

**2024-2026
TARGETS**



AYHED

STRATEGIC

PLAN

**ASSOCIATION FOR ACCESS
TO THE RIGHT TO A FAIR TRIAL**

İÇİNDEKİLER

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PRESENTATION

This Strategic Plan aims to identify the priorities and draw the road map of AYHED for the years 2024-2026. The annual work programs to be prepared on the basis of the objectives set in this Strategic Plan will define in detail how these objectives will be achieved and which activities will be carried out for this purpose. The work programs are prepared by the Board of Directors of AYHED and the next year's program is decided by the Board of Directors at the end of the year. The Strategic Plan aims to strengthen the organization in terms of its structure, activities and budget. The 2027-2029 Strategic Plan, which will be prepared after a realistic evaluation after the implementation period, aims to further strengthen and expand the organization.

On 01.01.2024, the strategic planning work initiated with the support of the STGM Institutional Capacity Building Program was carried out by the Institutional Development Team of the Association for Access to the Right to a Fair Trial.

PART I:

CONTEXT ANALYSIS

In the period between 2005 and 2010, when democratization steps focused on the EU accession process began to be taken, Turkey was on its way to becoming a pluralist democracy, despite the persistence of significant democratic deficiencies. However, from 2010 onwards, this momentum gradually began to fade, and in 2016 it was completely abandoned and replaced by a new era leading to an authoritarian regime. The main characteristics of this period are the complete elimination of the separation of powers between the executive, judiciary and legislature, the strengthening of the executive's influence over the legislature and judiciary, the complete erosion of institutional control over the executive, and the restriction of civil, political, economic, social and cultural rights and freedoms.

The cornerstones of this new era were laid during the two-year State of Emergency declared on July 20, 2016 following the attempted military coup. Under the state of emergency, using the right of exemption from certain international and constitutional human rights obligations, many public officials from judicial institutions to ministries, municipalities and universities were dismissed by administrative decrees, associations, foundations and media outlets were closed indefinitely, and more than a hundred elected municipalities were transferred to the administration of appointed governors. In addition, hundreds of provisions in the legislation were permanently amended by emergency decrees without parliamentary or judicial oversight. This new era was further strengthened by the amendment of the Constitution in 2017 under the state of emergency, transforming Turkey's system of governance from a parliamentary to a presidential regime, concentrating power in a single institution, with a parliament with limited influence and a judiciary that lacks independence and is far from the principle of separation of powers. Subsequently, the Freedom House Index rated Turkey as 'not free', with an overall rating of 32/100 in 2021 and 33/100 in 2023, down slightly.

As a result, all this has created the following outcomes:

- weakening democratic institutions
- weakening the oversight capacity of civil society
- the government is not accountable to the subjects of rights living within its sphere of sovereignty
- excessive control over the media and civil society
- erosion of the rule of law and a shift away from human rights obligations

From "blocked" to "suppressed" in the CIVICUS civic space monitoring ratings by 2021. The Freedom House Index gave a score of 1 out of a total of 4 points for all areas under the Rights to Organise and Association, highlighting the decline in freedom of assembly, freedom of association, especially those working on human rights and governance, and freedom of trade unions and similar professional or labour organizations.

Recent years have been marked by open and direct attacks by political authorities on civil society actors, whether it is the Medical Association's (TTB) call for accountability in pandemic management, the Bar Associations' opposition to the change in the regulation allowing the establishment of more than one bar association, or cases against HRDs, including prominent rights activists and NGO representatives such as Osman Kavala, who has been imprisoned without a court order despite an ECtHR ruling.

The increasing criminalization of rights advocacy CSOs has been accompanied by policy changes and new regulations aimed at weakening freedom of association and assembly. During and after the State of Emergency, more than 1,500 CSOs were shut down by emergency decrees, the activities of LGBTI+ CSOs were restricted on the grounds of public morality, 'Saturday Mothers' were prosecuted for their peaceful demonstrations since 1995, and new regulations enabling state intervention in the internal affairs of CSOs were introduced. Over time, the human rights movement has managed to push back and set the agenda by advocating in many critical areas, such as the regulation requiring associations to submit membership lists, the general ban on the activities of LGBTI+ NGOs, and women's rights organizations pushing back against a negative draft of the civil code that undermines the rights of women and children.

Freedom of association is restricted by government authorities who interfere in the activities of civil society organizations through various methods and means, including legal initiatives. Recent events in Turkey reveal various trends that restrict freedoms, including freedom of assembly and expression.

Freedom of assembly and expression - although these freedoms are enshrined in the constitution, the situation is worsening due to legislative provisions restricting the time, place and number of participants in assemblies and demonstrations. There have been cases where even individual protests, mostly political or in support of human rights, have been restricted. Access to justice in Turkey faces challenges, including long detention periods, restrictions on legal aid services and barriers to access to justice for marginalized groups, including refugees and ethnic minorities. The closure of civil society organizations and restrictions on freedom of expression also affected access to justice. Public awareness of fair trial standards and human rights protection varies, with some sectors of society supporting these principles, while others support government discourse that prioritizes national security over human rights concerns.

Government control over information dissemination through the mainstream media, which unconditionally supports the government, and censorship of independent and opposition media contribute to deepening polarization and distancing the public from the truth.

Founded in 2019, AYHED believes in the rule of law and advocates for the adoption of these principles. AYHED recognizes the importance of providing support to organized rights defenders in civil society to defend human rights, to oppose policies that further shrink civic space, to protect existing legal and policy frameworks that protect human rights, and ultimately to become more resilient.

Radical changes in the political environment have significantly reduced the transformative power of human rights organizations in Turkey over the last decade. The repressive environment in which human rights organizations operate hinders the development of strong advocacy agendas, particularly in cities outside the central cities.

AYHED is aware of the widespread impunity that surrounds all rights holders, citizens or not, living in Turkey and the need to defend the right to access to justice together with human rights organizations and Bar Associations in all decentralized provinces. As AYHED, we believe that the human rights movement is among the key catalysts for the promotion and protection of human rights in Turkey in the current political climate marked by the new era of authoritarianism at local and national level.

Despite the increasing systematic, direct and indirect attacks on human rights defenders and rights-based NGOs, the human rights movement has endeavored to make more effective use of tools such as peaceful protests, advocacy campaigns, monitoring and reporting or strategic litigation, using new channels of access, building collaborations to respond to repression and enhancing cooperation with other allies in the face of crisis.

The support of international human rights actors and justified judgments of international human rights mechanisms on rights violations in Turkey also create opportunities to strengthen the influence of the human rights movement in Turkey. This support and reference accelerate the formation of strategic alliances that pave the way for collective influence to defend human rights despite political backlash. It is essential for the human rights movement in Turkey to establish sustainable engagement with the international human rights community, either through joint use of international mechanisms such as the UPR or through advocacy collaborations such as the global campaign by rights defenders to defend Turkey's accession to the Istanbul Convention.

sThe advanced digitalization of communication and access, and the widespread use of social media and internet-based journalism in Turkey - despite the high pressure to control and limit its influence - create opportunities for the human rights movement to condition public support for human rights and create momentum to hold decision-makers accountable and push back against political initiatives aimed at undermining human rights. The human rights movement makes extensive use of digital channels to reach communities, target groups and stakeholders, and this engagement enables the human rights movement to keep abreast of society's agenda, needs and calls for support or action on human rights. Innovative and broad use of existing digital channels for outreach and community building is critical for the human rights movement to claim its rights. It is precisely at this point that AYHED, itself established in a city in the hinterland of the central human rights movement, focuses on and gives strategic priority to strengthening the capacity of decentralized civil society organizations that continue the struggle for human rights and freedoms locally and local journalists who report and make visible violations.

Turkey has a robust human rights movement, which derives its strength and legitimacy from these conventions and Article 90 of the Constitution. However, it is also a fact that the movement is mainly concentrated in the big cities of Turkey and that its influence decreases as it moves away from the center. It is obvious that this situation is related both to the human rights movement itself and to the external conditions of the movement. AYHED is of the opinion that there are three levels of the human rights struggle that feed each other: the local level, the national level and the international level. The degree of interactions between these three levels plays an important role in addressing deep-rooted problems that manifest in everyday life and persist as long as they remain invisible and hurt social development. In this context, the strength, quality and prevalence of the struggle for human rights and justice at the local level has a feature that feeds and strengthens the struggle carried out at the national level. This will become increasingly important in the coming period in the context of human rights problems that may arise due to the environment and climate change.

AYHED believes that it can support and strengthen the human rights movement to pave the way for the protection of human rights by achieving the following objectives

Strategic Objective 1: Enhancing the Resilience Capacity, Knowledge and Expertise of Local Elements of the Human Rights Movement

Strategic Objective 2: Strengthening access to justice for individuals and groups who are discriminated against and/or whose human rights and freedoms are violated due to their differences within the scope of the basic principles of universal human rights law

Strategic Objective 3: Gender mainstreaming

Strategic Objective 4: Increasing the resilience and adaptive management capacity of AYHED

AYHED'S APPROACH

The overall aim of AYHED is to create a more just, equitable and rights-respecting society where all individuals, regardless of their background or socio-economic status, have equal access to justice and enjoy fundamental human rights. AYHED contributes to this change by promoting access to justice, advancing human rights, empowering individuals, protecting human rights defenders, mainstreaming gender equality and strengthening the capacities of Bar Associations and local human rights organizations.

AYHED works in cooperation with human rights organizations, defenders and bar associations to enhance their ability to protect and promote human rights and ultimately contribute to the development of a society where the rule of law prevails, human rights are respected and protected and gender equality is promoted in all aspects of life.

AYHED's experiences of its role in achieving strategic objectives are given below, including but not limited to key references.

- ➔ In border provinces, where human rights violations are rampant, it is important to ensure the implementation of international conventions in national law. Within the scope of **the project "Strengthening the Capacity of Human Rights Defender Lawyers in the Field of Individual Application"** prepared by AYHED and supported by the Netherlands Embassy MATRA fund, 250 lawyers participated in the trainings held in Mardin, Gaziantep, Şanlıurfa, Hatay, Adana, Antalya, Antalya, Muş, Hakkari, Van, Adıyaman and Mersin with four trainers based in Ankara who are experts in the field of international human rights law. In addition, the **MOBILE APPLICATION** system, which was designed and developed in the project in order to examine the jurisprudence of the ECtHR and the Constitutional Court in the last 5 years and to carry out research activities, is ready for download from the Play store and Apple store.
- ➔ **The Current Situation Analysis Report on Rights Violations and Unlawful Practices Faced by Human Rights Defender Lawyers in Turkey** is based on face-to-face interviews with 200 lawyers in Mardin, Diyarbakır, Adana and Mersin. This research, supported by Protect Defenders, is the only study on the human rights problems faced by lawyers in Turkey.
- ➔ Another study covered judicial harassment of local journalists operating in the Region. This research, supported by the National Endowment for Democracy (NED), was completed in 2023.

- ➔ Within the scope of the sub-grant support of the Association for Monitoring Equal Rights (EŞHİD) within the scope of the access to justice program, the **Strengthening Access to Justice for Sick Prisoners Project** was carried out in 2023. Within the scope of the 'Strengthening Access to Justice for Sick Prisoners' project, activities were carried out to identify sick prisoners and to initiate and maintain the necessary judicial and administrative legal processes in accordance with the needs and demands of the identified prisoners.

PART II:

WHO ARE WE?

Association for Access to the Right to a Fair Trial - AYHED

AYHED was established and became active in 2019, based in Adana. In the period between 2019 and 2023, AYHED has established relations with Bar Associations and human rights organizations active in the Mediterranean, Eastern and Southeastern Anatolia, and mobilized AYHED's expertise and relationships to strengthen and consolidate their place in the human rights struggle. In this context, AYHED has created relationships, conducted research, organized training programs and developed networks to strengthen its own advocacy activities for the effective exercise of the right to a fair trial on the one hand, and to strengthen the capacities of journalists, lawyers and human rights defenders active in the targeted geographical area on the other. In this context, AYHED conducted interviews with individuals and organizations with expertise and work in the field of human rights in 2023 and 2024, and tried to determine the approach towards AYHED, their expectations and opportunities for cooperation through surveys and research. As a result of this work, AYHED clarified its role within the human rights movement. This role includes the following.

- Act as a hub for dialogue with the public and other NGOs in disadvantaged areas on human rights issues
- Providing resources, experts and information support to strengthen the Human Rights Movement locally and regionally,
- Providing opportunities for activism, supporting collaborations and partnerships with target groups on important issues of concern to Turkey and the disadvantaged region at large

Determined to fulfill these goals and expectations, AYHED will first of all take steps to strengthen its internal organization. Among these steps, it will first of all improve the deficiencies of its administrative, financial and human resource capacity, improve the working procedures of the working units it has already established, create mechanisms to mainstream gender equality within the organization, create an effective communication and visibility strategy and finally integrate the monitoring, learning and evaluation system into its system as an integral element of its actions.

Values

The principles and standards of conduct that guide the actions and decisions of the Association for Access to Fair Trial are based on human rights principles, inclusion, cooperation, equality and social justice:

AYHED;

- It embraces Universal Human Rights values and Universal Principles of Law."
- It recognizes the values of Human Rights and the positive universal principles of human rights law as supreme and independent of all political, ethnic, religious, etc. groups and states."
- It works in all areas of human rights without establishing any hierarchical relationship between all categories of human rights."
- It cooperates with all persons and organizations fighting for the rule of law and human rights values."
- Works for the development of Human Rights Law, access to justice and awareness of the right to seek justice
- It fights for access to justice and law for individuals and collective rights-seeking groups, regardless of socio-economic differences, and for the upholding of fundamental human rights values."
- It prioritizes access to justice for disadvantaged individuals and groups in the exercise of rights and freedoms."
- It respects the personal rights of individuals and gives utmost importance to the protection of personal data."
- It carries out training activities in the field of human rights law to raise awareness on fundamental rights and freedoms guaranteed by national and international conventions and to apply to national and international mechanisms."
- It reports the violations of rights and develops solutions to the violations, conducts social awareness-raising activities for the elimination of rights violations and follows legal processes."
- It incorporates rights defenders who have internalized human rights values, believe in the rule of law and struggle in this field."

Vision

We envision a country where fair trial standards are not only upheld, but also function as fundamental pillars of justice and human rights.

Our organization is committed to creating an environment where every individual, regardless of background or situation, has access to fair and impartial legal processes.

Through our multi-pronged approach encompassing professional development, capacity building, legal intervention, collaboration and sustainability, we seek to empower legal professionals, NGOs, journalists and communities to advocate for fair trial standards and protect human rights with unwavering dedication. By fostering a global network of advocates dedicated to promoting accountability and ensuring access to justice, we aim to pave the way for a future where justice, fairness and respect for human dignity are the cornerstones of our legal systems worldwide."

Mision

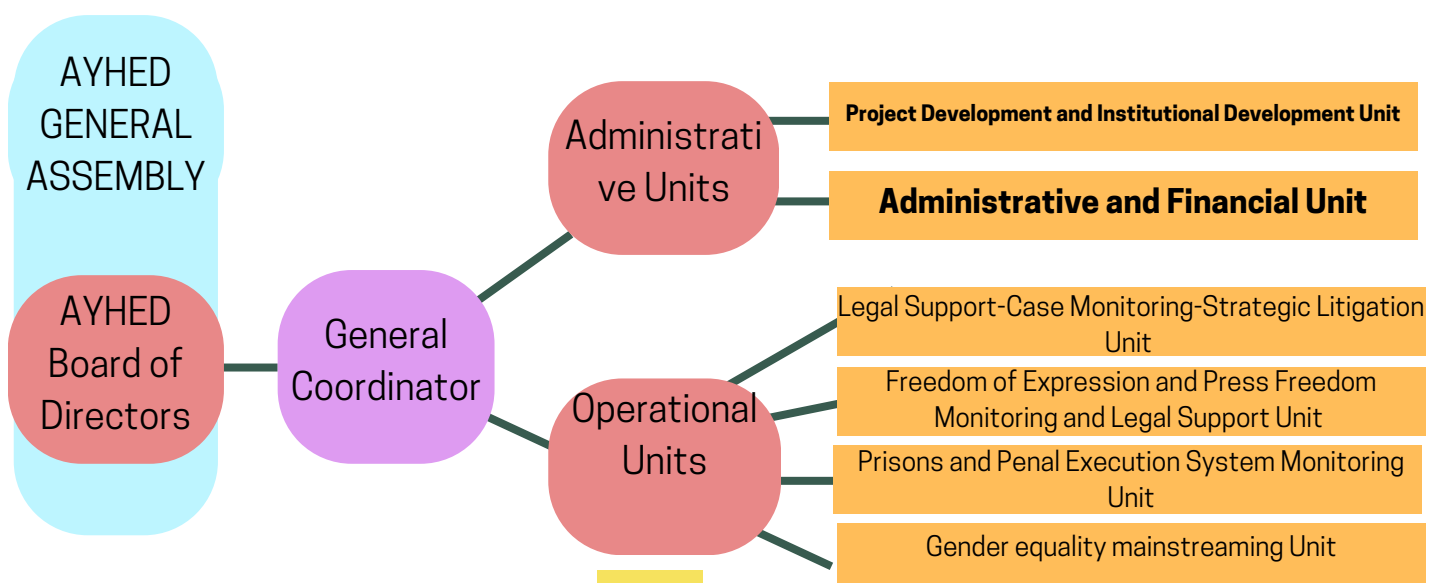
The mission of the Association for Access to Fair Trial is to promote fair trial standards and the protection of human rights through various means, including professional development, capacity building, advocacy and legal intervention by bar associations, local journalists and civil society actors involved in the protection of fair trial and human rights, and to create opportunities to strengthen areas of cooperation and joint advocacy among these actors.

The fulfillment of this mission is currently being strengthened through the development and adoption of concrete policies. The policies that have been developed or are planned to be developed soon are:

- AYHED Membership criteria policy
- Personnel policy
- Equality policy
- Partnership policy
- Inclusion Policy
- Financing and financial management policy
- Volunteer policy
- Media policy
- Internal communication policy

The implementation of policies is based on a set of working principles and methods. These are:

- Transparent and defined division of functions and tasks between platform bodies, which will be outlined in the organograms and Terms of Reference of the bodies
- Standard operational procedures for documenting meetings, complaints, staff work and procedures for communication, information and updating the website
- Standard operational procedures for management, financial administration, monitoring, reporting and evaluation
- Guidelines for volunteer relations, project implementation and media relations
- Fundraising for planned projects and rapid response



Who We Work With Our Direct and Ultimate Beneficiaries

The AYHED 2024-2026 Program supports **the local human rights movement** and its constituents and **rights subjects** with limited access to justice to contribute to their work defending human rights and advocating for democracy in the face of increasing challenges under the authoritarian regime that dominates the political space.

AYHED carries out judicial and legal work for the protection of **women/children/LGBTI+ persons, persons with disabilities, refugees, prisoners and human rights defenders whose rights and freedoms are violated in the context of human rights law**, as well as strengthening local human rights organizations that struggle against human rights violations and strives for the realization of the rights to access to justice and fair trial.

In its broadest sense, the human rights movement in Turkey encompasses a wide range of organizations such as NGOs and human rights organizations, rights-based civil society organizations, professional organizations such as Bar Associations and trade unions.

As a human rights organization, AYHED considers strengthening access to justice for individuals and groups who are discriminated against and/or whose human rights and freedoms are violated due to their differences within the scope of the basic principles of universal human rights law without any discrimination in its region among its priorities.

In this context, AYHED's primary stakeholders are **the subjects of rights whose civil, political, economic, social and cultural rights are violated and who seek justice regardless** of their differences and status. AYHED will continue to carry out legal-based work to protect the access to justice and fair trial rights of rights subjects who apply to it and seek justice, primarily **in Adana**, where it is based, and in **the geography located in the east and south of the country**. These activities will also be supported by research aimed at strengthening the rights of rights subjects to realize and demand their rights and freedoms. As a constitutional institution, **Bar Associations are involved** in the human rights movement through their commissions on human rights, refugee rights, women's rights, children's rights and other human rights issues. Lawyers by virtue of their profession and Bar Associations, of which they are compulsory members, have a unique position in terms of defending and protecting human rights in their localities, as they have knowledge of human rights violations as well as knowledge of the law. In provinces outside of Turkey's major cities such as Ankara, Istanbul, Izmir and Diyarbakır, as they move away from the centers (e.g. Muş, Ağrı, Batman, etc.), Bar Associations are at the center of the struggle for human rights. However, the power and organization of Bar Associations to defend and protect human rights varies as one moves away from the central provinces. The further away from the center, the more limited their access to knowledge, skills and networks. For example, the majority of the 80 Bar Associations in Turkey already have an international (global and regional) mechanism other than the ECtHR that they use effectively. Since its establishment in 2019, AYHED has

engaged with a number of Bar Associations in the Mediterranean, Eastern and Southeastern Anatolia regions and has taken on the role of facilitating the access of these Bar Associations to the possibilities of its own relationships for the strengthening of their commissions. **The AYHED Project Development Unit worked with the Bar Associations of Ş.Urfa and Van to access the financial resources available in Turkey. Already in 2023, Ş.Urfa and Van Bar Associations have received grant support for projects prepared through AYHED's facilitation and have started to carry out empowerment activities by accessing experts within AYHED's networks.** Within the framework of this plan, AYHED will maintain these relationships, try to mobilize more Bar Associations and expand the circle of primary stakeholders.

Regarding the state of media and journalism, Turkey ranks 153rd out of 150 countries in the Press Freedom Index of Reporters Without Borders' 2021 monitoring report. The report also highlights that 90% of media outlets are under state influence and media pluralism is targeted through a number of measures. The backlash against independent media is supported by changes in regulations such as control over the issuance of press cards or the distribution of advertising. Another dimension of this reaction can be seen in measures to control digital journalism, social media and citizen journalism. The latest trend as of the end of 2021 is the targeting of independent media outlets that receive foreign funding from donors, including the EU, foreign embassies and international foundations supporting press freedom and pluralistic media.

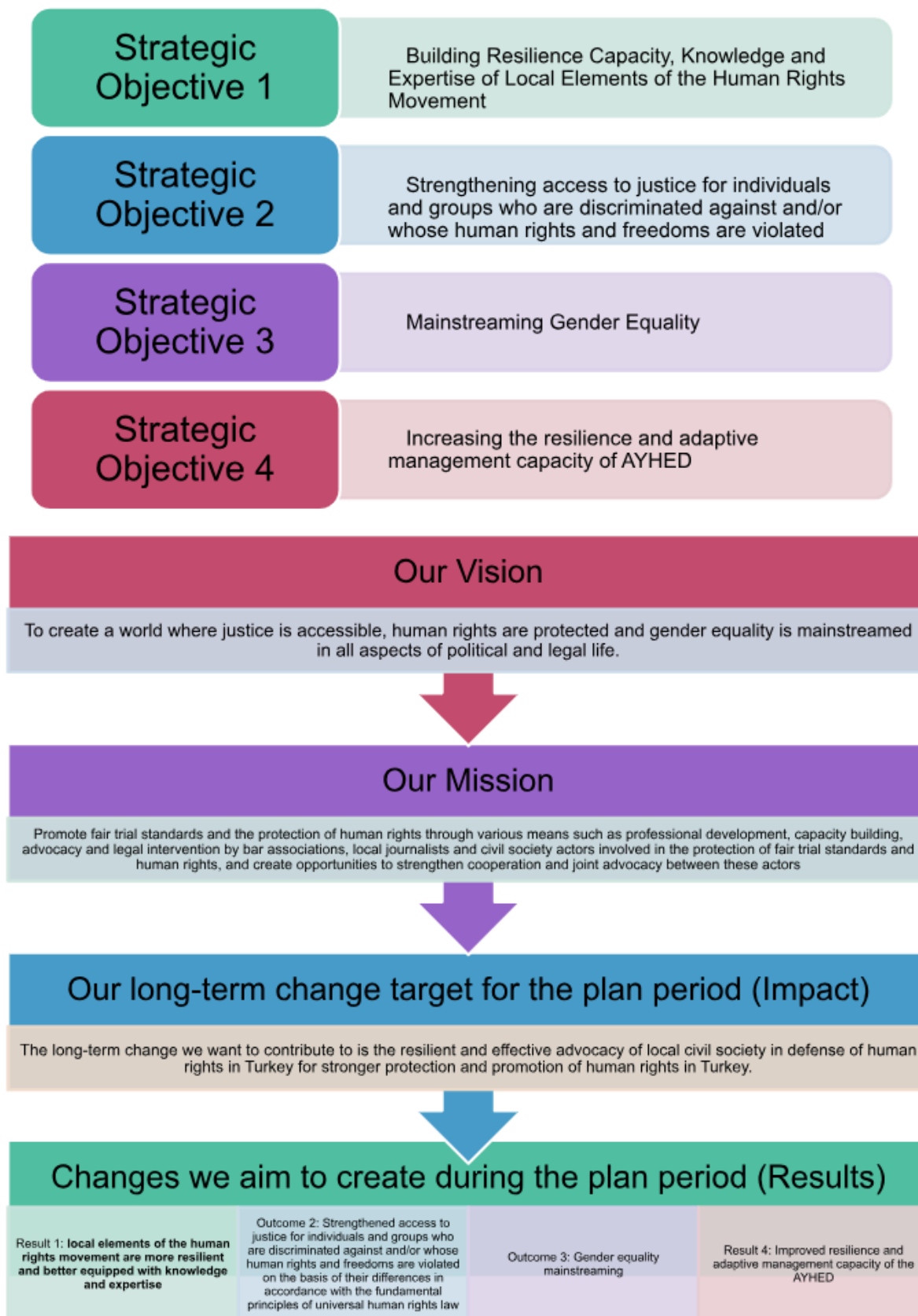
Local journalists are among the leading professions that make human rights violations visible. Many local journalists who report on human rights violations, corruption, etc. are among the human rights defenders who are subjected to high levels of violence and impunity. In the geography that constitutes AYHED's field of work, journalists who follow and report on human rights violations often and increasingly face judicial harassment and obstruction. **AYHED conducted a research on "Local Journalism in the grip of the Judiciary" in which it examined the practices of public administrators and the judiciary in silencing and criminalizing local journalists. In addition, training programs for local journalists were completed and a communication network was established as a result of these trainings.** In the 2024-2026 period, AYHED is committed to strengthening this network and continuing its efforts to respond to the legal support needs of local journalists.

The AYHED 2024-2026 Programme will work directly with other targeted actors such as **women's rights organizations and LGBTI+ organizations, environmental rights organizations, as well as** actors on the **periphery of the human rights movement, such as pro-democracy media outlets, academics and research institutions, international human rights organizations and other international stakeholders**, and donors interested in supporting democracy and human rights in Turkey.

The beneficiaries mentioned here also operate in unfavorable regulatory and operational environments. AYHED recognizes that the local and central human rights movement, including itself, operates in a highly complex environment where the causal relationships between interventions and outcomes cannot always be foreseen or predicted. Therefore, AYHED recognizes that its ability to work directly with intended target groups or their ability to influence beneficiaries may fluctuate in a rapidly changing environment. With this understanding, AYHED values adaptive management in its work and places special emphasis on monitoring and learning from its activities.

SECTION III:

STRATEGIC OBJECTIVES



Strategic Goals and Expected Changes

Strategic Objective 1:

Enhancing the Resilience Capacity, Knowledge and Expertise of Local Elements of the Human Rights Movement

With this strategic objective, AYHED aims to create a shift towards **local elements of the human rights movement working with greater resilience and armed with more knowledge and expertise** (Outcome 1).

When this change takes place, we anticipate that we will see an increase in the number of successful strategic litigation, advocacy campaigns and environmental protection initiatives carried out by rights defenders and lawyers, who are the direct beneficiaries of the intervention of AYHED under this strategic objective described below (Result indicator 1.1.); a 50% increase in the percentage increase in the number of marginalized individuals benefiting from legal assistance and access to justice (Result indicator 1.2.); and an increase in the number of networks or coalitions established between local organizations for mutual support (Result indicator 1.3.).

In order to create this change, AYHED considers that a comprehensive approach is needed to achieve the strategic goal of increasing the resilience capacity, knowledge and expertise of local elements of the human rights movement. In this context, AYHED will act in three key areas: local empowerment, knowledge sharing and resilience building.

Through its intervention in these areas, AYHED envisages three key outputs to create its intended outcome:

Output 1.1: Strengthened legal capacity and advocacy

Output 1.2: High quality knowledge production and effective sharing

Output 1.3: Building resilience

How will we work towards Strategic Goal 1?

AYHED will implement the activities within the scope of this strategic objective through the **Education and Research Unit**.

The Education and Research Unit contributes to the Association's mission of increasing knowledge and awareness of its activities. It carries out activities to strengthen the capacity of the relevant target audience, members, managers, volunteers and employees of the association. The unit has 1 Professional Training Coordinator. The Unit has trainers in 10 different fields of expertise that it works with regularly within the scope of projects. The unit especially organizes training activities within the scope of projects.

As **training activities, train-the-trainer programs in the field of human rights, monitoring and documentation of rights violations, individual participation trainings for the ECtHR and the Constitutional Court, Strategic Litigation trainings have been organized** so far. The Unit continues to organize capacity building trainings for relevant target groups.

The Unit also conducts research activities. These studies are used to document human rights violations, monitor legal and political developments regarding the right to a fair trial and guide the advocacy work of the association. These publications are reports, booklets, training materials, guides, brochures, brochures, articles, digital materials. These outputs are used to publicize the association's work and findings.

So far, the Unit has prepared resources such as "Guidelines for Human Rights Defender Lawyers on How to Apply to Individual Application Mechanisms (Constitutional Court and ECtHR), Guidelines on ECtHR Judgments and Monitoring, Guidelines on Human Rights Monitoring and Documentation, Guidelines on Strategic Litigation and Guidelines on Applying to Human Rights Mechanisms for Sick Prisoners. [Publications](#) | [AYHED](#) | [Association for Access to the Right to a Fair Trial](#).

Within the scope of the project, a mobile application system was developed in which the precedent ECtHR and Constitutional Court decisions of the last 5 years were uploaded and constantly updated, and 1 lawyer from the commission constantly analyzed the decisions and provided data entry to this system. The unit does not have a working directive. It prepares work plans for training activities every year.

Output 1.1. Strengthened Legal Capacity and Advocacy

Equipping lawyers, human rights defenders and representatives of civil society organizations with the necessary skills, knowledge and tools to effectively address human rights violations, engage in strategic litigation, advocate for environmental protection and promote the principles of fair trials, and using the skills acquired, is vital to ensure the protection and promotion of human rights in target areas.

Monitoring, reporting and follow-up of human rights violations constitute one of the most effective means to make violations visible, in particular to ensure that local public administrations refrain from arbitrary practices, are forced to fulfill their obligations under human rights law and are held accountable. This also contributes to creating an appropriate space for rights subjects to claim their rights and freedoms.

As a result, there is a need for an effective local human rights movement that has the power to create the conditions for the realization of universal human rights law in the protection of human rights, to influence legislation, practices and policies for this purpose, and to develop partnerships and act collectively in this context.

In this context, AYHED aims to strengthen the capacities of lawyers, human rights defenders and NGO representatives for human rights advocacy in different thematic areas of human rights through the implementation of various training sessions, workshops and symposiums in line with its vision and mission.

The assumptions that guide our work in the struggle for strengthened legal capacity and advocacy are the following:

- Human rights awareness will be strengthened through increased understanding of human rights principles, laws and mechanisms among lawyers and civil society representatives,
- Strengthening the capacity to effectively monitor, document and report human rights violations will ensure more comprehensive and accurate reporting to relevant authorities and international organizations,
- Improved legal skills and expertise enabling lawyers and human rights defenders to provide effective legal representation to victims of human rights violations, ensuring access to justice and remedies will strengthen the struggle of rights holders.

AYHED will work with this understanding and under Strategic Objective 1, lawyers, human rights defenders and representatives of rights-based civil society organizations will be equipped with the necessary skills, knowledge and tools to effectively monitor and report on human rights violations, bring strategic litigation, advocate for environmental protection and promote the principles of fair trial. Lawyers and NGO representatives will be better equipped to protect the rights of marginalized individuals and groups, promote access to justice, advocate for systemic reforms and policy changes, and support rights holders' struggles with more effective representation.

Within the scope of this output, we have identified the following indicator areas to demonstrate progress and have planned to achieve targets corresponding to these indicators for ourselves:

Indicator area	Targets
Number of Training Workshops	Organize at least 6 training workshops per year for lawyers and civil society representatives on human rights principles, laws and mechanisms.
Participant Access	It is aimed to train at least 100 lawyers and civil society representatives each year, ensuring diversity across regions and demographic groups
Pre and Post Training Evaluations	Conduct pre- and post-training assessments to measure knowledge gain, with at least a 30% increase in participants' understanding of human rights concepts
Improving Documentation	Develop and implement a standardized documentation framework for human rights violations, targeting a 20% increase in the comprehensiveness and accuracy of cases reported in the first year
Timely Reporting	Submission of reports on documented human rights violations to relevant authorities and international organizations within one month of occurrence, with at least 90% compliance.
Recognition of Reports	At least 50% of the reports submitted are received, accepted or processed by the relevant authorities or international organizations within six months
Training and Capacity Building	Conduct specialized legal training sessions at least quarterly to improve the ability of lawyers and human rights defenders to provide effective representation to victims of human rights violations

Output 1.2. Production and effective sharing of high quality knowledge

In the context of ensuring the production and effective sharing of high quality information, AYHED considers civil society actors such as local Bar Associations and human rights commissions of Bar Associations, human rights organizations, journalists, trade unions, representatives of professional groups as part of its target group due to their role in the human rights movement.

The main elements of AYHED's work for the production and effective sharing of this high quality knowledge are identified as the following:

- Design, implement, report and present research
- Scanning, translating and presenting key reference and information sources
- To disseminate the knowledge, experience and examples produced within rights movements
- Preparing and disseminating publications, handbooks, fact sheets
- Designing and organizing events to promote, inform and share expertise on information and reference resources
- Develop accessible platforms or databases to share resources, case studies and research findings relevant to local human rights contexts.

Within the scope of this output, we have identified the following indicator areas to demonstrate progress and have planned to achieve targets corresponding to these indicators for ourselves:

Indicator area	Targets
Number of Research Projects:	Initiate and complete at least 2 research projects per year
Quality of Research Reports	Ensuring that the research reports meet the specified standards and are approved by at least 80% of the reviewers
Presentation at Conferences or Seminars	Presenting the findings of research projects in at least 2 conferences or seminars per year
Number of Key Resources Identified	Identify and translate at least 20 key reference and information sources per year
Accuracy of Translations	Ensuring that translations are accurate and in line with the original sources with an error rate of less than 5%.
Presentation of Key Resources	Presenting translated key resources in accessible formats to target audiences through workshops, webinars or publications.
Number of Dissemination Activities	Conduct at least 4 dissemination activities per year, such as workshops, webinars or public forums
Audience Reach	Reach diverse audiences, including grassroots organizations, policy makers and the general public, with a target of 500 people per dissemination activity
Feedback and Engagement	Collect feedback from participants to assess the relevance and effectiveness of disseminated materials and adjust future activities accordingly
Number of Publications	Produce and distribute at least 2 publications, handbooks or fact sheets per year
Accessibility of Publications	Ensure that publications are available in multiple formats and languages to increase accessibility, and that at least 80% of publications are available in digital formats
Distribution Channels	Leveraging a variety of distribution channels, including online platforms, libraries and partner organizations to widely distribute publications
User Engagement	Monitor user interaction with the database/digital library with a target of at least 100 active users per month and collect feedback to make continuous improvements

Output 1.3: Building Resilience

Tools, training and support aimed at strengthening the ability of local actors to withstand challenges and sustain human rights efforts are provided to enhance the ability of local movements to adapt to changing circumstances, resist repression and maintain momentum in the face of obstacles.

The envisaged activities are listed below:

- Providing security and risk management trainings to help local activists protect themselves and their communities from threats and harassment.
- Support the creation of networks or coalitions of local organizations for mutual support and solidarity.
- Provide assistance in organizational capacity building, including financial management, strategic planning and governance structures.
- Advocate for policies and legal frameworks that protect the rights of human rights defenders and provide remedies in cases of persecution or repression.

Within the scope of these studies, AYHED bases its prediction that the resilience of local actors of the human rights movement will be strengthened on the following assumptions:

When local elements of the human rights movement have access to appropriate tools, training and support, their capacity to withstand challenges and sustain human rights efforts will be strengthened. When local movements develop the ability to adapt to changing circumstances, resist repression and maintain momentum in the face of obstacles, they will be able to respond positively to incentives for mutual support and solidarity within the human rights community, and networks or coalitions between local organizations will be possible. AYHED's work to build organizational capacity, including financial management, strategic planning and governance structures to increase the sustainability and effectiveness of local human rights initiatives will strengthen advocacy for policies and legal frameworks that protect the rights of human rights defenders and provide remedies in cases of repression, thereby contributing to a safer environment for human rights work.

Within the scope of this output, we have identified the following indicator areas to demonstrate progress and have planned to achieve targets corresponding to these indicators for ourselves:

Indicator area	Targets
Number of Training Sessions	Organize at least 3 training sessions per year covering topics such as advocacy, documentation and corporate governance Safety and risk management training with at least 2 workshops per year
Participant Access	Train at least 10 local activists and organizations each year and ensure representation from different communities and regions.
Post-Training Evaluation	Conduct follow-up assessments to evaluate the impact of the training sessions on participants' skills and capacities and report that at least 70% have increased confidence in their abilities Collect feedback from participants to evaluate the effectiveness of the training sessions and report that at least 90% of them have increased knowledge and confidence in managing security risks
Development of Resilience Plans	Helping local movements develop resilience plans to address challenges and adapt to changing circumstances, with the goal of supporting the creation of at least 3 plans per year
Implementing Resilience Strategies	Monitoring the implementation of resilience strategies, with at least 80% of supported movements reporting successful adaptation to recent challenges
Number of Networks Established	Support the establishment of at least 2 networks or coalitions between local organizations each year
Organizational Assessments	Conduct organizational assessments of at least 3 local human rights organizations per year to identify capacity gaps.
Capacity Building Initiatives	Provide tailored support to address identified capacity gaps, such as financial management training or governance workshops, with the goal of building the capacity of 80% of the organizations assessed

Strategic Objective 2:

Strengthening access to justice for individuals and groups who are discriminated against and/or whose human rights and freedoms are violated due to their differences within the scope of the basic principles of universal human rights law

By carrying out activities within the scope of this strategic objective, AYHED aims to create a change in the direction of **strengthened access to justice (Outcome 2) for individuals and groups who are discriminated against and/or whose human rights and freedoms are violated due to their differences within the scope of the basic principles of universal human rights law.**

Once this change takes place, we envisage an increase in the accessibility of legal services to rights holders, especially in marginalized communities, who are the direct beneficiaries of the intervention of AYHED described below (Result indicator 2.1.); evidence of civil society organizations actively participating in advocacy campaigns or legal interventions (Result indicator 2.2.); and a change in the number of collaborations between civil society organizations and legal experts in the same context (Result indicator 2.3.).

The realization of human rights, including legal protection, requires that everyone can seek and enjoy the protection of the law. To this end, individuals and groups whose human rights and freedoms are violated must have access to lawyers, courts and legal processes. In particular, persons from socially and politically marginalized groups face great difficulties in accessing justice.

Within the scope of this strategic objective, AYHED envisages to produce three key outputs in order to create the identified outcome:

Output 2.1: Strengthened capacity of marginalized groups to access justice

Output 2.2: Civil society's understanding of human rights law on access to justice issues use and advocacy skills are strengthened

Output 2.3: Protection of human rights defenders and lawyers

How will we work towards Strategic Objective 2?

AYHED aims to promote access to justice, especially for the most marginalized and socially excluded people. AYHED will work with both its own legal practitioners and relevant committees of Bar Associations on assessing and overcoming barriers or limitations to access to justice, strategic legal interventions in the justice sector, capacity building and advocacy. AYHED will also focus on the protection of human rights defenders and lawyers in localities.

In this context, AYHED will strengthen the units already established at the headquarters of the association. The Legal Support-Case Monitoring-Strategic Litigation Unit, the Monitoring and Legal Support Unit for Freedom of Expression and Press Freedom Cases and the Prison Monitoring Unit have been established and have been operating for the last 3 years.

In the following section, the outputs within the scope of this strategic objective are explained in relation to the relevant units.

Output 2.1: Strengthened capacity of marginalized groups to access justice

The Legal Support-Case Monitoring-Strategic Litigation Unit (LLMU) plays a key role for AYHED interventions under Output 2.1.

This unit provides direct **legal assistance and advocacy support** to individuals who have been subjected to rights violations. AYHED aims to empower victims and hold perpetrators accountable at the individual level by providing legal representation, attending hearings and, where necessary, filing lawsuits. Through rigorous case assessment and strategic litigation, the unit addresses immediate injustices and seeks justice for those affected by rights violations. Currently staffed by two professionals and one volunteer each from the provinces of Mersin, Şanlıurfa, Mardin, Mardin and Hatay, the unit's primary target groups include women, girls, LGBTI+, refugees and ill prisoners living in Adana, Mersin, Şanlıurfa, Mardin and Hatay provinces who need legal support for rights violations they have been subjected to. Between 2023 and 2024, 35 applications were received, and as a result of the evaluations made, legal support was provided to the applicant in 20 of these applications.

The unit has also developed a Digital Archiving and Documentation system to monitor violations of rights and archive all data related to the violation of rights. The digital archiving and documentation system, which systematizes the monitoring of the legal processes of the applications supported, also provides a basis for analyzing¹ and reporting the monitored cases. The Unit has 2 analytical reports on Case Monitoring and Legal Support activities for the years 2023-January 2024.

In the 2024-2026 period, it is planned to expand the geographical coverage and volunteer network of the unit, systematize and disseminate reporting, visibility of the unit's activities, annual review and evaluation of the working principles of the unit, strengthening the digital archive system and security, and training of those in the volunteer network.

The activities to be carried out within the scope of this output are envisaged below:

- Providing legal aid and advocacy support to more individuals who have been subjected to rights violations, thereby increasing the accessibility of legal aid services
- Empowering victims of rights violations by providing legal representation, participating in court hearings and litigating on their behalf
- Ensure justice for those affected by rights violations by holding perpetrators of rights violations accountable at the individual level through strategic litigation efforts.
- Expand the geographical scope of the unit to reach more individuals in need of legal assistance in a wider area, thereby increasing the impact and reach of the unit.
- Strengthening and expanding the unit's volunteer network
- Systematizing and disseminating reporting on the activities of the unit, increasing the visibility of its work and ensuring transparency in its activities.
- Annual review and evaluation of the unit's operating principles to identify areas for improvement and ensure that the unit continues to operate effectively and efficiently.
- Strengthening the digital archive system used to monitor rights violations and legal processes, ensuring the security and integrity of archived data and facilitating analysis and reporting on monitored cases.
- Provide training and capacity building opportunities for volunteers in the network, equipping them with the knowledge and skills needed to effectively support individuals facing rights violations.

Within the scope of this output, we have identified the following indicator areas to demonstrate progress and have planned to achieve targets corresponding to these indicators for ourselves:

¹ 1 Bkz. <https://ayhed.org.tr/dava-izleme>

Indicator area	Targets
Legal support services	Providing legal aid and advocacy support to more individuals who have been subjected to rights violations, thus increasing the accessibility of legal aid services every year
Number of strategic cases	Annual increase in cases where perpetrators of rights violations are held accountable at the individual level through strategic litigation efforts
Volume of the volunteer network	Developing the unit's volunteer network by 10% each year
Capacity of volunteers	Organizing training programs for the volunteer network of the unit every year
Quality of the Digital Archive	Verifying the integrity of the digital archive every year

Output 2.2. Strengthened skills of civil society, journalists and lawyers in the use of human rights law and advocacy on access to justice issues

Output 2.2. **The Monitoring and Legal Assistance Unit for Freedom of Expression and Press Freedom Cases (AYHED) unit takes a key role for AYHED interventions under Output 2.2.**

In 2022, AYHED researched and documented the "Rights Violations Experienced by Human Rights Defender Local Journalists"² Based on the results of this research, AYHED carried out a capacity building program in 2023 for 50 local journalists working in Van, Izmir, Antalya, Mersin and Adana and 50 lawyers dealing with cases of rights violations and judicial harassment faced by journalists.

Following these efforts, AYHED established the ongoing Freedom of Expression and Press Freedom Case Monitoring and Legal Support Unit³ and prepared its working directive. In order to strengthen its work in this field, to provide local journalists and press organizations with the qualified legal support they need and to defend their right to a fair trial, a new project to be carried out in 2024-2025 with a grant from the National Endowment for Democracy (NED) was launched in February 2024. The project involves 60 local journalists from Van, Izmir, Diyarbakır, İstanbul, Gaziantep, Şanlıurfa, Antalya, Mardin, Hatay, Mersin, Osmaniye, Kahramanmaraş, Bitlis, Batman, Hakkari, Çanakkale and Adana.

In June 2024, the employee and member volunteer network will be expanded and updated by specifying detailed working areas and activities to be worked on annually.

² 01.01.2022-31.12.2022 yılları arasında İnsan Hakları Savunucusu Yerel Gazetecilerin Yaşadığı Hak ihlallerini belgeleyen "Şiddet Sarmalında Gazetecilik" isimli bir rapor çalışması yürütmüştür. <https://ayhed.org.tr/raporlar>; Bunun yanı sıra Haberin Ardındakiler Belgesel Filmi çalışmasını yürütmüştür.

<https://www.youtube.com/watch?v=JvQTTSTxDvA&t=996st>

Birimin İfade ve Basın Özgürlüğü Davalarını İzleme ve Hukuki Destek Yönergesi vardır. İş bu yönerge Adil Yargılanma Hakkına Erişim Derneği Yönetim Kurulunun 06.02.2024 gün ve 8 sayılı kararı ile kabul edilmiş olup yürürlüğe konulmuştur.

³ Birimin İfade ve Basın Özgürlüğü Davalarını İzleme ve Hukuki Destek Yönergesi vardır. İş bu yönerge Adil Yargılanma Hakkına Erişim Derneği Yönetim Kurulunun 06.02.2024 gün ve 8 sayılı kararı ile kabul edilmiş olup yürürlüğe konulmuştur.

It is aimed to work with 10 different volunteer lawyers and journalists in 10 provinces. This directive is planned to be updated every year in June.

The activities within the scope of this intervention are defined as follows:

- Ensuring that local journalists provided with legal support within the scope of the project have the right to effective defense in judicial processes and to apply to national/international protection mechanisms
- Ensuring the visibility of local journalists who have been detained, arrested or detained pending trial in national and international public opinion.
- The socio-economic pressures and threats of punishment that local government institutions and individuals try to exert on journalists through judicial mechanisms will be reduced and their visibility will be increased.
- Local journalists under threat of judicial punishment will be made aware of the legal processes and protection mechanisms they can turn to, and legal support will be provided.
- Supporting the establishment of "Press Case Monitoring and Legal Support Commissions" within the Bar Associations in the provinces covered by the project
- Effective, sustainable and transformative work on practitioners and decision-makers through Strategic Cases covering different thematic areas of rights.

Within the scope of this output, we have identified the following indicator areas to demonstrate progress and have planned to achieve targets corresponding to these indicators for ourselves:

Indicator area	Targets
Local journalists' access to support	Number of support provided each year to local journalists to ensure their right to effective defense in judicial processes and to apply to national/international protection mechanisms
Visibility in national and international public opinion of local journalists who have been detained, arrested or detained pending trial	Number of campaigns organized for the national and international visibility of local journalists who have been detained, arrested or detained pending trial
Capacity change	Number of activities to raise awareness of local journalists under threat of judicial punishment on legal processes and protection mechanisms they can apply to
Level of participation of bar associations	Existence of cases where cooperation with bar associations has been established to establish "Press Case Monitoring and Legal Support Commissions" within bar associations

Output 2.3. Strengthened capacity of human rights defenders and lawyers to support prisoners' access to justice

The Prisons and Penal Execution System Monitoring Unit (AYHED) unit takes a key role for AYHED interventions under Output 2.3.

AYHED Prisons and Penal Execution System Monitoring Unit is a unit working to defend the protection of human rights and fundamental freedoms of prisoners in prisons in 10 provinces in Turkey (Adana, Mersin, Şanlıurfa, Mardin, Gaziantep, Kahramanmaraş, Hatay, Osmaniye, Antalya) and to contribute to fair trial processes.

The Unit works in an independent and impartial manner and carries out activities to monitor conditions in prisons, document rights violations, report them to the relevant authorities, provide legal support, apply to rights-seeking mechanisms and create public opinion.

The target group of prisoners she works with are foreign prisoners, sick prisoners, LGBT+ prisoners, pregnant women and mothers with their children.

The working method of the unit; It creates the work plan according to the rights violation notifications received from the relevant working commissions of the Bar Associations operating in the specified provinces, volunteer lawyers and NGOs working in the relevant field. In addition to this, it analyzes the relevant target group every 3 months and reaches the data of the prisoners in these regions and regularly visits the prisons in these regions every 6 months and conducts reporting studies. It develops projects based on the results of this reporting.

One of these projects is the "Strengthening Access to Justice for Sick Prisoners Project" carried out with the Equal Rights Monitoring Association in 2022. Within the scope of this project, 1 lawyer was assigned and legal services were received from him every month (for 12 months). The lawyer visited the ill prisoners in Adana Prisons and monitored their current situation and reported their current situation monthly. According to the results, the lawyer followed the legal processes regarding the access of ill prisoners to the right to health and the postponement of their execution, met with the relevant authorities and corresponded with official institutions and Human Rights Organizations. Lawsuits of ill prisoners whose rights were violated were followed up. Together with the Commission, advocacy work was carried out at this point. "Guide on Application to Human Rights Protection Mechanisms for Sick Prisoners" was prepared. The guide was sent to sick prisoners in prisons, but it was also provided as a supportive guide for practitioners working in the field of prisons and sick prisoners.

In 2024 and 2025, the Unit aims to monitor the current situation of Foreign Prisoners, Refugee Children Driven to Crime, Mother Prisoners staying with their children, Prisoners who are not benefited from the right to conditional release and supervised release with the decisions of the prison monitoring boards and to develop joint intervention actions in this direction.

The Unit has an updated Working Directive. In June 2024, it will be updated by expanding the employee and member volunteer network, specifying detailed areas of work and activities to be worked on annually. This directive is planned to be updated every year in June.

The activities within this intervention are defined as follows:

- Defending the human rights and fundamental freedoms of prisoners in 10 provinces in Turkey, including Adana, Mersin and Şanlıurfa.
- Contributing to fair trial processes and shaping public opinion in an independent and impartial manner.

- Monitoring prison conditions, documenting rights violations and reporting them to the relevant authorities.
- Providing legal support on behalf of prisoners and applying to rights-seeking mechanisms.
- Target groups include foreign prisoners, sick prisoners, LGBT+ prisoners, pregnant women and mothers with children.
- Collaborating with Bar Commissions to develop work plans based on reports of rights violations.
- Analyzing target groups every three months and conducting regular prison visits every six months
- Developing projects based on reporting results such as the "Strengthening Access to Justice for Sick Prisoners Project".
- Conduct advocacy work and prepare guidelines for prisoners and practitioners in the field.
- Updating the Terms of Reference on an annual basis to expand the network of volunteers and members and to define the annual work areas and activities, and planning the next annual updates.
- To effectively defend the human rights and fundamental freedoms of prisoners in Turkey and to have a meaningful impact on fair trial processes and prison conditions

Future plans include monitoring foreign prisoners, refugee children dragged into crime, mother prisoners with their children, prisoners whose rights to conditional release and probation are violated by the decisions of Prison Monitoring Boards.

Within the scope of this output, we have identified the following indicator areas to demonstrate progress and have planned to achieve targets corresponding to these indicators for ourselves:

Indicator area	Targets
Number of Provinces Covered:	Defending prisoners' human rights and fundamental freedoms in all 10 provinces in Turkey, including Adana, Mersin and Şanlıurfa in the next two years
Influencing Public Opinion	Producing at least 5 publications a year discussing prison conditions and rights violations, aiming to contribute to fair trial processes and to shape public opinion in an independent and impartial manner
Monitoring Prison Conditions	Monthly monitoring of prison conditions in each of the 10 provinces and quarterly submission of documented reports of rights violations to the relevant authorities
Legal Support and Applications	Providing legal support to at least 30 prisoners per year and applying to rights-seeking mechanisms on behalf of prisoners through at least 15 awareness-raising activities
Support to Target Groups	Provide specialized support to target groups such as foreign prisoners, sick prisoners, LGBT+ prisoners, pregnant women and mothers with children, and provide each group with at least one specialized intervention or service every three months
Cooperation with Bar Committees	Developing work plans based on rights violation reports in cooperation with bar committees in each province, and conducting quarterly progress reviews and updates
Analysis of Target Groups and Prison Visits	Analyzing target groups every three months and visiting each prison in 10 provinces at least once every six months for monitoring purposes
Advocacy Work and Preparation of Guidelines	Conduct at least 3 advocacy campaigns per year and prepare guidelines for prisoners and practitioners on the ground to be distributed to relevant stakeholders

Strategic objective 3: Gender equality mainstreaming

By working under this strategic objective, AYHED aims to create a shift towards mainstreaming gender equality in strengthening access to justice (Outcome 3). In this way, AYHED believes that it will see more gender equality taken into account in efforts to strengthen access to justice (Result indicator¹ 3.1.) and more stakeholders will show interest in the importance of gender in access to justice (Result indicator 3.2.).

Within the scope of this strategic objective, AYHED will target both external stakeholders, with whom it works to strengthen access to justice, and internal stakeholders, including members and volunteers who contribute to its work.

They came out

Through its intervention in these areas, AYHED envisages two key outputs to create its intended outcome:

Output 3.1: Knowledge and awareness of stakeholders collaborating on access to justice on gender equality strengthened.

Output 3.2: AYHED's internal stakeholders (members and volunteers) have improved their knowledge and awareness on gender equality.

How will we work towards Strategic Objective 3?

The Gender Equality Mainstreaming Unit (GEU) is an important unit responsible for integrating a gender perspective into the advocacy work of the Association for Access to a Fair Trial on human rights and the right to a fair trial and promoting gender equality in all programs and activities. The unit is staffed by 3 volunteer Lawyers and 1 Institutional Development Personnel.

The activities within the scope of this intervention are defined as follows:

- The GE Unit will successfully develop and implement strategies to integrate a gender perspective into all programs and activities of the Association for Access to a Fair Trial. This integration will ensure that gender equality is taken into account in decision-making processes and that the rights of all genders are protected.*
- By organizing trainings and workshops, the GE Unit will effectively raise awareness and build the capacity of the Association's staff and volunteers on gender equality concepts and principles. This will lead to a more gender-sensitive approach to the work of the Association and a better understanding of the importance of gender equality.*

- The GE Unit will monitor and evaluate the impact of the Association's activities in terms of gender equality. By collecting data and analyzing the results through a gender lens, the Unit will identify areas for improvement and ensure that gender equality goals are achieved.
- The GE Unit will organize campaigns and other activities to raise awareness and advocate for gender equality. These initiatives will engage both internal and external stakeholders and promote dialogue and action towards gender equality.
- The GE Unit will cooperate with other civil society organizations and international organizations working in the field of gender equality.

In the context of this outcome and related outputs, we have identified the following indicator areas to demonstrate progress and have planned to achieve targets corresponding to these indicators for ourselves:

Indicator area	Targets
Number of Gender Responsive Programs and Activities	By the end of 2025, 100% of the Association's programs and activities include a gender perspective
Participation and Attendance Rates in Gender Equality Trainings and Workshops	At least 80% participation of staff and volunteers in gender equality trainings and workshops each year and at least 90% satisfaction of participants
Sex Disaggregated Data Collection	Collect and analyze gender disaggregated data for 100% of relevant activities and programs within the next year
Number of Advocacy Campaigns and Activities	Organize at least four advocacy campaigns and 10 awareness raising events per year, reaching at least 250 marginalized individuals directly affected by each initiative
Partnership and Cooperation Criteria:	Establish partnerships with at least 2 new civil society organizations each year and continuously collaborate on gender equality initiatives
Implementation of the Gender Equality Policy Document	Full implementation of the Gender Equality Policy Document within the first year after its adoption and regular progress reports to stakeholders
Development and Implementation of Gender Equality Improvement Plans:	Reduce gender inequality in leadership positions by 20% over the next two years in Gender Equality Improvement Plans
Number of Gender Equality Impact Assessments	Conduct gender equality impact assessments for all main policies, programs and activities within the next two years and implement outcome actions to address identified gaps

Strategic Objective 4:

AYHED to demonstrate more resilient and adaptive management capacity

By working towards this strategic objective, AYHED aims to bring about a shift towards **demonstrating more resilient and adaptive management capacity of AYHED for its work on strengthening access to fair trials (Outcome 4)**. Once AYHED achieves this outcome, the strong implementation of resilience and adaptive management capacity will ensure that the human rights movement has access to reliable and sustainable support for collective impact in the defense of human rights (Result indicator 4.1.) and will see more resources generated for AYHED work.

Output

Through its intervention in these areas, AYHED envisages three key outputs to create its intended outcome:

Output 4.1. Organized structure of AYHED strengthened

Output 4.2. Thematic and organizational capacity of AYHED increased

Output 4.3. AYHED's monitoring, evaluation and learning systems improved

How will we work towards Strategic Goal 4?

AYHED defines resilience capacity as "the ability to withstand and adapt to challenges, changes and crises while continuing to effectively pursue its mission and objectives". In the absence of a democratic environment, "unpredictability" creates a fundamental problem area. AYHED is determined to protect the existence and sustainability of its organizational structure in this period of uncertainty and crises. Within this framework, in the 2024-2026 Plan period, it is determined to take the necessary steps for an organizational structure in which the following goals are realized in a way to eliminate the deficiencies in the SWOT analysis in the Annex (See Annex).

AYHED's approach to its own resilience and adaptive management capacity is essential for it to fulfill its key roles as a supporter, facilitator and accelerator in the local human rights movement. These roles require AYHED to adopt an effective participatory approach in order to adapt to the needs of the movement operating under highly complex conditions and increasing challenges.

A more resilient AYHED, with enhanced capacity to adapt to the threats and risks posed by the challenging environment, will facilitate the local human rights movement's access to reliable and sustainable support to make an impact in the defense of human rights.

For EHIA interventions under Outcome 4 ;

PROJECT DEVELOPMENT AND INSTITUTIONAL DEVELOPMENT UNIT

(AYHED) and the Administrative and Financial Unit (AYHED) take a key role.

The Project Development and Institutional Development Unit has been in operation since the establishment of the association and has 1 professional employee. It works to develop and execute new projects in line with the strategic plan and vision of the association, and to evaluate and improve existing projects. The unit is in constant communication with other working units, organizes regular meetings and exchanges information about the project development process.

It continuously analyzes the needs of the target audience, identifies problems and needs, and develops and develops the work that needs to be developed with other working units. Finds funding sources for the targeted activities and develops the relevant projects according to the priorities of the funding sources.

After the projects are accepted, a team is formed to work on the project. The unit is responsible for the management of this human resource team, the organization of the general activities of the project, budget management, relations with the relevant grant authority and reporting. The project unit monitors and evaluates the results of the projects it carries out. It can develop new projects related to these results.

This unit also carries out Institutional Development Activities. It prepares the Association's annual reports and supports the preparation of the strategy document. It prepares the Association's management and thematic policy documents together with other units, monitors the implementation practices of these policy documents and works to update them every year.

The projects carried out by the Project Unit on behalf of the association are as follows.

Project Name	Supporting Institution	Date Range	Grant Amount	Location
Documentation of Rights Violations Experienced by Human Rights Defender Lawyers	Protect Defenders. Eu	01.02.2020 01.02.2021	20.000 EUR	Adana
Strengthening the Capacity of Human Rights Defender Lawyers in the Field of Individual Application Procedure	Embassy of the Netherlands	01.03.2021 01.03.2023	80.000 EUR	Adana, Hatay, Mardin, Van, Mersin, Şanlıurfa, Gaziantep
Detection of Rights Violations and Monitoring of Legal Processes of Journalists Defending Human Rights Project	National Endowment for Democracy (NED)	01.01.2022 31.12.2022	50.000 USD	Adana, Hatay, Mardin, Diyarbakir, Istanbul, Van, Mersin, Sanliurfa, Gaziantep
Press Freedom and Rights-Based Journalism Training for Rights Defenders Lawyers and Local Journalists	National Endowment for Democracy (NED)	01.02.2023 01.02.2024	50.000 USD	Adana, Diyarbakir, Mersin, Van, Izmir, Antalya
Legal Support to Local Rights Defender Journalists Project	National Endowment for Democracy (NED)	01.02.2024 01.02.2026	100.000 USD	Mersin, Adana, Hatay, Diyarbakir, Izmir, Van, Gaziantep, Şanlıurfa, Antalya
Training of Trainers Programs for Human Rights Defenders in Adana	Friedrich Ebert Stiftung Turkey (FES)	01.02.2023 01.02.2024	20.000 EUR	Adana
Strengthening Access to Justice for Sick Prisoners	Association for Monitoring Equal Rights	01.02.2023 01.02.2024	5.000 EUR	Adana
Corporate Development Program	Civil Society Development Center Together Program	01.02.2023 01.02.2025	70.000 EUR	Adana

The unit does not have a working directive. It prepares and monitors work and improvement plans every year.

The Administrative and Financial Unit is responsible for managing the financial resources of the association, carrying out its administrative functioning and fulfilling the legal obligations of the association. In the unit, 1 Administrative Staff works full time and 1 Accountant works through service procurement. This unit is responsible to the Board of Directors of the association.

Administrative Staff; carries out the daily functioning and administrative duties of the association. It keeps the financial and administrative records of the association, performs physical and digital archiving, organizes and records the meetings of the Executive Board and Project Coordination, informs the Executive Board and the General Assembly, conducts official correspondence and communications related to the association. At the same time, he/she receives information about all the activities of the association from the relevant units, shares them on social media accounts, and coordinates with the relevant service provider.

The accountant monitors and records the income and expenses of the association, prepares declarations, keeps financial records, prepares tax returns, manages the association's bank accounts and other financial assets together with the treasurer. Prepares payrolls, prepares financial statements and coordinates financial audits. Keeps separate financial accounts of the projects carried out according to each grant source. Prepares relevant financial reports and submits them to the Financial Supervisor of the association.

The Unit has a Sales and Finance Regulation. It is updated annually by decision of the Board of Directors.

AYHED aims to build **its resilience and adaptive management to provide effective and timely support to the human rights movement and people from marginalized and excluded groups in need of access to justice through.**

Increasing the organizational resilience of AYHED in terms of high quality financial and administrative management, participation of members, performance monitoring of operational processes

Financial Management:

- Implementation of sound financial management systems and procedures to ensure transparency, accuracy and accountability in financial transactions
- Employ qualified financial staff to ensure compliance with accounting standards and regulations.
- Develop a detailed budgeting process aligned with the organization's strategic goals and objectives.
- Regularly review financial reports and statements to identify areas for improvement and make informed decisions.
- Establish internal controls to prevent fraud, mismanagement and financial risks.

Administrative Management:

- Streamlining administrative processes to increase efficiency and reduce overhead costs.
- Investing in technology and software solutions to automate routine administrative tasks such as data entry, document management and communication.

- Develop clear policies and procedures for governance, human resources, procurement and other administrative functions.
- To provide training and professional development opportunities for administrative staff to improve their knowledge and skills.
- Foster a culture of collaboration and teamwork within the administrative team to ensure smooth operations.

Member Engagement:

- To encourage a sense of belonging and ownership among members by actively involving them in decision-making processes.
- Create opportunities for members to contribute their skills, knowledge and expertise to the organization through committees, working groups or volunteer roles.
- Communicate regularly with members to keep them informed about the organization's activities, achievements and challenges.
- Receive feedback from members and use it to improve services, programs and initiatives,

Performance Monitoring:

- Establish key performance indicators (KPIs) for operational processes to measure progress and identify areas for improvement
- Implement a system for regular monitoring and evaluation of performance against set KPIs.
- Using data and analytics to identify trends, patterns and areas of inefficiency in operational processes.
- Conduct regular audits or reviews of operational processes to ensure compliance with policies, procedures and regulations.
- Develop a culture of continuous improvement by encouraging staff to propose and implement innovative solutions to increase operational efficiency and effectiveness.

AYHED envisages that it will realize these approaches by carrying out the following activities:

- Planning resources for deeper and wider involvement of members in EIHED activities (e.g. staff, expert involvement, mobility and accommodation, digitalization)
- To create resources for AYHED to access highly skilled staff with the potential to demonstrate long-term commitment to its mission.
- Strengthen AYHED through institutional capacity building and providing access to thematic expertise programs.
- Establish partnerships with key Human rights organizations and stakeholders for the effective implementation of core functions,

- Develop RBA-based operational processes, governance guidelines and related institutional policies, including codes of conduct, to enhance adaptive management capability,
- Develop MEAL (Monitoring - Evaluation - Accountability - Learning) framework and operational tools to enhance adaptive management.
- Establishing standard operating procedures and policies within the scope of institutionalization efforts.
- To follow the calls for projects for the sustainability of the service areas and to realize the applications according to the needs.
- To increase the managerial capability of the Association and develop a data-based management system,
- Increasing Communication and Coordination with Internal Stakeholders.
- To increase the recognition activities of the association.
- To increase the capacity of the association's members and volunteers.

In the context of this outcome and related outputs, we have identified the following indicator areas to demonstrate progress and have planned to achieve targets corresponding to these indicators for ourselves:

Indicator area	Targets
Change in capacity on organizational issues	-To ensure that at least 80% of staff receive training on organizational development and management by 2026 -To achieve a 20% increase in efficiency in internal communication and decision-making processes by 2026
Increased collaboration and internal coordination	-To achieve a 20% increase in efficiency in internal communication and decision-making processes by 2026. -30% improvement in coordination and cooperation between units or teams by 2026.
Partnerships	-Establish at least 3 new strategic partnerships and increase engagement with key stakeholders by 30% by 2026.
Staff capacity	-Train 100% of board members on best governance practices by 2026. -Reduce staff turnover by 20% and ensure that 90% of staff are trained in relevant skills by 2026.
Evidence of improved coordination and collaboration between different units or teams.	30% improvement in coordination and collaboration between units or teams by 2026.
Monitoring and evaluation system	Ensure the adoption of monitoring and evaluation frameworks for all programs and increase the frequency of program evaluations to at least twice a year by 2026.
Increase in Thematic Organizational Capacity	By 2026, preparation of EIDHR policy documents in at least three different thematic areas of human rights (e.g. environmental justice, LGBTI rights, etc.)
20% efficiency increase in internal communication and decision-making processes by 2026	By 2026, achieve a 20% increase in diversified funding sources and 25% growth in fundraising revenue.

ANNEX1 : SWOT ANALYSIS

STRENGTHS

- 1-Projects are carried out in 5 different fields in the organization.
 - SWOT analyses are carried out in these Projects.
 - Planning is done within the scope of projects; these are legal work-oriented and can cover multi-year periods.
 - Goals are measurable and time-bound in project work.
 - Budget planning is monitored based on projects.
 - Projects are planned with a focus on Gender Mainstreaming.
 - Target Audience and Stakeholder Analyses are conducted in projects.

- 2- Gender Equality Approach is given importance in the organization.
 - 4/3 of the employees are women.
 - 60% of the target audience is women.
 - 60% of the trainers and experts working are women.
 - The organization has a Gender Equality Policy Document

- 3- Financial and Finance Management of the Organization is provided effectively.
 - The organization has a Procurement Policy Document.
 - The organization has a Financial Management System.
 - The organization undergoes a Financial Audit process every 6 months.
 - The organization passes the Directorate of Associations Audit without any problems.

- 4-*The Governance of the Organization is trying to be effective.*
 - *Important decisions for the association (policies, operations) are decided by the Board of Directors.*
 - *Operational decisions are taken by the executive team.*
 - *The annual report outlines the work to be carried out in the following year.*
 - *AYHED founders and members and the executive team know and embrace its principles and values. AYHED is promoted in trainings; AYHED is recognized in the provinces where trainings take place*
 - *The association has principles and values that are consistent and compatible with human rights values. The vision and mission were determined during the establishment phase and updated again.*

5. *The organization attaches importance to corporate identity.*
 - *In corporate identity works, there is a common language used to introduce the organization.*
 - *It can realize fast communication on communication tools such as Whatsapp etc. on any subject.*
 - *The organization has a corporate Identity Planning document*

6. The organization attaches importance to digital management system and tries to use digital and visual tools effectively.
 - All work is filed on Drive and work is seen by the coordinators.
 - Digital security is ensured by antivirus software.
 - Digital Communication Plan Document available.

7. The organization has a Management System for membership.
 - A system that sets out the principles, standards and approach to membership is partly in the statute. Expertise in law and human rights and activism are the main requirements for membership.
 - Information on members is regularly recorded and updated. Member application forms are physically stored.
 - Member information is up-to-date in the Derbis system. SMS message communication program is available for communication with members.
 - Mechanisms for members to participate, contribute and provide feedback are partially defined.

8. There is a Human Resources Regulation in the organization.
 - Employees' rights within the organization, including their legal rights (wages, leave) are respected. Labor contracts are made for employees; 5 people are employed in the organization.
 - Employee participation in trainings is emphasized and supported
 - The organization has a digital information sharing network. Drive, Whatsapp, Google Keep, Google Tasks are used effectively.
 - There are no problems in getting together with staff and executives when needed.
 - The organization has an organization chart, and the duties and responsibilities of each unit are defined separately.
 - Employees and volunteers are recognized and appreciated at appropriate times and in appropriate ways.
 - Employee and volunteer feedback is collected and analyzed through appropriate methods.
 - The organization partially has arrangements to ensure gender equality in areas such as the selection and development of employees and volunteers, rights and opportunities provided to employees, protection of employees from violence, and the working environment.
 - There are 5 people working in the organization. 4 out of 5 are women. It is prioritized that the trainers and experts are also women.
 - It attaches importance to the training development of all personnel working in the organization. It attaches importance to participation in all trainings in relevant fields.

9. The organization attaches importance to Local and National Institutional Relations.
- AYHED organizes joint workshops and meetings with local rights organizations.
 - AYHED organizes training activities for lawyers in cooperation with 20 Bar Associations in Turkey.
 - AYHED has projects and protocols with 3 Bar Associations. It also facilitates rights-oriented projects carried out in bar associations.
 - The organization has a network of 10 National NGOs.
 - The organization is in constant contact with the Civil Society Development Centre.
 - The organization has a Stakeholder Analysis Study.
 - The organization attaches importance to trainings in the field of rights and regularly participates in trainings, meetings and platforms.
 - It is open to cooperation and suggestions from different institutions.
 - It is open to and supports reports of rights violations from different institutions.
10. The Organization has important working Commissions and Working Units.
- There is a Legal Support-Case Monitoring and Strategic Litigation Unit. There are 2 professional and 2 volunteer employees and there is a working directive.
 - There is a Monitoring and Legal Support Unit for Freedom of Expression and Press Freedom Cases, which was established with the decision of the Board of Directors of the association and has a working directive. There are 2 professionals (lawyers) and 3 volunteers (journalists).
 - The organization has a Prisons and Penal Execution System Monitoring Commission. This commission is staffed by 1 professional and 3 volunteer lawyers. The unit has a working directive.
 - The organization has a Project Unit. In this unit, projects and reports are written and 1 expert is employed. Institutional development activities are also carried out in this unit.
 - The organization has an Administrative and Financial Affairs Unit. 1 staff member is employed full time in the administration and services are procured from 1 Financial Consultant.
 - The organization has a Training and Research Commission. 1 person works professionally as a Training coordinator. In this training unit, training resources are also produced for the target groups. For example; Right to Participation - Guide to Applying to National and International Protection Mechanisms, Guide to Applying to Human Rights Protection Mechanisms for Sick Prisoners, Guide to Application Ways to Individual Application Mechanisms (Constitutional Court and ECHR) for Human Rights Defender Lawyers, Guide to Freedom of the Press in the light of ECtHR and Constitutional Court decisions.
11. The organization's work on monitoring, documenting and reporting rights violations is strong.
- AYHED publishes Rights Violations Monitoring reports in 2 interim periods every year.

- AYHED publishes Rights Violations Case Monitoring reports in 2 interim periods every year.
- AYHED publishes rights violations reports for different target groups every year as a result of its Prisons Monitoring activities (For example, Monitoring the Processes of Sick Prisoners in 2023 report)
- AYHED publishes rights violations monitoring reports and documentaries for different target groups every year within the scope of monitoring the rights violations experienced by Human Rights Defenders (For example; Current Situation Report and Document on Rights Violations Experienced by Human Rights Defender Lawyers in 2021, Current Situation Report and Document on Rights Violations Experienced by Human Rights Defender Journalists in 2021 in 2022)
- AYHED publishes case monitoring reports for different target audiences every year within the scope of monitoring the rights violations experienced by Human Rights Defenders. (For example; Case Review Report on Local Journalism in the Context of Human Rights Law in 2023)

WEAKNESSES AND AREAS FOR IMPROVEMENT

- *The organization does not have a Resource Development Plan, the organization manages all its work with grants and funds. Apart from this, it should create different resource development plans,*
- *The organization has a Gender Equality Policy Document and a Gender Equality Mainstreaming Unit and a directive setting out the working principles and procedures of this unit. However, the working activities of the unit should be determined and a mechanism to prevent internal violence and mobbing should be established,*
- *The organization has a Digital Communication Plan, but implementation practices are lacking; the website, social media and digitalization efforts should be strengthened,*
- *The organization has a Digital Archiving system for Rights Violations Monitoring, but there is no Information Security Procedure.*
- *The organization does not have a policy document on the conditions for admission and expulsion. Procedures and principles regarding objections, complaints and disciplinary mechanisms for members need to be determined and made into an institutional document.*
- *The institution does not have a systematic communication network with national and international rights organizations, the digital communication network for sharing and disseminating work outputs should be strengthened*
- *The institution is not recognized by international organizations, international organizations should be visited, memberships should be increased*
- *The organization is quite experienced in conducting training activities, but the Training Implementation Unit lacks a legal basis and procedures for its implementation and needs further development in producing relevant training materials and resources.*

ANNEX 2: RISK ASSESSMENT

Potential risks and uncertainties related to AYHED's mission / Likelihood of these and impacts.

Risks	Impact	Probability	Mitigation Strategy
Changes in Government Policies:	<i>Sudden changes in government policies can constrain human rights advocacy.</i>	High	<i>Monitor policy changes and engage in regular communication with policy makers. Create an effective strategy for managing relations.</i>
Financial Sustainability Challenges:	<i>Economic fluctuations and changes in financial resources can affect financial sustainability.</i>	Middle	<i>Diversify sources of income. Increase financial resilience through support from multiple donors, grant programs and funding sources.</i>
Safety Hazards:	<i>Risk: Increased security threats for activists and volunteers working in vulnerable areas.</i>	High	<i>Strengthen security protocols for those working in sensitive areas. Raising awareness on security issues by organizing training programs.</i>
Lack of Social Support:	<i>Risk: Lack of public support for human rights issues.</i>	Middle	<i>Follow a transparent and participatory communication strategy to build a stronger connection with the community. Organizing interactive events to increase community support and awareness</i> <i>Adopt a transparent communication strategy inside and outside the organization. Open reporting on activities, expenditures and projects.</i>
Technology and Information Security:	<i>Risk: Cyber security threats brought about by the use of technology</i>	High	<i>Invest in secure digital practices. Regularly train employees and volunteers on cybersecurity.</i>
National and International	<i>Risk: Negative impact of the national and international political situation</i>	High	<i>Strengthen participation in international human rights networks. Developing joint</i>



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