TURKISH RED CRESCENT
2016-2020
STRATEGIC PLAN
STRATEGIC PLANNING PROCESS

PRELIMINARY WORKS AND TRAINING

Firstly, a project team which carries out works in the stage of preparing the plan is organized and trainings required for increasing competence in terms of technique is taken. Business plan is made by the project team in order to prepare the plan and a booklet including task, authority and responsibilities of Strategic Planning Commissions and project groups which support to preparing plan under Working Principles of Strategic Planning.

ANALYSIS

A survey about how historical development, legal liabilities, current structure, member-volunteer and personnel profiles of Turkish Crescent are perceived by public, stakeholder institutions / organizations and branch offices, operation review of the previous years and literature studies are made in terms of analysis.

❖ Analysis Guide on Current Structure and Analysis of Supplementary Statement

Information on which resources structures related to our organizations have, which aspects need to be developed, activities carried out with domestic and foreign stakeholders, strength and weakness which they have and possible opportunities and threats and additional data are analyzed.

❖ Survey Studies

Member and Volunteer Surveys: It is carried out in order to detect how organization structure and activities of Turkish crescent are perceived by members and volunteers and so-called survey is filled by 3264 members and volunteers in total 690 branches.

Public Perception Survey (National Survey): It is carried out in order to detect awareness on Turkish Red Crescent and its activities and how Red Crescent is perceived by public and so-called survey is filled by (NUTS-2) 3645 citizens in 26 cities which generally represent Turkey in terms of socioeconomic condition.

Online Survey for Foreign Stakeholders: It is carried out in order to detect how Turkish Red crescent is perceived by institutions/organizations and total 101 surveys is filled in the following percentages; 75% Public; 8% Non Governmental Organizations; 8% Universities; 4% Private Sector and 4% Others.

❖ Literature Review

With the so-called review, we have compared our existing activities with the information obtained by developing previously performed external environment analysis in the light of scientific information on several counts and evaluated effectiveness of the methods related to the performed activities.

❖ Joint Meetings

Joint meetings are organized in order to determine strategic priorities of our organization, receive opinions of our foreign stakeholders and make a future plan. Vision, mission, objectives and strategies for 2020 of our organization are clarified in the lift of information obtained from analysis and meetings.
OUR MISSION

"Providing aid for needy and defenseless people in disasters and usual periods as a proactive organization, developing cooperation in the society, providing safe blood and decreasing vulnerability"

OUR VISION

"Organisation which is taken as a model in Humanitarian aid service in Turkey and in the world; and the Organisation which is with people in their hardest time "

OUR BASIC AND COOPERATIONAL PRINCIPLES

HUMANITY
The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

IMPARTIALITY
It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

NEUTRALITY
In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

INDEPENDENCE
The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

VOLUNTARY SERVICE
It is a voluntary relief movement not prompted in any manner by desire for gain.

UNITY
There can be only one Red Cross or one Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

UNIVERSALITY
The International Red Cross and Red Crescent Movement, in which all Societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.

CORPORATE MANAGEMENT PRINCIPLES

TRANSPARENCY; The Turkish Red Crescent declares sufficient, accurate and comparable information on financial, real and economical issues regarding the institution on time and in a tangible and comprehensible way.

ACCOUNTABILITY; The Turkish Red Crescent clearly defines its rules and responsibilities regarding the management and gives account to its members, donators, stakeholders that it works with and to the public, within the frame-work of such responsibilities.

RESPONSIBILITIES; The Turkish Red Crescent ensures the conformity of its activities and services to the fundamental principles of the movement, which it is a member of, to relevant national and international legislation, corporate regulations, and social and ethical values.

JUSTICE AND EQUALITY; The Turkish Red Crescent Management adopts an equal and unprejudiced approach to-wards third parties in all its activities.
OUR ORGANIZATIONAL VALUES

JUSTICE
Red Crescent represents justice. It conveys its services to needy people without discrimination. It conducts its services for all societies abiding Basic Principles and Organizational Values of the International Movement.

Red Crescent describes “justice” as;

- Displaying the same attitude and behavior to every class, person and section without discrimination religion, language, race, nation and gender,
- Evaluating each condition and choice in a fair and objective way,
- Behaving in its all activities and services in accordance with justice,
- Supporting dissemination of humanistic values and permanent peace,
- A foundation of relationships among members of Red Crescent and makes it a culture in the organization.

OPEN COMMUNICATION
Red Crescent is far from molds and prejudices and is a sharer because of reason of its being. It shares information with benefactors, solution partners and society and makes it reachable.

Red Crescent describes “open communication” as;

- Sharing information and experiences,
- Providing interaction with the society,
- Being reachable, transparent and accountable,
- Constantly and simultaneously sharing information within the organization and makes it a culture in the organization.

COOPERATION
Red Crescent is symbol of cooperation and contribution. Red Crescent having its power from its historical roots and sensitiveness of community meets on a common ground and acts with its benefactors. Red Crescent promotes all kind of services with the power of community. Members of Red Crescent also serve with culture, tradition and experience obtained from the roots and give importance to cooperation.

Red Crescent describes “cooperation” as;

Dependence, team spirit, trust, collaboration, contribution and sharing and makes it a culture in the organization.
CONFIDENCE
Red Crescent provides confidence by carrying out its Basic Principles and Organization Values. It gives values protection of human dignity above all other things and guarantees it. Relationships among members of Red Crescent are based on confidence.

Red Crescent describes “confidence” as;

- Being confidential in terms of promise, business and activities,
- Foundation of success and reputation,
- Confidence and sustainability in relations,
- Providing service within its resources and capacity,
- Consistency
- An instrument to solve social problems and makes it a culture in the organization.

DIGNITY OF RED CRESCENT
Red Crescent is to feel pleasure of making common sense, conscience, tolerance, compassion and kindness of community into service. Member of Red Crescent are “goodness dervishes” who adopt and interiorize Basic Principles and Organization Values of Red Crescent, reflect them to their behaviors, attitudes and services and provide service in order to prevent human suffering. Being a member of Red Crescent which is under the auspices of Presidency that is the supreme position of the country is an honor.

Red Crescent describes “Dignity of Red Crescent” as serving humanity;

- Under its organization values and principles of International Movement,
- With a will and wisdom,
- With enthusiasm, passion and commitment,
- In a contemporary, modernist and different way.

Members of Red Crescent behave in a way not giving harm to “Dignity of Red Crescent” and make it a culture.
SUMMARY STRATEGY MAP OF TURKISH RED CRESCENT

VISION
“Organisation which is taken as a model in Humanitarian aid service in Turkey and in the world, and the Organisation which is with people in their hardest time”

1. Being sustainable model in order to meet blood needs by combining its experience with innovative technology and approaches and increasing community awareness

Providing safe blood and reducing vulnerability

Ensuring sustainable and safe blood donation in %100 percent of Turkey.

2. Establishing the efficient and quick response system and developing Project as sample and innovative by adopting risk management attitude for the preparation, response and rehabilitation.

Decrease in disaster vulnerability and helping to needy and vulnerable people in disasters and emergencies

Strengthening the international power (Use the 30% of budget for the International Humanitarian Aid Activities)

3. Delivering the supplies to needy people, determining the vulnerable people and support to social inclusion of them and increasing the social resistance.

4. Contribution to decrease disaster vulnerability in humanitarian diplomacy and international humanitarian activities and being a leading actor in the International Red Cross Red Crescent Movement.

5. Providing humanitarian aid services for vulnerable citizens and communities because of population movements by working in cooperation with national and international institutions and organizations

6. Increasing the awareness of the Turkish Red Crescent in its main activity fields, ensuring the behavioral change through enhancing donation and volunteering culture in the society, providing the perception of Turkish Red Crescent as a dynamic and model organization in Turkey and the world as well as selection of the Turkish Red Crescent in the donation and cooperation.

Developing the Cooperation in the Society

In order to realize its mission, producing doubled added value and attaining 1,25 billion Turkish Lira through increasing its donation and project resources.

7. Developing proactively resource creation projects

Developing and Varying Income Generation Activities

8. Creating more resources for the humanitarian relief by enhancing and diversifying income-generating activities in accordance with the Turkish Red Crescent mission

9. Carrying out corporate transformation to meet all needs which are changed in community and in sector

Carrying out Corporate Transformation

Branch Management
Efficiency
Monitoring and Evaluation
Internal Communication
Technology
Corporate Risk Management
Cultural Integrity and HR
Restructuring

Donation
Volunteering
Youth
Communication with the Society
Advocacy
Management of the Project Resources

Diagnosis and Treatment
Mineral Water
Location Units
Real Estate Management
MAIN OBJECTIVES – BASIC GOALS - STRATEGIC OBJECTIVE AND SUB-OBJECTIVES

MAIN OBJECTIVE 1: Providing Safe Blood And Reducing Vulnerability,
(Ensuring Sustainable and Safe Blood Donation in %100 percent of Turkey)

BASIC GOAL 1: Being sustainable model in order to meet blood needs by combining its experience with innovative technology and approaches and increasing community awareness

BLOOD SERVICES

Strategic Objective 1: Meeting Need for Blood in Turkey at the Rate Of 100%.
  Strategic Sub Objective 1.1: Providing safety of blood supply
  Strategic Sub Objective 1.2: Increasing population rate that “volunteer” donators can donate
  Strategic Sub Objective 1.3: Increasing rate of regular blood donation
  Strategic Sub Objective 1.4: Being unique partner of Ministry of Health in meeting need for blood and blood components of Turkey
  Strategic Sub Objective 1.5: Providing balance of financial income and expenses in a way that is sustainable and guarantees development

Strategic Objective 2: Supporting in order to Sustain TURKOK Program
  Strategic Sub Objective 2.1: Supporting project by providing training for volunteer stem cell donator and recording them under TURKOK Program

Strategic Objective 3: Being Raw Material Supplier in Plasma Fractionation Project (to be made by blood unit in accordance with the protocol made with SSI)
  Strategic Sub Objective 3.1: Providing domestic plasma to be used as a raw material for facility to be founded for production of medicine

Strategic Objective 4: Being a Model
  Strategic Sub Objective 4.1: Being a model as a center of perfection in this field
  Strategic Sub Objective 4.2: Earning income with consultation

Strategic Objective 5: Bringing synergy
  Strategic Sub Objective 5.1: Bringing synergy of blood services with diagnosis-treatment and new activities

Providing blood and blood components whose unique source is human metabolism from donators in a safe way and conveying them to transfusion centers of hospitals to give needy people in a safe way after necessary processes are evaluated among the most important activities of Turkish Red Crescent. Within this scope, Turkish Red Crescent aims to put standards of Turkish Red Crescent Blood Services above world standards, to make them a structure taken as a model and meet whole need for blood in our country with Safe Blood Supply Program in the period of 2016-2020 Strategic Plans.

Moreover; Turkish Red Crescent that actively began task of “Providing Stem Cell Donator” on 13.08.2014 after preparation works with 12 Volunteer Donor Center founded in Regional Blood Centers within its body will continue to record volunteer stem cell donor and support program with activities of conciseness raising and to accompany needy people who are waiting donation all around the world under TURKOK project in the next planning period.
Effective struggle against disaster risks is possible with developing and applying an approach model including decreasing risk, preparation, intervention and improvement processes which will abolish or decrease loss of life and property for a long time.

First step to decrease disaster risks is to raise conciseness of disaster in community. Under disaster management plan, Turkish Crescent aims to increase organizational intervention capacity for disasters, to increase service quality under main responsibility of Turkish Disaster Intervention Plan, to be quick and efficient in disaster interventions and to apply plans taken as a model to return life to normal after disaster for the purpose of preventing events that can be occurred or decreasing possible damages after disaster.
Focus of social applications and services in community is human and final objective of them is protection, reaching prosperity and receiving an equal share from this prosperity of human. Turkish Crescent will structure social service activities for social needs like in every field.

Turkish Crescent aims to meet needy people that nobody can reach with resources and to provide service for society with projects and activities which will increase social strength and cooperation.

In the new period, our social service approaches will be varied and developed in this way and services for old people (opening geriatric hospitals, nursing homes, etc.) will be carried out.

In new period strategies, Turkish crescent will give more places to activities and projects aimed at public health. Developed activities and projects not only will temporarily destroy effects of peoples in our county and the world but also will be aimed at producing long-termed and permanent solutions.
Turkish Crescent will continue to act with the aim of being a leading figure of Red Crescent-Cross Movement that conducts activities in both national and international fields, supports forming international norms, having local values and supporting global culture by developing itself in the new period.

Matters such as international programs, strategic partnerships, bilateral and multilateral relationships, external aids, humanitarian diplomacy, International Humanitarian Law, relationships with governmental and intergovernmental bodies and non-governmental organizations to be created in accordance with international diplomacy, strategy and coordination mechanisms have a big importance aimed at operating on disaster from end to end (in internal and external capacities) and increasing international respectability of Turkish Red Crescent with the reason of continuous improvement beginning before disaster. Therefore; organization must be handled meticulously in a way showing consistency and continuation in terms of policy and strategy in international field. Thus, standardization and improvement will be provided in process of international operations and needs of suffering and defenseless people will be met in the most effective way in crisis and disasters.

**Strategic Objective 1: Meeting Requirements of Suffered and Defenseless People in International Crisis and Disasters in the Most Effective Way**

- **Strategic Sub Objective 1.1:** Focusing on urgent aid and improvements in international field
- **Strategic Sub Objective 1.2:** Founding capacity of psychosocial service
- **Strategic Sub Objective 1.3:** Developing capacity of harboring & camping management
- **Strategic Sub Objective 1.4:** Establishing logistic infrastructure that supports international operations
- **Strategic Sub Objective 1.5:** Localizing international programs in terms of continent (decentralization)

**Strategic Objective 2: Using 30% Of Turkish Red Crescent’s Annual Budget for International Activities In Order To Become An International Player That Is Preferred For International Cooperation Projects**

**Strategic Objective 3: Ensuring the Standardization and Development In the Operational Functioning**

**Strategic Objective 4: Increasing The Recognition of Turkish Red Crescent’s Activities and Keeping the Rights of the Victim and Vulnerable People on the Agenda At An International Level**

Movement that conducts activities in both national and international fields, supports forming international norms, having local values and supporting global culture by developing itself in the new period.
Migration is a matter having a big importance in all geographies like our country. There is a critical increase in population movements in Turkey because of its geographical condition and itinerary. For this reason, more efficient policies on migration are determined and new regulations are made to apply them.

Because of these events in our country, Turkish Red Crescent aims to provide humanitarian services for individuals and societies who become sufferer after population movements in cooperation with national and international institutions and organizations. In accordance with this purpose, it aims to design a migration service model that will increase its capacity of responding to population movements, to provide cross-border aid and consciousness works for countries which take an intense refugee flow to prevent migration in its own place, to provide social services for refugees, to improve urgent and temporary harboring necessities of refugees and provide nutrition services under objective and minimum humanitarian standards for population movements.
Basic principle of Psychosocial Support works is based on maintaining an attitude which independencies that are respectful to values of individuals and society, integrities and self-coping mechanisms are known. For this reason, Turkish Red Crescent aims to conduct psychosocial support works in a way directly related to the above-mentioned 4 basic goals (Basic Goal 2-3-4-5). It aims to develop Psychosocial Support model and provide Psychosocial Support services which are supplementary samples for priority needy groups in Turkey while conducting so-called works.

Turkish Red Crescent draws its strength from donations of society which are one of its most important resources. Therefore, donation method has a big importance in terms of providing effective and efficient management of donations in a transparent and accountable way in the direction of our organization principles. Donation management provides necessary resource for activities and projects of Turkish Crescent to sustain its existence with humanitarian aid activities. In the new period, it is aimed to increase usual period donations by developing donation tools and methods related to donation management, provide donation integration by all kind of activities for donation processes and donor relationships organized by branches which are contact point with society and provide donation resource in the most effective and fastest way via both Central Office and branch offices in extraordinary conditions.
Volunteering underlies works of Red Crescent and Cross. In the new period, it is aimed for applying volunteer management in the most efficient and effective way to increase volunteer activities and active volunteer number who are assigned in these activities, determine volunteer management processes and increase volunteer works in central-local level. In addition, volunteers are important bridge between society and Turkish Red Crescent reflecting various viewpoints of society to the organization. Thus, both professionals and volunteers act together in defending organization and support strengthening image of the organization within society and developing volunteering culture in Turkey.

**MAIN OBJECTIVE 3: Developing the Cooperation in the Society** (In order to realize its mission, producing doubled added value and attaining 1,25 billion Turkish Lira through increasing its donation and project resources.)

**BASIC GOAL 6:** *Increasing the awareness of the Turkish Red Crescent in its main activity fields, ensuring the behavioral change through enhancing donation and volunteering culture in the society, providing the perception of Turkish Red Crescent as a dynamic and model organization in Turkey and the world as well as selection of the Turkish Red Crescent in the donation and cooperation.*

**YOUTH SERVICES**

**Strategic Objective 1: Evaluating Youths as A Leader Of Change**

- **Strategic Sub Objective 1.1:** Including youths in the system of Red Crescent
- **Strategic Sub Objective 1.2:** Increasing volunteering of youths which is an important mass
- **Strategic Sub Objective 1.3:** Increasing defense in raising competence of youths and reducing vulnerability in society

Youths have a big importance in terms of Turkish Red Crescent. Our youths have a critical importance because of being a sensitive mass in terms of both vulnerability and defensiveness of Red Crescent and humanitarian values. For this reason, it is aimed in the new period to include youths in the system of Red Crescent and increase volunteering of youths which has a big importance in volunteering.
Turkish Red Crescent aims to be perceived as a dynamic and model organization in Turkey and the world and preferred in cooperation by maintaining its objectives and developing strategies to reach its goals. In the direction of the so-called aim; it aims to develop defensive role in both Turkey and the world.

Determining communication strategies and policies have a critical importance for Turkish Red Crescent that is founded to give service to the society to strength its reputation with self expression and perceive of social values in a right way. For this reason, developing and popularizing communication system have a big importance for Turkish Red Crescent. Therefore, Turkish Red Crescent aims to raise awareness of society in terms of national and international activities to be carried out in the next period.
Today, institutions and organizations give importance to carry out their activities with suitable funds opened by funders (Private Sector, Foundations and other independent organizations, Embassies and Consulates, Public Institutions, International Organizations). Thus, it is provided for organizations to ensure financial sustainability and protection of organization resources.

Related to this approach, Turkish Red Crescent aims to support a part or all of organizational resources with fund resources, to provide financial sustainability and protect organizational resources while carrying out its activities by popularizing all works in both Central office and branch offices in order to adopt an organizational perception and management method in project management.

Turkish Red Crescent aims to create more resources for its humanitarian aid activities with incomes to be obtained by managing and varying income generating resources that are suitable for its mission in an efficient way and to reach more needy people with the obtained incomes. In the direction of the so-called aim, it aims to increase incomes and productivity by maintaining levels of current health operations that are operated by providing quality health service for society.
Turkish Red Crescent aims to create more resources for its humanitarian aid activities with incomes to be obtained by managing and varying income generating resources that are suitable for its mission in an efficient way and to reach more needy people with the obtained incomes. In the direction of the so-called aim, it aims to enlarge market rate of operations and increase productivity by developing new products.

Turkish Red Crescent aims to create more resources for its humanitarian aid activities with incomes to be obtained by managing and varying income generating resources that are suitable for its mission in an efficient way and to reach more needy people with the obtained incomes. In the direction of the so-called aim, it is aimed to increase capacity of tent production to be used in every field, to sell and market these products to gain income, to develop new products and increase productivity in a contemporary and confidential way and without sacrificing quality.
Turkish Red Crescent aims to create more sources for humanitarian aid activities and reach more people who need help with revenues that it will obtain by managing and varying its sources compatible with its mission in an effective way. Within the scope of the said aim it is intended to evaluate data about real estate in an effective and efficient way by keeping them up to date.

Development and sustainability of the sources of Turkish Red Crescent will be possible through our branches that directly contact with society, located countrywide and carry out efficient and standard activities by using local sources. Therefore it is aimed to develop capacities of branches, provide communication between General Center – branch and branches, and enable branches to provide new campaigns and activities for people who need help by activating members and voluntaries in the branches and increase support for existing companies in order to carry out activities of the branches efficiently with standard service programs.
Turkish Red Crescent aims to evaluate resources in the best way and to create new resources, to decrease costs in all activities, to simplify conducted works, increase production and quality, to accelerate time, human power, energy saving and information flow and to make an urgent decision.

Turkish Red Crescent aims to add value to managing activities that are suitable for strategic plan and regulation in an efficient, economic and productive way, to support organizational development, to make evaluations under an objective guarantee with a systematic and disciplined approach and to carry out decision, support and monitoring systems for management and audit aimed at reaching aims.
Turkish Red Crescent aims to create communication fields that staff in every stage of the organization will be informed, have confidence and pleasure and participate in terms of works conducted or to be conducted within the organization besides services provided for society. Therefore, it is planned to increase familiarity of activities in the organization by increasing internal communication in the organization.