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Project Completion Report***For Projects under £80,000****OR****For projects lasting less than 3 months duration (of any value)**

To be completed by the Implementer within three months of the end of the Project. All sections should be completed, and the form returned to the Project Officer in the British Embassy.

The final payment cannot be made until the Project Completion Report has been submitted to and agreed by the British Embassy

(To be completed by the British Embassy)*

Project Title	<i>Increasing the Capacity of the Boards of Lawyers in Turkmenistan in the field of Ensuring Human Rights</i>		
Project Code No	(British Embassy to provide):		
Unique Identifier No	(British Embassy to provide):		
Project Title	<i>Increasing the Capacity of the Boards of Lawyers in Turkmenistan in the field of Ensuring Human Rights</i>		
Implementer	<i>United Nations Development Program</i>		
Planned Start date	June 1, 2024	Actual start date	September 1, 2024
Planned End date	March 31, 2025	Actual end date	March 31, 2025
Explain any variance in start/end dates	<i>The actual start day shifted due to the process of approval of the AWP with national partners and the late arrival of funds.</i>		

Project Purpose (use the exact wording from the approved Project Proposal Form) <i>The project aims to increase the capacity of six Societies of Lawyers in Turkmenistan in providing legal aid in compliance with international standards such as Basic principles on the role of lawyers, adopted by the Eighth UN Congress on Crime Prevention and the Treatment with Offenders (Havana, 08/27/09/07/1990)); and Standards of independence of the legal community, adopted by the International Bar Association (New York, 09/07/1999, etc.).</i> <i>The ultimate goal of the project is to assist in the establishment of a National Bar Association in Turkmenistan as stated in Article 46 of the Law of Turkmenistan on Bar Association, and support to launch of the work of the Association in compliance with international standards.</i>
Was the Project Purpose achieved – please explain? If not, give reasons. Please state your sources of information <i>The project's objective was only partially achieved; despite the technical support provided fully as planned in the project document, the National Association of Lawyers has not yet been established. We will continue to advocate for its creation moving forward.</i>
Were any significant changes to the project design agreed with British Embassy and put in place (outputs, activities, budget, duration etc.) Please describe the changes. N/A

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Were all the Outputs delivered as planned, with the planned results? If yes, please note the result. If not, please explain		
Output Number¹	Result <i>Delivered</i>	Red/Amber/Green colour
Output 1. Improving legislation on legal aid to improve access to justice for vulnerable groups	1.1.1. Delivery of gender-sensitive analysis of legislation against international standards and draft recommendations	<i>Green</i>
	1.1.2. Roundtable to agree on recommendations/amendments to legislation to increase compliance with international standards on legal aid in criminal justice systems and principles relating to the role of lawyers conducted.	
	1.2.1. Roadmap for the establishment of the first national Bar Association in Turkmenistan developed.	
	1.2.2. Presentation of the Roadmap conducted with building capacities of 25 members of the target group to discuss the implementation of the Roadmap.	
Output 2. Improving access to legal remedies for vulnerable groups of the population through development of a legal aid system and capacity building of legal expertise	2.2. Training to representatives of Boards of Lawyers in all velayats to provide effective legal assistance with a gender-centered approach to vulnerable groups of the population, including women, the disabled, and people in difficult life situations conducted for 15 members of the working group considering gender parity in participation.	
Were all the Activities completed as planned If not, please explain		
Planned Activities²	Progress <i>On track</i>	Red/Amber/Green colour
Output 3. Launching the digitalized structure of the Bar Association as an effective human rights institution.	3.1.1. Development of the Bar Association website to improve access to legal remedies for the population, especially women and representatives of vulnerable groups, developed.	
Was the project completed on Budget?		
Planned total Cost	Actual Total Cost	Variance (difference between planned and actual costs)
66, 000 USD	66, 000 USD	N/A
Please explain any variance in planned and actual expenditure, where the difference is greater than 5%		
N/A		

¹ List all the Outputs as stated on the approved Project Proposal Form

² Only list the activities (from the approved Project Proposal Form) which were not delivered as planned

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What “positive change” did the project help bring about? What are the main achievements of the project? What evidence do you have that the benefits of the project will be sustained? Please describe.

Positive Change and Project Outcomes

The project “Increasing the Capacity of the Boards of Lawyers in Turkmenistan in the Field of Ensuring Human Rights” brought about tangible improvements in access to legal aid, institutional capacity, and alignment with international human rights standards. One of the most significant positive changes was the advancement of legislative reform, including the development of Article by Article Amendments to the Criminal Procedure Code of Turkmenistan and the Law of Turkmenistan on Boards of Lawyers and Legal Practice a Roadmap for the establishment of National Boards of Lawyers including the Charter of the proposed National Boards of Lawyers and its Ethics Code. These efforts laid the foundation for long-term systemic change in the legal aid infrastructure of Turkmenistan and demonstrated the strong support of the international community and donors in Turkmenistan to establish such an Association.

Additionally, the Boards of Lawyers in five velayats and Ashgabat significantly improved their ability to deliver quality legal aid services, particularly to vulnerable groups. This was achieved through comprehensive capacity-building workshops, peer-to-peer training, and digitization support. These interventions empowered lawyers with tools and knowledge to better serve the population, directly contributing to the broader goals of human rights protection.

Evidence and Measurement of Positive Change

- **Legislative Advancements:** The draft legislation and the Roadmap for establishing the National Boards of Lawyers, which were submitted through diplomatic channels via the MFA to the Ministry of Justice and the Presidium of the Boards of Lawyers in Ashgabat, represent clear progress toward strengthening the legal aid system. Their potential consideration by the Parliament, including at the committee level, would signal strong institutional support. To help ensure this next step, continued advocacy by all parties—including UNDP and the British Embassy—will be crucial.
- **Training Reach and Feedback:** Over 70 lawyers benefited from capacity-building workshops and consultations. Pre- and post-training assessments showed a measurable increase in knowledge of human rights and international standards.
- **Digitalization Progress:** The development of the website for the Boards of Lawyers will enable all 300 members across the six regional Boards in Turkmenistan to have individual online profiles and offer basic legal consultations to the public through an upgraded, functional platform. In addition, the website will serve as a resource hub, providing lawyers with access to at least basic online training courses to support their continued professional development.

Sustainability of Benefits

The sustainability of the project’s benefits is supported by institutional ownership, the potential adoption of submitted legislative recommendations as a foundation for future reform, and strengthened inter-agency partnerships. The Boards of Lawyers have expressed a strong commitment to maintaining the digital systems and continuing training activities using the manuals and guidelines developed during the project. Moreover, the involvement of the Ministry of Justice, Parliament, and the Ombudsperson’s Office provides a solid institutional framework for the ongoing advancement of legislative reforms. Additionally, the project’s alignment with national priorities—such as Turkmenistan’s Human Rights Action Plan and National Development Goals—increases the likelihood of continued investment and long-term support.

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What were the main lessons identified/learned that could be applicable to running this type of projects again in the future? What were the main challenges you faced and how did you overcome or would you overcome them in the future?

What did and didn't go well, what could be shared with others or changed in future? Here you can be honest when you reflect on areas for improvement outlining any additional measures needed to avoid repeating the same mistakes, and highlighting learning with wider relevance that could be shared.

Lessons Learned

The main challenge remains to advance the project deliverables before the decision-making government agencies such as the Ministry of Justice of Turkmenistan and the Parliament of Turkmenistan, particularly the establishment of the National Association of Lawyers and the adoption of legislative recommendations on an article-by-article basis to align Turkmenistan's legal framework with international standards on legal aid.

What Worked Well:

- The participatory approach, including peer-to-peer learning and consultations with multiple stakeholders, fostered strong engagement and ownership.
- Tailored training based on needs assessments ensured relevance and practical application of new skills.

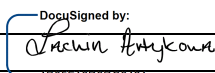
Close collaboration with members of the Boards of Lawyers in Turkmenistan, the Ministry of Justice, and judges of the Supreme Court enhanced the visibility, necessity, and legitimacy of the legal aid reform agenda for the Boards of Lawyers in Turkmenistan.

What Didn't Work as Well:

- The work of the national IT consultant on developing the website for the Boards of Lawyers took longer than anticipated due to technical challenges.
- Limited financial support from the Government of Turkmenistan hinders the development of a government-sponsored free legal aid system.

Conclusion

The project accomplished more than just completing activities; it catalyzed legal and institutional reforms, empowered legal professionals, and improved public access to justice. Its outcomes will be further advocated to the government to achieve the ultimate goal outlined above, paving the way for future initiatives in the region and providing a solid foundation for follow-up investments to strengthen the rule of law in Turkmenistan.

Signature	
Name	Lachin Artykova
Position	Human Rights and Rule of Law Cluster projects manager, Gender focal point
Date	May 8, 2025

** This report must include a summary of what activities and outputs were delivered, whether the project purpose was achieved, and any significant changes to the original project proposal and budget. A high-quality project completion report will:*

- *be proportionate to the British Embassy's strategic goals and policy objectives;*

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- *comment on the validity of the Theory of Change;*
- *assess whether the assumptions held;*
- *be evidence-based, scoring the project consistently with evidence presented;*
- *draw lessons on key issues which could include: level of optimism/realism when the project was designed; partner performance; quality of interaction of other stakeholders; and sustainability;*
- *provide evidence of learning and adaptation during the project's implementation and demonstrate how lessons have been shared.*

Please now pass this to the Project Officer in the British Embassy

Project Officer / British Embassy Comments	
Are you satisfied that this report is fair and accurate?	Yes / No (delete as appropriate)
Is there a key lesson that the British Embassy has learned from this Project? Please describe	
Following completion of the project, what are the next steps?	

Signature	
Name	
Position	
British Embassy	
Date	

Policy Officer Comments: Please add your assessment of the effectiveness of the project

As appropriate, please now pass the final invoice from the implementer to the relevant Corporate Services Centre for payment.

Programme Board Comments: Please add Board comments on the effectiveness of the project

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Project Completion Report – guidance for programme teams

Following delivery of final project activities and outputs, the implementing partner (or Post/Directorate in the case of direct delivery projects) must submit a Project Completion Report to the Post/Directorate Programme Board overseeing the project. Implementing partners can use the Project Completion Template above.

These reports will include a summary of what activities and outputs were delivered, whether the project purpose was achieved, and any significant changes to the original project proposal and budget. In addition, the post/directorate programme manager should comment on the report, make a final assessment against project indicators, and draw out any learning and recommendations for future projects.

A high-quality project completion review by programme teams will:

- be proportionate to the type of programme;
- comment on the validity of the Theory of Change;
- assess whether the assumptions held;
- be evidence-based, scoring the project consistently with evidence presented;
- draw lessons on key issues which could include: level of optimism/realism when the programme/project was designed; quality of FCDO management; partner performance; quality of interaction of other stakeholders; and sustainability;
- provide evidence of learning and adaptation during the project's implementation and demonstrate how lessons have been shared.

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Before a project ends, Project Officers should agree a deadline with the implementer for submitting the Project Completion Report. This will typically be 4-6 weeks from the end of the project, but in any case should not exceed 3 months.