



## **Association for Struggle Against Sexual Violence**

Koşuyolu Cad. Aşçamlık Sitesi C2 Blok No:75/6 Kadıköy  
İstanbul, TURKEY

info@cinselsiddetlemucadele.org

**www.cinselsiddetlemucadele.org**

[facebook.com/cinselsiddetlemucadele](https://facebook.com/cinselsiddetlemucadele)

[twitter.com/cs\\_mucadele](https://twitter.com/cs_mucadele)

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[linkedin.com/company/cinsel-siddetle-mucadele-derneği](https://linkedin.com/company/cinsel-siddetle-mucadele-derneği)

### **Strategic Plan Advisor Team**

Gülbanu Altunok, STGM Together Program Mentor

Aysun Telek, STGM Together Program Institutional Development

Program Coordinator

### **Strategic Plan Working Team**

CŞMD Team

### **Graphic Design**

Özge Özgüner

### **Translation**

Özge Gökpınar

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## INTRODUCTION

**CŞMD's 2020-2023 Strategic Plan is the very first strategic plan and the part of institutionalization process of the Association, which has reached its 5th anniversary last month. In 2018, the Association conducted an organizational self-assessment study under the mentorship of STGM (Civil Society Development Center) and formed its anticipatory "Improvement Plan"; and it has implemented preparation studies regarding the strategic plan for the 8 months between January 2019 - September 2019 within the scope of this plan.**

Within the scope of these studies; regular meetings and studies were held regarding the subjects like:

- The vision & mission of the Association
- The definitions and concepts used within the scope of rights-based policies implemented by the Association
- Organizational documents of the Association
- Target group of the Association, stakeholder analysis, field analysis
- Long-term activities of the Association.

The CŞMD team both participated in trainings and meetings under the mentorship of STGM, and availed itself of the consultancy support it gets in different fields. The Association also participated in SIDA's (The Swedish International Development Cooperation Agency) 4-day Result-Based Management (RBM) training, where it was able to gain an insight into the theory of change. During the annual strategy camp organized by the Association every summer, the key messages of this training was transferred to the CŞMD team; and the framework of three-year strategic plan was tailored together with the theory of change there, with the contribution of the whole team in this camp. For 2020-2023 period, the Association for Struggle Against Sexual

Violence has given a structure to its activities by identifying 3 core programs by specifying its strategic objectives that can pave the way for 3 kinds of transformations it would like to observe, aiming to reduce the cases of all forms of sexual violence perpetrated against all forms of physical beings, as its ultimate goal. The activities within the "Empowerment and Support Program", "Transformation and Prevention Program", and "Organizational Sustainability Program" also tally with the CŞMD's core activities being implemented for 5 years.

With this document herein, Association for Struggle Against Sexual Violence aims to indicate the transformation it would like to ensure by providing all activities, outputs and outcomes while taking into account the political, economic and social circumstances in Turkey; and with this way, it aims to form a road map that can be applicable to the greatest extent possible while managing the possible risks. CŞMD will conduct its activities on combating sexual violence for the next 3 years in order to achieve its objectives under this plan. With this organizational learning and implementation process, the Association also aims to build closer relations and to develop cooperation with all the stakeholders.

## CHAPTER I

*“Everyone has the right to life, liberty, and security that cannot be arbitrarily threatened, limited, or taken away for reasons related to sexuality.”*



Declaration of Sexual Rights  
World Association for Sexual Health (WAS)

## 1.1

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# Who are we as CŞMD?

Association for Struggle Against Sexual Violence (CŞMD); was established officially in 2014 in Istanbul by the activists, who have taken/take part in feminist, LGBTI+, children's rights movements, animal liberation movements, movement for the rights of refugees and ecology movements, and who make efforts in order for the issue of sexual violence in Turkey to be addressed as a matter of concern by an inclusive, intersectional and empowering approach despite the polarized gender binary system in Turkey.

The Association conducts support, training and advocacy studies with a queer feminist perspective in order to make the sexual violence more visible, addressable and debatable; in order to bring the invisible forms of sexual violence to the agenda and to struggle against all forms of sexual violence without establishing any hierarchy among them.

# 1.2

## Our Values

### ○ CŞMD is a Queer Feminist Association:

While CŞMD is combatting sexual violence perpetrated against all forms of physical beings in different forms and manifestations, it notes that these different forms are fed by different or multiple power systems / mechanisms such as patriarchy, general and public morality, polarized gender binary system, racism, nationalism, and speciesism; and it devotes itself to act without establishing any kind of hierarchy between them. Therefore, it adopts queer and feminist perspectives / methods that can allow the intersection of both similar and different fields of struggle.

### ○ It is Inclusive and Intersectional:

It does not define its field of activity as an association limited to serve a certain area such as women, LGBTI+, youth or children. Sexual violence is a form of violence which can be perpetrated against children, young people, elderly people, persons who identify themselves as a woman or man, persons who do not fit into any gender in gender binary system, refugees, persons with disabilities, LGBTI+, animals; and it is a form of violence that can be perpetrated against any person from any profession, gender, social class, country, ideology, belief and lifestyle. CŞMD embraces this inclusion and intersection in all the information it provides and in all the materials it produces.

### ○ It is Creative and Flexible:

It always cares about experience sharing and sustainability. At the same time, it is open to change and development, new ideas and methods while being flexible.

### ○ It has a Critical Point of View:

It acts with the assumption that sexual violence is a matter directly related to power and authority. It questions and criticizes the power dynamics and the norms arising from these dynamics. In the same way, it gives importance to the mechanisms of criticism and self-criticism in building communication within the Association.

### ○ It is anti-hierarchical:

CŞMD is an anti-hierarchical association that believes the power of teamwork and solidarity. In case of building internal and external communication, it embraces the open communication and transparency approach. It does not establish any hierarchy among the forms of violence; it is in a constant struggle against all forms of sexual violence, while giving priority to the invisible forms of sexual violence.

### ○ It is Sex-Positive:

CŞMD has a point of view that sexuality is a common phenomenon and that everyone can enjoy their sexuality in different forms and in various ways. It respects personal values. It does not associate sexuality with public morality, nor limit it to gender norms. It does not establish any hierarchy between the attitudes and practices of persons regarding their sexuality and it defends the consent and communication. It considers the sexuality, as something shall be spoken-out loud and it encourages the persons to talk about their sexuality. The right to comprehensive and inclusive sexuality education, which is implemented from a sex-positive perspective, is among the areas that CŞMD built as a part of its struggle.

### ○ **It embraces Anti-Discrimination and Equality:**

CŞMD is against all kinds of discrimination based on the factors such as gender, age, race, religion, language, political or other opinion, class, ethnicity, sexual orientation, gender identity, health status, disability status, marital status, asylum seeker or refugee status. It has a zero tolerate policy against hate speech and discrimination, speciesism, sexism, homophobia / transphobia / bifobia, and any form of discrimination. Working principles of CŞMD include providing and ensuring a working environment where everyone can feel safe and free from prejudices.

### ○ **It embraces Anti-speciesism:**

CŞMD argues that all animals are sentient beings having the right to live without being exploited, tortured or ill treated. As the sign of its struggle against speciesism and against the exploitation of animals; CŞMD embraces the abstention from all animal products and by-products within its office environment and during its activities. It does not use its financial resources for the products obtained as a result of animal exploitation.

### ○ **It adopts Participatory Approach:**

CŞMD focuses on and encourages the participation of children, young people and survivors in its field of studies. It participates in rights-based networks and platforms that can enhance the combat against sexual violence. It uses consensus as a method of decision-making; it cares about participation and collective production.

### ○ **Testimony carries an evidentiary weight:**

CŞMD believes the testimonies of the survivors. Survivors do not bear the burden of proof in their testimonies, they are not obliged to prove and document the violence they are exposed to. CŞMD does not look for evidence to initiate the necessary processes. It acts to operate mechanisms that strengthen those exposed to violence and support their well-being.

### ○ **It is Accountable and Transparent:**

CŞMD considers the principle of transparency and accountability in its activities, actions and financial resources. It constructs the methods and structures that will ensure that resources are used wise and responsibly.

### ○ **It promotes the global ecosystem:**

CŞMD imagines a world where there is no exploitation against all living things in the ecosystem. It is aware of the fact that the climate crisis targets the entire ecosystem and all the lives within it. It treats climate justice as a political problem and it adopts a responsible approach. It uses its resources in this direction.

### ○ **It is an Anti-militarist Association:**

CŞMD is an anti-militarist association, it is against every organized or unorganized policy and practice of violence; it has a structure that uses nonviolent communication methods believing in the right of self-defense.



## 1.3

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# Association for Struggle Against Sexual Violence's Approach to Sexualized Violence

- › Rather than a mercifying, victimizing, judging, embarrassing social language; it embraces and advocates for an empowering, solidarity promoting and rights-based language and approach, while addressing the survivors of sexual violence. It combats the social perception blaming the survivor of violence and acquitting the perpetrator.
- › It works to make the forms of sexual violence that are less visible in society, to be visible and does not establish hierarchy between different forms of sexual violence.
- › It adopts the idea that each individual may be the subject or the survivor of violence. It does not use a language that marginalizes or alienates sexual violence; it does not polarize persons as "we" and "they".
- › It emphasizes the importance of individual transformation in the combat against sexual violence and advocates for "Change Starts with Me".
- › CŞMD does not aestheticize violence, does not reproduce it, it avoids consuming it.

## 1.4

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# Vision & Mission

### Vision:

Contributing to a kind of a planet, where the existed social perception on sexual violence are fully transformed into another that can liberalize and empower the survivors in a way that it will eliminate all forms of oppression and discrimination; a planet in which all human beings and animals have their own dignities and the right to live without being exploited, tortured or ill treated.

### Mission:

Association for Struggle Against Sexual Violence conducts productive studies and supportive and awareness-raising activities in order to change the social norms, perceptions, behaviors and practices that cause sexual violence. It contributes to the mainstreaming of a rights-based and empowering approach that covers all individuals in order to prevent the prevalence of silencing, shaming, victim blaming and to break the social construction of false beliefs about sexual and sexualized violence.

### Core Activities Implemented in line with the Mission:

- › Awareness-raising workshops and events
- › Providing Information and production of materials
- › Advocacy activities

# 1.5

## Main Concepts

### Sexual Violence

**Sexual Violence; defines any actions, behaviors and interventions inflicted by the person(s), including attempts and threats regarding sexuality, without getting consent, by building consent or in cases where persons are incapacitated to consent.**

***In what kind of situations persons are incapacitated to consent?***

- › In cases where the person is exposed to violence;
- › In cases where the person is under the influence of alcohol or drugs
- › In cases where the person is not sober enough to consent due to substance use such as drug consumption, etc.
- › In cases where the person is Incapacitated physically or mentally / spiritually to consent
- › In cases where the person is a minor (under the age of 18)
- › In cases where the involved party is non-human animals, incapable of giving consent

***What do we mean by all kinds of actions, behaviors and interventions?***

The action may be actual, attempted, or threatened act or behavior. Those acts are directed against a person's sexuality using coercion that may involve psychological intimidation, blackmail or other threats. It may involve interfering with someone's physical and / or sexual integrity: for example, an intervention threatening sexual health, hindering the access to medical treatment and services related to reproductive health, or a mandatory gender-conformation operations in intersex persons.

✓ **Sexual violence is not related to sexuality; rather is related to the use of power as a means of violence.**

✓ **It is a problem affecting public health.**

✓ **It is a direct violation of rights and freedoms.**

✓ **It is a socially learned behaviour, therefore it can be PREVENTED.**

# Sexualized Violence

**Sexualized Violence is any non-consensual, unwanted, actual, attempted, or threatened act or behavior that is carried out through sexual means or by targeting a person's sex, sexual identity, sexual orientation, gender identity or gender expression.**

***Why is the concept of 'sexualized violence' used?***

The concept of sexualized violence refers to the invisible, less visible forms of physical and emotional violence, oppression, the acts targeting the sexuality of persons and the acts related to the sexual or commercial purposes or the forms of non-consensual sexual contacts inflicted by perpetrators in the societies in which many people perceive sexual violence only as harassment, rape and sexual abuse.

**Sexualized violence** highlights the message that sexual violence is not about sexuality, but is about power relations, unequal conditions and discrimination such as sexism-speciesism-homophobia etc. It also implies that those acts are inflicted on women, animals, LGBTI+ persons in order to control and regulate their bodies and sexuality; to humiliate, insult and punish them.

# Child Sexual Abuse

## (Sexual Abuse of Child)

Child sexual abuse is the use of sexuality to take advantage of, harm and/or to dominate the child's body. It is an umbrella concept that defines all kinds of actions with or without contact, attempts, and abetting. Sexual abuse is not the fault of the child subjected to it, regardless of who it comes from. No behavior of the child can justify sexual abuse.

Sexual abuse should not be confused with peer-to-peer curiosity-oriented sexual play and consent-based behaviors.


In cases where the perpetrator of the abusive behavior is not an adult but another child, it should be kept in mind that the perpetrator is also a child under the age of 18, that they may have been or may be subjected to abuse, and both children should be supported by a mental health specialist, taking into account their well-being.

## Survivor

It is used for people who have been subjected to any form of sexual violence at some point in their lives.

It is preferred because it is a more empowering concept than "victim" or "injured party". To survive; means that regardless of the violence experienced and the extent of the trauma it led to, we can find healing by clinging to ourselves and getting support from acquaintances, and we can live a more satisfying and productive life.

## CHAPTER II



# FIELD ANALYSIS ON SEXUAL VIOLENCE

## 2.1

# Legislation, issues and restrictions on sexual violence in Turkey

Sexual violence has been brought up to the agenda together with “domestic violence” and “harassment” for the first time in Turkey by the women’s movement in the 1980s, the activism in that regard has become stronger in 1990s, where the movement has positioned itself as opposed to the practices such as virginity testing. As of 1990s, owing to the fact that departments of women studies were opened in universities, the cooperations were developed with international organizations, CEDAW (Convention on the Elimination of All Forms of Discrimination against Women) was used as a reference in regulations and legal practices, General Directorate on the Status of Women (GDSW/KSGM) was opened, the women’s movement and the feminist movement have also empowered at the organizational level, advocacy and lobbying activities have been conducted to eliminate the problems of violence and discrimination.

Following the process where Turkey became the candidate for nomination for EU membership, Civil Code was amended in 2002, Turkish Penal Code was amended in 2004, and in this process, the feminist and LGBTI+ organizations have been able to ensure the majority of their requests to be reflected in the reform process. In this process, important legal amendments have been made such as division of marital property, change of the status of man as the head of family, abolition of crime of adultery, abolition of differences in penalties in sex crimes regarding the sexual assaults against married / single women or abolition of abatements

in penalties regarding the rape of sex workers and the inclusion of spousal rape as a crime. An important development for the prevention of violence was the signing of the Istanbul Convention in 2011, in which the state ratified that it will play an active role in cooperation with all institutions in preventing domestic violence against women and girls. In this context, Law No. 6284 was also adopted and a legal framework was established to protect women and girls from violence.

Despite the fact that advocacy and legal measures against gender based violence increased in Turkey throughout the 2000s, problems and limits in the understanding and treatment of the issue of sexual violence persists in Turkey.. Some of those problems are listed below to better understand CŞMD’s intervention in the field/how the struggle against sexual violence and its effects is carried out in the Turkish context.

### **Limited understanding of sexual(ized) violence and its effects:**

The first of all these is that the handling/treatment of sexualized violence in the Turkish context is mostly focusing on domestic violence and as a threat to the family structure and relations (rather than a human rights issue) both at institutional and social levels. Even within the framework of such conceptualization preventive and precautionary measures are and the services offered by institutional mechanisms are limited. Different types of sexual(ized) violence such as harassment, different axes of inequalities such as ethnicity or sexu-

al orientation, and structural reasons (such as sexual myths, patriarchal and sexist stereotypes) are not problematized and even reproduced.

### **Conservatism & gender backlash:**

In Turkey, state-supported media makes regular propaganda and states that Law No. 6284 and the rights it contains, right for alimony and the Istanbul Convention destroy the family institution, women's shelters are dysfunctional and independent women and LGBTI+ organizations harm the society. No steps have been taken to prevent early and forced marriages, rather a parliamentary commission has been established to prevent divorces, a bill was introduced to the parliament to marry off the children to the perpetrators of rape, muftis have been given the authority for performing official weddings and the education system has been changed and limited to 4+4+4 years, which negatively affected the schooling rate of girls. Even though the rights of women, such as the right to abortion, divorce, alimony, protection from violence, file a complaint against domestic rape and sexual abuse, educational rights, recognition of LGBTI+ persons in constitution, freedom of assembly and fundamental human rights are included in the legislation as the protected rights and freedoms, it has become difficult for the persons to enjoy these rights with the actual practices caused by these discourses. "Gender Equality", which was one of the 26 targets covered by 2019-2020 program of the General Directorate of Special Education Guidance and Counseling Services, was removed from the program on 11 September 2019 and then "Gender Equality" was removed from the all field of activities of the Ministry of National Education's Regulation on Social Services with an amendment on regulation published in the Official

Gazette on 12 September 2019. In addition to that, Council of Higher Education has removed the Certificate of Attitude on Gender Equality sent to all university rectors from its website.

### **Problems in practice:**

As mentioned, in the Turkish context the issue of sexual(ized) violence is treated selectively, with a mere focus on domestic violence. It is stated by women's organizations that despite its inadequacy, the Law No. 6284 is a significant legal document, however there are still problems in the implementation of the law and the relevant public staff has not enough information and level of awareness. The number of women's shelters in Turkey is still far below the numbers expected and there is no monitoring and evaluation study regarding the quality of the service provided there. Public institutions do not provide information and support to civil society regarding support services and they refrain from providing their opinion and collaboration. It is observed that public institutions do not share information with the media or with each other, and there is no decent coordination other than some specific services. It is not known who is behind the mechanism controlling the services, and the state seems to monitor and control its own services. However, there is no current research about violence against women and sexual violence that the state has shared with the public the most updated one is dated on 2014. State does not publish statistical data and research to show how many women were subjected to violence; how women and girls are protected from violence. Discrimination and violence to which LGBTI+ persons are exposed to are addressed only by LGBTI+ organizations.



### **The Deficiencies in mechanism and in practice:**

Within Turkey, **there are no specialized support units for the survivors of sexual violence. There are no units such as National Emergency Response Hotline, Rape Crisis Center, Sexual Violence Counseling Center and "Sexual Crimes Unit" or similar units in the Prosecutor's Office or in the Police Department.** Since the existence and functions of such units are not known to the public, the issue of supporting the survivors is not brought up to the agenda enough and the public is mostly discussing the impunity of the perpetrators. State agencies do not assume the obligations of preventing and protecting the survivors; the concept of "sexual violence" is almost never used by public institutions.

### **Lack of public-civil society dialogue and problems in access to information:**

The policy on violence, which has always been eclectic/fragmental in Turkey, could not reach to a holistic perspective due to the fact that the communication between the state and civil society organizations has been interrupted thoroughly since 2015. Non-governmental organizations cannot find a ground for bringing up the deficiencies regarding the rights and services to the agenda, and the organizations that call themselves feminist or LGBTI+ or the organizations that raise the violations of the rights of different groups are presented by the government as marginal organizations and even as a threat to national security. State of Emergency and then the transition to presidential government system in Turkey affected the functioning of bureaucratic and institutional structures and affected the coordination and efficiency of support systems for the survivors of violence negatively which are already inadequate, and affected the access to information negatively.

In this period, where democratic rights were limited on the grounds of security measures, where polarization and violence cases in the society escalated, it is observed that the number of sexual violence cases has increased and vulnerable groups (refugees, LGBTI+ persons, children, women, persons with disabilities, animals, etc.) of the society became more vulnerable to the risk of sexual violence.

### **Reproduction of patriarchal sexist discourse through media channels:**

Media, which is identified as a strategic area for the first time by Beijing Declaration Platform for Action, is one of the areas where gender inequality is observed most in Turkey. The increasing pressure on the media in the new era has limited the capacity of the media to approach the practices or policies critically, the contents produced are mostly tabloid or sporting and the media has continued to reproduce its problematic point of view in that regard. The mainstream media maintains male dominant, discriminatory and marginalizing language and perception, and the news on sexual violence do not have a rights-based perspective approach, rather victim-blaming approach are being spread at the social level.

## 2.2

# Least visible forms of sexual violence in Turkey

### Sexual violence / abuse against animals:

Although Law No. 5199 on Protection of Animals has been in force since 2004 in Turkey, it does not consider the animals as the holder of right and thus it clearly fails to protect them. Both in society and in the laws, animals are seen as goods, and they are not considered as social creatures and as sentient beings. Second paragraph of Article 151 of Turkish Penal Code, defines the killings of animals or the sexual abuse of owned animals as “damage the property” and it imposes administrative fine. Violence against animals “not owned” is not considered as a crime and even the administrative fines that must be compulsorily imposed are not fined persistently. Although as an electoral pledge it is stated that imprisonment will be imposed in cases of violence against animals during election periods, the impunity of acts of violence against animals continues since the expected amendments in the law after the elections have not yet been made. Although it is known to be very common, there is no statistics or research on sexual abuse of animals. Many animal rights organizations treat the crime of sexual abuse of animals as an individual crime, which prevents the social background from being visible. There are no preventive-protective studies in the field of education.

### Sexual abuse of children and young people:

Sexual abuse of children is addressed in Turkey by leaving the rights and participation of children aside. In addition to the cultural reasons, such as the fact that adults have authority over the children, children are not seen as

individuals, unconditional respect and obedience are expected by adults from children, the family is considered as sacred and as superior to all values, ignorance regarding sexual abuse and false beliefs; the structural reasons, such as the lack of access to regular and rights-based training and raising awareness activities like comprehensive sexuality education, increase the sexual offences against children and make the violation of children’s bodily integrity and sexual abuse invisible. Sexual abuse is discussed after the occurrence of violent behaviors and the children are harmed, public institutions has no point of view regarding preventive-protective approach to sexual abuse and adequate preventive measures are not taken. Course of action in abuse support services provided by the relevant Ministries and the approach of administrative staff is far from being rights-based and preventive. Children may be exposed to secondary traumas and their statements may not be taken seriously. Although Child Monitoring Centers have been opened, there are no standardized practices yet. In addition to lack of information and coordination, there is no adequate monitoring study conducted. On the other hand, violations of the rights of children are widespread in the media. There are scarcely any research and applications for children with disabilities. Sexual development and education find limited space in the field of special training, like other fields. The subjects such as sexual development of children, communication, personal boundaries, concept of consent, children’s bodily autonomy can only be studied through guidance counselors in schools, these guidance counselors have limited access to empowering resources and materials. Sexual abuse of

adolescents is more invisible due to the perception of adolescents in the society and these cases are generally found acceptable as if the young persons have given their consents to such cases. This perspective paves the way for early marriages and school dropouts. The discrimination and violence experienced by LGBTI+ children in school and family increase the rate of suicides among adolescents.

### **Dating violence:**

Although the concept of dating violence is becoming more visible in Turkey, this issue is not discussed within the scope of "safe relations" or "sexual health" in related platforms. The fact that the concept of dating/flirt is harmonized with "immorality" due to conservative policies hinders the studies on dating violence to mainstream and to be transformed into preventive protective studies in schools in Turkey. Instead of reducing and preventing the severity of dating violence, it is seen that policies such as early marriages and lowering the age of consent are applied to eliminate flirts. Although guidance counselors and psychological counseling and guidance teachers in high schools are aware of the incidents of dating violence among young persons, they cannot find adequate resources to develop and implement a preventive - protective approach. The number of young persons who have access to comprehensive sexuality education in the formal education system is limited and very few and those can only have access this training in private schools. While news about young persons murdered by their partners take place more frequently in media and get negative reactions; the mainstream media maintains its perspective, which is victim-blaming and normalizing violence in relationships. Because of gender inequality and prejudices, it is more difficult for young women and young LGBTI+ persons to express the violence they exposed to in their relationships. Even though it is rare, there are some centers of municipalities, NGOs and some Youth Centers

that conduct raising awareness studies in that regard and welcome the applications in cases of dating violence.

### **Sexual violence against LGBTI+ persons:**

Despite Article 10 on the equality before the law, since there is no reference to the terms such as sexual orientation and gender identity, LGBTI+ persons are not recognized in and protected by the Constitution. In addition to nonrecognition and bias in the criminal justice system, the stigmatization and marginalization of LGBTI+ identities facing discrimination, physical coercion, threat and pressure within the society lead to a higher risk for sexual violence. Besides the constitutional and societal levels, LGBTI+ persons also encounter sexual violence in the medical setting through unethical practices such as 'corrective therapies' to change the sexual orientation, forced genital and anal examinations, and treatment on intersexual children without their consent. Addressed only by the LGBTI+ organizations, preventive-protective approaches to the sexual violence against the LGBTI+ persons are either inadequate or unavailable, in addition to the non-existence of the specialized support units. Lesbian, bi+ and trans women who face forced marriage and coercive rape cannot access the support systems and shelters for women because of homophobia, biphobia and transphobia. Additionally, because of the fear caused by prejudices and discrimination such as disclosure, judgment, and victim-blaming, LGBTI+ survivors who experience sexual violence in their relationships cannot practice their right to legal remedies.

### **Sexual violence against men:**

Sexual violence against men is a taboo in Turkey and is an invisible issue, which is never discussed. There is no common belief in the society regarding the fact that men can be exposed to sexual violence. Likewise, there is no shelter or support unit for cis-male survivors.

## 2.3

# The visibility of sexual violence in social level in Turkey and the increase in its visibility

Sexual violence has been brought up to the agenda by the feminist and LGBTI+ movements in the 1980s and 1990s as a rights-based field of struggle and developed as a form of activism built on “visibility effort”. In the last decade, sexual violence and abuse have evolved into a field of political advocacy, the steps of organizing and institutionalizing at the level of activism have started to take place, and a certain level of responsive approach has started to arise in the public sector (although it is not sufficiently comprehensive).

The visibility in Turkey in that regard has increased after the use of Internet and social media has extended; the fact that sexual violence are mentioned more and anti-violence campaigns take place in alternative media channels more are the significant elements ensuring this visibility. After the cases of sexual assault and sexual abuse, such as rape and murder of Ozgecan Arslan, mass abuses of children in one of the Ensar Foundation’s dorms, caused public indignation in Turkey, social awareness has been raised and this causes the sexual violence cases to be newsworthy and regular news in that regard take place both in media and social media platforms. Via #metoo movement, which started in 2015 through social media and enables women all over the world to raise their voice against sexual violence and via #sendeanlat movement in Turkey, in which more than 4 million women participated, survivors were able to share their experiences of sexual violence.

The government’s policies and initiatives have led the public to infer that state agencies and the judicial system will not provide women and children with a de facto protection and led the public to mistrust the public institutions. The fact that the government did not take effective measures to serve for the public conscience in certain and other sexual violence-sexual abuse cases that caused public indignation, and the fact that it did not take its own responsibility and it sometimes finds itself in defending the perpetrators, reinforced this mistrust. In November 2016, in the “Report of the Parliamentary Commission on the Investigation of the Factors Affecting the Integrity of the Family Negatively and Investigation of Divorce Cases”, it is stated that there is a bill introduced to parliament stating that the perpetrator of the abuse /rape would benefit from probation if the perpetrator had a “decent” and “successful” marriage with the complainant child for 5 years. There is still efforts to introduce this bill that is withdrawn after the negative reactions, to the parliament’s agenda. Such initiatives increase the mistrust of Turkey’s politics and state agencies and attract the attention of the public more while creating the motivation to follow similar initiatives via the media.

In the light of these developments, it has been observed that there is an awareness raised about the issues of sexual violence and abuse in social media, in alternative media and at the social level. We listed some of the recent developments we identified below,

**we consider these developments as opportunities to promote the rights-based and holistic approach against violence embraced by CŞMD:**

- › The awareness on different forms of sexual violence is raised in Turkey, especially among young persons. It is observed that the concepts regarding dating violence, sexual violence and sexual abuse become more visible and were discussed by the public.
- › In the independent media, there are some efforts for the right-based reporting of sexual violence, albeit those are few. In this regard, in the studies of independent media, attention is paid to the use of language and visuals and the opinions of rights-based organizations are included in while the news are framed.
- › Law No. 6112 on the Establishment of Radio and Television Enterprises and Their Media Services was adopted on 15.02.2011 and it was emphasized in the Article S of the Law that the programs that contradict gender equality, encourage oppression against women and abuse women cannot be published.
- › Forms of sexual violence and related violations of rights can be reported in civil society in a more diverse and inclusive manner than before. In addition to the murders of women and transgender persons, sexual violence is also recorded and these can be used to forge public opinion and pressure. About the different forms of sexual violence occurring in educational institutions, sports fields, public institutions, detention facilities, religious institutions, public spaces, there are studies produced by social facets like trade unions, political parties, municipalities, universities, NGOs and professional groups.
- › We observe that the concept of the Rape Crisis Center and requests in that regard have been taken over by the women's movement especially since 2012 and the awareness on this has raised in the country. In fact, this demand has been included in the agenda of some political parties as an electoral pledge. It is observed that requests for support / service units for the survivors of sexual violence have started to emerge publicly.
- › It can be stated that the violence against animals is relatively more visible in the public opinion. As a result of this visibility, it has been observed that the request for the inclusion of violence against animals as crime are included in the electoral pledges of political parties. It is a fact that with the increasing number of vegan animal rights defenders, the number of the studies to combat against violence, which all animals are exposed to regardless of species increased.
- › In Turkey, there are support services for children exposed to sexual abuse in 34 provinces called as ÇİM (Child Monitoring Center) and there are support services for survivors and for juveniles pushed to crimes in 63 provinces called as ÇODEM (Child Support Center). It is known that ÇİM will increase in number. There are also more NGOs and platforms that carry out projects supporting children's rights and projects for children. Partnership Network for the Prevention of Violence against Children increases communication and solidarity between NGOs and public institutions working in the field of rights of children. In particular, it is observed that public pressure on the disclosure of sexual abuse cases and protection of children intensifies day by day.
- › Access to accurate information on the issues such as sexuality, sexual development, gender neutral parenting, gender-responsive education, feminist pedagogy, and safe relationships has increased through digital platforms such as podcasts, mobile

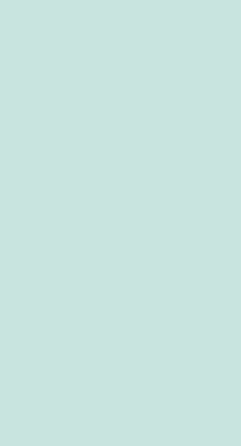
applications and radio broadcasts; finding resources, networking and solidarity have become more possible for parents, young persons and educators.

- › Educators follow materials produced for sexual and sexualized violence against children and adolescents and initiate rights-based practices in their local communities where they work with their own initiative. Requests for training and activity on issues related to gender and sexual violence are increasing.
- › As a result of the increased visibility and responsiveness at the social level, it is observed that there is an increase in level of awareness on prevention of sexual violence and support for survivors in some local governments.



## CHAPTER III

# THEORY OF CHANGE AND THEMAIC FIELDS OF STUDY

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*Sexual violence is a multilayered and deep-rooted social issue not only in Turkey but also in the rest of the world. A single and quick solution may not be possible but it can be reduced by interventions to be made on each layer and it CAN BE PREVENTED.*



# 3.1

## Field Intervention

Field analysis presented in Chapter II, particularly the problems and opportunities we have assessed in the struggle against sexual violence are summarized in the table below.

Problems that need to be addressed	
Problems at societal level	Problems at institutional level
The fact that safe and healthy sexuality is not discussed because of gender norms, heterosexual family-oriented approach and public morality	Lack of preventive activities such as comprehensive sexuality education, raising awareness workshops
The fact that sexual violence is not known as a concept, only concepts of rape and harassment are discussed	Lack of legal and institutional regulations to combat different forms of sexual violence
The fact that the sexual violence is considered as an inevitable issue	The fact that preventive raising awareness and monitoring activities do not take place in public institutions
The fact that sexual violence (related to other forms of violence and social / economic / cultural and political dynamics) is not considered as a structural problem	The fact that legal regulations on sexual violence is limited to the punishments imposed on the perpetrators whereas other factors are ignored, gender equality was removed from the curricula of MoNE and Council of Higher Education
Perspectives that do not see the needs and diversity of individuals affected by violence	Lack of support services for different forms of sexual violence
The fact that survivors of sexual violence do not know their rights and where to apply, victim-blaming social approach	The lack of support and services following the experienced sexual violence. The fact that the services are not visible
False beliefs (myths) that are internalized in society as a result of rape culture	The fact that the myths about sexual violence are internalized even by service providers and professional experts
The fact that the children are not seen as individuals, unconditional respect and obedience are expected from children, the ignorance and misconceptions about sexual abuse	Lack of institutional structures for children to enjoy their citizenship rights, lack of family counseling centers and lack of training studies for building best parent attitudes
The fact that survivors cannot claim their rights and blame themselves because of the wide-spread victim blaming approach in society	The language of media organs which is victim blaming and is reproducing the violence
The fact that violent behaviors are considered as the indicators of love in relationships, the violent language is learned and reproduced in the society	Lack of the availability of raising awareness studies and training on safe relationships in institutions for young people, lack of youth counseling centers
The fact that sexual violence against animals are invisible and there is a widespread speciesism in society	Lack of penal sanction of sexual violence against animals, failure to keep statistics of violence cases
The firm perception in the society that the forms of sexual violence are individual cases and the fact that survivors feel lonely. Civil society's inability to create advocacy based on fundamental data	The fact that the state does not provide disaggregated data and statistics, and does not conduct research and reporting in cases of sexual violence and gender-based violence

Opportunities & Developments that need to be benefited	
Opportunities/New Developments at societal level	Opportunities/New Developments at Institutional Level
A social understanding in which safe and healthy sexuality, respect for personal boundaries, the concept of consent are discussed and embraced	Making comprehensive and inclusive sexuality education compulsory at all grades starting from elementary school in the formal education system and ensuring the trainings to be conducted by qualified experts
Definition, different forms and reasons of sexual violence should be known; the level of individual knowledge, level of responsibility and awareness should be raised	Legal, local and institutional regulations, regular campaigns to combat different forms of sexual violence
Considering the sexual violence as a preventable issue	Electoral pledges should be included in the programs of political parties on the forms of sexual violence such as dating violence, sexual violence against LGBTI+ persons, sexual abuse, institutions should form and implement their policy documents on sexual violence
The fact that sexual violence is considered as a structural problem related to poverty, gender inequality, patriarchal and adult centric social order and heterosexism	Reintegration of gender equality into the curricula of MoNE and Council of Higher Education, the development of anti-poverty strategies, inclusion of studies on sexual violence in strategic plans of local governments, organization of special conferences, events and meetings on sexual violence
Survivors should be able to express their needs and be able to enjoy their rights	Increasing support services for different forms of sexual violence by local governments, building the capacity of support units
Inadmissibility of victim blaming and violence justifying approach	The efforts of independent and social media for making the news on sexual violence in a way to have rights-based approach
More diverse and inclusive reporting in civil society than before, the concept of Rape Crisis Center and the requests in that regard to be owned by the women's movement	Increased cooperation and communication channels with the requests of civil society in local and metropolitan municipalities, although there is a political centralization
A social structure, in which the children's rights to physical integrity are recognized, the children are considered as individuals, the culture of consent built by mutual respect is established and false beliefs on sexual abuse are transformed	Increasing child-friendly municipalities and child assemblies, monitoring the violations of rights of children, organizing capacity-building trainings on the preventive-protective approach for the staff of local governments, establishment and ensuring the functioning of negligence and abuse prevention units in MoNE affiliated institutions and Guidance and Research Centers.
Raising awareness of young persons on different forms of sexual violence and dating violence	Implementation of preventive and raising awareness studies for young persons going to the schools by school counselors and psychological counselors in schools, youth-friendly counseling services provided in youth counseling centers of local governments
Considering sexual violence against animals as violence, adopting an anti-species approach in society	Identification of sexual violence against animals as crimes within the scope of Turkish Penal Code and reporting studies should be implemented

## 3.2

# Theory of Change

As the table of problems and opportunities presented above reveal, our strategic priorities are;

- to strengthen the capacity of service providers, particularly the units offering social and counseling services to survivors of sexual violence
- to cooperate with local municipalities mainly in İstanbul and other cities as they are key agents in the provision of services of sexual violence and emerge as potential partners within the framework central government's failure in attending the problem of sexual violence
- to reach out and raise the awareness of media members, experts working in sexual violence field such as service providers, legal consultants, NGO members as they are among key actors/agents in promoting and main streaming discourses, beliefs and myths about sexualized and sexual violence
- to reach out experts working with children and youth and educators in primary and secondary education as they are among key actors/agents in transforming discourses, beliefs and myths about sexuality and sexual violence
- to strengthen the capacity of experts and educators in addressing issues of violence (such as sexual abuse and dating violence) and preventing sexual violence by equipping them with knowledge, skills and well-designed, standardized training materials

In line our mission of working for the transformation of social conditions (sexual myths, prejudices, discriminatory practices), advocating for protective and preventive measures and contributing to the capacity development of existing mechanisms, our logic of intervention (theory of change) is presented below in the Table 1.

Our first priority is to **support and empower** survivors of sexual violence and persons in need by

- a) providing them information about their rights and about available health, legal and social services
- b) providing them information about self-care, care and support for survivors, and of empowerment
- c) strengthening the capacities of related institutions and professionals

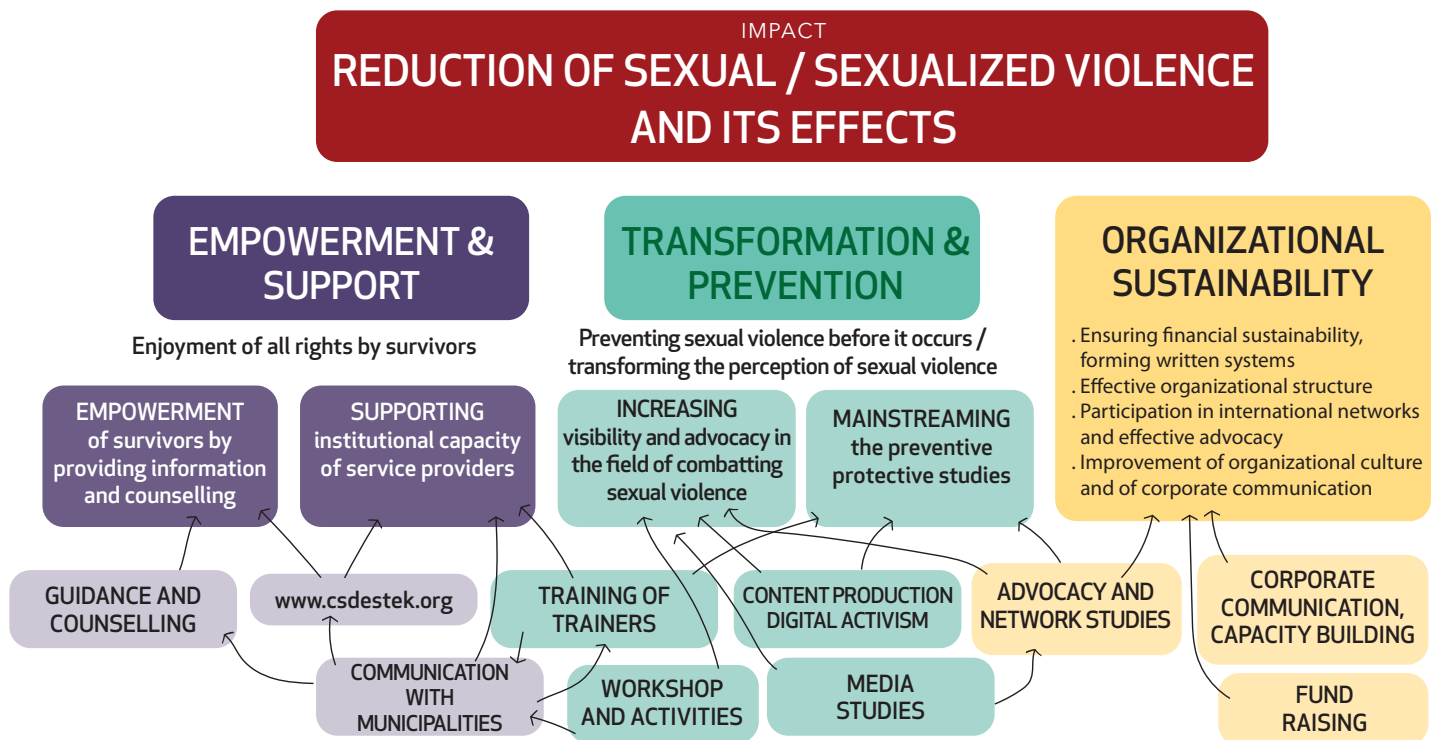
The second specific objective of CŞMD aims to address the root causes of sexual violence and advocate for fundamental change. Our logic of intervention in the field, therefore, aims to **transform** key agents' beliefs about sexual violence and their attitudes towards survivors, and to **prevent sexual violence** by

- a) providing social and legal service experts information about the standards of a rights-based and positive approach in the treatment of sexual violence
- b) providing school counselors and municipality experts information about different forms of sexual abuse and bodily rights of children
- c) providing school counselors of secondary education and municipality experts tools and materials for mainstreaming safe relationships and consent culture
- d) providing media professionals information and tools & materials about rights-based and gender-equality approach in reporting sexual violence incidents
- e) advocating for social transformation

Our final objective is to ensure organizational sustainability for the creation of lasting positive change by

- a) empowering and supporting CŞMD staff to realize their potentials and to reach organizational goals
- b) formulating and mainstreaming policies and practices of organizational accountability and transparency
- c) ensuring effective mechanisms for participatory decision-making and also effective running of work
- d) building strong and lasting networks and partnerships at national and international levels

**TABLE 1: Theory of Change**



## 3.3

# Thematic Areas, Outcome Framework and the activities proposed to SIDA

## 3.3.1 Empowerment and Support Program

Expected Outcome/Result:

**Ensuring the survivors of sexual violence to enjoy their rights more, to have more access to support units**

### 2020-2023 Strategic Objective 1:

Empowerment of survivors and ensuring their access to the support system through guidance and counseling support, dissemination of informational content and digital materials

#### **ACTIVITY 1:**

#### **REFERRALS AND COUNSELLING SUPPORT**

Since 2015, the Association has been providing guidance and social counseling to the survivors of sexual violence and their relatives (around 120-160 people) who contacted the Association via telephone, e-mail, social media or who approached the Association directly. Although the Association does not have a support and counseling hotline, due to the fact that there is no expert unit in Turkey to provide counseling to the survivors of sexual violence in particular, the Association has never refrained from providing support to the applications got in that regard. The Association gathered limited information on which forms of sexual violence were experienced, on whether the survivors applied to the Association by themselves or through their relatives, and on which type of support was most commonly requested.

**2020-2023 objectives:** In the next three years, CŞMD plans to achieve its goals of strengthening the survivors, increasing their access to support units and ensuring them to enjoy their rights

more through guidance and counseling support provided by the Association. The Annual Reports of Sexual Violence Counseling-Guidance will be monitored internally and externally and their access to empowerment and support units will be monitored firstly via the feedbacks from survivors. Furthermore, the concrete data obtained will help the needs and services related to survivors of sexual violence and the expectations of the survivors to be analyzed and this information will support the CŞMD and its stakeholders in the field. These data will be converted into graphic and visual materials and will be used to raise the awareness of the public and authorities focusing on the rights of the survivors.

**Stakeholders, beneficiaries:** Sexual violence survivors and their relatives

**Output:** Provision of legal consultancy to 70 survivors in 2021 and 2022. Social guidance and consultancy to 140 survivors in 2021 and 2022. 1 data gathering program in 2021. (CSMD will monitor the needs-requests of the sur-

vivors, and their status after receiving guidance-consultancy support under 6-7 titles.) – 2 Annual reports of CSMD phone-e-mail support to survivors of sexual violence, in 2021 and 2022. 10 social media visual contents for advocacy in 2021 and 2022.

**Key personnel:** Office Coordinator, Legal Consultant, Support System Project Coordinator

**Related budget items:** 3.3.1 – Activity 1

**Additional funder:** Rosa Luxemburg Stiftung

## **ACTIVITY 2:**

### **www.csdestek.org WEBSITE and SUPPORT SYSTEM STUDIES**

Aiming to understand support system and transfer the system to the survivors of sexual violence in need, thus facilitating and encouraging survivors' access to support units, the Association implemented a project called "Where is the Support System?" in 2018. Within the scope of this project, a service map was prepared by interviewing the institutions providing services to survivors of sexual violence in Istanbul. Then an animation video was created in which the concept of "support system" was introduced. Then, www.csdestek.org website was produced consisting this map, video, the information on the application and self-care. This website is the unique source in which the survivors of sexual violence can reach specific information for the first time in Turkey and which focuses on supporting survivors of sexual violence-abuse.

**2020-2023 objectives:** Within the scope of the objectives of the program, it was planned to promote and disseminate the website and to develop activities. With the dissemination and development of csdestek.org, the access to support units and supportive information by the survivors of sexual violence will increase, the cooperation and communication will be built for the efficiency of sexual violence support system by conducting meetings with the support providing stakeholders in Istanbul and new content and materials will be produced for the website. Thus, it is aimed to strengthen more survivors, to ensure their access to support and their enjoyment from their rights.

**Stakeholders, beneficiaries:** Survivors of sexual violence and their relatives, social media followers, support service providers to survivors of sexual violence

**Output:** – Distribution/dissemination of brochures for the promotion of the website in 2021 and 2022. – 10 digital content for dissemination of the empowering information from the web site in digital platform in 2021 and 2022. – 2 annual M&E reports of the web site user surveys and Google analytics in 2021 and 2022. – Web site infrastructure and maintenance service for 2 years. – Kurdish or Arabic translation of the web site in 2021 or 2022. – New content entering; 6 video interviews with professional experts in 2021 and 2022. – 4 times updating information of the service units map in 2021 and 2022. – A national two-day workshop event with support service providers from different cities of Turkey in 2022.

**Key personnel:** Support System Project Coordinator, Digital Communication Coordinator, Visual Communication Coordinator, Media and Advocacy Coordinator

**Related budget items:** 3.3.1 – Activity 2

**Additional funder:** Rosa Luxemburg Stiftung (Funded announcement, dissemination and English translation of the web site in 2020)



## 2020-2023 PROGRAM OBJECTIVE 1.1

**By dissemination of the referral and counselling support, informative contents and digital materials, to support the empowerment of survivors and their access to the support system**

Key outputs & output indicators	Outcomes / Results (Targeted)	Performance Indicator of Outcomes	Baseline Value	Target Value for 2023	Data Source
Survivors reached through supports are able to learn about their options on self-care after the sexual violence experienced and on organizational support services.	The survivors are empowered and reached support units and are able to enjoy their rights.	<ul style="list-style-type: none"> <li>- The rate of the persons who state that they are able to reach support units after they are provided referrals via phone and e-mail</li> <li>- Feedback of applicants approached to the Association via telephone and e-mail regarding their empowerments</li> <li>- The rate of persons who say that "I have reached at least 1 unit on the map" in the optional survey completed in the map section of www.csdestek.org</li> </ul>	<ul style="list-style-type: none"> <li>- Beginning</li> <li>- 80 persons</li> <li>- Beginning</li> </ul>	<ul style="list-style-type: none"> <li>- 40%</li> <li>- 20%</li> <li>- 40%</li> </ul>	<ul style="list-style-type: none"> <li>- Annual reports on sexual violence counseling referrals (feedbacks will be here)</li> <li>- Optional survey completed in the map section of the website</li> </ul>
- Disaggregated data obtained from survivors and their relatives who applied to the CŞMD and from the counselling support were converted into advocacy material.	The awareness of the other survivors, stakeholders in the field, the public and public authorities on the requests of survivors of sexual violence was raised.	<ul style="list-style-type: none"> <li>- Number of positive feedback from followers for materials (feedbacks provided face to face, via e-mail, via phone and comments on the posts)</li> <li>- Interaction with informative content and infographics related to sexual violence prepared by the Association</li> </ul>	<ul style="list-style-type: none"> <li>- Beginning</li> <li>- Beginning</li> </ul>	<ul style="list-style-type: none"> <li>- 300</li> <li>- 200</li> </ul>	<ul style="list-style-type: none"> <li>- The analysis of media and social media (the rate of visibility and dissemination will be monitored)</li> </ul>
www.csdestek.org was introduced and the access network was expanded. More survivors and persons in need were reached.	- Survivors took the advantage of the information on the website, applied self-care and strengthened for their well being.	<ul style="list-style-type: none"> <li>- The number of people who stated "I took the advantage of self-care and applied it" in the optional survey completed by the user in the self-care sections of the website</li> <li>- Increased number of visits to informative pages and stay on pages according to google analytics data of the website</li> <li>- Interaction rate of posts of content disseminated in social media and information on selfcare on the website</li> </ul>	<ul style="list-style-type: none"> <li>% 0</li> <li>% 0 (average 3 sec.)</li> <li>- Beginning</li> </ul>	<ul style="list-style-type: none"> <li>% 50</li> <li>% 70 (average 2 min.)</li> <li>- 7500</li> </ul>	<ul style="list-style-type: none"> <li>-The optional surveys filled by the user in the information and selfcare section of the website</li> <li>- Google analytics data</li> <li>- SM analysis reports</li> </ul>
<b>OUTPUT INDICATORS</b>		<b>Activities to be conducted:</b>			
<b>Activity 1.1</b> <ul style="list-style-type: none"> <li>- Legal counseling (100 persons in 3 years)</li> <li>- Social support counseling (200 people in 3 years)</li> <li>- 1 data tracking program</li> <li>- 3 Sexual violence counselling referrals annual reports</li> </ul> <b>Activity 1.2</b> <ul style="list-style-type: none"> <li>- 15 infographic (5 from each report) visual content</li> </ul> <b>Activity 2.1</b> <ul style="list-style-type: none"> <li>- 3,000 brochures (fee for delivering the brochures)</li> <li>- 2,000 stickers</li> <li>- 15 Digital contents</li> <li>- 1 launch meeting - 2 round table meetings</li> </ul> <b>Activity 2.2</b> <ul style="list-style-type: none"> <li>- 3 csdestek.org monitoring evaluation reports</li> </ul> <b>Activity 2.3</b> <ul style="list-style-type: none"> <li>- Monthly Infrastructure maintenance for website - 9000</li> <li>- Data entry - 4000</li> <li>- Proofreading - Editing</li> <li>- English (Kurdish and/or Arabic) translation</li> <li>- 9 video interview (content)</li> <li>- Update of the map twice in a year</li> <li>- 6 round table meetings with stakeholders in the map in Istanbul</li> <li>- Map TR Workshop</li> </ul>		<b>Activity 1- Providing referrals and counselling via phone and e-mail</b> <ul style="list-style-type: none"> <li>1.1 - Social and legal counseling provided via telephone by CŞMD and the reporting in that regard</li> <li>1.2- Transformation of disaggregated data obtained from the applications of the survivors and their relatives and from the counselling support into advocacy material</li> </ul> <b>Activity 2- Sexual Violence Support System website studies</b> <ul style="list-style-type: none"> <li>2.1 The promotion and dissemination of csdestek.org</li> <li>2.2 Monitoring and impact assessment of csdestek.org</li> <li>2.3 Development of csdestek.org</li> </ul>			



## 2020-2023 Strategic Objective 2:

To build the capacities of service providers and support units by developing cooperation with local governments.

### **ACTIVITY 3:**

#### **COMMUNICATION AND COOPERATION STUDIES WITH MUNICIPALITIES**

The Association has provided raising awareness trainings and materials as well as counseling support regarding sexual violence for 15 municipalities primarily in Istanbul since 2016 in response to requests made by municipalities from various cities and provinces in Turkey. In addition, CŞMD provided its contributions to the meetings and workshops conducted by City Councils and Equality Units of Şişli and Kadıköy Municipalities in Istanbul. In 2018, CŞMD, which signed a goodwill agreement with Şişli Municipality and carried out a joint campaign, provided capacity building training activities for the staff of Kadıköy and Şişli Municipalities same year. Within the scope of its advocacy studies of 2019, CŞMD produced request documents regarding the obligations of the municipalities in the field of combatting sexual violence and it participated in the strategic plan meeting of 3 district municipalities in Istanbul and presented its requests and suggestions on the basis of the prevention of sexual violence.

**2020-2023 objectives:** CŞMD will monitor whether the municipalities have fulfilled these requests within the part of strategic plans of municipalities for the next 3 years. It will make interviews with relevant persons and the reports will be prepared. CŞMD aims to carry out more comprehensive and sustainable studies with the municipalities within the scope of its program objective for the period 2020-2023 and to conduct the capacity building studies for the support units of the municipalities (and for improving the service quality, if possible).

**Stakeholders, beneficiaries:** Municipalities in Istanbul, municipality staff & support service providers, social media followers of municipalities in public.

**Output:** 15 CŞMD files & kits particularly prepared for municipalities – 6 municipality visits in 2021 and 2022 – 2 round tables with municipality service providers in 2021 and 2022 – 3 protocols with 3 different municipalities in Istanbul – 2 annual M&E reports of the collaborated municipalities which evaluate if they took sustainable solid steps for supporting survivors and/or implementing protective-preventive studies of sexual violence – 3 awareness raising trainings for municipality staff in 2021 and 2022

**Key personnel:** Support System Project Coordinator, General Coordinator, Media and Advocacy Coordinator, Protection & Prevention Program Coordinator

**Related budget items:** 3.3.1 – Activity 3

**Additional funder:** Rosa Luxemburg Stiftung (Funded activities of 2020)

## 2020-2023 PROGRAM OBJECTIVE 1.2

### To build the capacities of service providers and support units by developing cooperation with local governments

Key outputs & output indicators	Outcomes / Results (Targeted)	Performance Indicator of Outcomes	Baseline Value	Target Value for 2023	Data Source
Awareness of municipalities and their staff on gender-based violence and sexual violence have raised and their capacities to provide preventions were built.	In Istanbul, municipalities took sustainable steps on gender-based violence and sexual violence.	<ul style="list-style-type: none"> <li>- Number of municipalities signing cooperation protocols with the Association</li> <li><b>In the municipalities which the Association cooperated with;</b></li> <li>- Number of municipalities that provide information on the website regarding the support after sexual violence experienced</li> <li>- Number of municipalities who mentioned sexual violence in their Strategic Plans</li> <li>- Number of municipalities that have established specialized service units regarding sexual violence</li> <li>- Number of municipalities allocating resources to preventive protective training and support activities</li> </ul>	<ul style="list-style-type: none"> <li>- 1 (bld.)</li> <li>- 0 (bld.)</li> <li>- 0 (bld.)</li> <li>- 0 (bld.)</li> <li>- 0 (bld.)</li> </ul>	<ul style="list-style-type: none"> <li>- 3 (mun.)</li> <li>- 3 (mun.)</li> <li>- 3 (mun.)</li> <li>- 1 (mun.)</li> <li>- 1 (mun.)</li> </ul>	<ul style="list-style-type: none"> <li>- CŞMD cooperation with municipalities monitoring report</li> <li>- Data, information and reports obtained from the municipalities cooperated with</li> </ul>
The capacities of the units of municipalities that welcome the applications from the survivors of different forms of sexual violence and that provide support counselling referral service to them were built	<ul style="list-style-type: none"> <li>- Sexual violence support services in municipal units were further promoted and became more visible.</li> <li>- The capacity of the staff of municipalities on providing support to the survivors was built while their awareness in that regard was raised</li> </ul>	<ul style="list-style-type: none"> <li>- The support units of municipalities that the Association cooperated with in Istanbul provided announcement and promotions for the survivors and facilitated the access of them to these units.</li> <li>- Before-after tests of municipal staff receiving training</li> </ul>	Beginning	% 15	<ul style="list-style-type: none"> <li>- Services of municipalities cooperated with</li> <li>- CŞMD training evaluation reports</li> </ul>
<b>ÇIKTI GÖSTERGELERİ</b>		<b>Gerçekleştirilecek Aktiviteler:</b>			
<b>Activity 3</b> <ul style="list-style-type: none"> <li>- Visiting 9 municipalities by preparing a file (3 years)</li> <li>- 1 round table meeting, 5 support units follow-up</li> <li>- Monitoring and evaluation of communication and cooperation with municipalities report (3 annual reports)</li> <li>- 3 Capacity building trainings provided to the mentioned municipalities</li> </ul>		<b>Activity 3 - Cooperation and communication studies with municipalities</b> <ul style="list-style-type: none"> <li>3.1 Interviews with municipalities, visiting meetings</li> <li>3.2 Roundtable meeting with stakeholders working in support units of municipalities</li> <li>- Activation of the services of 5 of them related to sexual violence.</li> <li>3.3 "Change starts with me" trainings for the staff of municipalities</li> </ul>			

## 3.3.2 Transformation and Prevention Program

Expected Outcome/Result:

**Transformation of social perceptions and practices that lead to sexual/ized violence and increase of preventive and protective studies**

### 2020-2023 Strategic Objective 1:

To introduce and implement preventive protective studies to stakeholders and beneficiaries in this field and to carry out advocacy activities in order for the number of these preventive protective studies to increase

#### **ACTIVITY 1:**

#### **WHAT'S UP WHAT'S NOT?! (NVNY) TRAINING OF TRAINERS PROGRAM**

To support the dissemination of protective-preventive studies and prevent sexual violence, CSMD is providing educational tools and training for high school counselors and guidance teachers and youth workers in order to prevent dating violence among youth since 2016. These teachers and consultants implement these training on safe relations, teen dating violence and GBV to their 14-18 age students. Within the scope of the program, "Working with Young People on Safe Relationships" guidance handbook was published and upon the request, it was delivered to psychological counseling and guidance workers and youth workers working in 57 different provinces across Turkey. As a result of the focus group research carried out as part of the monitoring and evaluation process of training of trainers, a report called "Dating Violence: Barriers to School-Oriented Prevention and Intervention, Needs, Recommendations for Solutions" was published in 2019.

**2020-2023 objectives:** With the data acquired from these practices which are the examples for a comprehensive sexuality education that is not included in the curriculum of Turkey's education system, the Association aims to carry out advocacy and lobbying activities in the field of comprehensive sexuality education in next years. Within the

framework of this activity, it is aimed to provide training of trainers to 20 high school psychological counseling and guidance experts and 40 youth workers of the municipality for the next 3 years and thus to expand the pool of trainers. Impact measurement studies will be carried out for the use of the application handbook and training of trainers modules will be standardized and be transformed into written format.

**Stakeholders, beneficiaries:** Counseling and research centers, school counselors and guidance teachers, municipality youth workers, teenagers.

**Output:** 3 new training for 60 trainers in 2020, 2021 and 2022. – 2000 pieces of updated and reproduced guidance book & toolkit for teachers and 250 press research reports in 2021. – 2 supervision meetings with trainers – Monitoring of 20 training – 45 seminars on dating violence for universities

**Key personnel:** Protection & Prevention Program Coordinator, Training & Project Coordinator, Office Coordinator, Freelance Supervisor and Trainer, Digital Communication Coordinator

**Related budget items:** 3.3.2 – Activity 1

**Additional funder:** EMpower Foundation (for 2020)

## **ACTIVITY 2:**

### **CHILDREN'S BODILY AUTHONOMY (ÇBSH) TRAINING OF TRAINERS PROGRAM**

This program aims to transform how adults perceive children and sexual abuse in society through seminars and workshops with parents, teachers, and professionals working with children. Through the training of trainers, we build the capacity of municipalities and ensure that they spread the seminars in the regions they work in. In 2018, 600 municipality staff was provided trainings with the partnership of Şişli Municipality. In 2019, following the 2 training of trainers held with 20 municipality staff working in different municipalities in Istanbul and 20 school counselors and guidance teachers working in primary and secondary schools, these trainers held seminars and they were able to reach 700 adults and 800 children in their schools and districts.

**2020-2023 objectives:** Within the framework of this activity, it is aimed to provide 3 training of trainers and reach 60 psychological counseling experts and municipality staff in the next 3 years, thus to expand the pool of trainers. CSMD aims to provide the sustainability of the trainings by ensuring and monitoring at least half of the trainers' implementation of the training to other adults (parent groups, teacher groups, educators, experts of profession). CSMD expects an impact on contributing the dissemination of a societal approach, which defines, recognizes and respects children's bodily autonomy to prevent sexual abuse. The Activities under the umbrella of the "Partnership Network for the Prevention of Violence against Children", of which CŞMD is a member, will also be carried out within this scope.

**Stakeholders, beneficiaries:** Municipalities, educators and professionals, parents, teachers and adults who work with children, children.

**Output:** 3 new training for 60 trainers in 2020, 2021 and 2022 and at least half of the trainers implemented training for 750 adults on the field. – The program supervisors will monitor 30 trainings. – M&E reports produced in 2021 and 2022. – 1 informative video animation. – 5000 printed brochures. – 15 meetings with stakeholders in 2020, 2021 and 2022. – 3 protocols with municipalities on children rights and protection.

**Key personnel:** Protection & Prevention Program Coordinator, Training & Project Coordinator, Freelance trainer, Visual Communication Coordinator, Digital Communication Coordinator and Office Coordinator.

**Related budget items:** 3.3.2 - Activity 2

**Additional funder:** -

## 2020-2023 PROGRAM OBJECTIVE 2.1

**To introduce and implement preventive protective studies to its stakeholders and beneficiaries in this field, to disseminate preventive protective studies and carry out advocacy activities to increase them.**

Key outputs & output indicators	Outcomes / Results (Targeted)	Performance Indicator of Outcomes	Baseline Value	Target Value for 2023	Data Source
<ul style="list-style-type: none"> <li>- NVNY (What's Up What's Not?) Working with Young People on Safe Relations Training of Trainers was held. NVNY training and materials were delivered to stakeholders.</li> <li>- The curriculum and resources were improved by conducting M&amp;E research of NVNY application handbook, the studies were disseminated.</li> <li>- Supervision and impact assessment were carried out with 20 trainers who conducted regular practice.</li> <li>- Seminars on dating violence were held in universities.</li> </ul>	<ul style="list-style-type: none"> <li>- The studies held were improved in terms of sustainability by measuring the impact of the trainings</li> <li>- The impact of trainings was improved; the awareness of the young people reached by applications was raised and they were empowered</li> <li>- The awareness of young people attending the seminars on dating violence was raised and they were empowered</li> </ul>	<ul style="list-style-type: none"> <li>- Number of trainers who said that the training built their professional capacities</li> <li>- Number of young people who stated that they benefited from the applications and they changed their attitude</li> <li>- Rate of trainers who want to maintain the applications among the supervision participants</li> <li>- The rate of resolution of problems encountered in practice.</li> <li>- Increase in the rate of young people identifying the violent behaviors</li> </ul>	<ul style="list-style-type: none"> <li>- 20 trainers</li> <li>- 1 training of trainers</li> <li>- 5000 young people (Ages 14-18)</li> <li>- Beginning</li> <li>- Beginning</li> <li>- Beginning</li> <li>- In the 80 seminar survey, 80% of young people stated that they identified these</li> </ul>	<ul style="list-style-type: none"> <li>- 80 trainers</li> <li>- With 4 training of trainers 15.000 young people (Ages 14-18)</li> <li>- 70% young people</li> <li>- From the persons, who completed the survey 50% have applied</li> <li>- 50% participants</li> <li>- 30% participants</li> <li>- In 125 seminars 90% of the young people filled the survey stated that they identified these</li> </ul>	<ul style="list-style-type: none"> <li>- NVNY TT participant evaluation forms</li> <li>- NVNY TT participant application monitoring reports</li> <li>- Focus group study with young people reached by workshops</li> <li>- Feedbacks from participants</li> <li>- Online Research Survey Results</li> <li>- Evaluation report</li> <li>- Email feedbacks</li> <li>- Supervision meeting reports</li> <li>- Face-to-face feedbacks</li> <li>- Online surveys</li> </ul>
<p>ÇBSH (Children's Bodily Autonomy Training of Trainers Program) were developed, implemented and disseminated.</p> <p>Participants who participated in ÇBSH training of trainers and conducting the application were monitored, impact of the applications was evaluated.</p>	<ul style="list-style-type: none"> <li>- Preventive protective studies implemented by municipalities increased</li> <li>- Approach to sexual abuse through trainers participating in ÇBSH training of trainers was disseminated</li> <li>- The impact of ÇBSH trainings was monitored and the studies were improved in terms of sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Rate of increase in the ÇBSH training of trainers provided to the municipalities</li> <li>- Number of adult beneficiaries reached by trainings provided after ÇBSH TT</li> <li>- Number of trainings given to the others by the participants of ÇBSH TT following the training</li> <li>- Rate of adults indicating that they have benefited from the application and changed their attitude</li> </ul>	<ul style="list-style-type: none"> <li>- Beginning</li> <li>- 1 training</li> <li>- 2 TT / 300 beneficiaries</li> <li>- 20 trainings</li> <li>- Beginning</li> </ul>	<ul style="list-style-type: none"> <li>- %100</li> <li>- 4 trainings</li> <li>- 5 TT / 1050 beneficiaries</li> <li>- 60 trainings</li> <li>- % 50</li> </ul>	<ul style="list-style-type: none"> <li>- Standardized Training module</li> <li>- ÇBSH Training of Trainer evaluation report</li> <li>- ÇBSH training impact monitoring and evaluation report</li> </ul>

### OUTPUT INDICATORS

**Activity 11-** 60 new stakeholders with 3 NVNY Training of Trainer got trainings and 10.000 young people were reached. In total at the end of 2022 15.000 young people will be reached.

**Activity 1.2** - Application handbook research report updated and 2000 copies were printed again.

**Activity 1.3** - 2 supervision meetings-studies

- 20 Application Monitoring and Feedback

**Activity 1.4** - With 45 dating violence seminar, 1350 young people were reached.

#### Activity 2.1

- 60 Adults working with children got trainings with 3 Training of Trainers and at least 30 of them provided trainings for 750 people.

- 30 applications were monitored and the trainers were given feedback.

- 5000 brochures and -1 video animation were produced.

#### Activity 2.2

- 15 stakeholder meetings were held.

- Training M & E report was produced.

- 3 protocols were signed with municipalities.

### Activities to be conducted:

#### Activity 1 - What's Up What's Not (NVNY) Youth Studies

1.1 NVNY Training of Trainers (1 in Istanbul, 2 in other cities)

1.2 NVNY Content development

1.3 NVNY Monitoring Evaluation (Supervision)

1.4 ÇŞMD Dating Violence Seminars

#### Activity 2 - Children's Bodily Autonomy Child Studies

2.1 - 3 ÇBSH Training of Trainers was applied (1 in Istanbul, 2 in other cities)

2.2 ÇBSH Monitoring Activities

### **ACTIVITY 3:** **CHANGE STARTS WITH ME WORKSHOPS (DBB)**

To support and raise awareness of stakeholders on sexual violence types and gender based violence, CSMD gives “Change Starts with me” trainings since 2016. With these trainings, CSMD expects an impact on transformation of the myths of sexual violence among beneficiaries, decrease of victim blaming and dissemination of a rights-based approach to survivors among people who work on this field or who interact with survivors of sexual violence. Since 2016, the workshops have reached a total of 1284 people. In addition, “Rights Based Journalism in the Field of Sexual Violence” media workshops, which will be included in CSWM workshops as a 5th module in the period 2020-2023, were reached 919 participants until 2019.

**2020-2023 objectives:** In the framework of this activity, in the next 2 years, it is aimed to provide training to 60 groups across Turkey and to revise and update training kits. CSMD aims to provide the sustainability of the trainings by ensuring and monitoring the trainings.

**Stakeholders, beneficiaries:** Municipalities and their staff in Turkey, support system of service providers in different cities, universities, counseling and research centers, governmental units, non governmental organizations, media expert groups, profession groups (i.e. social service experts, lawyer groups, psychologist groups etc.)

**Output:** Trainings implemented to 60 groups in 2021 and 2022 and reached to 1100 people. – 4 visual content produced. – 1100 training kit produced in 2021 and 2022. – Impact of the trainings evaluated by 2 M&E reports in 2021 and 2022. 1 focus group study in 2022. – Telephone and e-mail surveys to 65 people in 2021 and 2022.

**Key personnel:** Training & Project Coordinator, Protection & Prevention Program Coordinator, Visual Communication Coordinator and team members as trainers of 5 different training modules.

**Related budget items:** 3.3.2 - Activity 3

**Additional funder:** Rosa Luxemburg Stiftung (Funded activities of 2020)

## 2020-2023 PROGRAM OBJECTIVE 2.1

**To introduce and implement preventive protective studies to its stakeholders and beneficiaries in this field, to disseminate preventive protective studies and carry out advocacy activities to increase them.**

Key outputs & output indicators	Outcomes / Results (Targeted)	Performance Indicator of Outcomes	Baseline Value	Target Value for 2023	Data Source
"Change Starts with Me" (DBB) raising awareness trainings were developed and implemented. Training contents were delivered to more beneficiaries.	<ul style="list-style-type: none"> <li>- Awareness of the beneficiaries got the DBB trainings and benefitted from the contents was raised and they were empowered</li> <li>- False beliefs about sexual violence and attitudes towards survivors of DBB participants were changed positively.</li> </ul>	<ul style="list-style-type: none"> <li>- Rate of beneficiaries indicating that they benefited from training and changed attitudes</li> </ul>	- % 50	- % 70	<ul style="list-style-type: none"> <li>- DBB Evaluation report</li> <li>- Before / after-test, phone and email surveys</li> <li>- Impact measurement report of focus group studies and trainings</li> </ul>
<b>ÇIKTI GÖSTERGELERİ</b>  <b>Activity 3</b> 3.1. - 80 groups were provided trainings and 1600 people was reached and their awareness was raised. At the end of 2022, DBB trainings reached 2284 people in total. 3.2. - DBB Training was prepared in written format and standardized. - 6 visual contents were prepared regarding sexual abuse against animals. - 1600 training kits were produced. 3.3. The impact of the trainings was measured. 1 M & E report. - Telephone and email survey with 100 people - 5 focus group studies		<b>Gerçekleştirilecek Aktiviteler:</b>  <b>Aktivite 3 - Change Starts with Me (DBB) Raising Awareness Studies</b> 3.1 DBB Training implementation (in Istanbul and in other cities) 3.2 DBB Content development 3.3 DBB Monitoring Evaluation and impact measurement			



## 2020-2023 Strategic Objective 2:

Producing, disseminating and advocating contents that will change social perceptions and practices that lead to sexual /ized violence and the transformation of them into a culture of consent with a rights-based approach.

### **ACTIVITY 4:**

#### **DIGITAL ACTIVISM WITH MEDIA STUDIES, CAMPAIGN AND CONTENT PRODUCTION**

In order to change the social perception about sexual violence, the transformation of the media, which has a great impact on the public opinion is aimed and since the establishment of the Association, rights-based contents have been developed for media staff, digital and printed materials been prepared as guidelines. Press statements written against the victim blaming language used in the news of sexual violence, which are included on the agenda of the media, have been used by many media institutions. In 2019, as a visual archive website study for media staff and news / content producers with the aim of transforming the visual language into a platform consisting right visuals, [csgorselarsiv.org](http://csgorselarsiv.org) was published. With digital content published on social media and [oyledegilboyle.org](http://oyledegilboyle.org) website, the dissemination of the empowering language studies were conducted. In the week of 25 November, raising awareness campaign was reached to 3 million people by collaborating with the persons that could form a social opinion.

**2020-2023 objectives:** Within the framework of this activity, it is aimed to rewrite the news that are victim blaming and reproduce the culture of rape in a rights-based manner and to share those with the public, to prepare rapid responses to these kind of news, and to raise awareness in the media about the language of sexual violence within the scope of digital activism for the next 3 years. In addition, the studies will be made to promote and use the visual archive website effectively. In addition, it is aimed to create rights-based and inclusive media training content by bring-

ing together rights-based institutions providing trainings to the media and to include news on sexual violence under a separate topic in these trainings.

**Stakeholders, beneficiaries:** Media workers, journalists, fellow-citizen journalists, students and alternative media workers, social media followers, activists.

**Output:** 9 media reportings & feedback to media, 24 awareness raising visual contents or posts. - Production of 90 Rights based stock photos on [csgorselarsiv.org](http://csgorselarsiv.org), 3 M&E reports in 2020, 2021 and 2022. 15 1 page standard evaluation report for media, Organization of media trainings collaborating with 3 NGO's on this field via 6 meetings, 1 training content, 1 pilot implementation in 2022.

**Key personnel:** Media and Advocacy Coordinator, Support System Project Coordinator, Visual Communication Coordinator, Digital Communication Coordinator, Office Coordinator.

**Related budget items:** 3.3.2 - Activity 4

**Additional funder:** -



## 2020-2023 PROGRAM OBJECTIVE 2.2

**Producing, disseminating and advocating content that will change social perceptions and practices that lead to sexual /ized violence and the transformation of them into a culture of consent with a rights-based approach.**

Key outputs & output indicators	Outcomes / Results (Targeted)	Performance Indicator of Outcomes	Baseline Value	Target Value for 2023	Data Source
With the produced visual archive website and social media content, culture and concept of consent became visible.	- Perception change in SM followers as a result of information provided through the contents. - Media news transformed positively with the reinterpretation of media news.	- Number of persons who say "I get and give consent / I accept no as an answer" among SM followers.	- Beginning	- 50 users per year and 10% increase rate	- Survey data or comments for SM followers
Public awareness on rights-based journalism has been raised and disseminated.	- The approach of media staff was evolved. - Visuals containing right messages that do not blame, judge the survivors and do empower them are used increasingly in media.	- Number of news revised by interpretation of media news	- NA (Not applicable)	- 40% journalists / institutions revised the news	- Monitoring the news
People who share the news on sexual violence and SM posts download and use the rightsbased visuals and in this way they were supported in terms of materials and awareness.	- Rate of visuals taken from the visual archive and used in mainstream / online media - Number of visuals changed as a result of printed warning - The rate of visuals downloaded and used from the visual archive	- Beginning	- Beginning	- Modification of 40% visuals  - 100 (in 3 years)	- Media monitoring report  - Visual archive website monitoring reports
CŞMD has started initiatives in order to develop cooperation with strong and experienced stakeholders in the field of media training such as Bianet, Kaos GL and Hrant Dink Foundation. The Association conducted meetings in order to create training contents for citizen journalists and target audiences aiming to build a joint discourse in ensuring transformation in social perception.	- NGOs who are specialized in providing rights-based journalism trainings came together and formed a comprehensive media training module. - With the pilot implementation of the training, the awareness of the target audiences was raised regarding a kind of journalism which is respectful to the rights of women, LGBTI+ persons, minorities, survivors, etc.	- Formation of a training content with the cooperation between CŞMD, Kaos GL, Bianet, Hrant Dink Foundation	- NA (Not Applicable)	- Fund raising with 1 joint project application  - 1 joint media training content  - Supporting each other in 3 training or contents	- CŞMD media school studies report
<b>OUTPUT INDICATORS</b>  <b>Activity 4</b> <b>4.1</b> - Producing Switch It news against the language of 9 media news - Producing 24 awareness raising content / posts , etc. (about media) - Presenting 90 rights-based news visuals with the visual archive website, - Using these in 10 news and 20 other media platform, M & E report of the archive - Sending 15 printed review documents to media news and forwarding the journalists to the visual archive  <b>4.2</b> - 6 consultations and planning meeting with stakeholder NGOs (Kaos GL, Bianet etc.) - 1 co-written project - 1 co-written training content - 1 pilot implementation		<b>Activities to be conducted:</b>  <b>Activity 4 - Media studies and production of media contents</b> <b>4.1</b> Visual archive website, content production and digital activism studies <b>4.2</b> Studies for producing joint media training with stakeholder NGOs			

### 3.3.3 Organizational Sustainability Program

Expected Outcome/Result:

**Ensuring the sustainability of the Association by improving the organizational capacity of the Association for Struggle Against Sexual Violence**

#### 2020-2023 Strategic Objective 1:

To carry out studies to ensure the sustainability of the financial and organizational structure of the Association and to establish written systems

#### **ACTIVITY 1:**

#### **FINANCIAL AND ORGANIZATIONAL SUSTAINABILITY STUDIES**

CŞMD, which started the studies for establishing organizational and structural systems since its establishment, concentrated on this in 2018. In 2018, within the scope of STGM Together Program, thanks to the institutional mentorship and financial support, expert staff was recruited to join the team of the Association and self-assessment of the Association was conducted and an improvement plan was formed. Within the scope of this plan, studies have started under 9 main fields. For the preparation of the 3-year strategy plan of the Association, field analyzes were conducted and the Association has started to form financial and organizational documents and follow-up forms for the written system. Due to the fact that the projects and activities conducted by the Association are the qualitative and right based activities that are cited and referred throughout Turkey, deemed worthy of an award, the Association has entered the process of rapid growth and institutionalization in a short period of 5 years. In 2019, the Association recruited full-time general coordinator, office coordinator, finance coordinator, visual communication coordinator and digital communication coordinator, and started to prepare a short-term budget plan to ensure team sustainability within the scope of fund raising activities.

**2020-2023 objectives:** To provide its structural and financial sustainability, CSMD will finalize its guidelines, institutional documents and policy papers. It also will finish preparing its standard legal documents such as updated contracts and covenant forms according to the protection of personal data law. Horizontal organization structure and employee satisfaction will be improved by regular meetings and consultation. In-house monitoring and fund raising activities will be implemented.

**Stakeholders, beneficiaries:** Employees, interns and volunteers and beneficiaries of CŞMD.

**Output:** 16 institutional documents finalized in 2020 – 300 pages of English translation of CSMD documents and activity information for non-Turkish donors and stakeholders, followers of CSMD. – Legal documents finished in 2020 – Regular team meetings realized in 2020, 2021 and 2022 for building system. – 2 Annual Winter Camp implemented for focusing on building political policy and approach of CŞMD. – Setting and finalizing the financial system in 2020 and 2021 including 3 year budget plan – Fundraising Strategy Plan – 3 annual audit report from an independent internationally recognized company. – 2 New memberships to civil society-association platforms for gath-

ering donation and accountability – 36 supervision meetings, 36 employee breakfast organizations, 6 team consultation workshops, 3 annual Summer Camp for evaluation of the previous year and preparing the next years Activity Plan. – Monthly Maintenance and infrastructure services for CSMD web sites. – licensed programs for institution computers, anti-virus and back-up services for websites, 2 external hard drives. – 5 In-house monitoring forms, checklists and reports. – 1 project follow-up program.

**Key personnel:** General Coordinator, Protection & Prevention Program Coordinator, Finance Coordinator, Legal Consultant, Training & Project Coordinator, Media and Advocacy Coordinator

**Related budget items:** 3.3.3 – Activity 1

**Additional funder:** –

## 2020-2023 PROGRAM OBJECTIVE 3.1

**To carry out activities that ensure the sustainability of the financial and organizational structure of the Association and create systems**

Key outputs & output indicators	Outcomes / Results (Targeted)	Performance Indicator of Outcomes	Baseline Value	Target Value for 2023	Data Source
<ul style="list-style-type: none"> <li>- CŞMD team completed its policy documents and internal documents by group studies and by getting external consultancy and formed its structural system.</li> <li>- With the winter camp, horizontal organizational structure and internal democracy were evaluated and the Association built its capacity.</li> </ul>	<ul style="list-style-type: none"> <li>- The Association's transparency and accountability are increased.</li> <li>- Team efficiency, quality of activities and employee satisfaction were increased by the written systems.</li> <li>- The capacity of the administrative bodies of the Association was increased.</li> <li>- The political and democratic approach advocated outside also settled within the Association.</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in the number of organizational documents provided to the stakeholders and public</li> <li>- The number of staff stating that "the guidelines, criteria and meetings increased my performance and motivation"</li> <li>- Number of meetings and interaction between the new Board and Supervisory Board and the team of the Association</li> <li>- Measurement of the impact of studies on development and satisfaction (employees states "I am able to explain myself and there is a respect for labor")</li> </ul>	<ul style="list-style-type: none"> <li>- Documents submitted between 2015-2020</li> <li>- Beginning</li> <li>- Beginning</li> <li>- Beginning</li> </ul>	<ul style="list-style-type: none"> <li>- Submitted documents between 2020-2023</li> <li>- 80%</li> <li>- 12 Meetings</li> <li>- 80%</li> </ul>	<ul style="list-style-type: none"> <li>- CŞMD's resources</li> <li>- Internal monitoring documents, employee satisfaction survey, Winter camp workshop and meeting reviews</li> <li>- The feedbacks from beneficiaries showing success of the activities, awards, etc.</li> </ul>
<ul style="list-style-type: none"> <li>- Fund raising strategy and plan were formed by expert support.</li> <li>- Organizational accountability was increased by external audit report.</li> <li>- The budget plan became systematized.</li> </ul>	<ul style="list-style-type: none"> <li>- With alternative financial resources, sustainable funds and operational flexible funds were raised outside the foreign grants.</li> <li>- Fund raising capacity was increased</li> </ul>	<ul style="list-style-type: none"> <li>- Increase rate of CŞMD's organizational resources not coming from funds</li> <li>- The increase in the number of staff who can write and coordinate projects in line with national and international criteria</li> </ul>	<ul style="list-style-type: none"> <li>- 2015-20 annual amount (TRY)</li> <li>- 3 employees</li> </ul>	<ul style="list-style-type: none"> <li>- Between 2020-23 the increase rate of annual budget (as %)</li> <li>- 6 employees</li> </ul>	<ul style="list-style-type: none"> <li>- Annual statements between 2015-20</li> <li>- CŞMD's resources</li> <li>- External audit report</li> </ul>
<ul style="list-style-type: none"> <li>- An organizational internal monitoring system was created with organizational M &amp; E studies.</li> <li>- Risk management and monitoring were performed. Credibility of CŞMD's data was ensured.</li> <li>- Monitoring and evaluation of SP and annual activities with CŞMD SUMMER camp and the plan for the next year were developed.</li> </ul>	<ul style="list-style-type: none"> <li>- All activities were transferred into a model where these can be monitored</li> <li>- Development has been achieved through the established system, not the persons.</li> <li>- The security of office and data became sustainable.</li> <li>- With the SP, operation field of CŞMD became clear and human-time resource savings were achieved.</li> </ul>	<ul style="list-style-type: none"> <li>- Rate of implementation of Checklists created for internal monitoring</li> <li>- Rate of following the activities of the Association by staff</li> <li>- Number of measures taken against risks</li> <li>- The rate of compliance with and deviation from Strategy Plan</li> </ul>	<ul style="list-style-type: none"> <li>- Beginning</li> <li>- Core Data will be created</li> <li>- Core Data will be created*</li> <li>- Beginning</li> </ul>	<ul style="list-style-type: none"> <li>- 100%</li> <li>- 70%</li> <li>- 60%</li> <li>- 80% compliance -20 deviation</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring document of study plans report</li> <li>- Monthly activity reports</li> <li>- Risk monitoring report</li> <li>- Annual Strategy Camp reports</li> </ul>
<b>OUTPUT INDICATORS</b> <b>Activity 1</b> 1.1. - Formation of 16 internal policy documents of CŞMD - English translation of at least 300 pages of organizational information and documents and their design - CŞMD WINTER CAMP (formation of internal documents and organizational policy) - Project follow-up program - Translations of organizational documents <b>1.2. Fund raising studies</b> - Financial tracking system or program - Fund raising strategy and annual action plans - Fund raising expert (part time) - External audit report from independent international firm - Membership to systems or transparency platforms Açık Açık- Fonzip etc. <b>1.3. Organizational &amp; Internal M &amp; E</b> - Employee volunteer satisfaction survey and analysis - Respect-Appreciation meetings. Team self-care studies - Counselling, supervision and moderation support - Internal monitoring documents and reports - CŞMD SUMMER CAMP (Monitoring compliance with the Strategy Plan) - Infrastructure and maintenance services for websites - Procurement of annual licensed & anti virus programs		<b>Activities to be conducted:</b> <b>Activity 1 - Financial and Organizational Sustainability Studies</b> 1.1 CŞMD Organizational and structural system studies 1.2. Fund raising studies 1.3 Organizational and internal monitoring and evaluation studies  * Core data will be created in 2020. ** Not applicable			

## **2020-2023 Strategic Objective 2:**

Ensuring the sustainability of the main organizational activities of the Association by developing the organizational communication, capacity building and advocacy activities of the Association.

### **ACTIVITY 2:**

#### **CORPORATE COMMUNICATION, EXTERNAL MONITORING AND CAPACITY BUILDING ACTIVITIES**

In organizational communication, the Association has published its annual activity reports and e-bulletins that are published once in 3/6 months so far, it revised its logo and organizational communication documents and applied them to its standard materials. The Association is currently monitoring and reporting the applications made to the Association, requests for events and workshops, social media interactions and campaign impact reports. In the last two years, within the scope of capacity building, the team members received capacity building trainings such as "Use of Digital Tools", "Management of Association and Preparation of Strategy Plan", "Monitoring and Evaluation", "Project Writing and Coordination", "Financial Management" and "Result Oriented Management". In addition to those, the entire team received "Psychological First Aid" and "Sexual Health" trainings.

**2020-2023 objectives:** To provide sustainability of CSMD's organizational impact and capacity, CSMD team will implement activities on its organizational communication, public relations, build a system for impact monitoring and evaluation and improve team members capacity and qualification. Within the scope of capacity building, team of the Association has planned to conduct policy discussion meetings and activities to be organized with the stakeholders regularly. Stakeholders, beneficiaries: Stakeholders and beneficiaries of CSMD, employees of CSMD.

**Output:** 1 Organizational Communication Strategy Plan – 1 Orientation Guide for new team members and CSMD volunteers. – Republishing of CSMD institutional materials (its brochures, stickers, cards etc.) Publishing and design of 3 annual activity reports – 4 new promotion materials (bag, notebook, bookmark and coaster) – 1 analysis report on local, regional and international network and platforms on sexual violence field. – expectation surveys for CSMD members and beneficiaries – A built feedback mechanism on CSMD websites and e-mail accounts. – 6 consulting meetings from an Education supervisor – 8 capacity building trainings for the team – 3 year media monitoring service from a national media agency for measuring CSMD impact. (Agency Press)

**Key personnel:** General Coordinator, Finance Coordinator, Visual Communication Coordinator, Digital Communication Coordinator, Training & Project Coordinator, Media and Advocacy Coordinator, Support System Project Coordinator, Office Coordinator.

**Related budget items:** 3.3.3 - Activity 2

**Additional funder:** ProtectDefenders (human resources for 2020)

### **ACTIVITY 3:**

## **PARTNERSHIP, DEVELOPMENT OF COOPERATION AND ADVOCACY ACTIVITIES**

The team of the Association carries out various advocacy activities in order to realize its vision within the scope of its field of study and capacity. These activities include organizing non-project activities, organizing campaigns, participating in social media campaigns, sharing posts for advocacy through social media, participating and following-up the network and platform meetings, participating and contributing to reporting activities conducted within platforms, filing criminal complaints regarding strategic cases and litigation, participating in the activities abroad and visiting the stakeholders. Detailed information about our advocacy activities can be found in the annual activity reports and the 2019 report on litigation.

**2020-2023 objectives:** To provide sustainability of CSMD's legal activities and advocacy, CSMD team plans to improve its collaborations, extend its networks, implement national and international visits, built its capacity on monitoring and reporting the violation of rights of sexual violence survivors, court watching, lobbying etc. The Association has included the plans, such as framing its objectives in line with its vision by materializing its advocacy strategy in the upcoming period and adapting its resources to meet the requests made from it into its strategy plan for 3 years. CSMD, which is the member of 3 national networks, aims to participate in international networks working in the same field in the upcoming period. Moreover, since the Association will have monitoring, reporting, collecting data within the scope of its Empowerment & Support Program and Transformation & Prevention Program, it aims to use these materials within the scope

of its advocacy. By all these efforts, it is expected that the advocacy activities of the Association will be made regular and sustainable.

**Stakeholders, beneficiaries:** Employees, stakeholders and beneficiaries of CSMD.

**Output:** Participation to 3 international networks in 2020,2021 and 2022 – 3 submitted reports for international human rights watch mechanisms. – 3 contribution to national platform reports (such as Grevio shadow report, KEFEK etc.) – 3 foreign visits to similar institutions on CSMD work field. – 18 strategic indictment-litigation and/or court watching in 2020, 2021 and 2022. –

Key personnel: General Coordinator, Protection & Prevention Program Coordinator, Legal Consultant, Media and Advocacy Coordinator, Support System Project Coordinator, Board member

**Related budget items:** 3.3.3 - Activity 3

**Additional funder:** Support & Change donations for strategic litigations in 2020.

## 2020-2023 PROGRAM OBJECTIVE 3.2

**Ensuring the sustainability of the main organizational activities of the Association by improving the organizational communication, capacity building and networking activities of the Association / its impact on public actors**

Key outputs & output indicators	Outcomes / Results (Targeted)	Performance Indicator of Outcomes	Baseline Value	Target Value for 2023	Data Source
<ul style="list-style-type: none"> <li>- By conducting organizational communication and capacity building activities the capacity of the team of the Association was increased.</li> <li>- The communication strategy, human resources and materials of the Association were developed and provided resources to more beneficiaries.</li> <li>- Necessary tools were created for impact monitoring of CŞMD's studies and its impact became measurable.</li> </ul>	<ul style="list-style-type: none"> <li>- The visibility, prestige and influence of the Association in the field increased positively.</li> <li>- Sustainability of the activities of the Association has increased.</li> <li>- Beneficiaries benefited from CŞMD's materials and resources.</li> <li>- Measurement of the impact created by CŞMD.</li> </ul>	<ul style="list-style-type: none"> <li>- Number of positive feedbacks given from outside of the Association and of the achievements</li> <li>- Number of the Association's staff who conduct regular activities of the Association</li> <li>- Number of SM and email feedbacks regarding the Association's resources.</li> <li>- Number of CŞMD's activities and advocacy studies, concepts and visuals taken place in media, the number of the interviews and opinions requested from the Association</li> </ul>	<ul style="list-style-type: none"> <li>- 3 (Award or affirmative news)</li> <li>- 3 activities, 4 employees</li> <li>- Beginning</li> <li>- Beginning</li> </ul>	<ul style="list-style-type: none"> <li>- 4 achievements (Award or affirmative news)</li> <li>- 4 activities, 7 employees</li> <li>- 60 feedbacks</li> <li>- 60 times being mentioned and opinions published in media in total</li> </ul>	<ul style="list-style-type: none"> <li>- Media monitoring report/ Activity Reports</li> <li>- Internal monitoring report</li> <li>- Social Media Report / Email report</li> <li>- Media monitoring report</li> </ul>
<ul style="list-style-type: none"> <li>- Missing studies on sexual violence and violations became visible in international organizational networks and in the public by the advocacy of CŞMD.</li> <li>- The external relations of the Association were developed and the communication with the stakeholders was increased and the Association developed its capacity in international advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>- International networks used the reports of the CŞMD.</li> <li>- The human rights violations and missing services became more visible nationally and internationally.</li> <li>- Binding prejudication precedents were obtained in favor of survivors.</li> </ul>	<ul style="list-style-type: none"> <li>- The number of violations reported by CŞMD to be asked to Turkey / the number of violations reported taken place in the media.</li> <li>- The rate of reflection of the contribution of the Association made in the areas it provides advocacy to public institutions and measures.</li> <li>- Number of precedents or positive decisions in the cases followed</li> </ul>	<ul style="list-style-type: none"> <li>- Beginning</li> <li>- Beginning</li> <li>- 1 positive decision</li> </ul>	<ul style="list-style-type: none"> <li>- 1 report</li> <li>- In media, in 10 news</li> <li>- 1 application</li> <li>- 3 positive decisions</li> </ul>	<ul style="list-style-type: none"> <li>- The resources available to public - media monitoring report</li> <li>- Open sources / Media</li> <li>- Litigation and advocacy report</li> </ul>

### OUTPUT INDICATORS

#### Activity 2

##### 2.1 - Communication Strategy Plan

- Internal Team Orientation Guide
- Organizational Identity Guide (use of logo, etc.)
- Annual activity reports - Quarterly E-bulletins
- Reprinting of CŞMD's printed materials (5000 brochure-booklet or sticker business cards, appreciation cards on donation and support) - Print-design of annual report
- Promotional printing expenses (bags, notebooks, coasters, bookmarkers, etc.)

- ##### 2.2 - Analysis on regional and local networks - expectation surveys for member / beneficiary and target audience
- Formation of feedbacks mechanisms in websites and e-mails.

- 8 Capacity Building Trainings

- 6 consulting meetings from an Education supervisor
- CŞMD Impact Measurement with Media Monitoring

#### Activity 3

##### 3.1 - Joining 3 international networks

- To contribute to 3 national network reports (Grevio shadow rep., KEFEK etc.)
- Participation in 5 national or international network meetings

##### 3.2 Stakeholder visits

##### 3.3 Strategic litigation

### Activities to be conducted:

#### Activity 2: Corporate Communication, External Monitoring and Capacity Building Activities

##### 2.1 Corporate communication studies

##### 2.2 External Monitoring and Capacity Building studies

#### Activity 3: Partnership, Development of Cooperation and Advocacy Activities

##### 3.1 National and International Advocacy and Networking studies

##### 3.2 Visits and meetings to develop external relations

##### 3.3 Strategic litigation studies



### 3.3.4 “Sexual violence can be prevented” Project Human Resources

*\* You can see the human resources budget presented to SIDA under the title “Human Resources” in the budget document.*

#### HUMAN RESOURCES:

##### **1.1. General Coordinator (S. Hilal Esmer)**

General Coordinator is responsible for taking decisions in representing the Association in all areas, and conducting the studies and transactions completely in a timely manner. Moreover, General Coordinator is also responsible for the coordination of the Support and Empowerment Program and the Organizational Sustainability Programs to be conducted within the Strategy Plan of the Association. The General Coordinator is also the coordinator of the “Sexual Violence can be prevented” project submitted to SIDA. General Coordinator is responsible for conducting verbal and written communication with SIDA, preparing and delivering reports, ensuring that all activities and documentation to be carried out within the scope of the project are in compliance with Sida’s principles and legal procedures, amending and updating the project when it is necessary, ensuring the projects to be applied simultaneously and in line the Strategy Plan.

##### **1.2. Protection & Prevention Program Coordinator (Nurgül Öztürk)**

Program Coordinator is responsible for the development of preventive-protective studies to be carried out by the Association within the Strategy Plan, and for the production of information and contents, implementation and follow-up of NVNY and ÇBSH training of trainers’ activities. The fields of responsibility of Program Coordinator are the standardization of the trainings of the Association carried out for the prevention of dating violence and sexual abuse, establishment of the training policy and approach of the Association, coordination and development of child and youth activities, stakeholder visits and the advocacy on comprehensive sexuality education. Program Coordinator provides counseling on the requests made and questions asked to the Association in the field of the rights of children and youth. At the same time, Program Coordinator takes part as a trainer in Change Begins With Me (DBB) trainings. Program Coordinator is the contact person for the Partnership Network for Prevention of Violence against Children and the Coalition for Sexual and Bodily Rights in Muslim Societies (CSBR). Program Coordinator contributes to the fund raising activities of the Association such as project design, project writing, communication with donors and participation in meetings as representing the Association. Program Coordinator takes responsibility for the preparation of internal policy documents within the scope of Organizational Sustainability Program and participates in meetings to develop external relations.



### **1.3. Finance Coordinator (Bağda Gül Savaş)**

Finance Coordinator is responsible for the execution of all financial works and transactions of the Association by working in cooperation with the General Coordinator and Project Coordinators and the Office Coordinator. Finance Coordinator is responsible for the compliance of the “Sexual Violence can be prevented” project financially with the principles of CŞMD and SIDA and legal regulations. In addition to the budgeting and documentation of all expenditures of the project, preparation of financial reports that are under the responsibility of and needed the approval of the General Coordinator, implementation and application of external audit procedures, monitoring and auditing of the budgets of all executed programs and projects simultaneously, the financial management of per diem, advances, procurement and cash flow, communication with public institutions regarding tax, insurance, etc., management of bank accounts are within the responsibility of Finance Coordinator. Finance Coordinator supports the studies related to human resources and fund raising.

### **1.4. Visual Communication Coordinator (Özge Özgüner)**

Visual Communication Coordinator works with the whole team within all programs and projects. Visual Communication Coordinator is responsible for the visual communication and image of the Association. Visual Communication Coordinator is responsible for the preparation of the organizational identity and the production of contents, design and visuals that are compatible with the visual line of the Association and the messages it would like to give. Visual Communication Coordinator works in coordination with Digital Communication Coordinator in all media activities and in monitoring the visual archive. Visual Communication Coordinator is responsible for the design, typesetting, printing and production processes of the materials regularly prepared by the Association, for preparing annual reports, and is responsible for the revision and publication of the materials on the digital platform. Entering the data into the website of the Association, actively monitoring the website, and conducting communication in solving problems related to the infrastructure are among the responsibilities of Visual Communication Coordinator. In the photography and video shootings of the Association, Visual Communication Coordinator carries out post production, camera use, art directing works and takes an active role in the campaigns.

### **1.5. Digital Communication Coordinator (İrem Öztürk):**

Digital Communication Coordinator takes an active role in the campaigns of the Association. Digital Communication Coordinator manages all social media accounts and blogs of the Association. Working with the visual communication coordinator, Digital Communication Coordinator is responsible for producing contents, preparing and sharing the posts and producing the visuals that are compatible with the policy and messages of the Association. It is also the responsibility of Digital Communication Coordinator to formulate and follow up the communication strategy plan together with Visual communication coordinator. Digital Communication Coordinator is responsible for preparing SM reports, preparing e-bulletins of the Association, monitoring news, conducting media studies, announcing all Association activities through social media, and using and monitoring all digital communication tools of the Association.

### **1.6. Office Coordinator (Agrin Kaya)**

Office Coordinator works in cooperation with General Coordinator and Finance Coordinator. Office Coordinator is responsible for the elimination of all problems related to the office and the execution of all works and transactions related to the office (shipping by cargo, welcoming the visitors, telephone and e-mail control, registration and archiving of official documents, etc.). In addition, the Office Coordinator directs the applications related to sexual violence, classifies all follow-up requests to the Association from the outside and archives them. Office Coordinator carries out the cash flow and expense forms under the responsibility of the Finance Coordinator, makes the preliminary preparations of the trainings and conducts the communication works of some projects. Office Coordinator takes part in voluntary works and supporting activities in carrying out all project activities.

### **1.7. Training and Project Coordinator (Merve Karabulut)**

Training and Project Coordinator is responsible for the coordination of the project including the Change Starts with Me Trainings, which Rosa Luxemburg Stiftung will support in 2020. Training and Project Coordinator will carry out the same training program in 2021 and 2022 with the support of SIDA and will ensure the project coordination. Training and Project Coordinator manages and coordinates the works related to CSWM trainings including organization, production and preparation of content and training kits, implementation, monitoring and evaluation of training, reporting. In addition, Training and Project Coordinator conducts dating violence seminars within the scope of youth studies. Training and Project Coordinator provides support to the studies within the scope of WUWN Training of Trainers. Training and Project Coordinator is responsible for all activities related to Human Resources within the Organizational Sustainability Program, the execution of recruitment processes and the works to be carried out within the scope of employee satisfaction.

### **1.8. Support System Project Coordinator (Begüm Baki)**

Support System Project Coordinator is responsible for the execution of all activities within the Association's Empowerment and Support Program and for the coordination of them in cooperation with the General Coordinator. In this context, Support System Project Coordinator takes part in following the interviews made with the municipalities in that regard, advocacy and dissemination of the outcomes of referral and counseling studies, promotion and launch of [www.csdestek.org](http://www.csdestek.org) website and support units map, in execution of content development and monitoring & evaluation studies. Apart from these, the coordination of the campaigns carried out by CŞMD, all organizational and communication activities of the Association, all activities within the media studies; media monitoring, writing of rights-based news and the production of digital content in the media are the duties and responsibilities of Support System Project Coordinator.

### **1.9. Media and Advocacy Coordinator (Şehlem Kaçar)**

Media and Advocacy Coordinator is the Chair of the Board of Directors of the Association. Taking decisions of the Association, conducting the ordinary general assembly, conducting the regular meetings of the Board of Directors, and following the official documents in cooperation with the general coordinator are among the responsibilities of Media and Advocacy Coordinator and Media and Advocacy Coordinator are entitled to get attendance fee within the scope of these activities. Apart from this, Media and Advocacy Coordinator works as trainer- instructor in the awareness raising trainings of change starts with me and in all media trainings. Media monitoring, visual archive, production of rights-based news and digital content in the field of media, campaign and organization studies are Media and Advocacy Coordinator's fields of study. In addition, Media and Advocacy Coordinator actively engages in external communication with stakeholders, in making interviews with key stakeholders such as municipalities, in national networks and in the field of international advocacy and fund raising.

### **1.10. Youth Program Project Coordinator (Tuğba Yavuz)**

Youth Program Project Coordinator is responsible for the tracking of all activities of the projects within the youth program in cooperation with the Protection and Prevention Program Coordinator. In this context, the project coordinator takes part in the organizational and logistic processes of the training of trainers, university seminars; maintains the communication with stakeholders, follow timeline and budgets, submit progress and final reports, coordinates social media communication, supports content developing and carries the monitoring & evaluation process. Apart from these, the project coordinator takes responsibility in all decision making processes of the association.

### **Foreseen / planned staff to be recruited for the period 2020-2023**

Fund Raising Expert

Advocacy Expert

Social Service Expert

Project Coordinator (Part-time)

### **Outsource - part time or counseling**

Training Supervisor

Legal Advisor

IT Expert

## 3.4

### Key Stakeholders of CŞMD

Key stakeholders	Level of Interest	Authority	Intervention method
Survivors and their relatives	High	Low	Referral, counseling monitoring of requests and needs, content support.
Municipalities, municipality staff	High	High	Communication, cooperation visits, counseling, raising awareness training, training of trainers, monitoring of services, content support.
Service providers providing services for survivors	High	Medium	Communication, information sharing, raising awareness training, training of trainers and content support, preparation of local networking
Guidance Research Centers - Psychological Counselors and Guidance Teachers	Medium	Medium	Counseling, cooperation, information sharing, raising awareness training, training of trainers, monitoring of services, content support, networking studies
Ministry of National Education	Low	High	Communication, indirect cooperation, monitoring
Adults working with young people and children	High	Low	Empowerment and supporting by trainings and training of trainers, and providing contents and materials
Professional experts (lawyer, psychologist, social worker)	High	Low	Empowerment and supporting by trainings and training of trainers, and providing contents and materials
Public institutions (central and local)	Low	High	Monitoring, monitoring compliance with Istanbul Convention, monitoring the violation of rights of survivors, cooperation efforts
Universities, university students, high school students	High	Low	Communication, information sharing, raising awareness training and seminars, supporting with content and various materials, advocacy
Media institutions and citizen journalists	Low	Medium	Awareness raising, training and social media sharing, supporting with rights-based news and visuals, monitoring attitude change
Non-Governmental Organizations	High	Medium	Strengthening the awareness on sexual violence, supporting and promoting the NGOs supporting survivors in particular, providing solidarity and advocacy in order for them not to be closed down

## 3.5

### Risk Analysis

Risk Description	Probability	Impact	Risk Management
The activities of state agencies linked to Ministry of Interior or the Ministry of Justice against CŞMD such as inspections, asking questions, criminal proceedings, closing down etc.	Low	High	The association will implement measures for the regular execution of maintaining the official documents in cases of routine inspections. The members of the Association will apply to the application mechanisms for carrying out the legal process in solidarity.
Key stakeholders' attitudes against CŞMD by not cooperating or resisting	Low	Medium	The Association plans to explore the way to work with alternative municipalities, institutions and individuals if it encounters resistance from its key stakeholders, local authorities and institutions and persons serving the survivors of violence.
Failure to follow the timeline specified in the Association's annual action plan, delays in implementation of activities and in time management	Medium	Medium	In order to mitigate this risk, CŞMD has devoted its time and human resources to its sustainability studies for the next 3 years and has had efforts to create a work plan by taking into account capacity building trainings and unforeseen hot agendas by reducing project activities.
Inability of CŞMD to get the grants-funds needed during the 2020-23 period.	Medium	High	Considering the lack of access to the resources needed by the Association, a 3-phase alternative budget and action plan have been prepared to protect the whole team.
Physical assaults against CŞMD or its members	Low	High	In case of assault on members and activists, the Association will take necessary measures and carry out the necessary actions to defend the rights of those who have been attacked. The personal information of the executives of the Association is protected as much as possible and is not mentioned in open sources.
Targeting, defamation, lynching or discrediting of the Association (or its members) through the media	Medium	High	Measures such as not responding depending on the scale of the action and not disseminating the aggressive attitudes towards CŞMD were identified. CŞMD is adamant on resorting to legal remedies in all cases where its legal rights are violated.

Risk Description	Probability	Impact	Risk Management
Criminal actions taken by the state on CŞMD as a commercial organization providing training.	Medium	High	If CŞMD is imposed a fine in this regard, it will try to pay the fine in solidarity. Since CŞMD does not provide certified training, it will use the concept of workshop instead of training.
Closing down of independent women's counseling and solidarity centers, LGBTI+ organizations and centers due to political reasons or lack of resources.	Medium	High	Within the scope of national and international advocacy studies and supporting the newly opening or closed down centers-organizations in terms of fund raising, employment and similar issues, the Association will have activities as a part of its Strategic Plan.
The possibility of getting immediate and intensive counseling / referral applications about on sexual violence when the Association's campaign and visibility efforts become very successful.	Medium	High	In such a case, the Association will work on finding alternative solutions such as finding additional resources and voluntary expert support in order to respond to such requests.
Digital attacks on the Association's websites, crashing of websites for different reasons. Deletion or disappear of the Association's data on the cloud or Drive for various reasons. Theft, dissemination or disclosure of personal information.	Low	High	The Association has allocated resources for website backup and infrastructure services in the next 3 years. The disclosure of personal information is subject to legal remedies; employees sign undertakings. The Association also plans to use external HD.
Theft or loss of official books or documents of the Association, and damage of them due to fire or disaster.	Low	High	The Association has insured its office and all the immovables within it. It plans to create a resource for urgent needs in its budget for unexpected criminal proceedings.

## CHAPTER IV

# ORGANIZATIONAL STRUCTURE

# Organizational Structure

Association For Struggle Against Sexual Violence builds its organizational structure on the following three key bases:

- › Collective work and solidarity
- › Feminist and anti-hierarchical organization
- › Organizational sustainability

CŞMD constructed its Bylaws in line with nondiscriminatory and nonviolent as well as with the queer feminist principles and values. The bylaws, which is also legally approved by the Directorate of Associations, is a document that sets out the field of activity and studies and that reveals the purpose of the existence of CŞMD. This document has been examined in accordance with the Ministry of Interior's Regulation of Associations and entered into force as per the Law on Associations.

The Association complies with the obligations determined by the Law on Associations. Like other feminist organizations, for an association implementing alternative and transformative policies, this is challenging due to the hierarchical framework of the regulations of the Law on Associations. Nevertheless, CŞMD advocates to the necessity of horizontal organization structure as an organization combatting against hierarchical power relations and discrimination on sexual violence field.

The defined organizational structure in CŞMD's bylaws is being arranged in line with strategic planning activities. Besides, CŞMD relates to the organizations it collaborates with, to its stakeholders, its employees, its own team, its members, volunteers and consultants in a non-hierarchical way; also it prioritizes a solidarity-based and participatory approach.

CŞMD determines its organizational structure along with queer feminist methods and values that promotes its politic, financial and operational sustainability in accordance with its vision and mission, its fields of work and activities; and predicates on transparency.

CŞMD was established in 2014 with the help of 8 founding members. The founding members have also built the bylaws of the Association, in consultation with the activists and experts who were also lawyers and with other rights-based organizations, while adhering to the aforementioned theoretical framework. The organizational structure of CŞMD is determined by the principles of rule of law, clarity, transparency, responsibility, accountability and consistency. It has formed its organizational structure with governance and management functions.

**Governance Function:** Governance is the assigned body of the Association to be legal and responsible authority to carry out its activities and objectives in line with its values. This responsibility was assigned to the Board via the General Assembly. This function is carried out with a sense of responsibility towards CŞMD's stakeholders, the target group (survivors) it represents, members, volunteers and employees.



Management Function: It is related to the Association's decision-making activities in the field of operational planning, action strategies, management and implementation. The management function is related to the coordination and execution of the works. This responsibility is assigned to the General Coordinator by the Board. In addition, CŞMD's activities are carried out by the "Technical Team" within the knowledge and confirmation of the Board, in accordance with the anti-hierarchical organizational structure of the Association. The technical team consists of the General Coordinator, project and unit coordinators, employees and volunteers. General Coordinator is charged with the implementation of the decisions taken by the Technical Team.

## **1. Governance**

### **The bodies of CŞMD are as follows:**

- General Assembly (42 members)
- Board
- Supervisory Board

**General Assembly;** It is the highest decision body of the Association and consists of members of the Association. As specified and in the time provided in the Bylaws, General Assembly convenes ordinarily once in 3 years; and it convenes extraordinarily within 30 days; in cases where the Board or Supervisory Board deems it necessary and by the written application of one fifth of the members. It elects the Board and the Supervisory Board of the Association, which has the authority of audit, and assigns the governance authority defined in the bylaws.

Board; the members of it shall be elected by the General Assembly as 5 principal and 5 alternate members. To ensure the realization of the vision, mission, objectives and strategic plan of the Association, it takes authoritative and guiding decisions in line with the bylaws of the Association. The General Assembly has transferred the management function to the Board and the Board is responsible to the General Assembly for the realization of this function. The Board has the authority to make official decisions in these areas.

### **Duties and Authorizations of the Board**

- To generate recommendations regarding the field of activity and study specified in the bylaws, to discuss policies, strategies and priorities in order to achieve the purpose and activities, to perform the duties assigned to it by the General Assembly. These duties are non-assignable and non-transferable.
- To prepare the strategic plan by utilizing the consultancy of the general coordinator and its team (technical team).
- To ensure that the legal responsibilities of the Association are fulfilled by the responsibilities attributed to the Board, Supervisory Board, Chair, Accountant and other members,
- To conduct a transparent financial monitoring of the Association's transactions related to its income and expense accounts; to prepare and control the budgets, financial processes while raising funds. To carry out this process in coordination with the general coordinator and the employees of the Association authorized in the related field.

- › To ensure the activities of the Association to comply with the mission, vision and bylaws of the Association,
- › To make plans and take measures to ensure the sustainability and development of the Association,
- › To ensure the structures of the Association to be accountable,
- › To take an active role in building the internal policy documents such as recruitment and dismissal notices, code of conduct and general rules, the criteria for salaries and purchase and procurement, anti-corruption policy documents, policy documents on combatting against sexual violence,
- › To represent the Association and to authorize General Coordinator and the related staff to represent the Association at times related to their field of activity, when deemed necessary.

**Supervisory Board;** consists of 3 principal and 3 alternate members within the framework of the legislation. It audits whether the Association is operating in line with its objectives and whether it complies with the relevant legislation and regulations via the Board and it prepares the annual reports. It submits these reports to the Board and the General Assembly. When deemed necessary, it shall convene the General Assembly.

When the CŞMD was established, the Temporary General Assembly was held in November 2014, then the first Ordinary General Assembly was held in October 2017 and the first Extraordinary General Assembly was held on 19 February 2019.

## Members

When CŞMD fulfills the bureaucratic, formal membership requirements as a queer and feminist organization, it has developed various membership criteria to ensure the active participation of existing members and to attract new members in line with the values and principles of the Association. Membership criteria include an assessment in order to measure whether the motivation levels of members are adequate enough to comply with the approach for work and principles of Association and an assessment of membership applications of persons who are known as perpetrators of sexual violence so as to provide a safe space. Membership policy is addressed in line with Turkish Civil Code, Law on Associations and principles and rules of Association For Struggle Against Sexual Violence.

CŞMD has 42 members, as of 2019.

## Volunteers

The cooperation with volunteers is developed in accordance with their motivations for participation and availability. Voluntary studies are open and available to everyone, regardless of their own identification with a gender. The Association cares about the voluntary participation of persons under the age of 18 and it continues to work on the necessary arrangements to increase the capacity of voluntary studies in the future. There is no hierarchical relation between the volunteers and the technical team. Volunteers are also subject to the values and working principles. The obligations that the volunteers shall comply with are listed below.

- › Transphobic, homophobic, sexist, speciesist, racist discriminatory language cannot be used. Assumptions cannot be made on a person's sexual identity, sexual orientation, religion, language, ethnicity and any other identities.
- › Volunteers are expected to have an adequate level of motivation to comply with the approach and principles of Association.
- › Constructive reflection and the practice of self-criticism are expected in cases where the principles are violated; and if the safe space is violated, the volunteers are terminated.
- › Applications for being a volunteer or member made by the persons who are known as the perpetrators of violence are evaluated in a way that safe space is ensured.
- › Every volunteer is responsible on providing a work environment free from generalization and prejudgment.
- › In using the volunteer e-mail group or during the meetings, strict attention should be paid in order not to share the details that may trigger survivors of sexual violence or that may adversely affect the group.
- › Studies of the Association are carried out by the technical team. Any volunteer studies on behalf of CŞMD cannot be carried out without the notice of the technical team.
- › The opinions of volunteers do not necessarily reflect the views of the Association. Publicity meetings and information activities cannot be held without the knowledge of the Association.

## **2. Management**

In terms of management and control, the organizational structure of the Association is consist of units based on anti-hierarchical and horizontal relations. The Association adopts consensus based decision-making process and participatory approach. Each person at the technical team and Board participates in advocacy, networking, representation and visibility studies, regardless of their job description and responsibilities, and provides support in other areas of CŞMD, as well as their main areas of responsibility, based on their expertise and experience.

### **Technical Team**

"Technical Team", is a group of employees, members and volunteers who conduct the executive studies of the Association. This team may include regular employees of the Association and voluntary employees or members of the Association provided that they regularly participate in all meetings, executive studies of the Association.

The Board performs the executive function of the Association through the Technical Team in line with the responsibilities taken under the supervision of the General Coordinator. It is also the responsibility of the entire team to work for the sustainability of the Association.

The Technical Team uses consensus decision-making method at a weekly technical meeting, with the participation of General Coordinator. Technical team takes the responsibility for carrying out the activities whereas General Coordinator takes the responsibility for monitoring. For the implementation of the decisions

taken the persons authorized and undertaking the work are responsible. In the decision-making processes, the persons responsible for the decision and the dead lines of the works to be completed are assigned by the technical team or unit coordinators. The implementation of the decisions taken is monitored and followed by the unit coordinators and then finally by the general coordinator. In matters requiring specific expertise, persons can take initiative by explaining their reasons behind to do so.

The definitions of responsibilities provided below are divided into fields of work according to thematic areas. The basic job descriptions of CŞMD employees are as follows:

### **General Coordinator**

The General Coordinator ensures management, coordination and monitoring. The Coordinator ensures the communication with internal and external stakeholders of the Association and represents the Association. The Coordinator takes the responsibility equally for the bodies of the Association (General Assembly, Boards, Supervisory Board) and accounts to these boards.

#### **Responsibilities of the General Coordinator:**

- › The Coordinator ensures the representation of the Association against Central and local authorities, NGOs, national and international public, together with the technical team.
- › Human resources management, financial management and office coordination are carried out under the supervision of the general coordinator and these are ensured in cooperation with the relevant units to promote effective and efficient work.
- › The Coordinator is responsible for the implementation of the action plan in line with the annual budget. The Coordinator monitors the activities carried out in accordance with the strategic and action plans of the Association and checks its suitability for these purposes.
- › The Coordinator takes decisions by obtaining the recommendations of the Board and the Technical Team in the operational planning of the Association, in formulating action strategies, in management and implementation areas.
- › Coordination and management of the acts; field of studies such as operational planning; strategy; research, action, development and responding to crises; the office structure fall into the decision making area of the General Coordinator. The Board provides recommendations during the preparation of decision-making processes in these fields. The General Coordinator is responsible for these decisions. The General Coordinator takes the lead in decision-making process in crisis situations.
- › The Coordinator ensures that work plans, budgets and strategies of the Board are implemented in a participatory manner according to the Association's action plan.
- › The Coordinator conducts and coordinates the fund raising activities of the Association.
- › The Coordinator is responsible for mainstreaming and raising awareness of the rights-based approach in the field of combatting against sexual violence.

The Coordinator coordinates and develops strategies and plans together with the technical team for preventive and protective studies and support mechanisms for coping after sexual violence.

- The Coordinator has the role and responsibility to provide information, recommendation and support to the Board through regular meetings.
- The Coordinator encourages the studies of the technical team through evaluation meetings and communication.
- The Coordinator makes the necessary arrangements to ensure internal communication in line with the determined ethical principles and communication flow.
- The Coordinator assumes the role to make the necessary division of labor and responsibility in the preparation of organizational policy documents. The Coordinator develops methods to monitor the conformity between policy and operation and introduces them to the team.

### **Office Coordination (1 Team member)**

Administrative studies are carried out by the Association's full-time employee: Office Coordinator. Classification of incoming and outgoing documents, delivery and forwarding of incoming documents, tracking of transactions related to Directorate of Associations and DERBIS, updating and creating the archive of the Association are constituted in the job description of administrative studies. In addition, it is the responsibility of the office coordinator to cooperate with the finance coordinator and the general coordinator in order to monitor regular payments, to keep records of Association's expenditures and to keep cash records. The office coordinator is responsible for providing the financial coordinator and general coordinator with the documents / information required for financial reporting.

#### **Responsibilities of the Office Coordinator:**

- To be in the office during working hours
- To meet and guide the visitors coming to the office
- To maintain the office tidy and clean
- To ensure all equipment in the office to be always available
- To ensure the proper functioning of the office infrastructure
- To procure the necessary materials to the office
- To answer the phone calls
- To track the cargo delivery
- To keep track of the Association's regular payments of rent, dues, electricity, water, internet bills, etc.
- To record all kinds of payments made through the Bank and to monitor them together with the Finance Coordinator
- To keep records of Association's expenditures
- To keep the cash of the Association
- To take part in the collection and documentation of the donations

### **Finance Coordination (1 team member):**

Financial works include the operation and management of financial liabilities, administrative works and responsibilities. Finance Coordinator works together with the general coordinator, office coordinator and, if necessary, project coordinators. To establish, regulate, control and maintain the financial structure of the Association; to conduct fund raising activities, to prepare financial reports, to control cash records and to ensure communication with the bank are the main responsibilities of the Finance Coordinator.

#### **Responsibilities of Finance Coordinator:**

- › To establish, control and maintain the financial structure
- › To conduct fund raising activities
- › To check and monitor the receipts, invoices and documents, financial follow-up document regularly
- › To transfer the related documents to the accountant
- › To establish project budgets and to prepare revised budgets when necessary
- › To monitor the conformity with the budget
- › To support all members of the Association on financial issues of the Association
- › To create financial reports
- › To communicate with the Financial Consultant and to follow up the related processes
- › To make bank payments and to ensure communication with the bank
- › To monitor foreign aid in kinds and financial aids and to report them to DERBIS
- › To ensure the annual statements and reports to be completed in a proper way.

### **Visual and Digital Communication Coordination (2 Team Members)**

Visual and Digital Communication Coordination covers the communication works on organizational representation and on external communication. Communication team; is responsible for carrying out organizational identity activities and for conducting external communication activities. The studies in this context consists that; to prepare and announce the necessary materials on the projects and other activities through traditional and social media tools, to manage the design, printing and distribution processes of visual materials, to coordinate media relations, to coordinate panel, conference or event organizations, to conduct communication and visibility of project activities, to prepare short introductive videos about the Association, to follow up the media, to create and ensure sustainability of the Association's audiovisual archive.

### **Prevention and Transformation Activities (Estimated 3 Team Members)**

This team is responsible for carrying out the activities determined within the thematic framework of "Prevention and Transformation" generated by the CŞMD. It aims to bring the factors behind sexual violence to the agenda, to eliminate false beliefs about sexual violence and to indicate the importance of individual transformation and change in the struggle. This thematic field includes training studies,

raising awareness studies, the studies on children and young persons. CŞMD's Prevention and Transformation Activities includes "Change Starts with Me" Training Program, "What's Up What's Not?!" Youth Program and "Children's Bodily Autonomy" Program.

### **Empowerment and Support Activities (Estimated 3 Team Members)**

This team focuses on CŞMD's activities identified within the thematic framework of "Empowerment and Support". It aims at the provision of support mechanisms for coping after sexual violence, ensuring the access of survivors to these support mechanisms, and the planning and implementation of national and international advocacy activities for the implementation of these mechanisms. "Where is the Support System" Program, "National and International Advocacy Program" and "Media Program" are the examples of the programs generated under this thematic field. This thematic title gives priority to the activities on networking and developing collaborations.

## **3. Sustainability of the Association (Entire Team)**

Organizational sustainability includes organizational efforts, creation of workflows and monitoring and evaluation tools, and preparation of policy documents. This process includes demonstrating the existing capacity and documenting the organizational culture within the organization in a written format. In addition, internal documents that will form the roof of the structure requiring standardization will be completed in this process. Internal policy documents consist of policy papers and guidelines such as job description, HR's code of conduct and general rules, the criteria for salaries and purchase and procurement, anti-corruption policy documents, principles on communication, combatting against sexual violence policy documents and guidelines, conflict resolution methods.

## **4. Working Ethics of Association For Struggle Against Sexual Violence**

CŞMD is an independent NGO struggling against sexual violence in the light of universal rights and freedoms.

- › It is against all forms of speciesism and discrimination based on ethnicity, gender, sexual orientation, language, religion, color, age, disability, political opinion, including but not limited to hate speech and discrimination in any form.
- › It works by feminist methods and adopts an organization understanding based on collective study.
- › It has a horizontal organizational structure, in which hierarchical and non-participatory practices are not accepted.
- › No one can be the chair for more than one (1) period in a row.
- › Decisions are taken by consensus.
- › There is a zero-tolerance policy against violence.
- › The testimony of the Survivors is adequate to take actions. No one is obliged to prove and document the violence they are exposed to.
- › The understanding of help is not welcomed; rather understanding of solidarity directs all the studies of the Association.

