
Türkiye Safety and Security Plan

VERSION : 1.02



FIELD READY

Safety and Security Plan

INTRODUCTION



This Security Plan, derived from Field Ready Türkiye (FR) CSP, aims to mitigate risks to Field Ready Türkiye (FR) Staff and assets for effective program delivery. Our safety and security philosophy prioritizes:

- The Primacy of Life and the right to withdraw
- Precautionary measures, allowing decisions to withdraw or evacuate at any organizational level
- A paramount acceptance strategy, with protective measures as needed
- Deterrence as a last resort, including suspension of activities if necessary
- A commitment to Do No Harm, ensuring staff and stakeholder safety

Objectives of our Security and Safety Plan is as follows:

- Minimizing identified risks while acknowledging residual risk
- Enabling program objectives under challenging conditions through risk mitigation
- Reducing individual staff risk to an acceptable level aligned with Field Ready Türkiye (FR) 's parameters
- Protecting Field Ready Türkiye (FR) property, assets, and reputation. Our Security System relies on Risk, Threat, and Vulnerability Assessments, conducted systematically and ad hoc as needed. Continual Context Analysis helps us understand and address factors that could impact program continuity and safety. Standard Operating Procedures detail risk mitigation measures under normal conditions.

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Risk-, Threat- and Vulnerability Assessments are foundational to our Security System and are undertaken in a systematic planned manner and on an ad hoc basis where the risk profile has changed or when an issue/situation has arisen that may have a detrimental impact on our security posture.

Context Analysis is conducted continually to better understand our operational environment and establish which factors such as political-, security-, socioeconomic-, and legal influences may adversely impact program continuity and safety.

Several Standard Operating Procedures (SOPs) support the Security Plan, in expanding further on risks and the mitigating measures to be applied, by whom and to which standard, under normal operating conditions.

GUIDING PRINCIPLES

Primacy of Life

The utmost priority is the physical security and safety of our staff, which takes precedence over safeguarding assets or materials. While staff should exercise caution with equipment and assets, they should avoid putting themselves in unnecessary danger.

Proportionate Risk

In order to assist those most in need, Field Ready Türkiye (FR) must be willing to accept a certain level of risk. This risk level should be balanced according to the benefits the program aims to achieve, as indicated by the Program Criticality. However, accepting risk does not justify negligence or inadequate planning. Risk assessment and management should be ongoing processes, with continuous monitoring and regular review of operational decisions, while prioritizing risk mitigation measures whenever feasible.

Independence and Neutrality

Field Ready Türkiye (FR) Türkiye must uphold its independence from any government, organization, group, or individual it engages with. Failing to do so could pose serious risks to staff and programs. It's imperative for Field Ready Türkiye (FR) staff to ensure that their actions, opinions, and personal affiliations do not compromise the organization's independence and neutrality.

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Applicability:

This plan applies to all Field Ready Türkiye (FR) personnel (expatriates, locals), volunteers, consultants, visitors, and expatriate dependents residing in Türkiye under Field Ready Türkiye (FR)'s jurisdiction. Prior to arrival, individuals should review the Safety and Security Plan and pre-arrival information for Field Ready Türkiye (FR) in Türkiye. The Director is tasked with ensuring staff are acquainted with the plan, conducting in-country briefings, and maintaining a security briefing register.

CONTEXT ANALYSIS:

- Türkiye (Listeni/'tərki/; Turkish: Türkiye ['tyrcije]), officially known as the Republic of Türkiye, is a parliamentary republic that is located in both Western Asia and Southeast Europe. It is bordered by eight neighboring countries including Syria, Iraq, Iran, Armenia, Azerbaijan, Georgia, Bulgaria, and Greece. The country is surrounded by three seas: the Black Sea to the north, the Mediterranean Sea to the south, and the Aegean Sea to the west. The Turkish Straits, comprised of the Bosphorus, the Sea of Marmara, and the Dardanelles, act as the boundary between the regions of Thrace and Anatolia, and also separate Europe and Asia.
- Türkiye is a constitutional republic that values democracy and secularism, and boasts a rich cultural heritage. Turkish is the official language and spoken by around 85% of the population, while ethnic Turks make up the majority at 70-75%, with Kurds being the largest minority at 18%. Sunni Islam is the predominant religion, with Alevis representing the largest religious minority. As a member of the UN, NATO, OECD, OSCE, OIC, and G-20, Türkiye has earned recognition as a regional power. Its strong economy and diplomatic efforts have led to negotiations for full membership in the European Union, with the country joining the EU Customs Union in 1995.
- In Türkiye, the National Police is responsible for security in urban areas, while the Jandarma oversees rural and border areas, both under the Ministry of Interior's control. The military has authority over external security and border control. While civilian authorities maintain effective control over law enforcement officials, insufficient measures to investigate and punish abuse and corruption persist. As a result, some members of the security forces have committed abuses.

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- The upcoming Municipal Elections in Türkiye, scheduled for March 31st, 2024 represent a momentous occasion as both political parties and mayor candidates will be elected. Municipal elections in Türkiye are crucial for local governance, occurring every five years. They allow citizens to elect mayors and council members who oversee vital services like waste management and urban planning. These elections are fiercely contested, with parties and candidates campaigning on local issues. Strict regulations ensure fairness and transparency. Results can reflect national political sentiment, impacting the broader political landscape. Overall, municipal elections are essential for democratic governance in Türkiye. This security advisory outlines essential guidelines and recommendations for fostering a secure environment throughout the electoral process.

Economy in Türkiye

- Turkish lira decline during 2018-2022 crisis impacted USD-based nominal GDP; high inflation persists in early 2020s.
- Past 20 years saw financial and social advancements in Türkiye's economy, but recent slowdown due to external/internal factors, reduced reforms, and overreliance on construction. Erdoğan's unorthodox policies led to increased inflation and currency devaluation.
- December 2022 data: Türkiye's annual inflation at 85.51% in October, a 24-year high; slightly below expectations after central bank rate cuts despite rising prices. Inflation surged after lira collapse and rate cuts influenced by Erdogan.
- As of 2024, Türkiye's economy faces challenges with high inflation rates, currency volatility, and concerns about external debt levels. Efforts to stabilize the economy include monetary policy adjustments and structural reforms, but progress has been slow. The government aims to boost economic growth and attract foreign investment, but uncertainties persist, requiring careful monitoring.

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Terrorism in Türkiye

- **PKK / FETO / ISIS / DAESH**

- Türkiye-PKK conflict: armed conflict between Türkiye and Kurdish insurgent groups demanding independent Kurdistan or autonomy and rights for Kurds.
- Main group: Kurdistan Workers' Party (PKK)
- Insurgency mainly in southeastern Türkiye since PKK's founding in 1978
- Intensified efforts against PKK since July 2015 with bombing raids in eastern Türkiye and northern Iraq
- Urban warfare in eastern towns as government forces attempt to regain control
- Detention of hundreds of ISIS, PKK, and FETO members; ongoing conflict for over three years
- Increased security measures and a concrete wall along the Syrian-Turkish border
- Operation Peace Spring (9 Oct 2019): eliminate terror elements in Syria, ensure Turkish border security, and facilitate the return of displaced Syrians
- New operation in Idlib against Assad Regime (27 Feb 2020): fourth military operation in Syrian Civil War; response to Assad Loyalist attacks on Turkish forces
- Moscow agreement: "additional protocols" to Sochi Agreement, redefining battle lines and creating a buffer zone

- **Türkiye DHKP-C/THKP-C/MLKP (Far left terror) conflict**

- The anti-western, far left, proscribed terrorist group, THKP/C-Acilciler (Turkish People's Liberation Party/Front) and the linked DHKP/C (Revolutionary People's Liberation Front) remain active and launched a series of attacks in Istanbul in 2015 targeting the Turkish police and judiciary. The DHKP/C attacks have mainly targeted the Turkish authorities and US diplomatic missions.

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HUMANITARIAN SITUATION IN TÜRKİYE

Due to the ongoing civil war in Syria, approximately 5 million Syrians have fled their country. In response, Türkiye enacted the "Temporary Regulation Law" in 2014, granting Syrians "Temporary Protection" status and regulating their rights and responsibilities. As of 2017, Türkiye hosts an estimated 3 million refugees. The government provides provisions for education and employment, and many Syrians find informal work in sectors like agriculture and construction. Recently, Türkiye has granted Turkish citizenship to some Syrian professionals, sparking tensions between Turkish and Syrian populations.

Since February 2018, due to increased insecurity (e.g., Operation Olive Branch and the state of emergency extension), Syrians with temporary protection IDs are barred from inter-provincial travel without police authorization. Reports indicate detentions and fines of up to 1,000 TRY for unauthorized travel. This restriction hampers the movement of Field Ready Türkiye (FR) partners' staff between field sites, hindering trainings and workshops.

Türkiye hosts a significant refugee population, including over 3.7 million Syrians under temporary protection and 330,000 international protection status holders and asylum-seekers of various nationalities. While most Syrian refugees reside across Türkiye's provinces, a small percentage stays in temporary accommodation centers managed by the Presidency of Migration Management (PMM). In 2021, refugees were considered for resettlement in 14 countries, with close to 7,400 departing for resettlement, mainly Syrians and Afghans. Over 98% of Türkiye's refugees live in urban, peri-urban, or rural areas, with less than 2% in Temporary Accommodation Centers.

Location Situational Analysis

Following the earthquakes in Kahramanmaraş and Gaziantep, a state of emergency was declared in 11 affected provinces by Presidential decree, which remains in effect. The provinces listed in the decree include Adıyaman, Adana, Gaziantep, Diyarbakır, Kilis, Hatay, Osmaniye, Malatya, and Şanlıurfa. Hatay, Adıyaman, and Malatya are among the most severely affected, while the others experienced moderate impact.

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Gaziantep

Gaziantep, Türkiye's 6th largest city with a population of 2.154 million, is located 45km from the Syrian border and has been home to Field Ready Türkiye (FR)'s main office since 2020. The city serves as a coordination hub for various international non-governmental organizations (INGOs), UN bodies, and the Syrian Interim Government. Despite ISIS attacks in 2016, Gaziantep has experienced relative calm since 2017, with only occasional minor incidents involving drug gangs and petty crimes. For instance, a police raid in Binevler in 2017 resulted in no injuries or casualties. However, certain high-risk areas are deemed off-limits for international staff during evenings as a precautionary measure.

İstanbul

Istanbul, Türkiye's most populous city with 15.907 million residents, has faced numerous attacks, including ISIS-led suicide bombings in the Sultanahmet district and on Istiklal Street in 2016, and the tragic New Year's Eve attack at the Reina nightclub in 2016-17. In response, the city has significantly enhanced its security measures since 2017. The most recent terrorism-related incident occurred on November 13, 2022, in the Taksim Square area, resulting in six fatalities and 81 injuries. Following the attack, Turkish authorities apprehended a Syrian woman as the primary suspect.

While most crime in Istanbul is non-violent, concerns persist regarding both crime rates and the audacity of criminals. Incidents involving foreigners usually occur in popular tourist destinations like Taksim Square, Istiklal Caddesi, Sultanahmet, and the Grand Bazaar. Pickpocketing and theft are common in these areas, particularly targeting distracted tourists carrying valuables. To stay safe, visitors are advised to carry minimal valuables and maintain heightened vigilance.

Hatay

The security situation in Hatay is stable and relatively calm compared to other provinces in southern Türkiye. Due to its proximity to the Syrian border and recent security incidents in Türkiye, there has been an increase in security checkpoints in the region. Hatay is the third province in Türkiye hosting over 433,000 Syrian refugees, with some residing in government-built camps near the Reyhanli sub-province.

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To enhance border security, the Turkish government constructed a concrete wall along its 560-mile border with Syria, aiming to prevent infiltration by groups like the PKK and ISIS, as well as illegal border crossings. Despite these measures, some individuals still attempt to cross the border illegally, leading to confrontations with border guards. Field Ready Türkiye (FR) is assisting implementation partners in Antakya and Reyhanli to address humanitarian needs in the region.

a. Antakya

Antakya is the largest and central sub-province of Hatay, comprising of Antakya and Defne Municipality and bisected by the Asi River. It is historically significant to Syrian refugees, as it used to belong to Syria, and locals speak Arabic, making life easier for refugees than in other Turkish cities. The security situation is generally calm and Turks and Syrians live in peace. However, an earthquake (EQ) recently hit the province, destroying or severely damaging most buildings, and killing thousands. Survivors are living in camps and tents in rural areas, supported by UN agencies, International and Non-Governmental Organizations (I&NGOs) and government institutions.

b. Reyhanli

Reyhanli is a district in Türkiye's Hatay sub-province, near the Syrian border. Security checkpoints are increased due to security incidents in other parts of Türkiye and the border with Syria. Over 100,000 Syrian refugees live in Reyhanli. The Turkish government is building a wall along the 560-mile border with Syria to prevent PKK attacks and illegal crossings. On 21 Jan 2018, Reyhanli was hit by rockets and artillery shells fired by YPG groups in Afrin. On July 5 2019, a car exploded in Reyhanli near the border with Syria, killing three Syrians. TNP stated the explosion was from a bomb inside the vehicle. In October 2019, Türkiye launched Operation Peace Spring, a military operation across the northeast Syrian border, controlling a large area. Reyhanli is used as a border gate for the operation and military movement is intense. Reyhanli is more secure than the past two years, but there is a high population of IDPs due to the EQ hitting the city center. Istanbul's population is officially 15.907.051 million, the most densely populated in the country. Istanbul has seen some bombing and shooting incidents, including a 2016 ISIS-led suicide bombing in the Sultanahmet district that killed ten German nationals.

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Kilis

Kilis had not been hit by cross-border shelling since the start of the Euphrates Shield operation by the Turkish army to push ISIS from the border. However, when the Olive Branch operation was launched on January 20, 2018, rockets and artillery shells were fired by the YPG based in Afrin and fell into Kilis. The shelling resulted in the death of many people including Syrian refugees. The crossing border with Syria (Bab al-Salam border) is open for humanitarian shipments from Türkiye to Syria and for commercial movement, as well as for the movement of NGO staff.

Adıyaman

Adıyaman is a city in southeastern Türkiye. It is the administrative centre of Adıyaman Province and Adıyaman District.[5] Its population is 267,131 (2021).The inhabitants of the city are mostly Kurdish and a bit conservative province.The city was one of the worst affected by the February 2023 Türkiye-Syria earthquakes. Many buildings were destroyed and many lives lost in part because bad weather and damage to the transport infrastructure delayed the arrival of rescue teams.

Malatya

Malatya is a large city in the Eastern Anatolia region of Türkiye and the capital of Malatya Province with 814.386 of population. The city has been a human settlement for thousands of years. The inhabitants are mostly Turkish and minority Kurdish. In February 2023, the city suffered huge damage as a result of the Türkiye–Syria earthquake.

Ankara

Ankara is the capital of Türkiye, with a population of 5.846.533. On October 10, 2015, a major ISIS terrorist attack occurred, with twin suicide bombers detonating at a leftist peace rally, killing 102 and injuring over 400. The rally had a strong Kurdish presence and was held at the main train station. In Feb/Mar 2016, PKK claimed responsibility for bombs targeting vehicles carrying military workers and civilians. On Nov 9, 2018, police detained more than 20 people linked to ISIS in Ankara and on Nov 20, more than 51 teachers with suspended links to the coup were also detained. Security is mitigated by police presence, including raids, checkpoints and other measures. However, further ISIS-led attacks cannot be ruled out, particularly at large gatherings such as political rallies.

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STRUCTURAL ANALYSIS

1. Armed Conflict

While clashes between Turkish security forces and the PKK are becoming more frequent in the far southeast of Türkiye, it's worth noting that these areas lie outside of FR Türkiye's areas of operation (AoO) within the country. However, there is still a potential risk that clashes could spill into FR Türkiye's AoO, which could disrupt programming and potentially endanger staff. Nevertheless, given the current geographic location of the clashes, the likelihood of FR Türkiye staff being directly impacted remains low.

2. Terrorism

Field Ready Türkiye (FR), as a local organization, operates with an awareness of the regional security dynamics. While it has Western connections due to its resource of funds, its local nature and lower profile relative to international non-governmental organizations (INGOs) potentially lessen its visibility as a target. Although there is a presence of terrorist activities in Türkiye, there's no significant history of direct targeting towards NGOs, which may imply an even lower risk for a local entity like FR. It's important to note that while Türkiye has faced security challenges, particularly notable between late 2015 and early 2017, the broad geographical spread and sporadic nature of these incidents suggest a minimal direct threat to FR.

3. Crime

While Türkiye has no significant history of kidnappings for ransom, the potential for such incidents cannot be completely discounted. This risk is particularly heightened in border town areas like Reyhanlı, where the proximity to conflict zones, such as Syria, increases the likelihood of such occurrences. The primary criminal threats for visitors in Türkiye are sexual assault and mugging. Despite Türkiye generally being regarded as a safe destination for tourists, it's crucial for visitors to remain vigilant and take appropriate precautions to mitigate potential risks. Sexual assault can occur in any country, and Türkiye is no exception. However, the prevalence of such incidents may vary based on the location and social context. Areas with a high concentration of nightlife or large crowds are more prone to such crimes. Additionally, mugging is a prevalent security concern for tourists, especially in tourist areas, public transportation, and crowded markets, where thieves target individuals carrying valuables or cash.

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Factors contributing to the risks:

- **Cultural Differences:**

Foreign visitors may face increased risks due to cultural differences and language barriers. Miscommunication or misunderstanding of local customs and social norms can inadvertently lead to unsafe situations.

- **Alcohol Consumption:**

Alcohol consumption can impair judgement and lower inhibitions, increasing the likelihood of sexual assault or mugging incidents. Visitors should remain aware of their surroundings and avoid excessive alcohol consumption, especially in unfamiliar areas.

- **Solo Travel:**

Solo travelers may be more vulnerable to opportunistic criminals targeting tourists. It is essential to take extra precautions and remain vigilant when traveling alone.

4. Civil Unrest

Protests/demonstrations occur in Türkiye, especially in the southeast, related to political, Kurdish or Syrian issues. On Dec 6, 2018, thousands protested U.S. President Donald Trump's recognition of Jerusalem as the capital of Israel and attacks to Palestine by killing thousands of civilians and Israel's persistence to not cease the fire which started on 7th October 2023 with the attack of Hamas, spreading across Türkiye, including Gaziantep. Most protests are peaceful, but clashes and tear gas may occur. Field Ready Türkiye (FR) staff may be impacted by tear gas, but impacts will be minor and not long-lasting. Most activities in the region are organized by political/leftist groups and the political opposition to the incumbent Government is limited to peaceful, symbolic protests/marches.

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5. Hazards:

Türkiye faces frequent traffic accidents and a range of natural disasters, including earthquakes, floods, landslides, wildfires, and droughts, which pose significant risks to infrastructure, the economy, and the population. While earthquakes are relatively common in Türkiye, the Field Ready Türkiye (FR) office is located somewhat away from earthquake-prone regions. However, the devastating earthquakes in February 2023 had notable implications for Field Ready Türkiye (FR) operations and facilities. Additionally, fires are a regular occurrence in Türkiye, with a high probability of causing material damage and potentially impacting Field Ready Türkiye (FR) staff.

a. Traffic Accidents:

Traffic accidents pose a critical threat to public safety in Türkiye, impacting lives, property, and the environment. As a security advisor, it's imperative to conduct a thorough assessment of the traffic accident landscape in the country and propose viable solutions to mitigate this pressing issue. In recent times, Türkiye has experienced a surge in traffic accidents, leading to fatalities and injuries. Factors such as the nation's expanding population, rapid urbanization, and the proliferation of vehicles on the roads are significant contributors to the elevated accident rates.

Common Causes of Traffic Accidents

- Human factors: Driver error, negligence, and risky behaviors such as speeding, driving under the influence of alcohol or drugs, and using mobile devices while driving significantly contribute to traffic accidents in Türkiye.
- Vehicle factors: Poor vehicle maintenance, overloaded vehicles, and technical issues can lead to accidents.
- Environmental factors: Poor Road conditions, inadequate traffic management systems, and unfavorable weather conditions can also contribute to traffic accidents.

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Statistics and Trends

- According to the Turkish Statistical Institute (TurkStat), traffic accidents have decreased in recent years, but the number of fatalities and injuries remains high.
- The majority of accidents occur in urban areas, with the most common type being collisions between vehicles.
- Motorcyclists and pedestrians are among the most vulnerable road users.

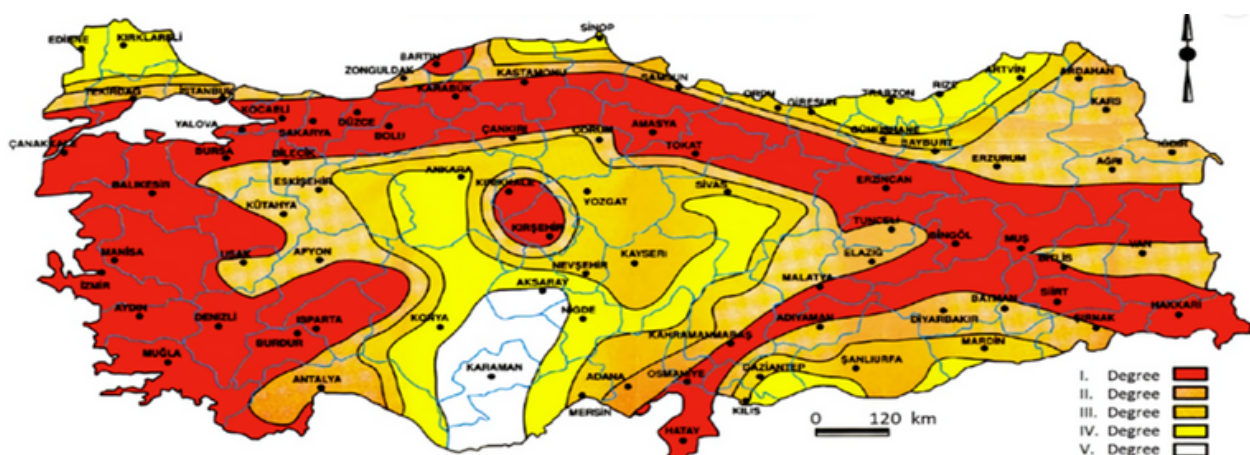
Government Initiatives and Regulations

The Turkish government has implemented various measures to improve road safety, including stricter traffic laws, enhanced enforcement, and public awareness campaigns. Examples of these initiatives are:

- The Road Traffic Safety Strategy and Action Plan
- The Highways Traffic Law No. 2918
- The National Road Safety Action Plan

b. Earthquakes:

Türkiye is a country with a long history of seismic activity due to its location on several major fault lines. As a result, earthquakes have been a frequent occurrence in the region, causing widespread damage, loss of life, and displacement. In this overview, we will discuss the major earthquakes that have occurred in Türkiye, their causes, and the country's response to them



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Causes of Earthquakes in Türkiye:

Türkiye is located in a seismically active region that is at the junction of three tectonic plates, namely the Eurasian, Arabian, and African plates. This makes Türkiye highly susceptible to earthquakes, as the movement of these plates creates stress and strain in the Earth's crust, which can result in seismic activity. Türkiye's most active fault line is the North Anatolian Fault, which runs east to west along the length of the country.

Major Earthquakes in Türkiye:

Over the years, Türkiye has experienced several devastating earthquakes, some of which have resulted in significant loss of life and property. Some of the major earthquakes in Türkiye include:

1999 Izmit Earthquake:

The Izmit earthquake occurred on August 17, 1999, and had a magnitude of 7.4. It caused widespread damage in the northwest region of the country, including Istanbul. The earthquake resulted in over 17,000 deaths and more than 43,000 injuries.

2011 Van Earthquake:

The Van earthquake occurred on October 23, 2011, and had a magnitude of 7.2. It struck the eastern province of Van and resulted in over 600 deaths and thousands of injuries.

2020 Izmir Earthquake:

The Izmir earthquake occurred on October 30, 2020, and had a magnitude of 7.0. It struck the Aegean Sea, off the coast of the city of Izmir, and resulted in over 100 deaths and thousands of injuries.

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2023 Karamanmaras Earthquake::

- On Feb. 6, a magnitude 7.8 earthquake occurred in southern Türkiye near the northern border of Syria. This quake was followed approximately nine hours later by a magnitude 7.5 earthquake 7.5 located around 59 miles (95 kilometers) to the southwest.
- The first earthquake was the most devastating to hit earthquake-prone Türkiye in more than 20 years and was as strong as one in 1939, the most powerful recorded there. It was centered near Gaziantep in south-central Türkiye, home to thousands of Syrian refugees and the many humanitarian aid organizations also based there.
- The Turkish government is leading the response there through coordination by AFAD and with the Turkish Red Crescent. State authorities declared a level-4 emergency leading to a call for international assistance. Turkish President Recep Tayyip Erdogan declared a three-month state of emergency in 10 of the country's provinces.
- Governments around the world were quick to respond to requests to for international assistance, deploying rescue teams and offering aid.

Türkiye's Response to Earthquakes:

- Government has implemented earthquake-resistant building codes and retrofitting of older buildings to make them more resistant to earthquakes.
- Emergency management system activated in event of an earthquake, involving coordination of efforts of various agencies (Turkish Red Crescent, Turkish Armed Forces, Ministry of Health) to provide assistance.
- National earthquake monitoring and warning system providing real-time information about seismic activity.

c. Floods:

Türkiye is prone to floods, esp. in coastal areas, due to heavy rain and poor urban planning, resulting in flash floods and landslides. In July 2020, a major flood caused destruction and fatalities. To address this, the Turkish government has implemented a flood management system, incl. flood protection infrastructure, early warning systems and emergency relief. On 15th March 2023, another flood hit Şanlıurfa, Adıyaman and Malatya, triggered by earthquakes in Kahramanmaraş on Feb 6. 16 people died in Şanlıurfa and 4 in Adıyaman, with Diyarbakır, Mardin and other cities flooded

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d. Landslides:

Landslides are common in Türkiye, especially in mountainous regions. They are caused by heavy rain and seismic activity, and the most recent major one occurred in August 2018, resulting in over 20 deaths and several injuries. The government has implemented a monitoring system to identify high-risk areas and take preventive measures.

e. Wildfires:

In Türkiye, wildfires are on the rise, especially in the Mediterranean region due to hot and dry weather conditions and human activities like uncontrolled burning and forest neglect. The August 2021 wildfires caused significant harm and casualties. The government has implemented a wildfire management system comprising fire prevention measures, early warning systems, and emergency response plans.

f. Droughts:

Droughts are recurrent in Türkiye, especially in the southeast, due to low rainfall and climate change causing water shortages and agricultural losses. In 2018, a major drought caused significant crop losses and water scarcity. The government has implemented a drought management system, which involves water conservation, drought-resistant agriculture, and emergency relief for affected communities.

VULNERABILITY ASSESSMENT

Weaknesses

- **Limited Resources:** Local NGOs often face constraints in terms of financial resources, staffing, and infrastructure, which can hinder their ability to effectively implement programs and projects.
- **Lack of Technical Expertise:** Due to limited funding and access to training opportunities, local NGOs may lack specialized technical expertise in areas such as project management, monitoring and evaluation, and fundraising.
- **Dependency on External Funding:** Many local NGOs rely heavily on external funding sources, which can make them vulnerable to fluctuations in donor priorities, funding cycles, and changes in political or economic conditions.

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- **Weak Governance Structures:** Some local NGOs may have weak governance structures, including ineffective leadership, unclear decision-making processes, and insufficient accountability mechanisms, which can undermine organizational effectiveness and sustainability.
- **Limited Outreach and Visibility:** Local NGOs may struggle to raise awareness about their work and engage with key stakeholders, including communities, government agencies, and donors, due to limited communication and outreach capacities.
- **Insufficient Networking and Collaboration:** Local NGOs may operate in isolation from other organizations and stakeholders, leading to missed opportunities for collaboration, resource-sharing, and collective action.
- **Vulnerability to Political Interference:** In certain contexts, local NGOs may face challenges related to political interference, including government restrictions on their activities, harassment, and intimidation of staff, which can undermine their independence and effectiveness.
- **Lack of Long-Term Planning:** Due to the pressures of day-to-day operations and funding constraints, some local NGOs may struggle to engage in long-term strategic planning and organizational development, which can limit their ability to adapt and respond to changing needs and priorities.

Strengths

- Field Ready Türkiye (FR) has open-ended registration in Türkiye and is in full compliance with the Turkish labor law and all other relevant laws and regulations.
- Field Ready Türkiye (FR) is believed to have high levels of acceptance within the various communities in which it operates.
- Field Ready Türkiye (FR) operates under a low-profile in Türkiye which is useful as it allows Field Ready Türkiye (FR) to operate 'under the radar.' Concerns over terrorist attacks, for example, are mitigated by the low-profile approach.

RISK SUMMARY (THREAT PROBABILITY X IMPACT X = RISK LEVEL)

The overall Risk Level for Türkiye is MEDIUM

Threat / hazard	Probiity	Impact	Current risk rating	Mitigation	Residual risk
Road traffic accident	4	5	20 = Very High	Rented Vehicle depending on the needs. Pre-departure briefings conducted. Drivers managed well and not overworked. Rules of the roads adhered to, and local norms and speed limits respected.	Medium
Civil unrest	4	5	20 = Very High	Effective communication and alert systems. Monitor security information from all sources including local and international media. Keep visits to government/ official districts to essential only and limit time there. Contingency plans in place. Avoid crowded areas/ protests/ political rallies etc. Remember RI neutrality/ independence (all values) in actions and language/ discussions with all actors.	High
Crossfire	2	5	10 = Medium	Avoidance of hazardous areas (East Türkiye and near the border areas). Cross check all information received no matter how insignificant it might sound at first. Security rules and regulations in place are understood and adhered to by all.	Low
Snakes + scorpions	3	3	9 = Medium	Remain in populated areas and don't walk in the plants if you don't see the ground. Get information from locals. Always use torches when outside at night. Know where anti-venoms are available.	Low
Fraud, corruption, nepotism	4	4	16 = High	Respect of all Field Ready Türkiye (FR) policies – anti-corruption, HR and finance	Medium
Vendetta	4	4	16 = High	Field Ready Türkiye (FR) staff must strictly refrain from any tribal dispute. Staff may temporarily be relocated if the risk for the individual becomes too high. Never talk about security issues, politics or religion in public.	Medium
Psychological hardship / PNG	4	4	16 = High	Always take rest periods, regular leave. Seek advice from trusted and experienced colleagues if you are unsure. Never talk about security issues, politics or religion in public, over the phone or by email. Never get involved in political activities. Limit posting in social media to things which cannot be viewed as dangerous by the intelligence. Contacts to security forces / intelligence must be limited to staff authorized to do so. Media statements must always be approved by the Director. Encrypt when transmitting sensitive documents. Digitalize all sensitive documents and destroy hardcopies.	Medium
Kidnapping	2	5	10 = Medium	Don't trust people too quickly. Respect SOP's. Connect with local security services. Keep and open line with local contacts in all areas of operation. Cross check all information received no matter how insignificant it might sound at first. Be aware of possible/ attempted surveillance and report anything unusual. All movements subject to approval. Contingency plan in place.	Low
Cash transport	2	5	10 = Medium	Strive to use banking system for cash transport as much as possible. Always apply the 'four-eye principle' if you must do it yourself. Security training. Avoid routine (dates, times, routes) when you get cash for the office from the bank. Keep a low profile. Be vigilant for surveillance and report anything suspicious to the Focal Point.	Low

Burglaries / break-ins	3	4	12 = High	Key holders limited to essential only / Access control protocol and visitors log / Staff training / Situational awareness / surveillance detection / Cash handling policies revised and adhered to / attack recognition skills / SOPs / local security rules and regulations in place are understood and adhered to by all / All staff aware of the need to report anything suspicious to Focal Point.	Low
Flooding / limited movement / drought /Earthquake	3	4	12 = High	Rented Vehicle equipment (winch, shovels, tiring ropes). Assessment of earthquake resistance of buildings and checking damage detection through e-government Training staff on what to do in case of earthquakes and floods and conducting drills.	Low
Medical emergency	3	5	15 = High	First aid training for all staff members. Medical facilities identified in all field locations including areas of field activity implementation. First aid kits available in all Field Ready Türkiye (FR) and Syria offices. Advanced first aid kits available in all Field Ready Türkiye (FR) offices, Syria Offices.	Medium
Fire / bad electrical installations	2	5	10 = Medium	All Field Ready Türkiye (FR) premises should be assessed by a recognized electrician and proposed recommendations tackled asap. All premises must be equipped with extinguishers and smoke detectors. Field Ready Türkiye (FR) staff are trained in fire-fighting. Evacuation drills are implemented.	Low
Theft, petty crime	5	3	15 = High	Use common sense. Avoid no-go zones. Keep a low profile. Never carry valuable items when walking. Always prioritize vehicle over foot movement, especially in the evening. Carry only the cash amount needed for the evening + 500 TL 'robbery cash'. Never carry bags or even rucksacks when walking at night	Low
Vector borne diseases	5	3	15 = High	Strict and permanent use of mosquito nets and repellents. Medical facilities identified in all field locations including areas of field activity implementation.	Low
Water borne diseases	3	4	12 = High	Field Ready Türkiye (FR) staff should only drink bottled or thoroughly cooked water. Provision of enough water in all offices, sub-offices, vehicles and at field activity sites. Food must be cooked; vegetables and fruits peeled. Hand-sanitizing before each meal.	Low
Arrest	3	4	12 = High	Respect of all SOPs, local cultures and the code of conduct. Always be respectful towards officials and security forces. Never talk about security issues, politics, or religion in public. Focus on neutrality and humanitarian principles. Never get involved in any political activity or business with gold or other resources. Never participate in demonstrations. Refrain any statements on human rights or advocacy issues. Limit posting in social media to things which cannot be viewed as dangerous by the intelligence. Contacts to security forces / intelligence must be limited to staff authorized to do so. Media statements must always be approved by the Director. Encrypt when transmitting sensitive documents.	Low
Data theft	4	3	12 = High	Digitalize all sensitive documents and destroy hardcopies. Protect all laptops, PCs and smartphones with strong passwords and change them regularly. Respect Field Ready Türkiye (FR) IT manuals and policies. Encrypt transmission of sensitive documents.	Low

Heat	3	3	9 = Medium	Avoid dehydration. Use air-conditioners in rooms and vehicles. Always have enough drinking water reserves in all offices, sub-offices, vehicles, and field activity sites. Regularly check the hibernation kits – most important is enough water and emergency communication. Always sleep enough and eat well. Take your rest periods and annual leave.	Low
Disgruntlement of suppliers / Beneficiaries	4	3	12 = High	Thoroughly plan all distributions; involve all representatives and elders / chiefs / authorities. Organize sessions with regular suppliers on Field Ready Türkiye (FR) logistics and payment procedures. Avoid late payments. Always attach info to each supplier contract.	Low
Violent crowds / intruders	2	5	10 = Medium	This risk related mainly to angry crowds, mobilized by insults on Islam as it happened in 2012. Mitigation: Good mix of acceptance, protection measures of all premises and deterrence (reliable contact to security forces who must arrive quickly for intervention).	Low
Armed robbery	2	5	10 = Medium	Respect curfews and no-go zones. Respect all mitigation measures provided above under 'Cash transport'.	Low
Heavy sand / dust storm	5	2	10 = Medium	Check weather forecasts before you go on a field mission. Stop your vehicle if surprised by a storm in a low position. Do not leave the vehicle and wait until it stops.	Low
Armed traffickers	3	3	9 = Medium	Avoid areas known to have trafficking activities. Connect with local security services. Cross check all information received no matter how insignificant it might sound at first. Movement SOPs/ security rules and regulations in place are understood and adhered to by all.	Low
Carjacking	2	4	8 = Medium	Field Ready Türkiye (FR) does not transport cash – must use banking services. Training of drivers and staff on carjacking and convoy procedures. Connect with local security services. Keep and open line with local contacts in all areas of operation. Cross check all information received no matter how insignificant it might sound at first. Movement SOPs/ security rules and regulations in place are understood and adhered to by all. All staff aware of the need to report anything suspicious to line management/ Focal Point.	Low
Attack on distribution site	2	3	6 = Low	Avoidance of hazardous areas. Staff training. Connect with local security services. Cross check all information received no matter how insignificant it might sound at first. Movement SOPs/ security rules and regulations in place are understood and adhered to by all.	Very low
Bad preparation, lack of communication	2	3	6 = Low	Always be well prepared for any field mission.	Very low
Sexual violence, rape	4	5	20= High	Medical facilities identified in all field locations including areas of field activity implementation. Connect with local security departments. Cross check all information received no matter how insignificant it might sound at first. Movement SOPs/ security rules and regulations in place are understood and adhered to by all. All staff aware of the need to report anything suspicious to line management/ SFP. Women should be non-critical staff (first out in an evacuation).	Medium

Landmines / UXO	1	5	5 = Low	Avoid unpaved areas. Do not enter hazardous areas. Don't be curious and don't touch anything suspicious!	Very low
Aerial bombing	1	5	5 = Low	Contingency plans in place and understood by all. Communication and alert systems in place. Connect with local security services. Cross check all information received no matter how insignificant it might sound at first.	Very low
Chemical weapons	1	5	5 = Low	Avoid areas at risk for attacks with chemical weapons. Connect with local security services. Cross check all information received no matter how insignificant it might sound at first. SOPs/ security rules and regulations in place are understood and adhered to by all.	Very low
Ambush	1	5	5 = Low	Avoidance of hazardous areas. Staff training.	Very low
Terrorist attacks	2	3	6 = Low	Connect with local security services. Cross check all information received no matter how insignificant it might sound at first. SOPs/ security rules and regulations in place are understood and adhered to by all. All staff aware of the need to report anything suspicious to line management/ Focal Point.	Very Low
Expulsion of FR	2	5	10 = Medium	Strict adherence to neutrality and humanitarian principles. Never any formal statement on security issues, politics or religion in public, over the phone or by email. Never get involved in political activities. Contacts to security forces / intelligence must be limited to staff authorized to do so. Media statements must always be approved by the Director.	low
Armed conflict	2	5	10 = Medium	Contingency plans in place and understood by all. Communication and alert systems in place. Connect with local security services. Keep and open line with local contacts in all areas of operation. Cross check all information received no matter how insignificant it might sound at first. Evacuate non-essential staff is deemed necessary.	low
Exposure to pesticides	1	3	3 = Very low	This risk was identified by Field Ready Türkiye (FR) staff in the agriculture fields, due to reports of humanitarians exposed to pesticides in a specific area. Mitigation: Monitor constantly the risk with relevant partners / individuals and avoid the affected areas.	Very low
Looting	1	3	3 = Very low	Mitigation: strict application of SOPs for all Field Ready Türkiye (FR) premises.	Very low
Checkpoints	2	1	2 = Very low	Staff training. Respectful behavior towards those manning the checkpoint. Having all documents and permissions in good order.	Very low
Cultural acceptance / different cultures	2	3	6 = Low	Do not send women alone. Vehicle on standby. Good communication between team members. Ask before entering. Females should not go alone to the beneficiaries.	Very low

Safety and Security Plan

RISK MITIGATION AND INCIDENT MANAGEMENT

Risk Management Structure and Strategies

The Director is responsible for security risk management in the country of operation. Focal Point will ensure the efficient day-to-day running of security management under the guidance of the Director, but all members of staff have a part to play.

Routine security management is the responsibility of the Director.

All staff (including consultants, visitors and volunteers) are required to:

- Have a strong understanding of the vision and purpose of the program.
- Communicate important information on the security of staff and/or program to Director.
- Adhere to security procedures in this Safety and Security Plan.

Roles & Responsibilities:

Individual & Collective Responsibility - Security is, first and foremost, an individual responsibility. Each individual is responsible for their safety and security.

Security is also a collective responsibility. Field Ready Türkiye (FR) staff members share collective responsibilities as follows:

- All staff must be aware of their surroundings and communicate security information.
- All senior staff must be involved in risk analysis, developing and updating local security guidelines, refusal to follow procedures and security decisions will result in disciplinary action.
- All staff must observe security guidelines and report any breaches thereof, as non-reporting may put the Field Ready Türkiye (FR) team at serious risk.

Director - The Director is ultimately responsible for all staff operating in the field, including their safety and security.

Specific responsibilities:

Efficient security management requires good preparation and coordination. Individual staff members have specific security-related roles and responsibilities.

Safety and Security Plan

The right to self-defense: The following policies are designed to maximize security in the majority of situations and Field Ready Türkiye (FR) staff will be expected to show considerable restraint in the face of provocation and potentially life-threatening situations. None of the policies or procedures overrules the individual's inherent right to self-defense.

Equal rights: No single member of staff takes priority over another. Field Ready Türkiye (FR) values the security of our staff equally. However, we recognize that the threats and risks associated with individual staff members will be different across the team and that this will require different approaches to managing their security.

Weapons and armed security: Firearms are typically not allowed in Field Ready Türkiye (FR) 's security management, and individuals carrying them cannot access transportation, accommodations, offices, or meetings involving Field Ready Türkiye (FR) staff.

Corruption: The Finance Manual is the authoritative document on corruption issues. Field Ready Türkiye (FR) staff are not permitted to accept or give bribes. Any gifts given or received between Field Ready Türkiye (FR) and partners must be at the organizational level and must be made or received with the full knowledge of the director. Contractors and vendors must be made aware of this policy when entering into an arrangement with Field Ready Türkiye (FR).

If an aggressive individual or group insists on a bribe and Field Ready Türkiye (FR) staff would be in danger if they do not pay, this should be considered theft and Field Ready Türkiye (FR) should put personal safety before considerations of property. Any such incidents should still be reported.

Alcohol/drugs: Field Ready Türkiye (FR) staff are not permitted to consume any alcohol prior to coming to work or during working hours. Drinking and driving is a disciplinary offence. In most locations the use of drugs for recreational purposes is illegal and, as such, constitutes a security threat. Field Ready Türkiye (FR) has a zero-tolerance policy toward the consumption of illegal substances such as drugs. Obviously, this does not apply to prescribed medication.

Safety and Security Plan

Vehicles: Road traffic accidents are a major cause of NGO staff deaths. All Field Ready Türkiye (FR) vehicles and rentals, (cars and motorbikes) must be well maintained and must be driven by licensed, trained and qualified drivers. Drivers must:

- Have direct authorization from the director
- Have a valid driving license appropriate to the size and type of the vehicle – if no such licensing mechanisms exist, then the driver will need authorization from the director to drive the vehicle
- Have knowledge of the local area (speed limits and driving laws)

All staff must wear seat belts in vehicles, front and back, and helmets are required for motorbike riders, including passengers. Riding in the back of an Field Ready Türkiye (FR) pick-up is prohibited unless it's an emergency. Personal vehicles shouldn't be used for Field Ready Türkiye (FR) business, and Field Ready Türkiye (FR) vehicles are not for personal use, except for international staff engaging in reasonable personal activities like shopping or recreation, provided they log trips for billing purposes. Taxis and private hire vehicles may be used with the director's authorization.

Arrival and Induction: All staff and visitors must receive a security induction when they arrive at Field Ready Türkiye (FR). They must be made familiar with the SSP, issued with the appropriate contact information and added to any communication trees and evacuation rosters.

Cash Security: Consult the Finance Manual for full details on cash security. Where possible limit the transport of cash. Where cash must be transported: limit the amount, be discreet (do not tell people you are moving cash) and do not set routines (vary the days of withdrawals and payments). Ensure cash is securely stored (ideally in a safe and at least in a locked box in a locked office) and access is limited. Smaller cash distributions (to partners or salaries) are better, you should also vary the time.

Safety and Security Plan

Whistle Blowing: No Field Ready Türkiye (FR) Staff or partner should endure any kind of harassment or abuse. A full whistle blowing policy exists, but directors must ensure all staff have a safe and confidential way of raising concerns.

Programme Communications and Visibility: All staff must be able to clearly articulate the Field Ready Türkiye (FR) Mission in Türkiye, explain its purpose, principles, objectives and activities. All profile and branding decisions will be considered on a country basis to allow for variations in culture, needs, and threats etc.; these visibility issues will dictate the levels of visibility that are safe and desirable, as well as approved by the donors.

Security Monitoring and Incident Reporting:

Efficient security management requires good preparation and coordination. Individual staff members have specific security-related roles and responsibilities.

Security reports: Report security incidents or near misses to the Director using the email-based Report. Learning from incidents is crucial; unreported incidents may harm others. Field Ready Türkiye (FR) will share incident information with other NGOs and forums when safe.

Life-threatening emergencies (death, severe injury, kidnapping, program relocation, evacuation, or suspension) must be reported immediately to Director. Contact via phone/SMS or WhatsApp if necessary.

Safety and Security Plan

Incident Management, Critical Incident Management and Crisis Management.

Within Field Ready Türkiye (FR), the following describes the meaning of the categories and levels of an incident to a crisis:

Incident: An Incident is an event or series of events that threatens the welfare of Field Ready Türkiye (FR) staff, potentially resulting in injury, illness, arrest and detention or the need for a limited relocation or hibernation. An Incident will also include HR issues, fraud, corruption and aid diversion. Interruption to programming where suspension or relation may occur that is likely to be temporary. This can be managed within the Field Ready Türkiye Office as this does not have any implication outside of the Field Ready Türkiye Office and are thus managed by regular management structures.

Critical Incident: A Critical Incident is an event or series of events that seriously threatens the welfare of Field Ready Türkiye (FR) staff, potentially resulting in death, life-threatening injury, illness or abduction that is not related to a sanctioned group. A Critical Incident will also include serious HR issues, fraud, corruption and aid diversion linked to sanctioned groups. Most Critical Incidents – although they may have potentially severe impacts on individual staff and programs – do not have wider implications for the organization as a whole and are thus managed by regular management structures.

Crisis Management: A small percentage of critical incidents reach a crisis level. A critical incident or series of such incidents becomes a Crisis when its nature, severity or broader consequences for Field Ready Türkiye (FR) warrant a response beyond the capacity of routine in-country program management mechanisms and require coordination with stakeholders.

Safety and Security Plan

Relocation and Evacuation

- Evacuation – International staff and dependents will be relocated and evacuated if the security situation demands it.
- Relocation – Field Ready Türkiye (FR) will relocate International Staff and National Staff working away from their main office.
- Non-relocation – National Staff working in their own town or city are not eligible for relocation or evacuation. Field Ready Türkiye (FR) will attempt to assist Local Staff with their security concerns but are neither obliged to nor able to relocate them.
- Relocation vs. Evacuation – Moving from one part of a country to another is relocation. Leaving a country is considered evacuation.

Field Ready Türkiye (FR) will attempt to assist Local National Staff with their security concerns but are neither obliged to nor able to relocate them at times. It possible that Local National Staff may be relocated. However, it is only under extremely exceptional circumstances that a Local National Staff member will ever be evacuated.

Contact

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