



Project Title: Support to the Improvement of Legal Aid Practices for Access to Justice for All in Turkey Phase II

Project Number: 00113501 (Proposal ID)

Implementing Partner: Union of Turkish Bar Associations

Start Date: 1 June 2019 **End Date:** 1 June 2022 **LPAC Meeting date:** 17 April 2019

Brief Description

Based on the achievements and results of the "Support to the Improvement of Legal Aid Practices for Access to Justice for All in Turkey Phase I", the Project aims to develop more coordinated, qualified and systematic approach into legal aid practices in Turkey and build awareness on the operationalization of performance management tools and mechanisms to enhance the efforts to ease access to justice. This will be achieved through developing mechanisms towards gaps for better coordination and improving networks among legal aid service providers (Union of Turkish Bar Associations, Bar Associations and lawyers), women NGOs and civil society, as well as increased capacity of lawyers through an online training. With the aim to develop a systematic and structured approach, the Project will implement pilot practices for specialized legal aid services towards gender-based violence victims. The Project will also address the implementation of the policy recommendations for improved legal aid services generated in Phase I and will further support the institutional needs of Bar Associations through the dissemination of performance criteria and evaluation mechanisms that are introduced to ensure an effective, coordinated and monitored legal aid system in Turkey

Contributing Outcomes

UNDCS OUTCOMES:

2.1 By 2020, central and local administrations and other actors more effectively protect and promote human rights, and adopt transparent, accountable, pluralistic and gender sensitive governance systems, with the full participation of civil society, including the most vulnerable.

3.1 Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020

CPD OUTPUTS:

2.1.1. Transparent and efficient judicial system providing better access to justice and redress for all, especially groups facing vulnerabilities

2.1.3. Enhanced capacity of civil society actors for participation in policy making and monitoring

3.1.1. Capacities of national gender equality machinery strengthened to promote women's rights and gender sensitive policies including local level

Indicative Output(s) with gender marker¹: GEN 3

Total resources required:		\$1.407.859,00
	UNDP TRAC:	N/A
	Donor (SIDA):	\$1.407.859,00
	Government:	N/A
	In-Kind:	N/A
	Total GMS (%8)	\$104.285,85
Unfunded:		N/A

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Date:	Date:	Date:	Date: 25/7/2019

¹ GEN3 (Gender equality as a principle objective)

1. DEVELOPMENT CHALLENGE

1.1. Background and Justification

An effective access to justice is one of the fundamental conditions for the establishment of the rule of law and it has increasingly been accepted as a basic social right in modern societies. The focus on access to justice by all is a recent approach in development cooperation. It supports, and is supported by, a human rights-based approach to development: access to justice is a fundamental right, as well as a key means to defend other rights. Access to justice is as much about enhancing access to the courts and legal representation as strengthening the human capabilities in seeking and obtaining remedies for their grievances through formal or non-formal institutions in line with international human rights framework. In that respect, legal protection, legal awareness, legal aid and counseling, adjudication, enforcement, and civil society oversight compose key pillars of access to justice² and legal aid is an essential tool for ensuring access to justice³.

Access to justice is of critical importance, especially when it comes to vulnerable and disadvantaged groups. Disadvantaged groups are groups of persons who are denied free access to the rights they are entitled with and who are subject to greater risk of poverty, social exclusion, marginalization and violence when compared with the general population. Legal aid plays a significant role to guarantee all groups in the society may have adequate legal support when they need. It is interesting that first established legal aid organization in the United States was primarily aiming to help immigrants, then woman made a transforming contribution to the society by expanding and reshaping legal aid at the last quarter of the 19th Century⁴. Woman's contribution and gender ideologies highly contributed not only to legal aid but also to attorneyship as a profession to bar associations and to all legal system as they played a significant role in the creation of the first legal aid association in the new world.

Legal aid as important means for access to justice is an internationally recognized human right with a strong history in legislation and in practice in Turkey.

The Government of Turkey, in the process of European Union (EU) accession, has considered rule of law, justice, protection and promotion of human rights as political priorities and carried out significant judicial reforms. The concept of "access to justice" became prominent in Turkey in 2000's and has been reflected in numerous national framework documents. The 10th National Development Plan (2014-2018) defines fast, fair, efficient, reliable and proper functioning of the trial process as the main goal of justice system. It targets to enhance the right of defense and judicial assistance in order to improve the accessibility of justice⁵. The 65th Government Programme underlines that justice should have a structure which is driven by rule of law, free from all kinds of power groups, independent, reliable for all and responsive to the demands of the citizens. The programme sets the goals of effectively implementing the Judicial Reform Strategy, strengthening law education and occupational training, disseminating preventive and protective justice system and ensuring facilitative practices towards women, children and persons with disabilities in justice system.⁶

The Strategic Plan of Turkish Ministry of Justice for 2015-2019, under its Strategic Objective of 'Improving Practices for Access to Justice and Victims and Disadvantageous Groups' envisages to i) establish information mechanism to beneficiaries on judicial processes, ii) strengthen the juvenile justice system, iii) restructure the judicial processes for children, iv) build capacity of the justice system on domestic violence offences, v) develop victims-oriented applications in the justice system and vi) create responsive systems to disadvantaged groups⁷. Objective 2.1 clearly states that strengthening the legal aid system is a priority. Specifically, to

² United States Institute of Peace, 2017.

³ CCBE Recommendations on legal aid 23.03.2018

⁴ Felice J. Batlan, The Birth of Legal Aid: Gender Ideologies, Women, and the Bar in New York City, 1863-1910, 28 Law & Hist. Rev. 931, 2010,

⁵ MoD, 2014, p.36.

⁶ Prime Ministry, 2016, p.20-21-22.

⁷ Strategic Plan Ministry of Justice 2015-2019, 2015b, p. 83-98.

increase the public awareness about the legal aid in the civil justice sector and to establish an institutional organization to measure and control the quality of the legal aid system. Objective 2.9 specifically focuses on creating responsive systems to disadvantaged groups.

Within this national policy structure, the dedication of Turkish lawyers and Bar Associations to the provision of legal aid services and legal support for disadvantaged groups is evident and has been strongly recognized throughout “Strengthening the Institutional Capacities of the Bar Associations for Improved Access to Justice for all in Turkey Project” (SILA Phase I) implemented by the Union of Turkish Bar Associations (UTBA) and Ministry of Justice with technical assistance of UNDP and funded by the Swedish International Development Cooperation Agency (SIDA).

Acknowledging the established culture of legal aid in Turkey and results obtained from SILA Phase I, the need to further support Turkish legal aid system to functionalize a more systematic effective, coordinated and monitored approach is still evident on the below grounds:

- As stated in SILA Phase I Need Assessment and Recommendations Report, considering the current influx of refugees⁸ and subsequent strain on social services in addition to already existing demand of vulnerable groups to legal aid services in Turkey, a better cooperation and coordination between NGOs, civil society, the UTBA, Bar Associations and lawyers is getting more and more important. Such cooperation is also very valuable for vulnerable groups, especially gender-based violence victims whose application for legal aid services is the highest to have their voices heard and their inputs can be incorporated into new policies, guidelines and documents regarding legal aid. On the other hand, this cooperation can introduce lawyers to available services and ensure that vulnerable groups have access to them both through formal legal aid networks but also through informal groups.
- Concerning a systematic approach to legal aid, there is a best practice in Turkey again reported in SILA Phase I. Poppy Project was initiated by Ankara Bar Association on 2 April 2011 in order to provide immediate legal aid solutions to vulnerable groups which consists of women, children, elder people, people with disabilities, LGBTIQ and refugees. Poppy Project introduced such a structured and coordinated approach to the legal aid in Turkey. With Poppy, Ankara Bar Association has been successfully supporting vulnerable individuals; mostly gender-based violence victims, in their quick and efficient access to legal aid services. The initiators of the project aimed at making the Poppy Project a well-known mechanism in preventing domestic violence. The project was promoted and communicated to the masses through press campaigns. As soon as an applicant approaches the Poppy Centre, they are given legal aid counselling by volunteer lawyers. The legal steps to be followed are decided and if a shelter is required other government and NGO partners are contacted for suggestions and solutions. As noted in SILA Phase I, further improvement and expansion of Poppy Project practices in other Bar Associations can be a strong starting point for establishing a more systematic, organized and structured approach to legal aid service provision.
- It is also experienced in SILA Phase I that capacity development of lawyers practicing legal aid is very crucial for functioning of a structured legal aid system. Considering the increasing number of lawyers, there is a clear need for a well-defined permanent training curriculum with modules, including basic knowledge on legal aid, vulnerable groups, gender, domestic violence, and other important topics such as refugee law, and continuous availability of training opportunities for lawyers to provide efficient and effective legal aid services. Mostly intern lawyers will be benefitting from these training modules, but modules will be available for all lawyers, including experienced lawyers.
- A coordinated and structured system with qualified lawyers and practitioners can only be sustainable and open to further improvements with the introduction and operationalization of a performance management mechanism. In fact, SILA Phase I developed performance criteria and evaluation mechanism for legal aid services and an automation system for appointment of CCP lawyers via a participatory approach. In order to create awareness and ownership on SILA Phase I outputs to

⁸ The term refugee in this Project refers to Syrians under the temporary protection regime and foreigners under international protection.

monitor, measure the performance, find the needs and gaps; and improve the quality of services, there is a certain need for disseminating, networking, awareness rising of automation system, performance criteria and evaluation mechanism developed in SILA Phase I.

Throughout its implementation, SILA Phase I experienced that there is also a strong interest and willingness of legal aid service providers in Turkey to improve their own knowledge, capacities and practices both with new tools and use of grounds to share their individual practices among themselves and coordinate for enhancing the service that they are providing. Practitioners see the need and ready for and welcome improvements. In this framework, SILA Phase II aims to further enhance the quality and access to legal aid services in Turkey through the development of more coordinated, qualified and systematic approach into legal aid practices, support the capacity building of legal aid providers and build awareness on the operationalization of performance management tools and mechanisms to enhance the efforts to improve access to justice. Therefore, SILA Phase II is a timely opportunity for enhancing the Rule of Law in Turkey as it keeps the response of SILA Phase I to a long-felt and pressing reform need in Turkish legal aid system.

1.2 International Framework to Legal Aid

There are two main dimensions of the relation between human rights and legal aid. First, legal aid is considered essential for the people who are experiencing financial insufficiencies, in providing access to justice by ensuring equality before the law, the right to counsel and the right to a fair trial. Even when a right to legal aid, civil or criminal, - is not specifically articulated in domestic law, the duty to provide legal aid is a critical part of the duty to ensure three fundamental rights guaranteed by all international and regional human rights instruments, namely, rights to: equality before the law, equal protection of the law and efficient remedies, by a competent tribunal, for human rights violations.⁹ Early intervention by legal aid providers helps to ensure that rights are respected, improves the efficiency and fairness of the criminal justice system and represents an important safeguard against torture and other forms of ill-treatment.¹⁰

There are numerous international treaties to ensure that those who do not have adequate financial means are represented by a lawyer during legal procedures, especially criminal. These treaties include but are not limited to:

- Universal Declaration of Human Rights,
- International Covenant on Civil and Political Rights,
- Convention on the Rights of the Child,
- International Convention on the Elimination of all forms of Racial Discrimination,
- Framework Convention for Minority Rights,
- Convention Relating to the Status of Refugees,
- Convention Relating to the Status of Stateless Persons,
- European Convention on Human Rights,
- Charter of Fundamental Rights of the European Union.
- Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention)
- Convention on the Elimination of All Forms of Discrimination Against Women

Article 6 of the European Convention on Human Rights (ECHR) guarantees the right to a fair trial in both civil and criminal proceedings. When faced with a criminal charge, the right to legal assistance is explicitly set out. With reference to the criminal justice system, it is explicitly stated in ECHR Article 6.3-c, and The International Covenant on Civil and Political Rights (ICCPR) Article 14.3-d, that free legal assistance must be provided to the people in need. The European Court of Human Rights has developed detailed rules about

⁹ Gail Davidson, Catherine Morris, and Heather Neun, *International Law Obligations To Provide Legal Aid*, <http://www.lrwc.org/ws/wp-content/uploads/2012/03/Legal-Aid-LRWC-Oct-25-2010.pdf>, Access date: 22/08/2016

¹⁰ Office of the United Nations High Commissioner for Human Rights, Association for the Prevention of Torture and Asia Pacific Forum of National Human Rights Institutions, *Preventing Torture: An Operational Guide for National Human Rights Institutions*, HR/PUB/10/1 (May 2010).

how legal aid should be provided, many of which have been affirmed by the UN Human Rights Committee applying the ICCPR. In order to protect the vulnerable position of people in police custody, all States must develop an appropriate system of legal aid for those who are not able to pay for a lawyer.¹¹

The 2030 Agenda for Sustainable Development with its ‘supremely ambitious and transformational vision’ envisages ‘a world of universal respect for human rights and human dignity, rule of law, justice, equality and nondiscrimination’. The access to justice for all is highlighted in its cross-cutting specific targets under Sustainable Development Goals (SDGs) 10 and 16, namely i) ensuring equal opportunity and reducing inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard, ii) promoting the rule of law at the national and international levels and ensuring equal access to justice for all and iii) promoting and enforcing nondiscriminatory laws and policies for sustainable development’.

Anchored in the 2030 Agenda for Sustainable Development and committed to the principles of universality, equality and leaving no one behind, the UNDP vision for the Strategic Plan, 2018-2021 is to help countries achieve sustainable development by eradicating poverty in all its forms and dimensions, accelerating structural transformations for sustainable development and building resilience to crises and shocks. By addressing inequalities and exclusion and building more effective governance systems, such as through legal aid, as well as supporting inclusive and accountable governance is a key driver of structural transformations. Reducing gender inequality and empowering women and girls is also an important means to accelerate sustainable development.

Through UNDP’s signature solutions in its Strategic Plan, specifically signature solution 2: Strengthen effective, inclusive and accountable governance, inclusive and accountable governance systems and processes are recognized as crucial to sustainable development and human security, and access to justice including legal aid for women and vulnerable groups is a key component. This requires ensuring the inclusion of women, youth, people with disabilities and other traditionally marginalized groups in these processes.

1.3 Legal Aid in Turkey: Framework and Practices

Legal aid in Turkey has been regulated in three different main codes, to arrange three different dimensions of legal aid:

- to appoint a lawyer in civil and administrative cases, in accordance with the Code of Lawyers (“*adli yardım*”)
- for exemption from court fees, in accordance with the Code of Civil Procedure. (“*adli müzaheret*”), and
- to appoint a lawyer in criminal cases, in accordance with the Code of Criminal Procedure. (“*CMK avukatlığı*”)

It must be stressed that legal aid services provided under Code of Lawyers and under Code of Civil Procedure are independent from each other, but they are both regulated to provide legal aid services on all legal matters except criminal law. Although it is stated clearly in the Code - legal aid is not formally restricted to representation in the court but encompasses all lawyer services.

The Turkish criminal system guarantees that the suspect or the accused may request appointment of a defense counsel. Upon the request, a defense counsel shall be appointed on his/her behalf as ordered in Article 150/1 of the Code of Criminal Procedure. As part of Article 234 of the Code of Criminal Procedure, on demand, a representative shall be appointed for the victim and complainant. The judicial authorities who conduct the investigation or prosecution have no power to appoint a defense counsel. They must request the appointment of a defense counsel from the bar. In cases where criminal legal aid applies, legal aid may be provided;

- a) During the investigation phase, upon the request of the authority that conducts the interview or the judge who conducts the interrogation,
- b) During the prosecution phase, upon the request of the court.

¹¹ Legal Aid In Europe: Minimum Requirements Under International Law, Open Society Justice Initiative, April 2015, p. 4 Last Access date: 12 August 2016

Bar Associations use automation systems to appoint lawyers. These systems are provided by the Union of Turkish Bar Associations or private firms.

In 2014, 48109 persons were appointed a legal aid lawyer in accordance with the Code of Lawyers and only 363 persons have been appointed a legal aid lawyer in accordance with the Code of Civil Procedure throughout Turkey.¹² The numbers are very similar to the year 2015. In 2015, 44,319 persons have been appointed a legal aid lawyer in accordance with the Code of Lawyers and only 358 persons have been appointed a legal aid lawyer from the legal aid service in accordance with the Code of Civil Procedure throughout Turkey.¹³ Taking into consideration that appointing a legal aid lawyer through the Code of Civil Procedure is not a common practice.

In practice, significant steps have been taken in the field of access to justice as well. The amendments in the Code of Civil Procedure granted free of charge legal representation to those who request, exempted those who are not financially capable of hiring lawyers from the litigation costs and ensured remedies to legal aid in civil cases. The awareness of the disadvantaged groups has been raised on the referred developments. In order to protect the rights of the victims and strengthen the effectiveness of access to justice for vulnerable groups, the Department of Victims' Rights has been established within the Ministry of Justice. The Regulation on the Judicial Interview Rooms has been issued with the ultimate target of providing a special space in courthouses for carrying out the interviews with children pushed to crime, child victims, child witnesses, victims of sexual offense, victims of domestic violence and victims from other vulnerable groups in an appropriate environment and with proper methods; ensuring that victim's testimony is taken by experts to prevent secondary trauma; determining the protection needs and directing them to relevant services. To inform the crime victims of the judicial process and to provide psycho-social support to vulnerable crime victims, Judicial Support and Victim Services Directorates were established in 7 pilot provinces. The directorates are intended to fulfill the task of effectively supporting all victims of crime, including vulnerable groups such as children, women, people with disabilities and the elderly and it was also aimed to establish a system in which case management is applied, and judicial interview rooms are used effectively. In addition, effective information and guidance services are provided to the victims of crime. The Directorates, at the same time, are working in close cooperation with relevant institutions, local Bar Associations, and non-governmental organizations that improves the protection within judicial processes. Thus, access to justice for victims of crime, especially among vulnerable groups group, will be further strengthened.

Information desks and direction panels have been placed, booklets including basic information on judicial procedures made available for all in some courthouses and www.hukukiyardim.gov.tr website has been established to ease the access to information on the field. Measures have been taken for facilitating the access of persons with disabilities. Judicial time management method is being applied in order to shorten the judicial processes and improve the service quality. Judicial services are being provided benefiting from information technologies which in turn improves the efficiency of judiciary staff and satisfaction of individuals. In order to raise the legal awareness among citizens, the "Law and Justice Course" has been developed as an elective course to be taught from the elementary school age. Necessary preparations for the development of innovative practices like pro bono legal service system, legal clinic methods and legal protection insurance system have been initiated.

Established under Law 6284¹⁴ to Protect Family and Prevent Violence Against Women, Violence Prevention and Monitoring Centers (ŞÖNİMs) provide support and monitor the active implementation of protective and preventive measures against violence, provide humane, efficient and speedy services 24/7 while following one-door policy and focusing on women's economic, psychological, legal and social empowerment (MoFLSS, 2014). Since January 2018 the centers are active in 68 provinces with work underway to reach more, these

¹² UNDP, Guidelines for CCP Lawyers, 2018.

¹³ Cf. Annex II "Legal Aid Awards 2014 and 2015"

¹⁴http://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---ilo_aids/documents/legaldocument/wcms_235174.pdf

centers provide services to not just victims but also perpetrators of violence as part of its mandate to protect, prevent and monitor.¹⁵ Where some of these centers are yet to be established, the Ministry of Family and Social Policies coordinates psycho-social, legal, vocational and medical support services as well as the telephone helpline until ŞÖNİM's become operational there.

On 2 April 2011 the Ankara Bar Association started the Poppy Project and opened a center to help female, LGBTIQ and child victims of physical, psychological, economic and sexual violence with 45 consultants and 221 voluntary lawyers along with psychologists and social workers. The center operates a telephone helpline that is open 24/7 and in accordance with the Law 6284. It is mainly tasked with providing legal assistance and guidance as well as opening and monitoring relevant legal procedures. While the center does not provide shelter directly, it contacts the Ministry of Family and Social Policies and the concerned municipalities in case shelter is needed. The Bar has signed protocols with not just the concerned municipality but also key CSOs, in this case Turkey's Federation of Women's Associations. Equal emphasis is given to aiding LGBTIQ next to women and children. According to the latest figures (2017-2018), the average number of applicants to the center in year reached to 700 (the number received from Ankara Bar Association Unit of Information Management in January 2019).

Despite the efforts to improve the legal aid practices in Turkey, the current system is still open to improvement. The need for a more satisfactory and sustainable legal aid system is noted not only by service providers (implementers) and potential users, but also by UTBA, local bars and the Ministry of Justice. Lawyers practicing legal aid need further support to improve their professional skills, legal knowledge and interest to effectively represent accused and victims in criminal cases.

The issue of legal aid services therefore remains one of the main topics in the EU progress reports and advisory visit reports and the European Commission for the Efficiency of Justice (CEPEJ) reports on Turkey. The 2014 EU Progress Report on Turkey acknowledged the reforms introduced by 4th Judicial Reform package, which loosened the conditions for granting legal aid but stressed that the scope and quality of legal aid still needs improvements and effective monitoring to contribute to the solution of long-standing problems should be secured. The report addressed the following bottlenecks in the system:

- Lack of public awareness on legal aid especially in rural areas and among disadvantaged groups.
- A low level of awareness of legal rights among women, combined with a low level of gender equality awareness among law enforcement officials, meant that women faced obstacles in accessing justice and services provided for under the law.
- Lack of an overall strategy for legal aid as the current system needs further revision.
- The quality of legal aid was not monitored, and its scope and quality were influenced by the limited budgetary resources available.
- Legal aid fees continued to be unattractively low for experienced lawyers

Legal aid is among the topics for which Turkey is being asked further improvements in EU Progress Reports. Considering the reports issued in recent years, the areas for improvement coincides with a part of the main findings of SILA Phase I.

The following assessment is included in 2018 Turkey Report:

- Some aspects of procedural rights are guaranteed by law, including legal aid and the right to translation and interpretation in criminal matters, but legislation needs to be further aligned with European standards. According to data from 2014 compiled by the Council of Europe's European Commission for the Efficiency of Justice (CEPEJ), Turkey dedicated a substantial EUR 780 of legal aid per case, but this was provided to a limited number of eligible cases (171 000) with an overall limited effort of EUR 1.33 per capita.¹⁶

¹⁵ EU progress report on Turkey 2018, <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-turkey-report.pdf>

¹⁶ European Commission 2018 Turkey Progress Report, Page 39

- A legislative and institutional framework on equality between women and men is generally in place. However, discrimination against women and gender-based violence were not sufficiently addressed, due to weak implementation of legislation and the low quality of support services available.¹⁷

The Ministry of Justice has taken an important step to improve access to justice for disadvantaged groups and established the Department of Victims' Rights in 2013. This Department has conducted important analysis studies and has prepared a draft strategic plan to strengthen access to justice, in particular for women, children and other disadvantaged groups.

The Union of Turkish Bar Associations established two commissions for detection of the challenges regarding legal aid system in the field of civil and criminal law procedures. In order to identify the challenges of legal aid system in criminal cases, the Code of Criminal Procedures (CCP) Commission has collected the reports of all Bar Associations concerning legal aid. Thereby, a large database archive has been created for use in the work of the commission. On the other hand, the Legal Aid Commission was established in order to ensure coordination between the local bars and identified challenges in the field of legal aid services provided in civil cases. The two commissions organize meetings in two-month periods with the participation of the representatives from each region of Turkey. Moreover, the UTBA increases the knowledge of lawyers, particularly young lawyers, through vocational and internship training programs, which have been held all over the country.

1.4 Key issues to address for an Effective Functioning Legal Aid System in Turkey in the Perspective of Findings and Lessons Learned from SILA Phase I

Since 2015, UNDP and the Union of Turkish Bar Associations, with the involvement of the Ministry of Justice in specific components have been implementing “Support to the Improvement of Legal Aid Practices for Access to Justice for all in Turkey” Project (SILA Phase I). This project has reached several significant achievements and paved the way forward for Turkey to meet EU and international standards on legal aid provision. Throughout the implementation of SILA Phase I, mainly four areas emerged for which further improvement is needed for efficient and qualified legal aid services. These are 1) coordination between stakeholders, 2) structured system for services provision, 3) capacity development of the service providers and 4) awareness rising on performance management and evaluation mechanisms in legal aid services.

One of the main key issues is COORDINATION.

There are several actors and stakeholders involved in legal aid services; they all play important roles and carry critical responsibilities for the efficient provision of services. However, those tasks and responsibilities can only try when they are all integrated, coordinated and well communicated. Like in all system approaches, coordination and cooperation of all actors involved always play a significant role for smooth implementation, success and outreach.

According to research conducted in SILA Phase I, although there is a long list of NGOs in the field implementing activities to raise awareness among vulnerable groups about legal aid, some Bar Associations are not aware about the NGOs working in the field in terms of legal assistance and they do not have the knowledge on how they could benefit from the services of the NGOs. There is a need to inform Bar Associations about the NGOs, their expertise, working field and capacity in their region.

NGOs are willing to cooperate with the Bar Associations and demand continuous communication with legal aid commissions to raise awareness among the citizens about legal aid. It will also help to find the problems and bottlenecks of the system together to develop common solutions and decrease the complaints of the citizens about the service quality of the legal aid lawyers. If the cooperation between NGOs, Ministry of Justice, UTBA and Bar Associations improved, services could be provided to larger areas and reaching to vulnerable groups would be easier. Indeed, it is highly supported that coordination and cooperation among the

¹⁷ European Commission 2018 Turkey Progress Report, Page 38

stakeholders of the system including NGOs will help the outreach of the legal aid services among citizens, especially for vulnerable groups, and increase the number of the users of the legal aid.

It is reported in SILA Phase I that vulnerable groups in need of legal assistance do not aware of whom to consult and they are not sure if the lawyers are aware of their reality and their exact needs. The Strategy and Road Map developed in SILA Phase I focuses its goals onto increasing the number of beneficiaries from legal aid system by raising awareness about legal aid services among the citizens. It is for sure that enhanced coordination between NGOs, UTBA, Bar Associations and Department of Victims Rights at MoJ will have impact on increasing the number of the members of vulnerable groups benefit from the legal aid services. At the local level, Local Bar Associations and Judicial Support and Victims Services Directorates could reach out to vulnerable groups and raise awareness among the people about the legal aid services with the contribution and assistance of the NGOs. On the other hand, according to the needs analysis studies of SILA Phase I, enhanced cooperation between NGOs will also help lawyers to understand the needs and improve their skills and behaviors in working with the vulnerable groups during legal assistance.

Finally, networking among all actors involved has additional benefits in raising awareness of judges, prosecutors and law enforcements and prevents different interpretation of the regulations and thus different implementations in different cities.

Key issue number two is **SYSTEMATIC APPROACH.**

Regional meetings of SILA Phase I brought judges, prosecutors, lawyers and representatives of civil society organizations together and recorded that although in some areas and specific cases NGOs, UTBA and Bar Associations manage to establish cooperation and achieve results, the intended cooperation is underlined as systematic and structured. It is quite essential that only a well-structured system of legal-aid provision where all actors including UTBA, Bar associations and NGOs are cooperating with clear processes can bring out the required legal assistance more quickly and in a more beneficial way.

The Poppy Project initiated by Ankara Bar Association in 2011 is one of the best practicing examples of a structured cooperation of all actors in legal aid provision, mostly reaching out gender-based violence victims, especially women, in need of legal assistance, raising awareness among the citizens about legal aid services as well as coordination between NGOs, ministries, municipalities and Bar Associations for providing more inclusive and efficient legal aid services. Among the essences of the Poppy lies a well-structured face-to-face advisory service established and made available and easy to reach in cooperation with NGOs and public institutions, including primarily municipalities, that are in contact with victims and disadvantaged groups. The established network of centers, helpline, available teams and institutions via protocols helps the design and delivery of more systematic legal aid assistance. Standing on the well-functioning steps of Poppy exercise and brining solutions to its challenges, such a systematic approach can be developed for structured cooperation in legal aid provision. As stated clearly in SILA Phase I reports, there are many dedicated lawyers in all Bar Associations but the local initiatives they developed are depending on their personal sacrifice and for that reason cannot continue for a long time. Lack of a systematic approach prevents these services to be delivered; sustainable, reliable and high-quality legal aid service for a long period of time.

Another area for further improvement appears as **CAPACITY DEVELOPMENT.**

A structured system can only be operationalized with an equipped team of service providers with necessary knowledge and skills. Therefore, a structured system of legal aid assistance requires lawyers with certain capacities and these capacities should be developed continuously.

It is quite common in the area of legal aid that lawyers at the beginning of their career take legal aid cases as they build their practice and reputation. New lawyers carry the most demanding legal aid case load, with less experience, supports or specific training on the needs of their clients. Trainee lawyers often do not receive any assistance or gain any experience with legal aid files due the fee arrangement. On the other hand, the number of lawyers is increasing and there is a need for a more permanent training curriculum, which should be made available on a continuous basis; this also requires a different kind of infrastructure.

When it comes to legal aid, lawyers need specific trainings for better service quality for vulnerable groups. Such trainings should provide them knowledge of dealing with certain traumas, psychological issues, post-traumatic stress and disorder. Further, as reported in SILA Phase I, legal aid should in practice be granted for a much broader range of legal issues, rather than focusing predominantly on family law issues and divorce. This is not to understate the importance of divorce cases, but also to highlight the broad range of additional legal problems experienced by vulnerable groups, which currently receive limited legal aid support – including tenancy, civil registration and administrative decisions. Lawyers need regular trainings not only on legal issues but also about the techniques to help them deliver better services to their clients and also to learn self-care not only to help clients better but also to protect themselves.

Needs Assessment and Recommendations Report of SILA Phase I served as a guiding resource in developing training modules for CCP lawyers. The training materials included training modules, a gender bias quiz, a file strategy template for legal aid clients in order to prepare to advocate for people facing disadvantages, client stories as case studies, assessment test and bibliography. In implementation, the first stage of the trainings went through “pilot delivery” which involved two full days of in-person sessions, delivered through a combination of case-studies, small-group discussions and short lecture. Training materials were revised as per the feedback received from pilot delivery and revised versions were presented to the Consultation Group and the Heads of Trainee Education Commissions of 79 Bar Associations.

Furthermore, a user-friendly Manual of Training Modules was also prepared for Bar Associations to present the trainings, implementation technics and recommendations for delivery of the modules depending on the needs and dynamics of each region. The manual includes notes for the trainer, inputs for each priority area (women, children, disabled people, LGBTI, refugees), speaking and presentation notes and practical information for the trainers. Finally, in SILA Phase I, Tailor-made Guidelines for CCP Lawyers on Legal Aid in line with European and UN standards including proposals on necessary amendments to relevant legislation for improved legal aid services for disadvantaged groups was prepared.

Contents and techniques developed and delivered in SILA Phase I were not the trainings that lawyers were accustomed to and it is observed that lawyers’ welcome new methodologies, approaches; they are very open-minded, interactive and willing to receive different trainings on legal aid.

Considering that legal aid is an area of specialization; there is too much interrelated aspects to learn and apply; the number of young and less experienced lawyers practicing legal aid is increasing, the need for lawyers providing services for disadvantaged groups is increasing, the quality of the service depends on lawyer’s capacity to deliver the required service and the lawyers are willing to receive more trainings, e-learning has been proven as an effective and efficient way to meet with these overall needs of the legal aid system. The target group is young people who use smart phones and open to new generation training methods. Therefore, new trainings by using online tools with the new techniques and benefit from the advanced IT developments seems a new area to be touched for capacity development. UTBA states that total numbers of lawyers, which was 70.000 at 2010, is now 120.000 and it is expected to rise to 200.000 in five years. Online and mobile training tools offers a unique cost-efficient model to reach to the tens of thousands of new lawyers.

Finally, there is a need for ownership and instrumentalization of a performance management and evaluation mechanisms; for this AWARENESS RAISING is the basic requirement.

A coordinated and structured system with qualified lawyers and practitioners can only be sustainable and open to further improvements with a well-functioning performance management mechanism. In order to increase or guarantee certain quality legal aid assistance, it is necessary to monitor the performance of the system and its actors, mainly lawyers so that necessary steps can be taken to further improve the scope and quality of the service and increase the number and satisfaction of service users.

Development of the performance criteria and evaluation mechanism for legal aid services and an automation system for appointment of CCP lawyers via a participatory approach has already been started in SILA Phase I. A list of regional meetings and consultations at the central level with UTBA and Bar Associations has been conducting to review and further develop the proposed mechanism until the end of Phase I. Further

dissemination of the performance criteria is a must and it would mean nothing to lawyers if it is not discussed and presented with details and with solid justification for each issue identified in the performance criteria. This process will lead into internalization of the performance criteria and evaluation mechanism. Simply, there is a further need for dissemination of the performance criteria and raise awareness among bar associations to prevent misinterpretation of the criteria and ownership of them so that evaluated performance bring out improvements in the overall system.

In addition to the performance management system and in relation to it, currently, over 70 Bar Associations are using one of two forms of the Automation System provided by private companies, both serve to automatically assign lawyers to criminal cases as per the Code of Criminal Procedure from a list of lawyers who have registered themselves in the CCP roster within the Bar concerned, thereby eliminating any preferential treatment to any lawyers and evenly distributing the cases among lawyers in the roster. During the outset of SILA Phase I, it was understood that there were discrepancies in the use of the Automation System by each Bar Association, both in terms of actual use and the way in which the systems were used. Studies conducted to uncover these discrepancies, with a view to creating a uniform, standardized automation system that could better serve the interests of disadvantaged groups. This approach also needs to be further disseminated and awareness raised for ownership and improvement among Bar Associations.

One of the important achievements of SILA Phase I was the development of **a Strategy Paper and Road Map for UTBA for improvement of legal aid services.** Prepared with a consultative approach, the paper emphasized the importance of the mechanisms for face-to-face advisory systems, supporting lawyers in terms of professional skills and competences as well as increasing the cooperation between bar associations with other stakeholders and raising awareness among vulnerable groups about legal aid services. Further, the importance of the cooperation with the NGO's to overcome some obstacles reaching out refugees and overcome language barriers, raising awareness among the vulnerable groups about legal aid services, improving skills of the lawyers were also underlined.

The implementation of SILA Phase I resulted in improvements of legal aid services provided towards refugees as well. Upon the detection of the most important barrier for refugees to reach legal aid services that is language, UTBA opened a translation support hotline, which solved the interaction problems between lawyers and their clients. SILA Phase I trainings were extended towards lawyers providing legal aid to refugees and behavioral training modules included the training curriculum of lawyers and they have been already under delivery. Following the SILA Phase I Study visit to Canada, a Legal Clinic designed and opened in Şanlıurfa to provide legal aid assistance towards refugees.

The overall legal aid system improvements introduced in SILA Phase I and studies conducted concerning legal aid towards vulnerable groups and refugees led both UTBA and other justice actors to develop and start implementation of new and more focused projects in the area of legal aid and equal access to justice for refugees and foreigners under the temporary protection regime. One of the very important examples of this attempts is UNHCR and UTBA initiated project aimed at increasing access to effective and accurate legal assistance by refugees and asylum-seekers, as well as increase the capacity of Bar Associations to provide legal aid in February 2018.

The achievements such as the number of lawyers responsible of legal aid provision in Gaziantep, Hatay, Kahramanmaraş, Kilis, Osmaniye, Şanlıurfa who have been trained have been reported in the scope of the Regional Refugee and Resilience Plan (3RP) 2017-2018 and planned activities and lessons learned provided inputs for 3RP 2018-2019. Furthermore, the project achievements and targets have also been shared throughout the meetings of the Efficiency in Justice Services Specialized Commission established by the Ministry of Development for the preparation process of the 11th National Development Plan, in order to ensure that the reference to the project with its specific outputs would be made in the Commission Report.

To establish a more effective functioning legal aid system in Turkey, another important finding of SILA Phase I was the necessity for dissemination of **targeted and need-based information about legal aid services to the vulnerable groups including GENDER-BASED VIOLENCE VICTIMS.** It is noted by UTBA that most

of the legal aid users in Turkey are gender-based violence victims, especially women and children. This figure underlines the need for a systematic approach among Bar Associations towards the needs of this specific target group.

The situation confirmed in the Needs Assessment and Recommendations Report developed in SILA Phase I that there is a lack of knowledge among women about legal aid and there are some problems of perception of the lawyers. There is a lack of awareness among disadvantaged women about legal aid and how to access the social-state benefits including the justice system. Even when they are aware of legal aid, they have a negative perception of legal aid lawyers and do not expect that they will be helpful or work hard for them. Traditional gender roles also often limit women's access to support services such as legal aid when needed. There are also traditional/cultural barriers that women facing while approaching legal-aid assistance including their coming to the courthouse or bar association in the provinces especially of the South Eastern regions: Two south-eastern Bar Associations stated that they opened legal aid offices outside of the court house because "woman entering the court house might not be tolerated".¹⁸

According to the 2018 EU Progress Report, gender-based violence and domestic violence are of serious concern in Turkey. While Turkey was the first country to ratify, in 2014, the Council of Europe's Istanbul Convention on preventing and combating violence against women, Turkey has still not adapted its legislation but adopted an Action Plan for 2016-2020 and started to raise awareness on this topic. Violence Prevention and Monitoring Centers are in service in 68 provinces as of January 2018. There are 137 shelters for victims of domestic violence. However, further developments are still needed in gender equality, participation of women to the decision-making mechanisms, social and economic life as well as preventing domestic violence in Turkey. Turkey ranked 69th out of 149 countries in the 2014 Gender Inequality Index, and 118th out of 187 in the Gender Development Index.¹⁹

Having recorded that gender-based violence victims among all vulnerable groups are the majority within the legal aid users, it is essential to focus more onto these groups especially women while further improving legal aid services to provide more efficient, coordinated and qualified assistance. It seems necessary to establish a network and develop structured cooperation among women NGOs, lawyers, UTBA, Bar Associations, Judicial Support and Victims Services Directorates and social work personnel at courthouses to provide legal aid services for women. In that respect, elaboration of Poppy Project practices and a consolidated and contextualized approach taking into consideration of its challenges might lead to designing and testing a structured system for better provision of legal aid services in Turkey.

1.5 Inception Period for Phase II

In the light of the successful results and achievements of Phase I, towards its end and preparations for Phase II, an Inception Period was designed to bridge Phase I and Phase II and strengthen the sustainability effect of Phase I. Between January and May 2019, a list of studies were conducted by a group of experts to make a comprehensive synthesis of Phase I findings, conduct complimentary studies to enrich those findings and provide sound inputs in order to bridge Phase I and Phase II. Inception Period analysis and assessment reports will be used as baselines for planning and implementation of Phase II activities.

At the start of the Inception Period, Management Board of UTBA determined seven pilot bar associations to be involved to Inception and Phase II for establishment of the intended well-structured system of legal-aid provision: Antalya, Denizli, Balıkesir, Mardin, Nevşehir, Samsun and Rize Bar Associations were asked their involvement into the project. These pilot provinces were selected based on geographical proximity and locations in regions throughout Turkey. Among pilots, three provinces, namely Mardin, Samsun and Nevşehir were pilots of the UNFPA/UNDP Joint Programme of 'Women Friendly Cities'. Further in Rize and Samsun provinces Judicial Support and Victims Services Directorates were opened during the Inception Period.

¹⁸ SILA Phase I Outcome V: Needs Assessment and Recommendations, p. 41

¹⁹ Turkstat Household Labour Force Survey

The Inception Period covered analysis studies and field visits to understand the existing situation in each pilot bar association regarding its legal-aid services and map the coordination mechanisms with gaps between bars and NGOs in each province.

Throughout Inception Period, two coordination meetings were held in Ankara with the participation of representatives from Pilot Bar associations, UTBA and MoJ for discussing the scope and findings of the activities and note advices for the implementation of Phase II. The representatives of pilot bars visited Ankara Bar Association and Poppy Center to exchange experiences, lessons learnt and get insights about the legal-aid system.

Accordingly, the Inception Period studies can be summarized as below with their scope and outputs:

Activity 1 COORDINATION: An assessment study to understand the gaps, potentials and barriers for strengthening coordination and cooperation between bar associations and NGOs in providing legal-aid in each pilot province via field visits and focus group meetings in each pilot province.

- **Output:** Current Situation Mapping and Needs Assessment Report on the coordination between NGOs providing services towards gender-based violence victims especially women, lawyers, bar associations and UTBA in Turkey (attached with brief evaluation reports for each pilot province on the basis of site visits)

Activity 2 SYSTEM DEVELOPMENT: Analysis of Poppy Practice experience of Ankara Bar Association to determine system requirements for provision of legal aid services to disadvantaged groups especially gender-based violence victims including legal frameworks, coordination and network of actors in the system, capacity building, training and infrastructure needs, communication and awareness raising activities including the web page. The analysis provided a guideline/ToR/checklist of all main requirements for establishment of legal-aid support centres (enhanced Poppy replications) in pilot bar associations. Those centers were decided to be named as Violence Prevention Centres (VPCs) throughout Phase II.

Following the analysis of existing Poppy practice, field visits conducted to pilot bar associations to understand their legal aid practices, regulatory framework, networking and official cooperation lines, physical and infrastructure availabilities, capacity needs and communication scale and activities. A Pilot Review summarising the findings on these aspects (in line with the guideline/ToR/checklist prepared above) was prepared for each bar associations. In addition, on the basis of the guideline/ToR/checklist prepared in Activity 1, a Road Map was prepared for each pilot bar showing the main requirements, steps to be taken and infrastructure support needed for establishment of legal-aid support centre in that specific bar association. The Road Maps also included the proposals for web page improvements/design for communicating the service to the provincial public.

- **Outputs:** 1) An Evaluation Report of the functioning of Current Poppy Centre within the Ankara Bar Association including legislative and regulatory framework, institutional infrastructure (technological details as hardware, software, bandwidth, etc.), human resources and capacity development and processes, as well as lessons learned, best practices, bottlenecks and operating procedures with an attachment of a guideline/ToR for the generic pilot establishments 2) A Pilot Review: review of legal aid practices, regulatory framework, physical and infrastructure availabilities needs assessment and situation analysis report of each selected pilot bar association 3) A Road Map for each pilot bar association to establish legal-aid support centers (enhanced Gelincik replications) on the basis of the guideline/ToR/checklist prepared in Activity 1.

Activity 3 AWARENESS RAISING: Analysis of dissemination needs to improve the ownership of automation system and performance criteria developed in Phase I and development of a Communication Plan for dissemination of automation systems, performance criteria and evaluation model to Bar Associations and lawyers for Phase II including preliminary proposals for the web page of Phase II.

- **Output:** Communication Plan for Dissemination and Awareness Raising Activities of Phase II.

2. STRATEGY

2.1 Description of the Project

Turkey's efforts to improve access to justice for all have been given impetus since 2000 and providing better functioning legal aid system has been seen an important means for attaining that goal. Looking at all national level plans and programs, it is all visible that more systematic, accessible, well-known and institutionalized legal aid system which also gives priority to create responsive systems to disadvantaged groups is given special importance. In parallel to this framework, lawyers and Bar Associations have been dedicated to the provision of legal aid services and better assistance for disadvantaged groups. Further Ministry of Justice took important steps via its Department of Victims Rights. However, despite the initiatives for improvement of the legal aid services in Turkey, it is addressed by both EU Progress Reports, as well as international and national analysis that legal aid system in Turkey needs to be further supported and improved in terms of its procedures, quality and impacts on citizens together with the coordination among all actors involved and further improvement of quality of legal-aid services provided by lawyers.

To this end, "Strengthening the Institutional Capacities of the Bar Associations for Improved Access to Justice for all in Turkey Project" (SILA Phase I) implemented by the Union of Turkish Bar Associations (UTBA) and Ministry of Justice with technical assistance of UNDP and funded by the Swedish International Development Cooperation Agency (SIDA), contributed in enhancing of the legal aid services in Turkey with finding the gaps and needs for the effective functioning of the system, developing recommendations and programmes targeting the capacity of lawyers and coordination between them and introducing measures for improving automation system for their appointment, monitoring and measuring their performances. Legal aid services provided towards disadvantaged groups including Syrians at southern provinces of Turkey was given a special attention.

SILA Phase I project has reached several significant achievements and paved the way forward for Turkey to meet EU and international standards on legal aid provision. However, it also demonstrated that still further support is needed for a structured legal aid system in which all actors are coordinated, their work are integrated, service providers are continuously qualified, the overall system is well monitored and performance evaluation is instrumentalized for improvement. Therefore, based on the findings and achievements of SILA Phase I, the 2nd Phase at hand introduces a holistic approach and aims develop more structured, coordinated, qualified and systematic legal aid provision in Turkey.

The Second Phase focuses on institutional and individual level capacity enhancement activities for Union of Bar Associations of Turkey, local Bar Associations and lawyers practicing legal aid as well as enhanced cooperation and coordination with NGOs and civil society organizations. Recalling from the experiences and findings of Phase I, Phase II Project will implement pilot practices for specialized legal aid services towards gender-based violence victims, especially women. Through the evaluation of Poppy Project practices and development of a more consolidated and structured system of legal aid provision, more citizens will have access to legal aid services.

2.2 Project Strategy: Objectives and Expected Outcomes

Considering the strategy mentioned above, SILA Phase II Project will have the following results for enhancing the effectiveness and efficiency of the legal aid system in Turkey:

Expected Result(s):

Result I: COORDINATION

Enhanced coordination between women NGOs, civil society organizations, lawyers and bar associations to improve the legal aid system in Turkey

Result II: SYSTEM DEVELOPMENT

Development of a systematic and structured approach for legal aid services via implementing and further improving best practices in pilot Bar Associations: Poppy Project practices

Result III: CAPACITY DEVELOPMENT

Enhanced capacities of lawyers practicing legal aid through a tailor-made training programme

Result IV: AWARENESS RAISING

Awareness raising among bar associations in Turkey on the performance criteria and evaluation mechanism for legal aid services and automation system for appointment of CCP lawyers.

An **Advisory Committee** will be established under the leadership of UTBA. The representatives of Union of Bar Associations, Ministry of Justice and UNDP will be natural members of the Group. There will be 3 participants from UTBA, 3 from UNDP, 2 from Ministry of Justice and 2 representatives from 7 bar associations in each Committee meeting. Women Rights Commissions members of bar associations will be invited to the meetings as well, but they will come if they are selected as one of 2 bar representatives. Women Rights Commissions members also are members of TÜBAKKOM. The group will meet twice in a year before the Project Steering Committee and the main task of this group will be to review, discuss and present the progress and outputs of the activities to the Steering Committee. The members of the referred Advisory Committee are expected to contribute to the planning and successful delivery of the activities under Results I, II, III and IV. In other words, the Advisory Committee is expected to conduct at least one meeting targeting each result throughout the implementation. The Advisory Committee is critical to ensure continued sustainability of the Project and adoption of an inclusive approach in project implementation. Moreover, CSOs and NGOs will be invited to these committee meetings. The group will meet twice in a year before the Steering Committee and the main task of this group will be to review, discuss and present the progress and outputs of the activities.

Throughout all outcomes of the project, contribution to sustainable development goals 5 (gender equality), 10 (reduced inequalities) and 16 (peace, justice and strong institutions) will be the main goal. Activities and expected outputs are designed in accordance to their linkages with SDG's and gender marker guidelines. Furthermore, the gender dimension of the project is important in terms of maintaining cooperation and collaboration between NGO's, civil society organizations, public institutions, bar associations and UTBA. Project outputs and the overall project strategy was formulated in order to address defined gender issues and entail women empowerment. Activities are going to be implemented in consultation with women NGOs and they are included among stakeholders. Adequate resources are going to be allocated for gender focused activities and gender mainstreaming. Project indicators are gender responsive and address specific needs and interest of different target groups.

Result I: COORDINATION

Enhanced coordination between women NGOs, civil society organizations, public bodies, lawyers and bar associations to improve the legal aid system in Turkey.

Public authorities, NGO's and civil society organizations provide a range of complementary assistance towards vulnerable groups in terms of legal aid services in Turkey. They have a broader understanding of the situation of the vulnerable groups in need of legal assistance and an extensive experience in approaching and working with them. Since women and children composes the majority within the legal aid users, enhancing the cooperation among the women NGO's, civil society organizations, lawyers and bar associations will ensure that lawyers could benefit from the experiences of the NGO's and direct the required assistance to the end users based on the real knowledge coming from the field. Most of the time women do not apply to the existing remedies because of their lack of knowledge and a minimum effort such as a hand-out or a phone call will help creating a real change in the situation.

In terms of the coordination between NGO's and Bar Associations, SILA Phase I showed that there is a further need and as well as demand to enhance the coordination between NGO's and bar associations in terms of supporting lawyers for better understanding of the vulnerable groups, to increase the number of the member of the vulnerable groups benefit from the legal aid services, to provide more inclusive and efficient legal aid services. SILA Phase I also recorded the interest and willingness of women NGOs to establish better coordination with Bar Associations. According to the findings of need assessments and recommendation reports prepared under Component I of SILA Phase I, NGOs help with the orientation of local needs, facilitating public information sessions and collaboration on outreach strategies. On the other hand, some organizations are unable to help people understand the process, the expected timelines or even the role of legal aid lawyers. Sustainable cooperation between NGO's and Bar Associations also means minimum investment for the staff of NGO's to understand the basic terms and roles of legal aid lawyers and that would allow a wide network of professionals to inform people of the right to legal aid. These organizations have a valuable role to play in addressing people's fear and mistrust of lawyers and are willing to hand out pamphlets or help people understand legal terms.

In the Component I and Component II of SILA Phase I, it was also observed that some women NGOs are using their own resources to respond to the legal and security needs of women. Their efforts were greatly appreciated by public authorities. They are trying to establish mutual communication and partnerships between public authorities as well as local municipalities. These NGO's are also trying to develop coordination and partnership with Bar Associations to deliver better professional and satisfying legal services. Again, the same studies reported that, bar association benefits from local NGO's translation and interpretation services, especially when dealing with refugees. Bar associations are being informed or referred about cases in terms of sexual and domestic violence and organizing trainings on specific topics. These relationships mostly are one-directional focusing on legal aid services, rather than assessing gaps in services. There are many initiatives addressing women's health and employment challenges, Turkish language classes for refugees, community support for LGBTIQ's and addressing individuals with disabilities. Through active partnership with civil society groups, the mutual understanding between bar associations and NGO's could be enhanced. Rather than relying on informal communication, structured cooperation mechanisms and formal communication ties should be established between NGO's and Bar Associations.

Coordination efforts such as partnering with public authorities, establishing referral mechanisms with Bar associations and responding to client needs are also familiar concepts within the Poppy Project Practices. The Poppy Project succeeded in establishing cooperation with women NGO's, public institutions such as municipalities, governorships and Ministry of Family and Social Policies. According to SILA Phase I findings, NGO's operating in the field try to provide legal consultancy to clients with the support of local bar associations. Furthermore, NGO's are working towards raising awareness among women about legal aid. With the detected lack of awareness among women, these NGO's can mobilize their resources for women to access legal aid easier. NGO's are also familiar with the legal aid process, plus some lawyers are board members of

these NGO's therefore; it is easier for NGO's to bring up the challenges that legal aid lawyers face. During SILA Phase I there were efforts to cooperate with NGO's during the preparation of reports which were important in order to strengthen the legal aid system in Turkey. It is evident that the expertise of NGO's and Bar Associations should be combined in order to provide an inclusive and sustainable legal aid service to clients. SILA Phase I was the first step for establishing a network between NGO's and Bar Associations, with SILA Phase II further developing both parties' relationships are an important priority.

The "Strategy and Road Map" developed in SILA Phase I also defines raising awareness about legal aid services among the citizens and increasing the number of female legal aid beneficiaries among its goals. Enhanced coordination between NGO's and Bar Association will have impact on increasing the number of the women and member of other vulnerable groups benefit from the legal aid services. Cooperation should be established with government bodies and non-governmental institutions working for women in order to inform women. Besides, SILA Phase I report demonstrated that some Bar Associations are not aware about the NGO's working in the field in terms of legal assistance and they are not aware how they could benefit from the services of the NGO's. That means, there is need to inform the Bar Associations about the NGO's, their expertise, working field and capacity in their region.

The most important aspect on CSOs is two create a two-way reference mechanism. The project at hand aims to create a solid link between CSOs and Bar Associations to refer people in need to each other. CSOs will be well informed about legal aid services especially about Violence Prevention Centres (VPCs) to be established as part of Phase II and Bar's will be well informed about the services offered by the local CSOs and social services provided by government and municipalities. Inception visits shows that local CSOs are willing to participate in such a mutual relation with Bar Associations. Additionally, on the basis of SILA reports and Inception visits, bars do not have a steady relationship with local CSOs. Bar Associations are keen to help CSOs, but they always wait CSOs to approach and demand help from them. Phase II will change the culture of vertical relationship and help it to evolve to a relationship among partners. Following the example of Women Friendly Cities Project; in this project, bar associations will create a coordination committee to gather regularly with CSOs.

In the pilot provinces where VPCs of Phase II will be established, preliminary meetings with NGOs and CSOs were conducted during the Inception Period field visits and it was noted that NGOs and civil society organizations are very much willing to cooperate with public institutions through the Violence Prevention Centers (VPCs). NGOs and CSOs will refer cases to bar associations and legal practitioners. Their capacities will be developed for providing effective counselling to people subjected to gender-based violence and vulnerable individuals. The inclusion of NGOs and CSOs in the coordination mechanism will be helpful for the sustainability of the Phase II results. In addition to the public institutions active in the field, the NGOs and CSOs are working for an efficient legal aid system, both in terms of the referral mechanism and quality of services provided. During and after Phase II, it is believed that public institutions and bar associations will know which NGOs and CSOs has the capacity to support victims and their cooperation will have a positive impact in building institutional trust.

During Inception Phase, an example of effective coordination with public institutions, was noted in Samsun: the collaboration between ŞÖNİM (functioning under Ministry of Family, Labour and Social Services) and Samsun Bar Association strengthened legal aid services. Samsun ŞÖNİM refers cases to the bar association and they keep in touch in terms of maintaining support for protecting vulnerable victims. Samsun ŞÖNİM has a mini police station integrated and victims are not directed to police stations. Instead ŞÖNİM calls criminal legal aid lawyers to ŞÖNİM premises. As civil legal aid does not have a call-in service such as criminal legal aid, Samsun Bar created a special list only for ŞÖNİM. These lawyers come to ŞÖNİM upon call and help women on the spot. They also refer victims to legal aid if found necessary. Furthermore, Samsun ŞÖNİM has established a communication mechanism with the Women Rights Commission of the bar association for finding immediate solutions. The coordination example in Samsun is unique; therefore this example will be used during Phase II implementation in other pilot provinces.

To this end the project will carry out the following activities:

Activity 1.1: Networking and Coordination Practices

The networking experiences of SILA Phase I in the form of various regional meetings were very helpful in identifying problems in provision of services to the disadvantaged groups and the obstacles they face in accessing legal aid services as well as to come up with alternative tailor-made solutions. Those meetings served for establishing an informal network among all stakeholders including judges, prosecutors, lawyers, NGO's, Directorate General of Migration Management and Ministry of Justice in each region. Stakeholders had the opportunity to discuss possibilities for future cooperation to overcome common obstacles about providing legal aid. Regional meetings also raise awareness among stakeholders about which organizations could provide which services and how other stakeholders could benefit from them. However, NGO's had limited contribution to the cause and their cooperation was inefficient. Number of NGO's participating in the events were not high as expected. Strengthening NGOs' cooperation, raising their efficiency and level of participation are main objectives in SILA Phase II.

Based on the findings of site visits to pilot provinces during the Inception Period and Current Situation Mapping and Needs Assessment Report on the coordination between NGOs providing services towards vulnerable groups especially women, lawyers, bar associations and UTBA in Turkey, two regional level networking and coordination workshops will be conducted with the participation of bar associations, lawyers, NGOs and women organizations in Istanbul and Ankara. Representatives of UTBA and Ministry of Justice will also participate into the workshops.

In the workshops, the findings of the Current Situation Mapping and Needs Assessment Report will be presented, and group works will be conducted on a selected list of thematic areas that coordination is strongly required again based on the findings of the Current Situation Mapping and Needs Assessment Report. Each group will be assisted with operational programming exercises. Decided steps/actions to be taken during the group works, implementation of actions and ideas identified can be monitored and supported (if needed) throughout Phase II. However, the implementation of those actions will be given to the willingness and voluntary effort of the partners who defined them; they will not be part of Project Activities.

SILA Phase I reports and Strategy and Road Map states that there is a need of better networking of Bar Associations' legal aid offices and legal aid lawyers. Although this network is not planned to be built under this project, regional workshops will help to the creation of a future network organically.

Outputs: Reports on Regional Workshops in Istanbul and Ankara (which includes findings including discussions, outcomes and next steps).

It should be noted that during the analysis of Inception Period and preparation of the Current Situation Mapping and Needs Assessment Report, a specific attention will be paid to NGOs that have ongoing capacity and/or former experiences even on a case basis in the area of groups who were subjected to violence. The well-functioning mechanisms of those coordination experiences will be noted, together with barriers and gaps in providing legal aid services to disadvantaged groups. Such an analysis will be helpful to design a systematic approach in component II, together with analysis results of Poppy practices.

Implementation of Component activities will pay careful attention to gender mainstreaming guidelines. Coordination with NGO's and situation analysis will be implemented with gender responsibility perspective. Application of CEDAW and GREVIO recommendations will be monitored throughout initiatives for legal-aid.

Result II: SYSTEM DEVELOPMENT

Development of a systematic and structured approach for legal aid services via implementing and further improving best practices in pilot Bar Associations: Poppy Project Practices

According to SILA Phase I results, the required cooperation and coordination among actors who are involved in legal aid provision is not only needed to be enhanced but also it should be systematic and structured. The “Needs Assessment and Recommendations Report” of SILA Phase I emphasized that there should be greater coordination between legal aid departments of Bar Associations and other service providers, specifically regarding women NGOs and gender issues. In this regard, as it is also detailed among key issues, SILA Phase I assessed that the Poppy Project carries best practicing steps.

The Poppy Project was initialized by the Ankara Bar Association on 2 April 2011. The Poppy Center consists of 45 counselors and 221 volunteer advocates. They provide legal aid counselling and services for women, children and LGBTIQ’s. The applicants are individuals who are subjected to different forms of violence. In the Poppy Center, there are also psychologists and social services experts ready to provide counselling to the applicants. They established a hotline and counselors can be reached all the time, 24 hours and 7 days a week. The Centre is reachable through their phone number 444 43 06. Even out of working hours, lawyers volunteered to be on call.

Poppy Centre receives referrals from NGO’s, civil society organizations and public institutions as well. Usually survivors of gender-based violence, especially women, approach Poppy Centre themselves. When an applicant approaches the Poppy Center for help, he or she is counselled about the legal steps to be followed and if necessary, shelter may be provided. Filing a lawsuit for damage, divorce, alimony and custodianship are usually the first legal steps taken by counselors. Later, if necessary, counselors may suggest getting injunction for protection. Furthermore, if alimony is not paid to the applicant then executive proceedings could be initiated as well. Shelters for applicants are arranged through the Ankara Governorship, Ministry of Family and Social Policies or Municipalities, Municipalities and NGO’s. When it comes to providing solutions for survivors of gender-based violence, NGO’s are one of the most effective partners of the Poppy Centre, because they have knowledge about the field and can provide alternative solutions through other actors of civil society. Applicants who have children are permitted to stay in shelters with their children. Depending on the capacity of shelters, time needed to provide one may vary. According to the latest statistics received from Ankara Bar association concerning the average annual applications to the Poppy Center is 700. SILA Phase II takes step towards establishment of a systematic and structured approach in legal aid provision by instrumentalizing best performing Poppy Project practices and developing new solutions for its challenges with an aim to provide structured and systematic legal aid services to the vulnerable groups especially women.

During the Inception Period, an Analysis of Poppy Practice experience of Ankara Bar Association was conducted and the system requirements for establishment of legal-aid support centres (enhanced Poppy replications) in pilot bar associations were determined. Moreover, each pilot bar association were analysed to list their requirements within regulatory framework, networking and official cooperation lines, physical, infrastructure, training and communication and outreach capacities and provided with their specific road maps (guideline/ToR/checklist) showing the main requirements, steps to be taken and infrastructure support needed for establishment of legal-aid support centre in them. Having the Road Maps as baselines at hand, Phase II will carry out the following activities to establish enhanced Poppy replications in each pilot bar association under the name of Violence Prevention Centers (VPCs). These centers will also include a psychologist, social worker and communication staff. The appointment system will be discussed with local bar associations prior to the establishment of the centers along with other regulatory necessities. Training of staff in these centers is among project priorities for qualified legal aid service provision.

Lawyers will be trained, and their legal actions will differentiate from their colleagues. As it happened in Ankara, judges and prosecutors will soon realize the commitment and enthusiasm of ‘poppy lawyers’, which will create trust among parties and a solid base for future actions. After the establishment of VPCs, workshops

will be organized for future activities. Involvement of judges and prosecutors will be ensured through Victims' Rights Department of MoJ.

Activity 2.1: Tailor-made Training Programme

The activity will start with the review of Poppy training curriculum, program, modules and materials of the Ankara Bar Association. In addition, Pilot Reviews and Road Maps prepared during the Inception Period listed training needs in each pilot bar association in order to establish and operationalize the enhanced Poppy Practices within VPCs. They will be crucial for the creation of training programme and modules; therefore, special attention will be paid for accuracy of the findings. In the addition to the reported requirements and pilot needs, further meetings will also be conducted with UTBA, Ankara Bar Association, academics and other women organizations in order to finalize the training curriculum, programme and modules.

A team of 6 trainers including lawyers/law experts, psychologist, social work expert, communications and training skills development experts will be composed to formulate tailor-made training programme and the training modules.

Following the development of tailor-made training programme including curriculum, modules and materials for developing the capacities of the lawyers who will be employed/assigned for the Poppy practices in pilot Bar Associations, 3-days trainings will be delivered to 30 lawyers in each pilot association.

Outputs: 1) Training curriculum, programme, modules and materials 2) Trainings delivery in each pilot province

Activity 2.2: Trainings delivery (including ToT)

Among the 30 lawyers who participated into Poppy Trainings, 10 will be selected and invited to join a ToT training from each pilot bar association. A total of 70 lawyers will be grouped into 2 classes (35 participants each) and provided with ToT trainings by the team of 6 trainers one of which will be a skills trainer. The skills trainings will last 6 days and cover both substance training and skills training with practical exercises and presentations. ToT programme will be supported by Ministry of Justice and candidate trainers will be provided with knowledge and awareness on services of Judicial Support and Victim services Directorates.

In line with gender mainstreaming standards, training methodology and trainers' approaches will be designed considering gender requirements. Gender sensitivity will be ensured throughout the techniques applied during trainings.

Outputs: ToT Trainings delivery

Activity 2.3: Infrastructure Support and Upgrading of Pilot Bar Associations

The Analysis of Poppy Practice experience of Ankara Bar Association will demonstrate the basic infrastructure needs to establish the legal-aid support centres regardless of its province (guidelines/ToR/checklist). Pilot Reviews and Road Maps prepared during the Inception Period listed the main infrastructure needs of each pilot bar association for delivering legal aid services and to establish and operationalize the enhanced Poppy Practices. During the Inception Period, feasibility reports were prepared and attached to Pilot Review and Road Map of the visited bar association. Both the physical space and technical infrastructure such as computers, monitors, telephone lines, other office equipment and refurbishment needs were examined and alternative proposals were prepared.

Based on feasibility reports prepared during the Inception Period, each bar association will be provided with an Infrastructure Support Package within Phase II. Feasibility reports will be presented to the Project Steering Committee and upon the evaluation and approval decisions of the Committee, the Project will act to provide pilot bar associations with their Infrastructure Support Package.

Outputs: 1) Infrastructure Support Packages for each pilot bar association 2) Infrastructure needs provided including refurbishment, technical and other office equipment, logistical facilities organized.

Activity 2.4: Communication and Outreach for each Pilot Bar Association

Following the provision of all kinds of support to pilot bar associations and make them ready to deliver enhanced Poppy Practices at their VPCs, communication and outreach activities will be conducted in the form of PR packages for each pilot bar in order to introduce the service to the provincial public; create awareness and ownership among the actors, stakeholders and the public. The PR campaigns will consider different target groups, provide messages to each of them and list necessary grounds and tools to reach out them focusing on new and innovative ways, especially to inform the vulnerable groups. Relations with media will be given a special attention.

The PR campaigns may cover various informative videos, printed visibility and promotion materials, advertisement tools and messages (TV advertisements, newspaper advertisements, billboards etc.). Pilot bars will also be encouraged to participate into related local TV programs in order to introduce and provide information about their legal-aid services. Promotion materials will be designed with information on VPCs and their services.

Outputs: PR Campaigns developed and conducted including printed visibility and promotion materials and informative videos for each pilot Bar Association

Activity 2.5: Monitoring and Review of Local Poppy Practices at Violence Prevention Centers

It is very important to monitor and review the use of established system to understand how; by whom and with what frequency the service is applied by target groups. Therefore, the current monitoring and evaluation system will be explored within the Poppy centers and an improved methodology will be developed for the Phase II. In other words, every pilot bar will be monitored in terms of applicants for legal-aid assistance and what/how the system replies to the applicant/process the application and provide the legal-aid assistance required. Throughout the whole process, data management and compiling statistics will be ensured.

During the implementation of SILA Phase I, the need for establishing a data generating system for bar associations was also identified. Bar associations were not able to provide accurate statistics about legal aid applications and gender breakdown of applicants. One of the main goals of SILA Phase II is to create an infographic or database for obtaining statistics about legal aid applications. By creating a data system, the correlation between local populations and number of legal aid attorneys can be understood. Additionally, identification of the number of attorneys to be trained and whether capacity will be enough to deal with the projected number of legal aid applications. The activity will start in the second year of Project implementation and every pilot bar will be visited for monitoring purposes and asked to submit six-monthly activity reports to UTBA.

Output: Six-monthly activity reports of each pilot Bar Association (at end of each May and December of the corresponding year)

Result III: CAPACITY DEVELOPMENT

Enhanced capacities of lawyers practicing legal aid through a tailor-made training programme

Skills development, training and continuous professional improvement for lawyers providing legal aid is a necessary component to effective, quality and targeted provision of legal aid services. On the other hand, it is evident in Turkey that Bar Associations place a high priority on training and guiding and encouraging lawyers to join training programmes on several important substantive and practice-related topics.

A well-structured approach to legal aid provision for vulnerable groups asks lawyers not only with capacities and knowledge on a broad range of legal problems and a long list of interrelated laws and regulations but also further knowledge and skills on dealing with certain traumas, psychological issues, post-traumatic stress and disorder. In Turkey, lawyers that are active in legal aid provision are increasing in number, but they are generally young, less experienced and need to improve their knowledge and skills continuously. In this framework, it is quite apparent that there is a need for a more permanent training curriculum, which should be

made available on a continuous basis and provided via new and innovative ways to grasp the attention of this high number of young practitioners.

The training experience of SILA Phase I showed that lawyers welcome new methodologies, approaches; they are very much willing to receive different trainings on legal aid. Inheriting these experiences, modules, manual and guidelines from Phase I, The Project at hand will address training needs with the aim of enhancing the quality of the legal aid services provided to women and vulnerable groups through tailor-made online training programmes for lawyers. New trainings by using online tools with the new techniques and benefit from the advanced IT developments seems a new area to be touched for capacity development and it provides the required permanent, continuous and ready to use kind of training for young lawyers.

In conclusion, all related reports and training modules developed in SILA Phase I will be benefited. Results and findings received from regional meetings and workshops are also planned to be reflected in order to sustain a higher level of improvement and impact in the system. In this regard, the connection among these projects will be provided and ensured, which will also enable sustainability in the training modules developed under SILA Phase II Project via an online system that is going to be adopted by UTBA.

A sample of the required training needs identified through the SILA Phase I Project Needs Assessment and Recommendations Report include: The process will include identification of the course (module) contents and activities, development of a flowchart/learning path for each course, storyboards, production of video, audio and text, creation of e-learning materials, design of the e-learning system, uploading all the materials to the learning management system, designing and developing assessment materials (including pre and post-assessment tests), embedding materials into the system, conducting quality check process).

To this end the project will carry out the following activities:

Activity 3.1: Training Needs Assessment for a tailor-made Online Training Programme on Legal Aid

The training needs assessment will aim to define the broad picture of all required subjects to be covered in an ideal training programme on legal-aid. Accordingly, a map of a training programme including all necessary modules will be designed.

There will be a team of experts who will prepare the framework and conduct the need analysis whose methodologies will include a desk review of all related subjects to be delivered and must-be training modules targeting lawyers providing legal aid, an analysis of currently available online and other trainings for lawyers, carrying out interviews with UTBA, Ankara Bar Association, Ministry of Justice, NGOs and civil society organizations to identify the needs in the field and an online-questionnaire to be facilitated by UTBA and pilot bar associations to reach out lawyers to understand their training needs.

Following the finalization of TNA and the detailed training programme on legal aid, the detailed training programme will be presented to Project Steering Committee and Committee's decision on 5 priority modules will be asked. The priority modules will be developed for pilot online-training delivery throughout SILA Phase II as can be seen in below activities.

Outputs: 1) TNA report with an attachment of a detailed training programme on legal-aid with all required modules 2) Shortlist of 5 priority modules to be prepared for pilot online-training during SILA Phase II.

Activity 3.2: Preparation of Priority Modules on Legal-Aid for Online Training

Based on the Project Steering Committee decision on 5 priority modules, a team of experts will work on preparation of training modules and materials with all necessary contents to address critical practical skills and theoretical concepts for strengthening the capacities of lawyers, complementary to the in-service trainings provided by the UTBA and in line with the international principles and standards in the field. It is expected to compose a trainers' pool who have technical knowledge on the online-training subjects that will be developed and integrated through the software system.

Output: 5 modules prepared for pilot online training.

Activity 3.3: Preparation of Software Infrastructure for Online Training Programme

A consultant will be hired to draft the ToR for the software company including all the technical specifications required. Through UNDP procurement announcement, a software company will be engaged to develop the required software for online training materials based on training modules developed including testing of online training, piloting, user manual development and training for UTBA staff on software. The software will be developed in such a way that it can be used and accessed by UTBA (license and resource codes will be provided to UTBA) and will include a user manual and training on how to use the software.

Needs assessments will be conducted at the beginning of Phase II. Necessities will be determined after the completion of the assessment. Additionally, a mobile application may be available depending on funding and technical capacity of the hired software company. The assigned software company is expected to provide an analysis and a report on the current technical infrastructure for online training including internet bandwidth, learning management system, education management system; current human resources capacity to build, manage, offer and evaluate online training in UTBA; current processes employed for creating and offering online training in UTBA & Roadmap on all required actions concerning the technology (infrastructure - hardware, software, bandwidth, etc.), human resources (technology management, support staff, facilitators, etc.) and processes (courses addressing clear and concise competencies [goals, learning objectives and outcomes], marketing of the courses, recruitment and registration of the trainees, management of facilitators and support staff, implementation of the courses (accessibility issue, blind and disabled), assessment of the achievement, etc.) for engaging and effective online training. Software company is expected to present data to decide between using an e-learning software or creating a new one; depending on the needs and capacity of UTBA it will be decided by the Project Steering Committee between creating an online training software for the needs of UTBA or using an existing online learning tool by obtaining the license. Creation of a mobile application will be discussed with the company and if the projected expenses are within the range of our budget, we will implement it. Both computer and mobile interfaces for trainings will be designed user friendly.

UTBA ensures the sustainability of the trainings. UTBA's servers have been renewed and they have the technical qualifications in order to cope with the needed requirements for the continuation of the trainings. Furthermore, UTBA's technical infrastructure is up to date because they provide consistent vocational trainings.

Outputs: 1) An analysis report 2) Software infrastructure procured and made available for pilot online training and UTBA provided with all technical assistance, licenses and codes.

In terms of applying gender sensitivity, all training modules and communication materials will be designed with gender indicators in mind. Design and assessments of the modules should be according to gender equality standards. The findings will be included in the gender mainstreaming report.

Result IV: AWARENESS RAISING

Awareness rising among bar associations in Turkey on the performance criteria and evaluation mechanism for legal aid services and automation system for appointment of CCP lawyers

While the local Bar Associations in Turkey has been delegated by the Government to provide criminal legal aid services, they are lacking a mechanism that oversees the provision of these services, conducts quality assurance and evaluation of the delivery of the services. Such a mechanism is something beyond the responsibility of an individual lawyer providing legal aid services. There are professional ethic codes as a guiding path for the lawyers while they are delivering legal aid services; however, those ethic codes alone are not seen enough to evaluate the provided legal-aid services in full terms. As SILA Phase I noted, adopting a Code of Conduct for Legal Aid can provide clarity about the role and obligations of the legal aid lawyer, the scope of services rendered for legal aid clients, and the societal value of ensuring that individuals accused of crimes are able to receive full services. An effective monitoring and evaluation of legal aid services would help remedy long-standing problems.

With the aim of increasing the quality of services by establishing a well-functioning performance management mechanism including monitoring and evaluation tools, an automation system for appointments and a list of draft performance criteria were developed in SILA Phase I for legal aid services via a participatory approach. The final version of both the automation system and performance criteria necessitates to be further disseminated to all Bar Associations Turkey wide and their use should be promoted for ownership of both managers of Bar Associations and among lawyers. There is a strong need for a widespread awareness raising among all actors on importance and benefits of a performance management mechanism for a coordinated, quality and structured system of legal aid service in order to increase the number and satisfaction of its users. Up to this date, two national consultants worked on two reports namely “Comparative Analysis Report on the Monitoring and Evaluation of the Quality of Legal Aid Services” and “Draft Performance Evaluation Criteria for a Legal Aid System in line with the EU and UN Standards in Turkey”. Draft versions were discussed during 3 consultative and 7 regional meetings, where feedbacks of project partners, lawyers, judges, head of bars and legal aid commission representatives were taken. During those meetings, also other issues surfaced. Some of these issues are: identification of certification programs, planning trainings on specific subjects, importance of ethic codes, understanding of confidentiality should be clarified, development of a complaint mechanism for lawyers, identifying the needs of refugees, strengthening the role of legal aid commissions in bars, trainings on legal aid, institutionalization of the bar associations on legal aid and efficient authorization for enforcement of the criteria. These issues should be further analyzed and discussed in order to come up with remedies and in the long attain a certain standard.

Lawyers raised their concerns about establishing standards for legal aid lawyers. There is a long-standing path for standardization of performance criteria, evaluation mechanism for legal aid services and automation system for appointment of CCP lawyers. During SILA Phase I, it was clear that development in aforementioned areas and awareness raising were significant for both UTBA and Bar Associations. There is a need for ownership, adaptation, agreement and dedication of bar associations and UTBA in supporting initiation of performance management mechanisms for legal-aid provision. In order to achieve successful results senior management, UTBA staff and bar associations needs to comply with performance evaluation criteria. During SILA Phase II, one of the main goals is to develop and adopt awareness raising activities among bars through a structured communication plan which was produced during the Inception Period. Additionally, the advertisements and social media campaigns will be designed to inform communities about legal aid and establishment of the centers.

To this end the SILA Phase II will carry out the following activities:

Activity 4.1: International Study Visits to Best Practices

Two study visits will be planned and organized to countries having best practicing legal aid services, specifically to countries adopting a well-functioning, well-owned and supported performance management systems. A long list of candidate countries will be presented in the Inception Report and Project Steering Committee will decide the two countries to address the Study Tours. In order to ensure high awareness on performance criteria among UTBA, MoJ and bar associations, each tour is expected to be participated by 10 participants (5 UTBA, 2 MoJ, 1 UNDP and 2 interpreters). Experiences gained, and contacts build during the tours will be shared with Project Steering Committee by the participants. A study visit report will be prepared for each visit.

Outputs: 1) Two study visit reports

Activity 4.2: Implementation of Communication Plan for Awareness Raising on Performance Management

Analysis of dissemination needs to improve the ownership of automation system and performance criteria developed in Phase I is to be conducted during the Inception Period and a Communication Plan for dissemination of information of automation systems, performance criteria and evaluation model to Bar Associations and lawyers will be prepared. The Plan is going to be implemented in the form of two main activities in Phase II.

- **Activity 4.2.1: One-day National Conference** will be organized with the participation of UTBA, 79 Bar Associations, Ministry of Justice and other related central agencies to introduce and discuss the benefits of automation systems and performance management tools and criteria. The event will be organized in Ankara and expected to host 100 participants (79 participants from Bar Associations, 10 from UTBA, 5 from MoJ, 6 from UNDP)
- **Activity 4.2.2: Five Local Study Visits to Best Practicing Bar Associations** will be planned and conducted. Each one-day visit is planned to be participated by 20 participants (14 from Bar Associations, 2 from UTBA, 2 from MoJ and 2 from UNDP).

Outputs: 1) National Conference Report 2) Five Local Visit Reports

2.3 Theory of Change

SILA Phase I developed an important perspective for legal aid provision in Turkey. It provided a detailed picture of main needs to upgrade the services and took preliminary steps to support the improvement of the system and introduced innovative approaches and learning tools. Reaching towards the end of its implementation, however, SILA Phase I also noted, still where further and tailor-made improvements are awaited. In this framework Phase II designed to further enhance the quality and access to legal aid services in Turkey through the development of more coordinated, qualified and systematic approach into legal aid practices, support the capacity building of legal aid providers and build awareness on the operationalization of performance management tools and mechanisms to enhance the efforts to improve access to justice. Again, based on the Phase I analysis, the target group of legal aid services to be improved by Phase II is defined as gender-based violence victims, especially women.

In that framework, first Component will focus on improving coordination and expansion of networking practices of Union of Turkish Bar Associations, Bar Associations, lawyers, women NGOs and civil society, mainly women and other vulnerable groups. The coordination is also expected to be on specific themes so that the list of actions defined among actors can be targeted to certain areas.

Second Component place this coordination into a more formal framework in order to test a system approach to legal aid provision towards women. The best practicing example, Poppy Project of Ankara Bar Association will light the way ahead, but bottlenecks of Poppy will be tried to be eliminated for a more consolidated approach. The Ankara Bar Association has had success with this practice and the knowledge developed as well as the lessons learned will be expanded to three pilot bar associations. With the success of this project, a further tool for women and vulnerable individuals to have access to justice through lawyers that are specifically trained to the needs and requirements of each pilot will be developed.

The third Component has a role to support the systematic approach developed in former component with a design of comprehensive training programme, development and delivery of its priority modules via online training tools. If online training modules are developed and integrated into mandatory basic training for trainee lawyers then all new lawyers in Turkey will have basic knowledge on legal aid, gender, marginalized and vulnerable groups, domestic violence, and other important topics to ensure that lawyers are better informed of laws, regulations and services available for these individuals. If the training modules for in-service lawyers are developed, specifically regarding new laws and legislations that will be developed, then in-service lawyers will also be better informed and better trained to provide efficient and effective legal aid services.

The final Component works for further improvement of such a structured legal aid system via instrumentalizing a performance management system. The Component activities will help disseminating automation system and performance criteria drafted for lawyers in Phase I and building awareness on these system improvement tools among Bar Associations and UTBA. If the performance criteria are accepted and disseminated, then there will be a system in place to measure the quality of legal aid services. This will allow for better information on training requirements, capacity needs and legal aid service use as now there is a lack of data. If an evaluation model is also developed, then statistic and data can be collected through the performance criteria and services can be evaluated and measured.

It is evident that, the four Components of SILA Phase II are directly related with below outcomes of UNDP Country Programme Document for Turkey 2016 – 2020 (CPD).

2.1 By 2020, central and local administrations and other actors more effectively protect and promote human rights, and adopt transparent, accountable, pluralistic and gender sensitive governance systems, with the full participation of civil society, including the most vulnerable.

3.1 Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020.

Legal aid services should be gender sensitive, therefore the project at hand aims to help legal aid practitioners perceive gender equality as an integral component of legal aid. Throughout capacity development activities, gender equality and gender sensitive approach towards clients will be included in trainings designed for legal aid practitioners. ‘Violence Prevention Centers’ (replicated Pilot Poppy Centers) are going to be established in 7 pilot provinces throughout Turkey and they will provide legal aid services to individuals subjected to gender-based violence. The centers will have an impact on women empowerment and achievement of gender equality. Building coordination between legal aid practitioners, public institutions and NGOs will help integrate gender equality and can help sustain gender sensitive approach to services. Additionally, the inclusion of the NGOs in the referral mechanism through coordination will have a positive impact on how legal aid is perceived by local institutions and host community members.

Increase in criminal legal aid fees was one of the important impacts of SILA Phase I in Turkey. Criminal legal aid fees are normally adopted to inflation at the beginning of each year. Ministry of Justice agreed to increase legal aid fees after the Antalya meeting of SILA Phase I. Although the Ministry of Finance proposed an %3 increment, fees were decided to be increased %25.

One of the main goals of SILA Phase II is to raise awareness throughout Turkey by advertising these accomplishments and informing people about the availability of legal aid services. This is integrated into the project communication plan. Resources and bar associations will be utilized for the implementation of the communication plan as well.

SILA Phase II achievements will create more opportunities, regarding protection, for people subjected to violence and provide them with durable solutions. Furthermore, vulnerable people and victims of gender-based violence will have more power in terms of legal protection and they will know that their voices will be heard. The project aims to empower women and give freedom to people subjected to violence. By the development of the legal system in Turkey, people’s protection will be increased.

2.4 Guiding Principles and Cross Cutting Issues

2.4.1 Gender

Mainstreaming a gender perspective was globally established as a strategy for promoting gender equality through the adoption of the Platform for Action at the UN Fourth World Conference on Women held in Beijing in 1995. Political/technical gender mainstreaming is a method and technical approach to ensure a process of change. While UNDP ensures the technical inputs and expertise in gender mainstreaming through gender analysis, gender action plans and gender-sensitive trainings, political commitments must go hand in hand.

In order to achieve the gender equality goals under the UN Sustainable Development Goals (SDGs), particularly for SDG 5 “Achieve gender equality and empower all women and girls”, also a cross-cutting area for all 17 SDGs within the scope of UN 2030 Agenda for Sustainable Development, United Nations Development Programme Turkey Country Office (UNDP Turkey CO) targets to reach a high level of gender equality mainstreaming in operational and programmatic level as a gender action plan. For more comprehensive and influential future step, Turkey has also joined to Gender Equality Seal (GES) Programme 2018-2019 for the second time. GES programme offers an effective tool and opportunity for UNDP Turkey to ensure gender mainstreaming of the Country Offices around the globe and to build gender responsive organizational structure to be integrated within the work life and institutional level. This is also in accordance with both repositioning of the programme of Turkey Country Office, which aims to adjust a programme

relevant to the situation and needs of Turkey. In this regard, it is critical to understand the GES process which is well integrated with the nationalization of SDG process in Turkey from two perspectives. First, understanding the gender equality within the UN system and its adopting institutional integration process. Secondly, project and outcome-based focus in programmatic level will ensure a general understanding on the target of this project and build its linkage with Guiding Principles and Cross-Cutting Issues.

Gender Equality Approach within UN System

Gender equality as an essential part of human rights and human development issue, Turkey Gender Equality Strategy 2017-2020 incorporates many aspects that need to be and that are adopted within the UN System. It highlights numerous strategic actions which have been adopted by UNDP in operational and programmatic level. It emphasizes that The Inclusive and Democratic Governance (IDG) portfolio aims to contribute to consolidating the gains made so far in the area of gender equality mainstreaming and focuses on the advancement of governance processes and institutions that foster effective democratic governance and that can deliver on the public expectations for inclusiveness and participation. This objective is thematically aligned with Outcome 2.1. and 3.1 of UNDCS (2016-2020) as well as UNDP Strategic Plan's second area of work, and is guided not only by UN values, but also by the Judicial Reform Strategy and 10th National Development Plan's objectives with regards to participatory, accountable and transparent governance processes at all levels, rule of law and access to justice, fundamental rights and freedoms.²⁰ As a complementary principle, while working within the UN system, Learning Plan for Increasing Gender Mainstreaming Capacity of the UNDP Turkey (2017-2018) creates awareness and knowledge of gender relations that should be accompanied by the adequate information and provide a broad understanding of the commitment of UN for gender equality. In that sense, the legislative body that set norms and standards including UN Tools/Conventions for Gender Equality also addressed within this learning plan. Besides, a specific focus on the documents that sets the norms of standards of in-house relations and project implementation such as social and environmental standards, code of conduct, ethical standards are considered as a learning subject. The 2017-2018 Learning Plan continues to focus on the following three key learning objectives which were set in 2016.

- Awareness raising in gender equality
- Gender equality approach within UN System
- Gender analysis and gender mainstreaming within the project development and implementation²¹

In addition to those learning plan structure, under UNDP's new strategic plan, there is another emphasis put on 6 Signature Solutions – Gender: Proper and equal gender laws, rights, jobs and salaries that will strengthen the added value and core work of UNDP.

In order to ensure these goals and targets, as described above, within the UNDP Turkey Country Office, it is aimed to ensure under the Gender Equality Focal Team that:

- Strong CDP with a gender-specific outcome and gender mainstreamed in terms of other outcomes and Strong UNDCS.
- Strong commitment of SM and High quality of the staff
- Increasing need for discussing rights-based and ethical issues
- International commitments of Turkey
- Low levels of gender transformative results and gender-responsive reporting

As a part of UNDP Strategic Plan and Learning Plan, Gender Equality Seal Programme is a tool and a starting point for UNDP in Turkey to ensure gender mainstreaming in its programme and operations and to build a gender-responsive organizational structure. UNDP Country Office in Turkey took this initiative as part of the

²⁰ UNDP Turkey Gender Equality Strategy 2017-2020 pp.21

²¹ LEARNING PLAN FOR INCREASING GENDER MAINSTREAMING CAPACITY OF THE UNDP TURKEY (2017-2018)

change management process, aimed to adjust the programme relevant for the situation and needs of Turkey as well as devise structure and systems that make the office fit to deliver the programme's targets. The Gender Equality Seal initiative is seen as key for creating a more inclusive working environment as well as for increasing the inclusivity of UNDP interventions.

In the Country Office level, to create a strong ownership of the "Gender Mainstreaming", it is important to give information on and promote referral to the newly developed tools and mechanisms for gender mainstreaming of the country office. Protection and promotion of civil, political, economic and social rights based on gender equality necessitates taking a gender perspective on the rights themselves, as well as the assessment of access and obstacles to the enjoyment of these rights for women, men, girls and boys and adopting gender-sensitive strategies for protecting and promoting their rights. In recent years, the broader gender justice agenda falls inside the scope of UNDP justice programming as it hinges on removing economic, political and social barriers to equal participation, as articulated by the gender justice agenda. Therefore, as one of the leading UN organizations, this project will ensure monitoring of gender equality within the project implementation process by benefiting from its added value and technical knowledge across the globe.

Programmatic Level - Project and Outcome-Based Focus

Within the scope of SILA Phase I, it is aimed empowering the rights of disadvantaged groups including the women as well as providing gender focus that will be strengthened through the presence of women's rights organizations and NGOs, as well as UTBA's Commission on Women (TÜBAKKOM) in Advisory Committee and Consultation Group Meetings. Numerous regional and advisory group meetings were also held to ensure gender-disaggregated data and gender mainstreaming within the subject of access to justice and providing legal aid services.

It is well known that gender mainstreaming and to create gender transformative results during project implementation has long been a UNDP practice and it is a common responsibility of all actors involved in the project implementation process. Gender mainstreaming ensures that the perspectives of women and men, girls and boys, and the relationship between and among them, are considered and acted upon throughout the cooperation process. Different contexts require different actions and enable different means, a single standard mainstreaming requirement for all interventions will not be enough. Together with the lessons learned from SILA Phase I Project, the new Phase will ensure adjustment on the shape and form of mainstreaming within the human rights and rule of law context and the respective project activities. It is realized and reported that there is a need for improvement in terms of adopting gender mainstreaming in the working area of lawyers, bar associations and MoJ. In order to ensure improvement, multiple relationships built under the scope of SILA Phase I Project will be contacted more often and additional cooperation with new actors such as UN Women, Municipalities and Ankara Bar Association etc. will be ensured to provide mutual understanding about gender equality.

The project has a gender action plan formulated. During each project activity a gender equality expert will be present in the field and the expert will be monitoring implementation. After the completion of each activity the findings will be shared by a report. Furthermore, after the completion of each outcome, the gender equality expert will assess the overall implementation. The project ensures gender mainstreaming, therefore gender disaggregated, and responsive data will be gathered systematically. Since gender sensitivity notion of legal aid services is important and planned to be incorporated in the system, the gender action plan has crucial significance within the project cycle. The Women Rights Centers of bar associations are visited through the field visits and needs assessment studies carried out during January and March 2019. The members of these centers are also members of TÜBAKKOM, and the findings will be shared with them through meetings held in the future.

In terms of ensuring the data collection, UNDP has been collecting gender disaggregated data since 1990 through its flagship Human Development Report. Since 2010, UNDP has been using gender markers for all project outputs to assess the impact of each output on gender.

The Gender Marker allows UNDP to:

- Track and monitor how gender responsive each financial allocation and expenditure is; and
- Analyze trends by region, outcome and focus area of the UNDP Strategic Plan/Gender Equality Strategy
- The Gender Marker rates the contributions of investments and expenditures to both gender mainstreaming and targeted interventions for gender equality and women's empowerment. This involves the following:
- Every output for development and management projects must be scored on a four-point scale that ranges from 0 (no gender impact) to 3 (gender equality as a significant objective).
- The rating will be done at the output level. Each output's contribution to gender equality is considered independently of whether it contributes to other objectives.

Through UNDP's gender analysis process, the project has been categorized as gender marker 3 (GEN 3 - Gender equality as a principle objective) which states that outputs are going to promote gender equality. Gender equality is crosscutting context with an important secondary objective that may be promoted by more than one of the activities associated with an output, which can be easily transferable by benefiting from UNDP Gender Markers.

Specifically, the gender focus as per the expected results of this Project are summarized as follows:

Result I: COORDINATION

Enhanced coordination between women NGO's, civil society organizations, lawyers and bar associations to improve the legal aid system in Turkey

Starting from the 1980s which was an era of restricted human rights for Turkey, women of all ethnicities, backgrounds, political opinions came together against women rights abuses. Through the mapping and analysis of the current situation regarding women's organizations in Turkey and analyzing existing studies in the field, including a gender analysis, the project will be added to the current understanding of the situation as well as being able to develop some baselines for the project. This will allow SOP's to be developed for referral mechanism between women's networks and civil society, UTBA, Bar Associations and lawyers. Having women and other vulnerable groups part of the discussions regarding access to legal aid allows their voices to be included and gives the project the opportunity to take their views and account, specifically through the regional meetings and workshops. The Recommendations and Solutions Report prepared during SILA Phase I Project will provide the input of marginalized and vulnerable groups involved in the process. Since women organizations and civil society have had limited ownership and knowledge of judicial processes, this is an important first step and will also feed the target of increasing the cooperation among NGOs, lawyers, bar associations and Justice Support and Victims Services Directorates and social workers at courthouses as justice actors under Result I of SILA Phase II Project.

Result II: SYSTEM DEVELOPMENT

Development of a systematic and structured approach for legal aid services via implementing and further improving best practices in pilot Bar Associations: Poppy Project practices

Women have limited access to and ownership of judicial processes because of their vulnerable status in most of the societies including Turkey. Women may often be victims of domestic violence at the hands of their partners. According to a quotation from UN Women reporting, 38% of women in Turkey have experienced physical and/or sexual intimate partner violence in their lifetime and 11% have experienced physical and/or sexual intimate partner violence in the last 12 months²². As one of the actions taken in Turkey's legal aid system, the Poppy Project implemented by the leadership of Ankara Bar Association was designed to support vulnerable groups specifically women, with easy access to justice and legal aid. The rapid impact assessment to be undertaken in the selected bar association regions will identify the major issues faced by women and vulnerable groups to ensure that the training provided for the legal aid lawyers is in line with the identified needs and expectations. The awareness raising activities will ensure that women are aware of their rights, the

²² <http://evaw-global-database.unwomen.org/en/countries/asia/turkey>

support available and how to access it. This component will also initiate the process of collecting gender disaggregated data through the three pilot Bar Associations selected, which will not only develop baselines and measurements for future projects, but will also provide data on legal aid service use so that activities can be adjusted based on data analyzed together with the lessons learned during the meetings/trainings that will be conducted to the lawyers.

Result III: CAPACITY DEVELOPMENT

Enhanced capacities of lawyers practicing legal aid through a tailor-made training programme

The online training modules will include trainings on gender issues and gender-sensitive language will be used for trainee and professional lawyers. Through this, it is aimed to equip the legal aid providers with certain knowledge and skills on how to approach to women in sensitive cases such as violence, family-related disputes, etc. as well as enable and facilitate the access of these women, who are subjected to several obstacles due to their disadvantaged status. Increasing the knowledge of trainee lawyers and including women's organizations as well as vulnerable groups in the development of the training will ensure that all stakeholders have an input on the materials developed. While doing that equal access to those online training modules will also be taken into consideration in terms of providing an enabling online module environment for disabled lawyers or trainee lawyers (handicapped speech, hearing impaired).

Result IV: AWARENESS RAISING

Awareness rising among bar associations in Turkey on the performance criteria and evaluation mechanism for legal aid services and automation system for appointment of CCP lawyers

The objective of this result is to disseminate the performance criteria and evaluation system for legal aid service providers that were developed through the SILA Phase I Project. The performance evaluation system that was developed for the lawyers performing legal aid reflects gender dimension such as combatting with discriminatory behavior against the clients or being able to analyze and take action when they are faced with such attitudes in legal aid process. Accordingly, it is also targeted to observe and report throughout the Project on that the awareness of lawyers practicing legal aid will be increased.

2.4.2 Conflict Prevention

UNDP supports the government and key actors in setting up inclusive and participatory mechanisms and structures for shared agenda setting, dialogue and consensus building. Legal aid services support access to justice for citizens, women, and other vulnerable groups. According to SIDA's conflict prevention thematic overview, conflict prevention makes sense from a development perspective since violence contributes to poverty. Conflict makes the pathways out of poverty more difficult and post-conflict recovery consumes considerable resources that could have been used for poverty reduction. Measures to peacefully prevent violent conflict cost, on average, a tenth of post-conflict recovery.²³

UNDP has long supported the mainstreaming of conflict prevention in development within the UN system. According to SIDA, conflict prevention is about making societies' resilient to violent conflict by strengthening the local capacities for peace (systems, resources, structures, attitudes, skills). This project through its support for improved access to national justice system allows vulnerable groups the chance to have access to the legal system, resources and structures.

Turkey having the largest influx of Syrian refugees, there has been internal strife between the host community and the refugees regarding perceptions of services provided. The Turkish host community often feels that they are not receiving public services they are entitled to while refugees are often afraid to use services offered because they fear deportation or are unaware of the services being offered. Regarding social cohesion, a variety of recent surveys and studies have found that host communities' opinions of Syrians have worsened over time and that there has been a rise in the social distance between the two communities. When asked for their opinion of Syrians, 43% of Turkish respondents stated that "they are a burden on us", a more than two-fold increase from 20.1% in 2014.²⁰ Even more disconcertingly, nearly a quarter of respondents (24.4%) in 2017 termed

²³https://www.Sida.se/globalassets/Sida/eng/where-we-work/for-partners/s209461_thematicoverview_conflict_prevention_webb_final.pdf

Syrians as “parasites/beggars”, a four-fold increase from 2014, when just 5.9% had this opinion.²⁴ This project and its aim to further strengthen and develop the legal aid sector in Turkey is a longer-term initiative aimed to transform key socioeconomic sources of conflict, political and institutional factors that keep countries and societies from addressing tensions meaningful and peacefully.

In order to prevent further victimization of women subjected to violence at ‘Violence Prevention Centers’ (ŞÖMs), police officers will be ready to assist the staff to secure center premises. Considering the severity of the case or distance of the applicants’ location security forces offered escorting victims. The centers will be established in areas where women subjected to violence can safely benefit from legal consultancy and protection. These areas were identified after consulting presidents of bar associations, governors, presidents of municipalities and prosecutors. Technical analysis was conducted by our ‘feasibility expert’, who is an architect with proven experiences in building similar centers and structures for public institutions, either which required similar or larger facilities. The areas will be selected together with UTBA, bars at pilot provinces and project experts in order to give the best decision. The selections will be made with circumstances, public pressure, psychology of victims and local socio-cultural dynamics kept in mind. Trainings for staff are going to include elements about coping with stress under difficult circumstances, therefore staff will pay special attention to stop the continuation of traumatization as soon as possible by applying calm and peaceful communication technique. Trainings will be designed in consultation with a psychologist and social worker. Furthermore, our communication expert and gender equality expert will oversee training material and design. Trainings are important to ensure staff are equipped with necessary tools in order to maintain a ‘problem free’ environment.

Previously, in SILA phase I, conflict arose about automation system and quality assurance standards due to the following reasons. First, the previous expert recruited to the team, who was responsible from drafting a report, produced an assertive report and drew negative criticism. Secondly, for legal entities to exercise these concepts a ‘mentality shift’ needs to take place. As for the third reason, the timing of the presentation of these concepts were not planned correctly. In terms of preventing future problems from happening, a better expert will be hired. The planning will be accurate. Finally, since ‘mentality shift’ and the impact on the legal culture requires time, the process will be analysed carefully for avoiding outburst from the legal community. Most importantly, lawyers were moderate towards both concepts during regional meetings which took place during SILA phase I, and by continuing correct presentations acceptance might be possible in the future. A sensitive and cautious approach will be followed.

Conflict might arise in terms of CSOs lack of involvement and unwillingness in taking part. Preventive measures about this topic consists of inclusion of CSOs and NGOs in project implementation and activities such as workshops and meetings. Additionally, selected CSOs and NGOs will be invited to advisory board meetings for solidifying their commitments. They need to understand that their ownership of the main cause, which preventing violence, is crucial for creating an impact in society. Furthermore, during inception phase activities of ILAP Project, CSOs and NGOs were highly committed to the project and our motivation of establishing ‘Violence Prevention Centers’. Majority of the CSO and NGO representatives are on the same page as us and they are well aware of the fact that people subjected to violence needs to have an address, a legal institution, where they can access guidance and appropriate consultation from trained practitioners. Majority of the CSOs and NGOs have different scope of work and cover different aspects of societal needs, therefore the CSOs and NGOs will have specific roles during project implementation. It has been understood by our project team that conflict about this topic is least likely to happen due to the warm welcome of the project idea and activities. Lastly, project team will pay a visit to CSOs and NGOs on a periodic basis throughout implementation and their activities will be monitored closely.

²⁴ Hacetepe University, Murat Erdogan Syrians Barometer 2017 and Syrians in Turkey 2014, <https://mmuraterdogan.com/2016/06/06/raporlar/>, last accessed 4 May 2018.

2.4.3 Environment

Turkey became a party to the United Nations Framework Convention on Climate Change (UNFCCC) in May 2004 and to the Kyoto Protocol in August 2009. In compliance with its core mandate, by taking into consideration these international norms, UNDP is helping countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion through interventions which are innovative, integrated, scalable, and deliver multiple environment and development benefits. In collaboration with Turkey to find solutions, UNDP works closely with several government agencies, municipalities, private sector partners and NGOs, to integrate environmental and sustainable development principles into national and regional development policies and plans. UNDP Turkey not only promotes mainstreaming environment, climate change and energy efficiency into sectoral policies, but also supports strengthening the institutional and policy capacities. UNDP Turkey works for progress in three core areas: inclusive and sustainable growth; inclusive and democratic governance; and climate change and environment. In addition to these core areas, UNDP Turkey is emphasizing the role of women, private sector, capacity development, and information and communication technologies in its policies and programmes.

Additionally, social and environmental sustainability are the cornerstones of human development and poverty reduction. UNDP's Strategic Plan and policy framework articulate the organization's strategic commitment to promoting sustainable development in all of its development cooperation activities. In line with above mentioned 2017-2018 UNDP Learning Plan, gender analysis and gender mainstreaming within the project development and implementation are also considered as a significant subject which is also a cross-cutting issue. It increases the ability to integrate gender equality perspectives into project's needs, knowledge and information, as well as practical techniques, should be provided to enhance colleagues' abilities for introducing gender-related activities into the project and connecting different issues like energy efficiency or toxic chemicals with gender-specific strategic needs.²⁵

In addition to this Learning Plan, it should be well known that all newly developed projects and programmes are assessed based on UNDP's Social and Environmental Standards (SES). Each project must assess their environmental impact and ensure environmental sustainability and do no harm approaches. UNDP's SES underpin UNDP's commitment to mainstream social and environmental sustainability in its Programmes and Projects to support sustainable development. The SES strengthen UNDP's efforts to attain socially and environmentally beneficial development outcomes and present an integrated framework for achieving a consistent level of quality in UNDP's programming.

The Social and Environmental Screening Procedure (SES) requires that all UNDP Programmes and Projects enhance positive social and environmental opportunities and benefits as well as ensure that adverse social and environmental risks and impacts are avoided, minimized, mitigated and managed.

UNDP will carry out Project screening and categorization at the earliest stage of Project preparation when enough information is available for this purpose. Screening is undertaken (i) to identify and reflect the significance of potential impacts or risks that Project activities might present, and (ii) to identify opportunities to enhance benefits and to support stakeholders. Categorization is undertaken to reflect the level of review and resources required for addressing such impacts and risks. All proposed Projects will be screened to identify the potential application of requirements of the SES Overarching Policy and Principles (i.e. human rights, gender equality, environmental sustainability) and relevant Project-level standards.

UNDP utilizes its Social and Environmental Screening Procedure (SESP) to identify potential social and environmental risks and opportunities associated with the proposed Project. UNDP's SESP applies a project-level categorization system to reflect the significance of potential social and environmental risks and impacts and to determine the appropriate type and level of social and environmental assessment. Each proposed Project is scrutinized as to its type, location, scale, sensitivity and the magnitude of its potential social and

²⁵ LEARNING PLAN FOR INCREASING GENDER MAINSTREAMING CAPACITY OF THE UNDP TURKEY (2017-2018)

environmental impacts. UNDP screens all Project activities, including planning support, policy advice, and capacity-building (often referred to as “upstream” activities), as well as site-specific, physical interventions (“downstream” activities) and procurement. Based on the screening, UNDP categorizes projects according to the degree of potential social and environmental risks and impacts. This project has been evaluated to carry a low risk as evaluated based on the SES and the project team will continue to monitor project activities and outcomes to ensure adherence to UNDP’s environmental principals. Low risk projects are projects that, include activities with minimal or no risks of adverse social or environmental impacts. In order to ensure that, the project aims to utilize environmentally friendly policies throughout all project activities such as double-side printing, using recycled paper, recycling materials not needed, environment-friendly transportation use, car sharing and limiting travel of project staff and preparation of online training materials to minimize detrimental environmental effects. More detailly, transportation can be minimized by utilizing new technologies such as Skype meetings, online trainings, conference calls etc. Also, if there is a need for printed material during the trainings or meetings, environment-friendly pens, notebooks, handbooks or manuals can be introduced and published.

Specific to this project, under Result I, there will be numerous meetings where NGO and bar association representative will meet. Those principles of recycling the materials no needed, double size printing, using environmentally friendly transportation will be ensured. Under Result II of the project, Poppy Project Practices will be ensured and improved in line with the needs and expectations of bar associations. There will be need for refurbishing the pilot bar associations where numerous IT equipment are going to be purchased. While doing that, energy saving materials will be used and such methods will be followed. During the creation of promotion materials environmental aspect will always be regarded; such as avoiding plastics as much as possible, using recycled material whenever possible and avoiding delivering disposable materials neither delivering materials created with non-recyclable ingredients.

Result III of this Project will further reduce the carbon footprint created through transportation and travel required for training by developing online training for trainee lawyers and in-service lawyers. Online training will allow lawyers to participate in the training from home or office which will reduce the need to travel as well as printed materials since all information will be available online. Finally, Result IV of the project targets to improve the visibility and awareness of performance management mechanism. While doing that, brochures might be printed, video shooting, conference arrangement can be organized. In this respect, recycled paper, environment-friendly pens, notebooks, handbooks will be developed.

2.4.4 Evidence base

The evidence used for the design of this project stems from over a decade of rule of law and justice programming by UNDP worldwide. UNDP Turkey has long-standing partnership and engagement with the Ministry of Justice and the Union of Turkish Bar Associations. Under the SILA Phase I Project, in close cooperation with MoJ, UTBA and technical experts, UNDP Turkey has developed several knowledge products, such as the Component II - Needs Assessment and Recommendations Report, Component II – Draft Amendment to legislation, Component II- Guidelines for CCP lawyers, etc. Through the SILA Phase I Project, various stakeholder meetings, workshops, consultations with national stakeholder and counterparts have taken place.

The design of the project is informed by the experience-based evidence derived from the initial phase of SILA Phase I Project, including regular PSC, regional and bilateral meetings between UTBA, Bar Associations, MoJ, lawyers and UNDP where feedbacks and needs of multi-stakeholders were provided and reflected into project progress reports. Those findings will be benefitted and be a path during the initiation and implementation phase of this project to improve the quality of delivering justice services in line with current national needs and reviewing international best practices. It is well known that those reports, results and evidences developed through the SILA Phase I project has significantly informed the design of the project and provided the further need that should be planned and adopted under this project.

3. RESULTS AND PARTNERSHIPS

3.1 Partnerships and Sustainability

UNDP's partner in Turkey, the Union of Turkish Bar Associations (UTBA) have sought support in improving access to legal aid as well as improved quality of legal aid services provided.

UNDP has been active in Turkey for over 50 year and has been engaged in rule of law programming for more than a decade. UNDP addresses structural issues pertaining to the rule of law and human rights including with respect to gender, participation and accountability. Support is provided to the relevant institutions to enable improved access to justice and to enhance the implementation of local administration reforms in line with the subsidiarity principle. UNDP works in close partnership with the Turkish government governments on justice sector reform, strengthening rule of law in the context of EU accession, and access to justice.

SILA Phase II builds on the initial SILA Phase I Project that was implemented between 2015 and 2019. Phase I was funded through SIDA (1,617,579 USD) as well as UTBA (179,550 USD).

Phase I developed the following knowledge products:

- Component I-Need Analysis Report (Automation System)
- Component I- Draft Regulation
- Component II-Training Modules
- Component II- Needs Assessment and Recommendations for Enhancing the Capacity of Legal Aid Lawyers to Provide Services to Disadvantaged Groups
- Component II-Legislative Recommendations
- Component IV-Assessment and Impression of Regional Meetings
- Comp II & V Comparative Report (Trainings)
- Component V- Needs Assessment and Recommendations Report
- Component V-Strategy Paper and Road Map

Phase II is envisaged as a continuation of the ongoing project. The knowledge gained, and knowledge products developed provides UNDP with a comparative advantage for continuation of this project.

The knowledge products to be developed for this project will be shared with all partners and stakeholders. As discussed with UTBA, women's organizations and civil society organizations will be invited to certain workshops and regional meetings to provide their inputs and share their knowledge products with the other partners and stakeholders. Through the communication plan that will be developed for the project, a publication and dissemination strategy will be developed to ensure that any reports, evaluations or knowledge products developed are shared and publicized.

3.2 UNDP's Role and Partnerships

The Project at hand is expected to benefit and build on the lessons learned from the below mentioned projects that have been implemented in the field of legal aid. In addition, it is also critical that the Project will create a synergy with various other projects on legal aid and rule of law, which are outlined below:

1. Project for Better Access to Justice, which was implemented by Ministry of Justice with support of EU, focused on providing training on Alternative Dispute Resolution (ADR) for Lawyers and current legal aid system on civil cases. Within the scope of the project, a report about legal aid was prepared but the recommendation of project was not aiming to find a new system, just it focused on strengthening the current legal aid system.

2. Project for Strengthening the Court Management System in Turkey focused on developing an efficient court management such as cash flow management, fiscal management, human resources management and technology management. Within the scope of this project a simple brochure has been prepared on legal aid and disseminated at five pilot courthouses. In addition to this legal aid web page both in English and Turkish

version has been published in The Ministry of Justice official web site. In these pilot courthouses advisory units have been established in order to serve citizens for their basic inquiries. However, these units do not provide legal aid services. The Project developed promotional materials for public awareness raising on legal aid, which will not be addressed within the scope of the Project at hand.

3.Improving the Efficiency of Turkish Criminal Justice Project has been implemented by Ministry of Justice in cooperation with High Council of Judges and Prosecutors, Justice Academy and Union of Bar Associations of Turkey with the aim of improving European standards on human rights and enhance the efficiency of the criminal justice system. In the scope of the referred Project, 4 toolkits have been developed in order for the lawyers to effectively use ECHR case laws and decisions. One of the toolkits targeted legal aid practices. The feedback of 1000 lawyers during the preparation of the referred toolkit and 10 follow-up workshops formed the basis of the Project at hand. A legal aid handbook was prepared within the collaboration of UTBA and Ministry of Justice.

4.Project for Legal Empowerment of Citizens for Access to Justice focused on supporting the endeavors of the Government of Turkey within the scope of the justice reform in the country for legally empowered citizens while enhancing access to justice. The joint project of UNDP and Ministry of Justice Project entailed institutional and individual capacity assessment in the justice sector, public awareness on legal rights and development and introduction of the Law and Justice Curricula and Course as an optional class for 6th and 7th graders throughout the country, facilitating secondary school students' understanding of Law and Justice concepts. In this respect the project assessed the needs and gaps with regards to preventive justice for better access to justice; contributed to increased legal awareness including but not limited to legal aid services, alternative dispute resolution mechanisms, etc.

5. Impact Assessment of Judicial Reform in Turkey Project is an on-going joint initiative of the UNDP and the Ministry of Justice which, relying on the Judicial Reform Strategy of Turkey and Strategic Plan of the Ministry of Justice, aims to assess the impact of the judicial reform process undertaken, particularly after 2010, and analyze the effect on effective and efficient functioning of the judiciary in Turkey which will feed into design and development of the updated Judicial Reform Strategy and Strategic Plan of the Ministry of Justice for the period of 2015-2019. The Impact Assessment Report will also serve to development of a common strategic framework for monitoring and improving the reforms for effective and efficient functioning of the judiciary, identification of possible areas of technical cooperation in line with the priority areas determined and development of a framework of long-term partnership and areas of programming in the field of judicial reform in Turkey. The findings of the report on access to justice in general, legal aid in particular addressed the structural problems as well as the implementation measures for its improvement under the current legislation framework. In that sense, they contributed to the design of the activities of the Project at hand.

6.Project for Strengthening the Legal Aid Service in Turkey is ongoing as a twinning Project by UTBA and Ministry of Justice with a focus on identifying the needs and gaps of the legal aid system in Turkey, with a view to recommending improvements and raising awareness raising of the citizens of their right to legal representation. The results of the Project at hand, is expected to contribute and complement the work of the referred Twinning Project of UTBA and Ministry of Justice, which aims to address the structural and legislative needs for an efficient functioning legal aid system in Turkey.

7. Awareness Raising on Legal Aid, DGMM, UTBA and UNHCR have developed informative leaflets and posters to promote access to legal aid for asylum-seekers and refugees living in temporary accommodation centres and in urban areas, and for foreigners under administrative detention at the removal centres. Since late 2017, some 98,000 leaflets and 5,000 posters in seven languages (Arabic, Farsi, Pashtu, Russian, French, English and Turkish) were disseminated to Provincial Directorates of Migration Management (PDMM), Bar Associations, as well as the courthouses throughout Turkey to increase awareness on legal aid. The project will ensure to coordinate efforts and communicate regularly with UNHCR on upcoming activities, specifically if the same Bar Associations will be involved and synergies that could be created.

8. *Legal Aid Partner Project* as of February 2018, UNHCR, UNDP and UTBA have initiated a project aimed at increasing access to effective and accurate legal assistance by refugees and asylum-seekers, as well as increase the capacity of Bar Associations to provide legal aid. To ease some of the pressure on the legal aid budgets of Bar Associations, attorney fees, notary, translation and transportation expenses will be covered by UNHCR for several priority cases. Following positive feedback from Istanbul, Gaziantep, Çanakkale, Trabzon and Kayseri Bar Associations, five workshops were organized between May and July 2018 attended by some 537 lawyers. Experts from UNHCR, UTBA and UNDP provided technical information, including practical tips and case studies on international protection principles, the national legal framework on international and temporary protection, appeal procedures, application procedures to and jurisprudence of the Constitutional Court and European Court of Human Rights, challenges observed in practice with regards to appeal procedures and provision of legal assistance, mixed migration and push-backs, civil law, the right to employment of asylum-seekers and refugees, protection of women and children under the Turkish legal framework, and communication with refugee clients. In September, following the judicial summer recess, UNHCR and UTBA plan to continue with the remaining 13 workshops foreseen within the scope of the project. Lawyers attending these workshops are provided with certificates and become part of the project to provide legal aid services for asylum-seekers and refugees. A legal clinic established in Şanlıurfa, which became operational in April 2018, provides legal assistance to asylum-seekers and refugees on a broad range of subjects, including temporary protection procedures, administrative detention, access to rights and civil law matters, as well as supporting NGOs and lawyers through information sessions and case-specific legal counselling. In addition, in line with the Memorandum of Understanding that was signed with the UTBA, UNHCR has established a pool of interpreters equipped to receive calls from across the country whenever interpretation is needed in Arabic and Farsi to facilitate access to legal assistance, and to support lawyers with their oral and written interpretation needs related to their work with refugees.

9. *CEMRE - Improvement of implications for Victim's Right in Turkey Project* prepared by Victim's Right Department of Ministry of Justice has been implemented with the sector of judiciary and fundamental rights IPA II Twining Programme. The aim of the project is to provide support for effective, sustainable and accessible victim support system for victims especially for vulnerable groups during legal process in line with principles of reparative justice and state of law. Twining partners are Kingdom of Spain and Turkey. The Project has 7 components: Analysis of Current Legal Framework and Implications, Determination of Needs; Preparation of Comparative Analysis on Best EU Implications; Preparation of Strategic Plan following the Analysis Study; Proposal for a Victims Protection Model and Initiation of Pilot Units; Preparation of Draft Necessary Regulation Alteration and Principles Guidebook; Education; Improvement of Society's Awareness on Victim's Rights. Under the scope of Component 4: 'A Model Proposal for Protection of Victims and Initiation of Pilot Units', it was determined to establish Judicial Support and Victims Services Directorates in courthouses in pilot provinces Istanbul Anatolia, İzmir, Samsun, Adana, Malatya, Eskişehir and Rize. Following the preparation of the UYAP screens to be used in the Directorates, the pilot offices have been started delivering the services as of April 2019. In these units, it is aimed to provide effective information, guidance and psycho-social support services to the victims of crime subject to vulnerable groups including women, children, disabled persons and elderly people via a social worker, psychologist, pedagogue and other officials. Within the scope of this component, a training program was organized for the people to work in the units established in pilot courthouses and training was provided to the relevant professional groups. In addition, training on the services to be provided to victims of crime was delivered by our directorate to the officials working in directorates in the pilot courthouses.

10. *UNDP & UNHCR Global Programme on Rule of Law: Enhancing access to justice and legal aid for refugees (Syrian and other nationalities) in Turkey* is a joint programme of UNDP and UNCHR to accelerate the implementation of the joint strategic framework that was developed by UN agencies in Turkey (UNDP, UNICEF, UNFPA and UNHCR) on strengthening the rule of law. The joint strategic framework aims to support the implementation of the 3RP Protection Sector Plans, by providing concrete entry points to jointly support the Government of Turkey on RoL related needs. The framework presents 4 priority areas including: enhancing legal empowerment and access to justice; community safety and social cohesion; enhancing the

capacities and effectiveness of justice, security and national human rights institutions; and improving justice, security and human rights for women and girls. Under these priority areas defined in the strategic framework, the Joint Programme initiates and prepares the implementation of selected activities focussing on: i) addressing institutional needs to serve the legal needs of refugees and vulnerable host community members (through a needs assessment of newly established Judicial Support and Victims services Directorates of the Ministry of Justice to analyses existing capacities to serve the specific needs of refugees); ii) capacity development of lawyers, prosecutors, judges and other relevant justice sector actors. This Joint Programme has been supporting the establishment of better functioning of Judicial Support and Victims Services Directorates of Ministry of Justice in pilot provinces Istanbul Anatolia, İzmir, Samsun, Adana, Malatya, Eskişehir and Rize (which were initially supported by the above Twinning project, see details in item 9 above).

3.3 Stakeholder Engagement

The key stakeholders for this project are the Union of Turkish Bar Association, Ministry of Justice, Bar Associations and lawyers as they will receive the most benefits and be furthest impacted from the project activities. UTBA has been fully integrated into the design process of this project and the activities are based on evidence and lessons learned from SILA Phase I. UTBA will encourage participation from Bar Associations and lawyers.

NGOs, women organizations and civil society organizations will also be targeted stakeholders for Phase II. They will be invited to participate at workshops, meetings and through interviews conducted for the SILA Phase I, it has been made very clear that they welcome this cooperation and would like to be included. Since Phase II aims to develop a system approach in provision of legal aid, all related stakeholders including Bar associations, UTBA, NGOs and public institutions are aimed to be involved to design and operationalize the system, monitor the performance and make systematic contributions for improvement of legal aid services especially towards gender-based violence victims. The end beneficiaries of Phase II will be women and vulnerable groups who benefit from legal aid services.

3.4 Risks and Assumptions

All pilot Bar Associations are signing a document to declare their interest and commitment to establish a 'Violence Prevention Center'. Without SIDA's contribution the establishment of these centres would not be possible due to the lack of financial capabilities within UTBA. For example, Denizli Bar Association tried to establish a Poppy Center, but they failed due to limited financial capabilities. Now with UNDP's implementation and SIDA's funding these centres will be realized. The protocols that local bars signed will also be systematically checked throughout the project implementation and after the project finishes. These systematic checks will be assisted by a directive that the UTBA will issue periodically. After the project starts, the protocols between UTBA and local bars will be shared with SIDA.

UTBA has always kept its distance to online trainings. They recently started to offer online trainings through their foundation. In order to ensure the training modules of the first phase will be integrated to the second phase. Tailor-made online training programs to be developed and tested will target the new trainee lawyers as well as in-service lawyers. While the training for the new trainee lawyers will ensure a level thematic understating and background for all new lawyers entering the Turkish legal system, the in-service lawyer training will also focus on access to legal aid services so interested and experienced lawyers, who have legal aid experience to provide to disadvantaged groups are also trained.

Awareness raising on performance management mechanisms and tools mostly developed in SILA Phase I will both serve the sustainability of its results and motivate ownership of Bar Associations to instrumentalize the performance criteria and evaluation mechanisms and automation systems developed in SILA Phase I during SILA Phase II.

All reports developed by UNDP through this project are shared with all partners and stakeholders to ensure that knowledge products developed benefit all project partners.

3.5 Sustainability and Scaling up

The Advisory Committee (AC) is critical to ensure the sustainability of the Project and adoption of an inclusive approach in project implementation and ownership of its outputs for sustainability. The members of the AC are expected to contribute to the efforts of the Government and UTBA in improving the legal aid practices in Turkey. They will be equipped with the required knowledge and experience to ensure they can benefit the project.

The networks established and operationalized between NGOs, women organizations, Bar Associations, UTBA and MoJ will help improving the coordination between actors and improve the speed and quality of legal aid services.

The Poppy Project experiences of Ankara Bar Association will provide the basis for a systematic approach required for legal aid provision in all Bar Associations. Inheriting this practice, utilizing the knowledge and experiences, disseminating the best practice but also further improving and consolidating it by managing its challenges a systematic practice will be developed. Through the evaluation that will be undertaken of the current Poppy Project model in Ankara, existing knowledge and lessons learned will be shared with other bar associations. Since gender disaggregated data will be collected through the selected bar associations, results and achievements can be measured and further utilized.

4. PROJECT MANAGEMENT

The Project will be implemented under the leadership of the Union of Bar Associations (UTBA) being the implementing partner. Ministry of Justice (General Directorate of Criminal Affairs) will be the cooperating partner in the implementation of the Project. UNDP Turkey will provide technical assistance for efficient and effective implementation of the Project through Contract Agreement signed between Sweden (represented by SIDA) and UNDP Turkey. Other relevant institutions will be involved in project activities, as needed.

For the implementation of the Project,

Union of Bar Associations (UTBA) will be responsible for:

- Leading the initiation of project implementation, its activities both in Ankara and pilot provinces (within local Bars) and preparation of the work plan
- Mobilizing and coordinating other institutions and pilot local bars involved in the project
- Following and monitoring the proper implementation of project activities
- Ensuring proper participation and representation of relevant Turkish institutions in activities organized by the Project.
- Reviewing, contributing and approving the Project outputs
- Ensuring sustainability of the project results

Ministry of Justice (MoJ) will be responsible for

- Contributing into the initiation of project activities and preparation of the work plan in close cooperation and interaction with UTBA and UNDP
- Following and monitoring the proper implementation of project activities in close cooperation and interaction with UTBA and UNDP
- Reviewing, contributing and approving the Project outputs and ensuring sustainability of the project results in close cooperation and interaction with UTBA and UNDP

For the overall management and implementation of the Project, a Project Steering Committee (PSC) will be established and act as the highest authority of the Project.

Project Steering Committee: The PSC will be established as the main governance mechanism for the Project and responsible for its initiation, direction, review and eventual closure of the Project and its activities. It will be composed of the representatives of Union of Bar Associations, UNDP, Ministry of Justice and Presidency of Strategy and Budget and SIDA. Other relevant institutions including the UN Agencies and public bodies can be invited to the Steering Committee meetings, as needed.

The PSC plays a critical role in monitoring the implementation of the Project, evaluate the status and provide oversight. The PSC will meet to discuss the progress of the project, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken or whenever deemed necessary by its members. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. Based on the approved Annual Work Plan, the PSC can also consider and approve the quarterly plans (if applicable) and approve any essential deviations from the original work plan. In order to ensure ultimate accountability for the project results, PSC decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

UNDP will provide its relevant knowledge and expertise in facilitating the capacity building and technical know-how activities and will be the responsible for coordinating the activities with the relevant stakeholders. The Project activities will be implemented in line with UNDP financial rules and regulations and report to the national designated agency on quarterly expenditures through the Combined Delivery Report.

5. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNDCS/Country [or Global/Regional] Programme Results and Resource Framework:</p> <p>2.1 By 2020, central and local administrations and other actors more effectively protect and promote human rights, and adopt transparent, accountable, pluralistic and gender sensitive governance systems, with the full participation of civil society, including the most vulnerable.</p> <p>3.1 Improved legislation, policies, implementation and accountability mechanisms to enable equal and effective social, economic and political participation of women and girls by 2020</p>	<p>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</p> <p>2.1.1. Transparent and efficient judicial system providing better access to justice and redress for all, especially groups facing vulnerabilities</p> <p>2.1.3. Enhanced capacity of civil society actors for participation in policy making and monitoring</p> <p>3.1.1. Capacities of national gender equality machinery strengthened to promote women’s rights and gender sensitive policies including local level</p> <p>Indicative Output(s) with gender marker²: GEN 3</p>	<p>Applicable Output(s) from the UNDP Strategic Plan:</p> <p><u>Outcome 2:</u></p> <p>2.2.3 Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalized groups</p> <p>2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation</p>	<p>Project title and Atlas Project Number: Strengthening the Institutional Capacities of the Bar Associations for Improved Access to Justice for all in Turkey Phase II</p>
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EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	DATA SOURCE	BASELINE		END OF PROJECT TARGET	ASSUMPTIONS
			Value	Year		
Output 1 <i>Enhanced Coordination Between Women NGO's, Civil Society Organizations, Lawyers and Bar Associations to Improve the Legal Aid System in Turkey</i>	1.1 Number of regional workshops	Workshop participant lists Meeting minutes	0 (No regional workshops for coordination practices)	2019	2 regional workshops	Continued commitment and collaboration of UTBA and Bar Associations, NGOs, CSOs and women groups and local administrations NGOs, CSOs and women groups' sharing their experiences, capacities and field work with Bar Associations Inclusion of policy recommendations of women NGOs, CSOs, and Bar Associations for the improvement of legal aid systems
	2.1 Number of trainees participated in trainings 2.2 70 trainees participated in ToT trainings	List of attendees to trainings Training certificates	0 (No systematic and structured approach for legal aid services via implementing and further improving best practices in	2019/2020	7 Violence Prevention Centers	Adopted more structured and improved Poppy Practices in 7 pilot bars.
Output 2 <i>Development of a systematic and structured approach for legal aid</i>						

¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<p><i>services via implementing and further improving best practices in pilot Bar Associations: Poppy Project practices</i></p>	<p>2.3 7 pilot bars designed to implement poppy services (Refurbished, equipped and organized)</p>	<p>Infrastructure support packages</p>	<p>pilot bar associations) 0 (None of the pilot bars were designed to implement Poppy practices for legal aid services)</p>	<p>Utilized, effective beneficial legal aid services in 7 pilot bars</p> <p>Organized trainings for trainees and lawyers to build capacities of participants at 7 pilot bars and trainings are participated by lawyers</p> <p>Suitable offices with compatible infrastructure for adoption and implementation of Poppy services in 7 pilot provinces</p> <p>Achieved awareness and ownership among the public and institutions following the implementation of communication strategy and action plans in 7 pilot provinces</p>
	<p>2.4 Awareness raised in terms of legal aid services and Poppy practices through PR campaigns in 7 pilot bars</p> <p>2.5 Number of promotion materials and informative videos circulated for 7 pilot bars</p>	<p>Communication Action Plan</p>	<p>0 (PR campaigns were unsuccessful and failure of awareness raising for pilot bar associations)</p>	

Output 3 <i>Enhanced Capacities of Lawyers Practicing Legal Aid Through a Tailor-made Training Programme</i>	3.1 Number of needs assessment report	TNA report	0 (No online training programs developed)	2020/2021	Lawyers capacities enhanced through developed training programs	Commitment of the bar associations to utilize online training Commitment of lawyers to use the training Required training areas are realistic and useful Software company develops a user-friendly training platform Knowledge gained is enough and useful for lawyers practicing legal aid
	3.2 Number of training programs developed	Selected priority modules				
	3.3 Number of desk reviews conducted	Desk reviews				
	3.4 Number of training modules developed for online trainings	Online trainings				
	3.5 Number of analysis reports	Analysis reports				
	3.6 Number of lawyers issued certificates for their completion of training programs	Training certificates				

<p>Output 4 <i>Awareness raising among bar associations in Turkey on the performance criteria and evaluation mechanism for legal aid services and automation system for appointment of CCP lawyers</i></p>	<p>4.1 Number of international study visits reports</p>	<p>Study visit reports</p>	<p>0 (No study visits organized)</p>	<p>2021/2022</p>	<p>Awareness raised among bar associations in Turkey on performance criteria and evaluation mechanism</p>	<p>Welcoming and ownership of bar associations and lawyers to establish a performance management and evaluation mechanism by instrumentalizing automation system for appointment, performance criteria and evaluation mechanisms produced in SILA Phase I</p> <p>Dissemination ad</p> <p>Awareness raising events at national, regional and local level are participated and mechanisms introduced instrumentalized within the system of Bar Associations</p> <p>UTBA stays committed to disseminate the importance of establishing a performance management and evaluation mechanism in Bar Associations</p>
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6. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analyzed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UTBA UNDP	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UTBA UNDP	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP UTBA	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP UTBA	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the	UNDP UTBA	

	<p>Project Report</p>	<p>A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>Annually, and at the end of the project (final report)</p>	<p>Project Steering Committee and used to make course corrections.</p>	<p>UNDP</p>	
<p>Project Review (Project Steering Committee)</p>	<p>The project's governance mechanism (Project Steering Committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Every six months</p>	<p>Any quality concerns or slower than expected progress should be discussed by the Project Steering Committee and management actions agreed to address the issues identified.</p>	<p>UNDP UTBA</p>		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDCS/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation	UNDP/UTBA	<p>Outcome 2:</p> <p>2.2.3 Capacities, functions and financing of rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalized groups</p> <p>2.4.1 Gender-responsive legal and regulatory frameworks, policies and institutions strengthened, and solutions adopted, to address conservation, sustainable use and equitable benefit sharing of natural resources, in line with international conventions and national legislation</p>	<p>2.1 By 2020, central and local administrations and other actors more effectively protect and promote human rights, and adopt transparent, accountable, pluralistic and gender sensitive governance systems, with the full participation of civil society, including the most vulnerable</p> <p>3.1 Improved legislation, policies, implementation and accountability mechanisms to enable equal and</p>	<p>By September 2020 the evaluation will be completed and the evaluation will be uploaded to the 'Evaluation Resources Center' (ERC).</p>	<p>UTBA, Bar Associations, Lawyers, women's organizations, civil society, legal aid users</p>	

				effective social, economic and political participation of women and girls by 2020				
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7. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED RESULTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Y1	Y2	Y3			Budget Description	Amount (USD)
Outcome I - Enhanced Coordination Between Women NGOs, Civil Society Organizations, Lawyers and Bar Associations to Improve the Legal Aid System in Turkey	1.1 Networking and coordination practices				UTBA UNDP	SIDA	Experts (21 m/days)	6.600
							Travel & accommodation	26.000
		X					Meeting Costs	4.160
							Miscellaneous Expenses	200
Outcome II – Development of a systematic and structured approach for	2.1 Tailor-made Training Programme				UTBA UNDP	SIDA	Experts (61 m/days)	18.400
		X					Travel & accommodation	17.500
							Meeting Costs	67.200

<i>legal aid services via implementing and further improving best practices in pilot Bar Associations: Poppy Project practices</i>							Miscellaneous Expenses	600
	2.2 ToT Training Programme	X				UTBA UNDP	Experts (56 m/days)	16,900
							Travel & accommodation	52,500
							Meeting Costs	39,360
						Miscellaneous Expenses	600	
2.3 Infrastructure Support and Upgrading of Pilot Bar Associations	X					UTBA UNDP	Infrastructure support packs – 7 units	122,500
2.4 Communication and Outreach for each Pilot Bar Association	X					UTBA UNDP	PR Campaigns	87,500
	X					UTBA UNDP	Experts (21 m/days)	6,300
<i>Project Manager</i>	X					UNDP		30,000
<i>Project Clerk</i>	X					UNDP		15,600
<i>Project Associate</i>	X					UNDP		24,000
<i>Project Assistant</i>	X					UNDP		14,400
<i>Human Rights and Rule of Law Projects Coordinator</i>	X					UNDP		16,560
<i>Rent</i>	X					UNDP		15,960
<i>Audit & Evaluation Costs</i>	X					UNDP		18,525
<i>Project Steering Group & Advisory Meetings (4)</i>	X					UNDP		4,000
<i>Visibility</i>	X					UNDP		1,500

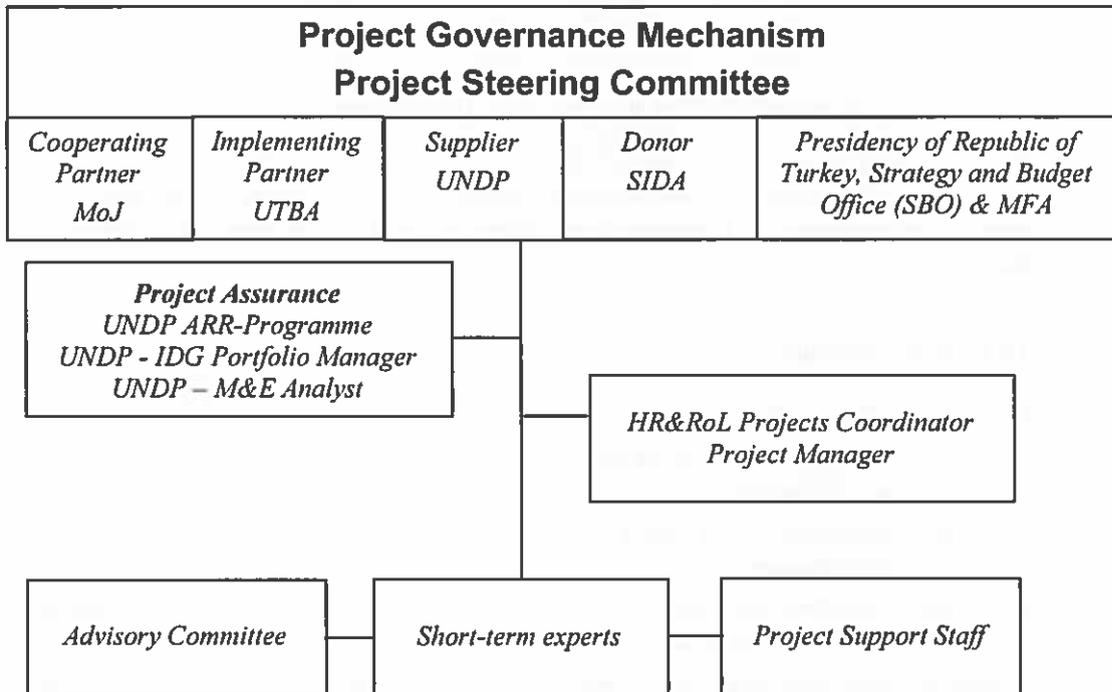
	(annual for 2020-2021)								Meeting costs	
									Miscellaneous Expenses	
<i>Project Manager</i>										2.000
<i>Project Clerk</i>										600
<i>Project Associate</i>								UNDP	SIDA	30.000
<i>Project Assistant</i>								UNDP	SIDA	15.600
<i>Human Rights and Rule of Law Projects Coordinator</i>								UNDP	SIDA	24.000
<i>Rent</i>								UNDP	SIDA	14.400
<i>Audit & Evaluation Costs</i>								UNDP	SIDA	16.560
<i>Project Steering Group & Advisory Meetings (4)</i>								UNDP	SIDA	15.960
<i>Visibility</i>								UNDP	SIDA	18.525
<i>Translation Services</i>								UNDP	SIDA	4.000
<i>Direct Project Cost (DPC) 3%</i>								UNDP	SIDA	1.500
<i>General Management Support (GMS) 8%</i>								UNDP	SIDA	3.000
TOTAL										9.434,85
										25.914,39
										349.844,24

EXPECTED RESULTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3		Funding Source	Budget Description	Amount (USD)
Outcome IV – Awareness raising among bar associations in Turkey on the performance criteria and evaluation mechanism for legal aid services and automation system for appointment of CCP lawyers	4.1 International Study Visits to Best Practices					Experts (3 m/days)	1.050	
			X		UTBA MoJ UNDP	Travel & accommodation	64.000	
						Interpretation Costs	8.000	
						Meeting Costs	21.600	
	4.2 Implementation of Communication Plan for Awareness Raising on Performance Management and Automation System			X	UTBA MoJ UTBA	Expert (14 m/days)	4.550	
	Activity 4.2.1 One-day National Conference					10 Short Term Experts	10.500	
				X	UTBA MoJ UTBA	Travel & accommodation	27.500	
						Meeting Costs	10.000	
						Miscellaneous Expenses	500	
Activity 4.2.2 Five Local Study Visits to Best Practicing Bar Associations					Travel & accommodation	22.500		
			X	UTBA MoJ UTBA	Meeting Costs	10.000		
					Miscellaneous Expenses	5.000		
2.5 Monitoring and Review of Local Poppy Practices (for 2021-2022)					Experts (12 m/days)	6.400		
			X	UTBA UNDP	Travel & accommodation	3.500		
					Meeting costs	2.000		

									Miscellaneous Expenses	600
<i>Project Manager</i>										30.000
<i>Project Clerk</i>						X	UNDP	SIDA		15.600
<i>Project Associate</i>						X	UNDP	SIDA		24.000
<i>Project Assistant</i>						X	UNDP	SIDA		14.400
<i>Human Rights and Rule of Law Projects Coordinator</i>						X	UNDP	SIDA		16.560
<i>Rent</i>						X				15.960
<i>Audit & Evaluation Costs</i>						X				18.525
<i>Project Steering Group & Advisory Meetings (4)</i>						X				4.000
<i>Visibility</i>						X				1.500
<i>Translation Services</i>						X				3.000
<i>Direct Project Cost (DPC) 3%</i>						X				10.237,35
<i>General Management Support (GMS) 8%</i>						X				28.118,59
TOTAL										379.600,94

8. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Project Organisation Structure



The project will be nationally implemented (NIM) and the implementing partner of the project will be UTBA, with UNDP's technical, operational and administrative support. UTBA will provide strategic oversight in project implementation as well as technical expertise and knowhow for the smooth implementation of the Project. Ministry of Justice (General Directorate of Criminal Affairs) will be the cooperating partner of the Project and will involve actively to the planning and implementation of the Project in close cooperation and collaboration with UTBA. UNDP will provide technical expertise and operational support for the smooth implementation of the Project. The operational support to be provided by the UNDP will include but is not limited to implementation assistance services such as human resources and financial management, project management/monitoring and supply and contract management. UNDP will coordinate preparation of relevant work plans and facilitate implementation of these work plans through project management and consultancies; bring in relevant international experience and will ensure that the project is managed in line with UNDP's Programme and Operations Policies and Procedures (POPP).

A Project Steering Committee is going to be established, in line with the above diagram. PSC will be responsible for the overall direction and management of the project, providing inputs for the effective implementation of the Project activities as well as dissemination of the results. Strategy and Budget Office of Presidency (SBO) will be represented as natural member of the PSCs of all UNDP projects.

Project's day-to-day implementation will be carried out by the Project team to be established for the Project by UNDP as well as UNDP staff providing direct project support. UNDP will also provide direct project implementation support for procurement, contract management and budget/financial management as well as content. UNDP's direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

9. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Turkey and UNDP, signed on 21 October 1965. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by GAP RDA (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

10. RISK MANAGEMENT

Government Entity (NIM)

1. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, considering the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. If an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.
12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

ANNEXES

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening**
3. **Risk Analysis**
4. **Project Steering Committee Terms of Reference and Project Team**

Project Steering Committee (PSC)

The PSC will be established as the overall authority for the Project and responsible for its initiation, direction, review and eventual closure. It will be composed of the representatives of Union of Bar Associations, UNDP, Ministry of Justice and Presidency of Strategy and Budget and Sida. Other relevant institutions including the UN Agencies and public bodies can be invited to the Steering Committee meetings, as needed.

The PSC will meet to discuss the progress of the project, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken or whenever deemed necessary by its members. In general terms and along with others, the following is expected to be discussed in management meetings:

- Achievement of the outputs and results specified in the action or as amended,
- Actions to be undertaken in following quarters in terms of achievement of indicators in the action,
- Design and monitor of the outreach and communications activities among relevant partner/beneficiary institutions,
- Progress made towards project indicators in line with the log frame,
- Linkage among different project components/contracts and the project linked with the activities of other projects, donors or through national fund.

Within the confines of the Project, the PSC is the highest authority. The PSC plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. Based on the approved Annual Work Plan, the PSC can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original work plan.

In order to ensure ultimate accountability for the project results, PSC decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

Project Team (PT)

UNDP will establish a Project Team (PT), which will work in close cooperation with UTBA and MoJ. PT will be composed of a project manager (36 months – full time), project associate (36 months – full time), project assistant (36 months – full time) and project clerk (36 months – full time), additionally qualified long and short-term experts to be recruited by UNDP. The PT responsibilities include:

- Maintaining liaison with UTBA and MoJ to determine what the immediate and mid-term priorities of the project are including the preparation of plans to address priorities;
- Management of project activities in order to ensure that immediate and mid-term priorities are within the scope of the project;
- Acting as the secretariat for the Project Steering Committees.

