

REPUBLIC OF TURKEY
PRESIDENCY OF THE
COUNCIL OF STATE



2019-2023
STRATEGIC PLAN

PRESIDENT'S FOREWORD

With the Public Financial Management and Control Law No. 5018 dated 10.12.2003, which constitutes the basis of Turkey's public financial management, a strategic management approach has been adopted to make it possible to perform public services in a qualified and effective way, to use the resources allocated to public administrations effectively, economically and efficiently, and to ensure accountability as well as financial transparency.

Within the framework of this approach, public administrations are held to responsibility of developing their mission and vision within the framework of the legislation and the fundamental principles adopted by them, to determine strategic objectives and measurable targets, to measure their performances through predetermined indicators and to prepare to monitor and evaluate this process.

In our 2019-2023 Strategic Plan, which was prepared considering the data obtained as a result of evaluating the implementation results of the 2014-2018 Strategic Plan (the first strategic plan of the Presidency of the Council of State), changes in national policy documents and legislation and the current needs of the Presidency and the administrative judiciary, our main objectives were determined as improving the quality of the judicial service, to strengthen the advisory and review function of the Council of State and to improve our institutional capacity.

I fully believe that our Presidency's 2019-2023 Strategic Plan, which was prepared with the participation of our internal and external stakeholders through training activities, workshops and surveys, will be an effective tool in achieving our targets and that we will achieve our ultimate objective by taking the necessary measures regarding the timely implementation of results.

I would like to thank all our members and our external stakeholders who contributed to the preparation of the Presidency of the Council of State's 2019-2023 Strategic Plan, which was the result of intensive efforts and is one of the main documents related to the field of administrative judiciary for the next five years, and I believe that it will be beneficial to our country and our judicial community.

Head of the Council of
State
Zerrin GÜNGÖR

CONTENTS

PART ONE

GENERAL OVERVIEW OF THE STRATEGIC PLAN AND DEVELOPMENT PROCESS

I- STRATEGIC PLAN AT A GLANCE.....	1
II- KEY PERFORMANCE INDICATORS.....	3
III- PREPARATION ACTIVITIES FOR THE STRATEGIC PLAN.....	3
A- ADOPTION OF THE STRATEGIC PLAN AND THE ORGANISATION OF THE PLANNING PROCESS.....	3
B- IDENTIFICATION OF THE TRAINING, WORKSHOP AND SERVICE PROCUREMENT NEEDS.....	4
C- TIME SCHEDULE AND PREPARATION PROGRAMME.....	5

PART TWO

SITUATION ANALYSIS

I- INSTITUTIONAL HISTORY.....	6
II- EVALUATION OF 2014-2018 STRATEGIC PLAN.....	7
III- LEGISLATIVE ANALYSIS.....	9
IV- ANALYSIS OF HIGHER LEVEL POLICY DOCUMENTS.....	10
V- IDENTIFICATION OF THE AREAS OF ACTIVITY AND PRODUCTS & SERVICES.....	11
VI- STAKEHOLDER ANALYSIS.....	12
A- IDENTIFICATION OF STAKEHOLDERS.....	12
B- PRIORITISATION OF STAKEHOLDERS.....	13
C- EVALUATION OF STAKEHOLDERS.....	13
D- OBTAINING AND EVALUATING THE OPINIONS OF STAKEHOLDERS.....	14
1. IDENTIFYING THE METHOD TO OBTAIN THE OPINIONS OF STAKEHOLDERS.....	14
2. STAKEHOLDER SURVEY ANALYSIS.....	14
a- INTERNAL STAKEHOLDER ANALYSIS.....	14
b- EXTERNAL STAKEHOLDER ANALYSIS.....	17
VII- IN-HOUSE ANALYSIS.....	18
A- GENERAL INSTITUTIONAL STRUCTURE.....	18
B- HUMAN RESOURCES COMPETENCE ANALYSIS.....	18

C- INSTITUTIONAL CULTURE ANALYSIS.....	21
D- PHYSICAL RESOURCE ANALYSIS.....	21
E- TECHNOLOGICAL AND INFORMATION INFRASTRUCTURE ANALYSIS.....	23
F- FINANCIAL STATUS.....	25
VIII- POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL, LEGAL AND ENVIRONMENTAL ANALYSIS (PESTLE).....	26
IX- STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS (SWOT)	29

PART THREE

LOOKING TO THE FUTURE

I- MISSION.....	32
II- VISION.....	32
III- CORE VALUES	32

PART FOUR

STRATEGY DEVELOPMENT

I- TARGET CARDS.....	33
II- UNITS RESPONSIBLE FOR TARGETS.....	47
III- COST ESTIMATION	48

PART FIVE

MONITORING, EVALUATION AND REPORTING PROCESS

I- MONITORING AND EVALUATION	49
A- SCOPE.....	49
B- RESPONSIBILITY.....	49
II- MONITORING AND EVALUATION REPORTS AND MEETINGS	49

PART ONE
**GENERAL OVERVIEW OF THE
STRATEGIC PLAN AND
DEVELOPMENT PROCESS**

PART ONE

GENERAL OVERVIEW OF THE STRATEGIC PLAN AND DEVELOPMENT PROCESS

I- STRATEGIC PLAN AT A GLANCE

OUR MISSION

“To ensure the unity of case-law by definitively resolving administrative disputes, within a reasonable period, in the light of universal values of law & the rule of law, through an independent, impartial, fair trial based on human rights, and to implement its responsibility of advisory and review in an effective manner”

OUR VISION

“To be the universal pioneer of administrative justice and guarantee of justice”

OUR CORE VALUES

- Justice
- Rule of law
- Independence and impartiality
- Commitment to the principles of universal law
- Respect for human rights
- Qualification and competency
- Commitment to the principles of professional ethics
- Reputation and reliability
- Display of work discipline and commitment to institutional culture
- Transparency and accountability

OBJECTIVES AND TARGETS

OBJECTIVE 1: Improving the Quality of the Judicial Service

TARGET 1: Completing the Judicial Service within Reasonable Time

TARGET 2: Ensuring the Unity of Case-Law

TARGET 3: Reducing the Workload

TARGET 4: Increasing the Professional Competence of Judicial Members

TARGET 5: Enhancing the Method of Decision Writing and Strengthening the Justifications for Decision

OBJECTIVE 2: Strengthening the Advisory and Review Function of the Council of State

TARGET 1: Raising the Awareness of Public Administrations on the Advisory and Review Function

TARGET 2: Increasing the Effectiveness of the Advisory and Review Function

OBJECTIVE 3: Developing Institutional Capacity

TARGET 1: Improving the Quality of Human Resources

TARGET 2: Improving Compliance with the Internal Control System

TARGET 3: Taking Institutional Culture Forward

TARGET 4: Improving the Collection and Evaluation of Statistical Data

TARGET 5: Improving the Quality of Administrative Services Performed by the Institution

OBJECTIVE 4: Strengthening Institutional Communication and Collaboration

TARGET 1: Strengthening Communication and Cooperation with National Judicial Institutions and Universities

TARGET 2: Strengthening Communication and Cooperation with International and Foreign Judicial Institutions

II-KEY PERFORMANCE INDICATORS

Of the performance indicators identified in the plan, the results based and policy-centred key performance indicators that are considered important and related to the field of activity of the Institution, , are given below.

Baseline Value of the Planning Period (2018)	Key Performance Indicators	Target Value by the End of Planning Period (2023)
582	Average Number of Days for the Clearance of Cases	200
167,000	Number of Cases Transferred	30,000
1,166	Number of Decisions Published on the Website of the Council of State	8,600
53	Average Number of Monthly Case Files per Judge	20
26	Number of Judicial Members Attending Study Visits to International and Foreign Judicial Institutions and to International Professional Meetings	150
0	Number of Decisions Written According to the New Criteria	350,000
0	Number of Reports Created by the Reporting, Case-law and Statistics Unit	60

III- PREPARATION ACTIVITIES FOR THE STRATEGIC PLAN

A- ADOPTION OF THE STRATEGIC PLAN AND THE ORGANISATION OF THE PLANNING PROCESS

Following the 2014-2018 Strategic Plan (the first strategic plan of the Presidency of the Council of state), preparations for the 2019-2023 Strategic Plan, which aims to determine the management principles and targets for the following five years, were initiated under the coordination of the Directorate of Strategy Development with the “Strategic Plan Preparations Internal Circular” No. 989 and dated 10/2/2017, which includes the intent and support of the Presidency of the Council of State to adopt the strategic plan approach as an institution and to ensure the participation of all employees of the institution in this process. This intent was announced to the entire institution and all units and employees were informed that they would be expected to contribute to the work with their knowledge, experience, opinions and suggestions. Thus, it was ensured that the strategic planning process was carried out with an integrative, adoptive and participatory approach.

Following the above mentioned Circular, a “Strategy Planning Team” was established to create the strategic plan preparation programme with the Approval of the Presidency dated 7/3/2017 and numbered 1561, to carry out the preparatory work in accordance with this programme, to coordinate the necessary activities and to present the final work to the Strategy Steering Committee by compiling the results obtained. This Strategic Planning Team comprised of a Senior Rapporteur Judge and three Rapporteur Judges and was chaired by the Deputy Secretary General responsible for Directorate of Strategy Development.

The Team Leader carried out the planning of the activities, performed in-team and unit assignments, ensured the motivation of the team was maintained and provided coordination between the team and the Strategy Steering Committee and Senior Management.

With the Approval of the Presidency No. 1560 of the same date, the “Strategy Steering Committee” consisting of four Council of State Members under the chairmanship of a Deputy President, was established in order to guide the activities carried out by the Strategy Planning Team, to approve the preparation programme, to check the main phases and outputs of the process, to comment on unresolved and controversial issues, to finalise the mission, vision, objective, target, strategy and performance indicator drafts and to present these to the Senior Management for their review and suggestions as necessary.

B- IDENTIFICATION OF THE TRAINING, WORKSHOP AND SERVICE PROCUREMENT NEEDS

During the initial stage of the plan preparations, it was determined that there was a need for technical training on the strategic planning phases and the methods to be followed for the members of the Strategy Steering Committee and Strategy Planning Team, as well as the judicial and administrative unit representatives who will contribute to the activities. Since it is understood that such need is especially related to the preparation of survey questions, internal and external analysis and target cards, it is planned to concentrate on these issues in the workshops to be held.

Under this scope, within the framework of the cooperation with the former Ministry of Development, two separate training workshops regarding the strategic planning process were held on 03-05/10/2017 and 16-17/03/2018 for the members of the Strategy Planning Team and the Strategy Steering Committee. Approximately sixty persons consisting of Prosecutors of the Council of State, Senior Rapporteur Judges and Rapporteur Judges, who are considered to be capable of making contributions to the activities of the plan also attended the training workshops with the Approval No. 381 of the Presidency dated 29/9/2017.

No services were procured regarding the preparation, interpretation and analysis of the

surveys and completion of the target cards; these phases were directly undertaken by the Strategy Steering Committee, Strategy Planning Team, Directorate of Strategy Development, as well as the judicial and administrative unit representatives who participated in the workshop, in accordance with subparagraph (a) of paragraph 1 of article 5 of Regulations on the Principles and Procedures of Strategic Planning in Public Administrations.

C- TIME SCHEDULE AND PREPARATION PROGRAMME

The “preparation”, “status analysis”, “ looking to the future”, “strategy development”, “monitoring and evaluation” phases, which will be followed from the beginning of the preparatory works of the strategic plan until the finalisation of the plan, and the works, procedures and activities to be conducted to finalise the plan, their time of completion as well as the groups and units responsible for their realisation were established. The preparatory programme prepared in accordance with the legislation in force was revised after the legislative change occurring during the plan preparation process.

PART TWO
SITUATION ANALYSIS

PART TWO

SITUATION ANALYSIS

I- INSTITUTIONAL HISTORY

The foundation of the Council of State dates back to 1838, when Meclisi Vâlâ-yı Ahkâmı Adliye (“Supreme Council of Judicial Ordinances”) was established by Sultan Mahmud II. At that time, the Council of State literally acted as an advisory council - a pre-parliament.

During his official visit to France in 1867, Sultan Abdulaziz studied the French state system and pioneered the establishment of an assembly similar to Conseil d’État in the Ottoman Empire, personally involved in the formation of the Şûra-yı Devlet (Council of State) and chaired the meetings of establishment.

With the famous speech by Sultan Abdulaziz, which also mentioned the principle of the separation of powers, being read by the Grand Vizier Mehmet Emin Âli Pasha on 10 May 1868 at “Bâb-ı Âli” (Sublime Porte), the Council of State took its place in the legal system under the name of “Şûra-yı Devlet” (Council of State).

The establishment of the Şûra-yı Devlet was a driving force that accelerated the development of the idea of the modern state and modernisation movements that began in the first half of the 19th century in the Ottoman Empire.

The fact that the institution’s building was located at the centre of The Bâb-ı Âli, Ottoman Empire’s governmental centrum, between the Ministry of Internal Affairs and Foreign Affairs, and the appointment of Mithat Pasha to the Founding Presidency emphasises the importance attributed to the Şûra-yı Devlet.

The responsibilities of the Institution were determined by a regulation containing fourteen articles. Its tasks included “examining the draft laws, regulations, judging the civil servants and informing the sultans and ministers on all matters if demanded”.

Şûra-yı Devlet was divided into 5 (five) departments, namely the Mülkiye (Civil Service), Nafia (Public Works), Maarif (Education) and Maliye (Finance), each of which had 1 (one) Chairman and 10 (ten) commissioned Members.

After serving for 54 years during the Ottoman Empire, the Council of State continued to function within the body of the Turkish Grand National Assembly on 4 November 1922, when the administration of all the central institutions in Istanbul was transferred to the Turkish Grand National Assembly.

While stressing the importance and role of the Council of State in history, Mustafa Kemal Atatürk stated as follows: “It is my hope that the esteemed Assembly takes the necessary actions regarding the draft law prepared by the Committee on Internal Affairs so that the Council of State, which is one of the administrative branches of the Government, is established as soon as possible in order to meet an increasing need due to the fact that it is an important institution related to the administrative and economic life of the country.”

The Council of State, whose establishment was reorganised with the Law No. 669 enacted on 6 July 1927, was institutionalised with its new structure. Its organisational chart was classified under the names of Tanzimat (Reorganisation), Mülkiye (Civil Service), Maliye (Finance), Nafia (Public Works) and Deavi (Litigation) and established with 3 (three) administrative chambers and 1 (one) case chamber.

Being a constitutional institution in the Constitutions of 1924, 1961 and 1982, the Council of State also gained, in addition to its advisory function, the title of high court as an appeal authority with the establishment of regional administrative, administrative and taxation courts in 1982, which are the first instance administrative judiciary authorities.

With the legal remedy of appeal, which was introduced by Law No. 6545 dated 18/06/2014 and which was actually put into effect as of 20/07/2016, the existing two-tiered judicial system in the administrative judiciary procedure has been transformed into a three-tiered system in terms of disputes referred to in the Law.

In addition, with the amendment made in the Constitution of the Republic of Turkey with the Law No. 6771, the military administrative judiciary was abolished and it was decided to transfer the case files under process of review under the existing legal remedy to the Supreme Military Administrative Court to the Council of State.

II- EVALUATION OF 2014-2018 STRATEGIC PLAN

In the 2014-2018 Strategic Plan of the Presidency of the Council of State; 6 strategic objectives, 21 strategic targets, 62 activities planned to be realised in order to achieve these targets and 133 performance indicators to measure the results of the activities were determined.

When the objective, target, activity and performance indicators of the plan are evaluated in terms of quantity in general, it is observed that the activity and performance indicators are over-determined, causing difficulties both in monitoring the implementation results of the plan and in preparing the annual performance programmes. It has been observed that the activities and indicators of the same scope and content are frequently repeated under

different objectives and targets, thus they are far from providing an effective measurement, and in terms of quality, there are performance indicators that are rather operational, requiring no cost and allowing no result/output information to be produced.

The following were found when a more thorough examination has been made:

➤ First, it was concluded that the lack of performance indicators determined for 2014-2018, the initial values in 2013, which is the preparation period of the plan, and the levels targeted to be achieved in 2014-2018, prevented the measurement of the success and/or failure of the plan and constituted the most fundamental problem in the plan.

➤ Another problem identified during the implementation of the plan was that the performance indicators are determined on the basis of values that the data processing system does not support.

➤ Third, the unit responsible for the target or indicators was not identified in the plan, and in some indicators a large number of related units were specified. This situation made it difficult to determine the unit responsible for the realisation of the main objective and resulted in related units being evaluated as responsible, thus creating a confusion of duties and powers in the indicators that the units are not directly related, leading to an unwillingness to follow and monitor the targets/indicators.

➤ Fourth, in the 2014-2018 strategic plan, a weak link was established between the budget (resource) and the target and most of the appropriations did not coincide with the plan, contrary to the purpose of paragraph 5 of Article 9 of the Public Financial Management and Control Law No. 5018.

➤ During the implementation of the strategic plan, a psychological problem was also encountered. As it took a long time for the units and staff to adopt the 2014-2018 Strategic Plan, and there was an inability of employees to keep up with legal and structural change, the expected success the plan was overshadowed.

➤ Although a lot of information about the duties, structure and legislation, human resources of the Institution was given under the status analysis of the 2014-2018 strategic plan, it was seen that there is no assessment as to whether the activities carried out by the institution and its current mission coincide with the legal duties and responsibilities of the institution.

➤ Stakeholder analysis, which is the most important data source of strategic plans, was conducted at descriptive level and the impression was that sufficient attention was not given to the analysis.

➤ In the strengths and weaknesses, opportunities and threats (SWOT) analysis of the 2014-2018 Strategic Plan, it was observed that there was a confusion regarding certain issues

of the assessments of the internal and environmental analysis. At this phase of the plan, it was observed that the strengths and weaknesses of the organisation as well as the opportunities and threats are listed, but no efforts were made to determine the strategies for how to use the strengths that form the basis of the SWOT matrix, how to correct the weaknesses, how to evaluate the opportunities, and how to eliminate the threats.

III- LEGISLATIVE ANALYSIS

Main regulations regarding the establishment, duties and powers of the Council of State are stipulated by Article 125 and 155 of the Constitution of the Republic of Turkey No. 2709, and detailed regulations are stipulated by the Council of State Law No. 2575, Administrative Jurisdiction Procedures Law No. 2577 and the Internal Regulations of the Council of State.

As stated in the aforementioned legislation, the Council of State has advisory and review duties in addition to its judicial duties.

In this context, the Council of State is both a review, advisory and decision-making body that assists the executive power, and a judicial institution with effective and important duties in judicial supervision of the administration.

In addition, the Law No. 2576 on the Establishment and Duties of Regional Administrative Courts, Administrative Courts and Taxation Courts contains important provisions concerning the Council of State. Apart from the legislation referred, there are regulations in many laws regarding the duties of the Council of State.

Within the scope of the legislation analysis, the main legislation determining the establishment, duties and powers of our Presidency was examined and the areas that need to be regulated with regard to the provisions of the said legislation have been identified.

It was concluded that the Presidency of the Council of State carries out all of its duties mentioned in the legislation, conducts its activities in accordance with the regulations specified in the legislation and, in general, does not have any non-regulated activities.

However, it was determined that, with the legal remedy of appeal, which was introduced by Law No. 6545 dated 18/06/2014 and which was put into effect as of 20/07/2016, there is a need to harmonise in particular the Articles 23, 25 and 38 (defining the judicial duties of the Institution) of the Council of State Law No. 2575, the main regulations of the Presidency of the Council of State, with the legal remedy of appeal model.

IV- ANALYSIS OF HIGHER LEVEL POLICY DOCUMENTS

The Tenth Development Plan (2014-2018), Judicial Reform Strategy Document (2015) and the Medium Term Programme (2019-2021), which are the top policy documents in force during the preparation process of the Plan, have been examined and in these documents, the areas which the Presidency of the Council of State is considered responsible for and/or related to, and the issues that need improvement in these areas were determined.

According to this, it was considered that the Presidency of the Council of State is responsible for and/or related to the following matters:

In the Tenth Development Plan (2014-2018); support for the activities regarding accelerated, fair, effective, secure and accurate functioning of the judicial process, effective implementation of the principles of the right to defence, legal aid, equality of arms and judicial ethics, the development of information technologies used to increase the accessibility of the judiciary, improvement of the class action lawsuit system and the expertise institution,

In the Judicial Reform Strategy Document (2015-2019); providing assistance and support to the activities aimed at strengthening the independence and impartiality of the judiciary, determining the ethical principles for the members of the judiciary, harmonising the disciplinary provisions of the Law No. 2575 regarding professional members in line with the international regulations, continuing to announce to the public our Institutional activity report, increasing access to the Council of State decisions provided that the personal data is protected, participating in meetings to be held between judicial actors in order to improve the legal system, and identifying and solving problems in the expert institution, and

In the Medium Term Programme (2019-2021); taking measures to ensure increasing the professional competence of the members of the judiciary and providing specialisation in the profession, developing and enabling alternative dispute resolution methods, and completion of the trial within a reasonable time.

V- IDENTIFICATION OF THE AREAS OF ACTIVITY AND PRODUCTS & SERVICES

The services related to the main fields of activity of the Presidency of the Council of State and the beneficiaries of this service are shown in the table below.

Table 1: Area of Activity - Product/Service List

Area of Activity	Products/Services	Service Beneficiaries
<p>Judicial Activities</p>	<p>1-Services provided in the capacity of the first instance court:</p> <p>To make decisions on actions for annulment and full remedy actions regarding cases to be filed against the resolutions of the President, regulatory procedures other than the Presidential decrees issued by the President, regulatory procedures that are issued by the Ministries and public institutions or professional organisations in the capacity of public institutions and that will be implemented throughout the country, actions and procedures implemented on the decisions made by the administrative chamber of the Council of State or the Board of Administrative Affairs, works within the jurisdiction of multiple administrative and taxation courts, the decisions of the High Disciplinary Board of the Council of State and the procedures of the Presidency of the Council of State related to the area of activity of this Board; on administrative proceedings arising from the concession agreements and contracts related to public services for which no arbitration is foreseen as well as the cases which are stipulated in certain laws to be heard by the Council of State at the first instance; and to review and decide on demands regarding the loss of status of municipalities and special provincial administrations, which are commissioned by election, of their statuses as institutions.</p> <p>2-Services provided in the capacity of appeal authority:</p> <p>To perform reviews for appeal and finalise the decisions of the administrative courts regarding the disputes subject to the summary procedure as well as the judiciary procedure regarding central and joint examinations, the final decisions of the regional administrative courts that can be appealed, the final decisions of the Council of State in the capacity of the first instance court and the decisions of reinstatement of the regional administrative courts.</p>	<p>✓ Parties to the case (Public institutions and organisations, professional organisations in the capacity of public institutions, citizens)</p> <p>✓ Other non-legal persons or legal entities affected by the outcome of the case (including Lawyers)</p>

Area of Activity	Products/Services	Service Beneficiaries
Advisory and Review Activities	<p>Services provided in the capacity of advisory and review authority: To review, and make decisions on or provide its opinion regarding, the following as applicable:</p> <ol style="list-style-type: none"> 1. Concession agreements and contracts related to Public services 2. The requests for the opinions of, which the relevant Laws stipulate to be received from, the Council of State 3. Disputes between the public administrations regarding the procedures for the transfer of immovable property in accordance with the provisions of the Expropriation Law 4. The works assigned to the Council of State in accordance with the provisions of the Special Provincial Administration Law 5. Works that are not subject to administrative cases, which are assigned to the Council of State with the municipality legislation 6. Works to be performed in accordance with the legislation on the prosecution of civil servants and other public officials 	<ul style="list-style-type: none"> ✓ Public administrations applying for advisory and review purposes, natural and legal persons indirectly covered by the relevant regulations ✓ Parties to concession agreements and contracts ✓ Civil servants and other public officials

VI- STAKEHOLDER ANALYSIS

A- IDENTIFICATION OF STAKEHOLDERS

Our internal and external stakeholders that benefit or are affected by the service of the Institution or that affect the activities of the Institution have been identified.

Internal Stakeholder List

- Professional Members
- Prosecutors
- Senior Rapporteur Judges
- Rapporteur Judges
- Administrative Personnel

External Stakeholder List

- Presidency
- Turkish Grand National Assembly
- Supreme Court
- Court of Disputes
- Court of Cassation
- Court of Accounts
- Council of Judges and Prosecutors
- High Election Board
- Ministries
- Regional Courts of Justice (Second Instance Judiciary Authorities)
- Courts of Justice (First Instance Judiciary Authorities)
- Regional Administration Courts
- Administrative and Taxation Courts
- Higher Education Council
- Assessment, Selection and Placement Centre
- Rectorate of National Defence University
- University Rectorates and Law Faculties
- Regulatory and Supervisory Institutions
- Professional Institutions in the Nature of Public Institutions
- Metropolitan Municipalities
- Other public institutions and organisations and State Economic Enterprises

B- PRIORITISATION OF STAKEHOLDERS

In order to ensure effectiveness in reflecting the opinions of our stakeholders in the plan, it was ensured that they are prioritised by taking into account their impact and importance levels (include in the activities/work together/inform/monitor).

C- EVALUATION OF STAKEHOLDERS

The level of utilisation of the services by stakeholders provided by the Institution was determined and, for this purpose, the centre of focus and the range of intensity for their expectations that will be reflected to the objectives and targets, as well as common areas of activity were identified.

D- OBTAINING AND EVALUATING THE OPINIONS OF STAKEHOLDERS

1- Identifying the Method to Obtain the Opinions of Stakeholders

Due to the high number of external stakeholders and limited access to such stakeholders, it was found suitable to apply only the “survey” method for the external stakeholders and, with regard to the internal stakeholders, to use a combination of the “survey” method in order to reach all of the internal stakeholders and the method of “meeting (workshop)” with a sample group in order to have an in-depth grasp of their opinions and recommendations.

In regard to external stakeholders, it was decided to implement the online survey method in order to ensure that the surveys reach out to those concerned and are returned to the Institution in a sound manner, thus ensuring a wider participation, and to enable the answers to be converted into statistical information automatically and systematically.

On the other hand, it was decided to forward the internal stakeholder surveys to the internal stakeholders by sending them to the entire organisation in the annex of a letter, and to ensure participation to the survey by having the surveys filled on hard copy placed into boxes placed at various locations of our service building or by having them forwarded to the Directorate of Strategy Development through the affiliated unit directorates.

In addition to the survey, the opinions of our internal stakeholders were also sought during the workshops held with the participation of the Strategy Planning Team, the Strategy Steering Committee Members as well as approximately sixty people consisting of the Council of State Prosecutors, Senior Rapporteur Judges and Rapporteur Judges who are considered to contribute to the activities of the plan, within the framework of the cooperation between the Presidency of the Council of State and the former Ministry of Development on 03-05/10/2017 and 16-17/03/2018.

2- Stakeholder Survey Analysis

a) Internal Stakeholder Analysis

A total of 442 people participated in the internal stakeholder surveys between 18/12/2017-12/01/2018. It was observed that the rate of participation in the survey was 23% for the professional members, 27% for the prosecutors/senior rapporteur judges/rapporteur judges and 43% for the administrative personnel. 63% of the respondents were male and 37% were female.

Institutional Status	Current Number (as of 12/1/2018)	Number of Participants	Rate of Participation	Percentage among the Participants	Female Participants	Male Participants	Female Participation Rate	Male Participation Rate
Professional	118	27	22.88%	6.11	8	19	29.63	70.37
Prosecutor Senior Rapporteur Judge Rapporteur Judge	470	129	27.45%	29.19	67	62	51.94	48.06
Administrative Personnel	660	286	43.33%	64.70	90	196	31.47	68.53
Total	1,248	442	35.42%	100	165	277	37.33	62.67

➤ As a result of the evaluation of the participants' opinions on institutional capacity and working conditions:

It was understood that the highest satisfaction levels of all respondent internal stakeholders were related to the adequacy of technical tools and equipment and the provision of materials needed in a short period of time, while the lowest level of satisfaction was the lack of necessary measures to increase the productivity of employees whose level of job performance is considered low. It was understood that the overall level of satisfaction of the institution regarding institutional capacity and working conditions was 64.81%.

➤ As a result of the evaluation of the respondents' views on the effect and ranking of importance of the sources of stress in the working environment:

It was observed that the main cause of stress for all respondent internal stakeholders was the "high amount of workload and responsibilities" and "subordinate-superior relations." In addition, the physical working environment, work after normal office hours and lack of time were not observed as a primary source of stress.

➤ As a result of the evaluation of the participants' opinions on personal and professional development:

It was observed that all respondent internal stakeholders agreed that the professional/in-service trainings improved the quality of work and that the seminars and panels organised were beneficial. It was understood that the number of internal stakeholders who think that their professional future (career plan) is predictable and that there is an opportunity to get promoted to a higher position is relatively low. It was found that 56.60% of the entire institution was satisfied with the personal and professional development conditions.

➤ As a result of the evaluation of the participants' opinions on motivation and the sense of belonging:

It was observed that the majority of all responding internal stakeholders highly enjoyed the work and the chamber where they worked and felt that their work was on importance for the institution. It was understood that a significant portion of participants considered that the adaptation training as well as the training, seminars and social activities carried out within the scope of enhancing the institutional culture to the newly recruited personnel are not sufficient. It was found that 66.44% of the entire institution was satisfied with the conditions of motivation and carried a sense of belonging.

➤ As a result of the evaluation of the participants' opinions on communication:

It was observed that, for all respondent internal stakeholders, the positive opinion expressed most commonly was that "sufficient attention and respect is paid by the administrative units" and that "there is sufficient coordination and cooperation between the administrative units". The negative opinion expressed most commonly by the respondents was the inadequacy of social activities aimed at strengthening communication among employees. It was observed that 54.65% of the respondents were satisfied with the communication conditions.

➤ As a result of the evaluation of the participants' opinions on the issues they deem important from the institutional point of view:

It was observed that the subject selected as being the most important by all respondent internal stakeholders was increasing the trust in the judiciary and, the second most important being the strengthening the right to a fair trial. These two important issues were followed by increasing the qualities of judiciary and administrative staff and adopting work discipline and the awareness of responsibility. On the other hand, the adaptation of National Judiciary Informatics System interfaces to meet the needs of the organisation was marked by the respondents as the least significant problem compared to other subjects.

➤ As a result of the evaluation of the participants' opinions on the issues they deem important from the personal point of view:

It was observed that all respondent internal stakeholders chose the issues of "having a balanced and fair distribution of workload and responsibility" and "improvement of their remuneration rights" as the most important personal issues. On the other hand, it was understood that the issues of "improving working conditions" and "ensuring the balance of authority and responsibility" were, according to the opinions of the respondents, less personally important than the other issues.

b) External Stakeholder Analysis

Our Presidency's external stakeholder surveys were submitted online to the

participants between 18-31/12/2017, and were answered by lawyers through the Lawyer Portal, National Judiciary Informatics System users through the National Judiciary Informatics System Portal and other public administrations by logging in through the link on the institutional website.

A total of 3,169 people participated in the external stakeholder survey.

Distribution of Survey Participants	Number of Participants	Percentage
Lawyer Portal	406	12.81
National Judiciary Informatics System Portal	1,074	33.89
Other Public Institutions	1689	53.30
Total	3,169	100

➤ As a result of the evaluation of the participants' level of interest and knowledge regarding the Presidency of the Council of State:

It is observed that those who participated in the survey from the Lawyer Portal stated that their level of knowledge about the duties, powers and responsibilities of the Presidency of the Council of State as “good”, while those who participated from the National Judiciary Informatics System Portal and from other public institutions stated it as “average”.

It is observed that the majority of the respondent external stakeholders is in contact with the Presidency of the Council of State due to their duties or professional activities. This is followed by the reasons “obtaining information and administrative application” and “lawsuit”.

The fact that the respondents had a good level of interest and knowledge about the duties, powers and responsibilities of the Presidency of the Council of State and that the reasons for contact with the Presidency of the Council of State were found to be direct and strong ensured that the results of the survey are accurate.

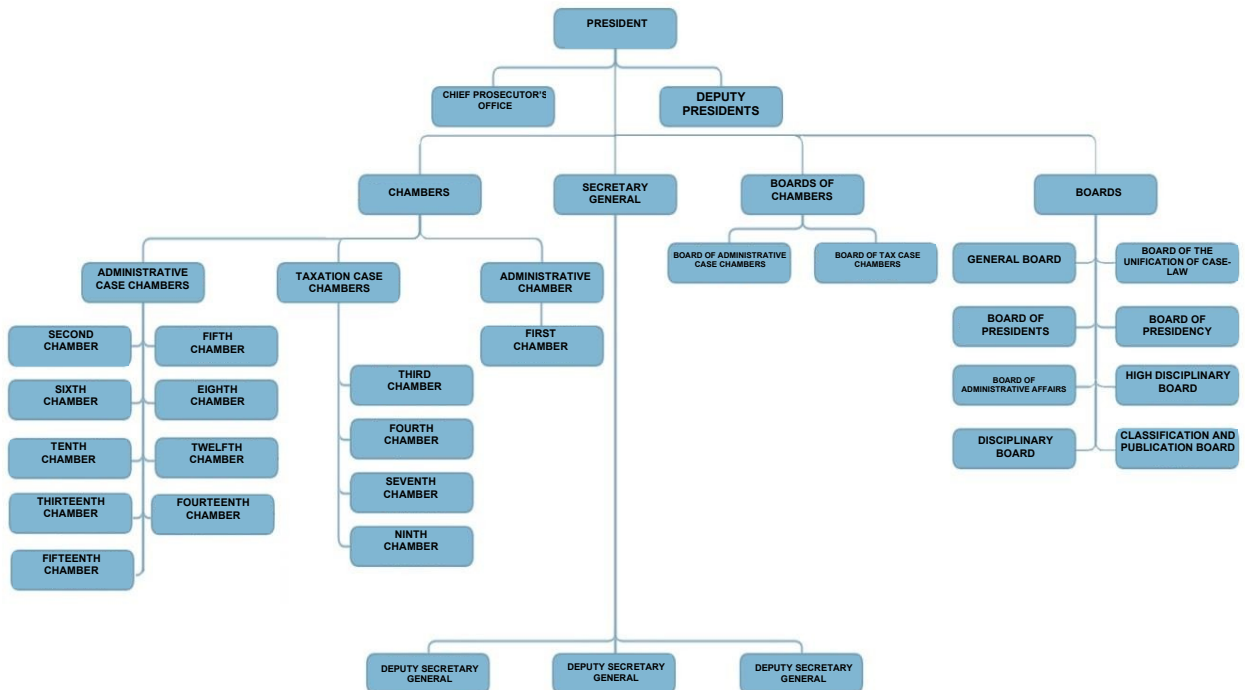
➤ As a result of the evaluation of the opinions of the participants regarding our Presidency and the services offered by the Presidency of the Council of State:

It is observed that the respondent external stakeholders mostly expressed positive opinions that the Presidency of the Council of State has a deep-rooted institutional culture and that it is an impartial and independent institution. On the other hand, it is understood that the issues for which the least positive opinion is submitted are the issues of “cases being concluded within a reasonable time” and “having a foreseeable time for the proceedings”. It is observed that 76.91% of the respondents are satisfied with the Presidency of the Council of State and the services it provides.

VII- IN-HOUSE ANALYSIS

A-GENERAL INSTITUTIONAL STRUCTURE

In accordance with the Council of State Law No. 2575, the Council of State is independent and its management and representation belongs to the President of the Council of State. The executive affairs of the Council of State are executed through the Presidency. President of the Council of State, Chief Prosecutor, deputy presidents, heads and members of the chambers serve as high court judges under the guarantees provided to them under the Constitution and laws of the Republic of Turkey.



B-HUMAN RESOURCES COMPETENCE ANALYSIS

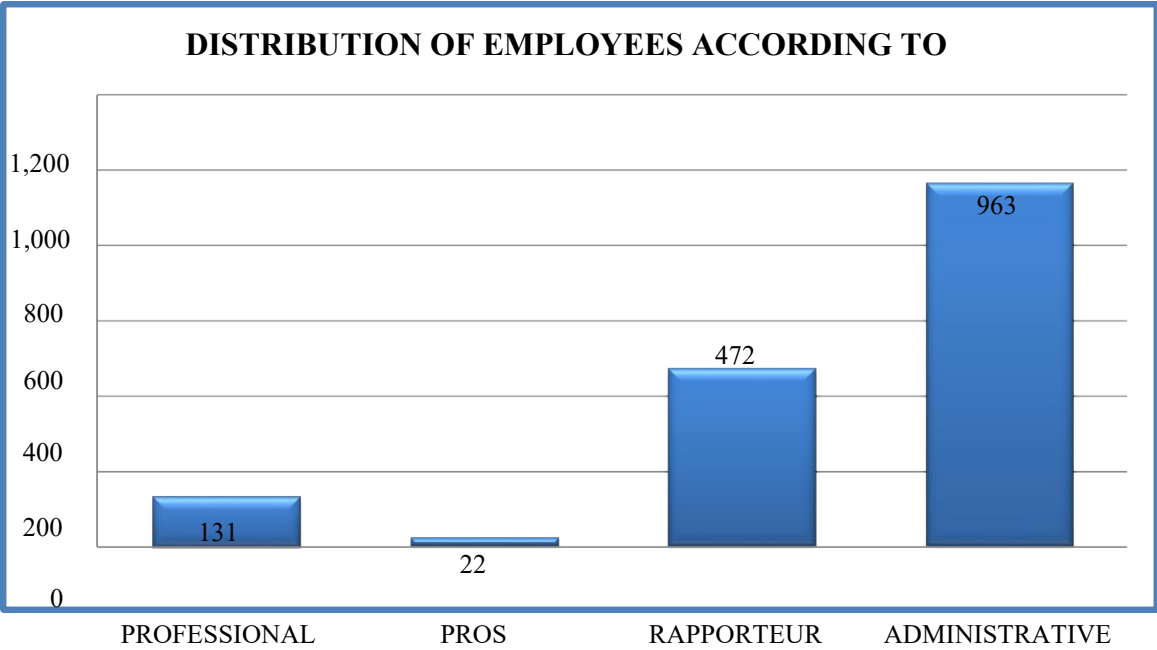
PERSONNEL DISTRIBUTION OF PRESIDENCY OF THE COUNCIL OF STATE (as of 11.12.2018)				
TITLE	FILLED POSITIONS	VACANT POSITIONS	NUMBER OF MALES	NUMBER OF FEMALES
PERMANENT PERSONNEL	1,223	452	745	478
CONTRACTED PERSONNEL	116	26	72	44
WORKERS	249	0	152	97
TOTAL	1,588	478	969	619

Of the 2,066 positions assigned to the Presidency of the Council of State, 1,588 were full, 478 were vacant, and 76.86% of positions were held. A total of 625 judicial members, consisting of 131 Professional Members, 22 Prosecutors and 472 Rapporteur Judges work at the Presidency of the Council of State.

Appointment and transfer procedures of the Prosecutor and Rapporteur Judges working in the Presidency of the Council of State are carried out by the Council of Judges and Prosecutors.

There are a total of 963 administrative personnel, consisting of 399 personnel in the General Administrative Services Category, 40 personnel in the Technical Services Category, 153 personnel in the Auxiliary Services Category, 6 personnel in the Health Services Category, 116 personnel in the contracted position and 249 personnel in the worker staff.

61% of our employees are male and 39% are female. 69% of our employees are graduates of tertiary education.



As a result of the examination performed on the human resources of the Presidency of the Council of State; although it is observed that the personnel are generally sufficient in terms of quantity, it has been evaluated that appointments can be made to the relevant positions in the administrative units that require expertise and technical knowledge.

In addition, it was observed that the technical personnel to develop the information systems used by the Institution were insufficient in terms of quality and quantity.

On the other hand, it is concluded that appointments to the internal auditor staff, which is currently vacant, are required within the framework of the relevant legislation in

accordance with the internal control standards applied in the institutions.

Within the scope of the assessment of the competency of human resources; the needs of the personnel for training and human resources were established through determining the qualification gaps by comparing the qualifications the personnel should have in terms of the units they work in, their titles and the job descriptions and their current qualifications, as well as their quantitative data.

Within this framework, it was concluded that it is necessary:

➤ To increase the professional experience and knowledge of the professional members by ensuring their participation in study visits, scientific meetings and workshops to be held in foreign and international judicial institutions,

➤ To increase the professional competence of the prosecutor, senior rapporteur judges and rapporteur judges by ensuring their participation in scientific meetings, workshops, internships and judge exchange programmes to foreign and international judicial institutions; in addition, to ensure their participation in trainings aimed at their personal development in issues such as time, process and stress management, use of information system, effective communication methods, work prioritisation, etc. in order to reduce the negative effects of intensive and stressful working conditions and to contribute to a more effective and productive work by these persons,

➤ To increase in-service trainings aimed at improving the knowledge of administrative personnel, particularly on formal correspondence procedures and protocol management; to ensure their participation in seminars, conferences and trainings aimed at their personal development in issues such as time and process management, collective work, job prioritisation, use of information system, information technology security, effective communication methods, responsibility, discipline and organisation, problem solving techniques, etc. to allow them to perform their duties effectively, on time and efficiently,

➤ To carry out activities such as informative and motivating seminars, panels and interviews that will contribute to the elimination or reduction of the negative effects of anatomical and stress-related health problems of the judiciary personnel resulting from spending the majority of the peak working hours at a desk job in a static position,

➤ To provide the judicial members of the Presidency of the Council of State the opportunity to observe the legislative comments on their fields of duty and the problems arising in practice by strengthening the communication between the administrative judiciary authorities,

➤ To increase the quality and quantity of the personnel who will serve in the field of information processing.

C- INSTITUTIONAL CULTURE ANALYSIS

In order to be able to analyse the values adopted and shared by the employees of the Presidency of the Council of State, the internal and external stakeholder survey included questions that reveals the current status and structure of the institutional culture. In addition, the elements of the institutional culture were also reviewed in the workshops held on 03-05/10/2017 and 16-17/03/2018. The institutional culture was defined with these methods.

Within this framework, it was determined that our internal and external stakeholders accept that our institutional culture is satisfactory in terms of participation, cooperation, dissemination of information, relations with stakeholders, openness to change and strategic management components.

On the other hand, it was understood that the “in-house communication” component, which is among the other components of our institutional culture, is open to improvement in terms of subordinate-superior relations being a source of stress and social-cultural activities aimed at strengthening communication among employees being insufficient; “learning component” in terms of having the promotion exam performed with longer intervals; and “the reward and penalty system” component in terms of not taking the necessary measures to increase the productivity of employees with a low job performance.

D- PHYSICAL RESOURCE ANALYSIS



The Service Building of the Council of State is founded on 62,310 m² of land, allocated to the Presidency of the Council of State by the repealed Ministry of Finance, located in Lodumlu, Çankaya district of Ankara province. In February 2012, the Institution moved to the building, whose foundations were laid on 14/12/2009 and which was completed by the Ministry of Environment and Urbanisation at the end of 2011 as planned, with all its administrative and judicial organisation.

The service building of the Presidency of the Council of State consists of five separate eight-storey blocks, in which the judicial activities are carried out in a way that is suitable for the high judiciary organ and with the capacity to meet the needs, as well as a three-storey campus with the Presidency, Vice Presidencies, Chief Prosecutor’s Office, General Secretariat, Administrative Units as well as the Social Facilities consisting of a Dining Hall, Cafeteria, Creche,, Sports Centre, Men-Women’s Hair Salon and a Health Unit.

During the construction of our service building, which has a total construction area of 81,403 m², the offices of the authority and work offices, offices of the clerk and the commission as well as all general usage areas are planned and arranged in a way that will meet the needs and enable all our employees to work in a more efficient and comfortable environment by evaluating the opinions of all our members.

In order to carry out the judicial service without interruption and to carry out the works and procedures of our personnel within the campus, individual and spacious spaces have been allocated for bank branches and postal services to ensure that they provide their services.

130 units of lodgings, which are allocated to the Presidency of the Council of State (or not allocated to but assigned for the use of the Presidency) can meet the needs of only 21% of 625 judicial members.

The list of the lodgings allocated to the Presidency of the Council of State is given below. It was observed that said lodgings cannot meet the need due to the fact that they are old, their position is determined according to the old service building of the Presidency of the Council of State, they remain distant after moving to the new service building and, taking into consideration the number of permanent staff, they are insufficient in terms of number.

In addition, there are a total of 92 vehicles allocated to the service of our Presidency.

LODGINGS OF THE PRESIDENCY OF THE COUNCIL OF STATE				
(as of 11/12/2018)				
Lodging	Special Allocation	Allocated for Duty	Allocated by Order	General Total
Allocated Lodgings	-	68	15	83
Lodgings that are Not Allocated to but Assigned for the Use of our Presidency	1	43	-	44
Lodgings Mutually Exchanged by Protocol	-	3	-	3
TOTAL	1	114	15	130

E- TECHNOLOGICAL AND INFORMATION INFRASTRUCTURE ANALYSIS

The technological services offered by the Council of State are covered by the hardware park as well as the application software and Internet-Intranet application developed under the name of Council of State-National Judiciary Informatics System (Council of State-UYAP), Council of State Information System (DBS), National Judiciary Informatics System-Document Management System (UYAP-DYS).

Infrastructure, software and hardware that are in accordance with up-to-date information technologies are being used within the Presidency of the Council of State. Professional Members, Prosecutors and Rapporteur Judges employed within the Chambers, Boards and administrative units of the Council of State use the laptops allocated to them and the computers that complete their economic lifetime are replaced in line with up-to-date technology. In addition, the personnel working in the Presidency of the Council of State are provided with laptops or desktop computers and equipment such as printers, scanners, etc. allocated to them.

Council of State-National Judiciary Informatics System (Council of State-UYAP)

It is a software developed in cooperation with the Ministry of Justice-Department of Information Processing and the Council of State-Directorate of Information Processing Centre for the realisation of all kinds of judicial and administrative activities carried out by the Council of State through its Chambers and Boards. With this software, all the steps from the entry of a file to the system of Council of State to the final decision and notification thereof to the parties or the delivery of the file to the relevant jurisdiction are carried out through this system.

All kinds of needs regarding the said software are met by the Directorate of Information Processing Centre of our Presidency in cooperation and coordination with the Ministry of Justice-Department of Information Processing; virtualisation, database, information security, data backup and disk systems as well as the retention, operation, maintenance and controls of the physical and virtual servers' are carried out in accordance with state of the art technologies.

Council of State Information System (DBS)

The Council of State Information System (DBS) software, which is used by the administrative units of the Presidency of the Council of State, started to be developed in 1985 for the purpose of automation of the Institution and was made ready to serve the needs of all chambers, boards and administrative units in 1992. In 2001, the system was developed and renewed in order to adapt to the rapid changes in the technological platform.

As of 2018, the system is actively used by the Directorate of Personnel and Training, Directorate of Accrual Office, Health Centre and Directorate of Library and data entry continues.

General Document and Decision Writing systems are passive and continue to be used for inquiry and obtaining information. However, it is observed that the Council of State Information System (DBS) software does not meet the current needs, lags behind the up-to-date technological developments, and therefore needs to be moved to a new platform that is compatible with today's technology and infrastructures, with manageable, easy to use interfaces, having log capability and maintenance-repair support.

National Judiciary Informatics System-Document Management System (UYAP-DYS)

UYAP-DYS is a software that works in accordance with the e-signature infrastructure, which ensures the management of all the documents that are produced as an input to functional applications or produced within these applications in electronic environment, performing their approval procedures, archiving and searching with "fulltextsearch". With the National Judiciary Informatics System-Document Management System (UYAP-DYS), correspondence between all judicial and judicial support units can be carried out electronically as a paperless office environment and, with the integration of the REM (Registered Electronic Mail) application into the system, official correspondence with public institutions with REM address can be done electronically.

Intranet - Internet

Intranet application is an institutional information portal created to assist the professional members, prosecutors, rapporteur judges and administrative personnel of the Council of State in their work processes, to ensure that they reach the information they want without delay and to facilitate access to common information they need. In-house information sharing is provided in a fast and easy manner with the intranet application, which has fields such as in-house announcements, board decisions, commission works, activity reports, guides, legislation, library, publications, statistics, etc.

Information is shared with external users via the website of the institution, allowing users to follow the proceedings on the case files and access some of the precedent decisions and the Council of State publications.

In the future, the Council of State intranet and internet infrastructure should be rearranged and it should be restructured so as to allow it to be easily managed and functional; considering the increasing data volume requirements in today's computing infrastructures, it is considered that a new Data Storage Unit with higher capacity will be needed in the coming years and new physical servers will be needed.

On the other hand, it is envisaged to restructure the current decision archive in the Presidency of the Council of State and to establish an electronic archive system in order to

transfer the information to the computer and present it on the computer media to serve the user. In general, the system is intended to perform the functions of scanning, recording, indexing, archiving, searching the archive and printing out the decisions in general.

F- FINANCIAL STATUS

In the financial resource analysis of the Presidency of the Council of State, 2019, 2020 and 2021 budget forecasts for the Council of State in the 2019-2021 Mid-Term Financial Plan were included and the appropriations were estimated for 2022 and 2023 over the rates of increase for the 2020 and 2021 budget forecasts.

Table 2: Estimated Resources

RESOURCES	2019	2020	2021	2022	2023	Total Resources
General Budget	182,320,000	206,258,000	225,490,000	250,000,000	275,000,000	1,139,068,000
Foundations and Associations	-	-	-	-	-	-
External Resources	-	-	-	-	-	-
Other (state the resource)	-	-	-	-	-	-
TOTAL	182,320,000	206,258,000	225,490,000	250,000,000	275,000,000	1,139,068,000

VIII- POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL, LEGAL AND ENVIRONMENTAL ANALYSIS (PESTLE)

FACTORS	Findings (Factors/Issues)	Impact on the Administration		Proposals for Action
		Opportunities	Threats	
Political				
Economic	1. Economic, social and cultural development of Turkey	<ul style="list-style-type: none"> ➤ Land allocated to the Presidency for the Council of State for the purpose of building a training facility by the former Ministry of Finance 	<ul style="list-style-type: none"> ➤ Giving priority to other sectors in public resources 	<ul style="list-style-type: none"> ➤ Sharing the importance of resource provision with the authorities in budget negotiations for the Council of State training facility building ➤ Obtaining the resource distributed over the years
Sociocultural	1. Development of the awareness of rights and the right to legal remedy in public	<ul style="list-style-type: none"> ➤ Increasing public interest in the Council of State ➤ Understanding the importance of the judiciary in the State of Law 	<ul style="list-style-type: none"> ➤ Extra workload 	<ul style="list-style-type: none"> ➤ Introduction of the duties and powers of the Council of State ➤ Drawing attention to the need to increase the effectiveness of the advisory and review duties of the Council of State ➤ Activities to reduce the workload
	2. Strengthening communication and cooperation between public institutions and universities	<ul style="list-style-type: none"> ➤ Opportunity for public institutions and universities to benefit from the information and human resources 	<ul style="list-style-type: none"> ➤ Lack of desired level of coordination 	<ul style="list-style-type: none"> ➤ Organising joint activities, symposia and meetings with public institutions and universities
	3. Adoption of human-centred management approach worldwide	<ul style="list-style-type: none"> ➤ Awareness of the understanding of human-centred management as well as the demands and needs of employees ➤ Such understanding providing the opportunity to increase the efficiency of employees and the quality of the services of the Institution 	<ul style="list-style-type: none"> ➤ Abusing the understanding of placing value on the human ➤ Neglecting work 	<ul style="list-style-type: none"> ➤ Making employees of the Institution feel that they are valued ➤ Organising activities (interviews, panels, theatre performances, concerts, trips, cocktail parties, collective meals, receptions) that will enable employees to feel a sense of belonging to the institution and improve the sense of unity ➤ Ensuring that the activities are performed outside the working hours
	4. Strengthening communication and cooperation with international and foreign judicial institutions	<ul style="list-style-type: none"> ➤ Opportunity to develop projects and joint working areas with international and foreign judicial institutions 	<ul style="list-style-type: none"> ➤ Lack of desired level of coordination 	<ul style="list-style-type: none"> ➤ Improving judicial services through the development of domestic law and case-law by exchanging information and experience by means of mutual study visits, judge exchange programme, internship, joint meetings, symposiums, etc.

FACTORS	Findings (Factors/Issues)	Impact on the Administration		Proposals for Action
		Opportunities	Threats	
Technological	1. Increasing the technological competence of our country	<ul style="list-style-type: none"> ➤ Providing the opportunity to enhance the National Judiciary Informatics System to be capable of meeting the needs ➤ Acceleration of procedures through access to data within e-government and other e-transformation applications 	<ul style="list-style-type: none"> ➤ The feeling of vulnerability and lack of trust in information systems due to the recent coup attempt in Turkey ➤ Difficulties in provision of technical personnel to use and develop the information systems currently used by the Institution 	<ul style="list-style-type: none"> ➤ Implementing a secure and institution-specific information network by updating and renewing the information systems of the Institution including the National Judiciary Informatics System, eliminating the perception of lack of confidence in the information systems. ➤ Employing qualified personnel who can develop, and use at a good level, the information systems used by the institution
	1. Starting to implement the appeal system	<ul style="list-style-type: none"> ➤ Reducing the workload of the Council of State through the legal remedy of appeal 	<ul style="list-style-type: none"> ➤ Differences in case-law that may arise with the establishment of appeal courts 	<ul style="list-style-type: none"> ➤ Study visits to regional administrative courts ➤ Making mechanisms for the establishment of unity of case-law more effective and developing new mechanisms, supporting activities performed with regard to this subject
Legal	2. Insufficient use of the advisory function of the Council of State	<ul style="list-style-type: none"> ➤ Legal amendments to be made with the Presidential government system being an opportunity to enhance the advisory and review duties of the Council of State ➤ Carrying out legislative activities within the framework of the new constitution and judicial reform 	<ul style="list-style-type: none"> ➤ Legal changes to reduce the advisory and review duties of the Council of State ➤ Increased workload (number of cases) 	<ul style="list-style-type: none"> ➤ Organising scientific studies and activities on the effectiveness of the function of providing advisory opinion, which has existed since its establishment ➤ Discussion of the issue by bringing it to the agenda of the established commissions ➤ Examination of foreign country systems in this respect by conducting international study visits ➤ Supporting legislative activities in this respect

FACTORS	Findings (Factors/Issues)	Impact on the Administration		Proposals for Action
		Opportunities	Threats	
Legal	3. High workload (number of cases)	<ul style="list-style-type: none"> ➤ Introducing alternative dispute resolution methods ➤ High number of young people who want to work in the Council of State ➤ Increased number of judicial and administrative staff 	<ul style="list-style-type: none"> ➤ Long judicial periods, exceeding the reasonable time ➤ Arising of a liability of compensation for the State due to violation of Article 6 of the European Convention on Human Rights ➤ Failure to reach the desired level of quality in judicial service ➤ Chronic fatigue, unhappiness and reduced productivity due to the busy schedule of the Institution's employees ➤ Shortening the duration of the candidacy for judges to meet the needs of judges; inefficient and insufficient internship 	<ul style="list-style-type: none"> ➤ Discussion of alternative dispute resolution methods in established commissions, organising scientific studies and activities on this issue; examining foreign countries' systems by conducting international study visits; supporting legislative activities on this issue ➤ Ensuring that the disputes are resolved within the framework of the state of law principle before being submitted to the judicial proceedings by strengthening the advisory function ➤ Establishment of the Reporting, Case and Statistics Unit, ensuring that the precedent judicial decisions are taken into consideration ➤ To contribute to the activities to put into effect the Code of Administrative Procedures to reduce the disputes that will be reflected to the judicial organs and to make necessary amendments to the Procedure of Administrative Justice Act to accelerate the judiciary proceedings (such as filtration, class action lawsuits). ➤ Increasing the number of experienced trained judges in each chamber ➤ Conducting activities to accelerate the work processes within the judicial activities ➤ Regular and systematic classification of files ➤ Developing decision-writing styles and strengthening decision-making reasons ➤ Increasing the opportunity to access to decisions of the Council of State for the recognition its case-law ➤ Ensuring that necessary measures are taken to increase the productivity of employees with low job performance

FACTORS	Findings (Factors/Issues)	Impact on the Administration		Proposals for Action
		Opportunities	Threats	
Legal	4. Lack of adequate alternative dispute resolution methods	<ul style="list-style-type: none"> ➤ Discussion of alternative dispute resolution methods and identification of those that are appropriate for our legal system ➤ Encouraging the administrations to apply alternative dispute resolution methods by adopting a culture of reconciliation 	<ul style="list-style-type: none"> ➤ Extra workload ➤ Continuing to bring every dispute before the judiciary due to the failure to establish social reconciliation and trust. ➤ Long judicial periods ➤ Failure to reach the desired level of quality in the judicial service 	<ul style="list-style-type: none"> ➤ Organising scientific studies and activities ➤ Discussion of the issue by bringing it to the agenda of the established commissions ➤ Examination of foreign country systems in this respect by conducting international study visits ➤ Supporting legislative activities in this respect
	5. Elimination of Fethullahist Terrorist Organisation/Parallel State Structure (FETÖ/PDY) judges, prosecutors and personnel to a great extent	<ul style="list-style-type: none"> ➤ Possibility to work in a peaceful and safe environment ➤ Increased employee productivity and quality of Institution services 	High number of personnel newly employed in the Council of State and incomplete process of adjustment to the institution	<ul style="list-style-type: none"> ➤ Making available a minimum of two trained personnel in each unit ➤ Organising activities (interviews, panels, theatre performances, concerts, travels, cocktail parties, collective meals, receptions) that will enable employees to feel a sense of belonging to the institution and improve the sense of unity
Environmental				

IX- STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS (SWOT)

“Strengths” that can be controlled by our Institution and defined by our stakeholders are considered as positive internal traits; “weaknesses”, on the other hand, may adversely affect the success of the Institution. “Opportunities” that arise outside the control of our institution, are assumed to bring advantage to Institution; while “threats” that are realised outside the control of the Institution and whose negative effects need to be prevented or limited have been identified through SWOT analysis.

Table 3: SWOT List

Internal Environment	
Strengths	Weaknesses
<ul style="list-style-type: none"> - Being a constitutional high judicial institution - Having the quality of a case-law court - Its position that enables the development of cooperation and coordination in the administrative judiciary system - Being a respected institution with a long history and institutional culture - Being an impartial and independent institution - Having a transparent and accountable management approach - Being a reliable institution - Contributing to the development of the Turkish legal system in subjects within its field of duty - Having qualified personnel trained in their areas of expertise - Employees having a sense of belonging to the Institution and adoption of the Institution - Having the quality of an “Ecole” for young judges starting out in the profession - Having a rich institutional archive - Institution having adequate physical conditions and technical equipment 	<ul style="list-style-type: none"> - Failure to fulfil the advisory and review duties with sufficient efficiency - Judiciary activities taking a long time - Unpredictable judiciary periods - Excessive workload being an obstacle to increasing the quality of the judicial service - Excessive workload being an obstacle to better justifications for decision - Excessive workload being an obstacle to following scientific studies - Excessive workload and conscientious responsibility on persons - Lack of adequate mechanisms to eliminate differences in case-law - Inadequate means for access to the decisions of the Council of State by the related persons - Failure to monitor and evaluate procedures and processes from an institutional perspective at the desired level - Inadequate efforts to increase the quality and quantity of judicial and administrative personnel - Institution not providing sufficient opportunities for education and training and social activities

External Environment	
Strengths	Weaknesses
<ul style="list-style-type: none"> - Reducing the workload of the Council of State through the legal remedy of appeal - Discussion of alternative dispute resolution methods - Elimination of judges, prosecutors and personnel affiliated with the Fethullahist Terrorist Organisation/Parallel State Structure (FETÖ/PDY) from the judiciary to a great extent - Increase in the number of judicial and administrative staff - Carrying out legislative activities within the framework of the new constitution and judicial reform - Legal amendments to be made with the Presidential government system being an opportunity to enhance the advisory and review role of the Council of State - High number of young people who want to work in the Council of State - Opportunity to develop projects and areas of joint working with international and foreign judicial institutions - Opportunity to access to data within the scope of e-government - Close cooperation with universities - Economic, social and cultural development of Turkey 	<ul style="list-style-type: none"> - Difference in case-law that may arise with the establishment of appeal courts - Lack of adequate alternative dispute resolution methods - Reluctance of administrations to apply to alternative dispute resolution methods - Lack of a Code of Administrative Procedures; Procedure of Administrative Justice Act not responding to the needs - The tendency of the administrations to not consider the precedent decisions adequately - Insufficient use of the advisory function of the Council of State - The increased workload that occurred/will occur for the Council of State as a result of the Constitutional amendment regarding the closure of the Supreme Military Administrative Court as a result of the state of emergency following the treacherous coup attempt on 15 July 2016 - Extra workload - Short duration of the candidacy for judges, internship being inefficient and inadequate - High number of personnel newly employed in the Council of State, who are yet to complete their orientation/adjustment process - Inadequate means to access the decisions of other judiciary bodies - Inadequate budget allocated to the Council of State

PART THREE

LOOKING TO THE FUTURE

PART THREE

LOOKING TO THE FUTURE

I- MISSION

“To ensure the unity of case-law by definitively resolving administrative disputes, within a reasonable period, in the light of universal values of law & the rule of law, through an independent, impartial, fair trial based on human rights, and to implement its responsibility of advisory and review in an effective manner”

II- VISION

“To be the universal pioneer of administrative justice and guarantee of justice”

III- CORE VALUES

Justice

Rule of Law

Independence and impartiality

Commitment to the principles of universal law

Respect for human rights

Qualification and competency

Commitment to the principles of professional ethics

Reputation and reliability

Display of work discipline and commitment to institutional culture

Transparency and accountability

PART FOUR
STRATEGY DEVELOPMENT

PART FOUR

STRATEGY DEVELOPMENT

I- TARGET CARDS

Objective (A1)	Improving the Quality of the Judicial Service								
Target (H1.1)	Completing the Judicial Service within Reasonable Time								
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PG1.1.1: Average Number of Days for the Clearance of Cases	50	582	480	380	300	250	200	6 Months	6 Months
PG1.1.2: Average Number of Days to Write the Decisions	10	68	60	50	40	30	20	6 Months	6 Months
PG1.1.3: Average Number of Days to Sign the Decisions	10	7	6	5	4	3	3	6 Months	6 Months
PG1.1.4: Average Number of Days for the Notification of Cases and Files	10	6	5	4	4	3	3	6 Months	6 Months
PG1.1.5: Number of Cases Transferred	20	167,000	150,000	120,000	75,000	50,000	30,000	6 Months	6 Months
Responsible Unit	Chief Prosecutor's Office and Chambers								
Units to Cooperate	Directorate of Information Processing Centre								
Risks	<ul style="list-style-type: none"> Increase in the number of case files submitted to the Council of State for unforeseen reasons Performing the file distribution procedures erroneously Legislative changes 								
Strategies	<ul style="list-style-type: none"> The number of experienced judges trained in each chamber will be increased at a sufficient level. Activities will be conducted to accelerate the judiciary processes. Regular and systematic classification of files will be performed and files whose proceedings are delayed will be given priority in the distribution of files. 								
Cost Estimation (Five Years)	523,399,000 TRY								
Findings	<ul style="list-style-type: none"> High number of monthly files per judge Long waiting times of files before being processed Planning the acceleration of the judicial process in the higher policy documents Expectation of the society regarding a judicial proceeding within reasonable time Planning the target times according to the type of cases in the higher policy documents 								
Needs	<ul style="list-style-type: none"> Reducing workload Accelerating the decision writing process, signature and notification process Establishment of justice without delay Determining target times according to case types and ensuring compliance with these times 								

Objective (A1)	Improving the Quality of the Judicial Service								
Target (H1.2)	Ensuring the Unity of Case-Law								
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PG1.2.1: Number of Meetings held between the Chambers and Boards of the Council of State on the Awareness and Differences of Case-Law*	20	0	2	4	6	8	10	6 Months	6 Months
PG1.2.2: Number of Meetings with Other Administrative Judicial Bodies*	20	2	5	8	11	14	17	6 Months	6 Months
PG1.2.3: Establishment of a Unit Preparing for the Council of State Decisions for Publication by Anonymising them*	20	0	1	1	1	1	1	6 Months	6 Months
PG1.2.4: Number of Decisions Published on the Website of the Council of State*	20	1,166	2,600	4,100	5,600	7,100	8,600	6 Months	6 Months
PG1.2.5: Number of Decisions Published on the Journal of the Council of State*	20	290	565	840	1,115	1,390	1,665	6 Months	6 Months
Responsible Unit	Chief Prosecutor's Office and Chambers								
Units to Cooperate	Office of the Secretary General Directorate of Publication Directorate of Information Processing Centre Boards and Chambers Directorate of Personnel and Training								
Risks	<ul style="list-style-type: none"> Increasing the awareness towards case-law and adoption of the same by administrative judiciary authorities will take time Being unable to take case-law into consideration due to a lack of comprehensive research as a result of the pressure to finalise the proceedings quickly The possibility of having an inadequate number of meetings due to workload 								
Strategies	<ul style="list-style-type: none"> Study visits will be conducted to the courts to emphasise the importance of monitoring the case-law of the Council of State and consideration of the same in practice. Evaluation meetings will be held by the case chambers to ensure the unity of case-law. The number of shared decisions will be increased to reduce the differences in case-laws and practices and to ensure transparency in decisions. 								
Cost Estimation (Five Years)	149,088,000 TRY								
Findings	<ul style="list-style-type: none"> Lack of mechanisms developed to follow-up the case-laws Lack of adequate mechanisms to eliminate case-law differences Differences in case-law undermining the trust in the judiciary Similar cases being finalised with different decisions 								
Needs	<ul style="list-style-type: none"> Elimination of differences in case-law Increasing awareness, accessibility and follow-up of case-laws Ensuring that stable decisions are made 								

*Performance indicator figures are determined cumulatively.

Objective (A1)	Improving the Quality of the Judicial Service								
Target (H1.3)	Reducing the Workload								
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PG1.3.1: Number of Activities on Laws No. 2575, 2576 and 2577**	25	5	7	10	13	15	18	6 Months	6 Months
PG1.3.2: Number of Activities on Alternative Dispute Resolution Methods**	25	0	2	4	6	8	10	6 Months	6 Months
PG1.3.3: Number of Meetings with Public Institutions and Organisations**	25	10	20	30	40	50	60	6 Months	6 Months
PG1.3.4: Average Number of Monthly Files per Judge	25	53	50	45	40	35	30	6 Months	6 Months
Responsible Unit	Office of the Secretary General								
Units to Cooperate	Office of the Secretary General Directorate of Information Processing Centre Directorate of Personnel and Training								
Risks	<ul style="list-style-type: none"> • Failure to enact the articles for which amendments are proposed • Alternative dispute resolution methods not being sufficiently known and preferred • Low number of applications made to the Council of State for consultation purposes • Failure of the administrations to consider the precedent decisions adequately • The possibility of decreasing the number of judges or increasing the number of files due to unforeseen reasons 								
Strategies	<ul style="list-style-type: none"> • Activities will be carried out regarding the articles of the Laws No. 2575, 2576 and 2577 whose amendment is considered to be beneficial to the administrative judiciary system. • Contributions will be made to the activities carried out for alternative dispute resolution methods. • Awareness raising activities will be carried out in order to contribute to the importance of precedent decisions and the effectiveness of the proceedings by holding meetings with public institutions and organisations. 								
Cost Estimation (Five Years)	22,886,000 TRY								
Findings	<ul style="list-style-type: none"> • Quality not rising to the desired level due to high workload • Overshadowing the nature of being a case-law court • High number of files per judge • Often referring to proceedings despite having a precedent decision 								
Needs	<ul style="list-style-type: none"> • Making the judicial service more qualified by reducing the workload • Generating well-justified decisions by allocating time for specialisation and research • Providing opportunity to examine examples of good practice 								

**Performance indicator figures are determined cumulatively.

Objective (A1)	Improving the Quality of the Judicial Service								
Target (H1.4)	Increasing the Professional Competence of Judicial Members								
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PG1.4.1: Number of In-Service (Professional) Training*	30	0	1	2	3	4	5	6 Months	6 Months
PG1.4.2: Number of Judicial Members Attending Study Visits to International and Foreign Judicial Institutions and to International Professional Meetings*	30	26	50	75	100	125	150	6 Months	6 Months
PG1.4.3: Number of Judicial Members Attending the Judge Exchange and Internship Programme*	20	3	5	7	9	11	13	6 Months	6 Months
PG1.4.4: Number of Scientific Activities Conducted*	10	3	5	7	9	11	13	6 Months	6 Months
PG1.4.5: Number of Commission Meetings Held*	10	19	40	60	80	100	120	6 Months	6 Months
Responsible Unit	Office of the Secretary General								
Units to Cooperate	Office of the Secretary General International Relations and Project Office Directorate of Personnel and Training								
Risks	<ul style="list-style-type: none"> • Failure to provide sufficient funds • Disruption of the judicial process due to participation in vocational training 								
Strategies	<ul style="list-style-type: none"> • Training activities will be carried out for members of the judiciary in professional areas. • Study visits will be organised to international and foreign judicial institutions and participation in scientific meetings will be ensured; in this way, our judges will gain experience in other countries within the framework of the judge exchange programme. • Panels, conferences, seminars will be organised to increase professional knowledge. 								
Cost Estimation (Five Years)	31,058.00 TRY								
Findings	<ul style="list-style-type: none"> • Expectation that the contribution of education, scientific activities and visits to foreign countries to the knowledge of the judicial members will have a positive effect on the judiciary process 								
Needs	<ul style="list-style-type: none"> • The objective of providing a better level of judicial service • Accelerating the effective contribution of the new judges to the judicial process by carrying out studies to eliminate their inexperience • Determining the points considered useful in terms of our domestic law by examining the systems of foreign countries and international organisations • Contributing to the development of judges' legal perspectives through scientific activities 								

*Performance indicator figures are determined cumulatively.

Objective (A1)	Improving the Quality of the Judicial Service								
Target (H1.5)	Enhancing the Method of Decision Writing and Strengthening the Justifications for Decision								
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PG1.5.1: Number of Decisions Written According to the New Criteria*	50	0	50,000	110,000	180,000	260,000	350,000	6 Months	6 Months
PG1.5.2: Number of Board Meetings Held*	30	3	5	6	7	8	9	6 Months	6 Months
PG1.5.3: Number of Activities Performed*	20	1	2	3	4	5	6	6 Months	6 Months
Responsible Unit	Chief Prosecutor's Office and Chambers								
Units to Cooperate	Office of the Secretary General Directorate of Information Processing Centre								
Risks	<ul style="list-style-type: none"> It takes time to adapt to new templates The pressure to conclude the proceeding within a reasonable time making it difficult to provide solid justifications 								
Strategies	<ul style="list-style-type: none"> Activities will be carried out by the board in order to improve the form of decision writing and to strengthen the justifications for the decision. Members of the judiciary will be informed about the specified criteria, implementation results will be examined and continuous improvements will be made on issues open to improvement. 								
Cost Estimation (Five Years)	75,226,500 TRY								
Findings	<ul style="list-style-type: none"> Our Presidency being a case-law court and in a position to direct the development of administrative judiciary The justifications for the decision not being satisfactory Inadequate standards of decision writing methods 								
Needs	<ul style="list-style-type: none"> Developing decision writing methods Strengthening the justifications for the decision Mainstreaming of the application of the specified criteria 								

*Performance indicator figures are determined cumulatively.

Objective (A2)	Strengthening the Advisory and Review Function of the Council of State									
Target (H2.1)	Raising the Awareness of Public Administrations on the Advisory and Review Function									
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PG2.1.1: Number of Scientific Activities Conducted*	30	2	3	4	5	6	7	6 Months	6 Months	
PG2.1.2: Number of Meetings held with Public Institutions and Organisations*	70	0	1	2	3	4	5	6 Months	6 Months	
Responsible Unit	Office of the Secretary General									
Units to Cooperate	Office of the Secretary General First Department Board of Administrative Affairs									
Risks	<ul style="list-style-type: none"> • Reluctance to apply for consultative opinion • Reluctance of public institutions and organisations to attend meetings • Legislative change 									
Strategies	<ul style="list-style-type: none"> • Effective participation in law and regulation works will be provided if requested. • Seminars and panels will be organised regarding the advisory and review function. • The importance and necessity of further use of the advisory and review function in order to minimise the emergence of administrative disputes will be emphasised in meetings and workshops with public administrations. 									
Cost Estimation (Five Years)	13,078,000 TRY									
Findings	<ul style="list-style-type: none"> • In cases where it is possible to resolve administrative disputes without resorting to legal proceedings; loss of time, money, efficiency, effectiveness and reputation due to the failure to resort to this function • Insufficient use of the advisory function of the Council of State • Extra workload of the judiciary 									
Needs	<ul style="list-style-type: none"> • Determining the benefits of advisory and review function and carrying out necessary activities with stakeholders • For establishing efficient use of resources, resolving the problematic areas in advance before they turn into disputes 									

*Performance indicator figures are determined cumulatively.

Objective (A2)	Strengthening the Advisory and Review Function of the Council of State									
Target (H2.2)	Increasing the Effectiveness of the Advisory and Review Function									
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PG2.2.1: Establishing a Commission to Identify and Conduct Activities to Increase the Effectiveness of the Advisory and Review Function*	40	0	1	1	1	1	1	6 Months	6 Months	
PG2.2.2: Number of Meetings Held*	40	0	2	4	6	8	10	6 Months	6 Months	
PG2.2.3: Number of Countries Examined*	20	3	4	5	6	7	8	6 Months	6 Months	
Responsible Unit	Office of the Secretary General									
Units to Cooperate	Office of the Secretary General First Department Board of Administrative Affairs International Relations and Project Office									
Risks	<ul style="list-style-type: none"> Reluctance to apply for consultative opinion Legislative change 									
Strategies	<ul style="list-style-type: none"> With legislation activities, support will be provided to legislative works within the framework of the new constitution and judicial reform. Scientific studies and activities will be organised in order to activate the advisory function. Country systems will be examined with the study visits to the foreign judicial institutions. 									
Cost Estimation (Five Years)	19,616,000 TRY									
Findings	<ul style="list-style-type: none"> Failure to fulfil the advisory and review duties with sufficient efficiency due to lack of applications by the administrations Inadequate utilisation of the advisory and review function of the Council of State 									
Needs	<ul style="list-style-type: none"> Necessity to form a work group to enable the advisory and review function 									

*Performance indicator figures are determined cumulatively.

Objective (A3)	Developing the Institutional Capacity									
Target (H3.1)	Improving the Quality of Human Resources									
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PG3.1.1: Number of Personnel Attending In-Service Training Programmes*	40	253	400	550	700	850	1,000	6 Months	6 Months	
PG3.1.2: Number of Personnel whose Title will change as a result of the Exams *	20	0	50	50	100	100	150	6 Months	6 Months	
PG3.1.3: Number of Personal Development Seminars for All Employees*	40	3	5	8	11	14	17	6 Months	6 Months	
Responsible Unit	Office of the Secretary General									
Units to Cooperate	Directorate of Personnel and Training Office of the Secretary General									
Risks	<ul style="list-style-type: none"> • Failure to provide sufficient budgetary allowance • Staff-related changes • Failure to determine the training programmes that will meet the need by the responsible unit at the beginning of the activity period • Possibility that the cost-benefit balance cannot be established due to the small number of personnel to attend training on technical issues 									
Strategies	<ul style="list-style-type: none"> • Training programmes will be realised with the narrative of persons who are experts in their fields. • Promotion exam will be performed. • Seminars will be organised to ensure the personal development of employees. 									
Cost Estimation (Five Years)	16,346,500 TRY									
Findings	<ul style="list-style-type: none"> • Lack of desired level of competence of newly appointed personnel • Shortage of trained personnel in some positions in administrative units • High number of personnel awaiting the Promotion Exam • Low number of in-service training and personal development programmes 									
Needs	<ul style="list-style-type: none"> • Improving the qualities of personnel that are and will be newly recruited and ensuring compliance with the Institution • Training of personnel working in different units and with different titles in their own fields of work through diversification of the quality of in-service trainings • Need to increase the productivity of employees with low job performance 									

*Performance indicator figures are determined cumulatively.

Objective (A3)	Developing the Institutional Capacity								
Target (H3.2)	Improving Compliance with the Internal Control System								
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PG3.2.1: Number of Harmonised General Conditions*	25	60	63	66	70	75	79	6 Months	6 Months
PG3.2.2: Rate of Compliance with the Internal Control System	50	76%	80%	84%	89%	95%	100%	6 Months	6 Months
PG3.2.3: Number of Reports and Documents Prepared*	25	5	10	15	20	25	30	6 Months	6 Months
Responsible Unit	Office of the Secretary General								
Units to Cooperate	Directorate of Strategy Development All Editorial Directorates and Administrative Units								
Risks	<ul style="list-style-type: none"> Internal control system will take time to adapt Changes occurring in the general conditions of internal control standards during the process of the plan Failure to detect issues that are hindered due to not performing the periodic inspections Lack of qualified personnel to carry out risk analyses Inexperience in identifying and evaluating risks to institution objectives and targets, which are important components of internal control standards; lack of directive legislation 								
Strategies	<ul style="list-style-type: none"> The internal control compliance action plan will be updated and it will be determined whether the conditions for which compliance has been achieved previously are maintained or not. The reasons for non-compliance with conditions will be analysed and reported to the senior manager for the elimination of problems. A course will be provided for members of the judiciary to appoint an internal auditor. 								
Cost Estimation (Five Years)	17,981,000 TRY								
Findings	<ul style="list-style-type: none"> Lack of awareness and development of internal control system Failure to systematically report, evaluate and monitor the status of risks 								
Needs	<ul style="list-style-type: none"> Making the internal control system effective Implementation of the internal control system in a manner to increase the effectiveness of strategic management Establishment of internal audit unit Provision of an effective advisory service by strengthening the personnel of Directorate of Strategy Development in terms of financial legislation knowledge and number of personnel 								

*Performance indicator figures are determined cumulatively.

Objective (A3)	Developing the Institutional Capacity								
Target (H3.3)	Taking Institutional Culture Forward								
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PG3.3.1: Number of Social and Cultural Activities Organised*	30	17	30	43	56	69	82	6 Months	6 Months
PG3.3.2: Establishment of the Council of State Museum*	20	0	1	1	1	1	1	6 Months	6 Months
PG3.3.3: Construction of the Training Facility*	15	0	0	1	1	1	1	6 Months	6 Months
PG3.3.4: Redesign of the Web Page*	10	0	1	1	1	1	1	6 Months	6 Months
PG3.3.5: Publication of the Council of State History Book*	25	0	1	1	1	1	1	6 Months	6 Months
Responsible Unit	Office of the Secretary General								
Units to Cooperate	Directorate of Security and Technical Affairs Directorate of Information Processing Centre Directorate of Publication Office of the Secretary General								
Risks	<ul style="list-style-type: none"> • Failure to provide sufficient budgetary allowance • Excessive workload being an obstacle to the planning of social activities at the desired level • Reluctance of personnel to participate in social activities • Difficulties that can be encountered in the employment of qualified technical personnel 								
Strategies	<ul style="list-style-type: none"> • In order to develop a sense of institutional belonging, social activities such as interviews, panels, theatre, etc. will be organised. • A facility where the training activities can be performed will be constructed. • The Council of State Museum will be established and the book of History of the Council of State will be published to strengthen the bond between the past and the future. 								
Cost Estimation (Five Years)	66,161,000 TRY								
Findings	<ul style="list-style-type: none"> • The will to ensure continuity of institutional culture • The insecure environment among the employees of the Institution due to Fethullahist Terrorist Organisation/Parallel State Structure (FETÖ/PDY) negatively affecting the work motivation • Stress brought by workload and responsibilities 								
Needs	<ul style="list-style-type: none"> • Having a web page with a better design and a structure that is easier to understand • Maintaining and developing the institutional culture • Increasing the productivity of personnel by increasing the work motivation 								

*Performance indicator figures are determined cumulatively.

Objective (A3)	Developing the Institutional Capacity									
Target (H3.4)	Improving the Collection and Evaluation of Statistical Data									
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PG3.4.1: Establishment of the Reporting, Case-law and Statistics Unit*	75	0	1	1	1	1	1	6 Months	6 Months	
PG3.4.2: Number of Reports Created*	25	0	5	15	30	45	60	6 Months	6 Months	
Responsible Unit	Office of the Secretary General									
Unit to Cooperate	Directorate of Information Processing Centre									
Risks	<ul style="list-style-type: none"> Reliability of statistical data Difficulties in providing qualified personnel Insufficiency of systematic data collection tools 									
Strategies	<ul style="list-style-type: none"> Statistical data and established case-law will be shared with other institutions and organisations. The number of cases will be classified on the basis of institutions and the related institutions will be contacted. 									
Cost Estimation (Five Years)	10,533,000 TRY									
Findings	<ul style="list-style-type: none"> The reluctance of the administrations to carry out procedures in accordance with the precedent decisions Lack of well-established and correctly analysed statistical information Insufficiency of the measures taken in terms of solving the problems due to being incapable of taking sufficient measurements Failure to produce statistical reports in the sufficient number and quality Extra workload 									
Needs	<ul style="list-style-type: none"> Unit to collect and analyse statistical information Resolving disputes before resorting to judiciary proceedings Producing reliable data to increase accuracy in detecting problems and measures 									

*Performance indicator figures are determined cumulatively.

Objective (A3)	Developing the Institutional Capacity								
Target (H3.5)	Improving the Quality of Administrative Services Performed by the Institution								
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency
PG3.5.1: Number of Publications*	25	12	24	36	48	60	72	6 Months	6 Months
PG3.5.2: Renewal of Institutional Information System	25	0	0	0	0	100	100	6 Months	6 Months
PG3.5.3: Number of Persons Using the Library Services*	25	1,255	2,500	4,000	5,500	7,000	8,500	6 Months	6 Months
PG3.5.4: Increase in the Number of Publications Registered in the Library*	25	275	600	900	1,200	1,500	1,800	6 Months	6 Months
Responsible Unit	Office of the Secretary General								
Units to Cooperate	Directorate of Publication Directorate of Information Processing Centre Directorate of Library								
Risks	<ul style="list-style-type: none"> Difficulties in providing qualified personnel Security risk that may be encountered in improving the technical infrastructure with the support obtained from reliable sources 								
Strategies	<ul style="list-style-type: none"> Publication, printing and library services will be improved in terms of quality and quantity. The institutional information system will be restructured to ensure that it can meet the needs. 								
Cost Estimation (Five Years)	39,230.00 TRY								
Findings	<ul style="list-style-type: none"> Deficiencies of institutional information system in meeting the needs Security vulnerability in the information system Lack of adequate technical personnel Lack of technical infrastructure 								
Needs	<ul style="list-style-type: none"> Ensuring effective use of the service Developing the institutional technical infrastructure Reducing external dependency in information technologies To accelerate and increase benefits to be gained from the library 								

*Performance indicator figures are determined cumulatively.

Objective (A4)	Strengthening the Institutional Communication and Collaboration									
Target (H4.1)	Strengthening Communication and Cooperation with National Judicial Institutions and Universities									
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PG4.1.1: Number of Meetings with Other Judicial Institutions*	25	7	17	27	37	47	57	6 Months	6 Months	
PG4.1.2: Number of Decisions of the Constitutional Court published on the Intranet Page of the Council of State*	25	20	40	60	80	100	120	6 Months	6 Months	
PG4.1.3: Number of Joint Activities Conducted*	25	7	12	17	22	27	32	6 Months	6 Months	
PG4.1.4: Number of Universities with which a Protocol for Cooperation is signed*	25	2	4	7	10	12	15	6 Months	6 Months	
Responsible Unit	Office of the Secretary General									
Units to Cooperate	Office of the Secretary General Directorate of Personnel and Training International Relations and Project Office Directorate of Information Processing Centre									
Risks	<ul style="list-style-type: none"> Limited time for meetings due to excessive workload 									
Strategies	<ul style="list-style-type: none"> Activities will be performed with the national judicial institutions on issues that will contribute to the quality of the judicial service. The development of young human resources will be supported by strengthening the communication and cooperation with universities. The accumulation of knowledge of the universities will be utilised. 									
Cost Estimation (Five Years)	42,502,000 TRY									
Findings	<ul style="list-style-type: none"> Improving cooperation and communication provides opportunities to evaluate events from different perspectives 									
Needs	<ul style="list-style-type: none"> Increasing the experience and knowledge potential by sharing Preventing conflicts and disagreements between judicial institutions 									

*Performance indicator figures are determined cumulatively.

Objective (A4)	Strengthening the Institutional Communication and Collaboration									
Target (H4.2)	Strengthening Communication and Cooperation with International and Foreign Judicial Institutions									
Performance Indicators	Impact on the Target (%)	Baseline Value of the Planning Period	2019	2020	2021	2022	2023	Monitoring Frequency	Reporting Frequency	
PG4.2.1: Number of Study Visits to International and Foreign Judicial Institutions*	30	4	10	15	20	25	30	6 Months	6 Months	
PG4.2.2: Number of Joint Meetings with International and Foreign Judicial Institutions*	30	7	10	15	20	25	30	6 Months	6 Months	
PG4.2.3: Number of Participated Judge Exchange and Internship Programmes*	30	1	3	5	7	9	11	6 Months	6 Months	
PG4.2.4: Number of Reports Prepared as a Result of Activities Performed*	5	5	13	20	27	34	41	6 Months	6 Months	
PG4.2.5: Number of International Court Decisions Published on the Intranet Page of the Council of State*	5	5	15	25	35	45	55	6 Months	6 Months	
Responsible Unit	Office of the Secretary General									
Units to Cooperate	International Relations and Project Office Directorate of Information Processing Centre									
Risks	<ul style="list-style-type: none"> • Failure to provide sufficient budgetary allowance • Limited time for study visits and meetings due to excessive workload 									
Strategies	<ul style="list-style-type: none"> • Exchange programmes will be carried out in order to ensure that the members of the judiciary share their knowledge and experience. • Interaction will be increased by organising study visits to international and foreign judicial institutions. • International court decisions will be published on our institutional intranet page and made available to our judicial members. 									
Cost Estimation (Five Years)	49,173,000 TRY									
Findings	<ul style="list-style-type: none"> • Cooperation and communication provides opportunities to evaluate events from different perspectives 									
Needs	<ul style="list-style-type: none"> • Increasing the experience and knowledge potential by sharing • Providing the opportunity to compare international judicial authorities with our judicial system through on-site examination of good practice examples • Recognition of different judicial systems and introduction of the practices of our Presidency through joint meetings 									

*Performance indicator figures are determined cumulatively.

II-UNITS RESPONSIBLE FOR TARGETS

Targets	Expenditure Units		Units to Cooperate											
	Office of the Secretary General	Chief Prosecutor's Office and Chambers	Board Dept.	Adm. Aff. Boa.	First Dept.	GSB	PEM	BİM	SGM	UPB	YİM	GTİM	KM	All Dir.
TARGET 1.1.		R						C						
TARGET 1.2.		R	C			C	C	C			C			
TARGET 1.3.	R					C	C	C						
TARGET 1.4.	R					C	C			C				
TARGET 1.5.		R				C		C						
TARGET 2.1.	R			C	C	C								
TARGET 2.2.	R			C	C	C				C				
TARGET 3.1.	R					C	C							
TARGET 3.2.	R								C					C
TARGET 3.3.	R					C		C			C	C		
TARGET 3.4.	R							C						
TARGET 3.5.	R							C			C		C	
TARGET 4.1.	R					C	C	C		C				
TARGET 4.2.	R							C		C				

R: Responsible C: Cooperation

III- COST ESTIMATION

Table 4: Estimated Costs

Objective-Target	2019	2020	2021	2022	2023	Total Resources
OBJECTIVE 1	127,502,500	145,541,000	159,702,000	175,672,000	193,240,000	801,657,500
TARGET 1.1.	83,362,000	94,957,000	104,254,000	114,679,000	126,147,000	523,399,000
TARGET 1.2.	23,742,000	27,047,000	29,698,000	32,667,000	35,934,000	149,088,000
TARGET 1.3.	3,570,000	4,195,000	4,568,000	5,025,000	5,528,000	22,886,000
TARGET 1.4.	4,843,000	5,693,000	6,200,000	6,820,000	7,502,000	31,058,000
TARGET 1.5.	11,985,500	13,649,000	14,982,000	16,481,000	18,129,000	75,226,500
OBJECTIVE 2	5,100,000	5,992,000	6,526,000	7,179,000	7,897,000	32,694,000
TARGET 2.1.	2,040,000	2,397,000	2,610,000	2,872,000	3,159,000	13,078,000
TARGET 2.2.	3,060,000	3,595,000	3,916,000	4,307,000	4,738,000	19,616,000
OBJECTIVE 3	24,697,500	27,265,000	29,695,000	32,664,000	35,930,000	150,251,500
TARGET 3.1.	2,549,500	2,996,000	3,264,000	3,589,000	3,948,000	16,346,500
TARGET 3.2.	2,804,000	3,296,000	3,590,000	3,948,000	4,343,000	17,981,000
TARGET 3.3.	10,972,000	11,985,000	13,052,000	14,358,000	15,794,000	66,161,000
TARGET 3.4.	2,254,000	1,798,000	1,958,000	2,154,000	2,369,000	10,533,000
TARGET 3.5.	6,118,000	7,190,000	7,831,000	8,615,000	9,476,000	39,230,000
OBJECTIVE 4	14,298,000	16,804,000	18,300,000	20,130,000	22,143,000	91,675,000
TARGET 4.1.	6,628,000	7,790,000	8,485,000	9,333,000	10,266,000	42,502,000
TARGET 4.2.	7,670,000	9,014,000	9,815,000	10,797,000	11,877,000	49,173,000
TOTAL	171,598,000	195,602,000	214,223,000	235,645,000	259,210,000	1,076,278,000
GENERAL MANAGEMENT COSTS	10,722,000	10,656,000	11,267,000	14,355,000	15,790,000	62,790,000
TOTAL	182,320,000	206,258,000	225,490,000	250,000,000	275,000,000	1,139,068,000

PART FIVE
MONITORING, EVALUATION AND
REPORTING PROCESS

CHAPTER FIVE

MONITORING, EVALUATION AND REPORTING PROCESS

I- MONITORING AND EVALUATION

A- SCOPE

The monitoring and evaluation process ensures that strategic plan results are periodically monitored, the objectives and results are compared to determine the position of the Institution, and measures are taken to improve the activities when necessary. In this way, it makes it possible for the plan to succeed and fulfil the responsibility of accountability.

Monitoring is a repetitive process in which quantitative and qualitative data are collected and analysed before and during implementation in order to monitor progress in the objectives and targets set.

Whereas the evaluation is a detailed examination performed to determine the extent to which ongoing or completed activities achieve the goals and objectives and to what extent they contribute to the decision-making process.

B- RESPONSIBILITY

In the process of monitoring and evaluating the strategic plan, the main responsibility rests with Senior Management. However, it is the responsibility of the expenditure officer of the units responsible for the targets to follow up the targets and related performance indicators and risks; and it is the responsibility of the Directorate of Strategy Development (affiliated to the General Secretariat) to coordinate the monitoring and evaluation activities, to collect the results of realisation of the targets from the responsible units and to present them to the senior manager.

II- MONITORING AND EVALUATION REPORTS AND MEETINGS

The reports to be prepared in order to determine the extent to which objectives and targets have been achieved and how much contribution has been made to the decision-making process through performance indicators, activities and strategies throughout the strategic plan will be “clear”, “comprehensive and summarised”, “relevant and beneficial”, “reliable”, “consistent”, “timely” and “economic”.

For the first six-month period of each implementation year of the strategic plan, the “Strategic Plan Monitoring Report” will be prepared by the end of July, and the “Strategic Plan Evaluation Report” will be prepared by the end of February of the following year for each implementation year of the plan, and submitted to the senior management.

Following the submission of the monitoring and evaluation reports prepared during the implementation process of the strategic plan to the senior manager, the Strategy Development (Steering) Board, which consists of the deputy senior managers, the expenditure officer, the director of the Directorate of Strategy Development and (if deemed necessary) the other persons to be appointed by the senior manager will hold monitoring meetings at six-month periods and evaluation meetings annually under the chairmanship of the senior manager. As a result of these meetings, the “Strategic Plan Evaluation Report”, which is finalised by the senior manager to include the necessary measures determined to reach the targets for the remaining period of the strategic plan, will be sent to the Presidency of Turkey - Presidency of Strategy and Budget by the end of March.

In addition, the “Strategic Plan Realisation Report” will be prepared at the end of the five-year strategic plan period.



