TÜRKİYE'DE AFET SONRASI İYİLEŞTİRME ÇALIŞMALARININ KURT LEWIN'İN DEĞİŞİM MODELİNE GÖRE İNCELENMESİ KAHRAMANMARAŞ VE HATAY İLLERİ ÖRNEĞİ

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ÖZ
780 bin kilometrekarelik bir yüzölçümüne sahip olan Türkiye, büyük bölümü Asya kıtasında kalan, Avrupa ve Asya kıtaları arasında köprü konumunda bir ülkedir. Konum olarak doğal afetlere çokça maruz kalabilen Türkiye toprakları, başta depremler olmak üzere sel, heyelan ve çığ gibi birçok afetle karşı karşıya kalmıştır. Bu yüksek riskli coğrafya ortalama beş yılda bir büyük depremlere, sel, heyelan ve çığ gibi felaketlere ev sahipliği yapmıştır. Yeri, zamanı ve türü tam olarak tespit edilemeyen afetlere maruz kalan Türkiye, bu doğa olaylarının ardından başta fiziki olmak üzere, ekonomik ve sosyal kayıplarıyla afet sonrası oluşan kriz durumunu yönetme ve iyileştirme konusunda sürekli bir değişim halindedir. Özellikle afet sonrası oluşan sosyal kayıplar; fiziki ve ekonomik kayıplara nazaran iyileştirilmesi daha uzun süren, daha çok emek gerektiren, ülkelerin kriz sonrası daha çok enerji harcamasına neden olan kayıplar olarak sınıflandırılabilir. Afet sonrası oluşan sosyal kayıplar, değişmesi zorunlu hale gelmiş, önceki durumun referansı ile yeni duruma uyum sağlamaya yönelik tedbirler ve değişim yönetimleri gerektirir. Bu çalışmada Türkiye'de afet sonrası iyileştirme çalışmalarını Kurt Lewin'in Üç Aşamalı Değişim Modeli bağlamında incelemek amaçlanmıştır. Bu doğrultuda, Üç Aşamalı Değişim Modeli ile ilgili çalışmalar incelenmiş ve kuram etrafında afet sonrası iyileştirme çalışmalarının Kahramanmaraş ve Hatay depremleri çerçevesinde sosyal bağlamının değerlendirmesi yapılmıştır.
Anahtar Kelimeler : Afet, afet yönetimi, üç aşamalı değişim modeli, deprem, afet sonrası iyileştirme

AN ANALYSIS OF POST-DISASTER RECOVERY EFFORTS IN TURKEY ACCORDING TO KURT LEWIN'S CHANGE MODEL EXAMPLE OF KAHRAMANMARAŞ AND HATAY PROVINCES

ABSTRACT
Turkey, which has a surface area of 780 thousand square kilometers, is a country that is in the position of a bridge between the European and Asian continents, most of which is in the Asian continent. Due to its location, Turkey's territory is highly prone to natural disasters and has faced many disasters such as earthquakes, floods, landslides and avalanches. This high- risk geography has hosted major earthquakes, floods, landslides and avalanches every five years on average. Turkey, which has been exposed to disasters whose exact location, time and type cannot be determined, is in a constant state of change in terms of managing and improving the post-disaster crisis situation, especially in terms of

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physical, economic and social losses after these natural events. Especially social losses after disasters can be classified as losses that take longer to recover, require more labor and cause countries to spend more energy after the crisis compared to physical and economic losses. Post-disaster social losses require adaptive measures and change management with reference to the previous situation, which has become obligatory to change. This study aims to examine post-disaster recovery efforts in Turkey in the context of Kurt Lewin's Three Stages of Change Model. In this direction, the studies related to the Three Stages of Change Model have been analysed and the social context of post-disaster recovery efforts around the theory has been evaluated within the framework of Kahramanmaraş and Hatay earthquakes.

Keywords : Disaster, disaster administration, three-stage change model, earthquake, post-disaster recovery

1. INTRODUCTION

Turkey, which is among the high-risk countries according to the Global Risk Index, faces many natural disasters such as earthquakes, floods, landslides and avalanches. The geological, topographical and meteorological structure of the country frequently exposes its lands to loss of life due to natural disasters.

In Turkey, avalanches in Eastern Anatolia and Southeastern Anatolia, floods and landslides in the Black Sea Region, avalanches in Eastern Anatolia and Southeastern Anatolia, and floods and landslides in the Black Sea Region have caused economic and social losses, especially in the aftermath of the earthquakes centered in Pazarcık district of Kahramanmaraş province on February 6, 2023. The recorded Istanbul Earthquake of 1509 (Little Apocalypse) and the subsequent major earthquakes, floods and landslides in Turkey first created major humanitarian crises as a result of the inability to meet basic needs in the progression of social life. Subsequently, disaster victims faced unpredictable crisis situations in terms of sustaining life after the disaster, adaptation to the new family order that comes with the loss of life, and utilization of state facilities such as schools and hospitals in temporary environments due to the disruption of the functioning of public institutions affected by the disaster in the disaster area.

Technological and natural disasters, which cause social and economic losses brought about by disasters, often bring along symptoms of psychological distress that threaten life and personal integrity. Improvement and psychosocial intervention activities to be carried out for people who directly experience the disaster and their families after the primary damages caused by disasters are of great importance in terms of both strengthening the social structure and making the ability to cope with the problems developed sustainable. It guides the recovery activities planned to be carried out after some damages brought by traumatic life events such as disasters in terms of their types.

In this context, in this study, post-disaster recovery activities were tried to be analyzed depending on the disaster administration stages and the sustainability of the recovery activities was tried to be examined based on the three-stage model from the theories of change.

2. DISASTER ADMINISTRATION

Disaster administration is an interdisciplinary study involving the process from "planning to control" in the management related to both raising awareness and adopting it as a culture beyond it, which should be guided by considering all details, including the control of natural, technological, social, human, political conditions as well as the identification of risky areas and subjects; ensuring the development of disaster planning, policy and methods; training of the decision-making mechanism and the practitioners in the field, and involving public administration at the center (Karaman & Altay, 2016:3)

Disasters are entities that occur with unpredictable timing, seriously disrupt the order of coordinated system elements, require adaptation to unforeseen methods with new system elements that change and deteriorate, involve unexpected life experiences in a certain area and time, and pose a threat to

valuable social phenomena and elements. The definitions related to the concept of disaster also show that the concept recognizes the results of the situations and situations related to the concept. In this context, while defining disaster, it is also seen that it expresses the situation that arises as a result of the confrontation of the source of danger with the sensitive social structure. From this point of view, the concept of disaster can be evaluated as a measure of the deterioration of the social structure, and it is also possible to define it as the effect of the inputs and outputs of the social system on the defense mechanisms of the person. (Quarantelli, 2005:26).

All the technological facilities and information resources used today do not have any effect on the occurrence and timing of disasters such as floods, landslides, avalanches and earthquakes that cause great damage. What we can do to prevent the damages caused by these disasters is limited. Getting rid of the effects of disasters and minimizing the damage is the most effective disaster administration policy we can do. In daily life, being aware of the natural events that may possibly occur in the region where human beings live, knowing the causes of these natural events and disasters that may occur in detail, minimizing the damages they may encounter in case these natural events occur again or not being affected at all is called Disaster Administration. Effective combat against disasters is a situation that emerges with the cooperation of the society with both individuals and non-governmental organizations that are experienced, knowledgeable and educated about disasters rather than individual work or efforts and supports the concept of disaster administration.

As in the recent earthquake disaster in Turkey, in order to ensure that investments and services such as communication, energy, construction to be made in the region affected by disasters are carried out quickly and with expert qualifications, it is necessary to cooperate with business lines and institutions specialised in the relevant fields. In creating this awareness, everyone, including educators, who are the engineers of the society, should act in coordination. (Demirci and Karakuyu, 2004:71).

2.1. Stages of disaster administration

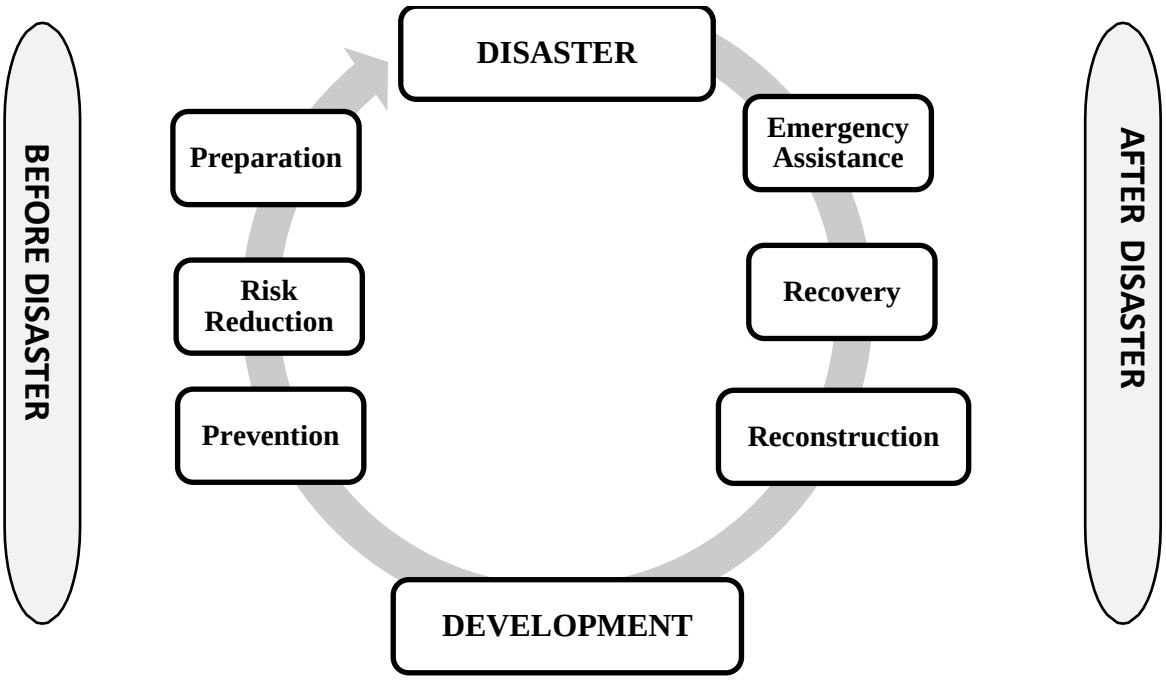

Figure 1 Stages of Disaster Administration (Şahin, 2019:189, quoted by Ergünay, 1996: 269).

Disaster administration, which is divided into two parts as pre-disaster and post-disaster, can be characterized as the pre-crisis period that includes the integrity of preparation, risk reduction and prevention activities. At this stage, what needs to be done in preparation for possible disasters as a result of the disasters encountered before is examined in three stages. In the post-disaster period,

emergency relief, recovery and reconstruction processes refer to the immediate medical assistance of the affected area and society, followed by recovery in terms of adaptation to the new order as of the post-disaster period and reconstruction process after the crisis situation overcome urgently.

When disaster administration is considered, three main parts emerge as pre-disaster, disaster period and post-disaster. In the Presidential Decree on the Organization of Institutions and Organizations Affiliated, Related, Associated Institutions and Organizations and Other Institutions and Organizations published in the Official Newspaper dated 15/7/2018 and numbered 30479 "Article 30 - (1) The purpose of this Chapter is to regulate the establishment, organization, duties and powers of the Disaster and Emergency Administration Presidency under the Ministry of Interior to carry out services related to disasters and emergencies and civil defense. (2) This Chapter covers taking the necessary measures for the effective realization of services related to disasters and emergencies and civil defense at the national level, ensuring coordination among the institutions and organizations carrying out preparation and risk reduction before the occurrence of the events, response during the event and recovery after the event, conducting and coordinating humanitarian aid operations at home and abroad, and developing and implementing policy proposals on these issues." (p.19).), the stages of disaster administration are stated. In this direction;

Emergency: A state of crisis created by events and incidents that halt or disrupt the ongoing life activities of the society on a mass or regional basis, requiring efforts in a race against time to intervene,

Preparedness: All pre-disaster activities for immediate and effective response to disasters and emergencies,

Risk reduction: All planned interventions to be taken in order to prevent the possible risk and reduce the damage to a reasonable level according to the disaster scenarios developed in a previously planned, especially in a designated area,

Recovery: Refers to all activities related to the normalization of social life that has lost its general sustainability in disasters and emergencies and regeneration status (AFAD, 2018:10)

2.1.1.1 Preparation

Considering their effects and consequences, disasters affect all segments of the society in every field. Disaster preparedness can be defined as community-based or family-based disaster preparedness, minimizing the risk of disaster in individual and institutional sense, increasing the ability to respond to disaster risks, increasing disaster awareness and disaster administration skills through education. At the same time, disaster preparedness involves the responsibility of local and central authorities, private sector, universities and all individuals in particular. Making living areas ready for possible earthquakes, determining settlements and housing areas well, producing projects with the dynamics of the region's potential disaster situation, conducting studies on the people and conditions to participate in these projects, moving living areas under high risk of destruction and benefiting from expert support in reconstruction, analyzing the durability of transportation systems considering the human population in the area can be counted among the things to be done in the preparation phase. (AFAD, 2020:40).

Considering the damage caused by the disaster, the importance of the preparation phase to be carried out within the scope of disaster administration before the disaster is very important. Disasters of unpredictable type, where, how, when and how they will occur cause large-scale loss of life and property in the absence of preparation. This situation was clearly seen in 2011 Van, 2003 Bingöl, 1999 Gölcük and Düzce earthquakes. In addition, since El Nino, which occurs as a result of global warming and creates ocean-induced typhoons, causes loss of life and property in countries such as Southeast Asian countries, the United States of America and Haiti, the pre-disaster preparation studies carried out in these countries are also important as a reference for us. (Şahin, 2019:189).

2.1.2 Risk Reduction

It refers to all activities aimed at preventing the occurrence of a disaster or reducing the probability of its occurrence, determining the possible risk and hazard, establishing legal, financial and administrative structures that need to be developed, planning living areas and determining zoning areas for planned construction, establishing alarm and early warning systems, increasing the interest and information capacity of the society on disaster and its risk. Nowadays, when the importance of risk reduction in disaster administration is increasing, disaster risk administration approach has been adopted in order to increase the disaster awareness of the society, institutions and individuals, to further strengthen their ability to cope with disasters and to develop institutional, administrative and financial measures in order to put into effect the arrangements for minimizing the effects of disasters. Disaster risk administration can also be expressed as the whole of the studies carried out to determine the acceptable level of damage due to disasters that may occur and to minimize possible damages (Erkan, 2010:25)

2.1.3 Prevention

Prevention in disaster administration can be defined as the measures taken before natural disasters occur in the pre-disaster process. The criterion in this definition is the protection of human and economic assets that have harmful effects on the phenomenon or potential danger. Every action taken with a delay leads to overuse of resources required for emergency response. Of critical importance for developing countries, the prevention phase is actually one of the fundamental and difficult to incentivize components of a disaster. Prevention planning is based on two pillars: hazard identification (identifying the actual threats a person faces) and vulnerability assessment (assessing risk and a community's capacity to cope with the consequences of events). Once these issues have been prioritized, the emergency situation can determine appropriate prevention strategies. Prevention efforts can be divided into three phases: *primary prevention (before the disaster), secondary prevention (during the disaster) and tertiary prevention (after the disaster)* (Sena and Woldemichael, 2010:168) :

Primary prevention (before the disaster):

- ✓ Raising awareness about disaster
- ✓ Taking measures under control in risky areas
- ✓ Protection against risks identified in hazards, vulnerabilities and needs assessments
- ✓ Community education on first aid, personal hygiene, and injury prevention
- ✓ Safe food protection and distribution
- ✓ Studies on adequate surplus and disposal of drinking water and treatment systems.

Secondary prevention (during/disaster response)

- ✓ Identification and rescue of victims
- ✓ Provision of emergency medical assistance
- ✓ Organizing health services
- ✓ Correct case identification, diagnosis
- ✓ Ensuring communicable disease control
- ✓ Conducting short-term counseling/intervention
- ✓ Managing social reactions well in the moment
- ✓ Burial procedures

Tertiary prevention (after the disaster):

- ✓ Provision of long-term counseling and mental health services
- ✓ Disaster-based administration of emergency services
- ✓ Administration of injury and personal care issues
- ✓ Restoring health services
- ✓ Collecting up-to-date data to update next period action plans

Within the scope of Turkey Disaster Risk Reduction Plan, it is an exemplary study for our country in terms of effectively preventing post-disaster recovery activities and preventing physical, economic, social and environmental damages and losses that may be caused by earthquakes or reducing their effects and creating new living environments that are earthquake resistant, safe, prepared and sustainable, guiding the prevention activities planned in Turkey under the guidance of National Earthquake Strategy and Action Plan (NESAP 2012-2023) and at the same time being a document containing strategic approaches and action sequences aiming to minimise earthquake losses (Afad, 2008:12).

2.1.4 Emergency Assistance

According to the Regulation on Emergency Aid Organization and Planning Principles Regarding Disasters, Part 1, Article 5, subparagraph "e) Emergency aid: Rescue of disaster victims, first aid and medical treatment to the wounded, temporary sheltering of hungry and exposed families and their food, clothing, heating, lighting and other necessities and aids to be provided to prevent epidemics" (Republic of Turkey Ministry of Interior, 1988:2516)

Knowing and planning the resources beforehand is very important for an effective disaster administration. In this context, the most important stages of an effective disaster administration are planning and emergency aid. In disaster situations where the ordinary order is disrupted or interrupted, people are confronted with conditions that they are not used to and have difficulty in adapting to. These conditions pose great threats to human life and property. For this reason, the necessity of knowing the dangers and risks that the society will face, how to act, how to organize, how, where and by which method they will find the resources needed, constitutes the necessity of emergency aid. (TMMOB, 2013:133).

2.1.5 Reconstruction

The reconstruction phase, which can be defined as one of the longest phases of disaster administration, covers the urgent and basic needs of the society such as basic needs, permanent housing construction, education, electricity, water, sewerage, communication and transportation. One of the most successful examples of the reconstruction phase in Turkey is the 2011 Van earthquake. In the 1999 Gölcük earthquake, the crisis situation was overcome urgently and the reconstruction phase started in a short time (Şahin, 2019:191).

Pursuant to Law No. 5902, "Integrated Disaster Administration System" was introduced with the establishment of AFAD. Turkey Disaster Response Plan, which establishes a disaster administration system aiming to minimize the damages arising from disasters together with disaster preparedness, planning and risk reduction activities, early warning and uninterrupted communication projects and training and awareness programs, is effective in building Turkey after disasters. (AFAD, 2016:3).

2.1.6 Recovery

Recovery is a set of decisions and activities that express the re-living conditions that are tried to be created for the community exposed to disaster. Decisions taken within this whole are within planned and motivating arrangements to reduce possible disaster risks. Immediately after overcoming the crisis situation that emerges after disasters, the recovery phase, which aims to restore the local citizens affected by the disaster to the pre-disaster social order as soon as possible, includes damage assessment, aids and entitlements, public housing provision process, social improvement and improvement of the local economy.

After solving the new crisis situations that arise after disasters, the next thing to do is to bring the conditions of the disaster victims back to their previous living conditions. At this point, accelerating the efforts to return to normal is the most important objective of the recovery phase. On the basis of these activities, local governments should plan as fast as possible, and emergency aid accumulations

that will cause accumulation immediately after the disaster should be taken into planning. For the central governments, the continuation of the commercial activities of the people of the region will reduce their regional burden. (Gökçe and Tetik, 2012:15).

2.2 DISASTER RECOVERY WORKS

Post-disaster recovery refers not only to the removal of debris and the cleaning of pollution, but also to the construction of damaged houses, the replacement of the material added values that existed before the disaster, the continuation of commercial activities, the rebuilding of the destroyed or damaged infrastructure and making it operational. Recovery is a long-term process that refers to the process of making human and environmental factors work together again and making them better and more ready than before the disaster.

Recovery is more effective when security is ensured, results are achieved as early as possible, central and local administrative processes are restructured, and national and local economies are developed. Developments in the aforementioned areas make recovery more permanent in the eyes of society and individuals. Recovery and reconstruction activities, which are needed even more after the disaster, may take several months or several years. Depending on the alert level of the disaster, economic development resources that need to be obtained from different places may be replaced by international resources. The issues to be considered in the planning of recovery are as follows:

- ✓ Identifying the housing needs that arise after disasters,
- ✓ Identification of low, medium and severely damaged houses,
- ✓ Identifying resources for housing to be built by the Housing Development Administration or other initiatives,
- ✓ Rental housing,
- ✓ Temporarily occupied housing and park and garden areas.

Recovery activities can be examined in three stages: preparation, risk reduction and reconstruction. In this context, recovery activities that start immediately after the disaster or may take a long time are as follows (Kadioglu, 2011:166) :

- ✓ Debris and accident administration
- ✓ Crisis social counseling
- ✓ Legal advice
- ✓ Business and employment counseling
- ✓ Employer counseling
- ✓ Emergency and health care counseling
- ✓ Planning for economic development
- ✓ Reconstruction

	Million TL	**Million USD**
Emergency Allowance	271,0	14,4
1.003 Additional periodic share to Social Assistance and Solidarity Foundation from Social Assistance and Solidarity Encouragement Fund (SYDT)	225,0	11,9
Cash assistance of 10 thousand TL to earthquake-affected households	16.790,0	890,0
15,000 TL relocation assistance for households whose houses are damaged and 1-year rental assistance of 5,000 TL per month for homeowners and 3,000 TL per month for tenants	33.000,0	1.749,7
TL 100,000 for the relatives of those who lost their lives in the earthquake for their urgent needs and fuel aid for earthquake victims who travel to provinces outside the earthquake zone with their own vehicles	2.200,0	116,6

Expenditures for the purchase of tents, materials for tents (blankets, mattresses, bedding, pillow linen sets, heaters, etc.) and containers for temporary shelter	25.000,0	1.325,6
Expenditure on accommodation and food expenses of earthquake Victims	40.500,0	2.147,4
Estimated Other Expenditures	10.000,0	530,2
Total	**127.986**	**6.786**

Figure 2 2023 Kahramanmaraş and Hatay Earthquakes Emergency Recovery Assistance (SBB 2023:131).

According to the data of the Presidency of Strategy and Budget for the earthquakes that occurred in Turkey on 6 February 2023 within the scope of recovery efforts, the financing used from the central budget and its type are indicated as above. First of all, the emergency appropriation transferred to the coordination centres established in the region contributed to the rapid provision of urgently needed basic humanitarian needs in the region in the early stages of the disaster. The cash aid of 10 thousand TL, which will contribute a lot to the affected households and all humanitarian elements in the disaster area during the recovery phase, has enabled the transfer of families to the areas not affected by the disaster, except for all basic necessities that were free of charge in the first phase. In this context, the relocation assistance provided to homeowners and tenants has gained importance. From the first hours of the disaster, tents, tent materials (blankets, mattresses, pillows, bed linen sets, heaters, etc.) and containers for temporary shelter have been the most concrete examples of the recovery plans planned by the central government. The types of expenditures, improvement phases and issues in the table above have served as a reference for this study on the accuracy of the current central government improvement intervention.

In addition to these aids, issues such as determination of tent city areas and placement of disaster victims in these areas, determination of gathering areas and especially the location of rubble and demolition excavation in accordance with public health, good selection of alternative roads instead of roads that are unusable after the disaster, good selection of warehouse and distribution points, appointment and scheduling of necessary public personnel, identification of roads for vehicles with priority of passage, etc. should be addressed by central governments before local governments in disaster crisis and budgeting for related items should also be made. In the literature, the least studied stage in terms of number and ratio among the stages of disaster administration is the recovery stage. It has also been observed that there is no study on the transportation work that should be carried out with public coordination. Generally, there are studies on evacuation and emergency health aid during disasters (Öztaş, 2019:6).

3. KURT LEWIN'S MODEL OF CHANGE

Kurt Lewin was a seminal theorist who worked on groups, experiential learning and action research. His work has focused on social psychology and in particular in the context of experiential learning, group dynamics and action research. Kurt Lewin was born on September 9, 1890 in the village of Mogilno in Prussia (now part of Poland). He was one of four children of a middle-class Jewish family (his father owned a small grocery store and a farm). When he was 15, they moved to Berlin and he enrolled in the Gymnasium. In 1909, Kurt Lewin entered Frieberg University to study medicine. He later transferred to the University of Munich to study biology. His special interests were the fight against anti-Semitism, the democratization of German institutions and the need to improve the position of women. (Smith, 2001:1).

In the first Human Relations article, "Changing in Three Steps: Unfreezing, Changing and Refreezing", Lewin's approach to behavior change can be summarized as follows:

Known from its earliest days as Lewin's three-stage model, considered the best and arguably the most effective approach to organizational change, it was originally developed not as an approach to organizational change but as a solution to social conflicts such as racism. The model is based on field

theory, which was developed by Lewin in the 1920s to investigate child behavior. The three-step model has received both praise and significant criticism. Simple, linear, prescriptive, lacking a naturally occurring sequence and lacking a cognitive dimension, to name but a few. Perhaps the most serious criticism is that Lewin "never developed such a model and that it took shape after his death". If this last claim is true, we would have to rewrite the last 60 years of the change literature and this would seriously undermine the foundations on which the organization development (OD) movement was built (Burnes, 2020:35).

3.1 Three Stages of Change Model

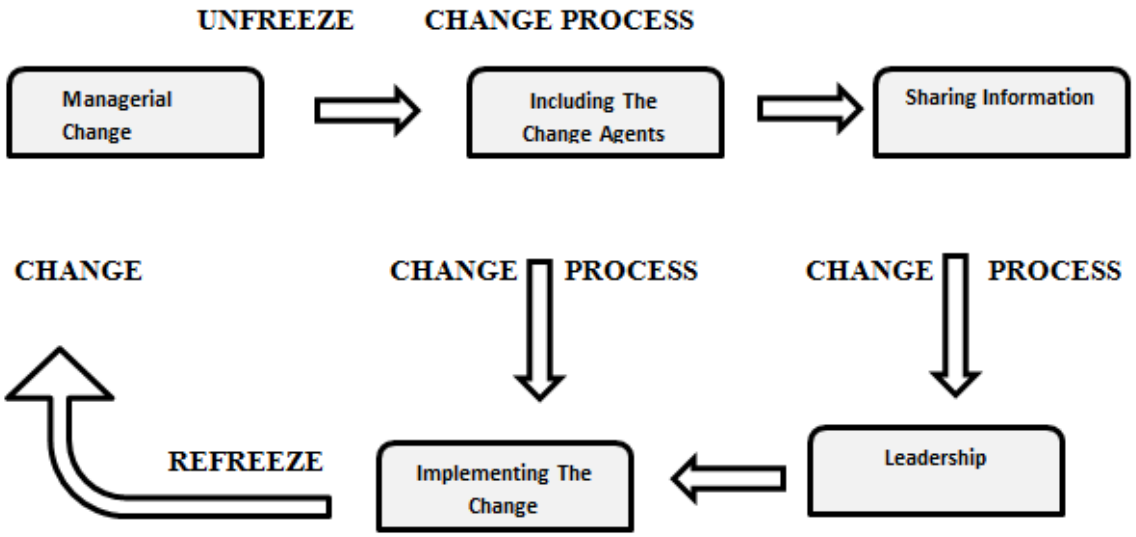

Figure 3 Change Process (Hussain et al. 2018:126)

Kurt Lewin is generally recognized as the founder of change management. Unfreeze-change-refreeze or "change in three steps" is considered the 'basic' or 'classical' approach to administration. The study of change management followed Lewin after this process. It has been a reference for almost all theories of change in the following fifty years. In the change process of Lewin's three-stage model, data can be codified and personalized. In the codification phase, information is stored, while in the personalization phase the focus is on how to transfer information between individuals. Codification of information is called explicit knowledge that can be easily transferred, while personalization is called tacit knowledge that cannot be easily transferred. The above model explains the whole cycle or process of organizational change by applying Kurt Lewin's three-step model.

3.1.1 Unfreezing

As Lewin explains in detail, target behavior is relatively static because the triggers and inhibitors are in balance. For change to occur, the equilibrium between the forces that maintain a certain level of mass self-regulation must be disturbed, in other words, unfreezing must occur. Therefore, the key change issue at this point is how to dissolve the forces that maintain the quasi- stable equilibrium (Burnes, 2020:37).

Unfreezing defines the process of changing and ignoring one's previous belief system. Prior to change, a favorable environment for change should be created. The individual should be guided to reconsider many valuable assumptions about himself/herself and his/her communication with others. (Smith, 2001:6).

According to Lewin, the stability of human behavior was based on a quasi-stable balance of triggers and inhibitors within the social situation. Understanding behavior was a prerequisite for determining the position of the individual in his social life. People tend to change their behavior and it is often

difficult to change this tendency. Therefore, Lewin saw dissolution as a compulsory educational process that consumes a great deal of energy, however, people allow the necessary fluidity for change to occur through reflection, appreciation, conviction or overt behavior. Lewin also believed that acquired learning better trains people for future change (Burnes, 2004:313)

3.1.2 Change

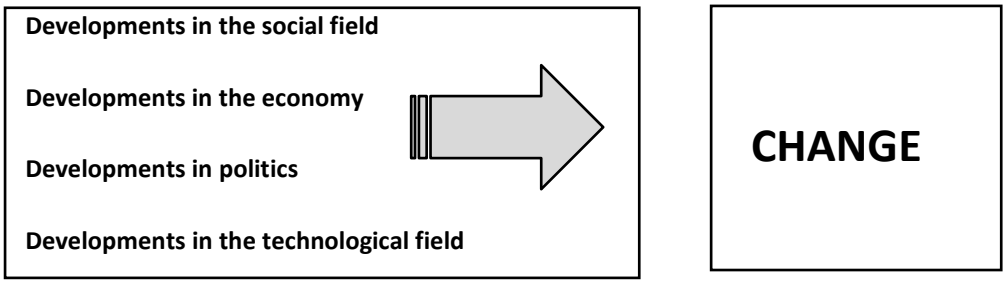

Figure 4 Factors Causing Change (Erdoğan 2019:2)

Developments and regressions that affect general life and allow us to maintain a sustainable stable standard of living are references to change, and in many areas they make society tend to abandon the old and adopt the new. Disasters, on the other hand, are serious factors that lead to compulsory and sudden change in terms of the results experienced in social, economic, political and technological fields.

Planned and successful change is crucial for achieving sustainable and effective governance in today's world. Unpredictability in itself encompasses not only natural phenomena but all processes of change in the universe. Human beings as permanent members of the change situation are used to understand the complexity of change in nature and society. Change is often triggered by an organizational crisis situation. The correct reflection of this crisis situation on the human and natural elements is an indication that effective change management is in place (By, 2005:373).

The risks and dangers we face in our age drive the engine of social change in technological development and utilization, and the possible disasters and catastrophic situations inherent in contemporary life itself have led us to prepare even more accurately for the situation of change. (Matthewman, 2012:197).

3.1.3 Refreezing

Kurt Lewin's model (unfreeze, change and refreeze) is well accepted in psychology for effective change implementation. Implementing change aims to change the current state of the organization to the desired state, but this will not happen quickly, but simultaneously. Beckhard and Harris identified three stages for change implementation; activity planning, commitment planning and change management structures. Activity planning is a roadmap for organizational change, effective activity planning is essential for successful change management. Specific activities include the change elements involved, periodic guidance, and link tasks directly to the organization's change priorities and goals. Commitment planning identifies individuals and groups whose commitment to organizational change is needed or required in order to formulate and gain their support. The people or groups are political support, stakeholders' plans and their commitment to the change process. When it comes to refreezing change, guiding change, designing a future for change, developing political support, managing the process and sustaining momentum are the most effective activities to manage the process. Guiding change and designing a future for change indicate that the uninterrupted or current state of the organization is being considered for change, developing political support and managing the

transition indicates the moving phase of change, and maintaining momentum indicates the implementation and refreezing of change. (Hussain et al. 2018:125).

In this context, the recovery phase covers the processes after the first response to the disaster. At this stage, the change process to be applied together with the other two ongoing stages should be in a way to ensure that the change becomes more permanent. The recovery phase, which aims to eliminate all material and immaterial disaster damages, can be defined as the equivalent of refreezing process in the theory of change (Dynes, 1988:106).

As the last step of Lewin's theory of change, the goal of the refreezing stage, is to maintain harmonious change to the new normal. The aim is that the people involved in the change process accept the new situation as the new normal and thus eliminate the difficulties encountered when trying to implement change. The values, activities, goals and adaptation processes of the group change according to the new situation (Raza, 2019:2)

4. CONCLUSION

Works and operations such as identification and rescue of victims, provision of emergency medical aid, organization of health services, correct case identification and diagnosis, provision of infectious disease control, provision of short-term counseling/intervention services, instantaneous good administration of social reactions, which are among the works to be done in the prevention phase of disaster administration, constitute a reference to the state of change that will occur regarding the new order after the disaster, especially from the first hours of the disaster, within the scope of the dissolution phase of Lewin's change model. In this context, it is possible for the dissolution to occur with the disruption of the balance between the forces that maintain mass self- regulation at a certain level within the changing order after the disaster. Disrupted balances can be given as examples of the dissolution stage of change in the context of the identification of individuals who had healthy living conditions before the disaster as victims, the reorganization of health services that were previously in order, and the correct administration of the dissolution traumas that will begin after the crisis situation.

Emergency aid, as defined in this research, refers to "rescuing disaster victims, providing first aid and medical treatment to the wounded, temporary sheltering of hungry and exposed families and meeting their food, clothing, heating, lighting and other necessities, and assistance to prevent epidemics". From this point of view, in the change phase of the three-stage change model, the ongoing efforts to redesign situations such as intervention, humanitarian aid and shelter following the dissolution constitute an example of the change phase. On the basis of this, the aims of bringing the conditions of disaster victims to their previous living conditions and accelerating the efforts to return to normal, which we have already mentioned regarding the change in the recovery phase, fully emphasize the place of the concept of change in disaster administration. At the same time, besides the rapid planning interventions of the Disaster and Emergency Administration Presidency and local administrations, the practices planned for the accumulations that may occur immediately after the disaster express the legal basis of the systematic duty assigned to the concept of change. While defining recovery, the statement that it is a process in which human and environmental factors should be made operational again and especially the new situation should be made more effective and operational from the situation before the disaster guides the literature and this study in the planning of the development phase.

Tertiary prevention activities planned after the disaster, such as the provision of long-term guidance and mental health services, disaster-based administration of emergency services, administration of injury and personal care issues, re-establishment of health services, collection of up-to-date data to update the next period action plans can be referred to the refreezing stage of Lewin's three-stage change theory. In this context, the coordination practices created as a result of the Kahramanmaraş earthquake in Turkey in 2023, and the establishment of AFAD in accordance with the Law No. 5902, is an example of a practice where the functionality of the Integrated Disaster Administration System is clearly seen. In particular, issues such as damage assessment, aids and entitlements, public housing

provision process, improvement of social and local economy are among the practices that can be exemplified within the scope of the refreezing phase of post- disaster recovery efforts.

The recovery phase, where human and environmental factors are made operational again, can both reference change and guide the refreezing phase. In particular, recovery planning issues such as determining the housing needs that arise after the disaster, identifying low, medium and severely damaged houses, and determining the resources for housing to be built by the Housing Development Administration or other initiatives are of great importance in terms of planning the permanence of change in the change phase of the three-stage change model. In this context, in order to ensure permanent change and to prevent negative returns in the refreezing phase, the Integrated Disaster Administration System should be operated effectively in debris and accident and disaster administration, crisis social counseling, legal counseling, business and employment counseling, employer counseling, emergency aid and health services counseling, planning for economic development and reconstruction.

Since the presence of codifiable and customizable data in the process of change makes the main process of change more planned, especially in disaster administration, permanent trace applications in terms of improvement have a facilitating effect on the refreezing phase. In this context, the data obtained from Integrated Disaster Administration applications can be shared with local administrations and used effectively in terms of urban transformation planning afterresettlement. Transferring the coded information to the local level and removing it from the state of tacit knowledge explains the whole cycle or process of organizational change by applying Kurt Lewin's three-step model.

In Turkey, the most prominent examples of social fragility and resistance to adaptation to the new normal were observed in the Kahramanmaraş earthquakes in February 2023. In this context, being prepared for risks, especially in terms of reconstruction, and awareness of awareness can accelerate post-disaster recovery efforts. In general, while reconstructing the city and social systems exposed to hazards in Hatay and Kahramanmaraş, the motivation of the first 72 hours, which is characterised as the golden hours, should not be interrupted in the post-disaster process. In the process of change, which will be much needed in putting the new normal into practice at the point of verifying and classifying the information received from the field, local administrations or assigned coordination staff working with accurate information in pre-earthquake, during and post-earthquake processes can ensure that the change can be implemented successfully and the improvement can be implemented quickly.

In the table on earthquake aids published by the Presidency of Strategy and Budget, especially the social and economic investments to be made for the new normal after the disaster have an important place. The heading of meeting the housing need, which will make the greatest contribution to the post-traumatic recovery period, has the characteristic of being the answer to the most expected question since the beginning of the disaster. The rule that the new is more resistant to change than the old leaves the responsibility to the central government especially in terms of construction and urban planning. The fact that the central administrations aim to make the social structure more disaster-ready in the period before the disaster while creating the existing Disaster Preparedness and Action Plans makes both the implementation of these plans and post-disaster social development more reliable and effective.

Disaster administration, especially with its priorities aiming to stabilize the social and economic changes of the individuals exposed to the disaster, makes the society tend to leave the old order and adopt a new and more crisis-ready order in many areas. The compulsory and sudden changes in social, economic, political and technological fields after disasters can become more sustainable and more systematic than the previous order thanks to the effective planning of the central government. In this sense, effective implementation of refreezing theory in the axis of Kurt Lewin's three-stage change model, which is the subject of this study, is predicted to facilitate the administration of possible disaster situations that may occur in the future, especially in Turkey, which is exposed to disasters. Every disaster administration practice that does not stagnate and focuses on the change of the current situation damaged in the disaster, manages the transition well, maintains the moving phase and

momentum of the change steadily, and designs the implementation and refreezing of the change well is likely to contribute to the improvement process as examined in the study with its content and application examples in terms of guiding and redesigning change.

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