

STRATEGIC PLAN

2025-2027



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INTRODUCTION

TOWARDS MATURITY AND SUSTAINABILITY

Since Dünya Doktorları Derneği (DDD)'s establishment in 2015, our dedicated staff have been providing healthcare services to populations affected by war, displacement, protracted crises and natural disasters both in Türkiye and internationally. Equal and impartial access to healthcare services for all is a core value for us, irrespective of race, religion, ethnicity, sex, or gender. The need for help is the only criterion required to access our services.

In the years since DDD's establishment, we have partnered with affected populations by adapting operational modalities. This includes adapting to changes in local and national regulations in Türkiye; economic volatility; global epidemics, natural disasters and challenging security environments including bombing campaigns, terrorist attacks and the 2016 coup attempt in Türkiye. As a health actor, the COVID-19 epidemic between 2020 and 2022 was crushing. It increased pressure on already overburdened health systems and our clinics in Türkiye and Syria; disrupted medical supplies, and accelerated staff turnover. The catastrophic February 2023 earthquakes devastated the communities that we service in both Türkiye and Syria, as well as our own colleagues. DDD staff members died in the earthquakes. Staff lost family members and friends; they were made homeless, and yet they continued to respond and provide health services to their communities. Finally, changes and cuts in funding posed further challenges, as our interventions have been almost exclusively dependent on short-term and restricted institutional donors.

At the advent of our 10th birthday in 2025, it is important to reflect on past experiences to inform and enter in a new phase that leads us to maturity and greater sustainability. Despite financial and contextual challenges, we have prioritized strengthening our administrative and operational capacity to be able to comply with strict national and donor regulations. We have proven our institutional development and resilience over the past 10 years, in providing timely and relevant operations in Türkiye and abroad despite the many aforementioned complex operating challenges.

Our strength lies in our ability to quickly adapt to ever changing complex humanitarian and bureaucratic operating environments while ensuring direct on the ground-access to communities that are isolated and in need. We know that trust and acceptance are essential to all our relations and enables our access to communities and to our partners.

As a Turkish aid organization, we are proud of the shared cultural and historical ties with the communities we work with from Central Asia to the Middle East and North Africa. We are committed to expanding our work and improving responses to humanitarian and development challenges. We stand in solidarity with affected populations, and advocate for sustainable and inclusive solutions to humanitarian crisis and development challenges, to decision-makers and the public.

This Strategic Plan 2025-2027 is the conclusion of extensive discussions with staff and beneficiaries which started during the summer 2023, including lessons learned workshops, external consultant organisational study, and exchanges with MdM International Network members. It has also been informed by the more than 40 audits DDD has overseen since 2015. This strategy is divided into five priorities designed to enhance our organizational and financial capacity to expand and respond to the needs of people. It aims to strengthen our identify, formalize our aspirations and provide inspiration and guidance for all organisation members.

As contexts and actions are permanently evolving, a Strategic Progress Review will be conducted on yearly basis, to assess global performance, objectives achievement, and integrate the necessary adjustments.

The Strategic Plan 2025-2027 has been adopted by the Board of Directors on 30 September 2024.



WHO WE ARE

Established in 2015, Dünya Doktorları Derneği (DDD) is a Turkish, independent and impartial aid organisation, working domestically and internationally to facilitate access to healthcare to vulnerable populations affected by war, natural disasters, disease, famine, poverty and exclusion. We currently provide assistance in Türkiye, Syria, and Libya, and support international efforts in Gaza, through multidisciplinary teams composed of over 200 skilled healthcare workers.

DDD is an active member of Médecins du Monde (Doctors of the World) International Network composed of 17 independent organisations (chapters), providing 400 programs to people in need across 70 countries for the past 40 years. MdM international network members share the same vision, mission and guiding values, and joining forces to maximize their impact worldwide to people in need.

OUR VISION

*A world where barriers to health have been overcome
A world where health is acknowledged as a fundamental right*



OUR MISSION

We are an independent inter-national voluntary movement working at home and abroad. Through innovative medical programs and evidenced-based advocacy we empower excluded people and communities to claim their right to health while fighting for universal access to healthcare.

GUIDING PRINCIPLES



INDEPENDENCE

We are independent of all political, religious or financial authorities and interests. We are independent in the choices of our programs and operating methods. We refuse all forms of subordination and will foster dialogue with local people and communities whom we come to work for.

We believe in social justice as a vehicle for equal access to healthcare, respect for fundamental rights, and collective solidarity.

SOCIAL JUSTICE



EMPOWERMENT



With our partners, communities and their representatives, we help empower all socially and physically vulnerable populations to take action within the community they belong to, to become an actor of their own health condition, and to exercise their rights as a community member.

As a committed and active team of professionals, made up of volunteers and salaried staff, we provide medical services, bear witness to the unacceptable and – taking advantage of our diversity – support populations who are seeking social innovation.

COMMITMENT



BALANCE



We seek balance between national and international actions, between emergency and long-term actions, between medical and non-medical knowledge, and between public and private funding. This balance is a key factor to determine our legitimacy and originality.







STRATEGIC PRIORITIES



Expand our social mission impact

Improve access to a holistic and qualitative health package by a larger population.

Enhance our visibility & associative life

Be a well-known and trusted organisation, where people and ideas flourish in a safe atmosphere towards a common goal.



Become an international humanitarian actor

Bring immediate health assistance in emergency contexts with restricted access.



Implement efficient organizational systems

From bottom to top, governance practices are coordinated, inclusive, visible, and accountable.



Finance our ambitions

Control expenditures, optimize resources, increase and diversify funding sources.





Thanks to who treated our wounds

عمان

رفسة زلف





**HOW TO
MAKE IT
HAPPEN?**

EXPAND OUR SOCIAL MISSION IMPACT

Objective: Improve and develop access to holistic and qualitative healthcare services

PRIORITY NO. 1

The first priority of our strategy is to expand our social mission, first by strengthening our existing core services and then expanding both the quality and type of activities we conduct and the people we serve. DDD will continue to strengthen the essential and core health services that it provides. These are:

Primary health care: We will continue to directly provide the full standard package of PHC services in line with recognized WHO protocols through our trained medical staff. These will continue to be complemented basic laboratory services, and by community health awareness activities to try to address the root causes of some health issues.

Sexual and reproductive health: We will improve access to quality SRH services at its facilities and ensuring meaningful access in any emergency context. These include gynaecological consultations, antenatal care (ANC); postnatal care (PNC) services, family planning and case management of referrals for obstetric and newborn care.

Mental health and psychosocial support services: We will continue our MHPSS interventions which are a joint approach of both individual care (specialized mental health including mhGAP) and community support.

In addition, DDD will reinforce and expand complementary services.

Protection and inclusion: DDD and its protection staff will improve efforts to address and mitigate risks and obstacles in accessing all services, such as lack of information and limitation of accessing specialized S/GBV protection services. Staff will continue to provide PSS counselling and facilitate referrals to specialized non-medical services, including protection services. DDD staff will also continue to build Sexual Exploitation, Abuse and Harassment (SEAH) awareness.

Nutrition: DDD conducts malnutrition screening (MUAC) and provision of awareness as part of PHC and SRC services. By addressing immediate food needs and providing education on nutrition, DDD can help improve overall health and reduce the incidence of nutrition-related illnesses by further providing supplements directly to patients.

WASH in health services: DDD staff currently provides awareness raising as on water and sanitation practices, renovates health facilities, and operates incinerators to ensure the safe removal of medical waste from communities around health facilities. DDD will continue to provide this important services, while also providing hygiene kits and hygiene vouchers to people when needed as a lesson learned from the 2023 earthquakes.

Addictions: Harm prevention through awareness raising and referrals are already conducted by DDD as part of its services. DDD will continue to learn and collaboration with the MdM International Network and Turkish Green Crescent to improve and expand its addiction services in all countries it operates in.

Advocacy: DDD will continue to advocate not only on providing immediate support but also on driving long-term changes in practices and policies, through targeting decision-makers; raising awareness among the target population and forming advocacy alliances.

Finally, recognizing both the relationship between the environment and health, and needs to bridge health gaps, DDD will expand into two new sectors over the next three years:

Environmental health: Poor environmental conditions lead to significant health issues, including waterborne diseases and respiratory problems. DDD will focus on health initiatives focusing on clean water, and sanitation to mitigate waterborne diseases and respiratory problems and promote healthier living conditions, particularly for older adults who are more susceptible to environmental health contaminants.

Telemedicine: DDD will start to work on telemedicine services to improve access to healthcare for remote and underserved populations. This may include remote consultations, follow-ups, and specialist advice.

TÜRKİYE

- We will continue to focus on our core services of healthcare, psychosocial support, and integration services for refugees, seasonal agricultural workers (SAW) and vulnerable Turkish communities. Türkiye continues to host some of the largest refugee and displaced populations in the world amidst economic challenges and decreased international support. In addition, the 2023 earthquake's devastating impact on southeastern Türkiye's infrastructure, housing, local economy and communities is long lasting, displacing people to neighbouring provinces and requiring several years for recovery.
- We will maintain our services in the strategic locations of Hatay and Izmir where we have worked for several years.
- We will try to expand services nationally to focus on new modalities like telemedicine, advocating for overlooked healthcare gaps, as well as emergency health care and livelihoods and development.
- We will look to expand to physically other key locations such as Adana and Mersin which are host to earthquake displaced people, SAWs and refugees, and therefore faced increased strained on local resources and services.

SYRIA

- Syria, particularly northern (NS) and northwest Syria (NWS) faces multifaceted humanitarian challenges due to ongoing conflict, natural disasters, economic hardship, and its isolation from regional and national systems.
- Due to the volatility of the area, we must be prepared to adapt to both any changes in political relations and humanitarian needs.
- We will continue to try to expand our operations in the region, implementing services that can adapt to fluctuations in funding by pivoting from large to smaller clinics when necessary while still delivering services to meet communities' needs.

LIBYA

- We will launch our mission and activities to Libya.
- Libya is a conflict-affected country, fractured by rampant insecurity between rival governments and militias, which has wreaked havoc on its economy, infrastructure and people. Fueled by domestic fragmentation, civil war in neighboring Sudan, and insecurity on the continent, it also accounts for the largest number of migrants attempting to cross the Mediterranean.
- We are one of the few NGOs to have secured new registration in the country, and will be working with the local authorities to help fill gaps in the health services to Libyan communities while also targeting people on the move; providing them protection and health services.

GAZA

- The region is devastated by destruction wrought by the violence and bombing.
- We have been working to support communities in Gaza through the MDM Chapters and colleagues providing services in the area.
- We remain committed to supporting the long-term recovery of Gaza, and will continue to advocate for peace in the region.

IMPLEMENT EFFICIENT GOVERNANCE SYSTEMS

Objective: From bottom to top, governance practices are coordinated, inclusive, visible, and accountable.

PRIORITY NO. 2

The second priority of our strategy is to continue to invest in systems and approaches that support our efforts to expand our activities and impact while continuing to promote, integrity, and transparency. This is essential to maintain the trust and acceptance that enables our access to communities and to our partners.

We will continue to focus on strengthening ethical, effective and transparent governance systems to meet changing operational needs, and to support and invest in our staff and leaders to support these changes.

There are three core areas of focus to achieve this:

Governance

- Improve institutionalization and documentation through coordinated decision-making systems to ensure clear and transparent processes.
- Institutionalize periodic internal meetings for strategic review to ensure we are making progress towards our goals.
- Develop and expand our operations, to move more towards HQ and Country operations setup and responsibilities (decentralization) to ensure programs are efficient and responsive to populations needs. At the same time, HQ staff will focus more on strategy, Decision-making, Policymaking, and Control-making.
- Ongoing HR restructuring will continue to improve governance system and reflect changes in operational modalities. As part of this, we will continue to clarify roles and responsibilities (e.g. Line-manager versus technical referent) to ensure efficient use of resources.

Policies & capacity building

- Continue to develop tailored policies and strengthen their implementation.
- Provide comprehensive on-boarding experience for each new team member, to strengthen institutional development and staff integration and understanding of the organization governance systems.

- Develop training programs to increase knowledge, skills and participation capacity in decision making.
- Increase use of the Médecins du Monde International Network to benefit from existing training content and tools.

Internal control

- Empower DDD HQ to strengthen and lead development of institutional control mechanisms that promote opportunities for learning, feedback and growth.
- Develop a dedicated audit and compliance position to lead implementation of internal control checks and external audit processes to maximize opportunities for institutional development.
- Conduct regular reviews internal in-house audits as part of commitments to institutional growth and transparency.

ENHANCE OUR VISIBILITY & ASSOCIATIVE LIFE

Objective: Become a well-known and trusted organisation, where people and ideas flourish towards a common goal

The third priority of our strategy is to increase DDD's visibility and reputation as a trusted organization with both the public and the communities we work with. Volunteering can be key to more active and inclusive societies. In our 2025-2027 Strategic Plan, we want to promote volunteerism and diverse inclusion.

We know that transparency in operations and management is crucial to the trust and acceptance we rely on for all our relations and enables our access to communities and to our partners. We want to provide clear, detailed and impactful communication showing success and best practices.

There are four core areas of focus to achieve this:

Engagement & partnerships

- Improve our representation and engagement at multiple levels including protocols and agreements of cooperations with Authorities, Partners and other actors.
- Increase DDD visibility as a trusted aid organization with a strong reputation before institutional donor and aid organization communities, in the Mdm International Network, and in front of the relevant national stakeholders.
- Empower our teams to be innovative ambassadors for our organization and embody DDD culture and values.
- Contribute to the development of the Mdm International Network alongside other chapters.
- Strengthen our representation in multilateral working groups for coordination of complex conflicts.

Events & Publications

- Regularly publish detailed annual reports, financial statements, and impact assessments on DDD's website to showcase how DDD's resources are used.
- Engage with third parties and establish partnerships with academics and transparency-focused organizations to support innovative and strategic thinking.

- Develop comprehensive impact reporting and communication strategies to showcase success stories and the DDD values, effectiveness and efficiency to partners.
- Organize advocacy events to engage both decision-makers and the public on issues.

Branding

- Improve public trust by improving efforts to highlight and build awareness on specific health-related gaps overlooked by most actors but specifically addressed by DDD's domestic activities.
- Develop a comprehensive public outreach campaign to raise awareness about DDD's work and impact among both international actors and the Turkish public.
- Utilize new and innovative communication and social media modalities; Collaborate with media outlets, influencers, and community leaders to amplify knowledge and engagement with DDD's values and mission.

Associative life & volunteer programs

- Invest in the further development of the DDD Board to attract new and diverse profiles that can share their experiences, expertise and vision to strengthen the dynamic and drive of the organisation.
- Collaborate with local schools, and universities both domestically and internationally to support the next generation of skilled health care workers and promote humanitarian values.
- Develop a dedicated Volunteer Program (Policy, System, Pool, etc.).
- Engage and train volunteer healthcare workers ready to work with their communities in Türkiye and respond to emergencies.

BECOME AN INTERNATIONAL HUMANITARIAN ACTOR

Objective: Bring immediate healthcare assistance during emergencies where access is restricted.

PRIORITY NO. 4

Humanitarian access is shrinking. The fourth priority of our strategy is to prepare for and increase our response capacity to local emergencies and disasters abroad particularly where on the ground access may be restricted for some traditional actors.

Our strength lies in our shared cultural and historical ties with communities from Central Asia to the Middle East and North Africa which provide more opportunities for trust and acceptance and therefore access. Building on lessons learned we must also use our ability to quickly adapt to ever changing complex humanitarian and bureaucratic operating environments while ensuring direct on the ground access to communities that are isolated and in need.

There are three core areas of focus:

Humanitarian access

- Increase our on-the ground access to expand humanitarian aid for communities in the ongoing crises and emergencies within the countries we operate, such as Syria and Libya.
- Build on the local acceptance of DDD as a Turkish actor by engaging further with the communities and stakeholders in new locations in Syria, Libya, Central Asia and elsewhere.
- Complement and build on the strength of Turkish diplomatic efforts internationally, which have expanded by over 200% in the past 20 years, in diverse and hard-to-reach countries from Somalia to Afghanistan which have become more challenging for traditional actors.

Response capacities

- Advocate to stakeholders and decision-makers the needs of people who are already vulnerable now and who will become vulnerable in crises to help anticipate emergency responses.
- Develop good practices, skills and standards based on our past experiences in earthquake and conflict emergencies setting.

- Mobilize trained health volunteers to strengthen our emergency response.
- Strengthen our Humanitarian Medical Supply Centre (HMSC) to provide quality, timely and life-saving medical items to actors in emergency and hard-to-reach settings.
- Launch effective domestic fundraising campaign to support initial emergency responses, building on the capacity and motivation of Turkish society.

Network and partnerships

- Boost engagement with domestic emergency response networks and training opportunities to increase DDD's capacity to respond to more emergencies.
- Expand protocols and opportunities for collaboration with AFAD to support responses to emergencies domestic and abroad.
- Increase engagement and opportunities to learn from Médecins du Monde International Network's Emergency Response mechanisms, funding and experience.
- Develop partnerships with actors that can share technical knowledge like clinical training, emergency management and search and rescue.

FINANCE OUR AMBITIONS

Objective: Increase and diversify funding sources for financing the mission, transformation and sustainability of the organisation.

PRIORITY NO. 5

The complexity and scope of humanitarian and development needs and challenges are growing while competition for resources continues to increase. Our fifth strategy focus on maximizing our existing resources, diversifying our partnerships with a wider range of actors, and developing innovate and new financing mechanisms while remaining committed to ethical partnerships that are important for inclusive and non-biased humanitarian action.

Optimization of resources

- Review and optimize our existing resources and structure to secure our core services and mitigate risks that could negatively impact the communities and people we serve.
- Invest in DDD's transformation and the impact of our work by controlling our expenditure and setting aside funds for innovation.
- Develop our investment strategy, to ensure that our resource management and financing maximizes the impact of our funding and services and in preparation for new emergencies.
- Prioritize innovation that will allow us to quickly adapt and strengthen our actions in the field.

Fundraising

- Be strategic in our institutional fundraising, emphasizing multi-year and medium to longer term funding that will allow DDD to invest in sustainable solutions to chronic problems.
- Diversity our institutional partners and engage more with stakeholders in our MENA region who have much to offer in supporting solutions to the emergency and endemic problems facing our societies.
- Commit to optimizing the power of the Mdm International Network and its 17-chapter members which offer so many opportunities for new partnership, funding, sharing resources, learning and much more.

Public generosity & Crowdfunding

- Utilize crowdfunding platforms and innovative technologies to raise funds for core services.
- Strengthen Turkish institutional permissions for public fundraising campaigns in Türkiye.
- Engage the power of Turkish communities domestically and the international diaspora to mobilize support for ongoing activities and emergency responses.
- Explore new currencies and modalities for donations.

Sponsorships & social enterprise

- Prioritize high-profile strategic partnership with foundations, businesses and universities with which we have common interests to support our core services.
- Develop social corporate partnerships that utilize the resources of corporations into our operations to increase the impact of work.
- Strengthen our opportunities for learning and innovative programming and training of humanitarian actors by developing relations with foundations, tech companies and health care providers.

TRIBUTE TO HATAY EARTHQUAKE VICTIMS AND RELATIVES



In (loving) memories of Zahia Elomer, Shahin Ziad Salim, Osama Elabod and Dr. Mohamad Shahin, four members of our organisation whom passed away during the massive earthquakes that hit Türkiye and Syria on February 6, 2023. Our deepest thoughts go to their families and relatives, and everyone else suffering from this sudden and devastating blow.



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**ALSO TREATING
INJUSTICE**

