

## Management Response and Action Plan

<b>Name of Evaluation Report:</b>	Final Evaluation of the project 'Improving International Judicial Cooperation in Criminal Matters in Türkiye'		
<b>Date of Evaluation Report:</b>	20 December 2024	<b>Date of Action Plan:</b>	12/03/2025

### Overall management response to the evaluation:

We consider the evaluation report as a very positive one for the results of the ICCM TR project. Out of eight recommendations, we agree with agree with four and reject one as indicated below. The partially accepted recommendations are generally related to sustainability of results which are sole responsibility of beneficiaries. The Council of Europe, if new resources and co-operation possibilities are available, is ready to further support the Turkish authorities in this field, for the sustainability of ICCM TR's results and possible new areas of intervention. The recommendation related to the logframe of the project is rejected considering the development of multiple projects subsequent to the ICCM TR, acceptance by donors and extensive reporting on those projects and extensive internal discussions with Division staff on these aspects of project design.

**[FOR DECENTRALISED EVALUATIONS] Dissemination plan for the evaluation:** please briefly explain how the report will be shared (internally, other CoE entities, donors, beneficiaries etc.), methods (email, events, website etc.), resources, timeframe and person responsible.

The report will be shared with the DPC and PC-OC in Strasbourg, and EUD (donor) and CFCU in Ankara as well as the main Beneficiary (MoJ) together with the final report in early 2025.

Management Decision <sup>1</sup>	Entity in Charge	Planned Actions <sup>2</sup> (determined by Entity)	Justification <sup>3</sup> for Non-Acceptance	Target Date for Action	Person Responsible for Action
<p><b>Recommendation 1:</b> Follow up on CMS implementation / data production. As was mentioned in both the effectiveness and potential impact sections, the CMS is only expected to become fully operational as of December 2024. Thus, while initial trainings have begun, the impact of this system is not yet known, nor has there been time to see the statistics on whether it is improving the quality and timeliness of ICCM requests. It is highly recommended, therefore, that CoE follow up with MoJ in the future on the status of the system and request the data (that can be shared) to assess the impact.</p>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected		<p>Since the ICCM project is over and there is no possibility in near future to further support the MoJ for this topic, it is not likely that CoE could follow-up on this recommendation within the framework of a co-operation project. However, the ECCD will request further information from the MoJ about the functioning of the CMS system to be included in the final report of the project.</p>		June 2025	Yucel ERDURAN, Programme Manager, ECCD
<p><b>Recommendation 2: Follow up on plans to continue trainings with judicial authorities, lawyers, etc.</b></p> <p>➤ As was mentioned in the sustainability section, it is unclear whether or not there is a firm plan for future trainings. These trainings could be for additional judges, clerks, and lawyers, refresher trainings for those who have already received them, or follow-up trainings to address ongoing updates to CMS, for example. Multiple interviewees expressed the desire for increased availability of trainings, and all were pleased with the knowledge gained. As the training material includes references to human rights conventions, it is also one way to assist a human rights approach in Türkiye's processing of ICCM requests. Thus, it is recommended to follow up with MoJ on the plans for sustaining this sharing of knowledge after the project ends.</p>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected		<p>The CoE developed and delivered the training programmes, including material and an online self-training course on</p>		June 2025	Yucel ERDURAN, Programme Manager, ECCD

<sup>1</sup> The management decision is in relation to the Recommendation (Accepted, Partially accepted, Rejected).

<sup>2</sup> For implementing accepted recommendations.

<sup>3</sup> For recommendations that are partially accepted or rejected.

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		<p>ICCM, and advise the MoJ and the JAT to include them in their training programmes. It is up to national institutions to integrate them into their curricula. However, the CoE follows in future actions the results of the previous projects and how they are used by the beneficiaries and target groups.</p> <p>ECCD will request further information from the MoJ about the actions/plans for further use of training programmes and include this information in the final report of the project.</p>			
<p><b>Recommendation 3: Ensure availability and translation of project outputs (training materials, technical papers, etc.).</b></p> <p>➤ As was mentioned in the sustainability section, the project was quite successful in producing new knowledge that is not held elsewhere. Therefore, it is important that these outputs be conserved and updated with prudent regularity (e.g. if new circulars are issued, etc.), as well as translated (if not already) and made available to those who can benefit from them.</p>					
<input type="checkbox"/> Accepted <input checked="" type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected		<p>Project outputs (Technical Papers and training content and material) were translated into Turkish and delivered to the MoJ to be used in future.</p>	<p>All TPs and guidance documents were translated and delivered to the Beneficiary institution. The MoJ is expected to use and share these documents with relevant stakeholders, if the</p>	<p>March 2025</p>	<p>Yucel ERDURAN, Programme Manager, ECCD</p>

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			<p>nature of the information contained in the documents is not considered sensitive or confidential. It is not possible for the ECCD to contribute to further updating project documents in near future. The ECCD will check with the MoJ if there has been any relevant progress for the project's final report.</p>		
<p><b>Recommendation 4: Encourage the maintenance of new communication channels with EU Member States involved in the project and the development of similar ones with other EU Member States.</b></p> <p>➤ This was also a potential source for sustainability / impact of the project. As the documents assessed in the relevance section related to EU priorities for Türkiye's improvement on ICCM indicated the importance of improved relations with EU Member States on this topic, it is important to maintain these strengthened relationships that came from study visits and workshops. It is also suggested that CoE encourage and / or facilitate similar improved relationships with the rest of the EU Member States not involved in this project, but with whom Türkiye still has to work on ICCM requests.</p>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected		<p>Turkish officials had the chance to learn the practices of 11 EU and Council of</p>		<p>June 2025</p>	<p>Yucel ERDURAN, Programme Manager, ECCD</p>

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		<p>Europe member states<sup>4</sup> in international judicial co-operation and they established informal contacts with their peers in those countries through exchanges during study visits and with the practitioners and consultants from these countries during workshops, conferences and training activities, which will help improve communication for MLA requests between the relevant authorities of Türkiye and other jurisdictions. These exchanges have fostered stronger collaboration with European counterparts, contributing to the sustainability of the project's outcomes.</p> <p>The CoE may further support the Central Authority of Türkiye through its work in PC-OC, since there is no other chance in near future to promote these cooperation activities via technical assistance projects.</p> <p>The ECCD team will inform the Secretariat of the PC-OC about this recommendation of the evaluator for possible contributions.</p>			

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<sup>4</sup> EU member states: Austria, Belgium, Bulgaria, France, Germany, Italy, the Netherlands, Slovenia, Spain.  
Non-EU, Council of Europe member states: Switzerland and the United Kingdom.

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<b>Recommendation 5: Improve the logframe and indicator design for ease of understanding for all stakeholders.</b>					
<p>➤ Concerning the logframe and indicator design for monitoring effectiveness, the evaluation findings suggest that the project indicators should be designed with greater clarity so as not to repeat / conflate indicators across project levels (e.g. ensure that the indicators at the specific objective level are more overarching than those at the results level). Furthermore, the table of the logframe itself should be improved to clearly identify to which project level the indicator belongs.</p>					
<input type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input checked="" type="checkbox"/> Rejected			<p>The logframe and indicators were developed in line with requirements and recommendations from the contracting authority (Central Finance and Contracts Unit) and lead institution (Ministry of Justice) and accepted by those entities. Therefore, the logframe might have also not fully followed the usual project design by ECCD. Moreover, the ECCD has subsequently developed and launched at least 15</p>		

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			<p>projects following its rigorous approach to logframe design and has discussed at length these aspects during team meetings (in 2023 and 2024). Taking into account the recommendation of the evaluators, the ECCD team undertook to ensure that final reporting follows clear logic and is consistent with the level of the different results.</p>		
<p><b>Recommendation 6: To improve efficiency, perhaps a more balanced distribution of resources over the implementation period could be designed to lighten the workload at the end.</b></p> <p>➤ As was noted in the efficiency section, due to delays, the absorption rate of project funds was slow, and at the time of the evaluation there remained 15% of the budget to be spent in the final three months, which is proportionately quite high. If possible, while acknowledging the reasons for the budget distribution in this project, in the future it would help improve the project workload if the budget were to be more balanced over the time period.</p>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected		<p>The ECCD team agrees with the evaluator about the balanced distribution of resources over the time, which is the usual practice of the ECCD. However, considering that the reason for the problem was the Covid-19 period,</p>		June 2025	Evgeni EVGENIEV, Head of ECCD

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		<p>which affected almost all projects implemented in that period. In addition, the ECCD team was able to consume 98% of the project budget by the end of the project.</p> <p>The ECCD continues with its usual practice of annual and quarterly workplans after the end of the COVID-19 Pandemic. The efficiency of project implementation are regularly discussed during the team meetings of the Division (e.g. in 2023 and 2024) and will be raised again during the Division meeting in 2025 to ensure that the team fully understands the importance of timely delivery.</p>			
<p><b>Recommendation 7: To ensure effective study visits in the future, prioritize that there is sufficient preparation and communication between host and visiting teams.</b></p> <ul style="list-style-type: none"> <li>➤ The study visits were overall very well perceived, with a noted active participation from the Turkish delegation members. It was mentioned the importance of ensuring preparation (e.g. sending in advance the visiting team’s questions, priorities for visits, etc.) in order for the host team to best meet the needs of the visitors. Additionally, it was recommended to facilitate (whenever possible) the direct communication between the host department and their counterpart instead of having communication only at the Central Authority level.</li> </ul>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected		<p>The project team noted the recommendation for possible future study visits in other projects. This has been a usual practice in projects and preparations start two or three months before the visit. However, there were several reasons for delays in</p>		June 2025	Evgeni EVGENIEV, Head of ECCD



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		<p>planning including the internal decision procedures of the MoJ and availability of the host institutions, which caused postponements or replanning of activities.</p> <p>A section on preparation of study visits will be included in the ECCD internal guidelines and discussed during Division meeting.</p>			
<p><b>Recommendation 8: For the future, to consider the project request idea from MoJ regarding international cooperation in civil law (e.g. child abduction, maintenance obligations, etc.).</b></p> <p>➤ As was mentioned in the sustainability section, a sign of the high level of ownership of MoJ of the project is their suggestion of a new project idea. The CoE could consider if and how such a project could be feasible, as there is a willingness on the part of the beneficiary.</p>					
<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Partially accepted <input type="checkbox"/> Rejected		<p>The ECCD is ready to further discuss new co-operation possibilities in international judicial co-operation in economic crime field and pleased to hear that the MoJ is very satisfied with project results and requests further assistance from the Council of Europe.</p> <p>However, the co-operation in civil justice might be relevant for other departments in the CoE. The ECCD will inform the Ankara Programme Office about the evaluator's comment about MoJ's interest in such a project as communicated to the evaluator.</p>		June 2022	Yucel ERDURAN, Programme Manager, ECCD