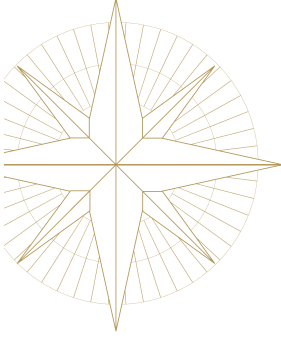




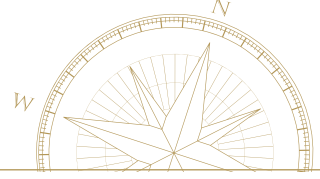
REPUBLIC OF TURKEY MINISTRY OF JUSTICE
DİREKTÖRAT GENELİ İÇİN STRATEJİ GELİŞTİRME

MINISTRY OF JUSTICE STRATEGIC PLAN

(2015-2019)



REPUBLIC OF TURKEY MINISTRY OF JUSTICE
DİREKTÖRLÜĞÜ GENEL İÇİŞLERİ VE STRATEJİ GELİŞTİRME



DEFINITIONS

Ministry:

It refers to Ministry of Justice.

Judicial Actors:

High Judiciary bodies, Ministry of Justice, Union of Turkish Bar Associations, Union of Turkish Notaries, Law Faculties and Bars.

Disadvantaged Groups:

It refers to the groups such as , women, children, poor, aged ,disabled and refugees

Employees of Judiciary :

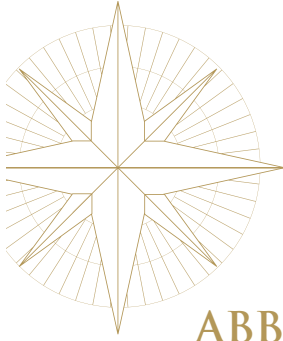
Means all employees of judiciary except for Judges and Public Prosecutors

Members of the Judiciary:

Judges and Public Prosecutors

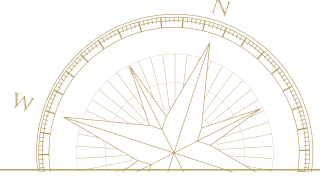
Judicial Professionals:

Members and employees of the judiciary, lawyers and notaries



ABBREVIATIONS

EU	European Union
MFSP	Ministry of Family and Social Policies
DGCRS	Directorate General for Criminal Records and Statistics
FMI	Forensic Medicine Institution
DGEU	Directorate General for European Union Affairs
EC+HR	European Court of Human Rights
DIT	Department of Information Technologies
DGCA	Directorate General for Criminal Affairs
DGPD	Directorate General for Prisons and Detention Houses
CEPEJ	The European Commission for the Efficiency of Justice
DoT	Department of Training
SWOT	Strengths – Weaknesses – Opportunities – Threat
HCJP	High Council of Judges and Prosecutors
DGLA	Directorate General for Legal Affairs
IAU	Internal Auditing Unit
DAF	Department of Administrative and Financial Affairs
DGL	Directorate General for Laws
DGP	Directorate General for Personnel
AVIS	Audio-Visual Informatics System
NGO^s	Non-Governmental Organizations
DGSD	Directorate General for Strategy Development
TJA	Turkish Justice Academy
IB	Inspection Board
DTM	Department of Technical Matters
NJIS	National Judiciary Informatics System
DGILFA	Directorate General for International Law and Foreign Affairs
UNDP	United Nations Development Program
DoP	Department of Publications



MESSAGE FROM MINISTER

“The strategic plan has gained a different meaning in the judiciary and has played an important role in the judicial reform process.”

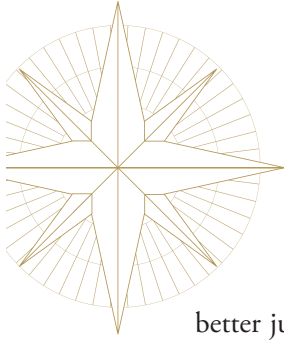
Bekir BOZDAĞ

Minister of Justice

I am very excited and pleased to present the Second Strategic Plan of the Ministry of Justice covering 2015-2019. This is because, the first Strategic Plan announced in 2010 to the public, as well as this Plan, are important milestones for our justice system.

The reform studies have been carried out under two main policy documents, namely the Judicial Reform Strategy and the Strategic Plan of Ministry of Justice. Judicial Reform Strategy, prepared during European Union membership process of Turkey, is a sectoral main policy document. As of this aspect, Judicial Reform Strategy has been implemented after being discussed in the Council of Ministers and includes the policies related to the other agencies and institutions. Indeed The Strategic Plan is a document integrating this Judicial Reform Strategy.

Our judicial organization, comprising of courts, Public Prosecutors, penal institutions, probation departments, bankruptcy services and central organization of the Ministry of Justice, is working with enthusiasm and dedication to provide



better justice services to our citizens. As in other countries in recent years, there have also been important changes in our country in the field of judiciary.

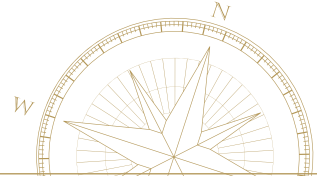
We live in an era that the justice systems have been shaped by innovation across the globe. Today, the justice systems show an intense change and the countries are discussing the reason for the existence of the justice system, the service concept, the way of providing services and constantly look for innovative ways.

The changes in the judicial system stem from the social expectations as well as the international developments. In addition to the fairness of judicial services, citizens demand that judicial services shall be also served in a qualified and speedy manner as is the case in all public services. All the concepts, such as access to the justice, the restorative justice, the effectiveness and the efficiency, emphasized by the present century for the judicial systems, have been developed to serve it.

The steps, taken in the last decade under the jurisdiction in our country, have been multifaceted, comprehensive and holistic. It has been acted with the idea that studies in this kind were driven by the strategic management mentality. The Strategic Plan, prepared under the Public Financial Management and Control Law has brought a new vision to our judiciary. Strategic plans, whose preparation is compulsory in the public sector, have gained a different meaning in the judiciary and played an important role in the judicial reform process. Together with the Plan, we have clearly laid out what our priorities, where and at which time we will use our available resources.

On the other hand, strategic plans also bear qualification of commitment to the public. As of the moment, when the strategic plan has been announced, the public becomes knowledgeable about the axis of work in the area of the judiciary and is able to follow the work done in the judiciary.

During the planning studies, all areas, ranging from the fair trial to the improvement of human rights standards, access to justice, the development

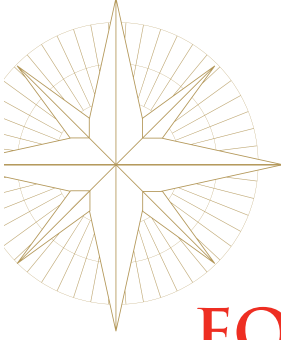


of the infrastructure possibilities and strengthening of the human resources, are considered with a holistic and broad perspective. Many new concepts and entities, currently in the public agenda of our judgment, have emerged as a result of this study.

The First Strategic Plan, implemented since 2010, has been considerably materialised. New developments, becoming the agenda of the world of law in the process, have been taken into account and studies have been carried out by revising. This period, in which we offer our Second Strategic Plan, is significantly different from the first period. Our judicial public is now familiar with the new concepts and welcomes developing more innovative ways.

Our Ministry will work with all stakeholders to achieve the objectives and goals in this Plan and it will be open to cooperation.

I express my conviction that the period, covering the 2015-2019 Second Strategic Plan, will also pass successfully as in the same way in the 2010-2014 period and extend my thanks to those who contributed to the preparation of the Plan.



FOREWORD BY THE UNDERSECRETARY

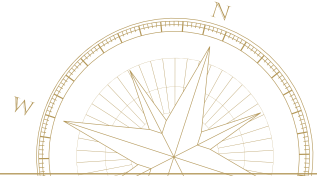
The vision of our Ministry was identified in the Strategic Plan as “A justice system, which is protecting rights and freedoms, fair, reassuring, accessible and effective”, considering the conclusions, obtained with the situation analysis; and aims and targets towards this vision have been prepared within a quite large perspective.

Kenan İPEK

Acting Undersecretary

Implementation of the strategic management mentality through the Public Financial Management and Control Law in our country has produced the significant opportunities for public services. With this process, our Ministry has excitedly started the strategic planning studies and has begun to implement its first Strategic Plan, announcing to the public in 2010. This plan, which started to be implemented in the accelerated period of seeking the reform in judiciary services, has provided us with the important opportunities.

Our Ministry has spent an efficient implementation period in order not to have policy documents specified on the previous Strategic Plan remain on paper. During the implementation period, it has not been merely focused on one area,



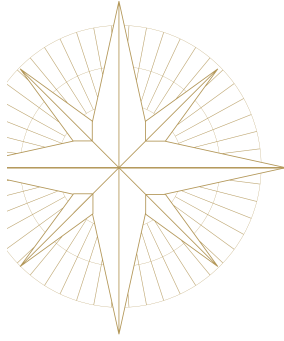
it has been regarded that all studies in all areas have been carried out with the same momentum in accordance with the timetable in the plan. On the other hand; new applications in the field of law and justice, both in the world and in the country, have been also taken into account in the studies.

During the implementation period, significant changes have occurred in the legislation in force when the Strategic Plan was prepared. Constitutional amendments and other legislative changes have changed task area of our Ministry significantly. With these changes, it has been established new institutions and some of important issues involved within the jurisdiction of the Ministry have been included in the jurisdiction of the High Council of Judges and Prosecutors.

Under the Second Plan preparation, primarily a situation analysis has been conducted with a fairly broad participation. It has been striven for taking the opinions of all segments by arranging surveys, interviews and workshops. It has been examined the opinions on the subject, expressed by both the academic world and the practitioners, and the planning activities of other countries in jurisdiction by means of a meticulous study.

It has been identified the vision of our Ministry in the Strategic Plan as “A justice system, which is protecting rights and freedoms, fair, reassuring, accessible and effective”, considering the conclusions, obtained with the situation analysis; and aims and targets towards this vision have been prepared within a quite large perspective. It has been ensured that all areas related to the justice system take part in the Plan.

The accumulation, consisting of the first period’s experiences, has become an important advantage in the preparation of the new Strategic Plan of our Ministry covering the period of 2015-2019. I express my conviction that this period will also pass successfully, just as in the first one, and extend my thanks to those who contributed to the preparation of the Plan.



STRATEGIC PLANNING PROCESS

Overview;

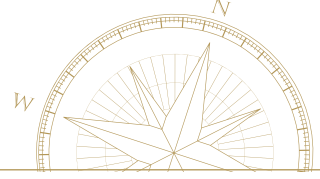
The preparations of The Ministry of Justice for the Strategic Plan including 2015-2019 began in 2013. In the preparatory activities of the Strategic Plan; it was aimed to create awareness and sensibility and increase the strategic management skills. All these activities which can be summed up as increasing strategic management capacity of the Ministry and judicial organization produced positive results in a short period of time.

In this Strategic Plan period, the significant activities were done for the establishment of the strategic management mentality by considering the previous experiments.

The Organizational Structure of Strategic Planning

Upon carrying on the Strategic Planning activities

- **Strategic Planning Teams in Unitary Context** tasked with conducting strategic planning activities in all units of the Ministry of Justice and carrying out other tasks assigned by the Strategic Planning Team
- **Strategic Planning Teams in Ministerial Context** composed of representatives of all units in order to conduct the preparatory activities,
- **Steering Committee** chaired by the General Director of Directorate General For Strategy Development and composed of heads of department and deputy general directors in order to provide overall guidance to activities and discuss and conclude matters brought by the Strategic Planning Team



- **Ministerial Strategic Development Board** chaired by the Undersecretary and composed of all unit chiefs in order to determine Ministry policies.

Preparatory Programme

An effective and efficient activity depends on a good preparatory process. Therefore, it was paid attention to the good planning of the process in the preparatory activities of Strategic Plan which bring together the persons taking charge in the different levels and units.

Within this framework, a “Strategic Plan Preparatory Program” determining the steps and timeframe of preparatory activities was developed and activities were fulfilled in accordance with the timeframe laid down in the Program.

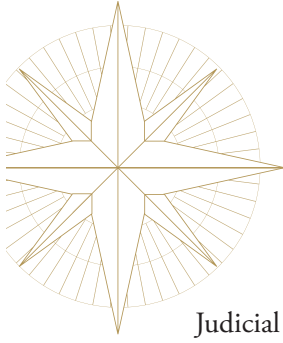
Research, Examination and Training

National and international studies on judicial reform were examined with a focus on the unique nature of judicial services. The planning activities of the judicial bodies of many countries which adopt the different judicial systems were translated into Turkish and reviewed. These international reviews enabled the global trends to be seen.

As in the first period, the training, information and awareness-raising activities were organized on the purpose of strengthening the strategic management capacity of the Ministry of Justice in the preparations of this Strategic Plan.

Judicial Reform Strategy

“Judicial Reform Strategy” is the main policy document including the activities on jurisdiction that will be conducted by our country within the scope of The Judicial and Fundamental Rights Chapter (The 23th Chapter) in the European Union accession process. The Judicial Reform Strategy was submitted to the bodies of the European Union after being discussed the Council of Ministers and began to be implemented as of 2010.



Judicial Reform Strategy is a sectoral main policy document. As of this aspect, Judicial Reform Strategy has been implemented after being discussed in the Council of Ministers and includes the policies related to the other agencies and institutions. The Strategic Plan is a policy document integrating this Judicial Reform Strategy.

Therefore, the activities were also conducted for updating of the Judicial Reform Strategy concurrently with the preparations of the Strategic Plan. With the updating activities, it was proposed that the new goals and objectives regarding the judicial reform were determined and the state of practice was shown in the document. The harmonisation of both documents is important. Therefore, it was aimed to concurrently declare both Plans to the public.

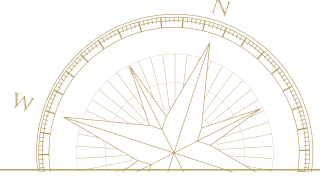
The Impact Analysis of the Judicial Reform

An another activity within the scope of innovation and updating activities of Strategic Plan and Judicial Reform Strategy was “The Impact Analysis of The Judicial Reform Process”.

In order to analyze the impacts of the recent reform studies on the effective and efficient functioning of the Judiciary, the Impact Assessment Project of the Judicial Reform Process was conducted in cooperation with United Nations Development Programme (UNDP).

Within the framework of the impact analysis whose activities were began in 2013; many methods such as legislation analysis, field meetings, expert opinions, institution visits were used by the domestic and foreign experts.

Within the study, the interviews were conducted in the Constitutional Court, the Court of Cassation, the Council of State, the Military Court of Cassation, the High Council of Judges and Prosecutors, the Union of Turkish Bar Associations, the Union of Turkish Public Notaries, the Justice Academy



of Turkey, the Forensic Medicine Institution and courthouses. In addition to these justice institutions, meetings were held with the Ministry of Development, the Ombudsman Institution, universities and non-governmental organizations. Within the framework of impact analysis, a strategic framework was developed for increasing the efficiency and effectivity of the Judiciary.

The report prepared as a result of this study gave a new dimension to the Second Plan Activities from a different viewpoint. The mentioned study composed of twenty three strategic fields classified under the five chapters. In reports, the available capacities and performances of courts, bars, law faculties, penal execution institutions, notaries and the whole fields related to the judiciary were defined and the problems, gaps and opportunities were described and solutions were proposed.

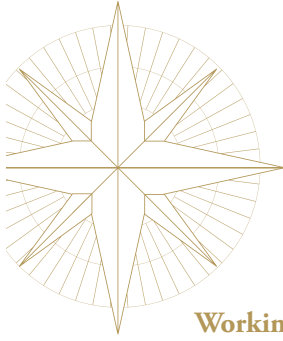
Surveys

A broad list of stakeholders was set in order that the Ministry of Justice performs the Situation Analysis completely. The stakeholders list was prepared by considering the non-governmental organizations in addition to all institutions relevant to judicial services.

In the studies regarding the justice services, the opinions of the law faculties have also great importance. Therefore, receiving the opinions of the academicians at all levels and in different disciplines within the scope of surveys was aimed.

In this context, separate surveys were organized for universities, public institutions, bar associations, trade unions, institutes and non-governmental organizations; academicians; members of the judiciary and judicial employees.

Surveys were prepared in a way to fully incorporate views of target groups based on scientific methods and with participation of the academicians and results were scientifically evaluated.



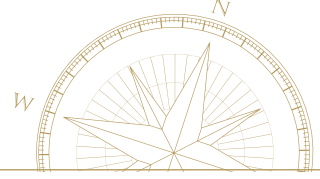
Working Meetings

The meetings of “The Strategic Planning Teams in Ministerial Context”, “The Steering Committee” and “The Strategic Development Board” which were components of the strategic planning organization were held with a broad participation in regular basis.

Throughout the Strategic Planning Process, “The Strategic Planning Teams in Ministerial Context” met and assessed the current progress; conducted studies regarding the drafts to be submitted to “The Steering Committee” in the preparation of the Plan.

The outcomes obtained from the meetings of “The Strategic Planning Teams in Ministerial Context” were evaluated in the meetings of “The Steering Committee” and submitted to “The Strategic Development Board”.

The Minister attended all meetings of the Strategic Development Board comprising the Undersecretary of Ministry of Justice, deputy undersecretaries and all unit chiefs and joined the discussions on policy setting.



SITUATION ANALYSIS

History¹

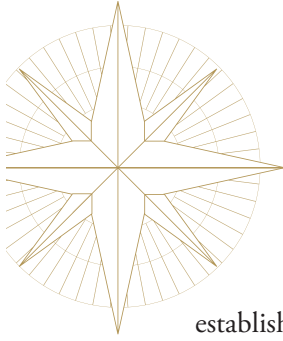
There were common principles of government administration in the Hun, Gokturk and Uygur States established in the Central Asia and Karakhanid, Seljuk and Ottoman States. In the Hun, the judicial power rested with the ruler of Huns as a rule. The power was used by a high court (Yargu) presided by the Khan and judges (Yargan) who used judicial powers on behalf of the Khan.

Similar to the Hun practice, there were also the courts chaired by the ruler and judges exercising power on behalf of the ruler in order to implement the customary law in the Gokturks period. The judicial system of Gokturks was progressive and ultimately more advanced.

In the Uygur period, the significant developments occurred in the domain of the private law including family law, inheritance law and law of persons. A comprehensive information concerning the period of Uygur State which was

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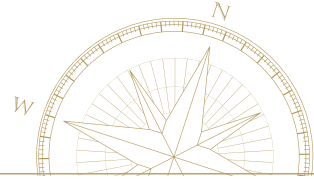
established after the collapse of Gokturk State is in Yusuf Has Hacıp's Kutadgu Bilig. The information regarding the Turkish States established in the Central Asia are especially provided from Orkhun Inscriptions, Kutadgu Bilig and Book of Politics by Nizamu'l Mulk apart from Chinese sources.

After converting to Islam, Turks established a lot of new Turkish-Islamic states. One of these states is Karakhanid State. Karakhanids adopted Islam and also continued the Uygur culture. These Turkish states established in these periods have borne the traces of the Central Asia in terms of government mentality, public institutions, traditions and perceptions. The source of law in Turkish states under the effect of Islam is fundamentally based in religious nature. However, the customary law was also applied in addition to religious rules in the Turkish states. The Islamic law and customary law were applied together in the Selcuk States. The judges (kadıs) were entitled to examine the cases according to "shariah".

There are two types of sources of law in the period of Ottoman State. The first one is in Islamic nature and another one is customary. This distinction regarding the sources of law has proceeded in harmony, not in a conflicting scene. In this context, the separate courts were not established for the customary law, all the cases were heard at the Islamic courts.

Until the Tanzimat period, a distinction between law and punishment was not made in the law of procedure enforced by the courts and the principals of the Islamic law were applied. The judicial power in the Ottoman State rested with the emperor. As was in the previous Turkish States, rendering justice is among the duties of the emperor in the Ottoman State

There are three important institutions in the Ottoman judicial organization. These institutions are Kazasker (Chief Justice), judge organizations (judge post) and Divan-ı Hümayun (Imperial Council). Chief Justice has important duties regarding the judicial affairs of the emperor. The organization of Chief Justice was established either in 1360 or 1363. The first Chief Justice was appointed to Bursa as the inspector of all judges; the number of the chief justices was increased to two

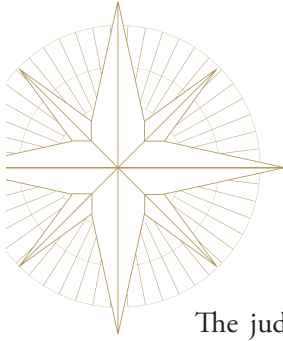


in 1482. These are Rumelia and Anatolia chief justices. Anatolia chief justices are responsible for the judges in Anatolia and Arabia while Rumelia chief justices are responsible for the judges in Rumelia (Balkans) and the North of the Blacksea.

The Chief Justice performed the important tasks regarding administration and jurisdiction as a member of the academic class. The Chief Justices defined as the senior judges (kadı) were the members of Divan-ı Hümayun and came after the viziers in the state protocol. It was understood that Chief Justices were appointed from among the judges of the cities such as İstanbul, Bursa, Edirne. The Chief Justices had important duties regarding the appointment of the judges. The Chief Justices appointed all the judges, professors and religious officials and kept the grand vizier informed as to these appointments until the turn of XVI. Century. The authorities of the chief justices on this issue were restricted after XVI. Century and Shaykh al-islam (Chief of Scholars and Scientists in Ottomans) was entitled with the authority to appoint some judges. The appointment of the Judges (Kadı) was done basing on the extent of the jurisdiction area. Except from their appointment, the Chief Justices had the authorities to control and offer the dismiss the judges and professors.

Divan-ı Hümayun (Imperial Council) fulfilled its duties as a high court, pasha courts, courts of provincial governors and similar judicial bodies heard some other cases in the Ottoman State. Apart from judgement, Divan-ı Hümayun (Imperial Council) had also political, military and administrative tasks.

Divan-ı Hümayun (Imperial Council) was an authority to audit the judges' decisions on behalf of the emperor and comprised of viziers, nişancı, kadi-ul askers, treasurer, chief of janissary, naval commendar and Rumelia governor. The studies of the Imperial Council were naturally open to the audit and intervention of the emperor. On the other hand, there were also important cases where Divan-ı Hümayun (Imperial Council) examined them as a court of first instance.



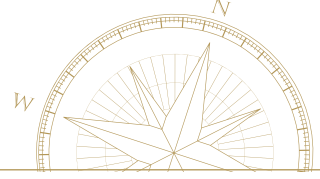
The judges (kadıs), the representatives of the academic class in the Ottoman State took important tasks regarding the administration in addition to using the judicial power on behalf of the emperor. The Judge (kadı) was regarded as the symbol of the state power and the judge (kadı) was immediately assigned to the newly conquered places in the Ottoman State. The judges, whose jurisdiction areas were named as kaza (province), were classified according to the extent of their jurisdiction areas. Assignment as judge required a high madrasah education and based on the important conditions.

The assignment of the judges changed in due course but their assignments were made according to the decisions of the grand vizier and kadi-ul askers and their daily incomes. The judge post subjected to the strict duty terms as a rule. These duty terms were observed as either two or three years.

The dismissal of the judges (kadıs) without completing their duty term occurred upon the complaints of the public or observation of negligence of his duties and this kind of dismissal was called as “azl” or “ref”.

While naips (public defenders) , clerks, chief bailiffs, bailiffs and the janitors of courts were working under the command of the judges, the officers such as Kethüda (Chamberlain) of artisans, trustees, military officers and timar holders were responsible to the judges for their activities.

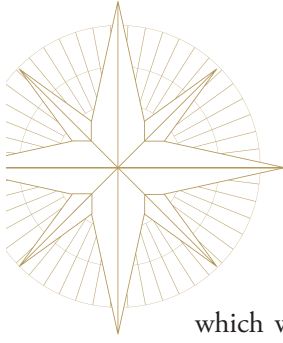
The innovation movements in the field of law, administration and education were seen to increase with the Tanzimat reform. The interest and tendency to the western legal system began in this term; the significant codifications were made in some fields of Islamic law. By these arrangements, it was entered into the process that the western law and Islamic law were conducted together. In this term, France became a country which was regarded as a model in the western law. The laws of commercial, criminal and judicial procedure of France were translated and became a part of Ottoman legal system. The courts and high judicial bodies



which would enforce these laws were established in accordance with the French model. While the basis of the judiciary organization was “the judge post” before the era of Tanzimat reforms, a judicial authority called as “Meclis-i Tahkikat”, the Assembly of Investigation, was established first in İstanbul and then in all the provinces centers in order to implement the Criminal Code dated 1840. This development, which defines the way to the modern court structure, was followed by the nizamiye courts which were established apart from the jurisdiction of the religious courts. The French Criminal Law was adopted in 1858 after the Criminal Codes dated 1840 and 1851 in the field of Criminal Law. The Criminal Code dated 1858 remained in force with the arrangements made on the various dates until 1926.

Meclis-i âlâ-yı Ahkâm-ı Adliyye (High Council for Judicial Affairs) which had an important function in the judicial organization drafted the laws and regulations and did its duty as the Court of Appeals. This Assembly was abolished in 1868 and Şurâyı Devlet (Council of State) ve Divân-ı Ahkâm-ı Adliye (Court of Cassation) were established. Another development occurring in this term became the publication of Mecelle-i Ahkam-ı Adliye (The Ottoman Civil Code) which was one of the important codification movement of the Islamic law. This work arose from the need for the compilation and codification of provisions. Mecelle (The Ottoman Civil Code) is a model piece of the codification field in the Islamic Law in today’s context. The piece composes of sixteen books and 1851 articles and includes the obligations, the real rights and law of procedure.

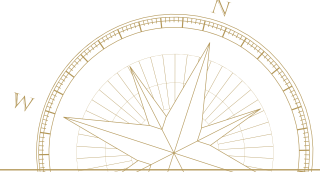
The important amendments were seen to be made in the court organization of the Ottoman judiciary after the declaration of Tanzimat period reforms. In this period which the western legal system was adopted, new courts which were established as two levels were included in the judicial organization as nizamiye courts. The significant arrangements were made in both the administrative structure of the judicial organization and the court organization with the laws enacted in 1879



which was called as the year of judicial reforms. The laws which entered into force in 1879 are as follows: By-Law on the Duties of the Ministry of Justice and Sectarian Affairs and Affiliated Offices (Adliye ve Mezahib Nezaretinin ve Devair-i Merbutasının vezaifi nizamnamesi), The Law on The Modus Operandi of The Writs (İlâmat-ı Hukukiyenin Suret-i İcrâsına Dair Kanun); The Law on Organization of Nizamiyye Courts (Mehakim-i Nizamiye Teşkilatı Kanunu); Code of Civil Procedure (Usûl-ı Muhâkemât-ı Hukukiyye Kanunu); The Code of Criminal Procedure (Usûl-ı Muhâkemât-ı Cezaiyye Kanunu). These laws came with the new units in the judicial organization. For instance, the judicial inspections and prosecutions were introduced by the Law on Mehakim-i Teşkilat, Organization of Courts. It was revealed how the trials would be heard in the nizamiyye courts by the Codes of procedure. The relations of non-muslims groups in the Ottoman Empire with the state were handled by the Unit of Sectarian Affairs (Mezahib Kalemi) in the Ministry of Foreign Affairs (Hariciye Nezareti). Then, these affairs were included in the Ministry of Justice (Adliye Nezareti) and the Directorate of Sectarian Affairs was established by the first regulation of the Ministry of Justice.

The sectarian affairs of the non-muslim groups were conducted in the judicial organization until the Treaty of Lausanne.

The organizational structure of the Ministry of Justice (Adliye Nezareti) was formed by the first regulation dated 1879 of the Ministry of Justice. The administrative units which were established in accordance with this regulation are as follows; Undersecretariat for The Judiciary, Justice Secretariat, Directorate of Transfer, Directorate of Criminal Affairs, Directorate of the Legal Affairs, Directorate of Officials Registry Office (Sicill-i Memurin Müdürlüğü), Directorate of Sectarian Affairs, Directorate of Documentation, Directorate of Accounting. The Directorate of Statistics and Codification (İhsaiyyât ve Müdevvenât-ı Kanuniyye Müdürlüğü) was added into these units of the Ministry of Justice by the second



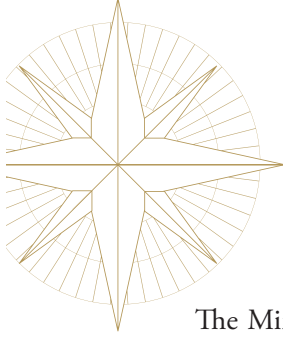
organization regulation dated 1911. Moreover, the foreign jurists began to work as counsellor in the Ministry of Justice.

There were also the commissions which were performing the significant tasks except from these units. Among these commissions; The Election Commission of Judiciary Officers (Encümen-i İntihab-ı Memurin-i Adliye) selected some judges and comprised of the minister of justice, the undersecretary, and the heads of the courts of appeals and one member of each office of the court of appeals. An another Commission, Judiciary Election Commission (Adliye İntihab Komisyonu) comprised of five persons elected from the members of the courts of first instance under the presidency of the first president of Dersaadet court of first instance and conducted processes regarding the selection of the staff which was working in the courts.

Judiciary Reform Commission (Islahat-ı Adliye Komisyonu) comprising of the undersecretary, the head of court of appeals, the members from the offices of the chief prosecutor (baş müddei umumi) and court of appeals evaluated the reforms. In addition, The Board of Judiciary (Encümen-i Adliye) which was the consulting body of the Ministry of Justice comprised of the heads and members of the courts of appeals.

One of the important reforms regarding the organization of justice was the establishment of justice inspection, prosecution and notary. These arrangements were made within the framework of the judicial reform program which was carried out in 1879 and the Law on Teşkilatı Mehakim, Organization of Courts dated 1879. Attorneyship organization was included into our system in 1875.

The sense of monist judgement of the Islamic law was changed by these developments and proceeding to Committee judgement in the criminal courts.

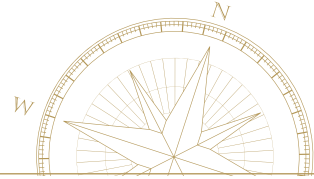


The Ministry of Justice and Sectarian Affairs (Adliye ve Mezahip Nezareti) was inherited into the Republic Period by its form in the Regulation which was made in 1911. The Ministry of Justice was strengthened by the arrangement made in 1917. In accordance with this arrangement, Chief Justice and courts of foundations together with all the religious courts were attached to the Ministry of Justice and a new department named religious affairs was formed in the Court of Appeals.

With the Article 1 of the Law on the Method of the Election of Turkish Grand National Assembly Executive Deputies dated 3 May 1920 and numbered 3 which was enacted after the establishment of Turkish Grand National Assembly, the basis of contemporary Ministry was formed under the name of Ministry of Justice and Sectarian Affairs of the Minorities. The Ministry was called as The Ministry of Justice or Judicial Affairs in the first years.

With the Law numbered 4 which was enacted on 7 June 1920 in the same period by the Turkish Grand National Assembly, The Council of Appeals which was the first form of the contemporary Court of Cassation in the history of Republic was established in Sivas. The files in the Court of Appeals in İstanbul were sent to the High Court in Sivas in 1922. The Council of Appeals in Sivas was transferred to Eskişehir by the Law dated 14/11/1923 and numbered 371 and were named as Court of Appeals. The activity of the Council of State (Şuray-ı Devlet) which was opened in 1868 were finished by the attachment of all the institutions to the administration of GNAT in 1922 and Council of State was reestablished in 1925 and began to work as an independent court as of 1927.

There was no special provision regarding the Ministry of Justice and judiciary in the Constitution No: 85 and dated 20/1/1337 (1921). All powers pertained to the state were being used by the Assembly because the War of Independence was continuing in that period. 1924 Constitution gave the judicial affairs to the independent courts by considering that the laws wouldn't be enforced without an



independent judiciary besides accepting the state affairs within the powers of the Assembly. These arrangements of 1924 Constitution were preserved as the same in 1961 and 1982 Constitutions.

Keeping the judiciary out of the supervision of the the Assembly's mandate in terms of judicial independence as was in 1924 Constitution wasn't enough.

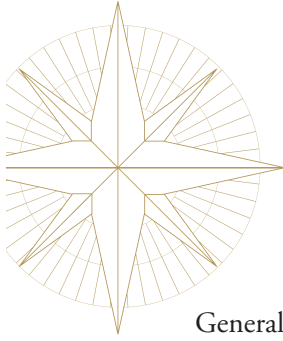
The Law on Judges dated 1926 drafted within the scope of this objective included the significant arrangements regarding the assignment, transfer and promotion of the judges. A system that the identified affairs were conducted by the councils which were formed by the participation of the high judges was adopted.

The Directorate of The Sectarian Affairs, which was inherited from the period of Ottoman, was abolished on 8/4/1924 after the Treaty of Lausanne.

At this point, it is necessary to mention about the "Law on Abolition of the Religious Courts and Equalization of Provisions on the Organization of Courts No: 469 dated 08/04/1924". With this law composed of 12 Articles, the religious courts were abolished and important changes were made in the organizational structure of the Ministry.

With the Law on Unification and Equalization of Salaries of Public Servants No: 1452 which entered into force in 1929, new units were established in order to meet the new requirements. Within this frame, the Directorate General of Prisons and Detention Houses, which had been attached to the Ministry of Interior before, was attached to Ministry of Justice.

The Directorate General of the Land Registry and Cadastre, which had been attached to the Prime Ministry before, was attached to the Ministry of Justice in 1939; however, it was detached again later. The Forensic Medicine Institution which was established in İstanbul, was attached to the Ministry of Justice in the same year; Undersecretariat, Directorate General of Legal Affairs, Directorate



General of Penal Affairs, General Directorate of Personnel Affairs, Private Secretariat, Directorate of Publications, Directorate of Supplies, Directorate of Documentation, Commissions and the Forensic Medicine Institution were established in the central organization of the Ministry.

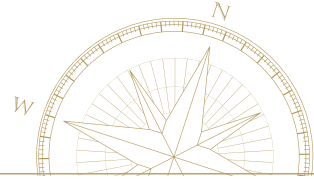
As of the opening of GNAT, the name of the Ministry called as Department of Justice became Ministry of Justice in 1945. Turkish Union of Bar Associations was established by the Law on Attorneyship no. 1136 which entered into force on 7 July 1969.

While all administrative trials were heard in the Council of State as the first instance and high court until 1982, the current system was established with the Law on Establishment and Duties of Regional Administrative Courts, Administrative Courts and Tax Courts which was enacted in 1982.

Military justice bodies were regulated as a court with the Code dated 1987. Single level military judiciary system was prescribed with this Code, Court of Appeals was established under the name of a Military High Court of Appeals (Divan-ı Temyizi Askeri) with the provisional law no.223 in 1914 in order to examine the judgements rendered by the courts of first instance. Court of War (Divanı Harp) by the Law No. 1631 on the Military Trial Procedure which was enacted in 1930 were abolished and military courts were established. The Court of Military Appeals was established by the Law no.237 in 1922.

Military Court of Cassation ranked among the high judicial bodies in 1961 and 1982 Constitutions.

Military administrative disputes were handled by the Military Court of Cassation with the Law dated 1938 and then by the Council of State with the Law dated 1953. The High Military Administrative Court which was responsible for settling these disputes as the first instance and high courts was established in 1971 with the Law No. 1488 in accordance with the amendment which was made in the Article 140 of 1961 Constitution.

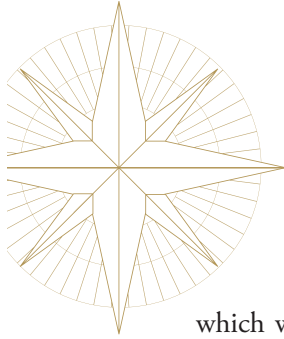


The Court of Jurisdictional Disputes which was responsible for settling the disputes regarding duties and judgements among the legal, administrative and military judicial bodies were established with the Law No. 4787 in 1945 and were involved as the high court in 1961 and 1982 Constitutions.

The Constitutional Court was established by 1961 Constitution. The establishment, duties and authorities, judgement and working procedures and the quality of decisions of the Constitutional Court were regulated in accordance with the Articles 145 and 152 of 1961 Constitution and therefore, the Law on The Establishment and Judgement Procedures of the Constitutional Court No. 44 was adopted in 1962. The jurisdiction of the Constitutional Court became apparent with the amendment which was made with 1971 Constitution in 1961 Constitution by giving authority for examining decree laws regarding their forms and principles and the constitutional amendments regarding the form conditions laid down in the Constitution. 1982 Constitution was regulated in the Articles 146 and 153 of the Constitutional Court. The first legal regulation regarding the Constitutional Court in the period of 1982 Constitution was made with the Law No. 2949 on the Establishment and Duties of the Constitutional Court in 1983.

The establishment, duties and authorities of the Constitution were regulated again after the Law on Amending Certain Articles of Constitution of Republic of Turkey dated 7/5/2010 and numbered 5982 which amending the Articles 146 and 149 of the Constitution was accepted by the referendum held on 12 September 2010. The working procedures and principles of the Constitution were redetermined with the Law on The Establishment and Judgement Procedures of the Constitutional Court dated 30/3/2011 and numbered 6216 which was adopted after this Constitutional amendment.

While there wasn't a judicial commission in order to provide the independence and impartiality of jurisdiction in 1924 Constitution, this point was regulated with the Laws numbered 766 and 2556 in 1926. The High Council of Judges,

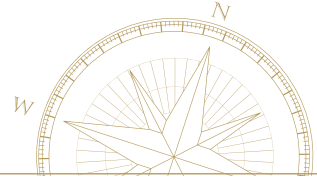


which was one of the first models throughout the world, was established with 1961 Constitution and The High Prosecutors Council was established with the Law no.45 which was adopted in 1962. The High Council of Judges attained its constitutional status with 1971 Constitutional Amendment. The High Council of Judges and The High Council of Prosecutors were gathered under a single roof with 1982 Constitution and the High Council of Judges and Prosecutors was formed. The fundamental changes regarding the structure of the Council were made with the Constitutional Amendment which was made in 2010.

The Ministry of Justice took its current form with the Law on the Adoption of the Decree Law on the Organisation and Duties of the Ministry of Justice with Amendments dated 1984 and numbered 2992.

Among the units; Department of Technical Affairs in 1992; Directorate General For International Law and Foreign Affairs, Directorate General For European Union Affairs and Department of Information Technologies 2001; Directorate General For Strategy Development and Internal Auditing in 2006 were established with the law amendments.

The Establishment of Department of Mediation, Department of Human Rights, Department of Victim Rights, Department of Project Practices of European Union, Human Rights Compensation Council and Abroad Organization within the Ministry have become the significant amendments in the organization in the recent years.



LEGISLATION ANALYSIS

Legislation

The regulations regarding the mandate, duties and responsibilities of the Ministry of Justice are, particularly laid down in the Constitution, the Law numbered 2992 and in the various laws. The main laws regulating the powers, duties and responsibilities of the Ministry of Justice are listed below.

Law No. **2992** on the Amending and Adopting of The Decree Law on the Organization and Duties of the Ministry of Justice

Law No. **2802** on Judges and Prosecutors

Law No. **6087** on High Council of Judges and Prosecutors

Law No. **2659** on Forensic Medicine Institution

Law No. **4954** on Turkish Justice Academy

Law No. **5352** on Criminal Records

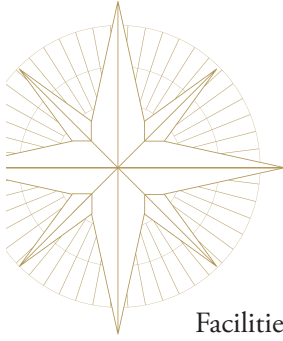
Law No. **5402** on Probation, Assistance Centers and Protection Boards

Law No. **5235** on the Establishment, Duties, and Powers of Courts of First Instance and Regional Courts of Justice

Law No. **6384** on Settlement of Some Applications Lodged With The European Court of Human Rights by means of Paying Compensation

Law No. **2576** on Establishment and Duties of Regional Administrative Courts, Administrative Courts and Tax Courts

Law No. **4301** on the Establishment and Administration of Prisons and Detention



Facilities and Workshops

Law No. **1721** on Administration of Prisons and Detention Facilities

Law No. **4675** on Enforcement Judges

Law No. **5275** on the Execution of Penal and Security Measures

Law No: **1136** on Attorneyship

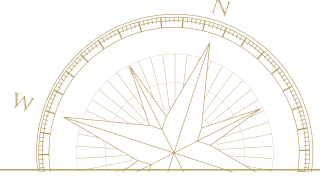
Law No: **1512** on Notaries

Law No: **6325** on Mediation in Civil Disputes

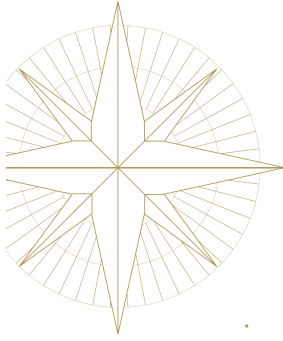
Mandate and Duties

Pursuant to the Constitution and The Law No.2992 on the Amending and Adopting of The Decree Law on the Organization and Duties of the Ministry of Justice and other laws, the main duties of the Ministry of Justice are as follows:

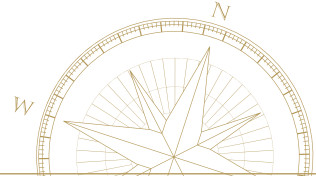
- To establish and organize the courts as provided by the laws by obtaining assent of High Council for Judges and Prosecutors,
- To plan and establish the judicial institutions such as penal institutions, enforcement and bankruptcy offices; monitor, audit and improve these institutions in terms of their administrative duties,
- To suggest a proposal to the High Court of Judges and Prosecutors regarding the abolition or changing judicial competence of the courts,
- To fulfil the duties provided by The Law on Attorneyship and The Law on Notaries to the Ministry,
- To conduct the services related to keeping of criminal records pursuant to The Law on Criminal Records,



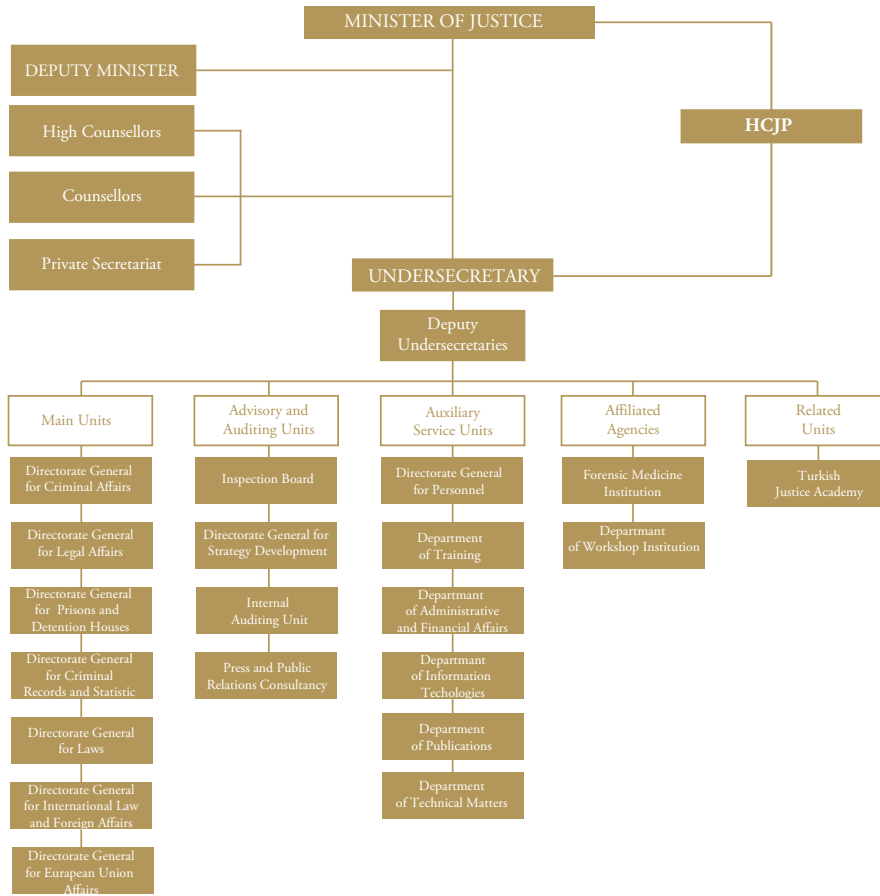
- To carry out procedures regarding the foreign countries on the issues regarding the justice services,
- To make necessary researches, regulations and provide opinions on the issues regarding the justice services,
- To examine the conformity of the drafts of laws and decree laws which were prepared by the Ministries with Turkish law system and method of law making before submitting them to the Prime Ministry,
- To organize execution and rehabilitation affairs pursuant to the provisions of the relevant legislation,
- To conduct enforcement and bankruptcy processes by means of enforcement and bankruptcy offices,
- To perform duties laid down in The Law on Judges and Prosecutors,
- To perform duties laid down in The Law on High Council of Judges and Prosecutors,
- To perform duties laid down in The Law on the Establishment, Duties, and Powers of Courts of First Instance and Regional Courts of Justice,
- To perform duties laid down in The Law on Establishment and Duties of Regional Administrative Courts, Administrative Courts and Tax Courts,
- To perform duties assigned in accordance with the Law on Turkish Justice Academy,
- To perform duties assigned in accordance with the Law on the Establishment and Administration of Prisons and Detention Facilities and Workshops,
- To perform duties assigned in accordance with the Law on Basic Provisions on Elections and Voter Registers,

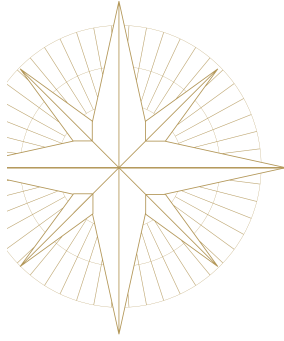


- To perform duties laid down in The Law on Settlement of Some Applications Lodged With The European Court of Human Rights by means of Paying Compensation,
- To conduct the procedures regarding the actions which were brought (except from the actions related to the foreign policy) against Turkey in the European Courts of Human Rights,
- To conduct the studies regarding the protection and development of the victim rights,
- To carry out other duties provided by the laws.



ORGANIZATIONAL STRUCTURE





STAKEHOLDERS ANALYSIS

The methods used within the scope of stakeholders analysis in the preparations of the Strategic Plan are surveys, interviews, working meetings and field meetings.

A broad list of stakeholders was set in order that the Ministry of Justice performs the situation analysis completely. The stakeholder list was prepared by including the non-governmental organizations in addition to all institutions relevant to judicial services.

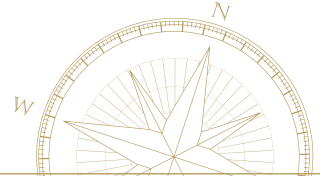
In the studies regarding the justice services, the opinions of the law faculties are also of utmost importance. Therefore, it was aimed to receive the opinions of the academics of the law faculties at all levels and in different disciplines within the scope of surveys.

In this context, separate surveys were organized for universities, public institutions, bar associations, trade unions, institutes and non-governmental organizations; academicians; members of the judiciary, auxiliary staff.

Surveys were prepared in a way to fully incorporate views of target groups based on scientific methods with participation of the academicians and results were scientifically evaluated.

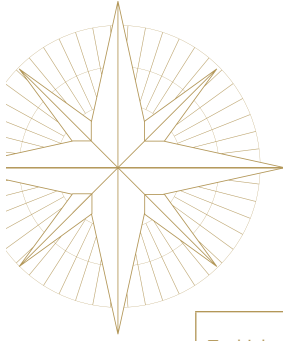
Another activity within the scope of innovation and updating activities of Strategic Plan and Judicial Reform Strategy was “The Impact Analysis of The Judicial Reform Process”.

In order to analyze the impacts of the recent reform studies on the effective and efficient functioning of the Judiciary, the Impact Assessment Project of the Judicial Reform Process was conducted in cooperation with United Nations Development Programme (UNDP).



Within the framework of the impact analysis whose activities were began in 2013; many methods such as legislation analysis, field meetings, expert opinions, institutional visits were used.

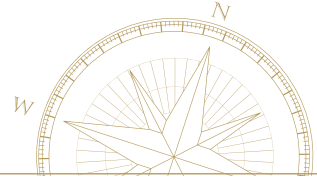
STAKEHOLDERS	INTERNAL STAKEHOLDERS	EXTERNAL STAKEHOLDERS	BENEFICIARY
The Prime Ministry		✓	
Ministry of Finance		✓	
Ministry of Development		✓	
Ministry of Interior		✓	
Ministry of National Education		✓	
Other Ministries		✓	
HCJP		✓	
High Judicial Bodies		✓	
Union of Turkish Bar Associations		✓	
Bar Associations		✓	
Union of Turkish Notaries		✓	
Chamber of Public Notaries		✓	
Judges and Public Prosecutors	✓		
Workers	✓		



Turkish Justice Academy		✓	
Universities		✓	
Law Faculties		✓	
Vocational School of Higher Education of Justice		✓	
TODAIE		✓	
Turkish National Police		✓	
General Command of Gendarmerie		✓	
State Personnel Presidency		✓	
Supra-national and International Organizations		✓	
Non-governmental Organizations		✓	
Employee Associations		✓	
Media Organizations		✓	

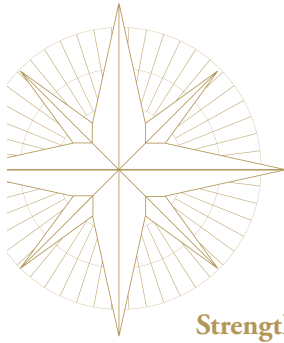
It is necessary to reveal a strategic viewpoint for the next five years including the Plan term, consider and evaluate the current and possible developments in detail.

In the Situation Analysis analysis which is the first step of the strategic planning process, the response for the question of “where are we?” was searched for and SWOT analysis, one of the main methods in the situation analysis, was chosen for this stage. In the analysis, all the aspects of the judicial system were discussed and the available resources for developing goals and objectives, the inadequate points, positive and negative developments regarding service area were assessed. As a result of all these studies, it was provided that goals and objectives were realistically created.



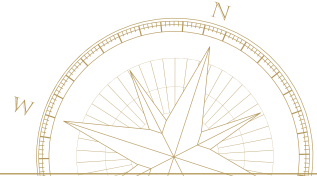
SWOT analysis was carried out at two stages as internal analysis and environmental analysis. The internal analysis includes conditions and trends arising from the internal environment and being controlled by the Ministry of Justice. In this context, the defined strengths mean the advantages or positive points to be benefited for achieving the goals while the weaknesses mean the problematic issues that are necessary to be solved. In the analysis, strengths and weaknesses were determined in a way to include the organizational structure of the judicial system, all aspects of the human resources, organizational culture, physical opportunities, technological resources, the financial situation and other areas.

The opportunities identified within the scope of the environmental analysis are beyond the control of the Ministry of Justice and mean the factors considered to be turned into advantages while the threats occur beyond the control and mean the problematic issues that are necessary to be solved. While the opportunities and the threats were being identified, national and international economic, political and legal developments were considered.



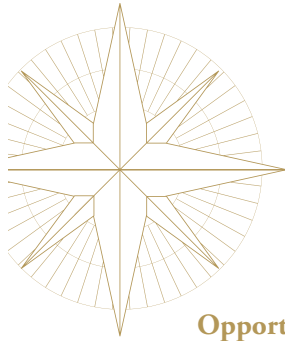
Strengths

1. The availability of a rooted institutional culture
2. Playing an efficient role in the preparation of the legislation
3. The availability of a sophisticated information and technology infrastructure
4. Taking an efficient role in the European Union process
5. Decision related to developing the alternative solutions for disputes
6. The developing budget opportunities
7. A common organizational network
8. Taking part of judicial members in the administrative board
9. The developing opportunities regarding the physical infrastructure
10. The developing alternative criminal execution methods
11. Increasing of the institutional capacity regarding the human rights
12. The versatile and comprehensive development of the international relations
13. Paying attention to the training of the judicial members and workers



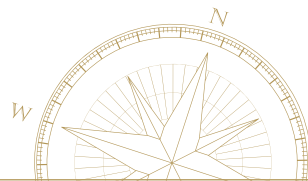
Weaknesses

1. Excessive workload of the judicial bodies
2. In some disputes, failure to conclude the trial in a reasonable time
3. Insufficient effectiveness of performance auditing system
4. Inadequate collection of the criminal statistics and assessment of the data
5. The Organization Law is not renewed in a way to provide the efficient implementation of services
6. The existence of the problems in the judicial expert institution
7. The personal rights of the judicial workers are insufficient
8. The internal control system (such as business processes, job descriptions, permanent staff) is not fully established
9. The alternative dispute resolutions are not common in practice
10. The discipline, reward and career system of the employees of judiciary is inadequate
11. The efficiency of the enforcement and bankruptcy services is not at the desired level
12. The inadequacy of the number of the judicial members and workers
13. The courts of appeals in the judicial and administrative justice are not yet put into operation



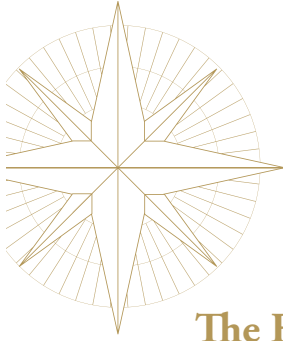
Opportunities

1. The continuity of the support of the public opinion for the judicial reform
2. Increase in the sensitivity of the science community,, national and international public opinion, NGOs about judiciary
3. The development of the technology and communication means
4. The developing opportunities of the central administrative budget
5. The availability of economic and political stability in the country
6. E-government practices are developing
7. The accession process to the European Union is continuing
8. The existence of a strong dialogue and the developing cooperation with the Council of Europe, the European Court of Human Rights and other international institutions
9. Creating lessons in order to increase the legal awareness in the curriculum of the primary education
10. The increase in the demand for the vocations of judgeship, prosecutorship and other judicial vocations
11. The increase in the number of the faculty of law and vocational high schools of Justice



Threats

1. The belief that the punishments are not deterrent in the society is common
2. The possible cyber attacks against the NJIS
3. The trust of the public opinion in judiciary is not yet at the desired level
4. The types of crimes increase and get complicated
5. Inadequacy of the international cooperation about the cyber and terror crimes
6. The availability of the quality problems in the legal education
7. Creation of negative perceptions about the judicial institutions by means of media
8. The concentration of the immigrant movements and asylums
9. Reconciliation and cooperation culture are not adequate
10. The legal awareness is not developed enough
11. The methods that reduce the workload of the judiciary are not efficiently used in the private and public sector



The First Plan Period Situation Analysis and Evaluations

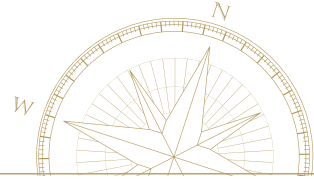
Organization of Ministry

Did you know that Department of Mediation, Department of Human Rights, Department of Victim Rights, Human Rights Compensation Commission and Abroad Organization were founded in the Ministry of Justice?

The changes and developments occurring either on a local or global scale at the present time have further extended the area of activities of the judicial institutions.

Within this framework, it is necessary to develop the new policies for the new area in addition to the classic working areas. The development of the practices sensitive to the vulnerable groups, conducting studies for the victims, witnesses, the development of the international relations in the field of justice, the improvement of the ECtHR processes, the development of the alternative penal execution methods, the establishments of the alternative dispute resolution methods are on the agenda as some of the new areas.

The studies for this identified areas as of the declaration of the First Strategic Plan to the public opinion by our Ministry brought with some changes in the organizational structure. The foundation of Department of Mediation, Department of The Human Rights, Department for EU Projects Implementation, Human Rights Compensation Commission and Abroad Organization in The Ministry became the significant changes. Except from these activities, the legislative infrastructure for the establishment of the personnel training centers was completed and the studies were carried on to put the training centers into operation. In addition to these changes, the units extended the area of their activity areas within the scope of the new service mentality.



One innovation brought in terms of the human rights in the organization of the Ministry was the qualified personnel recruitment. The qualified personnel recruitment requires changes in the form of studies arising from either legislation or administrative habits.

Despite all the developments in the organizational structure, the Law on the Amending and Adopting of The Decree Law on the Organization and Duties of the Ministry of Justice entering into force in 1984 have not been amended as a whole.

The renewal of the Law is necessary in order to establish a more efficient structure by means of the new activity areas and mentality.

In this process, it has been aimed at concluding the activities regarding the Organization Law at present.

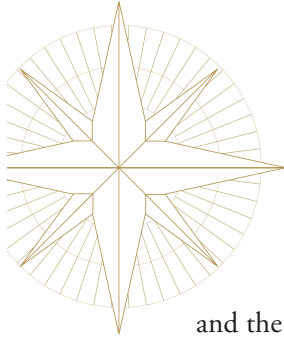
The Organization of Courts

Did you know that the number of the members of the high courts, the numbers of the first instance courts and the specialized courts have been increased in the last five years in Turkey?

The strengthening of the courts organization is important in order to settle the increasing and varying disputes in an efficient way.

In The First Strategic Plan, the significant strides were made on this issue. The activities in this area are the strengthening of the high courts, the increasing of the number of the first instance courts, the establishment of the intermediate courts of appeal in judiciary and administrative procedure, the ensuring of the specialisation.

It is important that the high courts have an organizational structure in proportion to their workloads. To achieve this, in The First Strategic Plan, firstly the number of members of the Court of Cassation and the Council of State was increased



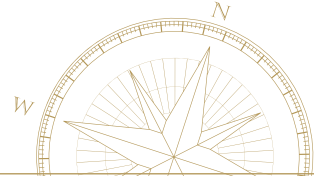
and the departments were provided with the opportunity of working with more than one committee. The first study on this issue was fulfilled with the Law No. 6110 in 2011, the second study was fulfilled with the Law No. 6572 in 2014. Moreover, the number of prosecutors, investigation judges and personnel were increased.

COURT OF CASSATION			
	Before The Law no.6110	The Law no.6110	The Law no.6572
Chamber	32	38	46
Member	250	387	516
COUNCIL OF STATE			
	Before The Law no.6110	The Law no.6110	The Law no.6572
Chamber	13	15	17
Member	95	156	195

The important progress was also made on the appeal remedy in civil and administrative judiciary. The needs for human resources and infrastructure of Regional Courts of Justice whose legal infrastructure was completed with The Law No. 5235 in 2004 were met substantially. The appeal remedy in the administrative judiciary was introduced into our system with the Law No. 6545 in 2014. In this Planning period, the courts will be introduced.

In addition, the increase of the number of judges and prosecutors enabled the new courts of first instances to be introduced. As the workload of the courts is still excessive, the number of the courts will be provided to be increased further in this planning period. As a matter of fact, many problems regarding judiciary have resulted from the excessive workload.

The abolishment of the specially competent courts, the establishment of the offices of criminal justices of peace in charge of dealing with the protection measures independently instead of the criminal courts of peace are some of the important reforms in these periods.



The significant developments were also seen in the number of the specialized courts.

Court	2010	2015
Labour Court	170	266
Family Court	190	294
Commercial Court	63	189
Consumer Court	26	86

In this context, the provision on the establishment of more than one chamber in the civil and administrative court with the Law No. 6460 in 2013, in the criminal courts with the Law No. 6572 in 2014 was introduced and this paved the way for ensuring specialization by means of sharing of the tasks among the chambers by the High Council of Judges and Prosecutors.

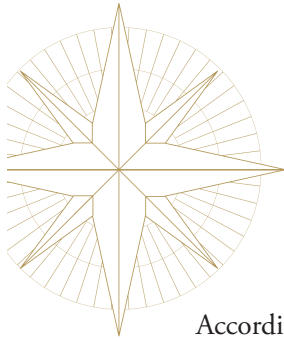
The specialization during the investigation as well as the specialization at the court level is important. The increasing of the crime types requiring specialization on the different areas increased the practices in this direction especially in the major Courthouses.

The policies to increase the specialization in the adjudications and investigations will be continued in the new period.

Human Resources and Training

Did you know that the number of the judges and prosecutors was increased by 41%, the number of the other personnel was increased by 64 % in the last five years?

While the number of the judges and prosecutors was 10.529 in 2010, this number became 14.801 as of May 2015. In the first planning period, the increase in the number of judges and prosecutors is 41 %.



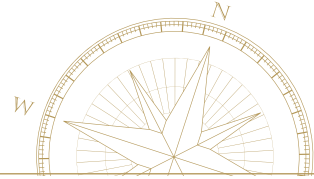
According to 2014 European Judicial System Report prepared by CEPEJ on the basis of the data in 2012; the average number of the judges to serve per 100.000 people in the countries of the Council of Europe is 21,3; the number of prosecutors is 11,1. In our country, the average number of the judges to serve per 100.000 people is 13; the number of prosecutors is 6.5 as of 2015 May.

Despite the significant increase in the number of the judges and prosecutors, the average of the Council of Europe has not been reached yet. In the next period, reaching to the average was planned.

On the other hand, it was aimed at developing the human resources in terms of not only quantity but also quality, and the education issue was approached not only with a professional point of view but also with a point of view covering the foreign language. Within this scope, the members of the judiciary were enabled to receive education in the international arena, learn a foreign language, and have an academic career.

An important increase in the number of the auxiliary staff serving in the judicial system has been achieved. While the number of the staff apart from the personnel serving in the penal institutions was 32.676 in 2010, this number reached to 53.912 as of the date of 6 February 2015. The number of the staff became 64 % in proportion to 2010. In the planning period, the number of the staff will be continued to be increased by considering the establishment of the intermediary courts of appeal.

The number of the experts such as psychologist, pedagogue, social worker, sociologist, teacher serving in the courts and penal institutions was increased substantially. These experts have performed important duties within all organization, particularly in the family and juvenile courts and penal institutions. In the new period, it has been targeted to increase the number of the experts serving in the judicial organization and provide these experts to serve more efficiently.



On the other hand, a cadre similar to that of experts of justice in the central organization of the Ministry is necessary to be established in the provincial organization. This cadre planned to be designed under the name of the judicial service expert carries great importance in terms of improving judicial effectiveness as well as reducing the workload through assisting the judges, prosecutors on the certain issues.

Pre-service and in-service trainings of the auxiliary staff were given great importance. The regulation on the establishment of the training centers for the staff serving in the courthouses became a law in 2014. It is targeted to make these training centers operational as of 2015.

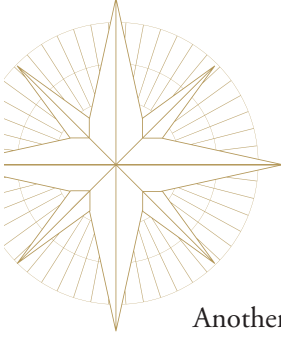
Physical and Technical Infrastructure of the Judicial Services

Did you know that the total budget for all the judicial institutions was increased by 136 % in the last five years?

The informatics infrastructure of the judicial services is among the leading issues on which great progress was made. The National Judiciary Informatics System (NJIS) becoming an important part of the e-transformation strategy concretized with The Information Society Strategy and Action Plan of our country took a pioneering role in its field and became a model on the global scale.

The hardware and software infrastructure of the system was established in a way to be updated continuously; internal automation and information automation systems were set and provided to integrate with the external units.

In the First Planning period, many practices strengthening the access to justice were developed for the beneficiaries as well as the integration of the system with the other institutions. In this Planning Period; it will be attached importance to especially the points such as increasing the capacity of the integration, strengthening the security and generalizing the Audio-Visual Informatics System (AVIS) linking the judicial institutions with each other.



Another area where great progress was made in the last decade is the renewal of the service buildings. While the surface of closed areas in which the justice services were provided was 569.059 square meters until pre-2003, the total surface of the closed areas of 199 courthouses put into service after the completion of their construction exceeded 3.000.000square meters. This surface together with the completion of the pending construction of the courthouses will be more than 6.000.000 square meters.

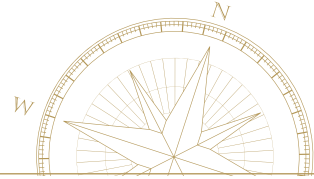
The efficient and productive implementation of the justice services is closely associated with the budget. Therefore, the budget of judiciary in Turkey has been increased steadily. While total budget of **3.843.852.305 TL** was allocated for all the judicial institutions in 2009, this number reached to 9.078.129.000 TL in 2015. In other words, the budget of judiciary was increased by **136 %** in the First Planning period. While the budgets of judiciary were restricted because of the economic crisis in the members of the Council of Europe, an increase in the budgets of judiciary was observed in Turkey.

It has been targeted to increase the budget every year in line with the requirements by means of the establishment of a strong financial management in this Plan Period.

The Workload in the Judicial System

Did you know that in Turkey, the principles of time management began to be implemented in the judiciary?

The number of the files per judge and public prosecutor in the courts of first instance in the civil jurisdiction: While the number of the files per judge is 1.142 in 2010, the number of the files per prosecutor is 1.460, this number reached to 865 per judge, 1.385 per prosecutor.

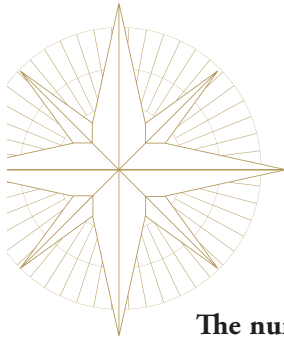


The number of the files at the investigation phase and the average amount of time for the conclusion of a trial: While the total number of the files in the Chief Public Prosecutor Offices together with the transferring of files from the previous year was 3.553.372 in 2010, the average amount of time for the conclusion of trial was 93 days. While the number of the files was 3.347.772 in 2014, the average amount of time for the conclusion of a trial became 99 days². The average amount of time for the conclusion of a trial increased by 6.47 % compared to 2010.

The number of the files and the average amount of time for the conclusion of a trial in the criminal courts of first instances: While the total number of the files together with the transferring files from the previous year in the criminal courts was 3.129.326 in 2010, the average amount of time for the conclusion of a trial was 266 days. While the number of the files was 2.623.645 in 2014, the average amount of time for the conclusion of a trial was 231 days. The average amount of time for the conclusion of a trial decreased by 13.1 % compared to 2010.

The number of the files and the average amount of time for the conclusion of a trial in the civil courts of first instance: While the total number of the files together with the transferring files from the previous year in the civil courts was 2.904.853 in 2010, the average amount of time for the conclusion of a trial was 209 days. While the number of the files was 3.293.090 in 2014, the average amount of time for the conclusion of a trial was 207 days. The average amount of time for the conclusion of a trial decreased by 0.95 % compared to 2010.

² The identified numbers are the numbers of files at the investigation stage which were purified from the unknown perpetrator cases. The number of files at the investigation phase together with the unknown perpetrator cases and the average amount of time for the conclusion of a trial: While the total number of the files in the Chief Public Prosecutor Offices together with the transferring files from the previous year was 6.111.102 in 2010, the average amount of time for the conclusion of a trial was 311 days. While the number of files was 6.985.818 in 2014, the average amount of time for the conclusion of a trial was 378 days.



The number of the files and the average amount of time for the conclusion of a trial in the Chief Public Prosecutor Office of the Court of Cassation:

728.732 files together with the transferring files from the previous year came to the Chief Public Prosecutor Office of The Court of Cassation in 2010, the average amount of time for the conclusion of a trial was 482 days. The number of the incoming files was 714.303 in 2014, the average amount of time for the conclusion of a trial was 286 days. The average amount of time for the conclusion of a trial decreased by 40.6 % compared to 2010.

The number of the files and the average amount of time for the conclusion of a trial in The Court of Cassation (Criminal):

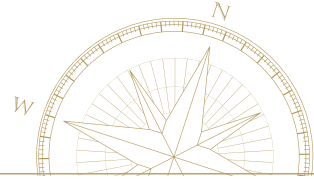
573.576 files together with the transferring files from the previous year came to The Criminal Chambers and the General Assembly of The Court of Cassation in 2010, the average amount of time for the conclusion of a trial was 503 days. The number of the incoming files was 749.204 in 2014; the average amount of time was 354 days. The average amount of time for the conclusion of a trial decreased by 29.6 % compared to 2010.

The number of the files and the average amount of time for the conclusion of a trial in The Court of Cassation (Civil):

524.909 files together with the transferring files from the previous year came to The Civil Chambers and General Assembly of The Court of Cassation in 2010, the average amount of time for the conclusion of a trial was 159 days. The number of the files was 725.665 in 2014; the average amount of time was 122 days. The average amount of time for the conclusion of a trial decreased by 23.27% compared to 2010.

The number of the files and the average amount of time for the conclusion of a trial in The Regional Administrative Courts:

120.372 files together with the transferring files from the previous year came to The Regional Administrative Courts in 2010; the average amount of time for the conclusion of a trial was 39 days.



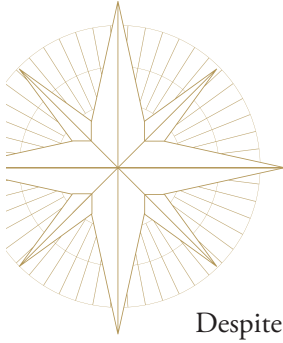
While 173.695 files came in 2014, the average amount of time for the conclusion of a trial was 29 days. The average amount of time for the conclusion of a trial decreased by 25.64 % compared to 2010.

The number of the files and the average amount of time for the conclusion of a trial in The Administrative Courts: 252.399 files together with the transferring files from the previous year came to The Administrative Courts in 2010 and the average amount of time for the conclusion of a trial was 183 days. While 259.830 files came in 2014, the average amount of time for the conclusion of a trial didn't change.

The number of the files and the average amount of time for the conclusion of a trial in The Tax Courts: 212.462 files together with the transferring files from the previous year came to The Tax Courts in 2010 and the average amount of time for the conclusion of a trial became 229 days. While 148.658 files came in 2014, the average amount of time was 166 days. The average amount of time for the conclusion of a trial decreased by 27.51 % compared to 2010.

The number of the files and the average amount of time for the conclusion of a trial in The Council of State: 295.502 files together with the transferring files from the previous year came to The Chambers for Administrative Cases and Plenary Session of The Council of State in 2010 and the average amount of time for the conclusion of a trial was 570 days. 330.932 files came in 2014 and the average amount of time was 486 days. The average amount of time for the conclusion of a trial decreased by 14.7 % compared to 2010.

The workload of the judicial bodies showed increase by years as is evident from the numbers. In The First Planning Period, significant steps were taken to reduce the workload and create a judicial system in order to deal with the workload. The rate of judgements vis-à-vis the works from the courts and prosecution offices is high. In 2014 European Judicial System Report, CEPEJ referred to this situation.



Despite these developments, the amount of the work of the judiciary is still pretty much. In the planning period, the studies will be continued to reduce the workload and provide the settlement of the trial in the reasonable time.

Criminal Execution Process

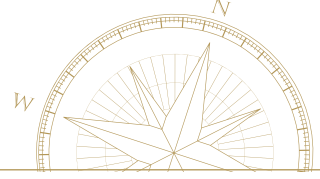
Did you know that an important drop in the detention rate was experienced and the average detention rate in the European Union countries was 22,9 %, this rate was 13,5 % in our country?

The legal infrastructure of the modern execution system was established in our country by Turkish Penal Code, The Code of Criminal Procedure, The Law on the Execution of Sentences and Security Measures, The Law no. 5402 on Probation and Help Centres and Protection Boards. Important legislation amendments were made for improving the rights of the detainees and convicts in penal institutions in the First Planning period as well as the identified law amendments.

The detention rates are an important indicator on whether the criminal justice system functions well and the right to a fair is provided or not. The criticisms on the excessive application of the detention in our system were expressed intensively. The rate of the detainees in the penal institutions decreased substantially by the reduction of the maximum periods of detention, imposing obligation for the reasons based on the concrete facts, the judicial control practices. While the average rate of detention in the European Union countries is 22,9 %, this rate is 13.5 % in our country.

Another work carried out in this period became the closure of the institutions that didn't comply with the standards. Within this scope, 61 penal institutions were closed.

A practice included into our system over the past decade is "probation". The criminal sanction system consisting of imprisonment and fine was extended with



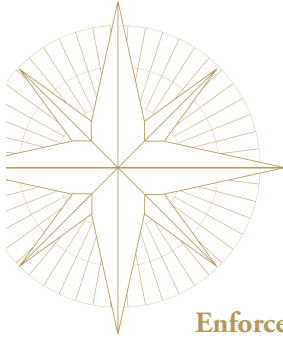
the probation. The probation services in which the important developments have been experienced in the recent years are aimed to be activated further in the upcoming period.

The important developments were also experienced in the human resources capacity of the penal institutions. While the number of staff in the penal institutions was 29.348 in 2010, this number became 49.426 as of May 2015. The increase in the number of the staff is 69%. Despite this development in removal of the staff shortages, the staff requirement is still continuing. In the next period, the works on this issue will be continued.

In order to increase the quality of the staff in the penal institutions, a training center was also opened in Denizli in this period as well as Ankara, İstanbul, Erzurum and Kahramanmaraş. In these training centers, the persons admitted as students to the vocation have been provided training and the in-service training seminars have been organized in order to have employees and administrators internalize the respect for law and the human rights by adopting the modern sense of execution.

The internal and external securities of the penal institutions are the activities that are interrelated, affecting and complementing each other continuously. The implementation of these activities by the same institution will be useful for providing efficiency and productivity in the service. Therefore, the services will be taken over in transition period proposed in case of codification of the draft regulating the implementation of the external security services by The Ministry.

Using of the electronic monitoring system (electronic bracelet) in tracking, monitoring, auditing the suspects, perpetrators, convicts in the society was legally made possible. The electronic monitoring system established after this regulation has been developed and generalized. In the Planning Period, it was targeted to enable the practice of electronic bracelet to be widely used.



Enforcement and Bankruptcy system

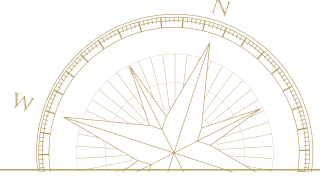
Did you know that the attachment of the indispensable goods for debtors and family members living under the same roof was prohibited, the obligation on obtaining license for the store of depositary was imposed on in order to enable the goods of our citizens to be kept healthily, the opportunity was provided to make electronic bids in auctions in order that the attached goods were not bought under their real values and the rights of the debtors and creditors were protected?

The effectiveness of enforcement and bankruptcy system is one of the most important reform areas in the judicial reform process. Within this scope, a department for enforcement and bankruptcy has been established under the Ministry.

Important arrangements have been fulfilled via legislative amendments to eliminate the problems in this area and improve the efficiency of the services. The major amendments are constituting the enforcement clerkship, imposing a license obligation to the depositories, providing an opportunity electronically bidding and depositing, furthermore all payments to the enforcement office will be collected via bank accounts.

Besides all these, regulations to overcome unjust treatments arising out of enforcement and bankruptcy proceedings. As an example, releasing the attachment of property that is necessary for the debtor and the family members living under the same roof with the debtor.

One of the most important objectives is increasing the number of staff working on enforcement and bankruptcy area. Also, a project has been carried out about the issues such as organisation, manner of work, and physical structure in terms of enforcement and bankruptcy departments. The conclusions collected at the pilot courthouses will be assessed and the proceeding will be extended throughout the country within the plan term.



The Legislative Infrastructure

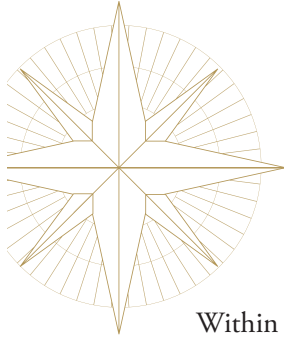
Did you know that the right to individual application to the Constitutional Court and the right to application to the Ombudsman Institution were introduced in order to increase the legal remedies in the last five years and The New Turkish Code of Obligations, The New Turkish Commercial Code, The New Code of Civil Procedure entered into force?

Significant works were made in order to strengthen the legislative infrastructure in the previous period. The Constitutional Amendment is the leading one among these amendments.

With the amendment made in the Constitution in 2010; on the one hand, the significant developments on the human rights and liberties were made; on the other hand, the constitutional obstacles before legal remedy were removed. In addition, remedies for claiming the right were also increased. The right to individual application to the Constitutional Court and the right to application to the Ombudsman Institution are the most significant reforms on this issue.

The fundamental laws amended in the First Planning Period were Turkish Code of Obligations, Turkish Commercial Code, and The Code of Civil Procedure.

The provisions slowing proceedings laid down in the legislations as well as the fundamental codes and constituting a problem in the field of the human rights were discussed separately and amended. Within this scope, the amendment packages were legalized for the acceleration of the proceedings and the ultimate protection of the human rights in the First Planning Period. With these amendment packages, the significant innovations were brought in many issues ranging from consumer rights to specialized courts, from domestic violence to appeal in the administrative procedure.



Within the framework of legislative studies; the significant institutional organizations, particularly Department of Human Rights, Department of Victim Rights, The Foundation of Human Rights Compensation Commission, Abroad Organization and The Personnel Education Centers of Ministry of Justice were founded.

In this Planning period, the legislative studies will also be continued. While the studies are being continued, thereafter both academic world and the related institutions will be collaborated and the participation will be paid attention as is until now.

In this planning period, the impact analysis studies will be also conducted to measure the results in practice and efficiency of the legislative amendments.

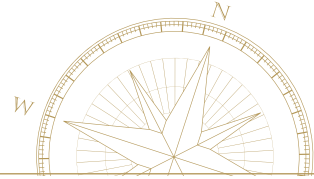
Alternative Dispute Resolution Methods

Did you know that some legal disputes could be resolved by applying to the mediator without opening a case?

Alternative Dispute Resolution Methods providing the settlement of the disputes without breaking tranquillity and peace have been approved around the world and included into the systems.

Within this scope, the institution of conciliation in criminal procedures and mediation in civil disputes became the important studies in our country. Through the amendments made in Code of Criminal Procedure no. 5271 in 2006 and 2009, the conciliation was intended to be rendered more efficient in criminal procedure system.

With The Law on Mediation in Civil Disputes no. 6325, mediation was also included among the alternative dispute resolution methods in 2012. Within this organization, the first certificated mediators took up their positions in 2013.



On the other hand, a new practice about the alternative dispute resolution methods was introduced into our country with the Law regulating the establishment of İstanbul Arbitration Center.

In this planning period, the studies will be carried out for more efficient implementation of the alternative dispute resolution methods.

The Inspection System

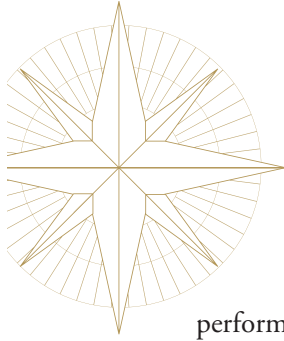
Did you know that performance-oriented working system was established in the justice system?

The most important development on the inspection of the judicial organization in the planning period was the Constitutional Amendment in 2010.

Through the amendment, The Inspection Board under the authority of HCJP as well as the Inspection Board of the Ministry was established in order to eliminate the criticisms on the independence of judiciary directed in the public opinion. It was ensured with the regulation that the inspection would be made by the justice inspectors and internal auditors that were judges and prosecutors in terms of justice services and administrative duties of the Prosecutors; operations of research, examination and investigations would be carried out by the justice inspectors.

It was regulated that the actions such as inspecting whether the judges and prosecutors performed their duties in accordance with law, regulation, directive, circular (administrative circulars for the judges), examining and investigating whether their status and actions complied with their titles and duties would be taken by the Council inspectors affiliated to the HCJP.

In the planning period, another development regarding the inspection became the searches of the inspection of performance and system. In the Inspection Guide prepared by the Inspection Board of HCJP in 2011, it was emphasized on



performance, proposing solution offers, an inspection system that was dissuasive from the improper practices, efficient, productive and motivating, and it was specified that a stable inspection system searching for mistake and criticizing wasn't accepted. However, procedure to fill "the Performance Evaluation and Improvement Forms" about the judges and prosecutors in the inspections was introduced. Although the elements of the performance and system inspection on some issues began to settle into the inspection procedure with these developments, a sufficient system to make this inspection hasn't been still put into practice. In this Planning period, it was targeted to conduct studies in order to implement completely the inspection of performance and system.

The inspection of the Penal Institutions is made by the Controller Board of the General Directorate of Prisons and Detention Houses as well as the justice inspectors. The implementations in this direction will be developed also in the inspection of enforcement and bankruptcy offices that are different in terms of their service areas, and notary offices.

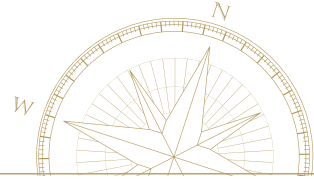
European Union Process and International Relations

Did you know that agreements have been made with 25 countries that we don't have the judicial assistance agreements in the last five years and the justice counsellors that are judges have been assigned to the abroad missions?

One of the significant developments made in the last period was The European Union Process and the international relations in the justice services.

Within this scope, it was provided to develop relations with the international institutions, to establish Organization Abroad and increase the joint projects and works conducted with the other countries.

The justice counsellors were assigned in the presence of some permanent representatives and our embassies within the scope of the protocol signed between the Ministry of Foreign Affairs and the Ministry of Justice in 2012.



The legal regulation was made in 2013 and The Abroad Organization of The Ministry of Justice was led to be established. It has been targeted to disseminate the abroad organization in the Planning period.

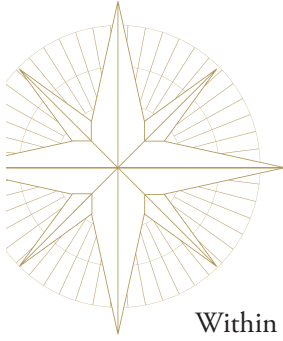
The studies regarding the judicial cooperation between our country and other countries are performed at bilateral level and the mutual judicial assistance agreements were made with many countries in the criminal, legal and commercial matters. The number of the judicial assistance agreements made in the first planning period became 25. In this Planning period, the institutional capacity will be increased to conduct the judicial assistance services in a more qualified way.

The EU membership process of Turkey is still continuing. The supranational structure of the EU requires the harmonisation with the union and the implementation of the legal framework into the law system of the country. Significant strides within the scope of works concerning harmonisation to the EU legislation have been made in the recent years. The instruments for the pre-accession assistance were used efficiently in order to strengthen the capacity to adopt the *acquis* in the previous years. With “Indicative Strategy Paper for Turkey”, drafted by the EU Commission, Ministry of Justice, as the “leader institution”, was held responsible from all the projects of judicial institutions. Department for EU Projects Implementation was established so as to perform these duties. The studies will also be continued in this planning period.

Human Rights

Did you know that the profile of our country in the ECtHR statistics go better day by day?

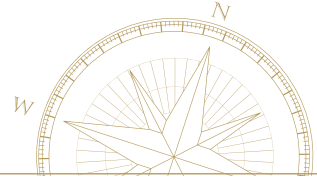
One of the leading areas in the recent period is human rights. The processes regarding the lawsuits filed against Turkey in the presence of European Court of Human Rights (ECtHR) which were carried out by The Ministry of Foreign Affairs before were undertaken by our Ministry in the Planning period.



Within this scope, the significant studies were conducted to develop the practices on human rights. The introduction of the individual application to the Constitutional Court and the foundation of Human Rights Compensation Commission are among these reforms.

As well as the establishment of Ombudsman Institution, the legislative amendments were also made regarding many issues on which the violation decision was rendered.

In addition, “Action Plan on Prevention of European Convention of Human Right Violations” drafted to harmonise the topics that ECtHR identified violation of right with the precedents of ECtHR began to be implemented by the decree of Cabinet.



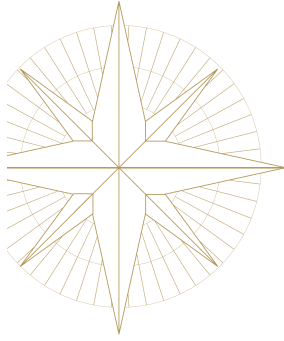
FUTURE PERSPECTIVES

Mission

Our mission is to develop and carry out policies to enable the justice services to be provided in a fair, quick and efficient way in accordance with the principles of the rule of law, independence and impartiality of judiciary and human rights.

Vision

Our vision is to establish a justice system protecting rights and liberties, being fair, reliable and accessible and efficient.



The Basic Principles

Respect for impartiality and independence of judiciary

Respect for the human rights and liberties

Adherence to competence and merit

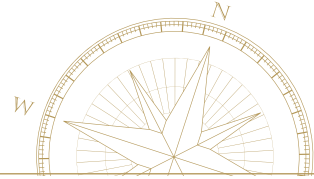
Accountability and transparency

Excellence in services

Sensibility to the expectations of people

Openness to innovation

Respect to the employees

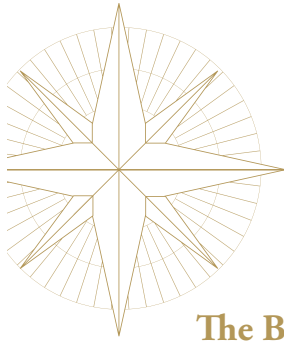


STRATEGIC OBJECTIVES AND BASIC PERFORMANCE INDICATORS

Objectives and Basic Performance Indicators

Objectives

1. To Improve Quality and Effectiveness of Civil and Criminal Justice System
2. To Improve Access to Justice and Practices for Victims and Disadvantageous Group
3. To Strengthen the Structure of Organization and Physical and Technical Infrastructure
4. To Strengthen The Capacity of Human Resources and Professional Competence
5. To Improve International Judicial Cooperation in the Field of Justice and Enhance The Effectiveness of EU Accession Process
6. To Enhance The Effectiveness of Alternative Methods of Dispute Resolution
7. To Improve The Enforcement and Bankruptcy System
8. To Improve The Criminal Execution System



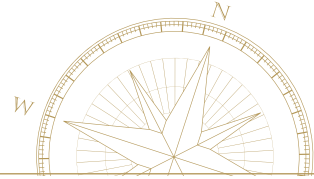
The Basic Performance Indicators

Performance indicators are the instruments used in order to measure the results in the fulfilment of the goals in the Strategic Plans. The success of the Plan is evaluated assessed based on these indicators.

Performance indicators have also been determined for the identification of the implementation situation of every goal in the Strategic Plan. Apart from these indicators, it has been assessed that adding the basic performance indicators to measure the general success of the Plan will be useful.

The following performance indicators will be basis for measuring the success of the Strategic Plan. These performance indicators will be evaluated by means of comparing data of the last implementation year of the Strategic Plan with the 2015 data.

1. The increase in trust in the judiciary and satisfaction rates
2. The decrease in the average amount of time for the conclusion of investigation, cases and other judicial activities and processes
3. The decrease in work increase rate
4. The increase in the number of the judges and prosecutors to serve per 100.000 people
5. The increase in the number of employees of judiciary
6. The decrease in the number of recidivism



STRATEGIC OBJECTIVE 1

IMPROVING QUALITY AND EFFECTIVENESS OF CIVIL AND CRIMINAL JUSTICE SYSTEM

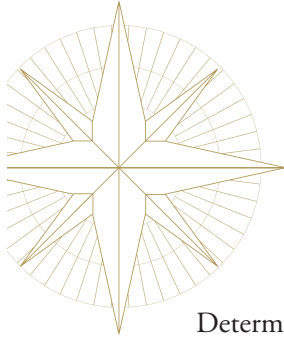
The efficiency and effectiveness in the judicial services are included in the Constitution with the phrase “finalizing the judgment with the least expensive and the fastest way possible”.

The efficiency and effectiveness of the criminal and civil justice systems are directly linked to the quality of the proceedings. One of the most important criteria in the judicial services is the Council of Europe Guiding Principles. According to this, judicial quality is a set of principles such as “accurate judgments, low appeal rates, judgments given on time (trial in a reasonable period of time), fewer technical legal errors and the right to a fair trial”.

Failure to finalize judgments within a reasonable period of time is among the most important elements that affect the confidence put in judiciary by the individuals and the institutions.

Civil and criminal justice system has formed the main body of the judicial activities. Until now, important works were carried out in this area by our Ministry and great progress was made in both legislative infrastructure and other areas within this scope.

The effectiveness of the investigation is one of the important elements that directly affect the criminal justice system. The effective implementation of the investigations contributes to the revelation of the substantial truth and finalization of the trials with accurate judgments in a short period of time.



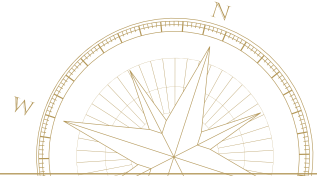
Determining the investigation stages by each crime type and enabling the predictability of the procedures to be implemented and also the operations to be followed-up have vital importance for the practitioners and those benefiting from the judicial services.

The works will also be carried out within this goal for rendering the judicial police implementation more functional.

The attorneys that are among the subjects of adjudication have a big importance in the efficiency and effectiveness of the judicial services. Therefore, a new Draft Law on Attorneyship that proposes solutions to the current problems in accordance with changes and developments with respect to the vocation of attorneyship, which have been experienced throughout the world, is targeted to be enacted in the following term.

Within the scope of this objective, it has also been planned to address the expert system. As well as the criticisms on the expert system in our country, there are assessments that the court expert system doesn't increase the quality of the proceedings in the progress reports. Criticisms concentrated on the following topics: the opinion of court expert was received even within the scope of legal questions, the opinions of the more than one court expert were asked on the same issue, and the opinions of court experts were copied directly to the reasoning of decisions by the judges. In the following term, activities will be carried out such as the establishment of the court expert inspection system, establishment of an organizational structure to conduct the accreditation and approval process.

Testimony is one of the most important evidences in the judicial activities and important in terms of the judiciary perception at public opinion as well as reaching to the substantial truth. The determination of the standard principles regarding testimony fee and attitude to the witnesses, the improvement of the



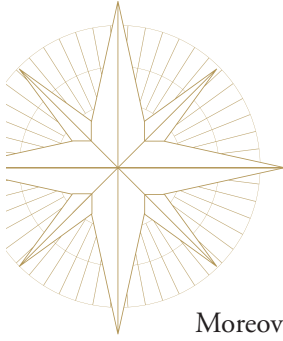
physical conditions for the witnesses in the courthouses are some of the practices planned in accordance with this objective.

One of the problems experienced in our judicial system is related to the notification. The delay of the notifications or making a faulty notification causes the judicial process to be a failure. Making the notification system more operational will enable the proceeding to be finalized in a shorter time. It has been planned to conduct the works regarding training and awareness as well as the complete implementation of the electronic notification and the simplification of the notification system in accordance with the objective,.

The notary offices function significantly in keeping the social life in legal security. The processes conducted in the notaries provide assurance to their parties and also facilitate the works of the judicial institutions.

In the previous period, regulations with regard to issuing the certificate of inheritance by the notary offices along with courts were made. This practice has facilitated the works of our citizens and also eased our courts in terms of the workload. The new objectives to be implemented in the Plan term such as performing notarial acts related to the rights in immovable property and extending duties of the notary offices regarding the ex parte proceedings were determined.

One of the most important conditions to increase the quality of judicial services is to reduce the judicial workload. Within this scope, it is necessary to identify the implementations of the public institutions that have negative impacts on the judicial workload and propose solutions. In the following term, it has been planned to make regulations to enable the public officials exercise more discretion in terms of waiving from legal action, accepting the case, appeal and revision of decision.



Moreover, it is targeted to disseminate the specialized courts and ensure the judicial specialization within the scope of this objective.

Our country joined the Council of Europe that was established with the purpose of creating a joint and sustainable democratic organization in Europe based upon the respect for the fundamental rights and freedoms as the founding member in 1949, and approved the judicial power of the ECtHR in 1990. The significant reforms were implemented in order to harmonise with the ECtHR precedents and thus improve and protect the human rights standards in the recent term. The works regarding these reforms will also continue in the Plan term.



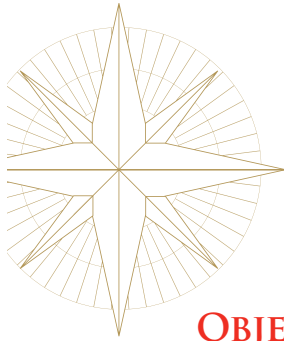
OBJECTIVE 1.1

Improving the effectiveness of investigations

Strategies

- To designate guiding principles regarding to type and quality of the investigation.
- To ensure specialisation in some types of crime.
- To render audit and surveillance mandate of the public prosecutor functional over judicial police.
- To ensure UYAP system and judicial police information system become integrated.
- To review the conditions of filing a public case and investigation in the scope of the right against self-incrimination.

Unit in Charge : DGCA	Units to Collaborate: TJA DGL DIT				
Performance Indicators.	2015	2016	2017	2018	2019
Designating guiding principles.	√	√			
Number of public prosecutors who receive expertise education.	100	100	100	100	100
Conducting a working meeting in which public prosecutors and chief public prosecutors attend in order to make situation analysis of judicial police implementation.	√	√			
Full integration of UYAP system and judicial police information system.				√	
Evaluation of filing a public case conditions and preparing a legislative amendment draft when necessary	√	√			



OBJECTIVE 1.2

Strengthening the institutions of attorneyship and defence

Strategies

- To organize activities (meeting, symposium, workshop etc.) for determining steps to achieve the target with attendance of judicial actors notably bars.
- To review the Law on Attorneyship and prepare a legislative draft in necessary fields.
- To re-determine the principles regarding the admission to attorneyship.
- To conduct studies for strengthening effectiveness of defense.
- To increase operability of cross examination method in criminal procedure.

Unit in Charge: DGCA	Units to Collaborate:TJA DGLA DGL				
Performance Indicators.	2015	2016	2017	2018	2019
Number of activities in order to achieve the target	1	-	1	1	1
Preparing legislative amendment draft	√	√			
Conducting a survey to members of judiciary and attorneys regarding to effectiveness of cross examination method.	√	√	√	√	√
Organizing a training work to make cross examination method functional.	√	√	√	√	√



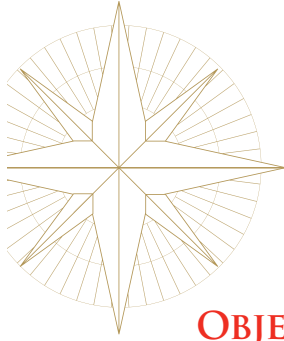
OBJECTIVE 1.3

Restructuring court expertise system

Strategies

- To establish institutional structure to be in service in the fields such as education and audit for increasing quality and improving competence in court expertise system.
- To set the standards regarding to selection and assignment of experts.
- To move into a certificate system in expertise implementation

Unit in Charge: DGLA	Units to Collaborate: DGCA DGL				
Performance Indicators	2015	2016	2017	2018	2019
Preparing legislative amendment draft	√				
Setting the standards		√			
Moving into a certificate system		√	√		



OBJECTIVE 1.4

Improving implementations regarding to witness institution

Strategies

- To set standard principles regarding to witness fee and approach to witnesses.
- To improve physical conditions for witnesses in court houses (waiting rooms and psycho-social support areas for witnesses)
- To increase public awareness regarding to importance and necessity of being witness.
- To ensure to makewitness protection program effective.

Unit in Charge: DGCA		Units to Collaborate: DGLA DoT DGSD DAF DTM			
Performance Indicators.	2015	2016	2017	2018	2019
Setting standard principles.	√	√			
Number of court houses whose physical conditions are improved.		26	50	50	50
Publishing brochures to increase public awareness.	√	√	√	√	√
Number of working meetings attended by related institutions to measure implementation of witness protection program.	1	1	1	1	1



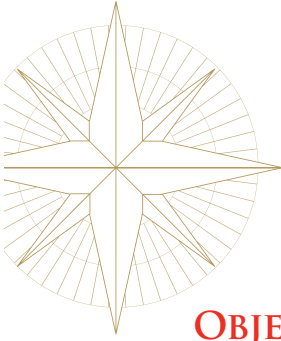
OBJECTIVE 1.5

Strengthening notification system

Strategies

- To ensure effective use of electronic notification.
- To conduct studies for simplifying notification system.
- To decrease error margin by providing training to judicial workers and notification officers.
- To increase awareness of those who are beneficiary of service.
- To restructure international judicial notification process.

Unit in Charge: DGLA		Units to Collaborate: DGL DoT DIT			
Performance Indicators.	2015	2016	2017	2018	2019
Starting to use electronic notification in all Judicial Organization.		√			
Number of organized trainings	10	10	10	10	10
Restructuring international judicial notification	√	√			



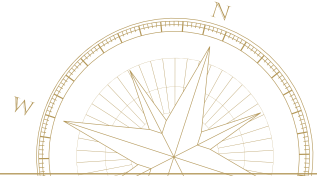
OBJECTIVE 1.6

Activating peace institutions in civil law cases

Strategies

- To organize awareness trainings for judicial members.
- To organize awareness trainings for bar associations.
- To prepare amendment draft in Act of Fees for encouragement of peace.

Unit in Charge: DGLA		Units to Collaborate: TJA DGL			
Performance Indicators	2015	2016	2017	2018	2019
Number of organized trainings	2	2	2	2	2
Increase in number of disputes which come to agreement (by the previous year)		%5	%10	%10	%10
Preparing legislative amendments draft	√	√			



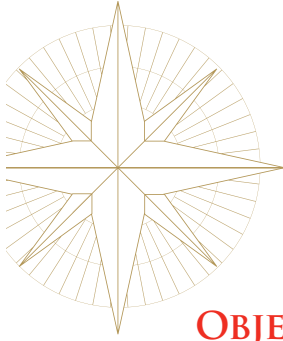
OBJECTIVE 1.7

Restructuring the notary system

Strategies

- To re-determine job descriptions and structural situations of notaries in collaboration with Turkish Union of Notaries.
- To make regulations that enable the notaries to perform notarial acts related to the rights in immovable property and increase duties in the field of ex-parte proceedings.
- To enable reviewing of opening criteria of notaries, working conditions and quality of employees of notaries, notaries and deputy notaries.

Unit in Charge: DGL		Units to Collaborate: DGLA DGCA DGP IB				
Performance Indicators	2015	2016	2017	2018	2019	
Preparing legislative amendment draft	√	√				



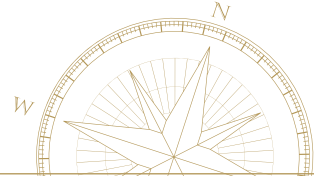
OBJECTIVE 1.8

Reducing the workload arising from public

Strategies

- To develop implementations aimed at giving more initiatives to public administrators and treasury attorneys in waiving from case, accepting case, appeal and revision of a decision matters in collaboration with high courts and Ministry of Finance.

Unit in Charge: DGLA		Units to Collaborate: DGSD			
Performance Indicators	2015	2016	2017	2018	2019
Number of organized working meetings attended by related institutions for analyzing the current stage and determining problems	1	1	1	1	1



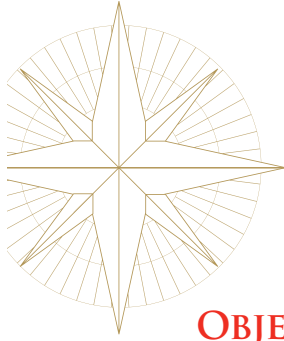
OBJECTIVE 1.9

Developing awareness of human rights in judicial processes

Strategies

- To increase awareness for human rights at execution fields in the fields of investigation and trial processes and execution.
- To enable the effective implementation of “The Action Plan on Prevention of European Convention on Human Rights Violation”, adopted by the Council of Ministers.
- To identify the problems leading to violation in ECtHR judgments and conducting works regularly in order to eliminate such reasons with the participation of the related organizations and institutions.
- To announce the decisions of ECtHR to judicial organization by translating.
- To continue the assignment of judicial members in related committees of ECtHR and Council of Europe by secondment method.
- To enable judicial members who took part in ECtHR processes to do internship at ECtHR.

Unit in Charge: DGILFA		Units to Collaborate: TJA and All Units			
Performance Indicators	2015	2016	2017	2018	2019
Number of organized trainings for increasing awareness in the scope of human rights	4	5	5	6	6
Number of meetings organized by attendance of related institutions and organizations	2	3	3	3	3
Assignment of judicial members in related committees of the ECtHR and Council of Europe by secondment method	√	√	√	√	√
Judicial members who took part in ECtHR processes to do internship at ECtHR	√	√	√	√	√



OBJECTIVE 1.10

Developing cooperation between judicial actors

Strategies

- To organize meetings at which judicial services are evaluated with the attendance of judicial actors.

Unit in Charge: DGSD	Units to Collaborate: All units				
Performance Indicators	2015	2016	2017	2018	2019
Organizing meetings	√	√	√	√	√



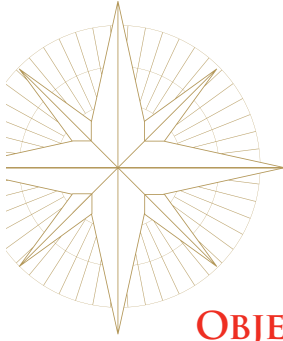
OBJECTIVE 1.11

Increasing evidence keeping standards in judicial departments

Strategies

- To make necessary amendments by reviewing legislation which regulates evidence keeping and liquidation methods.
- To create workflow processes and organize their physical structures in the scope of the determined new standards in property and evidence departments.
- To make trainings for the officers working in property and evidence departments.

Unit in Charge: DGCA	Units to Collaborate: DGSD DTM DoT DGL				
Performance Indicators	2015	2016	2017	2018	2019
Completing legislation works	√				
Determining workflow process	√				
Number of people who took part in training studies	200	200	200	200	200
Locating property and evidence departments in court houses in accordance with determined standards	√	√	√	√	√



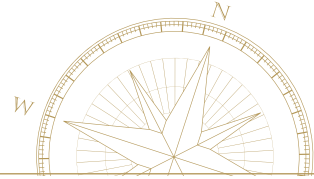
OBJECTIVE 1.12

Making the specialized courts operational in collaboration with HCJP

Strategies

- To increase number and types of specialized courts.
- To expand scope of authority of some specialized courts.
- To organize studies in collaboration with Turkish Justice Academy for judicial members to become specialised.
- To make effect analysis in the matter of lay judge's taking part in specialized courts.
- To organize regular trainings for judicial members who work in specialized courts.

Unit in Charge: DGP	Units to Collaborate: TJA DGL DGSD				
Performance Indicators	2015	2016	2017	2018	2019
Number of judicial members who take expertise training	300	300	300	300	300
Number of workshops organized to determine new specializing fields.	1	2	1	1	2
Making effect analysis in the matter of lay judge's taking part in specialized courts.	√				



STRATEGIC OBJECTIVE 2

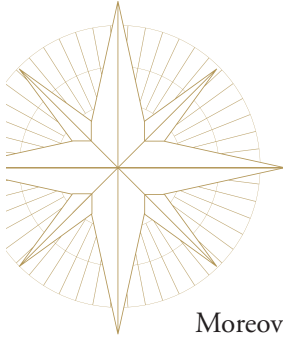
IMPROVING PRACTICES FOR ACCESS TO JUSTICE AND VICTIMS AND DISADVANTAGEOUS GROUP

The access to justice is the taking of all types of measures with the support of the state by the law system in order to assure that the individuals are informed about their rights and that they are capable of accessing their rights effectively. In strengthening the access to justice, particularly the contributions of occupational organizations and non-governmental organizations carries great significance.

In order to facilitate and improve the access to justice in line with the developments throughout the world, many significant changes have been conducted in our country in the recent years. Granting opportunity to the determined victims and all accused people to have legal representation as free of charge in the criminal procedure in order to strengthen the legal aid system is among the most important changes. Moreover, the regulations were made to have easier access to the legal aid in accordance with the decisions of the European Court of Human Rights in the civil law procedures.

According to 2014 European Judicial Systems Report prepared by the CEPEJ based on the data of 2012, Turkey takes the fourth place as of the amount of legal aid assigned per litigation, coming after Britain, Ireland and Austria.

Despite all these improvements, it is necessary to enable the legal aid system to function efficiently. In the Plan term, it will be ensured to increase the awareness of the public opinion and establish an institutional structuring which will measure the quality and make an inspection of the legal aid system.



Moreover, information desks and direction panels were designated in some parts of courthouses and some measures were also taken for the disabled.

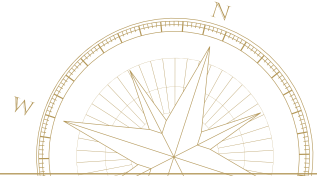
The practices regarding online information on the judicial procedures were also developed. The opportunities of bringing and accessing lawsuits via e-signature on NJIS and receiving information via VMS subscription are the other works carrying importance on this issue.

One of the innovations to be brought in order to strengthen the access of the disadvantaged groups to the justice in the following period will be legal clinics as well as further enhancing the identified works. Thus, the access of the disadvantaged groups to the justice will be facilitated by strengthening the bond between legal education and the practice.

“The pro-bono legal service” enabling the legal services to be performed for the persons or pro-bono voluntary organizations that are financially inadequate for very little or no attorney fee in return will be another new practice area in the following term.

In return for the premiums paid by people, the legal protection insurance system enabling the people to receive attorneyship service or legal aid in the event that legal risks occur within the term that they pay the premiums is carried on successfully in many countries. This system will also be enabled to be used efficiently in our country in order to improve opportunities of the access to justice.

The approach to the criminal justice system will be victim-oriented in the following term. Within this scope, Department of Victim Rights affiliated to the Ministry of Justice was founded. Various intervention programs, being legislative arrangements in the first place, will be developed in order to strengthen the rights of the victims, and the materials such as a victim rights guideline and a guideline concerning the approach to the victims will be produced in the following term.



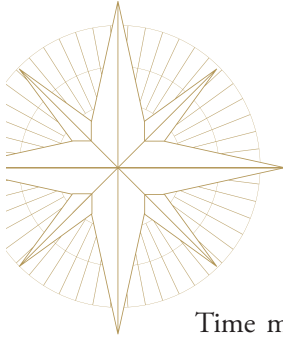
Making the practices for the disadvantaged groups in the judicial system operational has a vital importance. The protection of children, the disabled and practices for women are the prominent topics within this scope. Nowadays, some special measures for the disadvantaged groups are taken in many countries. These measures include measures such as the strengthening of the legal remedy mechanisms or enhancing the knowledge of the mentioned groups regarding the legal remedies.

Within this scope, strategies taking into account of the “best interest” of the children and “supporting their well beings and welfare” have been developed in many states which are members to Council of Europe.

Substantial progress has been achieved concerning the legislation and practices for children in our country over the past decade. Within this scope; the legislation was strengthened, some changes regarding the organization were conducted and works regarding the improvement of the quality standards were conducted within the scope of child protection implementations.

It has been targeted to enable the basic legal information to be taught from the elementary school age with the purpose of the provision of the legal awareness and the prevention of the disputes among the citizens. Therefore, the “Law and Justice Course”, an elective course prepared in accordance with the Protocol drafted between the Ministry of National Education and Ministry of Justice, has been implemented since 2013-2014 educational year. In the following term, the works for teaching of this course in a more common way in cooperation with the Ministry of National Education will be conducted.

In the previous term, one of the methods implemented in order to shorten the judicial processes and increase the quality of the service is “judicial time management”. Through this method, it has been tried to enable the judicial proceedings to accelerate and to be conducted in a predictable way for the citizens.



Time management requires to determine ideal periods of judicial proceedings both across the country and in the courts and to make a time commitment per each case to the parties. It is necessary to establish a proceeding system for the delaying cases and to find solutions for such cases. The failing points through this method will be possible to be revealed in all its parts for case, court, judicial locality and the country wide, and to find solutions. The works conducted at the pilot court level will be disseminated across the country in the following term.



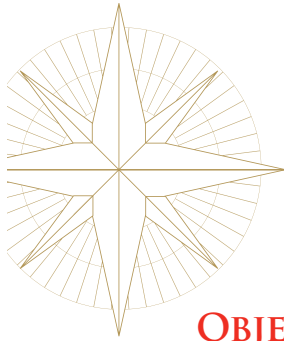
OBJECTIVE 2.1

Strengthening the legal aid system

Strategies

- To increase the public awareness about the legal aid in the civil justice.
- To establish an institutional organization to measure and control the quality of the legal aid system.

Unit in Charge: DGSD		Units to Collaborate: DGCA DGLA DGL			
Performance Indicators	2015	2016	2017	2018	2019
Making impact analysis of legal aid and preparation of draft legislative changes if needed.	√	√			
Printing introductory brochures to increase public awareness.	√				



OBJECTIVE 2.2

Establishment of Information Mechanism to Beneficiaries about the Judicial Processes

Strategies

- To determine the standards of Ministry and courthouses and the web sites will be kept up to date in accordance with these standards.
- To prepare instructive and user-friendly visual materials in the courthouses in order to present to the beneficiaries.

Unit in Charge: DGSD		Units to Collaborate: DGCA DGLA DIT				
Performance Indicators	2015	2016	2017	2018	2019	
Determination of the standards of Internet sites.	√					
Establishing Internet sites in compatible with the standards and keeping them up to date.	√	√	√	√	√	
The preparation of information materials and dissemination to the courthouses.	√	√	√	√	√	



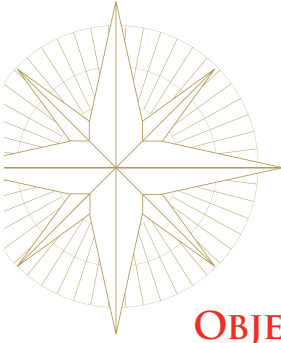
OBJECTIVE 2.3

Improving the Legal Aid (Patronage) Insurance System.

Strategies

- To perform legislation analysis.
- To carry out a study to raise awareness among the public.

Unit in Charge:DGSD	Units to Collaborate: DGL DGCA DGLA				
Performance Indicators	2015	2016	2017	2018	2019
Organising study meetings for making needs assessment analyzing with the participation of the relevant segments.	√	√			
Making impact analysis of legal aid insurance application and preparing legislative infrastructure when necessary.	√	√			
Preparing information materials and disseminating them to the courthouses.	√	√	√	√	√



OBJECTIVE 2.4

Placing Time Management Application

Strategies

- To provide implementation of judicial time management in all courts and prosecution offices in cooperation with the High Council of Judges and Prosecutors (HSYK).
- Studies will be also made for the implementation of time management in the higher judicial bodies.

Unit in Charge: DGSD	Units to Collaborate: IAU and Other Units				
Performance Indicators	2015	2016	2017	2018	2019
Implementation of the judicial time management will be ensured in all courthouses.	√	√	√		



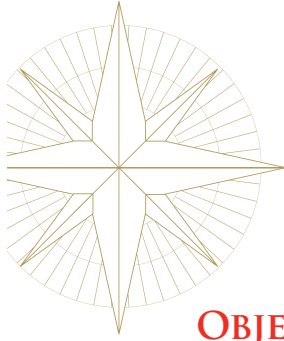
OBJECTIVE 2.5

Development of Law Clinic Methods

Strategies

- To organize scientific events on Law Clinic applications (conferences, workshops, meetings, etc.), attended by judicial actors, especially law schools and bar associations.
- To analyse the legal infrastructure needs regarding Law Clinic application.
- To make cooperation with law schools.
- To provide applications of Law Clinic to implement in the penal institutions.

Unit in Charge: DGSD		Units to Collaborate: DGL DGCA DGLA DGPD DGP				
Performance Indicators	2015	2016	2017	2018	2019	
The number of organized scientific activities	1	2	1	1	1	
The preparation of legislative infrastructure according to the results of state of needs analysis.	√	√				



OBJECTIVE 2.6

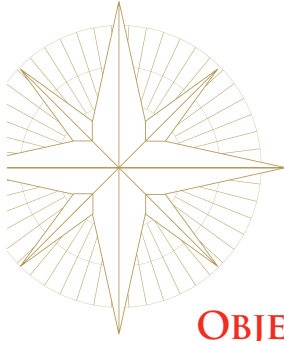
Strengthening the Juvenile Justice System

Strategies

- To revise Juvenile criminal and civil legislation according to international standards.
- To conduct studies to strengthen the effectiveness of the coordination mechanism established under the Child Protection Law in cooperation with the Ministry of Family and Social Policies.
- To establish applications related to restorative justice system, including in particular reconciliation, specifically for children.
- To establish a unit within the Ministry to carry out activities related to the juvenile justice system.



Unit in Charge: DGCA		Units to Collaborate: All units				
Performance Indicators	2015	2016	2017	2018	2019	
Making analysis of the legislation for children and preparation of draft legislative changes if needed.	√	√				
Organizing events attended by the interested parties to analyze the effectiveness of coordination mechanism established under the Child Protection Act and to determine the measures to be taken	√	√	√	√	√	
Organizing events concerning the restorative justice system, particularly reconciliation, specifically for the children with the participation of relevant parties.	√	√	√	√	√	
Establishment of the unit.		√				
It will be provided to implement judicial time management in all courts.	√	√	√			



OBJECTIVE 2.7

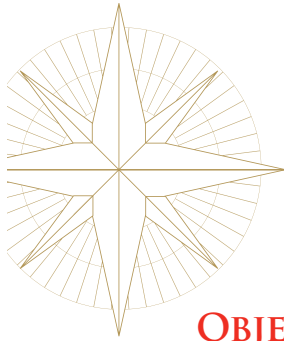
Restructuring of the Judicial Processes Against Children

Strategies

- To revise children trial and juvenile execution system in the light of practices, accepted worldwide.
- To activate children offices affiliated to the public prosecution offices.
- To expand child-friendly forensic interview rooms whose standards have been set.
- To disseminate juvenile courts and make the physical conditions fir for the purpose of the juvenile justice system,
- To establish electronic record system to prevent contradictions and duplications which may occur in injunctions rendered in juvenile courts.
- To set the standards of social examination reports.
- To prepare Draft Law on the Penal Execution for Children and the Young, and disseminate training houses where the execution of penalties are provided for children.
- To employ expert staff in the children offices of public prosecution and to disseminate and make this practice effective.
- To increase the effectiveness of specific measures envisaged in the Child Protection Law for children.



Unit in Charge: DGCA		Units to Collaborate: All units				
Performance Indicators	2015	2016	2017	2018	2019	
Enabling further activation of children offices affiliated to the public prosecutor's offices.	√	√	√	√	√	
Expansion of the child-friendly forensic interview rooms whose standards are set.	√	√	√	√	√	
Expansion of the juvenile courts and regulation of their physical conditions.	√	√	√	√	√	
Determination of the standards of social examination reports.	√					
Preparation of the Draft Law.	√	√				
Dissemination of child education houses.	√	√	√	√	√	
Conducting studies in order to increase the efficiency of the measures specific to children.	√	√				
Conducting studies on the expert staff employed in the children offices of the public prosecution.	√					
Completing the integration of the electronic recording system with the Family and Social Policies Ministry (ASPB), as regards the follow-up of the injunctions of the juvenile courts.			√			



OBJECTIVE 2.8

Capacity Building of the Justice System Regarding the Domestic Violence Offences

Strategies

- To analyze the legislation and its application, and draft legislative amendments will be prepared if needed.
- To provide effective coordination with the Family and Social Policies and the Interior Ministries.
- To ensure effective and efficient use of family court experts in the offences in the scope of domestic violence.
- To determine labour standards of the family court experts in terms of injunctions.

Unit in Charge: DGCA	Units to Collaborate: DGSD and Other Units				
Performance Indicators	2015	2016	2017	2018	2019
Analysis of legislation and practice and the preparation of draft legislative amendments if needed.	√				
Preparation of guidelines for the determination of the effective use of experts and setting labour standards.	√				



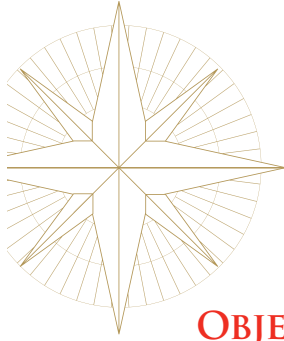
OBJECTIVE 2.9

Creating Responsive Systems to Disadvantaged Groups

Strategies

- To identify the problems faced by disadvantaged groups in the penal institutions and the courthouses and efforts will be made for their settlement.
- To prepare specific guidance documents specific to the disadvantaged groups and ensure the information to be available on the websites.
- To set up a unit that will produce social policies for disadvantaged groups in the central organization of the Ministry.

Unit in Charge: DGCA		Units to Collaborate: All units			
Performance Indicators	2015	2016	2017	2018	2019
Scientific events will be organized with the participation of Non-Governmental Organizations (NGOs) in order to identify the problems and the final report will be published at the end of the events.	√	√			
Preparation of the guiding documents and updating of the websites.	√				
Establishment of the unit		√			



OBJECTIVE 2.10

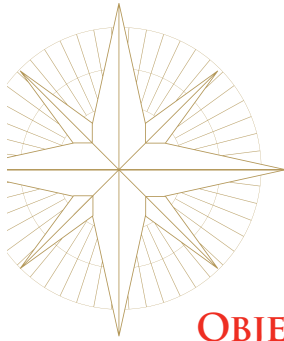
Development of Victims-Oriented Applications in the Justice System.

Strategies

- To prepare Draft Law on the Victim.Rights.
- To create the institutional restructuring with respect to victim rights in the decentralized units.
- To prepare guidance on the approach to victims for the law enforcement and other public officials.
- To prepare guidance of victim rights in order to inform the victims subjected to the offence.
- To conduct studies in order to enable NGOs, bar associations and universities to give services for the victims and set the standards in this area.
- To organize joint training programs with universities for training of experts to be employed in victim services.
- To develop social rehabilitation programs to reduce the impact of the offences on the victims.
- To make protective regulations for victims of sexual offences.
- To form a single victim line in service by increasing effectiveness through consolidating telephone lines (hot line services) formed by the Ministry of Family and Social Policies for children and women.



Unit in Charge: DGCA		Units to Collaboarte: All units			
Performance Indicators	2015	2016	2017	2018	2019
Preparation of the Draft Law onVictim Rights.	√				
Establishment of institutional restructuring in the headquarters and the decentralized units.		√	√	√	√
Preparation of approach guideline to victims.	√				
Preparation of guideline on victim rights.	√				
Making studies for the consolidation of telephone lines that provide services for children and women.				√	



OBJECTIVE 2.11

Provision of Public Interest (Pro Bono) Legal Services Applications

Strategies

- To organize scientific events (symposiums, seminars, workshops etc.) on “Public Interest (Pro Bono) Legal Services”.
- To assess legislation infrastructure needs and to prepare the draft legislation if needed.

Unit in Charge: DGSD		Units to Collaborate: DGL, DGLA and Other Units				
Performance Indicators	2015	2016	2017	2018	2019	
Scientific events will be organized.	1	1	1	1	2	
Legislation infrastructure needs will be assessed and the draft legislation will be prepared if needed.	√	√				



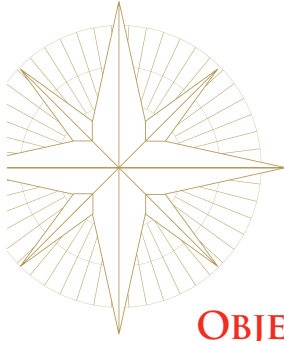
OBJECTIVE 2.12

Restatement of Judicial Fees

Strategies

- To address provisions concerning jurisdiction fees included in the legislation in cooperation with the Ministry of Finance and to prepare draft amendments.

Unit in Charge: DGL		Units to Collaborate: DGSD, DGLA and Other Units			
Performance Indicator	2015	2016	2017	2018	2019
Preparation of draft legislation	√				



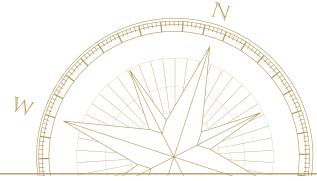
OBJECTIVE 2.13

Development of Preventive Law Practices

Strategies

- To carry out studies to expand the application areas of the course of “Law and Justice” and to render it a required course, in cooperation with the Ministry of National Education.
- To conduct studies to include the subjects of the course of “Law and Justice” into the curricula of other courses in cooperation with the Ministry of Education.
- To organize training studies for the teachers who teach the course of “Law and Justice” in cooperation with the Ministry of Education.

Unit in Charge: DGSD	-Units to Collaborate: DoT				
Performance Indicators	2015	2016	2017	2018	2019
The rate of increase in the number of students choosing the course (percentage).	10	10	10	10	10



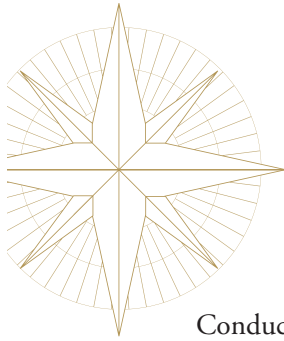
STRATEGIC OBJECTIVE 3

STRENGTHENING THE STRUCTURE OF ORGANIZATION AND PHYSICAL AND TECHNICAL INFRASTRUCTURE

It is necessary to establish an effective organization structuring and strengthen the physical and technical infrastructure for reaching to the vision laid down in the Strategic Plan, and the success of Plan. Within this scope, it has been planned to draft a new law on organizational structure and accelerate the works to strengthen the available physical and technical infrastructure.

In the First Strategic Plan, it was predicted that the courts of appeal would be made operational both in civil and administrative judiciary. Within this scope, a significant progress has been achieved in the works with regard to the regional courts which is going to implement appeal procedure in civil and administrative judiciary.

The legal infrastructure of the regional courts of justice was completed by the Law No. 5235 in 2004. The regional courts of justice prescribe the most extensive structural change in its size that has been implemented in the judicial organization up to the present. The necessary preparations were made for the launching of the courts without any problem and courts were established in 15 provinces as of the end of 2014. The establishment of the regional administrative courts that will conduct appellate judicial proceedings instead of the regional administrative courts that are still located in 25 provinces was prescribed by the Law no. 6545 in 2014. Within this scope, the regional administrative courts were established in 8 provinces in 2014. In the next future, these courts will become operational.



Conducting the entire works and operations via the informatics system within the scope of NJIS and providing the integration with all the relevant institutions, notably the judicial institutions within the scope of e-state carry a great importance.

Another network of communication is formed between the Audio-Visual Informatics System (AVIS) and places of jurisdictions. The remote testimony method facilitates the tasks of members of judiciary and the transfer from the penal institutions to the courthouses has decreased. In the following term, the area of usage of the system will be further extended.

Another field that is significant within the scope of judicial services is the services performed by the Forensic Medicine Institution. The dissemination of the services across the country, the continuous updating of the technological infrastructure and installation, setting service standards throughout the country, improvement of the international collaboration in the field of the forensic science, strengthening of the human resources in terms of quality and quantity are the works in this field.

One of the works to be conducted within the scope of this objective is related to the positions of the courts and prosecution offices within the courthouses.

The establishment of an effective inspection system, improvement of the financial management capacity of justice organisation will be other works to be carried out under this objective.

The preparation and the publication of the activity reports in a way to reflect the performance criteria by the higher courts, regional administrative courts, regional courts of justice, and the courts of first instance are aimed.

It is planned to establish the press agency offices by structuring press agency institution in order to improve the relations between the media and judiciary, increase the trust in the judiciary and strengthen fundamental freedoms.



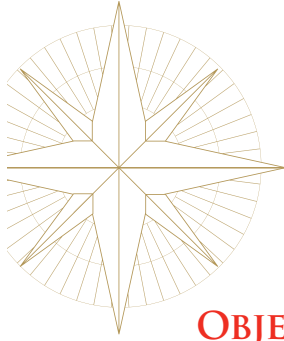
OBJECTIVE 3.1

Activating Regional Courts of Justice and Regional Administrative Courts

Strategies

- To start the actual trial operations of Regional Courts of Justice and Regional Administrative Courts.

Unit in Charge: DGP		Units to Collaborate: HCJP DGSD DAF DTM and Other Units.			
Performance Indicators	2015	2016	2017	2018	2019
Activating Regional Courts of Justice in judicial justice.	√				
Activating Regional Administrative Courts in administrative justice.	√				



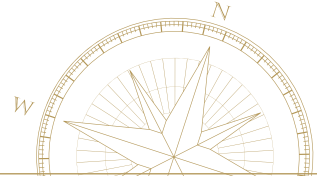
OBJECTIVE 3.2

Increasing the Effectiveness of the Organizational Structure of the Ministry of Justice and Restructuring the Justice Commissions

Strategies

- To refresh Ministry Organic Law within the framework of the strategic management approach by considering changes taking place in the organization, the new requirements, and basic issues and priorities in the jurisdiction.
- To prepare the draft legislation amendment, changing the structure and the working areas of the justice commissions, in order to eliminate the problems arising in the functioning of justice services at the local level and to increase the effectiveness of the services.

Unit in Charge: DGL		Units to Collaborate: HCJP DGP and Other Units.				
Performance Indicators	2015	2016	2017	2018	2019	
Preparation of Draft Legislation Amendment.	√	√				

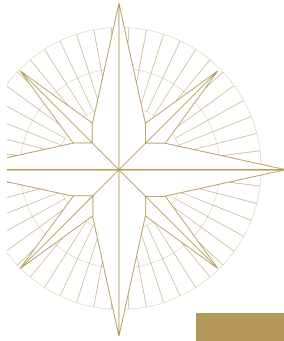


OBJECTIVE 3.3

Development of the Judicial Information Services / Strengthening of the Capacity Regarding Justice Statistics

Strategies

- To continuously develop technological infrastructure and human resources capacity of the information technology system.
- To expand application of the Audio & Visual Information System (SEGBİS) in judicial services.
- To provide the trials to be also recorded by audio-visual means.
- To increase integration of the Justice National Judiciary Informatics System (UYAP) with other institutions about important issues in terms of the proceedings.
- To develop mobile applications of the judicial information system.
- To increase the number of fields producing justice statistics.



Unit in Charge: DIT/DGCRS	Units to Collaborate: DGCRS/DIT and Other Units.				
Performance Indicators	2015	2016	2017	2018	2019
The development of the technological infrastructure and human resources capacity.	√	√	√	√	√
Activating of the SEGBIS system.	√	√	√	√	√
Audio & visual recording of the trials at the same time.			√		
The number of institutions whose integrations are completed.	2	3	4	3	1
Starting to produce statistics in all areas needed.		√			
The development of mobile applications.		√	√	√	√



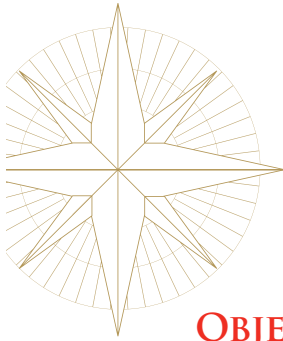
OBJECTIVE 3.4

Strengthening the Capacity of the Forensic Medicine Institute

Strategies

- To activate forensic medicine units in all provincial centers and aggravated felony centers needed.
- To develop human resources capacity.
- To refresh physical and technological infrastructure.
- To increase the number of accredited laboratories.
- To prepare the draft legislation in order to increase the capacity.

Unit in Charge: FMI	Units to Collaborate: DGP DGL				
Performance Indicators	2015	2016	2017	2018	2019
Number of local units created.	15	20	25	10	25
The number of the accredited laboratories.	2	3	2	3	5
Rate of increase in the number of new beginner experts (percentage).	5	5	10	10	5
Preparation of draft legislation.	√				



OBJECTIVE 3.5

Making the Audit Mechanism More Effective

Strategies

- To restructure the audit system by covering the performance and system inspection and by implementing guiding and leading practices.
- To ensure that the audit practices are also performed over UYAP information system.
- To introduce audit system of the directorates of enforcement and bankruptcy and the notary offices through inspectors (Experts) affiliated to the inspection board.

Unit in Charge: IB	Units to Collaborate: DGL - DIT				
Performance Indicators	2015	2016	2017	2018	2019
Implementation of the practice of performance and system audit.	√				
Making the audit practices also through UYAP information system.	√	√	√	√	√
Auditing the directorates enforcement and bankruptcy and the notary offices through inspectors (Experts) affiliated to the inspection committee.			√		



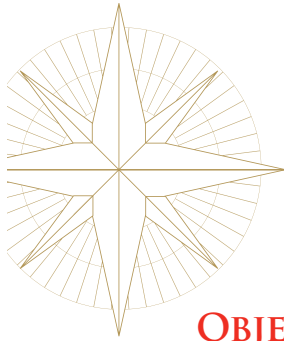
OBJECTIVE 3.6

Improving the Financial Management Capacity of the Judicial Organization

Strategies

- To make the training studies for persons serving as implementation officer and the disbursement authority in the judicial administration continuous and regular.
- To prepare guideline on financial management to be distributed to the organization.

Unit in Charge: DoT	Units to Collaborate: DGSD				
Performance Indicators	2015	2016	2017	2018	2019
Number of people trained.	600	150	150	150	150
Preparation of Guidelines.	√				



OBJECTIVE 3.7

Improving the Physical and Technical Capacity of the Judicial Organization

Strategies

- To continue the construction of courthouses by prioritizing according to the state of need.
- To continue strengthening works of the technical infrastructure of the justice organization.
- To provide the separation of courts and public prosecutor offices in terms of the physical space in the new service buildings.

Unit in Charge: DTM		Units to Collaborate: DGSD – DAF - DIT				
Performance Indicators	2015	2016	2017	2018	2019	
Projects included in the Investment Program will be completed.	√	√	√	√	√	



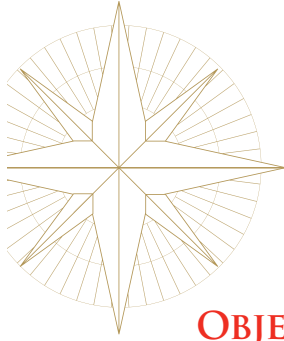
OBJECTIVE 3.8

Establishment of internal control system

Strategies

- To provide the implementation of the internal control system in all of the central and local units of the Ministry.
- To identify job descriptions, service standards.

Unit in Charge: DGSD	Units to Collaborate: IAU and Other Units				
Performance Indicators	2015	2016	2017	2018	2019
It will be provided to implement the internal control system in all of the central and local units of the Ministry.	√				



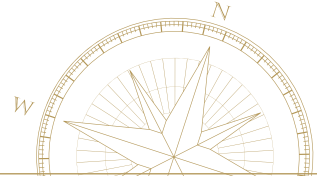
OBJECTIVE 3.9

Ensuring Preparation of Activity Reports by the Regional Courts of Justice and the Regional Administrative Courts in cooperation with the High Council of Judges and Prosecutors

Strategies

- To determine the issues to be included in the activity reports and performance criteria in collaboration with the High Council of Judges and Prosecutors.
- To provide the activity report to be annually prepared and announced to the public.

Unit in Charge: DGSD		Units to Collaborate: All units			
Performance Indicators	2015	2016	2017	2018	2019
Identification of the issues to be included in the activity report.	√				
Annual preparation and announcement of the activity reports to the public.		√	√	√	√



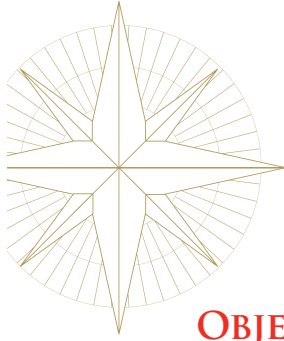
OBJECTIVE 3.10

Strengthening the Court Management System

Strategies

- To extend court management system practice also beyond aggravated felony centers.
- To expand advisory desk, the front desks and limited space applications at the courthouses.

Unit in Charge: DGP		Units to Collaborate: DGSD DGL DTM DAF DIT				
Performance Indicators	2015	2016	2017	2018	2019	
Dissemination of the court management system practice..	√	√	√	√	√	
Expanding the advisory desk, the front desk and the limited space applications.	√	√	√	√	√	



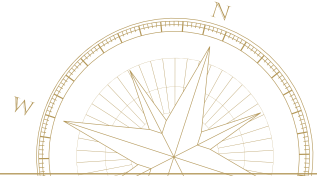
OBJECTIVE 3.11

Development of Public Relations in Jurisdiction

Strategies

- To develop standards on the public relations and prepare guidelines.
- To organize the study of training for the judiciary and employees in cooperation with the High Council of Judges and Prosecutors.
- To conduct the public surveys in order to learn the approach of the people to the justice system and to determine their expectations.

Unit in Charge: DGSD	Units to Collaborate: TJA DoT				
Performance Indicators	2015	2016	2017	2018	2019
Development of standards and preparation of guidelines.	√				
Organizing Training		√	√	√	√
Public surveys.	√	√	√	√	√



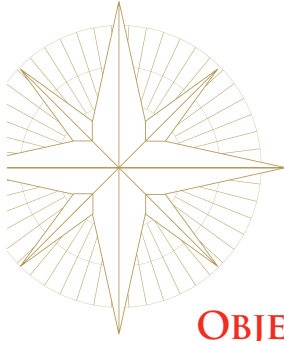
OBJECTIVE 3.12

Institutionalize Judiciary - Media Relations

Strategies

- To expand press agency institution in all aggravated felony centers.
- To establish media communication offices in major courthouses.
- To make training studies permanent in cooperation with the High Council of Judges and Prosecutors.
- To simplify fulfilment of the rights of correction and response requests and to subject the violations to sanctions.

Unit in Charge: DGSD		Units to Collaborate: TJA and Other Units			
Performance Indicators	2015	2016	2017	2018	2019
The number of aggravated felony centers where press agency institution is expanded.	20	20	20	30	37
The number of persons receiving the training of press agency.	120	50	50	50	50



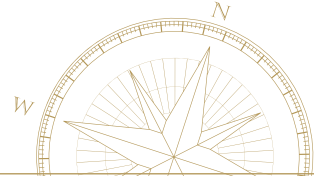
OBJECTIVE 3.13

Improving Archive Services

Strategies

- To provide the effective use of technological facilities at the courthouse archives.
- To launch electronic archiving application.

Unit in Charge: DAF		Units to Collaborate: DGSD DIT DoT			
Performance Indicators	2015	2016	2017	2018	2019
The use of technological facilities in archives.	√	√	√	√	√
Electronic archiving application.		√	√	√	√
Providing training on archives.	√	√	√	√	√



STRATEGIC OBJECTIVE 4

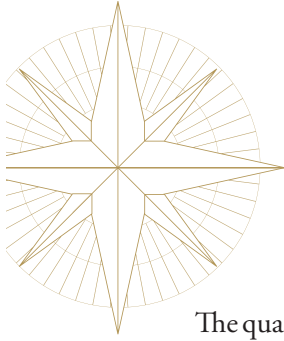
STRENGTHENING THE CAPACITY OF HUMAN RIGHTS AND PROFESSIONAL COMPETENCE

The capacity of the human resources is necessary to be strong in order to perform the judicial services on time, in an accurate and efficient way.

Despite a significant increase in the number of the judiciary members in the last decade, it hasn't been reached to the intended level. Our objective with regard to increasing the number of the judiciary members is to reach to the CEPEJ average.

One of the most important objectives is to increase the professional competence. The Recommendation of the Council of Europe's Committee of Ministers to member states on judges: independence, efficiency and responsibilities points out that the selection and the career of the judges should be in accordance with the principle of merits that considers their features regarding the education, honesty, skills and efficiency; "The United Nations Basic Principles on the Independence of the Judiciary" states that the individuals that are selected as judges should be honest individuals that are adequately educated or qualified in law.

Dispensing justice without basing on the adequate information will cause the right to a fair trial and to legal remedies to be damaged. Therefore, one of the important conditions of enhancing the quality in the judicial services is existence of well-educated and trained jurists who internalize the law, keep up with the recent developments, make appropriate interpretation and get the right outcome. On the other hand, the professional ethics and objectivity of the jurists can be provided by means of a good education.



The quality of the education in the faculties of law for attributing and strengthening the features in question via the education carries great importance. The objective of a modern education provided in law faculties should be the upbringing of self confident jurists that have the ability to make good judgments, sophisticated sense of justice, believe the rule of law.

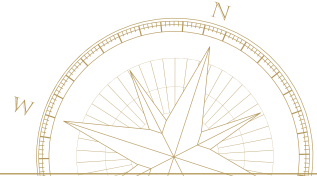
Providing the pre-service and in-service training for the members of judiciary carries great importance in terms of the qualified judicial activities. The Recommendation of the Council of Europe's Committee of Ministers to member states on judges: independence, efficiency and responsibilities points that the judges should be provided an appropriate training before and after being appointed.

Candidateship education of the judges and prosecutors is the first step to begin to the profession. The education provided by the academicians and practitioners enables the candidates to begin with the necessary information and contributes the professional culture to form.

In line with the developments occurring in contemporary legal systems, the legal issues and disputes also undergo significant changes with regard to the quality and quantities and get more and more complex. Considering the mentioned developments, inservice trainings of the members of judiciary take a great part in order to ensure efficient execution of their duties.

Increasing the number of the members of judiciary that know the foreign language emerges as a significant element for the improvement of professional competence. The members of judiciary who are capable of advanced foreign languages and update comparative law implementations and current legal developments are going to make a great contribution to the judicial services.

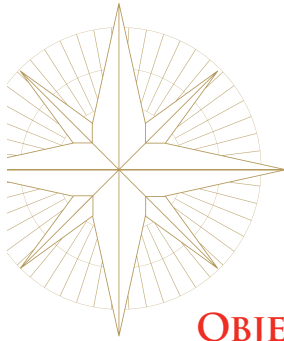
Justice Academy of Turkey that is a great acquisition for the judicial organization has a vital importance in terms of the education of the members of the judiciary.



The foundation of the Academy have accelerated the pre-service and in-service training.

An another important element as well as the judges and prosecutors to perform the judicial services is the staff of judiciary. In case the staff in question is not educated well, the performance of the judicial services in an efficient and qualified way will not be possible. Therefore, it is targeted to activate the pre-service and in-service training of the staff of judiciary.

The vocational high schools on justice make a great contribution to the training of the staff of judiciary. It is aimed to collaborate with the vocational high schools on justice in order to increase the professional competence of the staff of judiciary.



OBJECTIVE 4.1

Making the Period of Nomination of Judges and Public Prosecutors More Effective and Efficient.

Strategies

- To develop the methods to help the candidates get some of authorities and responsibilities in cooperation with the Supreme Council of Judges and Prosecutors (HCJP).

Unit in Charge : DGP		Units to Collaborate: TJA DGL			
Performance Indicators	2015	2016	2017	2018	2019
Preparation of draft legislation setting out the judge and prosecutor candidates' authorities and responsibilities.	√	√			



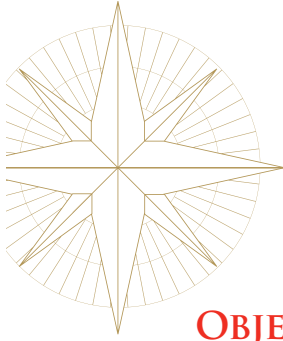
OBJECTIVE 4.2

Increasing Support Opportunities of Judges and Prosecutors in their Judicial Activities

Strategies

- To create the expertise staff of judicial service to serve in courts and public prosecution offices.
- To conduct the number of experts (like psychologists, pedagogues and social workers) in charge of justice services will be increased and studies aimed at increasing the productivity of the service.

Unit in Charge : DGP		Units to Collaborate: DGL DoT			
Performance Indicators	2015	2016	2017	2018	2019
Preparation of the draft legislation related to the expertise of judicial service.		√			
Number of experts (like psychologists, pedagogues and social workers) assigned to serve in judicial services.	50	50	50	50	50



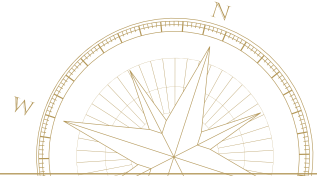
OBJECTIVE 4.3

Increasing the Number of Judge, Prosecutor and Auxiliary Staff Considering International Standards.

Strategies

- To increase the number of judges to 21; the number prosecutors will be increased to 11 per hundred thousand people.
- To increase the number of auxiliary personnel considering the state of need.

Unit in Charge : DGP		Units to Collaborate:				
Performance Indicators	2015	2016	2017	2018	2019	
Recruitment of candidates of judges and prosecutors.	√	√	√	√	√	
Personnel recruitment.	√	√	√	√	√	

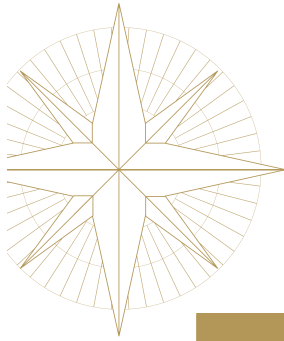


OBJECTIVE 4.4

Strengthening Training Activities for the Judicial Staff.

Strategies

- To create Trainers' pool and carry out training of trainers.
- To prepare training modules and training programs.
- To conduct project for the use of new and effective methods and techniques in the training.
- To provide to be seen at the site of applications and the sharing of experience in cooperation with other countries and international organizations.
- To activate Staff Training Centers.
- To launch accreditation studies for admissibility of the Staff Training Centers and to give educations in the field of national and international.
- Also to give education to the employees of foreign judicial personnel in Staff Training Centers.



Unit in Charge : DoT		Units to Collaborate: All units			
Performance Indicators	2015	2016	2017	2018	2019
Creation of trainers' pool and provision of training of trainers.	√	√	√	√	√
The preparation of training modules and training programs.	√	√			
Satisfaction rate of training (percentage).	80	80	80	85	85
The number of the judicial staff attended to overseas study trip.		60	100	150	200
The number of training centers activated.	2	2			
The launch of accreditation activities.					√
Providing training to foreign judicial staff in training centers.				√	√
The establishment of the system measuring reflection of education into the practice.	√				



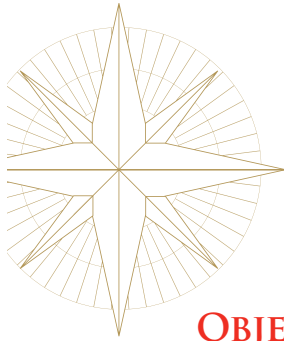
OBJECTIVE 4.5

Development of Overseas Training Activities for Members of the Judiciary.

Strategies

- Training programs for judges and prosecutors to develop foreign language knowledge and skills will be organized.
- Postgraduate training opportunities will be provided abroad.

Unit in Charge : DGEU		Units to Collaborate: All units			
Performance Indicators	2015	2016	2017	2018	2019
The number of attendees to foreign language training abroad.	50	100	120	140	150
The number of attendees to post graduate education abroad		20	40	40	50



OBJECTIVE 4.6

Making Co-operation with the Higher Education Council and Universities for the Promotion and Quality Improvement of Education and Training of Law.

Strategies

- To make the cooperation with relevant institutions for the review of legal education and improvement of the curriculum.
- To make studies to bring the opportunity to law school students to do internships in the courts, in the bar associations, in the professional organizations.

Unit in Charge : DoT	Units to Collaborate: DGSD and Other Units				
Performance Indicators	2015	2016	2017	2018	2019
The number of events carried out with the participation of the Faculties of Law and the relevant institutions.	1	1	2	1	2



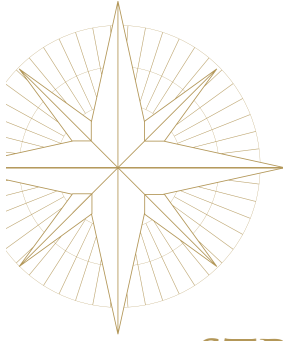
OBJECTIVE 4.7

Making Cooperation with the Council of Higher Education and Universities for Development Education Granted at Vocational High School of Justice

Strategies

- To make cooperation with relevant institutions to render a uniform curriculum justice applied in vocational high schools of justice.
- To study for diversification (like court clerk, the prosecutor's office clerk, lawyer clerk, executive secretary) of the programs, implemented in the colleges, according to the needs of the sector.
- To provide opening program (such as security services in penal institutions) or to make necessary changes in the curriculum for the justice organization in needed fields.

Unit in Charge : DoT	Units to Collaborate: DGSD Other Units				
Performance Indicators	2015	2016	2017	2018	2019
Number of activities carried out with the participation of vocational high schools of justice and relevant institutions.	1	1	2	1	2



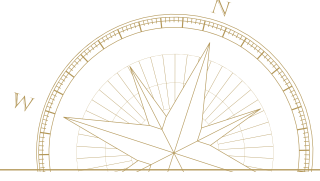
STRATEGIC OBJECTIVE 5

IMPROVING INTERNATIONAL JUDICIAL COOPERATION AND ENHANCING THE EFFECTIVENESS OF EU ACCESSION PROCESS

The economic, social and technological relations which increase more and more today have intensified the international relations and required the efficient collaboration of the countries. On the other hand, this situation has increased the importance of supranational and international institutions which are the institutional structuring of the international collaborations and enabled the states to consider these institutions and develop collaboration. Our country has also closely followed the organizations and developments occurring in this field, and has participated in many international organizations and become party to mutual agreements.

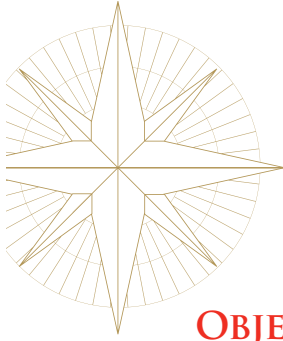
It is vitally important to engage in effective and efficient judicial assistance on the issues becoming a global problem and requiring international intervention such as terrorism and financing of terrorism, cyber-crimes, human trafficking, migrant smuggling, drug and stimulant substance trafficking. The international relations in the field of justice and judicial collaboration within this scope require that the works and operations are fulfilled without delay and as appropriate.

Within this scope, the justice counselors in the presence of some permanent representatives and our embassies were assigned within the scope of the protocol signed between the Ministry of Justice and the Ministry of Foreign Affairs in order to activate the judicial collaboration. In the Plan term, it has been aimed to disseminate abroad organization.



In order to provide judicial services to the beneficiaries in the best possible way, following up the implementations of other countries, sharing the experiences and conducting comparative law studies are required.

The EU membership process of Turkey is still continuing. The effect of the membership process on our justice system is indisputable. The supranational structure of the EU predicts the harmonisation with the union and the implementation of the legal framework into the law system of the country. Significant strides within the scope of works concerning harmonisation to the EU legislation have been made in the recent years and the works are still continuing



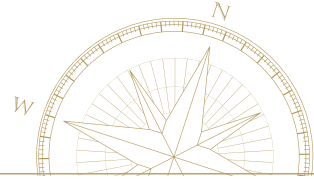
OBJECTIVE 5.1

Development of Legal Assistance and Judicial Cooperation

Strategies

- To prepare the legal assistance legislation.
- To provide to inform the beneficiaries about legal assistance.
- To determine contact points in justice committees on judicial cooperation and nomination education and training activities will be increased. To increase Turkey's activities regarding our task area in global and regional international organizations.
- To provide the identification of problems and forwarding solution proposals by organizing meetings at regional and bilateral levels.
- To activate justice counselors and increase their numbers.
- To sign legal assistance agreements with the needed countries.

Unit in Charge : DGILFA	Units to Collaborate: TJA DGL DoT DGP				
Performance Indicators	2015	2016	2017	2018	2019
Preparation of draft legislation on judicial cooperation.		√			
Identification of contact points in justice commissions.		√			
Satisfaction rates from the vocational trainings (percentage).		75	80	85	85
The number of organized vocational trainings.	1	1	1	1	1
The number of newly established justice counselors.	3	3	3	3	5
The number of new international agreements signed.	2	2	2	2	2



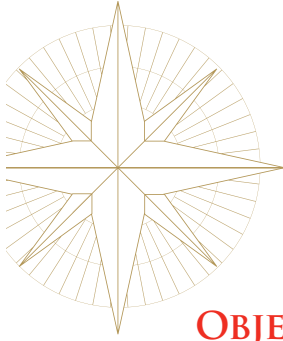
OBJECTIVE 5.2

Development of International Cooperation in Criminal Field of Transnational Organized Crimes, Terrorism, Financing of Terrorism, Cybercrime, Human Trafficking, Migrant Smuggling and Illegal Drug Trafficking

Strategies

- To develop coordination between relevant institutions and organizations.
- To increase the effectiveness of judicial cooperation with foreign countries.
- To create basic educational materials and to organize training programs about international standards in carrying out the investigation and prosecution.
- To draw up the draft legislation for the adaptation of our legal regulations with the European Convention on Cybercrime.

Unit in Charge : DGILFA	Units to Collaborate: TJA and all units				
Performance Indicators	2015	2016	2017	2018	2019
Organizing meetings in the framework of bilateral cooperation.	√	√	√	√	√
Preparation of training materials on international standards.		√			
The number of organized vocational trainings.	1	1	1	1	1
Preparation of Draft Legislation.			√		



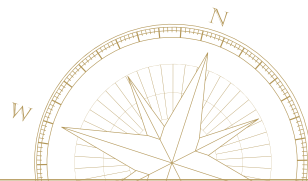
OBJECTIVE 5.3

Increasing Awareness on EU Law

Strategies

- To prepare handbook for the judiciary in the area of EU law.
- To organize overseas study visits for the study of good practices in the jurisdiction of the EU member states.
- To make translation of the important decisions of the EU Court of Justice.
- To translate key sources on EU law and publish in Turkish.
- To organize training activities for judges, prosecutors and members of the judiciary in collaboration with national and international organizations on EU law.

Unit in Charge : DGEU	Units to Collaborate: TJA and all units				
Performance Indicators	2015	2016	2017	2018	2019
Preparation of the handbook.		√			
Increase in the number of participating in the international study visits (percentage).	10	10	10	10	10
Translation of decisions of the EU Court of Justice.	√	√	√	√	√
Number of organized trainings.	1	3	2	3	2
Legislation translations.	√	√	√	√	√

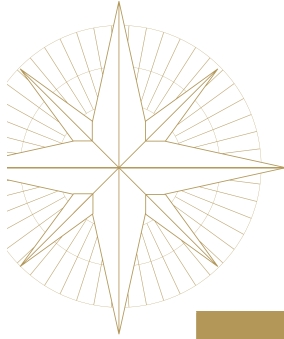


OBJECTIVE 5.4

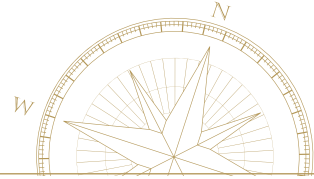
Increasing the Capacity of Project Development and Implementation in the EU Accession Process

Strategies

- To complete the institutional capacity of the Department of EU Project Practices will be developed and accreditation (equivalence) process.
- To organize training studies domestically and abroad for the development of professional skills on the project.
- To ensure effective cooperation among judicial actors, non-governmental organizations and the Ministry units.
- To develop monitoring and control capabilities for measuring and evaluating the effectiveness of projects.



Unit in Charge : DGEU		Units to Collaborate: TJA and all units				
Performance Indicators	2015	2016	2017	2018	2019	
Completion of the accreditation (equivalence) process.	√	√	√			
The rate of increase in the number of attendees, participating domestic and overseas training studies (percentage).	10	10	10	10	10	
The creation and development of monitoring and control mechanisms for projects.		√	√	√	√	
The rate of increase of the number and budgets of the implemented activities (percentage).	5	5	5	5	5	



STRATEGIC OBJECTIVE 6

ENCHANCING THE EFFECTIVENESS OF ALTERNATIVE METHODS OF DISPUTE RESOLUTION

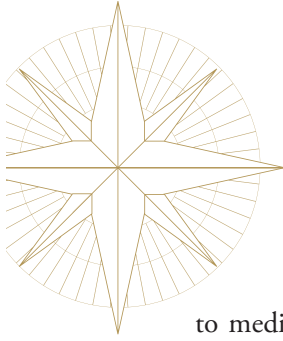
Delay of justice because of the excessive workload of the courts in the studies regarding judicial reform throughout the world is shown as one of the most important problems. The alternative dispute resolution methods contribute to the jurisdiction by reducing the workload of judicial bodies and therefore, become an important part of justice reform.

The methods in question were considered for the solution of simple disputes in the beginning in the countries which these methods are implemented. However, it was seen that these methods became more comprehensive in the course of time. It has been seen that a substantial part of these disputes has been settled by these methods in many countries.

The most common one of the alternative dispute methods is arbitration institution. The arbitration means the decisions of the parties regarding the fulfillment of the resolution of the legal disputes by the arbitrator or arbitrators instead of jurisdiction of the state. The arbitration institution which is included into our law system for many years is planned to be made more operational in this process.

In this sense, a new institution on the alternative disputes resolution methods was introduced into our country by the Law regulating the establishment of Istanbul Arbitration Center.

With The Law on Mediation in Civil Disputes no. 6325 that was enacted in 2012, mediation was included among the alternative dispute resolution methods. Due

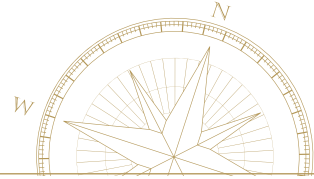


to mediation on the legal disputes brought through the legal amendment, the adversarial civil proceeding no longer remains as the only way of resolving civil disputes. The first mediators took up their positions in 2013. In the following term, it has been planned to obligate the mediation on some fields by making amendments in the legislation in order to disseminate and activate this practice.

The fundamental changes in the criminal justice system were made in our country in 2005. One of the innovations brought within this scope is conciliation institution. The practice of the conciliation in the criminal trial procedure in an extensive and efficient way carries a great importance. Within the scope of the Strategic Plan, it has been planned to do the necessities for discussing this institution in its all aspects, identifying and solving the troubled points. The method of conclusion of the investigations via conciliation between the public and the perpetrator in the criminal procedure will become a current issue in the following term.

It is very significant that the alternative resolution methods are known by the public. Therefore, it is planned to carry out activities intended to improve the public awareness, and also to disseminate these practices.

The works will be conducted for the more extensive implementation of the alternative disputes resolution methods in the administrative law and an obligatory conciliation procedure will be brought.

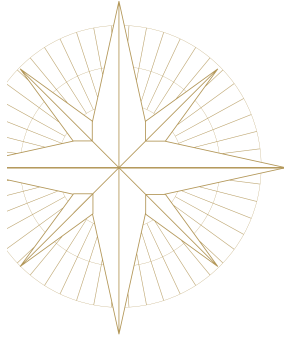


OBJECTIVE 6.1

Development of Alternative Dispute Resolution Methods in Legal Disputes

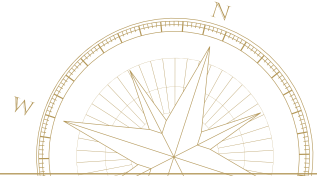
Strategies

- To make needs analysis on the institution of “mandatory mediation” in some types of cases and personal actions up to a certain amount.
- To provide to benefit the candidates applying for legal assistance in mediation of services.
- To provide legal and financial benefits to encourage application to mediation.
- To provide the creation of a mediation training module, development and increasing the efficiency of mediation training.
- To make studies on public awareness raising and training for members of the judiciary, employees and public in order to increase the awareness of mediation. (Satisfaction surveys, meetings, seminars, public spotlights, books, posters, brochures etc.)
- To set up mediation centers in the courthouses and the bar associations for its effectively implementation.
- To provide mediators to be included in insurance coverage of professional liability.
- To increase number of registered mediators to the Registry.



- To provide the promotion of peer mediation institution in cooperation with the Ministry of National Education to create the mediation culture from primary school.
- To enhance legal provisions predicting the compulsory arbitration council application.
- To take incentive measures in order to activate arbitration.

Unit in Charge : DGLA	Units to Collaborate: TJA - DGL and Other Units				
Performance Indicators	2015	2016	2017	2018	2019
Preparation of draft legislation if it is determined the need.	√	√			
Studies of increasing awareness and training to members of the judiciary, the employees and the public in order to increase awareness of mediation.	√	√	√	√	√
Rate of increase in the number of registered mediators to the Registry (percentage).	10	10	10	10	10

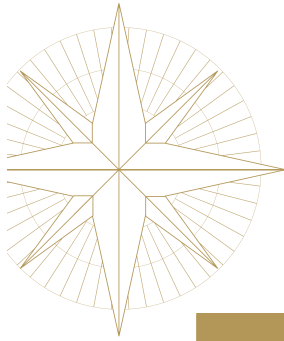


OBJECTIVE 6.2

Development of Alternative Dispute Resolution Methods in Criminal Field

Strategies

- To prepare legislative amendments in order to expand of the scope of mediation institution and to increase its efficiency.
- To provide to conduct the training activities to judges, prosecutors and mediators in order to implement mediation effectively.
- To activate mediation offices established in-house of Public Prosecutors offices.
- To bring special applications to the dispute settlements and the postponement of the opening of the mediation and the public case in the promotion system by the public prosecutors in cooperation with the High Council of the Judges and Public Prosecutors.
- To do efforts of termination of the investigations by agreement between the perpetrators and the public.



Unit in Charge : DGCA	Units to Collaborate: TJA DGL and Other Units				
Performance Indicators	2015	2016	2017	2018	2019
Preparation of draft legislation.	√	√			
Studies of increasing awareness to the members of judiciary and the public to increase awareness of mediation.	√	√	√	√	√
Cooperation with the High Council of the Judges and Public Prosecutors to bring special applications for the dispute settlements and the postponement of the opening of the mediation and the public case in the promotion system by the public prosecutors.		√			
Activation of mediation offices in-house of Public Prosecutors offices.	√	√	√	√	√



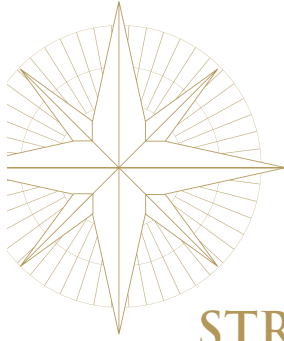
OBJECTIVE 6.3

Development of Alternative Dispute Resolutions in the Administrative Jurisdiction

Strategies

- To develop pre-trial administrative dispute resolution practices.
- To organize training activities in cooperation with the Ministry of Finance for the development of peace institution brought within the Decree Law No 659.

Unit in Charge : DGLA	Units to Collaborate: DGL and Other Units				
Performance Indicators	2015	2016	2017	2018	2019
Preparation of draft legislation.	√	√			
Making education study.	√	√	√	√	√



STRATEGIC OBJECTIVE 7

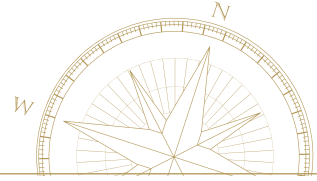
IMPROVING THE ENFORCEMENT AND BANKRUPTCY SYSTEM

A well functioning compulsory execution system is necessary for the efficiency of the jurisdiction. The functioning of the execution system is among the most important elements which affect the trust into the justice. Therefore, it was regulated as a separate objective in the Plan.

All operations that are normally conducted in the enforcement and bankruptcy offices are conducted in an electronic media, every kinds of collections and refunds to be made to the enforcement offices are made via the banks, the cash flow was prevented. The procedure of participating in the enforcement sales by making electronic bids via NJIP in the Plan term was introduced. Apart from these, the capacity of human resources that is the most important element in the efficiency of the execution offices was improved.

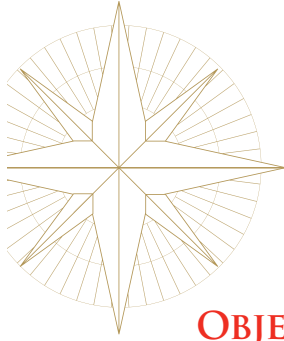
The works were conducted also for the reconstruction of the enforcement offices with the purpose of increasing the efficiency and effectiveness in the enforcement and bankruptcy system. Within this scope, instead of the multi-office practice in the same location, it has been planned to establish a single enforcement office and perform the enforcement services by the professional sub-offices; “a new model of execution offices” began to be implemented in the pilot courthouses.

The European Union process, the changes occurring in economic and commercial life require the reform in the enforcement and bankruptcy system as is in all legal areas. While the fundamental laws on the private law were updated in the previous



term, a new Law on enforcement and bankruptcy wasn't drafted. A "Science Commission" to draft an Enforcement and Bankruptcy Law was designed and is currently continuing its works.

The claims such as the execution proceedings arising from the subscription agreements in the workload of execution offices carries a great significance. Collecting that type of claims is going to be provided by another alternative procedures in the near future.

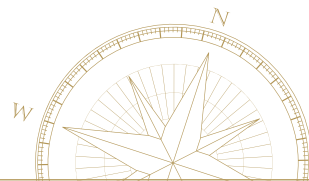


OBJECTIVE 7.1

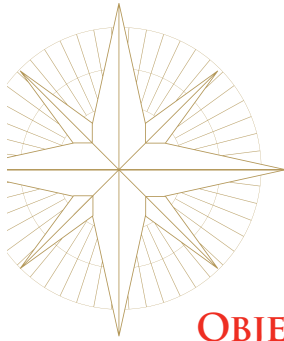
Development of the Management and Organization Structure of Enforcement and Bankruptcy System

Strategies

- To prepare draft of the Organization Law and the Enforcement and Bankruptcy Law.
- To create controllers group comprising of professionals of enforcement and bankruptcy system.
- To determine business process and to make job descriptions.
- To strengthen the jurisdiction of the central unit.
- To introduce licensed trustee warehouse applications.
- To do legislative study in order to reduce the workload of the Enforcement Offices.
- To do amendments in legislation for the removal of the subjects from the jurisdiction of the enforcement offices such as the delivery boy.
- To do alternative methods for the collection of small claims.



Unit in Charge : DGP	Units to Collaborate: DGL and Other Units				
Performance Indicators	2015	2016	2017	2018	2019
Preparation of draft legislation.	√	√			
Preparation of business processes and job descriptions.			√		
Implementing of licensed trustee warehouse application.		√			
Removal of applications that do not enter the field of expertise of enforcement offices from their task area.		√			



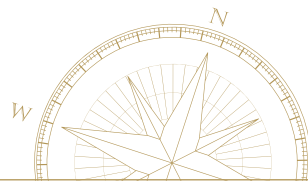
OBJECTIVE 7.2

Improvement of the Professional Performance by Increasing Human Resource Capacity

Strategies

- To continue recruitment of enforcement and bankruptcy staff.
- To provide enforcement and bankruptcy staff to be subjected to pre-service training.
- To develop training programs and enforcement and to give bankruptcy staff on-job training at regular intervals.
- To increase awareness related to the rules by determining ethical rules.

Unit in Charge : DGP	Units to Collaborate: DGL DoT and Other Units				
Performance Indicators	2015	2016	2017	2018	2019
Personnel recruitment.	√	√	√	√	√
The number of on-job training.	3	3	3	3	3
Determination of the ethic rules.	√				
Giving pre-service training.		√	√	√	√



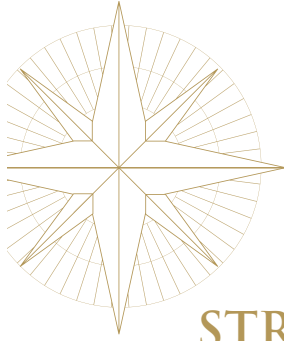
OBJECTIVE 7.3

Dissemination of New Enforcement Office Model

Strategies

- To extend new enforcement office model to small and medium-sized localities every year.
- To complete infrastructure studies for the implementation of a new enforcement office model.
- To create standard project of enforcement office to implemen in the new built courthouses.
- To expand the new enforcement office model in major centers.

Unit in Charge : DGP		Units to Collaborate: DAF DTM DGSD				
Performance Indicators	2015	2016	2017	2018	2019	
Dissemination of New Enforcement Office Model	√	√	√	√	√	



STRATEGIC OBJECTIVE 8

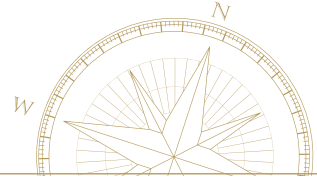
IMPROVING THE CRIMINAL EXECUTION SYSTEM

With the reforms conducted in the last decade, it has been provided to establish a criminal execution system which is in accordance with the European Union Acquis Communautaire and in compliance with the developments of the current necessities and human rights, meet the social needs.

A well-educated, open to changes, respectful to human rights, and motivated execution staff is a significant element for the success of criminal execution system. Within this scope, it has been planned to increase the technical and physical capacity of the training centers which carries a great significance in terms of criminal execution policy in the following term.

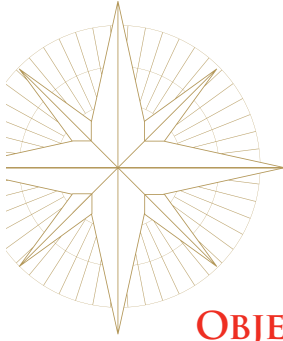
More efficient and effective the probation services play a significant part. It is planned to make legal amendments in accordance with the problems and needs experienced in practice, increase the number of the voluntary staff, develop collaborations with the non-governmental organizations and strengthen the protection commissiona in order to increase the efficiency of the system.

Improving the health services which are provided for the convicts and detainees and physical conditions of the institutions plays a great role for a people oriented execution system. In order to achieve this, further improvement of the equipped health units established in collaboration with the relevant health institutions is aimed.



In the next term, the lines of works conducted in the prison workshops, which are created in order to enable the convicts learn jobs and arts and thereby be rehabilitated, are going to be diversified and the number of convicts and detainees that work in these places is going to be increased. In this way, it is aimed for the convicts to earn income and be reintegrated into the society.

The active participation of the public institutions, non-governmental organizations and the voluntary persons into the works conducted in the execution field carries a great significance. This situation in question has strengthened the transparency of the execution system. Therefore, the works conducted in the mentioned line are going to proceed progressively in the following term.



OBJECTIVE 8.1

Development of Human Resources and Management Capacity

Strategies

- To determine job descriptions, service standards and to take these standards into account in the recruitment, the workforce planning and the performance management.
- To increase the number of experts and other personnel.
- To increase capacity of the Controllers Board.
- To transfer external security of penal institutions from the Interior Ministry in the completion of the process of enactment of the relevant draft law (including the dispatch and transports).

Unit in Charge : DGPD		Units to Collaborate:				
Performance Indicators	2015	2016	2017	2018	2019	
Job descriptions and service standards		√				
The rate of increase in the number of staff (percentage).	5	5	20	20	10	



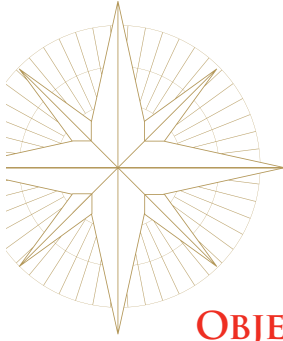
OBJECTIVE 8.2

Improving Health Care Services

Strategies

- To increase capacity and technological equipment of health units in the institutions will be renewed and the number of ambulances will be increased.
- To provide raising the standards and capacities of the patient prisoners in the hospital ward will be provided.
- To provide the improvement of coordination with the relevant health institutions in health care of the out-of-office.
- To further accelerate their transactions of prisoners and detainees that will benefit from the postponement in penal process due to their heavy and permanent illnesses and needs for care.
- To bring the first admission for medical examinations in penal institutions to more extensive situation.

Unit in Charge : DGPD	Units to Collaborate: FMI and Other Units				
Performance Indicators	2015	2016	2017	2018	2019
The increase in capacity of the infirmary (Percentage).	5	10	5	10	15
Increase in the number of ambulance (percentage).	5	5	20	20	10
Making the first acceptance for medical examinations more comprehensive.	√				



OBJECTIVE 8.3

Maintaining Physical Transformation of the Penal Institutions

Strategies

- To close facilities without possibility of training and improvement activities in terms of capacity and physical conditions.
- To apply facilities which the modern criminal enforcement procedures, easing to make training and to open improvement activities more efficient by prioritizing according to the situation of need.

Unit in Charge : DGPD	Units to Collaborate: DTM				
Performance Indicators	2015	2016	2017	2018	2019
The number of facilities closed.	32	16	37	27	31
Number of facilities opened.	41	28	51	39	30
Number of open-prison opened.	21	9	20	12	13



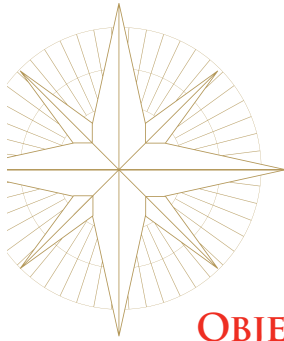
OBJECTIVE 8.4

Development of Alternative Methods of Penal Execution

Strategies

- To determine application possibilities of alternative penal execution methods in our country by researching their best practice samples in the international arena.
- To provide to implement the existing alternative execution methods actively.
- To develop probation measures applications.
- To expand electronic handcuff application.
- To continue taking special measures in applications for the disadvantaged groups in penal institutions.

Unit in Charge : DGPD		Units to Collaborate:				
Performance Indicators	2015	2016	2017	2018	2019	
Rate of application of probation measures (percentage).	20	20	10	10	10	
The rate of increase in electronic handcuff application (percentage).	40	20	20	10	10	



OBJECTIVE 8.5

Activating Penal Execution System for Preventing Repeated Delinquency

Strategies

- To collect statistical data relating to repeated delinquency.
- To carry out their training and improvement studies in order to prevent re-offending after the release of the detainees and convicted prisoners.
- To increase the number of convicted prisoners to be employed by developing programs in penal institutions for convicted prisoners and detainees to acquire professions.
- To provide to benefit all convicted prisoners and detainees from training and improvement activities.
- To improve programs of psycho-social support and reintegration to social life for convicted prisoners and detainees.
- To implement risk assessment system.

Unit in Charge : DGPD		Units to Collaborate: DGCRS				
Performance Indicators	2015	2016	2017	2018	2019	
Increasing rate of the numbers of convicted prisoners and detainees, benefitting from the improvement activities (individual, group and other studies) (percentage).	10	10	10	10	10	



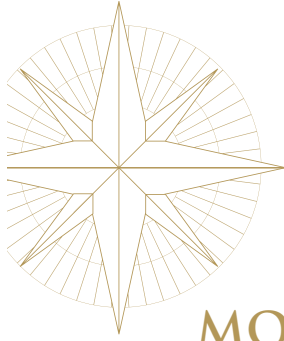
OBJECTIVE 8.6

Increasing the Transparency of the Enforcement System

Strategies

- To increase the effectiveness of the monitoring committees and human rights councils in provinces and districts.
- To develop cooperation with non-governmental organizations.

Unit in Charge : DGPD		Units to Collaborate:				
Performance Indicators	2015	2016	2017	2018	2019	
Cooperation with non-governmental organizations.	√	√	√	√	√	



MONITORING AND EVALUATION

The success of the Strategic Plan depends on effective coordination within an organization. The works which are apart from each other and aren't conducted in a disciplined way will prevent reaching to vision.

Therefore, doing an efficient coordination study at implementation stage is obligatory.

The following organization structure of our Ministry determined between 2015-2019

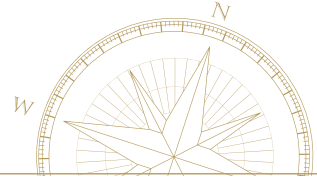
- Unit Strategic Planning Teams
- The Ministerial Strategic Planning Teams
- The Steering Committee
- The Strategic Development Board

will enable the study of monitoring and evaluation to be conducted.

The results of the monitoring and evaluation are going to be informed to the relevant institutions via the activity reports and declared to the public.

The monitoring and evaluation reports except from the annual activity report will be prepared in quarterly periods by the coordination of Directorate General For Strategy Development and submitted to the Directorate General For Strategy Development. The informatics system to be formed for monitoring and evaluation system in the preparation of the reports are going to be used.

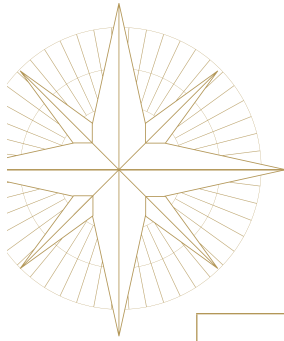
Within the scope of the studies of monitoring and evaluation, a reform was prescribed in the Strategic Plan and the basic performance indicators were regulated in the Plan. These basic performance indicators enable the data to be evaluated by comparing the data in 2020 with the data in 2015 and will be basis to the success of the Plan.



THE RELATIONS BETWEEN STRATEGIC PLAN AND DEVELOPMENT PLAN

While determining aims and targets in Strategic Plan 2015-2019, 10th Development Plan was taken into account. Aims and targets which are directly related with the aims, targets and policies which took part in Development Plan are stated at the list below.

Development Plan	Strategic Plan
Creation of an efficient, proper functioning justice system within the context of the universal principles of law, rule of law,(Development Plan Paragraph 188)	A1-A.2-A.3-A.4-A.5-A.6-A.7-A.8
Enhancement of the right of defense and legal aid to improve the accessibility of justice (Development Plan Paragraph 189)	H1.2 H.2.1-2.2-2.3-2.4-2.5-2.9-2.10-2.11-2.12
Extention of Protective and preventive law approach (Development Plan Paragraph 190)	H.2.2-2.4-2.10-2.11-2.13
The dependency of enforcement system to the court will be decreased. (Development Plan Paragraph 193)	H.7.1-7.2-7.3
Introducing an efficient expert mechanism. (Development Plan Paragraph 192)	H.1.3

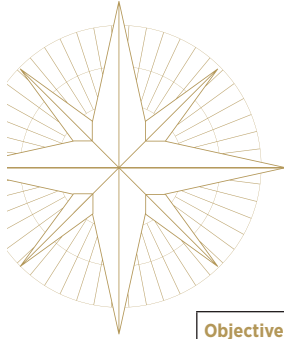


Giving priority alternative dispute resolution mechanisms. (Development Plan Paragraph 194)	H.6.1-6.2-6.3
Determining the rule of ethics and the code of conducts for judicial staff according to international criteria . (Development Plan Paragraph 195)	H.3.5-4.1-4.6
Utilization of information technologies to increase the accessibility of justice. (Development Plan Paragraph 196)	H.3.3,
Meeting the physical and technical infrastructure needs of courthouses, and penal institutions and putting court of appeals into operation. (Development Plan Paragraph197)	H.3.1-3.7 H.8.1
Enhancement fundamental rights and freedoms in the light of universal criteria and practices. (Development Plan Paragraph 231)	H.1.1-1.2-1.4-1.9 H.2.1-2.3-2.4-2.5-2.8-2.9-2.10-2.11 H.5.4-5.5
Empowering women in all aspects of social, economic and cultural life (Development Plan Paragraph 249,251,255)	H.2.8-2.9- 2.10-2.11
Increasing quality of child protection and justice systems. (Development Plan Paragraph 266)	H.2.6-2.7,
The creation of an effective intellectual property protection and rights for the use of common intellectual property rights system. (Development Plan Paragraph 706,707)	H.12

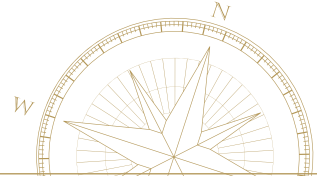


STRATEGIC PLAN COST ESTIMATE

Objectives	2015	2016	2017	2018	2019	TOTAL
Objective 1 Developing effectiveness and quality of law and punishment system	1.230.000	1.332.950	1.305.150	1.420.200	1.535.250	6.823.550
Objective 2 The access to justice and Improving the practices regarding the disadvantageous groups	460.200	426.900	419.300	374.400	395.600	2.076.400
Objective 3 Organizational Structure and the improvement of physical and technical capacities	312.942.800	331.633.900	351.459.000	372.577.400	394.930.500	1.763.543.600
Objective 4 Improving the capacity of human resources and professional competencies	577.900.	614.900	616.200	672.300	744.450	3.225.750

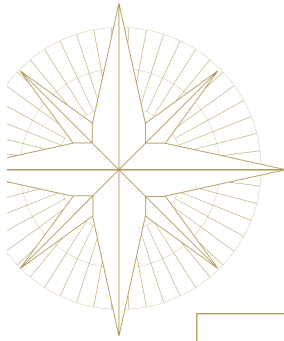


Objective 5 Improving the International Judiciary collaboration and Increase the Effectiveness of EU Accession Process	1.490.900	1.580.350	1.112.550	1.777.600	1.882.500	7.843.900
Objective 6 Improving the Effectiveness of Alternative Dispute Resolution Methods	410.400	437.200	465.600	512.100	542.500	2.367.800
Objective 7 Improving enforcement and bankruptcy system	486.800	534.400	587.300	442.000	469.000	2.519.500
Objective 8 Improving the criminal execution system	485.061.000	514.163.000	545.005.000	577.713.000	612.376.000	2.734.318.000
Grand Total	802.660.000	850.723.600	900.970.100	955.489.000	1.012.875.800	44.522.718.500



THE RELATIONS BETWEEN STRATEGIC PLAN AND UNIT

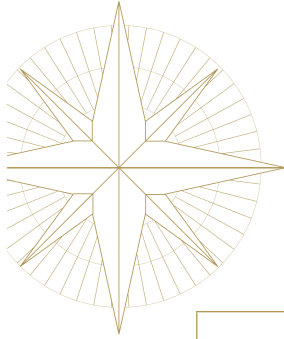
Strategic Objectives	
Objective 1.1 Improving the effectiveness of investigations	DGCA
Objective 1.2 Strengthening the institutions of attorneyship and defense	DGCA
Objective 1.3 Restructuring expert institution	DGLA
Objective 1.4 Improving implementations regarding to witness institutions	DGCA
Objective 1.5 Strengthening notification system	DGLA



Objective 1.6 Activating peace institutions in civil law cases	DGLA
Objective 1.7 Restructuring the notary system	DGL
Objective 1.8 Reducing the workload arising from public	DGLA
Objective 1.9 Developing awareness of human rights in judicial process	DGILFA
Objective 1.10 Developing a cooperation between judicial actors	DGSD
Objective 1.11 Raising the standard of evidence storage in justice departments	DGCA
Objective 1.12 Making the specialized courts operational in collaboration with HCJP	DGP



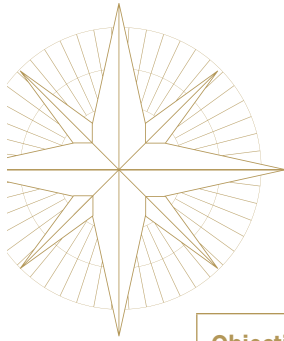
<p>Objective 2.1 Strengthening the legal aid system</p>	<p>DGSD</p>
<p>Objective 2.2 Establishment of Information Mechanism to Beneficiaries about the Judicial Processes</p>	<p>DGSD</p>
<p>Objective 2.3 Improving the Legal Aid (Patronage) Insurance System.</p>	<p>DGSD</p>
<p>Objective 2.4 Placing Time Management Application</p>	<p>DGSD</p>
<p>Objective 2.5 Development of Law Clinic Methods</p>	<p>DGSD</p>
<p>Objective 2.6 Strengthening the Juvenile Justice System</p>	<p>DGCA</p>
<p>Objective 2.7 Restructuring of the Judicial Process Against Children</p>	<p>DGCA</p>



Objective 2.8 Strengthening capacity of the Justice System Regarding the Domestic Violence Offences	DGCA
Objective 2.9 Creating Responsive Systems to Disadvantaged Groups	DGCA
Objective 2.10 Development of Victims Oriented Applications in the Justice System.	DGCA
Objective 2.11 Ensuring the implementation of Public Interest (Pro Bono) Legal Services Applications	DGSD
Objective 2.12 Restatement of Judicial Fees	DGL
Objective 2.13 Development of Preventive Law Practices	DGSD
Objective 3.1 Activate of Regional Courts of Justice and Regional Administrative Courts	DGP



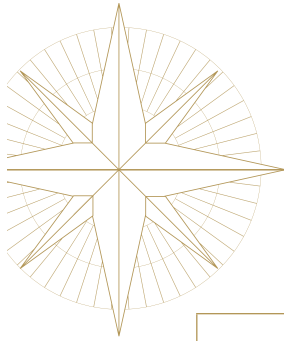
<p>Objective 3.2 Increasing the Efficiency of the Organizational Structure of the Ministry of Justice and Restructuring of the Justice Commissions</p>	<p>DGL</p>
<p>Objective 3.3 Development of the Judicial Information Services / Strengthening of the Capacity Regarding Justice Statistics</p>	<p>DIT DGCRS</p>
<p>Objective 3.4 Strengthening the Capacity of the Forensic Medicine Institute</p>	<p>FMI</p>
<p>Objective 3.5 Rendering More Effective Inspection System</p>	<p>IB</p>
<p>Objective 3.6 Improving the Financial Management Capacity of the Judicial Organization</p>	<p>DoT</p>
<p>Objective 3.7 Improving the Physical and Technical Capacity of the Judicial Organization</p>	<p>DTM</p>
<p>Objective 3.8 Establishment of internal control system</p>	<p>DGSD</p>



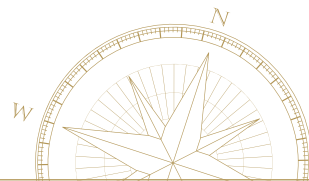
Objective 3.9 Ensuring Preparation of Activity Reports by the Regional Courts of Justice and the Regional Administrative Courts in cooperation with the High Council of Judges and Prosecutors	DGSD
Objective 3.10 Strengthening the Court Management System	DGP
Objective 3.11 Development of Public Relations in Jurisdiction	DGSD
Objective 3.12 Institutionalize Judiciary - Media Relations	DGSD
Objective 3.13 Improving Archive Services	DAF
Objective 4.1 Making the Period of Nomination of Judges and Public Prosecutors More Effective and Efficient.	DGP
Objective 4.2 Increasing Support Opportunities of Judges and Prosecutors in their Judicial Activities	DGP



<p>Objective 4.3 Increasing the Number of Judge, Prosecutor and Auxiliary Staff Considering International Standards.</p>	<p>DGP</p>
<p>Objective 4.4 Strengthening Training Activities for the Judicial Staff.</p>	<p>DoT</p>
<p>Objective 4.5 Development of Abroad Training Activities for Members of the Judiciary.</p>	<p>DGEU</p>
<p>Objective 4.6 Making Co-operation with the Higher Education Council and Universities for the Promotion and Quality Improvement of Education and Training of Law.</p>	<p>DoT</p>
<p>Objective 4.7 Making Cooperation with the Council of Higher Education and Universities for Development Education Granted at Vocational High School of Justice.</p>	<p>DoT</p>
<p>Objective 5.1 Development of Legal Assistance and Judicial Cooperation</p>	<p>DGILFA</p>
<p>Objective 5.2 Development of International Cooperation in Criminal Field of Transnational Organized Crimes, Terrorism, Financing of Terrorism, Cybercrime, Human Trafficking, Migrant Smuggling and Illegal Drug Trafficking</p>	<p>DGILFA</p>



Objective 5.3 Increasing Awareness on EU Law	DGEU
Objective 5.4 Increasing the Capacity of Project Development and Implementation in the EU Accession Process	DGEU
Objective 6.1 Development of Alternative Dispute Resolution Methods in Legal Disputes	DGLA
Objective 6.2 Development of Alternative Dispute Resolution Methods in Criminal Field	DGCA
Objective 6.3 Development of Alternative Dispute Resolutions in the Administrative Jurisdiction	DGLA
Objective 7.1 Development of the Management and Organization Structure of Enforcement and Bankruptcy System	DGP
Objective 7.2 Improvement of the Professional Performance by Increasing Human Resource Capacity	DGP



<p>Objective 7.3 Dissemination of New Enforcement Office Model</p>	<p>DGP</p>
<p>Objective 8.1 Development of Human Resources and Management Capacity</p>	<p>DGPD</p>
<p>Objective 8.2 Improving Health Care Services</p>	<p>DGPD</p>
<p>Objective 8.3 Maintaining Physical Transformation of the Penal Institutions</p>	<p>DGPD</p>
<p>Objective 8.4 Development of Alternative Methods of Penal Execution</p>	<p>DGPD</p>
<p>Objective 8.5 Activating Penal Execution System for Preventing Repeated Delinquency</p>	<p>DGPD</p>
<p>Objective 8.6 Increasing the Transparency of the Enforcement System</p>	<p>DGPD</p>

