



February 6 Earthquakes Lessons Learned Workshop

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February 6th Earthquakes Lessons Learned Workshop Report

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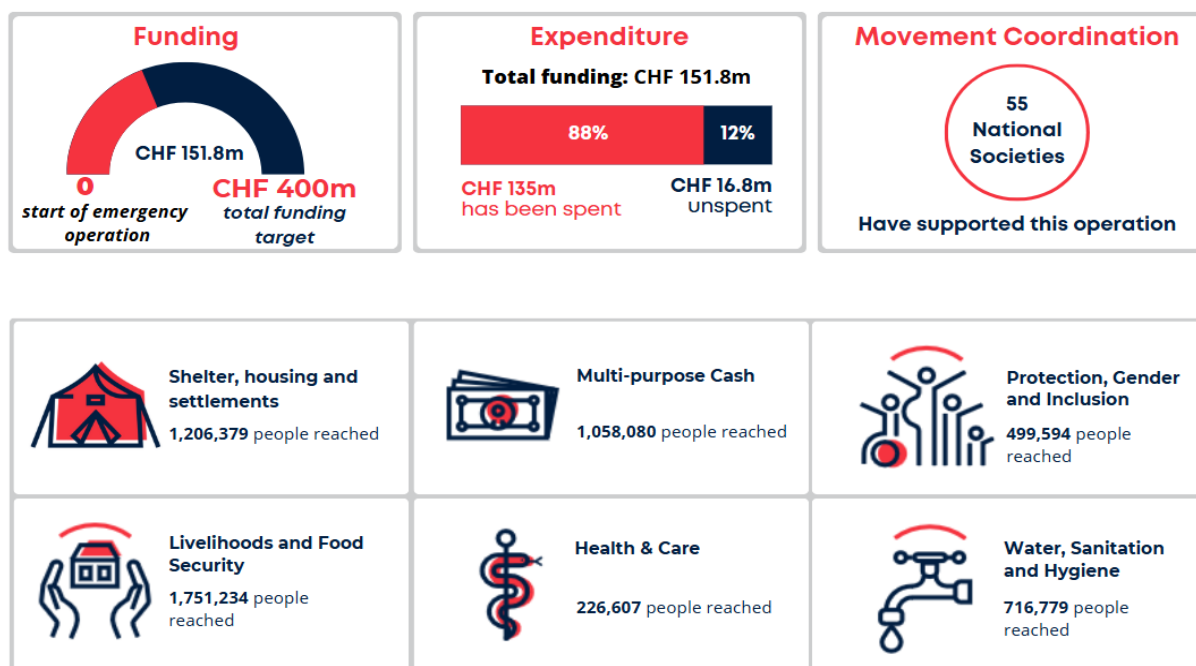
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Executive Summary

Background

On 6 February 2023, Türkiye experienced devastating earthquakes in Kahramanmaraş, with magnitudes of 7.7 and 7.6, claiming the lives of over 53,000 individuals, including at least 7,300 Syrian refugees, injuring 108,272, and forcing over 3 million to leave their homes. Initial efforts targeted urgent needs such as shelter, food, and psychosocial support for over 1.7 million people. Over time, the focus shifted to recovery efforts, including restoring livelihoods, providing mental health services, and implementing long-term housing solutions.

The IFRC launched an Emergency Appeal with a Federation-wide funding goal of CHF 750 million (CHF 400 million requested by the Secretariat) to support essential interventions for 1.75 million individuals. Despite challenges, the partnership between the IFRC and the Turkish Red Crescent has ensured sustained assistance for vulnerable communities, emphasizing resilience-building and long-term recovery. A brief overview of the operation in numbers can be found in the figure below:



The primary objective of the Lessons Learned workshop was to document the key outcomes, achievements, challenges, and lessons learned from the earthquake response operation in Türkiye. The workshop report will serve as a valuable resource for the IFRC and Turkish Red Crescent to highlight the operational process, provide reflections about the operation, and convey actionable recommendations to improve resilience-building and emergency response in future operations. Findings from this workshop will also feed into the Final Evaluation of the Earthquake Emergency Appeal.

Overarching Trends of the Earthquake Operation

Looking Back

The earthquake response unfolded in a context of **compounding vulnerabilities**, including a refugee-centric environment, exhausted coping mechanisms, and already strained host communities. Additional challenges such as economic fluctuations and extreme weather further intensified the crisis.

Despite these challenges, **strong partnerships and a National Society (NS)-centric approach** were already in place, providing a foundation for an effective response. TRC maintained ownership of the **narrative, operational vision, and needs analysis**, balancing perspectives from partners, recipients, and affected communities. This clarity helped define roles, responsibilities, and expectations across stakeholders.

The operation was marked by **rapid mobilization and adaptability**. TRC leveraged existing program tools and infrastructure, such as ESSN data, cash and voucher assistance (CVA) mechanisms, and extensive outreach networks. The ability to make quick pivots and maximize available resources was key to the immediate response.

Present Day

After two years of hardship, affected communities are at the thresholdthe threshold of a **cycle of economic vulnerability**, facing persistent challenges such as **limited income opportunities, depleted coping mechanisms, and increasing vulnerability**. The inability to purchase resilient goods further exacerbates the cycle of economic hardship.

A significant transition has occurred, shifting from **immediate shelter solutions to long-term urban planning**. Overnight urban centers have emerged, requiring considerations for seasonality, accessibility, public services, markets, and communal spaces. However, a stark **rural-urban divide** persists, where urban areas benefit from stronger economic agency and public services, while rural communities remain highly vulnerable. Without targeted interventions, this divide risks deepening the vulnerability spiral.

Looking Forward

Although the **Emergency Appeal has closed**, the **needs remain**, and many aspects of the operation continue. Moving forward, the focus will shift to **long-term recovery and resilience-building efforts**, ensuring sustainable support beyond the initial response phase.

Key **next-term priorities** include consolidating best practices, refining response strategies, and strengthening preparedness frameworks to enhance resilience in future crises. The insights gained from this operation will also serve as **valuable lessons for other National Societies (NSs)**, informing global best practices in disaster response and recovery.

18 Priority Recommendations Emerging from the Lessons Learned Workshop

	Area	Theme	Recommendation	Poi nts
1	PMER & CEA / Disaster Response / Partnerships	Systems, Policies, SOPs	Establishing an Integrated Information System to collect all data in a shared database and introducing the system to the entire organization/ Establishing and developing an integrated information system to increase internal and external data flow and coordination/ Establishing an information management system through a single platform/ Establishing the KAYS database system to centralize data and allowing access for relevant structures while keeping the data up to date.	147
2	Recovery/Preparedness	Systems, Policies, SOPs	Standard operating procedures (SOPs) and regulations must be established for how temporary structures created during disasters will collaborate with relevant institutions and units operating in normal periods. This will ensure effective coordination during crises, allowing processes to run more efficiently. Additionally, existing structures should have regulations developed or revised to enable their intervention during disaster periods	82
3	PMER & CEA	Coordination and Collaboartion	Mainstreaming CEA activities within the institution.	76
4	PMER & CEA / Disaster Preparedness	Operations and Activities	Integrating PMER and CEA processes into all phases of a disaster (system, human resources, technological tools, etc.) and ensuring Community Engagement	72
5	Disaster Response/Partnerships	Operations and Activities	Ensuring that the role and position of the Turkish Red Crescent in disaster response are communicated firsthand across internal and external stakeholders, including public institutions and communities	68
6	Support Services	Systems, Policies, SOPs	Planning for long-term sustainable fund usage in the Disaster Recovery Procedure (SOP) to determine sectoral utilization rates	53
7	Partnerships/Preparedness	Operations and Activities	Determining focal points based on merit during the disaster preparedness phase, defining their areas of responsibility, announcing them within the institution, keeping them up to date, and conducting regular drills. Establishing authority principles for decision-makers at the crisis desk.	52

8	Disaster Preparedness	Systems, Policies, SOPs	Prioritizing disaster risk reduction efforts to strengthen community resilience	51
9	Disaster Preparedness	Coordination and Collaboration	Developing policies, procedures, and service models for crisis center working groups and response sectors.	50
10	Disaster Response	Operations and Activities	Team care - Accommodation, nutrition, and equipment support for workers	46
11	Recovery	Operations and Activities	Preventing duplication of services in the field and effectively operating the necessary coordination mechanism to reach more people in need	46
12	PMER & CEA	Operations and Activities	Clarifying elements such as roles and responsibilities, monitoring mechanisms, objectives, and capacity building in CEA operations.	45
13	Support Services	Coordination and Collaboration	Crisis desk: Assignments to be made centrally by the HR department.	45
14	Disaster Response	Systems, Policies, SOPs	Structuring internal procedures in a simple and fundamental manner to ensure accountability, including establishing unique policies and SOPs for the identified sectors, developing personnel capacity appropriate for these roles, and developing management and service models.	43
15	Partnerships	Coordination and Collaboration	Holding regular meetings and conducting them under a single leadership structure. Authorized structure: Corporate Development Directorate. Responsible individuals: Relevant manager in Corporate Development + authorized personnel from the sector.	42
16	Response/ Recovery	Coordination and Collaboration	Decision-makers taking action to operationalize disaster management regulations, division of labor, and collaboration	41
17	Logistics	Systems, Policies, SOPs	Developing specialized software to manage humanitarian aid operations.	41
28	Disaster Preparedness	Coordination and Collaboration	Informing internal units about extraordinary period organization (OKS) and conducting drills	40

In-Depth Report

Workshop Overview

The February 6 Earthquakes Lessons Learned Workshop was held from February 25 to 28, 2025, in Bolu. The workshop brought together senior management from Türk Kızılay and IFRC, as well as personnel involved in the earthquake operation. In total, 84 individuals from Türk Kızılay and 15 individuals from IFRC participated in the workshop.

The opening ceremony of the workshop was held on February 25, 2025. During the ceremony, Aslan Turgut Bulut, Director of Disaster Recovery and Climate Change at Türk Kızılay, and Bülent Öztürk, Operations Manager at IFRC Türkiye, delivered welcome speeches and shared their reflections on the operation. In addition, a 10-minute video on the operation overview was presented.

Working sessions took place on February 26 and 27 as full-day events. During these sessions, participants were divided into eight main working groups: Disaster Preparedness, Disaster Response, Recovery, Partnerships, Coordination and Fund Management, Community Engagement and Accountability (CEA), Planning, Monitoring, Evaluation, and Reporting (PMER), Support Services, and Logistics. Throughout the workshop, each group worked on three overarching themes—Operations & Activities, Coordination & Collaboration, and Policies, Systems & SOPs—to identify challenges, successes, and recommendations related to the earthquake operation (for a detailed explanation of the workshop structure and methodology, see *Workshop Methodology*).

The closing ceremony took place on February 27, with the participation of:

- Prof. Fatma Meriç Yılmaz (President of Türk Kızılay)
- Jessie Catherine Thomsen (Head of Delegation of IFRC Türkiye)
- Assoc. Prof. Kurtuluş Açıksarı (Director General of Disaster Management and Climate Change, Türk Kızılay)
- Zübeyde Çelik (Board Member of Türk Kızılay)
- Muhsin Kınacı (President of Türk Kızılay Bolu Branch)
- Ömer Faruk Çalışkan (Director General of Türk Kızılay Youth)
- Halil Ekinci (Director General of Türk Kızılay Community Services)
- Alper Küçük (Director General of International Affairs and Migration Services)
- Nurdal Durmuş (Director of Türk Kızılay Branch and Volunteer Management)

During the closing ceremony, Prof. Fatma Meriç Yılmaz, President of Türk Kızılay; Jessie Catherine Thomsen, Head of Delegation at IFRC Türkiye; and Bülent Öztürk, Operations Manager at IFRC Türkiye, delivered closing speeches and shared their reflections on the operation and the workshop. Following the speeches, participants received participation certificates.

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Workshop Methodology

This workshop is designed to facilitate structured discussions and collaborative problem-solving among participants. The methodology incorporates a mix of plenary sessions, group work, and interactive feedback loops to ensure dynamic engagement and concrete outcomes.

In terms of workshop structure and approach, participants were divided into 10 sectoral groups, each seated at two tables with five participants per table. The workshop incorporates both single-table and double-table work, ensuring focused discussions and collaborative decision-making. Single-table work involves smaller teams addressing either challenges or successes, while double-table work brings the full group together to formulate actionable recommendations. This structured approach ensures balanced participation, iterative refinement of ideas, and a dynamic exchange of perspectives through feedback loops and plenary discussions.

The workshop began with opening remarks from senior managers of IFRC & Türk Kızılay, setting the stage for the workshop. The facilitator then introduced the workshop objectives and methodology, providing participants with an understanding of the session's structure and expected outcomes. To offer context, a 10-minute video on the operation overview was presented. The session concluded with a simple icebreaker activity, designed to foster engagement and interaction among participants.

The workshop then moved through three thematic modules. The three thematic modules were:

- 1) Operations and Activities
- 2) Coordination and Collaboration
- 3) Policies, Systems, and SOPS

Each thematic module took approximately 3 hours, and began with the facilitator providing an overview of the theme, and setting the foundation for the session. Participants then engaged in single-table work (30mins), where they identified key challenges and successes within their respective groups. To support their deliberations, groups were provided with a variety of analysis product for inspiration, including Guiding Questions (displayed on screen), as well a Desk and Field Insights (ANNEX **) and the Discussion Prompts *ANNEX ***) provided at the tables. Following this, they moved on to double-table work, collaborating to develop actionable recommendations based on their discussions. Following this, each group presented their recommendations, sharing insights and proposed actions. Participants then engaged in feedback loops, allowing them to interact with other groups, exchange ideas, and provide constructive input. Based on the feedback received, groups refined their recommendations to enhance clarity and applicability.

The session concluded with a plenary discussion, where the facilitator led participants in reflecting on key findings from the workshop. Following this, a walkabout and voting activity allowed participants to prioritize the top 10 recommendations. Finally, the facilitator provided a summary of key takeaways and outlined the next steps, bringing the workshop to a close.

Workshop Findings

Theme 1: Operations and Activities

The earthquake response required a swift and adaptive operational approach to address immediate needs while maintaining long-term service delivery. From coordinating inter-agency efforts to managing logistics, personnel deployment, and public communication, the response effort encountered both successes and challenges. Ensuring efficient aid distribution, maintaining operational continuity despite infrastructure disruptions, and aligning field activities with strategic objectives were critical factors in the overall effectiveness of the response. This section examines key operational aspects, highlighting areas of strength and identifying opportunities for improvement in future disaster scenarios.

Key Challenges

The earthquake response faced several challenges regarding inter-institutional communication and task distribution. Limited coordination between agencies placed higher strain on the National Society's capacity, and led to confusion on approval and decision-making pathways, and caused difficulties in donation management and coordination. The need to identify key stakeholders and clearly define TRC's role in disaster response were critical needs that emerged during the earthquake response.

Public-facing disaster communications systems faced significant pressure and were initially overwhelmed by a high volume of needs, with hotlines unable to meet the surge in inquiries. Community cooperation was inconsistent, alongside limited public awareness of disaster management and response plans, both of which further compounded challenges within engagement efforts.

Reliance on national infrastructure posed difficulties and impacted response operations. Phone networks were down in the acute phase of the disaster, making coordination extremely challenging, while logistics efforts also had to contend with roads that were damaged or obstructed, further contributing to delays in the delivery of aid and access to affected areas.

The equipment and capacity of personnel presented further obstacles. Limited experience facing crises of this magnitude among responders hindered the pace of needs assessments, as personnel did not have the necessary training to conduct them effectively in the challenging operating context. Delays in logistics processes for protective and essential equipment, including disaster response vehicles further added to a challenging environment. Ensuring the right distribution of people and resources, based on the volume of needs, was also highlighted as a challenge throughout the response. Retaining volunteers over the course of a two-year operation also posed difficulties, requiring strategies for long-term engagement and support.

Matching personnel skills to appropriate roles was another challenge, affecting both efficiency and effectiveness in the field. The right distribution of people and resources based on the scale and nature of needs proved difficult, particularly in the immediate aftermath of the disaster. Duty

of care was also a concern, as many responders were themselves survivors, and the secondary trauma they experienced underscored the need for structured psychological support.

Organizational capacity was also stretched, particularly in Psychosocial Support Units, which were needed more in the acute phase. Managing stock, warehouse, donation management and distribution, as well as storage facilities, including cold storage, was difficult given the challenges of the operational context. Transitioning to crisis-based working standards after the disaster was necessary across all levels of the organization, and was accomplished in certain sectors and levels, however, a more holistic implementation of transitional working standards is still needed in an event of such magnitude, based on the need for immediate, extensive, and significant scale up.

Service provision planning required greater anticipation of environmental hazards such as damaged roads and infrastructure-related risks. At the headquarters level, staffing shortages of both technical and general personnel emerged as HQ personnel were deployed to the field, leaving gaps in strategic oversight. Meanwhile, ad hoc systems created in response to evolving needs led to inefficiencies, with overlapping processes causing redundancy and gaps in internal communication. Overcoming these challenges in future disaster operations points to more consideration of where and how coordination structures can be strengthened, and crisis response mechanisms could be refined.

Key Successes

The earthquake response was marked by rapid field deployment, with teams forming quickly and reaching survivors without delay. Strong volunteer and branch networks played a crucial role in mobilizing resources, while efficient referral mechanisms ensured that those in need received timely assistance. Field teams demonstrated agility, adapting swiftly to changing conditions on the ground. Warehousing and stock management adhered to minimum required standards, though the unprecedented scale of the disaster posed challenges. In-kind donations were sorted at regional logistics centers, and warehouses were strategically positioned to minimize security risks and prevent looting.

The Turkish Red Crescent maintained a strong presence throughout the response, particularly at the field level, reinforcing its credibility and visibility among affected communities. Alongside its logistical efforts, the organization provided robust Mental Health and Psychosocial Support (MHPSS) and Protection services, ensuring a holistic approach to disaster relief that addressed both immediate and long-term needs.

Collaboration with key stakeholders, including banks, AFAD, and government institutions, played a significant role in streamlining response efforts. A dedicated coordination unit was established to improve efficiency, while partnerships with other humanitarian actors helped prevent duplication and ensured that resources were allocated effectively. Recognizing that affected populations often struggled to meet a range of basic needs, these coordinated efforts allowed for more targeted and purposeful interventions.

A multisectoral disaster management approach integrated nutrition, MHPSS, Protection, WASH, and healthcare services, creating a more comprehensive response. Existing programs, such as ESSN and ESN, were leveraged to facilitate early intervention and optimize resource allocation, ensuring assistance reached those in need as efficiently as possible. Food, shelter, and essential non-food assistance remained a priority, with distributions including hygiene kits and clothing alongside food aid. Secure and warm shelter was a central focus, ensuring that those displaced by the disaster had safe and dignified living conditions.

Mechanisms for identifying needs and gathering feedback were strengthened, with a consultative board guiding decision-making. Communication strategies were expanded to include SMS, automated voice messages, and in-person outreach, making information more accessible—particularly for individuals with low literacy or limited support networks. The 168 Call Centre played a key role in handling requests and complaints, reinforcing community engagement efforts. Digital feedback channels extended the organization’s reach, particularly in rural areas, while collaboration with local leaders helped build trust and strengthen community-driven decision-making. Comprehensive data tracking systems supported the response at every stage, enabling effective post-distribution monitoring, operational and donor reporting, and financial transparency. By ensuring accountability and informed decision-making, these systems contributed to a more structured and efficient disaster response.

Top Recommendations for Operations and Activities

Area	Recommendation	Points
PMER & CEA / Disaster Preparedness	Integrating PMER and CEA processes into all phases of a disaster (system, human resources, technological tools, etc.) and Ensuring Community Engagement	72
Disaster Response	Ensuring that the role and position of the Turkish Red Crescent in disaster response are communicated firsthand.	68
Partnerships	Determining focal points based on merit during the disaster preparedness phase, defining their areas of responsibility, announcing them within the institution, keeping them up to date, and conducting regular drills. Establishing authority principles for decision-makers at the crisis desk.	52
Disaster Preparedness	Team care - Accommodation, nutrition, and equipment support for workers	46
Recovery	Preventing duplication of services in the field and effectively operating the necessary coordination mechanism to reach more people in need	46
PMER & CEA	Clarifying elements such as roles and responsibilities, monitoring mechanisms, objectives, and capacity building in CEA operations.	45

For a full list of the recommendations, please see Annex A.

Theme 2: Coordination and Collaboration

Effective disaster response relies on seamless coordination among institutions, stakeholders, and response teams. The earthquake operation highlighted both the strengths and limitations of existing coordination mechanisms. While established partnerships and collaborative efforts facilitated resource mobilization and service delivery, gaps in inter-institutional communication, role clarity, and information-sharing created challenges, particularly in the acute phase. Strengthening collaboration frameworks, clarifying responsibilities, and improving data flow between organizations will enhance future response efforts and ensure a more cohesive and efficient disaster management system.

Key Challenges

During the acute phase of the earthquake response, coordination challenges led to gaps in service provision, with some areas receiving overlapping aid while others were underserved. These issues, including radio shortages, impacted the Red Crescent's operational effectiveness and image on-site. However, many of these gaps were addressed over the longer term.

Communication system limitations, particularly the incompatibility of various reporting platforms, resulted in inefficiencies. Aid was frequently directed to some locations, while other areas remained without assistance. The absence of an integrated information system and a dedicated communication channel between disaster response and logistics units exacerbated these challenges, leading to serious issues in reporting, documentation, and overall operational efficiency.

Pre-established communication processes are necessary to ensure effective disaster response. The flow of data from PMER to the crisis desk was insufficient, and there was a lack of accredited institutions available for collaboration in nutrition operations. Many individuals and organizations providing nutrition services were unaware that they needed to report to the Red Crescent. Additionally, some government institution employees remained unfamiliar with TAMP protocols. An excessive number of people attempting to communicate with field teams further complicated operations, highlighting the need for an up-to-date inter-institutional database, such as AYDES.

Clear coordination and communication policies are essential to define roles, responsibilities, and decision-making processes. Personnel assignments within the crisis management center were not always aligned with individual competencies, and there was a lack of clear focal points and information about operational procedures. Decision-making authority was often absent from coordination meetings, delaying implementation. Assigning personnel with the appropriate expertise and ensuring decision-makers are present in coordination discussions are critical areas for improvement.

Strategic alignment between the field and central office needs to be strengthened to ensure effective needs assessment and response planning. Disconnections between these levels prevented accurate analysis and led to inefficiencies in material planning. Decisions made at the

headquarters regarding field operations were often taken without adequate consultation with on-site authorities, creating further operational misalignment.

Data quality control remains a critical area of focus. Issues such as duplication, data loss, and inaccurate tracking of unique beneficiaries affected target monitoring and reporting. A structured approach to verifying and cleaning data is necessary to enhance decision-making accuracy.

Effective coordination in resource management, including personnel, vehicles, assets, donations, and supplies, is crucial for efficient response efforts. Material needs must be strategically planned to ensure resources are allocated effectively and reach the areas where they are needed most.

Key Successes

Following the acute phase of the operations, coordination with nutrition sector partners and support solution partners was successfully established, enhancing overall response efforts. The Red Crescent Crisis Center played a crucial role, supported by designated focal points and an efficient disaster reporting system, including the pre-prepared POWER BI decision-support tool, which optimized operational processes. Institutional capacity development expanded recovery activities, particularly in DRR, WASH, and CEA.

The involvement of specialized personnel increased trust in the field and strengthened collaboration with institutions and NGOs. Community Service Centers became key spaces for recovery, fostering partnerships and reassuring disaster survivors of Kızılay's sustained presence. Effective internal team coordination enabled integrated service delivery, proper guidance of stakeholders, and streamlined operational management, ensuring the Turkish Red Crescent's leadership in crisis response.

Data-driven decision-making played a significant role, with accurate tracking of operational data, rapid information sharing, and the application of past field experience. Efficient logistics operations were achieved through the co-location of disaster response and logistics centers, integration of temporary logistics hubs into the SAP system, and digital tracking of material flows, improving stock management and shipment planning.

A new SAP-integrated, web-based system was developed for the Kızılay 168 Call Center, facilitating one-click report generation and enabling field teams to make calls directly. Within the framework of TAMP, meal distribution data was shared with 920 stakeholders, ensuring accessibility and transparency. Strong information transfer and communication strategies were implemented, supported by clear role assignments in stakeholder meetings.

Financial, personnel, and infrastructure resources were well managed, with local and central authorities contributing essential facilities. The IFRC-Red Crescent collaboration functioned smoothly from the outset. The Nutrition Platform was implemented but required adjustments, and an accreditation system was suggested for further improvement. Strengthened sector-based collaboration was demonstrated through the establishment of a Cash Working Group by three directorates. A robust CEA approach ensured effective communication, accountability,

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and engagement at both local and international levels, fostering strong relationships with public institutions and international stakeholders.

Top Recommendations for Coordination and Collaboration

Area	Recommendation	Points
PMER & CEA	Mainstreaming CEA activities within the institution.	76
Disaster Response	Developing policies, procedures, and service models for crisis center working groups and response sectors.	50
Support Services	Crisis desk: Assignments to be made centrally by the HR department.	45
Partnerships	Holding regular meetings and conducting them under a single leadership structure. Authorized structure: Corporate Development Directorate. Responsible individuals: Relevant manager in Corporate Development + authorized personnel from the sector.	42
Recovery	Decision-makers taking action to operationalize disaster management regulations, division of labor, and collaboration (GDs, board members, directors, managers)	41
Disaster Preparedness	Informing internal units about extraordinary period organization (OKS) and conducting drills	40

For a full list of the recommendations, please see Annex A.

Theme 3: Policies, Systems, and SOPs

Clear policies, well-defined systems, and standardized operating procedures (SOPs) are essential for an effective and organized disaster response. The earthquake operation demonstrated the value of existing frameworks but also revealed gaps in their adaptability to large-scale emergencies. Challenges arose due to inconsistencies in policy implementation, the absence of specific SOPs for critical processes, and difficulties in integrating various information systems. Strengthening regulatory frameworks, enhancing SOP development, and ensuring system interoperability will be key to improving future disaster preparedness and response.

Key Challenges

The earthquake operation highlighted several areas for improvement in disaster response systems and processes. Existing electronic systems, including logistics, procurement, and financial tools, were designed for normal operations and faced challenges in meeting the demands of a large-scale disaster response. While policies and procedures were in place, their dissemination was not comprehensive, leading to difficulties in implementing standard operating procedures (SOPs) effectively. The absence of detailed SOPs for specific disaster-related tasks created challenges in coordination and execution.

The response efforts were primarily resource-driven, emphasizing the need for more structured pre-disaster planning. Institutional regulations required further adaptation to disaster conditions, and national policies could benefit from greater clarity on roles and responsibilities. Strengthening Disaster Risk Reduction (DRR) activities emerged as an important area for long-term preparedness. Additionally, internal coordination between regular institutional structures and temporary crisis-response teams needed further refinement to ensure seamless collaboration.

Information management played a critical role in response effectiveness. The earthquake operation underscored the importance of having updatable information systems that allow organizations to track resources, evolving needs, and socio-economic conditions in real time. Enhancing reporting and archiving processes would also support institutional learning and improve future responses. The integration of Protection Mainstreaming into strategic planning was identified as an opportunity to better address the needs of vulnerable groups.

Logistics and supply chain management were key focus areas. Standardizing in-kind donations and procurement processes could help streamline storage and distribution, reducing operational bottlenecks. While the SAP software supported logistics, additional refinements could further enhance its functionality in disaster contexts. The rapid pace of the operation highlighted the need for more flexible SOPs tailored to different phases of response.

Internal coordination and information sharing were also identified as areas for improvement. Ensuring that all departments have the necessary system access and awareness of available tools would support more efficient operations. Institutional memory could be strengthened through better documentation, allowing insights from past responses to inform future planning.

Field feedback played a vital role, and integrating it more effectively into internal processes would help enhance responsiveness.

The earthquake operation reinforced the importance of real-time communication, accurate information flow, and structured recovery procedures. Addressing these areas would contribute to even more effective coordination in future disaster responses while building on the strengths demonstrated during the operation

Key Successes

The earthquake operation benefited from established national and institutional regulations, such as the Turkey Disaster Response Plan (TAMP) and team directives, which facilitated response efforts. Local response mechanisms were already in place, allowing for rapid mobilization to affected communities. Additionally, flexible financial regulations during the acute phase enabled swift decision-making and resource allocation.

Kızılay's extensive branch network played a crucial role in anticipating which communities would require the most support before the disaster struck. Needs assessments were conducted efficiently in collaboration with public institutions, local businesses, chambers of commerce, agricultural directorates, and NGOs, ensuring a well-rounded understanding of immediate requirements. Continuous on-site observation mechanisms were also implemented, allowing for real-time adjustments based on direct engagement with beneficiaries.

Operations adhered to national and international standards, aligning with the regulations of the Republic of Turkey, the International Federation of Red Cross and Red Crescent Societies (IFRC), and the Turkish Red Crescent (TRC). Compliance was maintained throughout the planning, analysis, implementation, and reporting stages. Institutional memory was preserved through the development of Standard Operating Procedures (SOPs), ensuring sustainability and consistency across future response efforts.

Sustainability was a key focus of recovery activities, with long-term improvements made in psychosocial support, livelihood strengthening, health services, and protection activities. Programs such as Kızılay Kart and Esen Kart were recognized as best practices, contributing to financial support for affected populations. Transparency and accountability were reinforced through SAP systems, which enabled detailed tracking of fund expenditures.

Logistics operations demonstrated significant efficiency, with the ability to establish a new warehouse within two hours. The transition from slower, cumbersome systems to more agile, user-friendly solutions played a key role in enhancing response effectiveness. For example, the 168 call center was successfully migrated from SAP to a web-based system, allowing for more efficient communication and data collection.

Past experiences and best practices were effectively integrated into ongoing projects. While some response efforts initially operated without SOPs, technical teams leveraged their expertise to conduct detailed data collection and analysis, guiding aid distribution. The use of SAP EVM and TM modules enabled end-to-end warehouse management and optimized transportation

logistics. Strong collaboration with public institutions, both before and after the disaster, further strengthened response capabilities.

Overall, the earthquake response highlighted the importance of pre-established frameworks, strong institutional knowledge, and the ability to adapt quickly to evolving needs. Continuous feedback collection and system updates ensured that operations remained efficient, accountable, and aligned with best practices in disaster management.

Top Recommendations for Policies, Systems, and SOPs

Area	Recommendation	Points
PMER & CEA / Disaster Response / Partnerships	Establishing an Integrated Information System to collect all data in a shared database and introducing the system to the entire organization/ Establishing and developing an integrated information system to increase internal and external data flow and coordination/ Establishing an information management system through a single platform/ Establishing the KAYS database system to centralize data and allowing access for relevant structures while keeping the data up to date.	147
Recovery	Standard operating procedures (SOPs) and regulations must be established for how temporary structures created during disasters will collaborate with relevant institutions and units operating in normal periods. This will ensure effective coordination during crises, allowing processes to run more efficiently. Additionally, existing structures should have regulations developed or revised to enable their intervention during disaster periods.	82
Support Services	Planning for long-term sustainable fund usage in the Disaster Recovery Procedure (SOP) to determine sectoral utilization rates	53
Disaster Preparedness	Prioritizing disaster risk reduction efforts to strengthen community resilience	51
Disaster Response	Structuring internal procedures in a simple and fundamental manner to ensure accountability.	43
Logistics	Developing specialized software to manage humanitarian aid operations.	41

For a full list of the recommendations, please see Annex A.

ANNEXES

Annex A: Complete List of Recommendations and Votes

Rank	Group	Theme	Recommendation	Votes
1.	PMER & CEA / Disaster Response / Partnerships	<i>Policies, Systems, SOPs</i>	Establishing an Integrated Information System to collect all data in a shared database and introducing the system to the entire organization/ Establishing and developing an integrated information system to increase internal and external data flow and coordination/ Establishing an information management system through a single platform/ Establishing the KAYS database system to centralize data and allowing access for relevant structures while keeping the data up to date.	147
2.	Recovery	<i>Policies, Systems, SOPs</i>	Standard operating procedures (SOPs) and regulations must be established for how temporary structures created during disasters will collaborate with relevant institutions and units operating in normal periods. This will ensure effective coordination during crises, allowing processes to run more efficiently. Additionally, existing structures should have regulations developed or revised to enable their intervention during disaster periods.	82
3.	PMER & CEA	<i>Coordination and Collaboration</i>	Mainstreaming CEA activities within the institution.	76
4.	PMER & CEA / Disaster Preparedness	<i>Operations and Activities</i>	Integrating PMER and CEA processes into all phases of a disaster (system, human resources, technological tools, etc.) and Ensuring Community Engagement	72
5.	Disaster Response	<i>Operations and Activities</i>	Ensuring that the role and position of the Turkish Red Crescent in disaster response are communicated firsthand.	68
6.	Support Services	<i>Policies, Systems, SOPs</i>	Planning for long-term sustainable fund usage in the Disaster Recovery Procedure (SOP) to determine sectoral utilization rates	53
7.	Partnerships	<i>Operations and Activities</i>	Determining focal points based on merit during the disaster preparedness phase, defining their areas of responsibility, announcing them within the institution, keeping them up to date, and conducting regular drills. Establishing authority principles for decision-makers at the crisis desk.	52
8.	Disaster Preparedness	<i>Policies, Systems, SOPs</i>	Prioritizing disaster risk reduction efforts to strengthen community resilience	51
9.	Disaster Response	<i>Coordination and Collaboration</i>	Developing policies, procedures, and service models for crisis center working groups and response sectors.	50

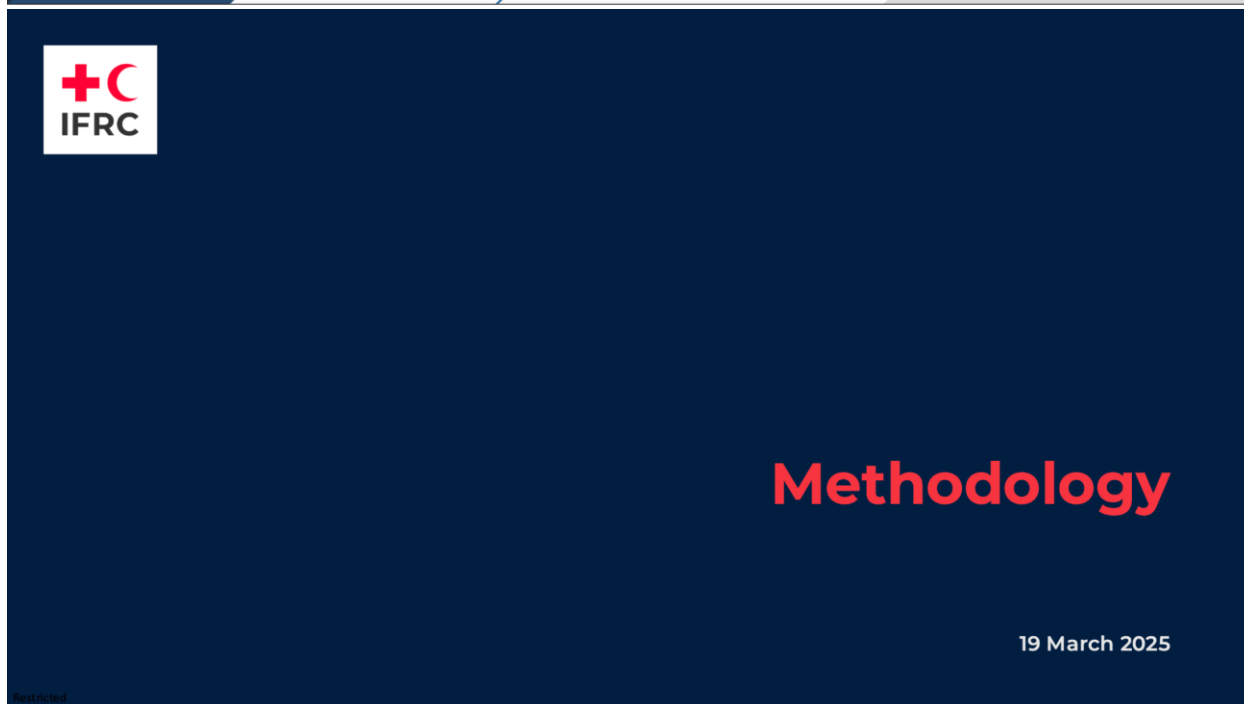
10	Disaster Preparedness	<i>Operations and Activities</i>	Team care - Accommodation, nutrition, and equipment support for workers	46
11	Recovery	<i>Operations and Activities</i>	Preventing duplication of services in the field and effectively operating the necessary coordination mechanism to reach more people in need	46
12	Support Services	<i>Coordination and Collaboration</i>	Crisis desk: Assignments to be made centrally by the HR department.	45
13	PMER & CEA	<i>Operations and Activities</i>	Clarifying elements such as roles and responsibilities, monitoring mechanisms, objectives, and capacity building in CEA operations.	45
14	Disaster Response	<i>Policies, Systems, SOPs</i>	Structuring internal procedures in a simple and fundamental manner to ensure accountability.	43
15	Partnerships	<i>Coordination and Collaboration</i>	Holding regular meetings and conducting them under a single leadership structure. Authorized structure: Corporate Development Directorate. Responsible individuals: Relevant manager in Corporate Development and authorized personnel from the sector.	42
16	Logistics	<i>Policies, Systems, SOPs</i>	Developing specialized software to manage humanitarian aid operations.	41
17	Recovery	<i>Coordination and Collaboration</i>	Decision-makers taking action to operationalize disaster management regulations, division of labor, and collaboration	41
18	Disaster Preparedness	<i>Coordination and Collaboration</i>	Informing internal units about extraordinary period organization (OKS) and conducting drills	40
19	Support Services	<i>Operations and Activities</i>	Establishing the Turkish Red Crescent Disaster Management System (human resources, vehicle reporting, etc.).	39
20	Partnerships	<i>Policies, Systems, SOPs</i>	Integrating all systemic structures before the disaster with the institution's entire organizational structure (SAP modules, 168 Call Center, etc.).	33
21	PMER & CEA	<i>Policies, Systems, SOPs</i>	Designing appropriate mechanisms to ensure that feedback within the organization is communicated to decision-makers.	31
22	Logistics	<i>Coordination and Collaboration</i>	Establishing a system for real-time messaging and internal communication.	31

23	Disaster Preparedness	<i>Coordination and Collaboration</i>	Developing coordination with all stakeholders within nutrition activities	30
24	PMER & CEA	<i>Policies, Systems, SOPs</i>	Transforming PMER and CEA activities and practices from sub-functions into structured, guiding functions.	29
25	PMER & CEA	<i>Operations and Activities</i>	Carrying out capacity-building activities related to reporting (such as central database training, etc.).	23
26	Disaster Preparedness	<i>Policies, Systems, SOPs</i>	Simplifying and promoting our institutional regulations related to disaster management	22
27	Recovery	<i>Coordination and Collaboration</i>	Fostering trust in technical expertise for partnership and project management decisions while reducing excessive oversight	21
28	Disaster Preparedness	<i>Policies, Systems, SOPs</i>	Integrating and making our electronic systems disaster-compatible	18
29	Support Services	<i>Operations and Activities</i>	Increasing the number of support personnel.	17
30	Partnerships	<i>Operations and Activities</i>	Strengthening databases and personnel capacity (for data entry).	16
31	Logistics	<i>Coordination and Collaboration</i>	Expanding the scope of training and drills between the disaster response unit and the internal stakeholders of the Red Crescent	15
32	Logistics	<i>Coordination and Collaboration</i>	Separating operational processes (crisis desk) into acute and normal periods.	15
33	PMER & CEA	<i>Policies, Systems, SOPs</i>	Signing protocols for data sharing with public institutions and organizations.	14
34	Recovery	<i>Coordination and Collaboration</i>	Advocating as needed to internal decision-makers regarding the urgency of field needs, necessary partnerships, and funding acquisition.	13
35	Support Services	<i>Coordination and Collaboration</i>	Systemic development for approval processes (assignment and procurement).	13

36	Logistics	<i>Operations and Activities</i>	Creating in-kind aid procedures.	13
37	Support Services	<i>Operations and Activities</i>	Taking actions to enhance the expertise and experience of staff/volunteers and ensuring continuity.	13
38	Disaster Preparedness	<i>Policies, Systems, SOPs</i>	Clarifying the roles and responsibilities of stakeholders in national legislation	12
39	Partnerships	<i>Policies, Systems, SOPs</i>	Collaborating with all public institutions and organizations with a strategic perspective.	12
40	Partnerships	<i>Policies, Systems, SOPs</i>	Preparing stakeholder-funding analyses for the future (which institutions are open to support in which funding areas).	12
41	Recovery	<i>Coordination and Collaboration</i>	Ensuring effective collaboration and coordination within Kızılay structures, with clear processes and focal points	12
42	Logistics	<i>Policies, Systems, SOPs</i>	Standardizing in-kind aid	10
43	Logistics	<i>Policies, Systems, SOPs</i>	Creating a shared software system to track the in-kind aid stock processes of NGOs during disaster situations.	10
44	Disaster Preparedness	<i>Coordination and Collaboration</i>	Improving the disaster reporting system and procedures	10
45	Disaster Preparedness	<i>Policies, Systems, SOPs</i>	Clarifying and disseminating our policies, SOPs, and job descriptions	9
46	Recovery	<i>Operations and Activities</i>	Strengthening volunteer management, processes, recruitment, benefits, and incentives (such as disaster preparedness training and psychological first aid) while increasing/ capacitating human resources	9
47	Logistics	<i>Operations and Activities</i>	Establishing cold storage units in logistics centers and developing mobile cold chain capacity.	9
48	Support Services	<i>Policies, Systems, SOPs</i>	Making announcements about the required materials to encourage more cash donations	8
49	Recovery	<i>Coordination and Collaboration</i>	Focusing on efforts to empower local institutions and community leaders	8

50	PMER & CEA	<i>Coordination and Collaboration</i>	Adopting common approaches between institutions and fostering collaborations within the scope of CEA and PMER activities.	8
51	Partnerships	<i>Coordination and Collaboration</i>	Advocacy work for the non-functional database between institutions to the responsible institution (AYDES).	8
52	Disaster Preparedness	<i>Operations and Activities</i>	Planning for disaster response	7
53	Recovery	<i>Coordination and Collaboration</i>	Making the central/local coordination mechanism functional for each service area	6
54	Disaster Preparedness	<i>Operations and Activities</i>	Job descriptions, SOPs, and drills for disaster workers	6
55	Recovery	<i>Policies, Systems, SOPs</i>	A continuously updated information management system should be established, enabling primary responsible organizations to track support partners, field needs, available resources, and socio-cultural and economic dynamics. This system will strengthen decision-making mechanisms in disaster response processes and optimize resource utilization.	5
56	Disaster Preparedness	<i>Coordination and Collaboration</i>	Enhancing public relations efforts	5
57	Disaster Preparedness	<i>Operations and Activities</i>	Determining strategies for disaster response	5
58	Partnerships	<i>Operations and Activities</i>	Building institutional memory within the organization.	5
59	Recovery	<i>Policies, Systems, SOPs</i>	Developing an information management system to prevent "know-how" loss in reporting and archiving.	4
60	Recovery	<i>Policies, Systems, SOPs</i>	Mainstreaming Protection and CEA and aligning them with the strategic plan and the institution's relevant regulations.	4
61	Recovery	<i>Coordination and Collaboration</i>	Continuing services based on economic resilience (such as Protection, SEE, etc.)	4
62	Partnerships	<i>Coordination and Collaboration</i>	Determining focal points for donation structures in each sector/unit and accepting donations after consultation.	4

63	Support Services	<i>Coordination and Collaboration</i>	Providing SAP module training (to potential users).	3
64	Recovery	<i>Operations and Activities</i>	Regularly identifying needs during the recovery phase and advocating internally/externally to secure funding and ensure service continuity	2
65	Partnerships	<i>Operations and Activities</i>	Creating infrastructure for strategic partners and ensuring internal integrations (financial support providers, national and international NGOs, and national associations).	2
66	Recovery	<i>Policies, Systems, SOPs</i>	Ensuring that shelter areas comply with SPHERE standards.	1
67	Partnerships	<i>Policies, Systems, SOPs</i>	Preparing feedback mechanisms in accordance with policies, systems, and SOPs.	1



8 Groups

- Preparedness
- Disaster Response
- Recovery
- 4. Partnerships & Fund Management
- 5. Support Services
- 6. PMER + CEA
- 7. Logistics
- *8. General Directions



- **Opening Session**
- **Theme 1: Operations and Activities**
- **Theme 2: Collaboration and Coordination**
- **Theme 3: Policies and SOPs (Systems)**
- **Prioritization and Wrap-Up**

Each theme will be 3 hours:

Produce	Present
Facilitator introduces the theme (20 min)	Group presentations: Groups share their recommendations (30 min).
Single-table group work: Identification of challenges and successes (20 min)	Free-Choice Feedback loops: Participants visit other sectors and exchange ideas and refine solutions (30 min).
Double-table group work: Development of strategic recommendations (20 min)	Revised recommendations: Groups share their refined recommendations based on peer feedback (30 min).

Housekeeping

- Try not to use a default opinion/idea/insight
- 2 health breaks (15 minutes) and Lunch (1 hr.)
- This methodology has been designed as an **analog methodology** – *please try to refrain from using your phone or computer* (as much as possible)
 - Please use the Chart Paper
 - Reporters, please feel free to use your computers
- Please note the timekeeper – Yagmur 😊

Questions?



Activity 1

The Three Rivers Activity

- Three timelines - Operation/ Personal/Work (4 corners of the room)
- Using the post- it notes, write down 1-2 key moments you want to add to each timeline



Activity 1

The Three Rivers Activity

- Three timelines - Operation/ Personal/Work (4 corners of the room)
- Using the post- it notes, write down 1-2 key moments you want to add to each timeline
- **Place them where they belong on the timeline**
- **Take a look at the collective timelines**
 - o Reflect - Trends?
 - o Reflect - Why do we do this exercise?

Overview

Looking Back

Compounding Vulnerability

Refugee Crisis; Economic Fluctuation; Weather extremes

Retaining ownership

3-sided perspective – partner/recipient/affected; roles and responsibilities

Respond and React Quickly

Speed of operation; leveraging other program tools and infrastructure; adaptability, flexibility, quick pivots

Restricted

Looking Back

Compounding Vulnerability

Retaining ownership

Respond and React Quickly

Present Day

Cusp of Poverty Cycle

Overnight Urban Centers

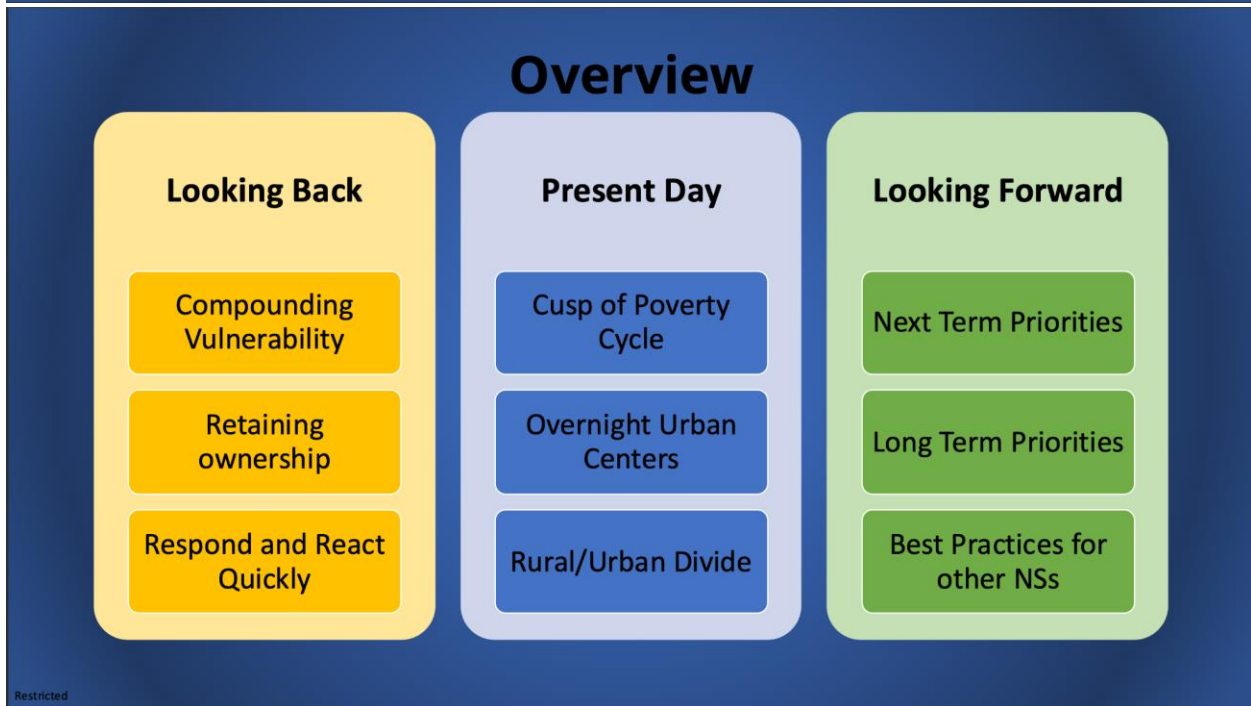
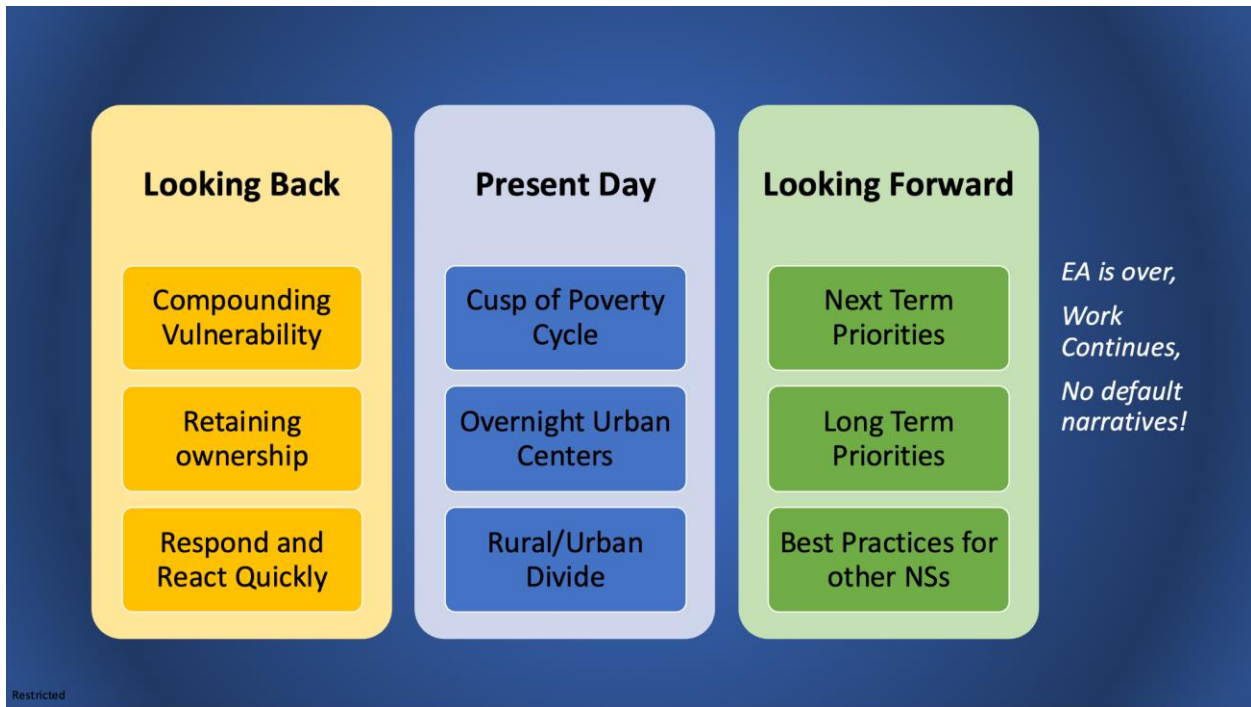
Rural/Urban Divide

- > lack of income options
- > inability to purchase resilient goods
- > depleted coping mechanisms
- > increasing vulnerability

Shift from shelter to transitional urban planning (seasonality, accessibility, public services, markets, value chains)

Agency/economy vs. shelter and public services -> vulnerability spiral tightens

Restricted





Theme 1: Operations and Activities

19 March 2025

Restricted

Overview

Looking Back

Compounding Vulnerability

Retaining ownership

Respond and React Quickly

Present Day

Cusp of Poverty Cycle

Overnight Urban Centers

Rural/Urban Divide

Looking Forward

Next Term Priorities

Long Term Priorities

Best Practices for other NSs

Restricted

3 – 5 key Challenges and Successes of the EQ Operation

Trigger Questions on Operational Management and Activities

Please identify challenges, successes, and recommendations in this broad theme, with ensuring attention to the areas identified below, *where relevant to your group*:

- Management processes of Disaster Teams
- Disaster Preparedness activities in offsetting or mitigating impacts in the response phase
- Disaster response activities
- Recovery processes and activities
- Systematically addressing community needs and ensure inclusivity in response programs.

3 – 5 Recommendations: Trigger Questions



Define potential methods to systematize and disseminate these best practices across teams and stakeholders.



Identify gaps and areas and potential improvements for future operations



Develop recommendations to address weaknesses and enhance future responses.



Theme 2: Coordination and Collaboration

19 March 2025

Restricted

Overview

Looking Back

Compounding Vulnerability

Retaining ownership

Respond and React Quickly

Present Day

Cusp of Poverty Cycle

Overnight Urban Centers

Rural/Urban Divide

Looking Forward

Next Term Priorities

Long Term Priorities

Best Practices for other NSs

Restricted

3 – 5 key Challenges and Successes of the EQ Operation

Trigger Questions on Coordination and Collaboration

Please identify challenges, successes, and recommendations in this broad theme, with ensuring attention to the areas identified below, *where relevant to your group*:

- Coordination mechanisms between the crisis desk and team directorates.
- Communication and operational efficiency in response
- Nutrition service coordination
- Information system
- Internal collaboration and communication in recovery
- Systematic reporting, integrated data management system, feedback and response mechanism(CEA)
- Coordination between units and external stakeholders

3 – 5 Recommendations: Trigger Questions



Define potential methods to systematize and disseminate these best practices across teams and stakeholders.



Identify gaps and areas and potential improvements for future operations



Develop recommendations to address weaknesses and enhance future responses.



Session 3: Policies, Systems, and SOPs

19 March 2025

Overview

Looking Back

Compounding
Vulnerability

Retaining
ownership

Respond and React
Quickly

Present Day

Cusp of Poverty
Cycle

Overnight Urban
Centers

Rural/Urban Divide

Looking Forward

Next Term Priorities

Long Term Priorities

Best Practices for
other NSs

Restricted

3 – 5 key Challenges and Successes of the EQ Operation

Trigger Questions on Policies, Systems, and SOPs

Please identify challenges, successes, and recommendations in this broad theme, with ensuring attention to the areas identified below, *where relevant to your group*:

- Adherence to national and international disaster-related legislation
- Systematic collection of feedback from affected communities.
- Systematic integration of feedback received from affected communities
- Coordination of financial, accounting, and cost-management processes
- Timeliness and efficiency of financial operations in future scenarios
- Approaches for long-term recovery projects
- Identify best practices and innovative approaches implemented during the operation.

3 – 5 Recommendations: Trigger Questions



Define potential methods to systematize and disseminate these best practices across teams and stakeholders.



Identify gaps and areas and potential improvements for future operations



Develop recommendations to address weaknesses and enhance future responses.



Session 4: Refining, Voting, and Prioritization

19 March 2025

Refining, Prioritization, and Voting

Review your recommendations – refine, reorganize if needed, check for duplication

Recommendations will be divided into thematic groups – Theme 1, 2, 3

3 rounds of voting will take place – one per theme; use your stickers to vote for the ones which you believe are 'highest priority'



Thank you and close

19 March 2025

Restricted

February 6 Earthquakes Lessons Learned Workshop

Date: 25-28 February 2025

Venue: Büyük Abant Hotel, Bolu, Türkiye

Agenda	
Day 1 (25/02/2025)	
<p>18:00 - 18:40 (40 min) Welcome Remarks</p>	<ul style="list-style-type: none"> • Welcome speech by Aslan Turgut Bulut, Director of Disaster Recovery and Climate Change, Türk Kızılay (10 min) • Welcome speech by Bülent Öztürk, Operations Manager, IFRC Türkiye (10 min) • Introduction by Cyandra Carvalho, Consultant, IFRC (10 min) • Security briefing by the hotel management (10 min)
Day 2 (26/02/2025)	
<p>08:45 - 09:30 (45 min) Opening</p>	<ul style="list-style-type: none"> • Group Activity: 3 Rivers
<p>09:30 - 10:45 (90 min) Theme 1: Operations & Activities</p>	<ul style="list-style-type: none"> • Thematic introduction by the facilitator (30 min) • Single-table work: Identifying challenges & successes (30 min) • Double-table work: Developing recommendations (30 min)
10:45 - 11:00 (15 min) Coffee Break	
<p>11:00 - 12:30 (90 min) Theme 1: Presentations & Feedback</p>	<ul style="list-style-type: none"> • Group presentations on recommendations (30 min) • Feedback loops: Free-choice engagement (30 min) • Revised recommendations presentations (30 min)
12:30 - 13:30 (60 min) Lunch	
<p>13:30 - 14:45 (90 min) Theme 2: Coordination & Collaboration</p>	<ul style="list-style-type: none"> • Thematic introduction by the facilitator (30 min) • Single-table work: Identifying challenges & successes (30 min) • Double-table work: Developing recommendations (30 min)
14:45 - 15:00 (15 min) Coffee Break	
<p>15:00 - 16:30 (90 min)</p>	<ul style="list-style-type: none"> • Group presentations on recommendations (30 min) • Feedback loops: Free-choice engagement (30 min)

Theme 2: Presentations & Feedback	<ul style="list-style-type: none"> Revised recommendations presentations (30 min)
Day 3 (27/02/2025)	
09:00 – 09:15 (15 dk) Activity	<ul style="list-style-type: none"> Narrative activity (15 min)
09:15 – 10:45 (90 min) Theme 3: Systems, Policy, & SOPs	<ul style="list-style-type: none"> Thematic introduction by the facilitator (30 min) Single-table work: Identifying challenges & successes (30 min) Double-table work: Developing recommendations (30 min)
10:45 – 11:00 (15 min) Coffee Break	
11:00 – 12:30 (90 min) Theme 3: Presentations & Feedback	<ul style="list-style-type: none"> Group presentations on recommendations (30 min) Feedback loops: Free-choice engagement (30 min) Revised recommendations presentations (30 min)
12:30 – 13:30 (60 min) Lunch	
13:30– 14:45 (75 min) Prioritization and Final Reflections	<ul style="list-style-type: none"> Group reflections & plenary discussion led by the facilitator (30 min) Walkabout & voting on top 10 takeaways (30 min) Final reflections & workshop closure by the facilitator (30 min)
14:45 – 15:00 (15 min) Coffee Break	
15:00 – 17:00 (120 min) Closing Remarks	<ul style="list-style-type: none"> Closing speech by Prof. Dr. Fatma Meriç Yılmaz, President, Türk Kızılay (15 min) Closing speech by Jessie Thomson, Head of Delegation, IFRC Türkiye (15 min) Certificate Distribution
Day 4 (28/02/2025)	
11:30 Departure Time	

Participants are divided into 9 sectoral groups, each seated at two tables.

Single-table work: Participants work in smaller teams (half-group) focusing on challenges or successes.

Double-table work: Full-group collaboration for developing recommendations.

Turkiye EQ 2023 Insights

Operations and Activities

	Challenges	Achievements
D E S K R E V I E W	<p>1) Health and Sanitation Deficiencies: Youth addiction, inadequate lighting, and poor sanitation could pose significant health and safety risks. Improved infrastructure, including water purification and waste management, could also be improved.</p> <p>2) Rising Domestic Violence and Social Strain: Overcrowding in container cities can lead to an increase in domestic violence. Socio-cultural activities and workshops had been recommended to mitigate these issues.</p> <p>3) Barriers to Financial Access and Assistance: Vulnerable groups, including the elderly and people with disabilities, faced difficulties accessing cash assistance due to limited ATMs, withdrawal challenges, and low literacy rates.</p> <p>4) Limited Educational and Psychosocial Support: Education access for children was identified as a challenge, along with gaps in psychosocial support services, requiring targeted interventions.</p> <p>5) Safety and Security Concerns: Increased security presence and transport services may be needed. The lack of social spaces for children and adult males highlighted the need for recreational areas.</p>	<p>1) Optimized Resource Allocation: Leveraging ESSN programmatic infrastructure, and ESSN data collection, enhanced response efficiency and resource optimization.</p> <p>2) Enhanced Communication and Outreach: Expanding communication methods such as SMS, automated voice messages, and in-person support improved access for individuals with low literacy.</p> <p>3) Strengthened Feedback and Community Engagement: Utilizing digital tools and engaging community leaders fostered trust and improved decision-making processes.</p> <p>4) Coordination with Humanitarian Actors: Collaborative efforts minimized duplication and enabled targeted, needs-based interventions.</p> <p>5) Provision of Essential Non-Food and Shelter Assistance: Distribution of hygiene kits and ensuring secure, warm shelters have been key successes in response efforts.</p>
F I E L D		<p>1) Rapid Response and Flexibility: Many participants emphasized that they reached the field quickly in the first days of the earthquake and covered critical needs such as food and hygiene. In some provinces, providing hot meals to tens of thousands of people daily, organizing container sites with food packages, and distributing tents, etc., were seen as significant achievements.</p> <p>2) Psychosocial Support and a Multi-Disciplinary Approach: Addressing not only the physical but also the psychological and sociological needs of disaster victims (PSS, child protection, health, etc.) was considered a positive development. Multi-stakeholder and multi-sectoral efforts (protection, food, health, water-sanitation, livelihoods, etc.) were deemed effective in disaster recovery.</p>

Coordination & Collaboration

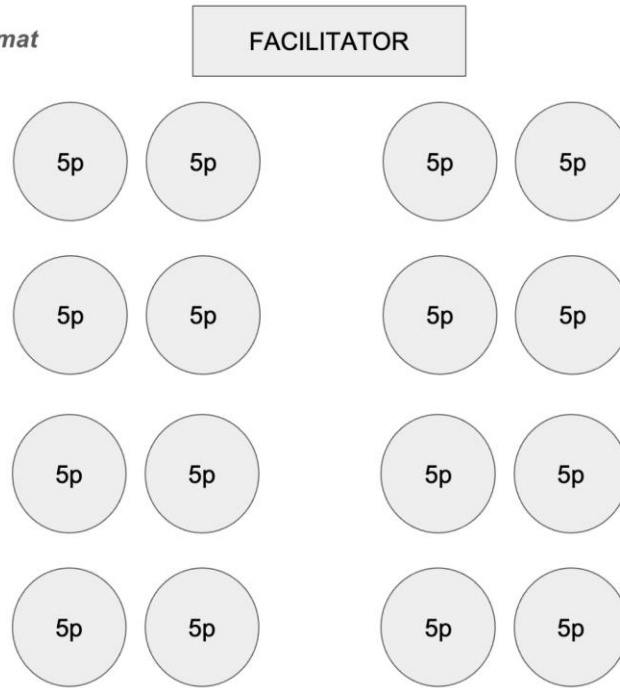
	Challenges	Achievements
D E S K R E V I E W	<p>1) Limited Awareness of Eligibility and Feedback Mechanisms: Recipients may lack knowledge of eligibility criteria and feedback channels, leading to confusion and limited engagement.</p> <p>2) Fragmented Humanitarian Coordination: Lower collaboration between organizations and government agencies may result in duplicated efforts and inefficient resource use.</p> <p>3) Gaps in Information Transparency: Communication gaps <u>on</u> aid distribution may have led to increased confusion, clear guidelines and direct communication channels could be used to offset this.</p> <p>4) Tracking of Child Protection Needs: Economic instability and loss of parents increase child labor risks. Coordinated tracking systems may be needed.</p> <p>5) Data on Livelihood Recovery: Lack of comprehensive assessments can hinder informed decision-making. Regularized structured studies on economic damage and market demand remained essential.</p>	<p>1) Improved Institutional Trust: Türk Kızılay and IFRC have gained recognition among recipients, strengthening transparency and trust.</p> <p>2) Enhanced Communication Mechanisms: Use of WhatsApp bots, SMS, printed materials, and field staff improved aid-related information sharing.</p> <p>3) Stronger Humanitarian Partnerships: Collaboration between government, nonprofits, and the private sector optimized resource allocation and reduced duplication.</p> <p>4) Commitment to Livelihood Assessments: Planned studies on economic damage and employment needs supported long-term recovery efforts.</p> <p>5) More Targeted Assistance: Adjusting cash transfers based on household size improved satisfaction and equitable resource distribution.</p>
L E A R N I N G	<p>1) Coordination and Communication Gaps: Repeated issues included multiple teams working in the same area without being aware of each other's activities. Different units (various directorates, branches, volunteers, etc.) not adhering to a single plan at times caused information overload and loss of efficiency.</p>	<p>1) Team Spirit and Collaboration with Stakeholders : Team solidarity was highlighted as one of the most important factors accelerating on-the-groundwork. Coordination meetings with local authorities (governors, district governors), other NGOs, and public institutions played a major role in clarifying duties and sharing resources.</p> <p>2) Use of Local Resources and Donation Management: Some teams noted that renting vehicles/logistics locally or coordinating local donations sped up operations and reduced costs. There were successful examples in donation management and fund usage (e.g., collaborations with international organizations).</p>

Policies, Systems, and SOPS

	Challenges	Achievements
D E S K R E V I E W	<p>1) Limited Adaptability of Feedback Mechanisms: Feedback channels lacked diversity, limiting accessibility. Expanding digital options may enhance responsiveness.</p> <p>2) Capacity Constraints in Support Systems: Increased demand overwhelmed call centers and service providers at times. Strengthening automation and coordination may be considered.</p> <p>3) Communication Barriers: Literacy differences can hinder information clarity. More accessible materials and staff training could resolve this.</p> <p>4) Financial Assistance: While most recipients were satisfied, some found support insufficient for essential expenses.</p> <p>5) Low Awareness of Institutional Roles: Limited knowledge of institutional support can impact trust. Clearer communication can improve engagement.</p>	<p>1) Effective Use of Feedback Channels: Multiple options, including call centers and direct staff interaction, ensured accessibility. Expanding digital communication would enhance adaptability.</p> <p>2) High Satisfaction with Cash Assistance: Cash for Protection programs improved living conditions and managed protection concerns effectively.</p> <p>3) Improvements in Programme Delivery: Strengthening financial service provider coordination and call center enhancements increased efficiency.</p> <p>4) Enhanced Communication Clarity: Efforts to address literacy and language barriers through clearer materials and staff training improved inclusivity.</p> <p>5) Commitment to Transparency: Raising awareness about institutional roles has strengthened trust and ensured recipients understand available assistance.</p>
L E A R N I N G	<p>1) Staffing Levels, Qualifications, and Task Distribution: "Lack of qualified personnel," "Unclear job descriptions," and "Team cohesion issues" were among the most frequently mentioned weaknesses. Sending staff to the disaster zone without adequate training, having people from different specialties forced to handle unfamiliar tasks, and relying too heavily on volunteers for extended periods all posed challenges. Some participants emphasized, "This work cannot be done solely with volunteers; the number of professional disaster personnel must be increased."</p> <p>2) Logistics and Data Management: The heavy procedural or disorganized nature of logistics in procurement, vehicles, warehouses, etc. slowed the process in an emergency setting. The use of multiple, disconnected reporting systems—entering the same data repeatedly in different formats, internet outages, etc.—made large-scale data management difficult. Having too few staff collecting data in the field or lacking training in data entry affected the consistency of records.</p> <p>3) On-the-Ground Conditions and Staff Motivation: In long-term assignments, the lack of adequate shelter, food, rest, and psychological support for personnel caused burnout and decreased motivation.</p> <p>4) Standard Operating Procedures (SOP), Plans, and Policy Gaps: Some participants said that pre-disaster written procedures were either insufficiently distributed or staff were simply not aware of them. The lack of regular drills and training during the preparation phase led to uncertainty about "who would do what" during the disaster</p>	<p>1) Use of Existing (In-house/National) Systems: Some participants stated that the quick deployment of institutional reporting or communication systems (Power BI, WhatsApp groups, Microsoft Teams, AYDES, etc.) was beneficial. Certain digital applications—such as the Disaster Request System, location sharing, and tracking mobile catering vehicles—were cited as helpful in the field.</p>

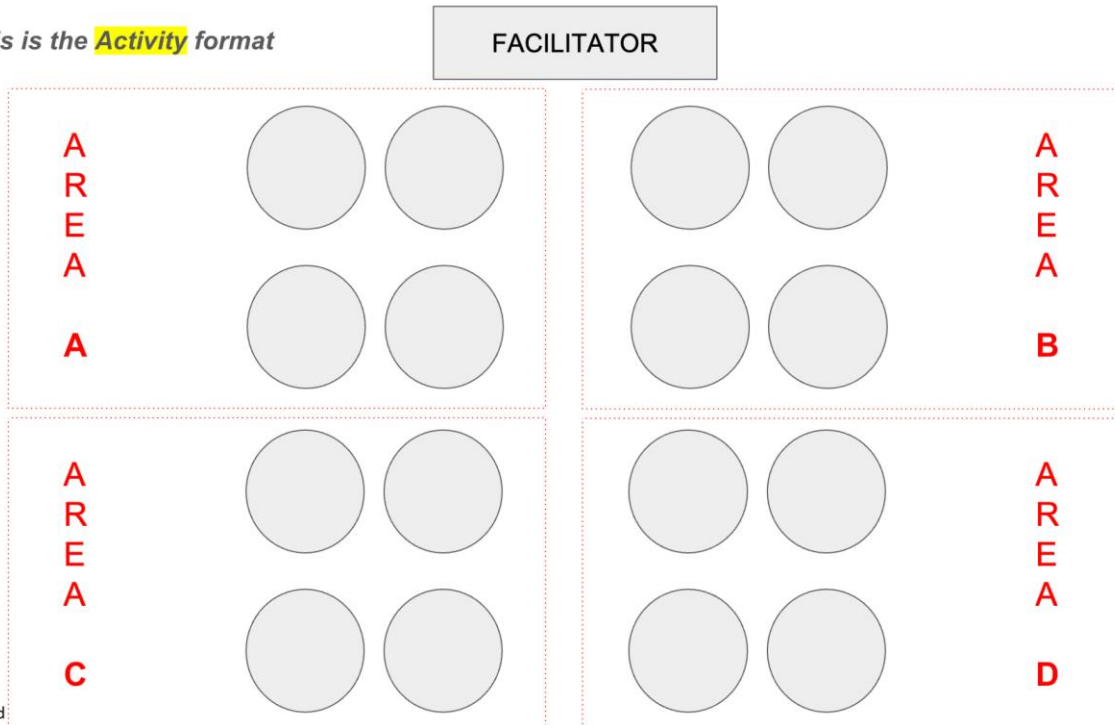
Annex E: Groups and Floorplan - Subfacilitators Reference

This is the **plenary format*



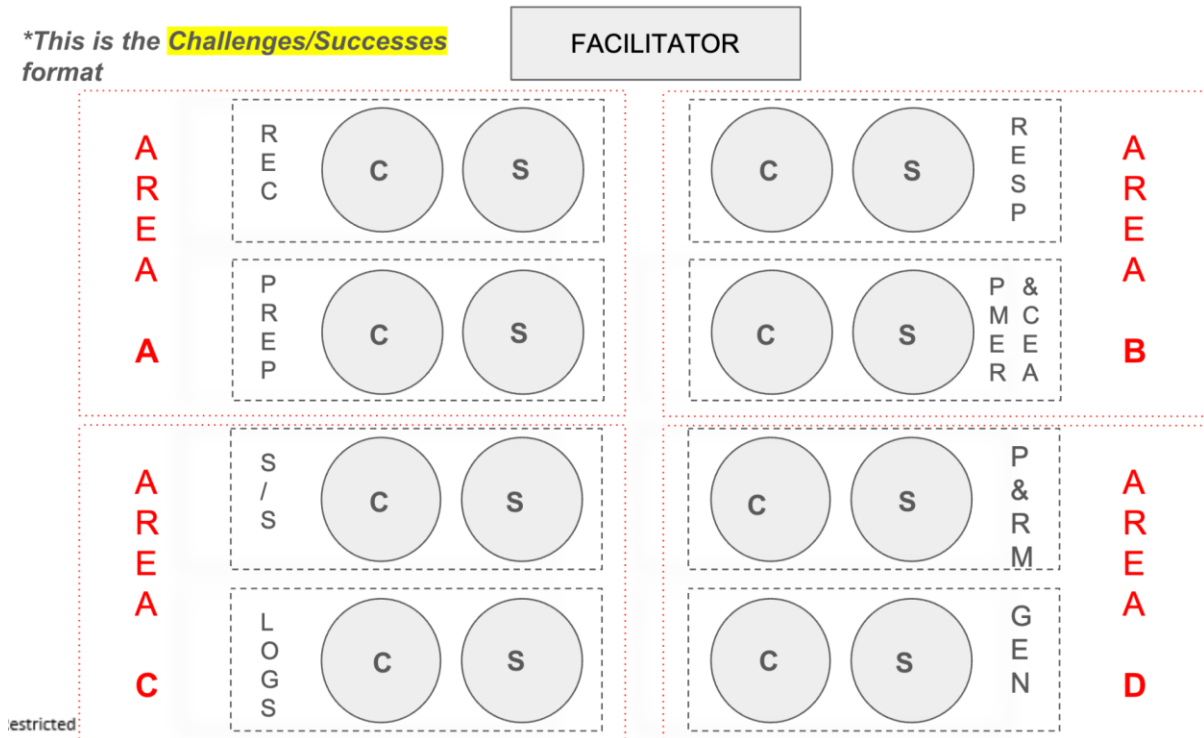
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This is the **Activity format*

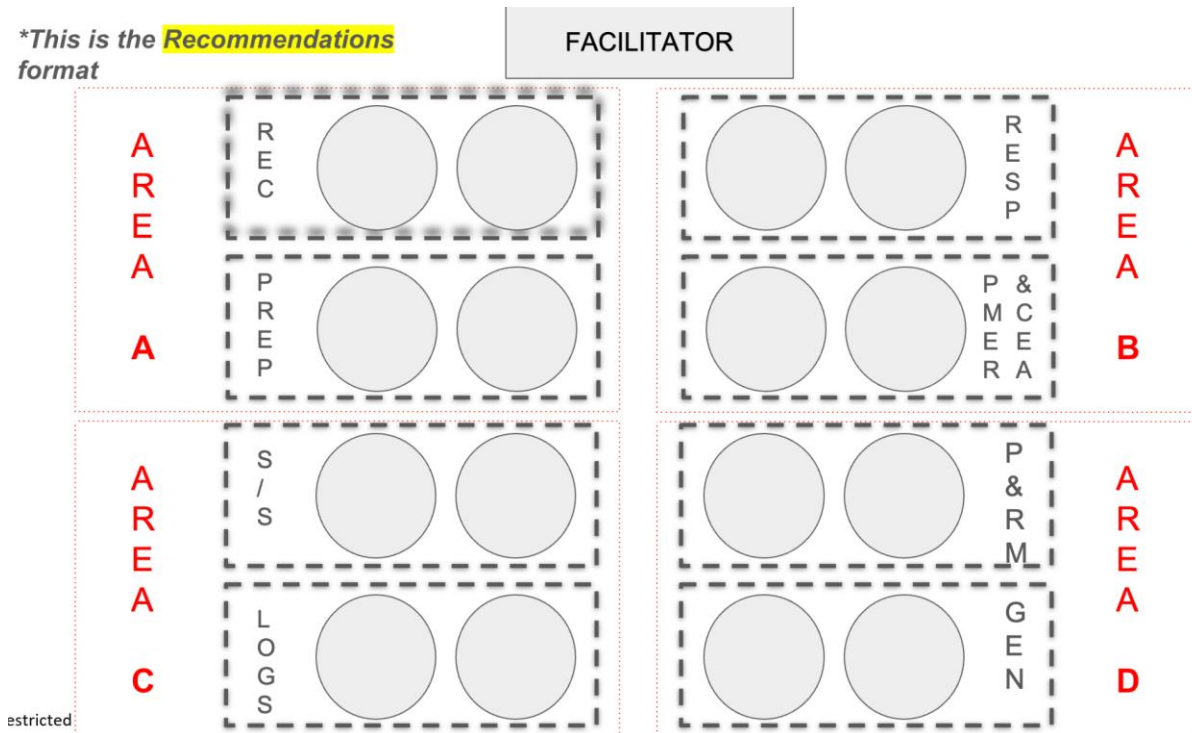


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*This is the **Challenges/Successes** format



*This is the **Recommendations** format



DISASTER PREPAREDNESS

- **Disaster communication 1,2,3**
- **Facilitating teamwork and management 1,2,3**
- **Capacity Building Trainings 2**
- **Equipment 1**
- **Strengthening the capacities of local communities 1**
- **Coordination (Internal&External) and Legislation 1**
- **Logistics 1**
- **Needs Assessment 1**
- **Information dissemination (Field) 1**
- **Internal/ External Coordination 1**
- **Security 1**
- **Staff wellbeing 1**
- **Establishment and functioning of feedback mechanisms 1**

EMERGENCY RESPONSE

- **Team organisation and management 1,2,3**
- **Capacity building 2**
- **Equipment 1,2**
- **Internal/ External Coordination 1,2,3**
- **Services 1**
- **Needs Assessment 1,3**
- **Legislation (Turkish Disaster Management Plan, SOP, Internal Legislation) 3**
- **PMER 1,2,3**
- **Partnerships 1,2,3**
- **Staff psychological wellbeing 1,3**
- **Communication 1,2**
- **Documentation 3**
- **Feedback mechanisms 1,3**
- **Internal cooperation**
- **Media**
- **Social Media Management**
- **Decision making**
- **Managing crises related to processes affecting the organisation's image**
- **Communication with stakeholders**
- **Senior management difficulties**
- **Resource management**
- **Information dissemination**

RECOVERY

- **Facilitating teamwork and management 1,2**
- **Legislation 3**
- **Resource management 3**
- **Partnerships 2**
- **Needs assessment 1**
- **Services 1**
- **Capacity building 1**
- **Staff psychological wellbeing 1,3**
- **Documentation 3**
- **Feedback mechanism 3**

CEA-PMER

- **CEA activities in disaster management cycle 1**
- **Culturally sensitive approaches 1**
- **Community involvement 1**
- **Feedback and complaint mechanism 1**
- **Involving the Community in assessing needs 1,2,3**
- **Information dissemination mechanisms 1**
- **Legislation 1**
- **Mechanisms for the dissemination of accurate information 3**

SUPPORT SERVICES

- **Procurement (Field and central Office) 1,2,3**
- **Finance 1,2,3**
- **HR 1,2**
- **Volunteer recruitment and management 1,2,3**
- **Legislation 3**
- **Co-operation with relevant support services units within the organisation 1,2,3**

PARTNERSHIPS

- **Collaborations with stakeholders and funders 2**
- **Collaboration between relevant departments within the organisation 2**
- **Information dissemination, transparency 1,2,3**
- **PMER 1,2**
- **Legislation, protocol 1,2**

Resource management 1,3