fully equipping personnel tasked in humanitarian aid (PI5.1.4)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI5.1.1: Number of humanitarian aid reports published	20	8	10	10	10	10	10	Semiannually	Semiannually
PI5.1.2: Ratio of countries provided with humanitarian aid to countries seeking humanitarian aid from Turkey	40	20%	25%	25%	30%	30%	35%	Semiannually	Semiannually
PI5.1.3: Rate of humanitarian aid account use as of the beginning of the year	20	25%	30%	30%	35%	35%	40%	Semiannually	Semiannually
PI5.1.4: Percentage of Department staff made available for humanitarian aid activities	20	5%	20%	20%	20%	20%	20%	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>• Failure to access regions for reasons of security and health</li> <li>• Logistic barriers</li> <li>• Diplomatic decisions</li> <li>• Budget</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>• Cooperation with various stakeholders (Ministry of Foreign Affairs, Ministry of Treasury and Finance, UN, Red Crescent, TIKA, NGOs, etc.) will be enhanced.</li> <li>• A needs assessment will be made for countries in need of aid.</li> <li>• Project management skills will be developed.</li> <li>• Humanitarian aid processes and responsibilities will be developed.</li> </ul>								
Cost Estimate	1,500,000 TRY								
Observations	<ul style="list-style-type: none"> <li>• Need for capacity development</li> <li>• Delays in final decisions</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Strengthening personnel capacity</li> </ul>								

## GOAL 5

Goal	G5: Being one of the leading organizations in the international arena									
Objective	O5.2: Increase activities to strengthen AFAD's international corporate presence									
Responsible Unit	Foreign Relations and International Humanitarian Aid Department, Press and Public Relations Department									
Unit(s) to be Cooperated with	All Departments									
Activities	<ul style="list-style-type: none"> <li>Enter into cooperation protocols, host and attend international events, participate in EU projects (PI5.2.1, PI5.2.2, PI5.2.3, PI5.2.4)</li> <li>Ensure AFAD's international events are covered in the media (PI5.2.5)</li> <li>Increase visibility of AFAD's activities at AFAD events (PI5.2.6)</li> </ul>									
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PI5.2.1: Number of newly concluded bilateral or multilateral cooperation protocols (letters of intent, memorandums of understanding, joint action plans, agreements)	20	5	3	3	3	3	3	Semiannually	Semiannually	
PI5.2.2: Number of international events hosted	15	6	2	2	2	2	2	Semiannually	Semiannually	
PI5.2.3: Number of international conferences/events attended as a speaker/booth owner	20	3	3	3	3	3	3	Semiannually	Semiannually	
PI5.2.4: Number of EU projects joined (IPA, CPM, JRC, Erasmus+, etc.)	15	1	1	1	2	2	3	Semiannually	Semiannually	
PI5.2.5: Rate of increase in the number of news items broadcast/published in the international media	20	130	2%	2%	2%	2%	2%	Semiannually	Semiannually	
PI5.2.6: Number of infographics and videographics produced relating to international campaigns and events	10	-	6	6	6	6	6	Semiannually	Semiannually	
Risks	<ul style="list-style-type: none"> <li>Diplomatic decisions</li> <li>Financial restrictions</li> <li>Negative news</li> </ul>									
Strategies	<ul style="list-style-type: none"> <li>Relations at home and abroad will be strengthened to enhance coordination.</li> <li>Active cooperation will be ensured through bilateral/multilateral agreements.</li> <li>Annual event schedules will be created.</li> <li>The fast, accurate and continuous flow of information will be ensured in case of disasters and emergencies.</li> <li>Activities carried out will be shared with the international public and media.</li> <li>Activities to raise awareness and the attract attention of the international public and the media will be carried out.</li> <li>Efforts will be made to join CECIS as a member in order to enhance cooperation with the EU CPM.</li> </ul>									
Cost Estimate	6,680,000 TRY (DIUYD) + 400,000 TRY (BHIM) = 7,080,000 TRY									
Observations	<ul style="list-style-type: none"> <li>Need for capacity development</li> </ul>									
Needs	<ul style="list-style-type: none"> <li>Improve professional foreign languages among staff</li> <li>Receive training in diplomacy and event organization</li> <li>Receive training at regular intervals</li> </ul>									

## GOAL 5

Goal	G5: Being one of the leading organizations in the international arena								
Objective	O5.3: Maintain competent employees that meet international standards								
Responsible Unit	Foreign Relations and International Humanitarian Aid Department								
Unit(s) to be Cooperated with	All Departments								
Activities	<ul style="list-style-type: none"> <li>Ensure participation at international training events on disasters and emergencies (PI5.3.1)</li> <li>Attend EU training courses (PI5.3.2)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI5.3.1: Number of training courses on international relations/ humanitarian aid attended by department staff	50	20	20	20	20	20	20	Semiannually	Semiannually
PI5.3.2: Rate of participation in EU Civil Protection Mechanism training	50	100%	90%	90%	90%	90%	90%	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Diplomatic decisions</li> <li>Budget</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>Relations at home and abroad will be strengthened to enhance coordination.</li> <li>Annual event schedules will be created.</li> </ul>								
Cost Estimate	1,500,000 TRY								
Observations	<ul style="list-style-type: none"> <li>Need for capacity development</li> <li>Delays in final decisions</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Improve professional foreign languages among staff</li> <li>Receive training in diplomacy and event organization</li> </ul>								

## GOAL 5

<b>Goal</b>		<b>G5: Being one of the leading organizations in the international arena</b>							
Objective	O5.4: Engage in risk reduction activities in the international arena								
Responsible Unit	Planning and Risk Reduction Department								
Unit(s) to be Cooperated with	All Departments								
Activities	Increase international cooperation activities for disaster preparedness and risk reduction								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI5.4.1: Number of activities carried out as part of international cooperations for disaster preparedness and risk reduction	100	3	5	5	5	5	5	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>• Potential delays in international decision-making</li> <li>• Interruptions in coordination, being a multi-stakeholder system</li> <li>• Budget</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>• Awareness of international cooperation will be raised by such methods as exchanges of information and experience, technical cooperation and exchanges of experts.</li> </ul>								
Cost Estimate	2,500,000 TRY								
Observations	<ul style="list-style-type: none"> <li>• Requests for cooperation from Balkan countries</li> <li>• International memberships</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>• Experts working on and assessing planning activities</li> </ul>								

## GOAL 5

Goal	G5: Being one of the leading organizations in the international arena								
Objective	05.5: Strengthen AFAD's corporate presence in the international arena in the field of earthquake research								
Responsible Unit	Earthquake Department								
Unit(s) to be Cooperated with	Foreign Relations and International Humanitarian Aid Department								
Activities	Enhance cooperation with international seismology centers								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI5.1: Number of new cooperation agreements concluded with international seismology centers	50	6	1	1	1	1	1	Every 6 months	Every 6 months
PI5.2: Number of international events, projects, seminars and workshops attended	50	10	2	2	2	2	2	Every 6 months	Every 6 months
Risks	<ul style="list-style-type: none"> <li>Countries to be cooperated with not paying sufficient attention</li> <li>Failure to obtain the necessary approvals</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>Regional cooperation in earthquake research will be enhanced.</li> </ul>								
Cost Estimate	500,000 TRY								
Observations	<ul style="list-style-type: none"> <li>Regional cooperation is required to enhance the country's capacity in earthquake observations.</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Financial support for cooperation in earthquake observations</li> <li>Events to enhance cooperation, such as meetings and workshops</li> </ul>								

## **STRATEGIC AREA:**

# **Institutional Capacity**

### **6.4.6. GOAL 6:**

Be an organization that continuously learns and improves

One of the goals of AFAD set forth in its Strategic Plan for 2013-2017 is “To be an organization that continuously learns and improves”. AFAD has made significant progress over the last five years, and has carried out many important projects, thanks to the persistence of its spirit of learning and improvement. This approach is one of the major features of the institution. For all goals to be achieved in the next five years, AFAD aims to continue improving its corporate infrastructure.

To this end, AFAD is aiming specifically to develop the skills and capabilities of its personnel involved in disaster and emergency management, to improve the physical and technical infrastructure of its service buildings, to facilitate access to information and data, to ensure the effective use of information systems, to ensure information integrity and data security, to improve internal control processes, to enhance Human Resources Management System processes and to improve the infrastructure for CBRN incidents.



## GOAL 6

Goal		G6: Be an organization that continuously learns and improves							
Objective	O6.1: To improve the physical and technical infrastructure of AFAD's service buildings and social facilities								
Responsible Unit	Recovery Department, Training Department								
Unit(s) to be Cooperated with	All Departments								
Activities	<ul style="list-style-type: none"> <li>Construct management centers and service buildings of Provincial Directorates of Disaster and Emergency Management (PI6.1.1, PI6.1.2)</li> <li>Establish the Polatlı Disaster and Emergency Training Center (PI6.1.3)</li> <li>Establish the Disaster Awareness Center (PI6.1.4)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI6.1.1: Number of new service buildings (construction)	25	8	15	26	40	58	68	Monthly	Monthly
PI6.1.2: Number of new service buildings (survey project)	25	15	30	48	58	65	-	Monthly	Monthly
PI6.1.3: Percentage of Polatlı Disaster and Emergency Training Center established	25	-	5%	10%	40%	80%	100%	Semiannually	Semiannually
PI6.1.4: Percentage of completion of the Disaster Awareness Center	25	-	5%	10%	40%	80%	100%	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Problems with contractor and consultant firms</li> <li>Failure to keep track of construction works carried out in the provinces due to a lack of personnel</li> <li>Delays in the planning schedule</li> <li>Budget</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>Service buildings will be designed as Disaster Management Centers.</li> </ul>								
Cost Estimate	2,360,000,000 TRY (ID) + 100,000,000 TRY (ED) =2,460,000,000 TRY* *The cost estimate for the Polatlı Disaster and Emergency Training Center is not included.								
Observations	<ul style="list-style-type: none"> <li>Services for training and awareness-raising are inadequate, as the target audience is large</li> <li>Problems with physical conditions</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>The need for technical personnel to keep track of works at our Presidency and on-site</li> <li>The identification of potential problems during the establishment of centers, and taking the necessary measures</li> </ul>								

## GOAL 6

Goal		G6: Be an organization that continuously learns and improves							
Objective	O6.2: Increase response capacity for CBRN events								
Responsible Unit	Civil Defense Department								
Unit(s) to be Cooperated with	Information Systems and Communication Department								
Activities	<ul style="list-style-type: none"> <li>Procure tools, equipment and materials required for response to CBRN incidents (PI6.2.1, PI6.2.2)</li> <li>Establish units in certain regions to carry out the maintenance, repair and calibration of CBRN equipment in our country, albeit at a simple level (PI6.2.3)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI6.2.1: Number of CBRN equipment requirements lists and distribution plans prepared	20	-	1	-	-	-	-	Semiannually	Semiannually
PI6.2.2: Ratio of procured equipment items to the items on the requirements list	60	-	-	25%	50%	75%	100%	Semiannually	Semiannually
PI6.2.3: Number of CBRN maintenance, repair and calibration units established	20	-	1	2	3	-	-	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Increased costs due to increased exchange rates, as some CBRN equipment is imported</li> <li>Problems of diplomatic origin with the source country, such as delays, etc.</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>Tools, equipment and materials required in the area of CBRN will be identified, and a list of requirements and a distribution plan will be prepared.</li> <li>Equipment will be procured based on the list of requirements, and distribution will be carried out according to the distribution plan.</li> <li>Maintenance, repair and calibration units will be established in certain regions to carry out the maintenance, repair and calibration of CBRN equipment in our country, albeit at a simple level.</li> </ul>								
Cost Estimate	10,000,000 TRY								
Observations	<ul style="list-style-type: none"> <li>CBRN tools, equipment and materials available in the country were not procured according to a risk assessment made beforehand</li> <li>Some CBRN equipment has an expiry date, and thus should be procured at certain intervals</li> <li>The maintenance, repair and calibration of CBRN tools, equipment and materials abroad is quite costly and can take a long time</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Analysis of the need for CBRN tools, equipment and materials using a national CBRN inventory</li> <li>The technical requirements of the needed tools, equipment and materials should be identified before procurement</li> <li>Building capacity in our country for the maintenance, repair and calibration of procured CBRN tools, equipment and materials, where possible</li> </ul>								

## GOAL 6

Goal	G6: Be an organization that continuously learns and improves									
Objective	O6.3: Ensure the development and effective and widespread use of AFAD's information systems									
Responsible Unit	Information Systems and Communication Department, Legal Adviser's Office									
Unit(s) to be Cooperated with										
Activities	<ul style="list-style-type: none"> <li>Ensure the modernization of the systems and network infrastructures within the central and provincial organizations (PI6.3.1)</li> <li>Develop and improve the AFAD Management Information System modules (PI6.3.2)</li> <li>Ensure the widespread and effective use of the Legal Management System (HYS) in the Provincial Directorates of Disaster and Emergency Management (PI6.3.3)</li> </ul>									
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PI6.3.1: Percentage of devices in the inventory that have been replaced	40	-	5%	10%	15%	20%	25%	Semiannually	Semiannually	
PI6.3.2: Number of ERP modules made available	30	5	7	9	11	13	15	Semiannually	Semiannually	
PI6.3.3: Number of provinces in which a software system has been installed	30	-	40	81	-	-	-	Semiannually	Semiannually	
Risks	<ul style="list-style-type: none"> <li>Sudden unexpected developments in information technologies and changes in policies for imported products</li> <li>Plenty of alternatives available on the market</li> <li>Existing documents not recorded uniformly</li> </ul>									
Strategies	<ul style="list-style-type: none"> <li>The IT infrastructure of our Presidency's central and provincial organizations will be improved.</li> <li>Business continuity will be ensured through software specific to our institution (ERP).</li> </ul>									
Cost Estimate	66,550,000 TRY (BSHD) + 350,000 TRY (HM) = 66,900,000 TRY									
Observations	<ul style="list-style-type: none"> <li>The existing hardware inventory in our provinces is quite outdated</li> <li>Provincial directorates and central units have enterprise software requests</li> <li>The number of existing documents is not known, and a systematic arrangement is lacking</li> </ul>									
Needs	<ul style="list-style-type: none"> <li>Procurement of hardware and software, and the development of software</li> <li>Ascertain the number of documents to be recorded on the system, including the case files of the provincial organizations</li> <li>Arrange the documents systematically before starting recording</li> <li>The recording process needs to be carried out by personnel who have a grasp of the subject</li> </ul>									

## GOAL 6

Goal	G6: Be an organization that continuously learns and improves								
Objective	O6.4: Ensure data integrity and security, and raise awareness about information security								
Responsible Unit	Information Systems and Communication Department								
Unit(s) to be Cooperated with									
Activities	<ul style="list-style-type: none"> <li>Set up an ISO 27001 Information Security Management System (PI6.4.1)</li> <li>Take effective measures against cyber-attacks (PI6.4.2)</li> <li>Establish a Security Operation Center (PI6.4.3)</li> <li>Deliver awareness training to personnel within the scope of the Information Security Management System application (PI6.4.4, PI6.4.5)</li> <li>Ensure the business continuity of AFAD's IT systems (PI6.4.6)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI6.4.1: Number of departments and provinces in which BGYS has been put in place	25	-	1	-	13	-	94	Semiannually	Semiannually
PI6.4.2: Number of load and penetration tests conducted	20	-	2	4	6	8	10	Semiannually	Semiannually
PI6.4.3: Percentage of completion of the security operation center	10	-					100%	Semiannually	Semiannually
PI6.4.4: Number of personnel who have received BGYS training	10	-	600	2,400	4,800	6,000	-	Semiannually	Semiannually
PI6.4.5: Number of institutions exchanging data via Kamunet	20	3	5	8	12	16	20	Semiannually	Semiannually
PI6.4.6: Number of disaster recovery centers entered into service	15	-	-	-	-	-	1	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Budget</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>A corporate IT infrastructure and information security management system will be installed, and IT-aided business continuity will be ensured.</li> </ul>								
Cost Estimate	15,750,000 TRY								
Observations	<ul style="list-style-type: none"> <li>The risks associated with the evolution of the IT sector have made security measures a must.</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Set up an ISO 27001 Information Security Management System</li> <li>Take effective measures against cyber attacks</li> <li>Establish a Security Operation Center</li> <li>Deliver awareness training to personnel within the scope of the Information Security Management System application</li> <li>Ensure the business continuity of AFAD's IT systems</li> </ul>								

## GOAL 6

Goal	G6: Be an organization that continuously learns and improves								
Objective	O6.5: Improve the strategic management and internal control mechanism								
Responsible Unit	Strategy Development Department								
Unit(s) to be Cooperated with	All Departments								
Activities	<ul style="list-style-type: none"> <li>Enhance compliance with the internal control system, and monitor and assess the Action Plan for Compliance with Internal Control Standards (PI6.5.1)</li> <li>Monitor and assess the Risk Action Plan (PI6.5.2)</li> <li>Receive training in strategic management and planning, the internal control system, risk management and process management; and explore good practices and offer suggestions for improvement (PI6.5.3)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI6.5.1: Number of monitoring and evaluation reports for the Action Plan for Compliance with Internal Control Standards	40	-	2	2	2	2	2	Semiannually	Semiannually
PI6.5.2: Number of monitoring and evaluation reports for the Risk Action Plan	40	-	2	2	2	2	2	Semiannually	Semiannually
PI6.5.3: Number of reports drawn up following the training courses attended, and the good practices explored on-site	20	-	1	1	2	2	1	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Failure to set up an effective internal control mechanism due to the lack of sufficient support from the units</li> <li>Insufficient adoption of strategic management tools</li> <li>Failure to build a sufficient corporate culture and memory</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>Internal control efforts will be spread to provincial directorates.</li> <li>Strategic management and planning, internal control system, risk management and process management issues and good practices will be explored on-site.</li> </ul>								
Cost Estimate	630,000 TRY								
Observations	<ul style="list-style-type: none"> <li>Lack of adoption of the internal control mechanism and tools by the institution's staff</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Training documents</li> <li>Set up a monitoring and evaluation system that provides managers and employees with sufficient information</li> </ul>								

## GOAL 6

Goal		G6: Be an organization that continuously learns and improves							
Objective	O6.6: Develop information systems that will provide decision support in disaster management								
Responsible Unit	Information Systems and Communication Department								
Unit(s) to be Cooperated with	Planning and Risk Reduction Department, Earthquake Department, Civil Defense Department								
Activities	<ul style="list-style-type: none"> <li>Bringing in new abilities to our information systems in terms of disaster monitoring and real-time warning (PI6.6.1)</li> <li>Enhancing and extending the image procurement, transfer and processing system (PI6.6.2)</li> <li>Establishing the crowd-based analysis system (PI6.6.3)</li> </ul>								
Performance Indicators	Weight (%)	Plan Period Initial Value (2018)	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PI6.6.1: Number of components integrated with the disaster and emergency monitoring and evaluation and/or warning systems	40	0	1	2	3	4	5	Semiannually	Semiannually
PI6.6.2: Number of image transfer stations entered into service	30	7	16	22	-	-	-	Semiannually	Semiannually
PI6.6.3: Number of users in the crowd pool of the crowd-sourced disaster scene analysis systems	30	10	100	250	550	750	1000	Semiannually	Semiannually
Risks	<ul style="list-style-type: none"> <li>Failure to carry out maintenance of Image Transfer Systems in a timely manner</li> <li>Failure of public institutions and agencies to collect near real-time sensor data</li> </ul>								
Strategies	<ul style="list-style-type: none"> <li>Improvements will be made in the use of satellite and space technologies in disaster management.</li> <li>Disaster analyses to be carried out faster with the assistance of volunteers.</li> <li>Analysis reports concerning early warning for disasters will be drawn up.</li> </ul>								
Cost Estimate	19,000,000 TRY								
Observations	<ul style="list-style-type: none"> <li>There is a need to increase the coverage area of image transfer stations</li> <li>A prototype crowd-sourced analysis has been developed; more favorable results will be obtained as the crowd size increases</li> </ul>								
Needs	<ul style="list-style-type: none"> <li>Need for near real-time sensor data, satellite images (SAR and optical), web services, network infrastructure, hardware infrastructure and aerial vehicles</li> </ul>								

## 6.5. Responsible Units Matrix

### RESPONSIBLE UNITS MATRIX

	STRATEGIC OBJECTIVE-RESPONSIBLE/AUXILIARY UNIT RELATIONSHIP														
	BHIM	BSHD	DD	DHD	DIUIYD	ED	GBID	HM	ID	MD	PDHD	PRAD	SGD	SSD	Pr. Dir.
<b>1. Enhance the effectiveness of coordination in disaster and emergency management</b>															
01.1: Develop standardization in disaster management			R												A
01.2: Enhance the effectiveness of civil defense in disaster and emergency management		A										A		R	
01.3: Ensure effective communication in disaster and emergency management		R													A
01.4: Enhance the effectiveness of the IT systems used in disaster and emergency management and provide decision support	A	R	A	A	A	A	A	A	A	A	A	A	A	A	A
<b>2. Ensure the adoption of a risk-based integrated disaster management approach, and its recognition by all sectors</b>															
02.1: Support and carry out efforts to reduce disaster risks	A	A	R	A	A	A	A	A	A	A	A	R	A	A	A
02.2: Identify disaster risks		A										R			A
02.3: Improve disaster management support systems		A	R									A			
02.4: Draw up a strategy document for the formulation of the sheltering policy of our country								A	A			A		R	A
02.5: To be a regional hub that provides accurate and timely seismological data		A	R												

R: responsible, A: Assistant

## RESPONSIBLE UNITS MATRIX

	STRATEGIC OBJECTIVE-RESPONSIBLE/AUXILIARY UNIT RELATIONSHIP															
	BHIM	BSHD	DD	DHD	DIUIYD	ED	GBID	HM	ID	MD	PDHD	PRAD	SGD	SSD	Pr. Dir.	
<b>3. Manage the processes during and after disasters as effectively as possible</b>																
03.1: Develop restructuring and recovery processes in disaster and emergency regions									R							A
03.2: Develop and implement a CBRN management model								A				A			R	
03.3: Enhance response capacity									R	R	A					A
03.4: Generalize warning and alarm (siren) system across the country		A													R	
03.5: Meet the staff's psychosocial services training and psychosocial needs									R			A				A
03.6: Enhance the operability of Turkey Disaster Response System	A	A	A	A	A	R	A	A	A	A	A	R	A	A	A	A
<b>4. Ensure disaster and emergency preparedness at all times by raising public awareness</b>																
04.1: Increase training and implementation capacity related to disasters and emergencies	A	A	A	A	A	R	A	R	R	R	A	A	A	A	A	A
04.2: Raise public awareness about civil defense in disasters and emergencies	R	A	A	A	A	R	A	A	A	A	A	A	A	A	R	A
04.3: To provide accurate information in the event of disasters and emergencies, and to prevent information pollution	R	A	A	A	A	R	A	A	A	A	A	A	A	A		
04.4: Set up the AFAD volunteer system and make its use widespread	A	A	A	A	A	A	R	A	A	A	A	A	A	A	A	A

R: responsible, A: Assistant



# RESPONSIBLE UNITS MATRIX

STRATEGIC OBJECTIVE-RESPONSIBLE/AUXILIARY UNIT RELATIONSHIP															
	BHIM	BSHD	DD	DHD	DIUIYD	ED	GBID	HM	ID	MD	PDHD	PRAD	SGD	SSD	Pr. Dir.
<b>5. Being one of the leading organizations in the international arena</b>															
05.1: Increase AFAD's international humanitarian aid performance					R					A					
05.2: Increase activities to strengthen AFAD's international corporate presence	R	A	A	A	R	A	A	A	A	A	A	A	A	A	
05.3: Maintain competent employees that meet international standards	A	A	A	A	R	A	A	A	A	A	A	A	A	A	
05.4: Engage in risk reduction activities in the international arena	A	A	A	A	A	A	A	A	A	A	A	R	A	A	A
05.5: Strengthen AFAD's corporate presence in the international arena in the field of earthquake research			R		A										
<b>6. Be an organization that continuously learns and improves</b>															
06.1: To improve the physical and technical infrastructure of AFAD's service buildings and social facilities	A	A	A	A	A	R	A	A	R	A	A	A	A	A	
06.2: Increase response capacity for CBRN events		A												R	
06.3: Ensure the development and effective and widespread use of AFAD's information systems		R						R							
06.4: Ensure data integrity and security, and raise awareness about information security		R													
06.5: Improve the strategic management and internal control mechanism	A	A	A	A	A	A	A	A	A	A	A	A	R	A	A
06.6: Develop information systems that will provide decision support in disaster management		R	A									A		A	

R: responsible, A: Assistant

## 6.6. Strategic Planning Team

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**AFAD**  REPUBLIC OF TURKEY  
MINISTRY OF INTERIOR  
Disaster And Emergency Management Presidency  
STRATEGIC PLAN 2019-2023

# VII. MONITORING AND EVALUATION



## 7. Monitoring and Evaluation

The monitoring and evaluation process is carried out as required in accordance with the principles of transparency and accountability specified in the law and the regulations, and contributes to the continuous improvement and effectiveness of the administration's activities. Upon the enactment of Fiscal Management and Control Law no. 5018, our country took a systematic turn toward result-oriented management with the multi-year budgeting, strategic planning, performance-based budgeting, and internal control and auditing functions brought in by the Law. AFAD has adopted these principles since its establishment, and has created an effective monitoring and evaluation system for the Strategic Plan for 2019–2023. The system is integrated with the software developed by the Information Systems and Communication Department, and all activities are monitored on a monthly basis through the annual performance evaluation and activity reports, as well as the software program.

While the monitoring process includes the tracking and reporting of the implementation of the strategic plan, the evaluation process involves the measurement of the implementation results and their comparison with the goals and objectives, along with an analysis of the consistency and suitability of the goals and objectives. The monitoring and evaluation process of the Strategic Plan for 2019–2023 will begin with the approval of the strategic plan, and will be carried out regularly every quarter, half-year, year and five years.

The achievement of the targets set by the performance indicators determined for each activity can be tracked. During the preparation process, discussions were held on whether the monitoring and evaluation should be carried out on the basis of “result indicators” or “output indicators”. After deliberations with the heads of departments and the senior management, it was decided to determine “output indicators” for all activities, on the grounds that determining “result indicators” for all activities and the evaluation of these indicators would give rise to various difficulties.

An explanation of the monitoring, evaluation and reporting processes of the strategic plan in accordance with these criteria is given on the next page:

### Monitoring Process

Monitoring ensures that any shortcomings that may arise while carrying out the activities specified in the strategic plan are identified and remedied before they cause serious damage to the administration and the strategic goals. Analyses during the monitoring process, which provide assurance for the achievement of objectives, will be carried out through performance measurements and evaluations. The monitoring of the performance indicators, planned for five years in the Strategic Plan, will involve the collection of data on a quarterly basis that will then be transferred to the information systems database. The performance indicators determined for each activity and project as a whole will be monitored by the responsible department with the support of the auxiliary department, and entered into the database. The quarterly monitoring will reveal the extent to which the targets set by performance indicators have been achieved, as well as the current state of the budget expenditures related to the performance indicators. This monitoring will reveal the annual target value (A), the actual value (B) during the monitoring period and the performance results (B/A). In case of deviations from the desired targets in this process, the necessary explanations can be made, the necessary measures can be taken and improvement suggestions can be offered, taking into account the emerging risks. Cumulative monitoring will be carried out on an annual basis for each performance indicator, ultimately allowing the annual performance value to be tracked.

## Evaluation Process

The evaluation process is complementary to the monitoring process. In the evaluation process, which involves a comparative analysis of the consistency and suitability of the goals and objectives, evaluations will be made in particular to assess the relevance, effectiveness, efficiency, effect and sustainability criteria. The evaluation process is particularly important when regular performance measurement indicators show a deviation between the target value and the actual value. Accordingly, the scope of the evaluation process is determined based on whether the changes in the internal and external factors have resulted in a need to amend the performance indicators, whether the objectives in other years have been revised if the level of achievement of the targets set by target performance indicators is not sufficient, whether cost effectiveness has been achieved when achieving the targeted performance values, and whether the performance indicator shows that the desired effect on the achievement of the goals and objectives has been met, and the scope of the presence of the risks in maintaining the performance indicators. The Strategy Development Department will annually analyze the cumulative monitoring data which are obtained within the framework of the monitoring process in order to evaluate the strategic plan.

## Reporting Process

Using the monitoring and evaluation tables, and the reports prepared by the responsible departments on a quarterly basis throughout the Plan period, the Strategy Development Department will carry out the necessary analyses at the end of December each year, and will compile an annual monitoring and evaluation report. The Strategy Development Department will confirm the accuracy of the performance evaluations of the units, and will report to the President of the Institution the measurement and evaluations of the performance indicators, the alignment of the activities carried out in that period with the budget of that year, and the extent to which the results obtained match the predetermined goals and objectives in the Strategic Plan. Feedback will be given to the units in line with the decisions made by the President of the Institution.









**AFAD**

REPUBLIC OF TURKEY  
MINISTRY OF INTERIOR  
**DISASTER AND EMERGENCY  
MANAGEMENT PRESIDENCY**

Strategic Plan | 2019-2023









# AFAD



REPUBLIC OF TURKEY  
MINISTRY OF INTERIOR

**AFAD** STRATEGIC PLAN  
2019-2023



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