

United Nations Development Programme



30.12.2020

Subject: Strengthening the Civilian Oversight of Internal Security Forces - Phase III Addendum No 1
Contract/Agreement No: IPA/2017/385-810

Dear Mr. Kurtoğlu;

Strengthening the Civilian Oversight of Internal Security Forces between Turkey and the EU - Phase III Project has been initiated on 21 December 2018 with the overall objective of enabling the transition to civilian and democratic oversight of internal security forces based on good governance principles and a human-centred understanding of security and public safety. As agreed by all parties, the request for seven months no-cost extension in the project implementation period together with the required revisions have already been submitted to the Contracting Authority with Addendum No.1 to the Pillar Assessed Grant Agreement for the Action and the approval has been received on 17 December 2020.

In this respect, the revised Project Document reflecting the seven months extension in the project implementation period and accepted modifications is enclosed for your kind approval and signature.

Thank you for your close cooperation.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'C. Tomasi', is placed above the printed name.

Claudio Tomasi
Resident Representative

To:

Mr. Gazi Levent KURTOĞLU

Head of Department of Smuggling, Intelligence, Operations and Data Collection, Ministry of Interior

Annex: Revised Project Document and annexes DSIODC Presentation at the 4th MMM



UN Development Programme Turkey - Ankara

Award ID: 00100012
Award Title: Strengthening the Civilian Oversight of Internal Security Forces (Phase III)
Start Year: 2018
End Year: 2021

Donor	Fund	
10159	30079	
Total Budget		5,400,000.00 EUR
*as per UN Exchange Rate for Dec 2018 ¹		6,199,770.38 USD
Total Expenditure (as of 17 December 2020)		2,153,889.85 USD
Remaining Budget		3,246,110.15 USD

Implementing Agency:

Lead Institution: Ministry of Interior (MoI), Department of Smuggling, Intelligence, Operations and Data Collection

End Beneficiary Institution: Ministry of Interior – Department of Smuggling, Intelligence, Operations and Data Collection

Co-Beneficiary Institution: Ministry of Interior (MoI), including provincial administrations and law enforcement forces (Police, Gendarmerie, Coast Guards), General Directorate for Provincial Administrations (GDPA) and the Grand National Assembly of Turkey

Implementing Agency: UNDP

Revision Type: No Cost Extension of the Project duration

Brief Description:

Strengthening the Civilian Oversight of Internal Security Forces between Turkey and the EU - Phase III Project has been initiated on 21 December 2018 with the overall objective of enabling the transition to civilian and democratic oversight of internal security forces based on good governance principles and a human-centred understanding of security and public safety.

The activities designed for the project were grouped under 4 components where nearly half of them have been successfully completed as reported in Addendum document. There were no major risks foreseen for the completion of remaining activities by the end of implementation period, which was initially agreed as 20 December 2020.

However, with the outbreak of unanticipated COVID-19 global pandemic, planned activities for March-June 2020 period were impacted adversely beyond the control of UNDP and Project Beneficiaries. As a result of the consultations with the Project Partners, it has been recognized by all stakeholders that necessary measures should be taken in order to secure the successful completion of the Project and a no-cost extension is found necessary.

Followingly, an extension to the project implementation period by 7 months was requested from the Contracting Authority (European Union Delegation to Turkey) with an Addendum. As agreed by all parties, the Contracting Authority approved the Addendum to the Pillar Assessed Grant Agreement for the Action on 17 December 2020 (see Annex 1).

In this respect, Project Document is revised to reflect the seven months extension to the project implementation period and the accepted modifications (through notifications and Addendum) are presented with Annex 2.

Modifications consist of:

- Minor adjustments in description of the action which do not change the overall objective
- Changes in the Action Plan
- Changes in the Budget with no additional cost

¹ US Dollar UN Operational Exchange Rate is 5.1617-USD/TRY and 0.871 -USD/EUR for DECEMBER 2018, effective as of 20/12/2018.

Agreed by Ministry of Interior: Levent Kurtođlu, Head of Department, Department of Smuggling, Intelligence, Operation and Data Collection 30.12.2020

Agreed by the United Nations Development Programme: 30.12.2020

hi

Gazi Levent KURTOĐLU
KİHBI Dairesi Başkanı

Annex 1: Addendum to the Pillar Assessed Grant Agreement

Annex 2: Revised Project Document

Annex 3: Current and Revised Annual Work Plans



DELEGATION OF THE EUROPEAN UNION TO TURKEY

Head of Unit - Cooperation

Ankara, 17 December 2020

Ares(2020) 7726837

Mr Claudio Tomasi
UNDP Country Office in Turkey
Yıldız Kule, Yukarı Dikmen Mah.
Turan Güneş Bulvarı No: 106,
06550 Ankara

Subject: Addendum 1 to the Agreement No IPA/2017/385-810 "Strengthening the Civilian Oversight of Internal Security Forces"

Dear Mr Tomasi,

Following your addendum request of 15.12.2020, I am pleased to confirm that we accept to prolong the implementation period of our agreement for 7 months until 20.07.2021. We have noticed the serious delays in implementation, and we expect that by granting this 7-month extension the project will still be able to achieve its objectives and results. We will closely monitor progress and completion of activities as per the work plan.

Due to the impact of COVID-19 it is foreseen and agreed that most activities – especially workshops, training, consultations within Turkey and with European Member States - will be implemented online. Although we do not expect to see a sudden change in the COVID-19 situation, we have agreed to keep the total budget and most allocations for individual budget lines unchanged to allow for the maximum flexibility in implementation. This means that UNDP can decide to change online events into physical events and vice versa, as the situation allows. We also understand this may mean underspending on various budget lines, and potentially lead to a recovery. We are confident that UNDP will reflect in detail the type of all events (online or physical) against their actual expenditure in narrative and financial reports.

Please find enclosed two originals of Addendum 1 mentioned above. I would be grateful if you could sign and date all two originals, retain one for your records and return the other one to the following address:

Delegation of the European Union to Turkey
Uğur Mumcu Caddesi No 88
Gaziosmanpaşa 06680
Ankara-Turkey

Please use a reliable courier service or registered mail to avoid any delays or loss of the documents. Your attention is drawn to the fact that the Contracting Authority will not be obliged to honour the signed contract in the event of any of the following:

Address: Uğur Mumcu Cad. 88, Gaziosmanpaşa, 06680 Ankara/Turkey

Tel: +90 312 459 87 00 Fax: +90 312 446 67 37

E-mail: andre.lys@eeas.europa.eu – Website: www.avrupa@info.tr

- the contract is not returned to the above address 30 days after the date mentioned above, duly signed and dated by you;
- any modifications to the text of the contract or its annexes.

Yours sincerely,



André Lys
Minister Counsellor

Enclosure: 2 originals of the addendum to the grant contract.

ADDENDUM NO 1 TO PA GRANT AGREEMENT NO IPA/2017/385-810

The European Union, represented by the European Commission with its office at Uğur Mumcu Caddesi 88, 4th floor, Gaziosmanpaşa, 06680 Ankara, Turkey, (the 'Contracting Authority')

of the one part,

and

United Nations Development Programme (UNDP) with its Head Office at One UN Plaza, New York, NY 10017, USA, hereinafter the 'Organisation' of the other part,

(individually a "Party" and collectively the 'Parties')

have agreed as follows:

The following provisions of the Agreement No IPA/2017/385-810 for the action entitled: "*Strengthening the Civilian Oversight of Internal Security Forces*" concluded between the Contracting Authority and the Organisation on 20.12.2018 are hereby replaced/ supplemented as follows:

Article 2 — Implementation of the Action

2.3 The Implementation Period of the Agreement is **31 months**.

Article 6 — Annexes

Annex I: Description of the Action

The new version of Annex I: Description of the Action (including the Logical Framework of the Project) is attached to this addendum.

Annex III: Budget for the Action

The new version of Annex III: Budget for the Action is attached to this addendum.

All other terms and conditions of the Agreement remain unchanged. This addendum shall form an integral part of the Agreement and it shall enter into force on the later date of signature by the Parties.

Done in English in two originals, one original being for the European Commission and one original being for the Organisation.

For the Organisation

Name

Title

Signature

Date


Claudio Tomasi
Senior Representative
18.12.2020

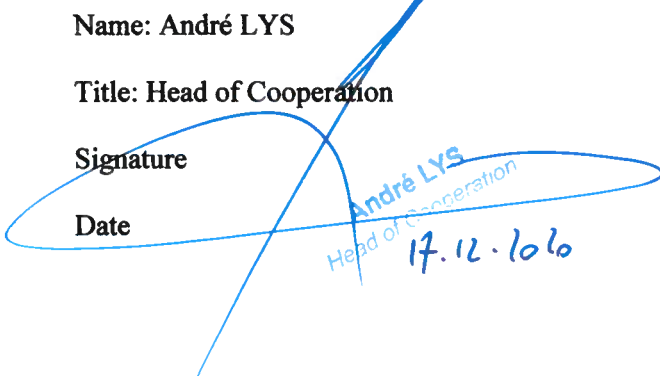
For the Contracting Authority

Name: André LYS

Title: Head of Cooperation

Signature

Date


André LYS
Head of Cooperation
17.12.2020



This project is funded by
the European Union

Annex I: Description of the Action

STRENGTHENING THE CIVILIAN OVERSIGHT OF INTERNAL SECURITY FORCES

Implemented by the
United Nations Development Programme

IPA/2017/385-810

A handwritten signature in blue ink, appearing to be 'JMS', located in the bottom right corner of the page.

List of Abbreviations

CDC	Curriculum Development Committee
CSOs	Civil Society Organisations
CTA	Chief Technical Advisor
DEUA	Directorate of EU Affairs, Ministry of Foreign Affairs
DoA	Description of Action
DSIODC	Department of Smuggling, Intelligence, Operations and Data Collection
EC	European Commission
EU	European Union
EUD	Delegation of the European Union to Turkey
EUR	Euro
FAFA	Financial and Administrative Framework Agreement
GCGA	Gendarmerie and Cost Guard Academy
GDPA	General Directorate for Provincial Administrations
IPA	Instrument for Pre-Accession
ISF	Internal Security Forces
JSTE	Junior Short-Term Expert
KE	Key Expert
LDC	Legislation Drafting Committee
LI	Lead Institution
LPSB	Local Prevention and Security Boards
MoI	Ministry of Interior
NIPAC	National IPA Coordinator
NPAA	National Programme for the Adoption of the EU Acquis
PA	Project Assistant/Interpreter
PM	Project Manager
PAS	Project Associate
PO	Project Office
PSC	Project Steering Committee
PT	Project Team
SDGs	Sustainable Development Goals
SMART	Specific Measurable Accepted Realistic Timely
SPO	Senior Programme Officer
SSTE	Senior Short-Term Expert
STE	Short Term Expert
ToT	Training of Trainers
GNAT	Grand National Assembly of Turkey
UNDP	United Nations Development Programme

Table of Contents

List of Abbreviations	2
Contents	4
1. Description of the Action.....	5
1.1 Summary of the action	5
1.2 Relevance of the action	6
1.2.1 Relevance to the objectives/sectors/themes/specific priorities of the Project/Sector Fiche(s).....	6
1.2.2 Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors	6
1.2.3 Describe and define the target groups and final beneficiaries, their needs and constraints, and state how the action will address these needs	9
1.2.4 Particular added-value elements	10
1.3 Description	11
1.4 Methodology	23
1.4.1. Methods	23
1.4.2. Management Structure and Team/Project Office.....	25
1.4.3. Visibility	29
1.4.4. Reporting	30
1.4.5. Project Audit	31
1.4.6. Project Evaluation	31
1.5 Duration and indicative action plan for implementing the action	32
1.6 Sustainability of the action.....	43
1.6.1. Expected Results	43
1.6.2. Multiplier Effects	43
1.6.3. Sustainability.....	44
1.7 Logical Framework	45
2. Administrative Table	56

1. Description of the Action

1.1. Summary of the action

Title of the action:	Strengthening the Civilian Oversight of Internal Security Forces (Phase III)
Name of the Organisation:	United Nations Development Programme
Name of the Beneficiary Institutions:	Main Beneficiary: Ministry of Interior, Department of Smuggling, Intelligence, Operations and Data Collection Ankara
Location(s) of the action:	Turkey: Nationwide and pilot provinces
Total duration of the action:	31 months
Total budget for the action:	EUR 5,400,000
EU financing requested:	EUR 5,400,000
EU financing requested as a percentage of total budget of the Action:	100, %
Objectives of the action:	<p>The overall objective of the Project is to enable the transition to civilian and democratic oversight of internal security forces based on good governance principles and a human-centred understanding of security and public safety.</p> <p>The specific objective of the Project is to ensure the institutionalisation of civilian and democratic oversight of internal security forces and the inclusion of citizen-focused participatory planning and implementation practices in line with EU acquis and best international practices.</p>
Target groups:	Ministry of Interior (MoI), including provincial administrations and law enforcement forces (Police, Gendarmerie, Coast Guards), General Directorate for Provincial Administrations (GDPA) and the Grand National Assembly of Turkey
Final beneficiaries:	Population of Turkey, Law Enforcement Forces (Turkish National Police, Coast Guard Command and the Gendarmerie General Command), Local Authorities and relevant CSOs
Estimated results:	<ol style="list-style-type: none"> 1. Legislative framework for the accountable and transparent functioning of the Internal Security Forces (ISFs) improved in light of civilian and democratic oversight and accountability principles provided by EU and international standards and best practices; 2. Five-years organisational strategy for the oversight of internal security forces in Turkey 3. Performance evaluation system based on Specific Measurable Accepted Realistic Timely (SMART) indicators to ensure consistency during the evaluation of internal security forces by the MoI developed;



	<ol style="list-style-type: none"> 4. Legal framework on National Crime Prevention Office developed based on a compliance analysis with EU standards and practices; 5. Local Prevention and Security Boards scaled up in 10 selected districts/ provinces; 6. Delivered training programs for 500 professionals of MoI and ISFs on civilian/democratic oversight of ISFs and citizen-focused security services; 7. Strategy for effective and full-functioning Parliamentary oversight of IFS is developed; 8. Awareness of the public, civil society and local media on the civilian and democratic oversight is enhanced; 9. Curriculums of the Gendarmerie and Coast Guard Academy (GCGA) in relation to civilian and democratic oversight topics are improved.
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1.2. Relevance of the action

1.2.1. Relevance to the objectives/sectors/themes/specific priorities of the Project/Sector Fiche(s)

The IPA II Indicative Strategy Paper for Turkey (2014-2020), which was revised in August 2018¹ targets the improvement of the capacities of institutions, including CSOs, in charge of protecting and guaranteeing the respect and defence of fundamental rights. Developing the capacity to conduct independent, impartial and effective investigations into allegations of misconduct by security forces is thereby defined as one of the actions to achieve this result. In addition, strengthening the cooperation between institutions and stakeholders engaged in the area of human rights is fundamental to overcome the challenges in the field. Turkey's New EU Strategy also states that the implementation of legal arrangements in the security sector is among the primary objectives for ensuring the full enjoyment of fundamental rights and freedoms. The 2014 Action Document on "Support to Fundamental Rights" also refers to the need for enhancement of the administrative capacities of the authorities concerning the implementation of legislation in order that rights are respected in full and in practice, with proper accountability and control systems which involve the civil society.

The importance of the transformation of civil–military relations with a focus on civilian/democratic oversight of the internal security sector has also been emphasised in EU Progress Reports, acknowledging the contribution of the first two phases of the Project. The 2018 EU Progress Report² recognised the revision of the legal framework governing civil-military relations and the increase of the powers of the executive over the military as significant, thereby strengthening civilian oversight. However, it was also noted that improvements are needed for Parliamentary, administrative and judicial oversight and accountability of security and intelligence forces. In addition, the effectiveness of the law enforcement oversight commission needs to be increased.

A set of measures for reform in the field of expanding human rights and a zero-tolerance policy against torture and ill-treatment have been adopted by Turkey since 2002. Broad modifications of the competence areas of the Police and the Gendarmerie, and annulment of the Protocol on Cooperation for Security and Public Order that was conflicting with the law on public administration are among the important steps taken by the Government.

The Project at hand is also in conformity with the priorities of the Accession Partnership and EU/Commission policies by supporting the ongoing work of Turkey. Assessment of various progress reports of the European Commission along with the policy endeavours of Turkey to address gaps in

¹ <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180817-revised-indicative-strategy-paper-2014-2020-for-turkey.pdf>

² <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-turkey-report.pdf>

the civilian oversight and the outputs of the partnership of Turkey jointly achieved with UNDP and the Delegation of the European Union to Turkey (EUD) are the basis of the Project.

1.2.2. Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors

The Project for the Civilian Oversight of Internal Security Sector Phase I, which was implemented jointly by Ministry of Interior and UNDP in 2007-2010, aimed to raise the awareness of the MoI about the concept of civilian oversight. That Project, which can be considered to be the conceptual phase of the current phase, also assessed the gaps vis-à-vis EU standards in MoI and developed the concept of “local governance of ISFs”. The Project's second phase, which was implemented in 2012-2014, raised the capacity of MoI at central level with regard to strategy development and best mechanisms for overseeing the ISFs. In addition, a “tailor made” local governance model was implemented in 8 districts. Building on the results of these two phases, the third phase of the Project will deepen Phase I and II results in terms of organisational changes and put pilot local boards into practice in most provinces of Turkey.

The following summarises the main achievements and challenges faced in Phase I and II.

The Improvement of Civilian Oversight of the Internal Security Sector Project Phase I & II

As a result of **the first phase of the Project (2007-2010)**, an enabling environment was promoted which resulted in:

- the promotion of a common understanding on the basics and scope of civilian oversight through knowledge management tools,
- the strengthening of structured relations between the security forces,
- the establishment of pilot “local boards for crime prevention and security” in pilot provinces/districts (Niğde, Erzurum, Eyüp and Kadıköy) that permit citizens to voice their priorities and concerns as well as to develop a partnership approach to prevention of crime,
- the promotion of the rights of the civilian authorities for the oversight of the internal security sector, which has been used broadly by the District Governors and Governors all around Turkey.

The second phase of the Project (Year 2012 -2014) was designed to expand and institutionalise the introduced approaches and piloted structures of Phase I. The Project was implemented from the perspective of improving (1) the capacity of MoI staff and provincial-sub provincial administrators to exercise oversight of policing and the homogeneity of the laws regulating the internal security forces; (2) the coherence of oversight arrangements that govern interactions between, on the one hand, the civilian administrators at provincial levels, sub provincial levels and, on the other hand, the Police and the Gendarmerie and Coast Guards; and, (3) the temporary coordination and consultation mechanisms by the Governors and District Governors so that the current oversight systems can expand rights and freedoms enjoyed by citizens.

Phase II of the Project resulted in two main substantial achievements:

- Local Prevention and Security Boards (LPSBs) were established in 9 districts (Eyüp, Kadıköy, Üsküdar, Fatih, Çeşme, Yeşilyurt, Hekimhan, Vakfikebir, Şahinbey) and put into function. Local security plans of the referred Boards were developed and their implementation started during the lifetime of the Project. The Boards which aim at engaging citizens (through civil society organisations, muhtars and media) into decision-making processes to improve the services provided by the law enforcement agencies, also foster a culture of collaboration and partnership, effective use of resources and increase the impact of prevention programs. Besides, following the joint determination of the pilot districts, the steps followed throughout the process included the conducting of security analysis of the district (considering crime rates, muhtar’ and NGOs views, feedbacks from public meetings and focus groups held with groups), determining

security priorities, and developing preventive action plans to be implemented in partnership with relevant stakeholders.

- A draft law was prepared in 2014 to enable the government to scale-up the pilot LPSBs in other districts / provinces and implement them at the national level with proper legal foundations. It is a key deliverable of the project and a major breakthrough in the centralised public administration of Turkey, especially considering the fact that many EU countries are still not equipped with such a mechanism. The draft law has not been endorsed by the Government yet but Phase III of the Project will advocate for its finalisation and enforcement by the Ministry of Interior within the changed structure of the internal security sector in Turkey.
- Improve parliamentary oversight of ISFs, build on the recent establishment of reporting mechanisms for intelligence police and of a committee to oversee internal security forces.

Phase II of the Project also resulted in a set of recommendations and lessons learned, which will be used in design and implementation of Phase III activities:

- Reform projects that simultaneously work with both the central government (and other Internal Security stakeholders) and local authorities (and other stakeholders from civil society) on policy issues and on improving the internal services provided to the population are extremely desirable initiatives that are recommended to be improved and scaled up,
- Strengthen MoI at central level: establishment of a strategy unit, of a crime prevention unit, and Human Rights Office at MoI,
- Put emphasis on protection of human rights of citizens by MoI itself at the central level by raising its institutional capacity and specialisation of units on that issue,
- Deepen Phase II results in terms of organisational changes for the participation of citizens in local security policies, put LPSBs into practice in 10 provinces of Turkey, provide state funds to those boards.

Parallel to the Civilian Oversight Projects Phase I and II, Turkey also realised other focused initiatives with the EUD, United Nations and bilateral partners to lay the groundwork for a transition from a narrowly conceived, bureaucratically and legalistically managed oversight of policing to a system of security sector governance based on a human centred understanding of security and public safety: The Twinning Project “An Independent Police Complaint Commission and Complaints System for the Turkish National Police, Gendarmerie and Coast Guard” implemented by the HAUS Finnish Institute of Public Management and the MoI and the Project “Turkish Political Criteria Programme Phase 2” of the Police Inspectorate with the Danish Ministry of Foreign Affairs are examples of such an approach.

The Institutional Set-up of the Internal Security Forces in Turkey and Oversight Mechanisms

Starting in the 1850’s, mainly following the French model; Turkey has adopted a multi-organisation law enforcement model. Police, Gendarmerie and Coast Guard are the three major public agencies responsible for the internal security sector. As a general principle, they all provide the same services but their division of labour/responsibility is based on geography: Police is in charge of public security in urban areas, Gendarmerie in rural areas and the Coast Guard at the coasts of Turkey. Within the hierarchy of the Turkish state, all three ISFs are located under the Ministry of Interior and they have to report to the Minister of Interior. The police force is organised at the level of General Directorate directly under the MoI.

Until the coup attempt in July 2016, Gendarmerie and Coast Guard had dual organisational status and dual responsibilities: Gendarmerie and Coast Guard Command had both internal security and military duties and responsibilities. Even though these two public agencies were located under the Ministry of Interior as affiliated organisations, they both were also described as military organisations and they were under the direct authority of the Turkish General Chief of Staff of the Armed Forces. Appointments and promotions of the Gendarmerie and Coast Guard officers were decided by the Armed Forces, not the MoI. This dual organisational status of Gendarmerie and Police was changed after the coup attempt in 2016 and General Command of Gendarmerie and Cost Guard were transferred under direct control of

Ministry of Interior. In addition, a series of state-of-emergency decrees were issued on the overall structuring (organisational and educational structure) of the internal security sector in Turkey, mainly in terms of institutional affiliations, roles and responsibilities, education system, etc.

The following were enforced concerning the functioning of the internal security and Military in Turkey:

- Regulation on Organisation, Duties and Competences of the Gendarmerie (2016/9741)
- Regulation on Organisation, Duties and Competences of the Coast Guard (2016/9743)
- Regulation on Personnel Issues of Gendarmerie and Coast Guard (2016/9742)
- Decree-Law No: 682 Concerning Disciplinary Provisions of Law Enforcement Officials
- Decree Law No: 669 Concerning subordination of the Turkish Armed Forces to civil authority, the Army, Navy and Air Force Commands to the Minister of National Defence and establishment of the University of National Defence

In May 2016, a Law on Establishing the Law Enforcement Oversight Commission and Amending Various Laws were adopted. The referred Commission aims to record and monitor in a central registry system the acts and actions that have been performed or need to be performed by the administrative authorities with regard to offences/acts, attitudes and behaviours requiring disciplinary penalty allegedly committed by law enforcement personnel. Though the Law on the establishment of the Commission was enacted, it is not functional at the moment. Its roles and functions need to be reviewed in line with the recent changes in the overall structuring of the ISFs in Turkey.

Phase III of the Project will therefore start at a very critical time, namely when laws and regulations have been updated according to the new system. The Project will also support the Government in establishing the best model for ISF and its effective functioning under MoI in line with international principles and best practices in the EU.

1.2.3. Describe and define the target groups and final beneficiaries, their needs and constraints, and state how the action will address these needs

The target group of the Action is the Ministry of Interior, including provincial administrations and internal security forces and the Grand National Assembly of Turkey. The two phases of the Project under IPA I (2007-2013) have identified the main requirements for an effective and human centred civilian oversight mechanism over the internal security sector, which are briefly summarised below. The Action at hand is based on the recommendations of Phase I-II and the changed structure of the internal security system, especially in the aftermath of the coup attempt of July 2016.

The description of target groups and final beneficiaries of the Project are given below:

Ministry of Interior: MoI constitutes one of the essential parts of the Turkish public administration system in many aspects. According to the Law no. 3152, the main functions of MoI are summarised as:

- Ensuring internal security and public order
- Protection of borders, coasts and territorial waters
- Ensuring and inspecting the traffic order on motorways
- Prevention of criminal offences, chasing and arresting of offenders
- Prohibition and monitoring of all types of trafficking
- Provision of registry and citizenship services
- Management and development of migration and asylum policies
- Planning of administrative division of the country into provinces and districts
- Ensuring coordination between local administrations and central administration
- Conducting civil defence services throughout the country.

Governors and Sub-Governors: In accordance with the Law on Provincial Administration, the head and authority of the general provincial administration shall be the Governor. According to the organisational laws of ministries, an adequate number of organisations shall be established in the provinces and these organisations shall be subordinated to the Governor. Governors shall be appointed, upon proposal of the MoI, by a decree of the Council of Ministers and the approval of the President of the Republic.

Turkish National Police: The Security General Directorate is an organisation composed of central, provincial and foreign bodies affiliated with the MoI. The Security General Directorate Code no: 3201 lays down the basic rules for the establishment of the organisation. Detailed regulations were made by different by-laws. The police have the power on the territory of the municipalities. In every city there is one Provincial Security Directorate, eighty-one in sum throughout the country. The Provincial Security Directorates have different branch directorates. These directorates have expertise on spheres of the crimes committed such as security, narcotics, organised crimes, cyber-crimes, fiscal crimes, etc. The Police is in charge of public security in urban areas.

Coast Guard: The Coast Guard Command is affiliated with the Ministry of Interior. The Coast Guard operates in accordance with the Coast Guard Command Code no: 2692. It has the power to implement national and international law in sea areas and the duty to maintain the security of persons and properties. The Coast Guard is in charge of security issues on the coasts.

Gendarmerie: The Gendarmerie General Command is affiliated with the Ministry of Interior. The Gendarmerie acts according to Code no: 2803 (Gendarmerie Organisation Powers and Duties Act). This Code lays down the duties of the Gendarmerie in four basic branches: administrative policing, judicial policing, military and other duties. Other duties are mostly protection of facilities and persons. For example, external protection of prisons and detention centres are carried out by the Gendarmerie. The Gendarmerie is in charge of security in rural areas.

Grand National Assembly of Turkey (GNAT): The legislative power is used by the Grand National Assembly of Turkey on behalf of the Turkish Nation and this right is inalienable. As per Article 87 of the Constitution, the duties and powers of the Grand National Assembly of Turkey have been stated as follows: i) to enact, amend and repeal laws, ii) to debate and adopt the budget bills and the final account bills, iii) to decide to issue currency and declare war, iv) to approve the ratification of international treaties, v) to decide with the majority of three-fifths of the Grand National Assembly of Turkey to proclaim amnesty and pardon and vi) to exercise the powers and carry out the duties envisaged in the other articles of the Constitution. Next to law-making and representation, parliamentary oversight and scrutiny are chief parliamentary functions.

1.2.4. Particular added-value elements

Gender Equality:

Gender mainstreaming will be one of the main crosscutting themes of the project. A gender mainstreaming approach will be applied through the following measures:

- Composition of the trainees and members of the Local Security Boards: Trainees of the training programs will be determined with a gender sensitive approach, as was the case in the two previous phases of the Project. In addition, in order to reflect a gender equality perspective, the Project will promote the inclusion of specific sessions on gender mainstreaming in internal security policies in training programs. The participation of women trainees will be recorded by the Project team. The Project will also encourage that the members of the Local Security Boards will equally involve women NGOs.
- Review of legislative framework on internal security forces: Police and Gendarmerie basic laws will be reviewed in the light of civilian/democratic oversight and accountability principles. As women and men have different security related risks and needs, gender mainstreaming in concerned laws will also be promoted.
- Local security plans: The gender dimension in the development of local security plans will be ensured as women and men have different security related risks and needs. This would also strengthen the delivery of gender-sensitive security policies by the ISFs.

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Sustainable Development Goals (SDGs)

On 25 September 2015, the Member States of the United Nations agreed on the 17 Sustainable Development Goals (SDGs) of the Post-2015 Development Agenda. The SDGs build on the Millennium Development Goals, the global agenda that was pursued from 2000 to 2015, and will guide global action on sustainable development until 2030.

Goal 16 (to “Promote *peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*”) recognises the strong link between sustainable development and peace, stability, human rights and effective governance, based on the rule of law. The human security concept is promoted all throughout the SDGs. A special focus is put on responsive, inclusive, participatory and representative decision-making as well as effective, accountable and transparent institutions, something that will also be at the core of the Project.

In the framework of the 2030 Agenda for Sustainable Development, the priorities for IPA II assistance as also mentioned in its Indicative Strategy Paper for Turkey (2014-2020), shall contribute to the attainment of SDG 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Within this perspective, the Project will promote the mainstreaming of the SDG targets in local security plans and the policies on civilian/democratic oversight of internal security forces. This will be achieved through the following interventions:

- Involvement of specific sessions on SDGs in capacity development programs for members of the local security boards, governors and district governors (D1)
- Mainstreaming of the SDGs in basic standards and principles of security service delivery at local level (C.1 and C.2)
- Adopting a perspective on SDGs, throughout the development of security plans and sustainable and inclusive platforms for local security governance (C.2.4)
- Mainstreaming SDGs in development of tailor-made training modules on crime prevention and delivery of trainings to Governorates and District Governorates (D.1.1. and D.1.2)

1.3. Description

The project is accepted under the 2014 Action Document for Fundamental Rights Sub-Field prepared by the Directorate for EU Affairs (DEUA) Department of Political Affairs under the Ministry of Foreign Affairs as the Lead Institution. The MoI Department of Smuggling, Intelligence, Operations and Data Collection is the main beneficiary of the Project, whereas the UNDP will provide technical assistance to the MoI for efficient and effective implementation of the Project through a Pillar-Assessed Grant Agreement, signed between the EUD and UNDP.

The Project is composed of 4 components

Component A - Legislative and Institutional Framework: This component aims to improve, the training curriculum, strategies and the basic legislative and regulatory framework governing the Police, Gendarmerie and Coast Guard as well as the Local Security System in the light of civilian/democratic oversight and accountability principles. It is also planned that the performance evaluation system of MoI over ISFs will be strengthened through the Project.

Component B - Parliamentary Oversight: This component aims to develop a strategy to systematically oversee the work of ISFs through the work of relevant Commissions of the Grand National Assembly of Turkey.

Component C - Scaling Up of the Pilot Security Governance Structures: This component aims to scale up the pilot security governance structures nationwide and support their effective functioning through capacity development and technical assistance.

Component D - Individual and Institutional Capacity Building: This component aims to build institutional and individual capacities of the Governors, District Governors and citizens to enhance the understanding and internalisation of citizen-focused security services.

Inception Period:

The Project will start with the inception period which covers the establishment of the Project Office and Project Team (PT). Initial findings will be described in the Inception Report (see also Section 1.4.4). The inception period aims at establishing a suitable and formalised working structure for the action and fine-tuning of the Project activities through an assessment of the current needs against the defined results of the Project.

A suitable Project Office will be established by UNDP within 3 months after contract signature. It will be a new office rented in UNDP premises. During the Inception Phase, the PT will also determine the scope of the visibility services. These services will include designing, setting up and maintaining a bi-lingual (Turkish and English) project website, designing project newsletters, business cards, banners, posters, etc.

All stakeholders will be informed by UNDP about exact dates/locations of events/activities at least 3 weeks before the event/activity to ensure participation (if required by them) in activities and close monitoring of the implementation of the project.

Component A: Legislative and Institutional Framework

This component aims to improve the training curriculum, strategies and basic legislative framework governing the Police, Gendarmerie and Coast Guard as well as Local Security System in line with civilian/democratic oversight and accountability principles provided by EU and international standards and best practices. It is also planned that the performance evaluation system of MoI over ISFs will be strengthened through the Project. The activities under this Component will equip MoI with legal powers, vision, strategy, management and monitoring tools for effective policy implementation.

Specific activities under Component A are listed below. Due to the nature of the Action, some of the activities will be carried out in a concurrent manner.

A.1 Review of the police and gendarmerie basic laws, in the light of civilian oversight and accountability principles provided by EU and international standards and best practices.

Background:

In the scope of Phase II of the Project, legislative gaps concerning an effective civilian oversight were identified. As a result, draft legislation ensuring effective civilian oversight of internal security forces and combining the powers and responsibilities of all ISFs under one legal roof (Framework Law for Internal Security Sector) was developed by a Commission. The referred Commission was composed of representatives from the Turkish National Police, Command of Gendarmerie, Command of Coast Guard, Ministry of Customs and Trade, and Ministry of Interior.

There had been several changes in the legislative framework regulating the internal security sector in Turkey after the coup attempt in July 2016. The most specific change concerns the newly introduced direct affiliation of Gendarmerie and Coast Guard to the MoI in order to have consistent roles and duties between National Police and Gendarmerie. This was also in line with the recommendations of the Project's Phase II.

Phase III will support the MoI, having additional roles and responsibilities with the direct affiliation of Gendarmerie and Coast Guard to the MoI, in its restructuring process. In addition, it is also aimed to ensure effective implementation of internal security policies and new legislative requirements introduced after the coup attempt in July 2016, in order to try to bring them in line with EU and international standards and best practices to ensure civilian and democratic oversight.

To this end, Phase III will analyse the legal gaps and discrepancies in the civilian/democratic oversight system under the new structure introduced by the state-of-emergency decree law and the new regulations governing Gendarmerie and Cost Guard after the failed coup attempt of 15 July 2016. The analysis will be made on a consultative basis and considering the findings and recommendations of Phase II. EU and international standards and best practices to ensure civilian and democratic oversight will be taken as main sources in the said analysis.

Activities

The following sub-activities will be carried out:

A.1.1. Desk review of the relevant laws, which regulate the roles, responsibilities and functioning of the ISFs. The review will be made by PT with support of STEs. The findings of the review will be compiled which will include gaps and discrepancies concerning compliance with EU and international standards and best practices on civilian and democratic oversight of ISFs and accountability principles.

A.1.2. Organise two-day workshops (50 participants in each workshop) to discuss the findings of the desk review (A.1.1) and develop recommendations for improvement. 7 two-days workshops will be held; 4 of them will be organised in Ankara, the others will be held in selected provinces where LPSBs exist. Relevant stakeholders including but not limited to Police, Coast Guard, Gendarmerie, CSOs representatives will participate in the workshops. Though the local level consultations will be held in 4 selected provinces, a broad representation from the neighbouring provinces will be ensured.

A.1.3. Develop legal gap/compliance analysis report including comparative analysis and recommendations for improvement in line with the results of the workshops held under A.1.2. The report will be submitted to the Ministry of Interior for its final review and consideration of relevant legislative amendments. The report will be published and disseminated to the relevant stakeholders.

- Output: Legal Gap/Compliance analysis report as for the civilian and democratic oversight and accountability principles including comparative analysis and recommendations

A.2 Improvement of the performance evaluation system and the consistency of the control system by the Ministry of Interior over internal security forces.

Background:

Activities of internal security staff are evaluated within the scope of organisation in which they work and these evaluations are taken into consideration in the advancement and promotion of staff. The promotion of the staff is made in accordance with their seniority and merit, which has been regulated in the Law 3201 on Police Organisation (Law 3201, Art. 55). In the same regulation, it is also emphasised that the main aim of the performance evaluation system is to measure the success level of staff with regard to the fulfilment of the designated strategic plan, objectives and duties undertaken by the National Police Department and to maximise the efficiency of the Department.

Before the direct affiliation of the Gendarmerie to the Ministry of Interior in 2016, Turkish Armed Forces Personnel Law No. 926 had been applied to the Gendarmerie personnel. With the introduction of the state emergency decree after the failed coup attempt in 2016, the responsibility of performance evaluation of all internal security forces was granted to Ministry of Interior. Decree Law No/682 Decree on Disciplinary Provisions of Law Enforcement Officials regulates disciplinary provisions of staff of the General Directorate of Security, the Gendarmerie General Command and the Coast Guard

Command. It also establishes disciplinary supervisors and boards, disciplinary inquiry procedures and other related matters.

Within this overall framework, the Project will support the Ministry of Interior in establishing an effectively functioning performance evaluation system of the internal security forces in line with the above-mentioned changes brought by the coup attempt in 2016.

Activities

To this end, the following sub-activities will be carried out:

A.2.1. Initial desk review of best practices in certain EU countries with regard to performance evaluation systems.

A.2.2. Carry out a technical visit to a selected EU member state. The technical visit will analyse the good practices and lessons learned in a selected EU member state, which has a similar context to Turkey and can serve as a good example to follow. In total, 10 representatives including officials from MoI, Coast Guard, Gendarmerie and Police and 2 PT members will participate in the visit. The visit will have a duration of 4 days. The EU member state, where the visit will be conducted, will be determined during the Inception Phase of the Project based on clear criteria for serving as a good practice example.

A.2.3 Develop a comparative assessment report based on the results of the desk review and technical visit. The report will be published and disseminated to the relevant authorities and relevant stakeholders.

A.2.4. Develop a gap analysis report on the current performance evaluation system. The report will be drafted by the PT with support of Short Term Experts (STEs) based on the review of the legislative framework and semi-structured interviews that will be made with the relevant authorities. The EU best practices will also be taken into consideration in assessing the gaps in the system.

A.2.5. Draft a comprehensive recommendations report for an improved performance evaluation system of ISFs. Following the gap analysis and review of other country experiences, the recommendations report will be developed including certain actions for the improvement of the performance evaluation system.

A.2.6. Organise a workshop to review and discuss the findings of the draft recommendations report. A two-day workshop will be held in Ankara with the participation of the relevant stakeholders including representatives from the Police, Gendarmerie and Coast Guard (80 participants in total - 20 of them will be from outside Ankara). The recommendations report will be finalised after the workshop and submitted to the relevant stakeholders.

- Output: Gap analysis report of the performance evaluation model + comparative study of good practices in certain EU member states + recommendation report + technical visit report

A.3 Preparation of a draft legal framework for the establishment of "National Crime Prevention Office" under Ministry of Interior

Background:

The second phase of the project assisted the Ministry of Interior in designing the legal framework and structures for the improvement of a "local governance system of internal security" through the establishment of LPSBs. Relying on the results of the second phase of the Project, the third phase will address this main need for institutionalisation of the LPPBs and strengthening the MoI at the central level through the establishment of a "National Crime Prevention Office" under Ministry of Interior. This new unit aims to enhance national efforts for civilian/democratic oversight of internal security, mainly by coordinating the work of LPSBs at local level. For the establishment of a National Crime Prevention

Office, the Ministry of Interior will promote the decentralised organisation and effectiveness of the LPSB and the provision of funds to District Boards for preventive actions selected by governors. It will also serve as a national platform for exchanging and disseminating best practices by all appropriate means, and specifically install a website to promote crime prevention and help local security partnership. It is expected that the Office shall also be in contact with the European Crime Prevention Network (EUCPN) in Brussels, and other international initiatives such as the International Centre for the Prevention of Crime (ICPC-Montreal). It will be the addressee for the annual “local prevention and security” reports drafted by the LPSB and circulate the best practice to the public.

In order to develop the draft legislation on the National Crime Prevention Office for Ministry of Interior, *a Legislation Drafting Committee (LDC)* will be established under the chairmanship of Ministry of Interior. It will be composed of MoI, Police, Gendarmerie, Coast Guard, representatives of 8 existing LPSBs (deputy governors and district governors), academicians and specialised experts working in the field of security sector reform and civilian/democratic oversight. The criteria for the selection of LDC member academicians and experts will be identified during the Inception Phase of the Project. The number of the members of the LDC will not exceed 12 in total to ensure efficiency during the process.

Activities

With the aim of developing the referred legal framework on the possible establishment of a National Crime Prevention Office, the following sub-activities will be carried out:

A.3.1. Organise 5 two-day consultation meetings in Ankara with the participation of LDC members (12 participants + 3 PT members) to discuss the roles and responsibilities as well as possible structuring of the National Crime Prevention Office and its coordination with LPSBs.

A.3.2. Develop the first draft legal framework for the establishment of the “National Crime Prevention Office” by the LDC

A.3.3. Organise 5 two-day workshops to share the draft legal framework and receive substantial inputs by stakeholders. Relevant stakeholders at national and local level will participate in these 5 workshops (including academia, CSOs and the GNAT). (50 participants for each workshop). The venues of the workshops will be Ankara (2) and 3 selected pilot provinces where LPSBs already exist.

A.3.4. Carry out a technical visit to a selected EU member state with the aim of reflecting on international experience in legal framework drafting processes on institutions similar to the envisaged National Crime Prevention Office. In total up to 10 representatives including officials from MoI, Gendarmerie, Coast Guard Command and Police, and 2 PT members will participate in the visit. The technical visit will have a duration of 4 days, and the EU member state, where the visit will be conducted, will be determined during the Inception Phase of the Project based on clear criteria for serving as a good practice example. The findings of the technical visit will be compiled in a report which also addresses the comparative/compliance analysis on the subject matter.

A.3.5. Finalise the draft legal framework on the establishment of a National Crime Prevention Office based on the results of the workshops, compliance analysis with EU and international standards and best practices, as well as the technical visit. The draft legal framework will be submitted to the Ministry of Interior.

- Outputs: Technical visit report, compliance analysis report, draft legal framework

A.4 Development of a National Strategy on crime prevention and security plans at national level

Background:

The results of Phase II recommend that the MoI should have an effective structure and comprehensive strategy for civilian/democratic oversight of the security sector. The recent changes in the country's internal security system reaffirms the importance of having a comprehensive strategy which reflects the changes in organisational culture, roles and responsibilities and focusing on protection of fundamental rights at the central level by raising its institutional capacity and specialisation of units on that issue.

In that sense, Phase III of the Project will develop a national strategy based on the draft legal framework to be developed under A3 on the establishment of a National Crime Prevention Office. It will include short, medium and long-term strategies on civilian and democratic oversight and rely on the lessons learned from Phase I and II of the project. Specifically, the Strategy will address the following issues at minimum, referring to international and EU principles:

- The current needs, challenges and good practices on local and national level coordination for improvement of civilian and democratic oversight of internal security sector;
- Communication related actions to inform the public at the national level about the progress made in the field of disorder and crime prevention;
- Plans for strengthening cooperation with international networks and institutions for continuous exchange of knowledge and experience in the field;
- The capacity development actions to be provided at the national level to local stakeholders and the LPSBs to strengthen the local security plans and enhance their applicability;
- National funding schemes for partnership on prevention of crime and disorders

Activities

To this end, the following sub-activities will be carried out:

A.4.1. Develop a draft strategy on crime prevention and civilian oversight of the security sector by the PT, with support of STEs.

A.4.2. Organise 5 two-day workshops to discuss the draft strategy developed under A.4.1. 2 workshops will be held in Ankara and the rest will be organised in 3 selected pilot provinces of Phase II, where LPSBs have been established. The relevant authorities (MoI, Police, Gendarmerie and Coast Guard) as well as representatives of LPSBs in all pilot provinces of Phase II will participate in the workshops. The broad representation of all LPSBs at the local level will be ensured, not only focusing on the representatives of the provinces where the workshops will be held but all around Turkey. In total, 50 participants are expected to attend each workshop.

A.4.3. Finalise the strategy based on the results of the workshops (A.4.2) and submit to MoI. The strategy will be finalised by PT with support of STEs.

- Output: National strategy on crime prevention and security plans at national level

A.5 Focusing on Civilian and Democratic oversight and fundamental rights topics, Technical and Capacity Development Support to the New Gendarmerie and Coast Guard Academy in line with EU and International standards and best practices:

Background:

In accordance with the Law no. 6755 issued on 08/11/2016, the Gendarmerie and Coast Guard were transferred under the direct control of Ministry of Interior. Also, the Gendarmerie and the Military Academies were abolished. In the newly introduced system, it is envisaged that all high school graduates can become military officers, and the education of military personnel has been centralised under a National Defense University. On the other hand, a **Gendarmerie and Coast Guard Academy (GCGA)** was also established by the Law no 6756 issued on 09/11/2016. Its procedures for acceptance of students are regulated by Regulation No: 29882. However, the establishment of the Academy should go beyond a purely technical unification and aim to make the system more efficient, which is also a recommendation of Phase II. Also, according to the Copenhagen criteria for EU accession, civilian oversight of ISF should be a very important aspect of public safety policies. Therefore, common legal principles, improved mechanisms of governance and oversight, strategic planning and a common culture should be established.

The Project at hand will promote a common culture of service across Gendarmerie and Coast Guard through effective functioning of GCGA in line with civilian and democratic oversight principles. Though it is a new institution, GCGA indicated its strong will to adapt its training systems and modules in line with fundamental human rights and freedoms. Continuation of the training of Gendarmerie and Coast Guard on human right issues and investigation techniques and strengthening the referred institutions and aligning their status and functioning with European standards would therefore be key issues that will be addressed during the implementation of the Project at hand.

In that respect, other country experiences will be reviewed in detail, and required technical and capacity development support will be provided. As an overarching objective, the Project will also work towards the establishment of a “Joint Academy” for ISF chiefs, whose ground work was prepared in the scope of Phase II.

Activities

The following sub-activities will be carried out to support the effective functioning of the GCGA:

A.5.1. Conduct a desk review of other country experiences on the functioning, curriculum and training systems of ISF Academies from the perspective of civilian and democratic oversight in line with fundamental rights.

A.5.2. Conduct two technical visits to selected EU member states. The objective of the technical visits is to improve the functioning of the GCGA in line with best EU practices and from the perspective of civilian and democratic oversight/ respect of fundamental rights. In total up to 10 representatives including staff from MoI, GCGA, Police Academy and 2 PT members will participate in the visits. The technical visits will have a duration of 4 days each. The EU countries, where the technical visits are held, will be determined during the Inception Phase of the Project based on clear criteria for serving as a good practice example.. This would also enable GCGA to build sustainable and continuous cooperation with leading academies in EU member states.

A.5.3. Develop a comparative assessment report on the functioning, curriculum and training management of ISF academies in EU member states and the GCGA, from the perspective of civilian and democratic oversight of internal security forces.

A.5.4. Analyse the needs of the training system introduced by the GCGA in line with international best practices/standards ensuring civilian and democratic oversight of internal security from a fundamental rights perspective. The analysis will be submitted to the GCGA in form of a detailed report.

A.5.5. Organise 5 two-day consultative meetings in Ankara with the participation of MoI, GCGA, Gendarmerie, Police and Coast Guard (50 per meeting, 250 in total) to discuss the findings of the needs analysis on the training system, which will be developed in the course of the Project.

A.5.6. Facilitate the establishment of a Curriculum Development Committee (CDC) under the chairmanship of Ministry of Interior/ GCGA. The CDC will be composed of representatives of GCGA, MoI, Gendarmerie, Coast Guard, academicians and experts working in the field of security sector reform and education systems as well as fundamental rights. The criteria for the selection of CDC member academicians and experts will be identified during the Inception Phase of the Project. The total number of the members of the CDC will not exceed 12 in total to ensure efficiency during the process. The CDC will both develop additional curriculum modules for middle and high-level managers on civilian and democratic oversight from a fundamental rights perspective and deliver the training program targeting training planners, academicians, and administrators of GCGA. The CDC is also expected to support the curriculum development process of other relevant institutions and contribute thereby to the sustainability of the Results of the Project.

A.5.7. Review of the GCGA curriculum addressing middle and high-level managers, in line with the findings of the comparative assessment report and needs analysis on the training system (see sub-activities A.5.3 and A.5.4 above). The aim is to ensure the accuracy of the training modules in line with international principles and enhance knowledge and awareness on civilian and democratic oversight from a fundamental rights perspective. The CDC will draft a specific training module on civilian and democratic oversight and submit it to GCGA for approval and inclusion in its regular training curriculum. To this end, the following will be carried out:

A.5.7.1. Organise 1 two-day and 5 one-day consultative meetings with the participation of the CDC members in Ankara in order to discuss the main concepts/issues that need to be included in the civilian and democratic oversight training module of the GCGA Curriculum.

A.5.7.2. Draft a module on civilian and democratic oversight of internal security and organise a test training for middle and high-level managers to ensure its accuracy and adoptability. This test training will be delivered by academicians of the GCGA.

A.5.7.3. Finalise module on civilian and democratic oversight of internal security based on the results of the test training mentioned above and submit it to GCGA for approval and adoption.

A.5.7.4. Organise 5 one-week training programs targeting training planners, academicians, administrators of GCGA, who will practice the module on civilian and democratic oversight of internal security forces. In total, **100 trainers** will benefit from the trainings, which will be conducted in Ankara.

A.5.8. Organise 2 one-day experience sharing meetings in Ankara with the participation of Ministry of Interior and GCGA staff to raise awareness on civilian/democratic oversight. 50 representatives will participate in each meeting.

A.5.9. Develop a training management system for the adoption of a specific module on civilian and democratic oversight of internal security by GCGA, including, but not limited to, performance evaluation and monitoring of the success of trainings. To this end, the following will be realised:

A.5.9.1. Draft a proposal on training management system, including policy recommendations on training processes, performance evaluation and monitoring of the training results to improve the effectiveness and impact of trainings. The comparative assessment report and the module

on civilian and democratic oversight of internal security, which are developed under the Project (see sub-activities A.5.3. and A.5.7.3) will be used while drafting the training management system.

A.5.9.2. Organise 5 two-day consultative meetings in Ankara with the participation of MoI, GCGA, representatives of Gendarmerie, Police and Coast Guard (50 persons per meeting, 250 in total, 50 participants will be from outside Ankara) to discuss the proposed training management system and receive input by the relevant parties for its finalisation.

A.5.9.3. Finalise the proposal on training management system to be submitted to, and approved by, GCGA.

- Output: Comparative assessment report on the functioning, curriculum and training management of ISF academies; training system needs analysis; on civilian/democratic oversight of internal security; training management system for the adoption of a specific module on civilian and democratic oversight of internal security

A.6. Five-years organisational strategy for the oversight of internal security forces in Turkey

Background:

Complementary to the activities supporting the MoI on improvement of legislative framework and strategies on civilian and democratic oversight of internal security, the Project will develop a five year organisational strategy including short, medium and long term actions/measures to be taken at the national level by the Ministry of Interior and other relevant stakeholders. The referred Strategy will become the road map of the Turkish Authorities for the improvement of civilian and democratic oversight over internal security forces, structuring at local and national levels, and media and civil society engagement.

Activities:

To this end, the following sub-activities will be carried out:

A.6.1. Develop a draft five-years organisational strategy for the oversight of internal security forces in Turkey by the PT, with support of STEs and in line with the findings of the Project activities under all components. The results of the consultative meetings and workshops to be organised in the scope of the Project, where the views and perceptions of the relevant stakeholders on several aspects of civilian/democratic oversight are collected will provide the basis for the development of the first draft strategy.

A.6.2. Organise two two-day workshops to discuss the draft strategy developed under A.6.1. The relevant stakeholders (MoI, Police, Gendarmerie, Coast Guard, GNAT, media and civil society) will participate in the workshops. In total, 50 participants are expected to attend each workshop.

A.6.3. Finalise the strategy based on the results of the workshops (A.6.2) and submit to MoI and other relevant stakeholders. The strategy will be finalised by PT with support of STEs.

- Output: Five-years organisational strategy for the oversight of internal security forces in Turkey

Component B-Parliamentary Oversight

The second phase of the Project analysed different means of parliamentary oversight of the ISFs. However, there is now need to review the needs based on the changes brought by the enforcement of the “Presidential System of Government” in 2019. Phase III of the Project will start at a very critical time to support the Grand National Assembly of Turkey (GNAT) in redefining the oversight mechanisms specific for ISFs.

The Project will thereby design a strategy for the GNAT for an effective oversight of ISFs and strategic outlook on crime prevention and security plans.

B.1 Update of the assessment of Parliamentary oversight in Turkey

Background:

The Project will update the baseline study, which was conducted in the second phase of the Project including identification of obstacles to effective Parliamentary oversight in Turkey in line with the recent constitutional amendment. The main objective of the update is to reassess the situation after the completion of the second phase of the Project in light of the recent political and structural changes in the role of the Grand National Assembly of Turkey. As a result of the assessment, a detailed policy recommendations report will be developed as a road map for the achievement of other relevant project activities with a focus on the improvement of parliamentary oversight in Turkey.

Activities

B.1.1. Organise 2 two-day consultative meetings in Ankara with the participation of MoI, General Secretariat of the GNAT, Deputies from the relevant Specialised Commissions in GNAT and other relevant stakeholders including but not limited to relevant civil society organisations, universities and think-tank organisations (75 participants in each meeting) to discuss obstacles in Parliamentary oversight of ISFs in the context of Turkey.

B.1.2. Draft a detailed assessment and policy recommendations report for improvement of parliamentary oversight in line with the discussions of the consultative meetings that will be conducted in B.1.1. The report will be published and disseminated to the relevant authorities and stakeholders.

B.1.3. Organise a two-day workshop in Ankara to discuss the above-mentioned recommendations report with the participation of MoI, General Secretariat of the GNAT, and Deputies from the relevant Specialised Commissions in GNAT, other relevant stakeholders (ISFs, CSOs, academia) (75 participants).

B.1.4. Finalise the recommendations report and submit to the GNAT.

- Output: Assessment of the existing parliamentary oversight in Turkey + policy recommendation report

B.2 Preparation of a strategy proposing amendments or actions to enable the Grand National Assembly of Turkey to more effectively oversee the work of internal security forces.

Background

As a result of the assessment and recommendations report on parliamentary oversight in Turkey, which will be developed in sub activities B.1.2. and B.1.4, the Project will develop a strategy for the use of the GNAT for an effective parliamentary oversight in Turkey.

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Activities

B.2.1. Organise 4 two-day workshop with legal experts, MPs and other relevant stakeholders including academia, CSOs (75 participants per workshop) to discuss the organisational structure and functioning of parliamentary commissions. The findings of the workshops will be compiled in a detailed report with recommendations.

B.2.2. Provide recommendations on organisational changes/functioning that provide for dedicated professional oversight by the parliamentary commissions based on the findings of the workshops

B.2.3. Conduct 3 two-day technical training programs on parliamentary oversight mechanisms. It is expected that 75 legal experts of the GNAT will participate in each training program. The training programs will be held outside Ankara. The details of the referred programs will be determined as per the findings of the assessments made and the policy recommendations developed, which are elaborated in above listed actions.

B.2.4. Develop strategy for an improved parliamentary oversight of ISFs. The results of the recommendations report on necessary changes (B.2.3.) and the results of the trainings (B.2.4) will be used while drafting the strategy.

- Output: Workshop + Report with recommendations with Comparative study on good practices in EU member states+ delivery of trainings + training reports + strategy

Component C: Scaling Up Pilot Security Governance Structures

Background:

The activities under Component C will serve to scale up the LPSB in 10 more districts/provinces and their institutionalisation. It will deepen activities of LPSBs undertaken under Phase II, introducing organisational changes to LPSBs for active participation of citizens in local security policies. The Component C will therefore complement institutional and legal framework activities to be carried out under Component A.

Specific activities under Component C are listed below. Due to the nature of the Action, some of the activities will be carried out in a concurrent manner.

C.1 Preparation of a strategy and implementation plan for an effective institutionalisation of Local Prevention and Security Boards.

Background:

Contact with citizens is carried out and feedback from local people concerning security issues are received through mechanisms at various levels; such as Police peace meetings, human rights boards, Mukhtars meetings, neighbourhood volunteers, etc. Though various structures are present, there is a lack of a standard and effective citizenship participation stream. Citizens are disconnected from decision-making processes. This fact can be attributed to poor communication, integration and thus misperceptions. LPSBs aim at engaging citizens (through civil society organisations, Mukhtars and media) into decision-making processes to improve the services provided by the law enforcement agencies. The boards also aim at fostering a culture of collaboration and partnership, effective use of resources and increase the impact of prevention programs. In specific terms, the LPSBs are designed to carry out the following:

- Analyse security issues
- Set security priorities
- Develop Action Plans

- Ensure stakeholder engagement through commitments to security plans
- Monitor, review and revise action plans
- Publicise local security plans

In the scope of the Phase I –II of the Project, the establishment of the LPSBs was facilitated in the following provinces and districts:

- Phase I: Niğde, Erzurum, Eyüp, Kadıköy
- Phase II: Eyüp, Kadıköy, Üsküdar, Fatih, Çeşme, Yeşilyurt, Hekimhan, Vakfikebir, Şahinbey

In the scope of the Phase III of the Project, the LPSBs will be scaled up in 10 additional districts/provinces. In order to use the lessons learned and good practices of LPSBs in Phase II, a detailed assessment on the current functioning of the LPSBs will be made and a strategy for the establishment of the 10 new LPSBs will be developed.

Activities:

C.1.1. Analyse the current functioning of LPSBs (in total 9 districts in 5 provinces under Phase II) in order to determine lessons learned and good practices. The impact of LPSBs on the lives of the individuals will also be assessed through semi-structured interviews and surveys to be conducted in 9 districts where LPSBs have been established, with a specific focus on disadvantaged groups including women, children, youth, elderly, persons with disability and refugees. The interviews and surveys will be designed and carried out by PT with support of STEs and the results will be compiled in an analysis report on functioning of the LPSBs.

C.1.2. Conduct 5 two-day workshops with the participation of LPSBs from 9 pilot districts (in 5 provinces) and other relevant stakeholders in order to share the findings of the analysis report that will be developed under C.1.1. In total, 75 local and national actors are expected to participate in the workshops that will be held in 5 provinces, where LPSBs have been established.

C.1.3. Develop a strategy paper for the establishment of the 10 new LPSBs in the scope of the Phase III of the Project. The strategy will be developed based on the results of the analysis (C.1.1) and the workshops (C.1.2). The strategy will be published and disseminated among the relevant authorities.

➤ Output: Analysis Report + Workshops + Strategy Paper

C.2. Establishment of Local Prevention and Security Boards across the country on the basis of relevant legal regulations made by the Ministry of Interior.

Background:

In order to expand the work of LPSBs around Turkey and scale up the experiences and knowledge accumulated during two phases of the Project, 10 LPSBs will be established in the scope of the Project. The pilot provinces/districts will be selected during the Inception Phase of the Project based on geographical position, interest of the Governorates and the current security environment in consultation with the Ministry of Interior.

The following sub-activities will be carried out:

C.2.1. Define the criteria for the selection of the 10 provinces and/or districts, where LPSBs will be established. When doing this, the lessons learned and good practices from Phase I-II will be used in order to enhance the impact of the interventions. This will be achieved during the Inception Phase of the Project.

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C.2.2. Define the criteria for the selection of members of the LPSBs. The referred criteria will be used by the Governors and/or District Governors, who will chair the LPSBs. The defined criteria are expected to ensure broad representation of local actors/communities in the LPSBs.

C.2.3. Conduct a detailed study on the relationship, the level of accountability and workflow within Governorate and/or District Governorate structures in 10 selected pilot districts/provinces and develop a road map for implementation. Depending on the needs and context of the selected pilot province/district, the implementation road maps may differ. To this end, the following will be realised in the scope of the Project:

C.2.3.1 Conduct semi-structured meetings by PT and STEs with the Governorates and/or District Governorates in selected pilot districts/provinces to identify the needs for the establishment of the LPSBs.

C.2.3.2. Conduct 10 two- day workshops with the participation of Civil Society Organisations (CSOs) and local media in each selected pilot districts/provinces to identify the internal security needs and discuss the possible structure of LPSBs. In total 50 participants are expected to contribute to the workshop discussions in each 10 selected pilot districts/provinces.

C.2.3.3. Develop road maps for the functioning and short, medium and long-term objectives/activities of the LPSBs in 10 selected pilot districts/provinces.

C.2.4. Provide technical support to the 10 LPSBs in development of security plans and ensuring sustainable and inclusive platforms for local security governance

C.2.4.1. Organise 3 two-day consultative meetings on the development of local security plans with the participation of LPSBs members in each 10 districts/provinces. In total 50 local actors/members of LPSBs/UNDP PT and MoI representatives will participate.

C.2.4.2. Organise 10 two-day workshops in 10 pilot districts/provinces with LPSBs members to discuss lessons learned and best practices as well as the sustainability of the services of the LPSBs in each pilot district/province. In total 50 local actors/members of LPSBs, UNDP PT and MoI representatives will participate to each workshop.

C.2.4.3. Conduct 10 one-day experience and knowledge-sharing workshops between and among the pilot LPSBs. In total, 50 local actors and members of the LPSBs are expected to participate in the workshops, which will be held in selected pilot districts/provinces. The old LPSBs (established under Phase II) will also be invited to the workshops.

C.2.4.4. Conduct a technical visit to a selected EU member state, with the aim of reflecting international experience in the functioning of civilian/democratic oversight at local administrative level. In total, up to 10 representatives, including officials of the MoI, representatives of pilot LPSB, DEUA and 2 PT members will participate in the visit. The technical visit will have a duration of 4 days, and the EU member state, where the visit will be conducted, will be determined during the Inception Phase based on clear criteria for serving as a good practice example.

C.2.4.5 Publish the Local Security Action Plans that will be developed by the LPSBs and disseminate among the relevant authorities to increase the ownership of the Plans at all levels and thereby the applicability of the foreseen actions

- Output: 10 new Local Prevention and Security Boards established; 19 Local Security Plans developed, report on the technical visit



Component D: Individual and Institutional Capacity Building

Component D will aim to raise the awareness among the civilian authorities (District Governors and Provincial Governors) and the citizens on concept of citizen focused security and practices on civilian and democratic oversight of the ISFs in Turkey. Relying on the results of Phase I and II, large scale capacity building programs will be developed to enhance the capacities of Provincial Governors and District Governors with a view to deepen the knowledge and understanding of the vision of “civilian and democratic oversight” over ISFs and citizen-focused security services.

Specific activities under Component D are listed below. Due to the nature of the Action, some of the activities will be carried out in a concurrent manner.

D.1 Preparation, periodical update and conduct of a training module for public officials employed in Local Prevention and Security Boards.

Background:

The development of crime prevention strategies is more and more based on community initiatives and community identified local needs. Based on this, a series of trainings have been conducted in the scope of Phase II to increase the level of understanding of and capacity to respond to local crime issues. Local crime prevention trainings brought the LPSBs, experts and academicians together to share ideas, explore crime problems and develop joint prevention approaches. The total number of participants benefitted from the referred trainings were approximately 250, which exceeded the targeted number.

In the scope of Phase III, similar trainings will be carried out with the same approach but based on the changed realities of each pilot districts/provinces.

D.1.1. Develop tailor-made training modules on crime prevention incorporating the concept of civilian/democratic oversight from fundamental rights perspective. The PT, with support of STEs, will develop the modules based on the results of the training programs conducted in Phase I-II of the Project, ensuring strong focus on fundamental rights.

D.1.2. Deliver trainings for 500 professionals of MoI and ISFs on civilian/democratic oversight of ISFs and human-focused security services on crime prevention incorporating the perspective of civilian/democratic oversight to Governorates and District Governorates: It is planned that 200 Governorates and 300 District Governorates will attend the training program. 6 two-day training programs will be held in selected pilot districts/provinces which will be determined during the Inception Phase of the Project. The programs will be held in form of training-of-trainers and based on the modules developed under D.1.1.

- Output: Training Modules and Materials + Training of 500 professionals of MoI and ISFs in form of ToTs

D.2. Development and periodical implementation of awareness raising programs for civil society and public at large on civilian and democratic oversight and citizen-centred security.

Background:

With the aim of improving a human-centred understanding of security/public safety and development of a check and balance system for protection of fundamental rights in partnership with civil society, the Project will conduct structured awareness raising programs for civil society and public at large in the pilot districts/provinces where the LPSBs exist. In specific terms the following sub activities will be carried out:

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D.2.1. Conduct an opinion poll at the national level to measure the level of confidence and satisfaction of the citizens with the work of ISFs. In the scope of the Phase II of the Project, national and local level opinion polls were conducted. The referred polls were designed to reflect internationally accepted norms and standards in the field, specifically EU polls ("ESS 2010"). The results of the poll were used to design awareness raising programs under Phase II. It is planned to renew the opinion poll at national level under Phase III. The main objective of the poll will be to assess and compare the results with the poll conducted in 2015 and measure the level of progress to take required actions for improvement. The results will be reflected when designing and implementing the awareness raising programs.

The referred opinion poll questionnaire, methodology, sampling will be developed by PT with support of STEs and the interviews will be made by a professional company, which has a broad range of network of surveyors at local level in selected 10 districts/provinces. The sampling of the survey will be developed by PT with support of STEs, equally representing the women, children, youth, elderly, persons with disability and refugees as disadvantaged groups. The number of expected interviewees is approximately 10,000. A professional service for the implementation of the poll at the field will be procured. The professional company will not be involved in design and analysis of the opinion poll. PT will develop all details including sampling, methodology, questionnaire, etc. The analysis of the results will be made by PT with support of the STEs based on the rough results data provided by the professional company. The analysis of the poll will also be published.

D.2.2. Develop tailor-made training modules on citizen-centred security and civilian/democratic oversight targeting civil society and media. The PT, with support of STEs, will develop the training modules.

D.2.3. Deliver trainings on human centred security and civilian/democratic oversight to civil society and media. It is planned that 300 participants will attend the training program. 10 two-day training programs will be held in selected pilot districts/provinces which will be determined during the Inception Phase of the Project. The programs will be held in form of training-of-trainers and based on the modules developed under D.2.2.

D.2.4. Develop the implementation strategy of the awareness raising programs. The programs will be developed by PT with support of communication experts based on the results of the outreach activities conducted in Phase II. The methods for awareness- raising will include community meetings, development of promotional materials and innovation camps, which will bring together stakeholders to produce innovative solutions and ideas to diversified and complex challenges of civilian/democratic oversight from fundamental rights perspective, etc. They will be identified in the strategy in detail. The awareness raising programs will continue throughout the Project implementation in pilot districts/provinces.

- Output: National opinion poll results + Training Modules and Materials + Training of 300 civil society and media representatives in form of ToTs + Well-structured awareness raising programs

D.3 Evaluation and update of training programs, which are implemented by the Ministry of Interior for district governors from the perspective of civilian/democratic oversight.

Background:

The Project will review the training curriculum of District Governors and provide recommendations in order to strengthen the District Governors' capacity to oversee ISFs (fundamental rights and freedoms, ex-ante monitoring, tasking, ex-post monitoring, leadership,). As a result of the review, proposals for revised training programs will be developed for further use by the MoI. To this end, the following sub-activities will be carried out:



D.3.1. Review the training curriculum of District Governors in cooperation with the Training Department of the MoI in relation to civilian/democratic oversight.

D.3.2. Organise 3 two-day workshops in Ankara to identify the bottlenecks and positive aspects of the training curriculum of District Governors based on a human-centred security concept. In total, 75 MoI representatives and District Governors, who participated to the training programs of the Project under Component C, will participate in each workshop.

D.3.3. Develop a needs assessment and evaluation report and recommendations for improvement in the training curriculum of District Governors. The report will also include proposals for revisions in relevant sections of the training curriculum of District Governors.

- Output: Evaluation reports, updated training curriculum

Project Launch and Closure Events

Taking into account the importance of the visibility of the project, high-profile project launch and closure events will be organised in Ankara.

A half-day launch event will be held during the Inception Phase of the Project with the aim of informing the public and the stakeholders (250 participants) about the Project and its activities in general.

In order to inform all stakeholders and media about the results and outputs generated by the project, the closure event will be held with the participation of representatives from line ministries, GNAT, local administrators, CSOs, academia, media and international partners (250 participants in total). The profile of participants attending launch and closure events will be the same. As a result of the half-day closure event, a press report, which will, inter alia, present the outputs produced and results achieved during the lifetime of the project, will be developed.

1.4. Methodology

1.4.1 Methods

In designing the Project activities, the PT will bring together its ability to advocate, advise, promote fundamental rights based on dialogue and consensus as well as transparent and accountable institutions in line with international and EU norms and standards. Promotion of change in the field of civilian and democratic oversight from a fundamental rights perspective both through upstream actions targeting institutional reforms and policy level interventions as well as downstream actions for empowered civil society and individuals especially the disadvantaged groups of women, children, youth, persons with disability will be key in Project interventions. A human rights based approach (HRBA), therefore, will be used in undertaking all project activities, ensuring that the principles of legality, empowerment, accountability and participation are manifest both in the execution of these activities and the effects they produce. This will be enabled by efforts to foster impartial 'spaces' for dialogue, agreement, coordination and action across organised and non-organised groups and interests, especially in design and implementation of activities concerning legislative and policy development for improved internal security sector with an enhanced civilian and democratic oversight.

The Project aims to build capacity of the Ministry of Interior for effective oversight of the ISFs and its starting point is to support Turkey in its efforts to expand enjoyment of rights by citizens and its zero-tolerance policy against torture and ill-treatment. Therefore, there is an important aspect related to the empowerment of the citizens for the internalisation of the human-focused security services and civilian/democratic oversight of ISFs. Experience has proved that without the awareness and ownership of the citizens, regardless of the approach adopted by the service providers, institutionalisation and sustainability efforts can be at stake.

Turkey has legislated a set of reform measures in the field of expanding human rights and has declared a zero-tolerance policy against torture and ill treatment. The Government has also legislated a set of measures aiming at public administration reform. The Government has abolished the Protocol on

Cooperation for Security and Public Order in 2010 and is in an effort to enable civilian oversight of the ISFs at the provincial and local level through legislative packages.

Starting from the first phase of the Improvement of Civilian Oversight of Internal Security Sector (ICOISS) Project, Turkey has initiated with the EC, United Nations and bilateral partners to lay the groundwork for a transition from a narrowly conceived, bureaucratically and legalistically managed oversight of security forces to a system of security sector governance based on a human centred understanding of security and public safety in structured partnership with civil society. The referred structured partnership is piloted in the scope of Local Prevention and Security Boards designed as platforms where the representatives of the ISFs, civilian authorities and civil society are putting joint efforts for the planning and implementation of local security action plans.

The project will tackle the overarching problem of insufficient framework conditions for effective civilian and democratic oversight of internal security forces, at four levels: (1) legislative and institutional framework; (2) parliamentary oversight, (3) scale up of the pilot security governance structures and (4) individual and institutional capacity building. This approach is derived from the result of the first and second phases of the project, global experience and the literature on the subject which makes clear that civilian/democratic oversight can be, and is increasingly being, defined to include both civilian authorities (elected and appointed, administrative, legislative and judicial) and representation or participation from civil society.

The MoI through its provincial administration system will contribute to Turkey's ability to further integrate the legislative and other reform processes into its administrative structure and align its practice to international and particularly EU norms for democratic governance. The MoI will prepare detailed study of mechanisms of MoI in EU countries at the central level for consulting with civil society and development of their strategic plan. In addition to the type and publicity of produced strategic plan, the capacity, staff, resources, the working principles, the remit, appointments of members and accountability line will be reviewed and analysed, supporting the Strategy Development Department of MoI. It will prompt a full fledged usage of the Governors powers given by law over the ISFs as well as their role for consulting with civil society through the dissemination of structures trialled during the first phase of the ICOISS Project (local security commissions).

The Grand National Assembly of Turkey will be provided with recommendations for new arrangements within its structure for effective oversight that it has to play over the ISFs. The importance of its oversight role enhanced with the Constitutional Change in 2017 and the Project will have an opportunity to contribute to its regulating frameworks on parliamentary oversight.

This Project will be the third phase of the recently implemented Project on the same subject and as referred above, the MoI is the Beneficiary of the project whereas the Grand National Assembly of Turkey acts as the co-beneficiary. The MoI has committed itself institutionally to take a lead in further integrating the legislative and other reform processes on human rights into the public administration system of Turkey which is essentially overseen by Governors and District Governors at local levels.

In addition to the strengthening of the capacity of the Ministry of Interior and the GNAT in this crucial field, focus will be on the individuals, including the most disadvantaged- women, children, youth, elderly, persons with disability and refugees. This phase of the Project will focus on the scale up of the local security governance structures piloted in the scope of first and second phase of the ICOISS. The Project will also give a specific attention to the professionals of the ISFs and the MoI authorities for the internalisation of the concept.

The institutional commitment of the MoI is manifested in its cooperation with the UNDP in doing the preparatory work necessary for the conduct of this Project at hand and with other bilateral partners in related areas. In this connection, the UNDP has a unique partnership with the MoI through which it provides training and capacity building assistance. UNDP Turkey provides policy advisory and program implementation services for the MoI in the field of human rights with focus on civilian/democratic oversight.

Special consideration will be given to analyse the problems specific to women and other disadvantaged groups and their specific security related needs.



For all activities:

- Number of participants are stated indicatively, which may show slight differences. If the numbers diverge considerably, necessary measures will be taken by the Organisation in order to ensure the expected results to be reached.
- All relevant stakeholders will be informed by the Organisation about exact dates/locations of the events/activities at least 3 weeks before the event/activity to make their participation (if required by them) possible and enable them to closely monitor the general implementation of the Project.
- No per diems will be paid to the civil servants but their accommodation/ travel costs as well as food/beverages will be covered by the Project. Reduced per diems will be provided to the PT only, if travel/accommodation and/or food beverages are included in meeting packages.
- In case the COVID-19 situation permits, online meetings and/or events may be transformed into physical meetings and/or events after EUD approval. In case the COVID-19 situation does not permit, physical meetings and/or events may be transformed into online meetings and/or events, after EUD approval.

For all capacity building activities:

- Selection of trainers, experts, activity venues etc. will be made in line with the rules of UNDP in consultation with the Beneficiary Institution
- Agenda and attendance sheet (for each day) will be prepared for each day of the activities.
- Venue and meeting package will be covered by the Project budget. The meeting package refers to the costs for lunch, tea and coffee breaks. The cost of the technical equipment refers to the sound system equipment and relevant equipment for the interpretation services, if needed. Stationary and documentation refer to any expenditure for the printing and procurement of supporting documents to be distributed to the participants.
- Evaluation forms will be distributed to the participants, both before and after the activity, in order to assess the effectiveness of the activity and assessment for further improvement.

For technical visits:

- All background documentation including the program of the technical visits and the information on the ISFs in selected EU member states will be developed by the PT
- The facilitation of communication with the relevant authorities in EU member states, where the technical visits are conducted will be made by PT
- UNDP will procure the organisational services through its long term contracted local company. The organisational expenses include the purchase of travel tickets, interpretation, and accommodation and transportation services. The Company will not be involved in arrangement of the meetings.
- Durations stated for the technical visits include the travel days unless it is proven to be more cost effective (e.g. some activities can be carried out during the arrival/departure day).
- DEUA as the Lead Institution may participate in the most relevant technical visits to ensure that the findings are reflected/coordinated all throughout the Fundamental Rights Sector.
- Selection of the country will be based on clear criteria for serving as a best or good practice example.

1.4.2 Management Structure and Team / Project Office***1.4.2.1. Project Team (PT)***


UNDP will establish a Project Team (PT), which will work in close cooperation with the Senior Program Officer. The PT responsibilities include:

- Maintaining liaison with relevant government authorities (MoI, the DEUA as the Lead Institution, etc) to determine what the immediate and mid-term priorities of the Project are including the preparation of plans to address these priorities;
- Managing Project activities in order to ensure that immediate and mid-term priorities are within the scope of the Project;
- Acting as the secretariat for the Project Steering Committee (PSC).

PT will be composed of high-calibre national and international experts to be backstopped by the UNDP Human Rights and Rule of Law Projects Coordinator and Inclusive and Democratic Governance Portfolio and supported by national and international STEs. The selection of the PT members will be made in compliance with UNDP rules and equal opportunity policies, by recruiting personnel and selecting consultants in accordance with these well-established policies and practices.

The roles of each PT member are briefly summarised below:

Key Expert 1 (Chief Technical Adviser-CTA): The CTA is a Key Expert provided for maximum 480 w/ days during the project. The CTA shall be the leader of the Project Team. S/he shall be responsible for smooth implementation of the Project, providing technical inputs to Project components and all reporting and documentation. His/her functions does not include managerial, supervisory and/or representative functions.

Key Expert 2 (Local Security Governance Structures): KE 2 will be working under the coordination of CTA and providing technical expertise for the achievement of the results under Component C of the Project. KE 2 will respectively invest for maximum 480 w/ days during the lifetime of the Project. S/he will also provide technical inputs to the other activities of the Project through injecting lessons learned to other components and vice a versa.

Key Expert 3 (Individual and Institutional Capacity Building): KE 3 will be working under the coordination of CTA and providing technical expertise for the achievement of the results under Component D of the Project. KE 3 will respectively invest for maximum 480 w/ days during the lifetime of the Project. S/he will also provide technical inputs to the other activities of the Project through injecting lessons learned to other components and vice a versa.

Project Manager (PM): The Project Manager will be in charge of managing operational issues (i.e. mobilisation of STEs, procurement, payments etc.) as well as managing contractual relations with the Contracting Authority. S/he will ensure that all reporting will be carried out as defined in the General Conditions (i.e. Annex II General Conditions applicable to European Community grant agreements with international organisations). S/he shall be responsible for reviewing progress reports and output related substantial documentation, as well as liaising with national and international stakeholders at the institutional level

Project Associate (PAS): The PAS will assist primarily the CTA in fulfilling his/her duties and tasks. The PAS will be provided for full time during the project period. The PAS shall be responsible for drafting progress reports and output related substantial documentation, as well as liaising with national and international stakeholders at the institutional level. S/he will also provide soft-assistance to the Government counterpart at the MoI and other KEs, as deemed necessary by the CTA.

Project Assistant and Project Clerk : The Project Assistant and Project Clerk will be provided for full time during the project period. One Project Assistant and one Project Clerk will be hired for providing the PT with sufficient administrative support. In addition to their daily routine, The Project Assistant and Project Clerk will also fulfil the tasks to be assigned by CTA and/or Project Manager. The Project Assistant and Project Clerk will be tasked to assist the experts (including STEs) who cannot speak Turkish to interact with the Project's stakeholders most of whom are not fluent in English, to translate outputs of the Project (such as reports). In addition to the Project Assistant and Project Clerk, some interpretation and translation services will be acquired for other professional work (such as simultaneous interpretation in high-profile events and professional translation of legislative pieces).

Short-Term Senior and Junior Experts (3418 days): A total of maximum 3418 man/days of short-term expertise will be mobilised for a number of activities.

1.4.2.2. Project Office

The Project Office (PO) will be rented and costs for rent, necessary furniture and daily running expenses of the PO will be met from the Project. The UN safety and security rules will be taken into account in selection of the venue of the Office. The Senior Programme Officer (SPO) will provide guidance to the PO. The MoI will task relevant staff to cooperate with the PT and liaise with the PT on day-to-day Project activities. For day-to-day interactions, the PT CTA and the SPO or SPO delegate will be the main contact persons for the Project stakeholders.

The Project will comply with UNDP equal opportunity policies, by recruiting personnel and selecting consultants in accordance with these well-established policies and practices.

1.4.2.3. UNDP Direct Project Costed Staff and Roles

In addition to the Project staff, depending on the nature of the work and complexity, a number of technical and administrative roles and services are covered by the UNDP country office and are cost-shared within the office. Based on the needs of the action and the projected inputs, the following positions are included, on a pro-rata basis, as direct costs to the action. The time allocation is based on the existing workflow in the UNDP office and is pro-rated to the scale of the budget and the scope of the action requiring different time inputs from different positions.

- Inclusive and Democratic Governance Portfolio Manager
- Human Rights and Rule of Law Projects Coordinator
- Portfolio Administrator
- Communications Assistant
- Programme Services Centre Assistant

1.4.2.4. Project Office Equipment:

The Project Office includes personal and shared furniture and equipment for the use of PT and STEs as well as for meetings with stakeholders. The details of the equipment and furniture are provided in detailed Budget. The Project office equipment will be transferred to beneficiary institution.

1.4.2.5 Management Structure

The Project is part of the 2014 Action Document for Fundamental Rights Sub-Field.

EUD is the representative of the donor institution and the contracting authority, UNDP is the implementing partner that will implement the project's activities targeting the final beneficiaries as specified in the Direct Grant Agreement signed between UNDP and EUD.

Project Steering Committee (PSC)

For the purpose of this contract, the Steering Committee will be co-chaired by the UNDP and MoI as the main beneficiary and will convene on quarterly basis. The Steering Committee will consist of representatives of UNDP, the EUD (donor institution and contracting authority) the main beneficiary (Ministry of Interior, Department of Smuggling, Intelligence, Operations and Data Collection), co-beneficiary (GNAT), EU Directorate of the Ministry of Foreign Affairs (Lead Institution on Fundamental Rights sector). The Steering Committee will meet to discuss the progress of the Project, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken or whenever deemed necessary by its members. Study visit programmes and the profiles as well as numbers of participants will be agreed by the Project Steering Committee. Relevant representatives of the CSOs or other relevant actors may be invited as observers.

The responsibility for the organisation of the Steering Committee meetings including preparation of minutes lies with the UNDP.

Additional coordination meetings might be held on ad-hoc basis if deemed necessary. Those meetings shall be arranged and co-chaired by the UNDP and MoI involving relevant stakeholders.

Advisory Bodies of the Project mainly Legislation Drafting Committee and Curriculum Development Committee will be established for the successful implementation of the project and ensure that the sustainability of the results achieved.

1.4.3 Visibility

The Budget of the Action includes a sizable amount of funds for actions related to the visibility of the Project and its outcomes. All necessary measures will be taken to ensure the visibility of the European Union and its 100% funding of this project. All visibility actions will be carried out in accordance with the General Conditions (ANNEX II - General Conditions PA Grant or Delegation Agreements, Article 8) and the 2018 Requirements for implementing partners on Communication and Visibility in EU-financed external actions found in the link below:

<http://avrupa.info.tr/eu-funding-in-turkey/visibility-guidelines.html>

The actions on visibility of the Project will follow the Joint Action Plan [of the United Nations (UN) and EC] and the “Joint Visibility Guidelines for EC-UN Actions in the Field”, the link to the guidelines is:

https://ec.europa.eu/europeaid/joint-visibility-guidelines-ec-un-actions-field_en

The EU-Turkey cooperation logo should be accompanied by the following text in all project outputs:

This project is funded by the European Union.

Confirmation must be sought from the EUD regarding the visibility items.

Due to the need for intensive, coherent and specialised visibility actions, a certain amount of the funds set aside for visibility will be used by subcontracting a company specialised in such actions. All equipment, if applicable, shall have a solidly fixed and durable label, as appropriate for each piece of equipment, with the standard EU-Turkey cooperation logo and text confirming the full funding and UNDP logo.

The entire visibility actions will be discussed and reviewed in detail by contract parties. A set of brochures on the objectives, targets and activities of the Project and will be designed and disseminated among relevant stakeholders.

All the visibility activities to be carried out and all the visibility materials to be prepared within the scope of the project shall be consulted with the EUD.

In specific terms, the following visibility related activities will be carried out during the lifetime of the Project at hand, which is detailed in Communication and Visibility Plan:

- Preparing and maintaining a project website: Project description, events and activities will be published on this specific project website.
- Forming and maintaining project social media presence: Project will have social media accounts updated daily and integrated with UNDP Turkey's accounts.
- Preparing success stories to be used on website and social media: These will be the main content for social media and website. They will be prepared by either UNDP Turkey Communications team or a group of professionals.
- Organising field visits to support communications of Project results: Project outcomes and results should be turned in to visibility content.
- Preparing two different documentary style short movies.

- Running a visibility and social media campaign for a specific Project outcome: Important outcomes will be turned into visibility events by preparing and sending out press releases, organising small scale press events, starting social media campaigns.
- Preparing and distributing visibility materials: Theme based flyers, brochures, info sheets, messages and other materials.
- Media Packages for various events and social media.
- Organising field visits to bring journalists to Project sites and events: National and international media will be regularly informed and fed by content. When necessary they will be invited or taken to the Project meetings or field to enable them to produce news about the Project.

The visibility materials to be produced in the scope of the Project will be shared with the relevant department in EUD 10 days in advance.

1.4.4 Reporting

Reports shall be submitted to the EUD via an e-mail first at the end of each reporting period specified in the table below. UNDP PT will also prepare a Turkish copy of the Report and share a copy with the Beneficiary. The comments and/or corrections on the reports will be submitted to the Organisation via e-mail within 15 calendar days after the receipt of them. The Organisation shall revise the report based on the comments and re-submit it within 10 calendar days via e-mail. If no comments are sent within 10 calendar days by EUD, the final version can be processed as hard copy. In case of further comments and/or corrections, the same cycle as outlined above will be done; however, for the purpose of timely finalisation of the report, the parties may agree on different time limits. Once the final version is agreed by contracting parties, the Organisation will prepare and submit the hard copy of the reports/documents as the final version within 10 calendar days for approval.

The reports must be submitted both in hard copy and in electronic version (readable by a Microsoft Office application). All reporting will be done in English. Inception, Progress and Final Project Reports, all press releases and major outputs in English language will be proof-read by an English native speaker or a person whose English language skills are close to an English native speaker.

Inception Report

Within 12 weeks of commencement of the Project, UNDP will prepare and submit for approval an Inception Report providing the outline of the general approach, methodology and timetable for preparation and implementation of all activities funded under the Project. The Inception Report will include a work plan for the first year's activities and a detailed work plan with estimated budget for the next 12 months.

Progress Reports

The Progress Reports will be submitted at the end of the each year in line with the Article 3 of the General Conditions. It will include sections on technical and financial performance. The Progress Reports will present the Project's performance during a specific interval of time and assess the progress made towards achieving the Project's intended results and outputs as well as the detailed action plan for the rest of the Project duration. The report also will identify future challenges and actions recommended to address them.

Final Report

A Final Report will be submitted in line with the Article 3 of the General Conditions following completion of Project implementation period. The Final Report will document and comment on overall achievements against the original plan, highlight lessons learned and make recommendations on any follow-up actions required.

Name of Report	Time of submission	Recipients
Inception Report	Within 12 weeks after the commencement of the Project	EUD with copy to MoI, DEUA as the Lead Institution
Progress Reports (Narrative and Financial)	Following the 12 months of the project implementation and due for submission within 60 days after the period covered by the report	EUD with copy to MoI, DEUA as the Lead Institution
Final Report (Narrative and Financial)	Not later than 6 months after the end of the implementation period of the project and accompanying final payment request (as per General Conditions)	EUD with copy to MoI, DEUA as the Lead Institution,

1.4.5 Project Audit

In line with the Financial and Administrative Framework Agreement (FAFA) and the General Conditions, the financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.

1.4.6 Project Evaluation

Evaluation and monitoring exercises will be undertaken in compliance with the provisions of the FAFA (Art.1) and the General Conditions (Art. 10). The Project will be evaluated (technical evaluation) by an independent team of experts. The selection of independent team of experts for evaluation will be made in line with UNDP rules and procedures. The evaluation is expected to be conducted 1 month before the Project ends.

The assessment will be on the substance and immediate concrete results of the Project, and will, by no means, include any form of expenditure verification (or Audit) etc. As a result of the assessment, the impacts of the results achieved, lessons learned and good practices in terms of substance will be assessed in a report. Besides, the level of communication and visibility as well as recommendations for sustainability will also be explored in the said assessment.

1.5. Duration and indicative action plan for implementing the action

The duration of the action will be 31 months. Following table demonstrates the Action Plan with respective implementing partners.

Activities	2019									2020									2021												
	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			5th Quarter			6th Quarter			7th Quarter			8th Quarter			9th Quarter			10th Quarter			11th Q
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Component A: Legislative and Institutional Framework																															
A.1. Review of the police and gendarmerie basic laws, in the light of civilian oversight and accountability principles provided by EU and international standards best practices																															
A.1.1. Desk reviews of the relevant laws, which regulate the roles, responsibilities and functioning of the ISFs																															
A.1.2. Organise two-day workshops (50 participants in each workshop) to discuss the findings of the desk review (A.1.1) and develop recommendations for improvement																															

<p>A.3.2. Develop preliminary recommendations for draft legal framework for the establishment of the "National Crime Prevention Office" by the SGLPD</p>													
<p>A.3.3. Organise 5 two-day workshops to share the recommendations prepared for draft legal framework and receive substantial inputs by stakeholders</p>													
<p>A.3.4. Carry out a technical visit to a selected EU member state with the aim of reflecting on international experience in legal framework drafting processes on institutions similar to the envisaged National Crime Prevention Office</p>													
<p>A.3.5. Finalize the recommendations for draft legal framework on the establishment of a National Crime Prevention Office based on the results of the workshops, compliance analysis with EU and international standards</p>													

<p>A.5.1. Conduct a desk review of other country experiences on the functioning, curriculum and training systems of ISF Academies from the perspective of civilian and democratic oversight in line with fundamental rights</p>									
<p>A.5.2. Conduct two technical visits to selected EU member states.</p>									
<p>A.5.3. Develop a comparative assessment report on the functioning, curriculum and training management of ISF academies in EU member states and the GCGA, from the perspective of civilian and democratic oversight of internal security forces</p>									
<p>A.5.4. Analyse the needs of the training system introduced by the GCGA in line with international best practices/standards ensuring civilian and democratic oversight of internal security from a fundamental rights perspective</p>									

<p>A.5.5. Organise 5 two-day consultative meetings in Ankara with the participation of Mol, GCGA, Gendarmerie, Police and Coast Guard (50 per meeting, 250 in total) to discuss the findings of the needs analysis on the training system, which will be developed in the course of the Project</p>			

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<p>A.5.8. Organise 2 one-day experience sharing meetings in Ankara with the participation of Ministry of Interior and GCGA staff to raise awareness on civilian/democratic oversight</p>						
<p>A.5.9. Develop a training management system for the adoption of a specific module on civilian and democratic oversight of internal security by GCGA, including, but not limited to, performance evaluation and monitoring of the success of trainings</p>						
<p>A.5.9.1. Draft a proposal on training management system, including policy recommendations on training processes, performance evaluation and monitoring of the training results to improve the effectiveness and impact of trainings</p>						

<p>A.5.9.2. Organise 5 two-day consultative meetings in Ankara with the participation of MoI, GCGA, representatives of Gendarmerie, Police and Coast Guard (50 persons per meeting, 250 in total, 50 participants will be from outside Ankara) to discuss the proposed training management system and receive input by the relevant parties for its finalisation</p>			
<p>A.5.9.3. Finalise the proposal on training management system to be submitted to, and approved by, GCGA</p>			
<p>A.6. Five-years organizational strategy for the oversight of internal security forces in Turkey</p>			
<p>A.6.1. Develop a draft five-years organisational strategy for the oversight of internal security forces in Turkey by the PT, with support of STEs and in line with the findings of the Project activities under all components</p>			

<p>C.2.3.2. Conduct 10 two-day workshops with the participation of Civil Society Organisations (CSOs) and local media in each selected pilot districts/provinces to identify the internal security needs and discuss the possible structure of LPSBs</p>		<p>C.2.3.3. Develop road maps for the functioning (accountability and workflow) and short, medium and long-term objectives/activities of the LPSBs in 10 selected pilot districts/provinces</p>		<p>C.2.4. Provide technical support to the 10 LPSBs in development of security plans and ensuring sustainable and inclusive platforms for local security governance</p>		<p>C.2.4.1. Organise 3 two-day consultative meetings on the development of local security plans with the participation of LPSBs members in each 10 districts/provinces</p>	
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<p>D.1. Preparation, periodical update and conduct of a training module for public officials employed in Local Prevention and Security Boards</p>											
<p>D.1.1. Develop tailor-made training modules on crime prevention incorporating the concept of civilian/democratic oversight from fundamental rights perspective</p>											
<p>D.1.2. Deliver trainings for 500 professionals of MoI and ISFs on civilian/democratic oversight of ISFs and human-focused security services on crime prevention incorporating the perspective of civilian/democratic oversight to Governorates and District Governorates</p>											
<p>D.2. Development and periodical implementation of awareness raising programs for civil society and public at large on civilian and democratic oversight</p>											

and citizen-centered security	D.2.1. Conduct an opinion poll at the national level to measure the level of confidence and satisfaction of the citizens with the work of ISFs	D.2.2. Develop tailor-made training modules on citizen-centered security and civilian/democratic oversight targeting civil society and media	D.2.3. Deliver trainings on human centred security and civilian/democratic oversight to civil society and media	D.2.4. Develop the implementation strategy of the awareness raising programs	D.3. Evaluation and update of training programs, which are implemented by the Ministry of Interior for district governors from the perspective of civilian/democratic oversight																
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1.6. Sustainability of the action

1.6.1. Expected Results

Expected Impact on Target Groups/Beneficiaries

The Project is expected to generate the following results:

- Legislative framework for the accountable and transparent functioning of the Internal Security Forces (ISFs) improved in light of civilian and democratic oversight and accountability principles provided by EU and international standards and best practices;
- Five-years organisational strategy for the oversight of internal security forces in Turkey
- Performance evaluation system based on Specific Measurable Accepted Realistic Timely (SMART) indicators to ensure consistency during the evaluation of internal security forces by the MoI developed;
- Legal framework on National Crime Prevention Office developed based on a compliance analysis with EU standards and practices;
- Local Prevention and Security Boards scaled up in 10 selected districts/ provinces;
- Delivered training programs for 500 professionals of MoI and ISFs on civilian/democratic oversight of ISFs and citizen-focused security services;
- Strategy for effective and full-functioning Parliamentary oversight of IFS is developed;
- Awareness of the public, civil society and local media on the civilian and democratic oversight is enhanced;
- Curriculums of the Gendarmerie and Coast Guard Academy (GCGA) in relation to civilian and democratic oversight topics are improved.

The Project's main impact will be observed through increased enjoyment of civil rights by the public. Since the level of enjoyment of civil rights by female citizens is lower than that of male citizens, the Project is expected to have more positive impact on women.

Concrete Outputs

The following outputs will be achieved:

- Legal Gap/Compliance analysis report as for the civilian and democratic oversight and accountability principles including comparative analysis and recommendations
- Gap analysis report of the performance evaluation model for the MoI on the ISFs,
- Comparative study of good practices in certain EU member states,
- Recommendation report for an improved performance evaluation system of ISFs
- Compliance analysis report and draft legal framework for the establishment of the "National Crime Prevention Office" by the LDC
- National strategy on crime prevention and security plans at national level;
- Comparative assessment report on the functioning, curriculum and training management of ISF academies
- Training system needs analysis; module on civilian/democratic oversight of internal security;
- Training management system for the adoption of a specific module on civilian and democratic oversight of internal security
- Five-years organisational strategy for the oversight of internal security forces in Turkey
- Assessment of the existing parliamentary oversight in Turkey and policy recommendation report for improvement of parliamentary oversight;
- Workshop to discuss the organisational structure and functioning of parliamentary commissions,
- A report with recommendations and with comparative study on good practices in EU member states,
- Delivery of trainings and preparation of training reports on parliamentary oversight mechanisms,
- Strategy for an improved parliamentary oversight of ISFs.
- An analysis report on the current functioning of LPSBs, and workshops to share the findings of the analysis report
- A strategy paper for the establishment of the 10 new LPSBs;

- 10 new Local Prevention and Security Boards established;
- 10 Local Security Plans developed;
- Training modules and materials and the training of 500 professionals of MoI and ISFs in the form of ToT on civilian/democratic oversight of ISFs and human-focused security services on crime prevention incorporating the perspective of civilian/democratic oversight;
- National opinion poll results to measure the level of confidence and satisfaction of the citizens with the work of ISFs
- Training modules and materials and the training of 300 civil society and media representatives in form of ToTs on human centred security and civilian oversight in form of ToT;
- Well-structured awareness raising programs for civil society and public at large;
- Evaluation report for improvement in the training curriculum of District Governors
- Updated training curriculum of District Governors
- Reports of findings of 5 international technical visits.

1.6.2. Multiplier effects

The intervention modality proposed for implementation of the Project includes a number of measures to optimise the multiplier effects and sustainability of the impact after completion of the Project. These elements include, but are not limited to, improved legislative base, comparative analysis and good practice reports. In addition to such outputs, the Project is expected to contribute significantly to the improvement of capacities both at the central and local levels of the beneficiary organisations including the Ministry of Interior, the Governorates and District Governorates and ISFs. Not only the legislative experts but the MPs themselves will benefit from the capacity building programs. An important multiplier effect will be on the communities and citizens where the Local Prevention and Security Boards will be scaled up as there will be continuous training programs on civic engagement, human security and citizen focused service delivery. The civil society and media aspects will create sustainable mechanisms to improve the capacities at the “demand-side”.

1.6.3. Sustainability

This Phase of the Project will lay the grounds for scale up, institutionalisation and sustainability of the outputs and results of the previous phases. This Phase will ensure the follow up of the enactment of the drafted framework documents, scale up of the local security governance structures and contribute to the mindset of the appointed local authorities by incorporating civilian oversight of the ISFs and citizen focused service delivery.

The Project will support policy-level sustainability mainly through the replicable pilot actions that will be fulfilled throughout the Project.

Financial Aspect

The Action is geared towards establishment of required institutional capacity and the funds will be used for this specific purpose. As such, once the required institutional capacity is established and the MoI and LPSBs are entitled with the skills and tools, they will be able to expand the implementation of the recommendations of the Project from its own resources.

Institutional Level

The Project will develop significant capacities both at the central level and the local levels through implementation of pilot projects in selected provinces and structured training and capacity building programs. The clear emphasis placed on the inclusion and engagement of the civil society, both organised and unorganised, and the media in the Project activities will also develop much needed capacities in these two particular sectors as well. At this point, it is important to note that the training modules will be used by the MoI for further training programs to be delivered by provincial administrations.



Policy Level

The MoI will ensure policy-level sustainability of the Action. The policy level impact of the Project will be most observable upon achievement of project outputs as a result of the activities defined in Component A (Legislative and Institutional Framework), Component B (Parliamentary Oversight) Component C (Scale Up Pilot Security Governance Structures). Within these particular components considerable progress is planned to be achieved towards improvement in relevant legislative pieces, development of strategies for the Grand National Assembly of Turkey to fulfil its oversight function and scale up of the local governance structures for their definition as part of public administration of Turkey.



1.7. Logical Framework

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
To enable the transition to civilian and democratic oversight of internal security system based on good governance principles and a human-centred understanding of security and public safety	Existing system of civilian and democratic oversight of ISF improved in line with international and EU standards, providing an enabling environment for promotion of fundamental rights.	Existing legislative and institutional framework requires improvement aligned with EU Acquis. (Y2018)		Comprehensive legislative and institutional framework for civilian and democratic control of internal security forces in place and compliant with EU acquis (Y2021)	EU Commission Turkey Progress Reports, 2019, 2020, 2021. Legislative and institutional framework for the oversight mechanisms for security sector governance Result-Oriented Monitoring (ROM) reports Media and CSOs reports Records of the provincial Human Rights Boards Records of the Parliament's Human Rights Inquiry Committee Parliament Legislative Records	Continued commitment to the EU accession process and institutionalisation of civilian oversight over ISFs Political climate and conjuncture may affect the progress and timely implementation of the Project activities

Overall objective: Impact

Specific objective(s):	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Outcome(s)	To ensure the institutionalisation of civilian and democratic oversight of internal security forces and the inclusion of a citizen-focused participatory planning and implementation practices in line with EU acquis and best international practices.	Structures established for civilian and democratic oversight and implementation practices of internal security sector at local and national levels considered being in line with EU acquis and best international practices	No structure at the national level (Y2017) Local structures exist in 8 districts (Y2017) Civilian and democratic oversight structures are not fully in line with EU acquis and best international practices		One national level crime prevention commission in place and local structures scaled up to 19 districts/provinces. (Y2021) Civilian and democratic oversight structures are in line with EU acquis and best international practices	Legislative and institutional framework for the governance of internal security sector at local and national levels National Opinion Polls Parliament Legislative Records Media, CSOs, IOs reports	Stakeholders' dedication to participate and cooperate throughout the process.
Outputs	1) Legislative framework for the accountable and transparent functioning of the Internal Security Forces (ISFs) improved in light of civilian and democratic oversight and accountability principles provided by EU and international standards and best practices (Component A) 2) Five-years organisational strategy for the oversight of internal security forces in Turkey	Laws regulating the work of the police, gendarmerie and coast guard improved in line with EU and international standards	3 laws already revised (Y2017)		Proposals for 6 revised laws (Y2021)	Report on laws' review; workshops' lists of participants	Stakeholders' dedication to participate and cooperate throughout the process.

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Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
3) Performance evaluation system based on Specific Measurable Accepted Realistic Timely (SMART) indicators to ensure consistency during the evaluation of internal security forces by the MoI developed (Component A)	Performance evaluation system based on SMART indicators	Structured performance evaluation not based on SMART indicators (Y2017)		Proposal for a performance evaluation system based on SMART indicators developed for the MoI (Y2021)	Proposal for a performance evaluation system; gap analysis report; technical visit report; comprehensive recommendations report; minutes of the workshops; workshops' lists of participants	
4) Curriculum of the Gendarmerie and Coast Guard Academy (GCGA) improved in line with the principles of civilian oversight (Component A)	Revised curriculum	Current Curriculum of the Gendarmerie and Coast Guard Academy (Y2017)		Proposal for a revised Curriculum of the Gendarmerie and Coast Guard Academy (Y2021)	Revised Curriculum of the Gendarmerie and Coast Guard Academy; desk review report; technical visit reports; comparative assessment report; training programme report; minutes of the consultative meetings and workshops; workshops, meetings and trainings' lists of participants	
5) Legal framework on National Crime Prevention Office developed based on a compliance analysis with EU standards and practices (Component A)	Draft Legal Framework on National Crime Prevention Office developed and presented	0 Legal Framework (Y2017)		Proposal for a Legal Framework developed and presented (Y2021)	Proposal for a Legal Framework for National Crime Prevention Office; technical visit report; minutes of the consultative meetings and workshops; workshops and meetings' lists of participants	

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
6)	Strategy for effective functioning Parliamentary oversight of ISF is developed (Component B);	Draft Strategy developed and presented	0 Strategy (Y2018)		Proposal for a Strategy (Y2021)	Parliament Legislative Records; detailed assessment policy recommendations report; technical visit report; training programme report; minutes of the consultative meetings and workshops; list of participants	
7)	Local Prevention and Security Boards scaled up in 10 selected districts/provinces (Component C)	Local Prevention and Security Boards are operational in 10 selected districts/provinces.	9 functional Local Prevention and Security Boards (Y2017)		19 functional Local Prevention and Security Boards (Y2021)	Analysis report on Local Prevention and Security Boards; technical visit report; minutes of the workshops; workshops' lists of participants	
8)	Delivered training programs for 500 professionals of MoI and ISFs on civilian/democratic oversight of ISFs and citizen-focused security services (Component D)	Delivery of trainings On civilian and democratic oversight .to 500 people	250 people trained (Y2017)		500 people trained (Y2021)	Training module; training programme report; trainings' lists of participants; list of the members of the trainees	
9)	Awareness of the public, civil society and local media enhanced as regards the human – centred security concept in the districts/provinces where Local Prevention and Security Boards established (Component D)	Number of civil society, local media representatives and the public at large reached out through national opinion poll and awareness raising campaigns	Results of the national opinion poll on crime victimisation and citizen satisfaction and confidence in ISFs reached out 7500 respondents (during Phase II) (Y2014)		9,000 respondents of the national opinion poll on crime victimisation and citizen satisfaction and 1,000 civil society and local media representative attended awareness raising campaigns (Y2021)	National Opinion Poll Report, training module; training programme report; trainings' lists of participants; awareness raising programmes	

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Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Activities	<p>A.1. Review of the police and gendarmerie basic laws, in the light of civilian oversight and accountability principles provided by EU and international standards and best practices.</p> <p>A.1.1. Desk review of the relevant laws, which regulate the roles, responsibilities and functioning of the ISFs</p> <p>A.1.2. Organise two-day workshops (50 participants in each workshop) to discuss the findings of the desk review (A.1.1) and develop recommendations for improvement</p> <p>A.1.3. Develop legal gap/compliance analysis report including comparative analysis and recommendations for improvement in line with the results of the workshops held under A.1.2.</p> <p>A.2. Improvement of the performance evaluation system and consistency of the control system by the Ministry of Interior over internal security forces</p>	<p>Means:</p> <p>Project Team (PT)</p> <p>Short term experts (STEs)</p> <p>Training costs</p> <p>Study visit costs</p> <p>Project Office costs</p> <p>Visibility and publication costs</p> <p>Costs:</p> <p>Covering the human resources, costs for travels, local office and services - details are indicated in the Budget for the Action</p>				<p>Factors outside project management's control that may impact on the output-outcome linkage.</p>

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>A.2.1. Initial desk review of best practices in certain EU countries with regard to performance evaluation systems</p> <p>A.2.2. Carry out a technical visit to a selected EU member state</p> <p>A.2.3 Develop a comparative assessment report based on the results of the desk review and technical visit</p> <p>A.2.4. Develop a gap analysis report on the current performance evaluation system</p> <p>A.2.5. Draft a comprehensive recommendations report for an improved performance evaluation system of ISFs</p> <p>A.2.6. Organise a workshop to review and discuss the findings of the draft recommendations report</p> <p>A.3. Preparation of a draft legal framework for the establishment of "National Crime Prevention Office" under Ministry of Interior</p> <p>A.3.1. Organise 5 two-day consultation meetings in Ankara with the participation of LDC members (12 participants + 3 PT members) to discuss the roles and responsibilities as well as possible structuring of the National Crime Prevention Office and its coordination with LPSBs</p> <p>A.3.2. Develop the first draft legal framework for the establishment of the "National Crime Prevention Office" by the LDC</p> <p>A.3.3. Organise 5 two-day workshops to share the draft legal framework and receive substantial inputs by stakeholders</p> <p>A.3.4. Carry out a technical visit to a selected EU member state with the aim of reflecting on international experience in legal framework drafting processes on institutions similar to the envisaged National Crime Prevention Office</p> <p>A.3.5. Finalise the draft legal framework on the establishment of a National Crime Prevention Office based on the results of the workshops, compliance analysis with EU and international standards and best practices, as well as the technical visit</p> <p>A.4. Development of a National Strategy on crime prevention and security plans at national level</p> <p>A.4.1. Develop a draft strategy on crime prevention and civilian oversight of the security sector by the PT, with support of STEs</p> <p>A.4.2. Organise 5 two-day workshops to discuss the draft strategy developed under A.4.1.</p>					

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
<p>A.4.3. Finalise the strategy based on the results of the workshops (A.4.2) and submit to MoI</p> <p>A.5. Focusing on Civilian and Democratic oversight and fundamental rights topics, Technical and Capacity Development Support to the New Gendarmerie and Coast Guard Academy in line with EU and international Standards and best practices</p> <p>A.5.1. Conduct a desk review of other country experiences on the functioning, curriculum and training systems of ISF Academies from the perspective of civilian and democratic oversight in line with fundamental rights</p> <p>A.5.2. Conduct two technical visits to selected EU member states</p> <p>A.5.3. Develop a comparative assessment report on the functioning, curriculum and training management of ISF academies in EU member states and the GCGA, from the perspective of civilian and democratic oversight of internal security forces</p> <p>A.5.4. Analyse the needs of the training system introduced by the GCGA in line with international best practices/standards ensuring civilian and democratic oversight of internal security from a fundamental rights perspective</p> <p>A.5.5. Organise 5 two-day consultative meetings in Ankara with the participation of MoI, GCGA, Gendarmerie, police and coast guards (50 per meeting, 250 in total) to discuss the findings of the needs analysis on the training system, which will be developed in the course of the Project</p> <p>A.5.6. Facilitate the establishment of a Curriculum Development Committee (CDC) under the chairmanship of Ministry of Interior/ GCGA</p> <p>A.5.7. Review of the GCGA curriculum and addressing middle and high-level managers in line with the findings of the comparative assessment report and needs analysis on the training system</p> <p>A.5.7.1. Organise 1 two-day consultative meeting and 5 one-day consultative meetings with the participation of the CDC members in Ankara in order to discuss the main concepts/issues that need to be included in the civilian and democratic oversight training module of the GCGA Curriculum</p>						

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>A.5.7.2. Draft a module on civilian and democratic oversight of internal security and organise a test training for middle and high-level managers to ensure its accuracy and adoptability</p> <p>A.5.7.3. Finalise module on civilian oversight of internal security based on the results of the test training mentioned above and submit it to GCGA for approval and adoption</p> <p>A.5.7.4. Organise 5 one-week training programs targeting training planners, academicians, administrators of GCGA, who will practice the module on civilian and democratic oversight of internal security forces</p> <p>A.5.8. Organise 2 one-day experience sharing meetings in Ankara with the participation of Ministry of Interior and GCGA staff to raise awareness on civilian/democratic oversight</p> <p>A.5.9. Develop a training management system for the adoption of a specific module on civilian and democratic oversight of internal security by GCGA, including, but not limited to, performance evaluation and monitoring of the success of trainings</p> <p>A.5.9.1. Draft a proposal on training management system, including policy recommendations on training processes, performance evaluation and monitoring of the training results to improve the effectiveness and impact of trainings</p> <p>A.5.9.2. Organise 5 two-day consultative meetings in Ankara with the participation of MoI, GCGA, representatives of Gendarmerie, police and coast guard (50 persons per meeting, 250 in total, 50 participants will be from outside Ankara) to discuss the proposed training management system and receive input by the relevant parties for its finalisation</p> <p>A.5.9.3. Finalise the proposal on training management system to be submitted to, and approved by, GCGA</p> <p>A.6. Five years organisational strategy for the oversight of the internal security forces in Turkey</p> <p>A.6.1. Develop a draft five-years organisational strategy for the oversight of internal security forces in Turkey by the PT, with support of STEs and in line with the findings of the project activities under all components</p>					

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Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
<p>A.6.2. Organise two two-day workshops to discuss the draft strategy developed under A.6.1</p> <p>A.6.3. Finalise the strategy based on the results of the workshops (A.6.2) and submit to MoI and other relevant stakeholders</p> <p>B.1. Update of the assessment of parliamentary oversight in Turkey</p> <p>B.1.1. Organise 2 two-day consultative meetings in Ankara with the participation of MoI, General Secretariat of the GNAT, and deputies from the relevant Specialised Commissions in GNAT and other relevant stakeholders including but not limited to relevant civil society organizations, universities and think-tank organizations (75 participants in each meeting) to discuss obstacles in Parliamentary oversight of ISFs in the context of Turkey</p> <p>B.1.2. Draft a detailed assessment and policy recommendations report for improvement of parliamentary oversight, in line with the discussions of the consultative meetings that will be conducted in B.1.1.</p> <p>B.1.3. Organise a two-day workshop in Ankara to discuss the above-mentioned recommendations report with the participation of MoI, General Secretariat of the GNAT, and deputies from the relevant Specialised Commissions in GNAT, other relevant stakeholders (ISFs, CSOs, Academia) (75 participants)</p> <p>B.1.4. Finalise the recommendations report and submit to the GNAT.</p> <p>B.2. Preparation of a strategy proposing amendments or actions to enable the GNAT to more effectively oversee the work of internal security forces</p> <p>B.2.1. Organise 4 two-day workshop workshops with legal experts and MPs and other relevant stakeholders including Academia, CSOs (75 participants per workshop) to discuss the organisational structure and functioning of parliamentary commissions</p> <p>B.2.2. Provide recommendations on organisational changes/functioning that provide for dedicated professional oversight by the parliamentary commissions based on the findings of the workshops</p> <p>B.2.3. Conduct 3 two-day technical training programs on parliamentary oversight mechanisms</p>						

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
		<p>B.2.4. Develop strategy for an improved parliamentary oversight of ISFs</p> <p>C.1. Preparation of a strategy and implementation plan for an effective institutionalisation of Local Prevention and Security Boards</p> <p>C.1.1. Analyse the current functioning of LPSBs (in total 9 districts in 5 provinces under Phase II) in order to determine lessons learned and good practices</p> <p>C.1.2. Conduct 5 two-day workshops with the participation of LPSB from 9 pilot districts (in 5 provinces) and other relevant stakeholders in order to share the findings of the analysis report that will be developed under C.1.1.</p> <p>C.1.3. Develop a strategy paper for the establishment of the 10 new LPSBs in the scope of the Phase III of the Project</p> <p>C.2. Establishment of Local Prevention and Security Boards across the country on the basis of relevant legal regulations made by the Ministry of Interior</p> <p>C.2.1. Define the criteria for the selection of the 10 provinces and/or districts, where LPSBs will be established</p> <p>C.2.2. Define the criteria for the selection of members of the LPSBs</p> <p>C.2.3. Conduct a detailed study on the relationship, the level of accountability and workflow within Governorate and/or District Governorate structures in 10 selected pilot districts/provinces and develop a road map for implementation</p> <p>C.2.3.1. Conduct semi-structured meetings by PT and STEs with the Governorates and/or District Governorates in selected pilot districts/provinces to identify the needs for the establishment of the LPSBs</p> <p>C.2.3.2. Conduct 10 two-day workshops with the participation of CSOs and local media in each selected pilot districts/provinces to identify the internal security needs and discuss the possible structure of LPSBs</p> <p>C.2.3.3. Develop road maps for the functioning and short, medium and long-term objectives/activities of the LPSBs in 10 selected pilot districts/provinces</p>				

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Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>C.2.4. Provide technical support to the 10 LPSBs in development of security plans and ensuring sustainable and inclusive platforms for local security governance</p> <p>C.2.4.1. Organise 3 two-day consultative meetings on the development of local security plans with the participation of LPSBs members in each 10 districts/provinces</p> <p>C.2.4.2. Organise 10 two-day workshops in 10 pilot districts/provinces with LPSBs members to discuss lessons learned and best practices as well as the sustainability of the services of the LPSBs in each pilot district/province.</p> <p>C.2.4.3. Conduct 10 one-day experience and knowledge-sharing workshops between and among the pilot LPSBs</p> <p>C.2.4.4. Conduct a technical visit to a selected EU member state, with the aim of reflecting international experience in the functioning of civilian/democratic oversight at local administrative level</p> <p>C.2.4.5 Publish the Local Security Action Plans that will be developed by the LPSBs and disseminate among the relevant authorities</p> <p>D.1. Preparation, periodical update and conduct of a training module for public officials employed in Local Prevention and Security Boards</p> <p>D.1.1. Develop tailor-made training modules on crime prevention incorporating the concept of civilian/democratic oversight from fundamental rights perspective</p> <p>D.1.2. Deliver trainings for 500 professionals of MoI and ISFs on civilian and democratic oversight of ISFs and Human focus security services on crime prevention incorporating the perspective of civilian / democratic oversight to governorates and district governorates</p> <p>D.2. Development and periodical implementation of awareness raising programs for civil society and public at large on civilian and democratic oversight and citizen-centred security</p> <p>D.2.1. Conduct an opinion poll at the national level to measure the level of confidence and satisfaction of the citizens with the work of ISFs</p> <p>D.2.2. Develop tailor-made training modules on citizen centred security and civilian/democratic oversight targeting civil society and media</p>					

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>D.2.3. Deliver trainings on human centred security and civilian/democratic oversight to civil society and media</p> <p>D.2.4. Develop the implementation strategy of the awareness raising programs</p> <p>D.3. Evaluation and update of training programs which are implemented by the Ministry of Interior for district governors from the perspective of civilian/democratic oversight</p> <p>D.3.1. Review the training curriculum of District Governors in cooperation with the Training Department of the Mol in relation to civilian/democratic oversight</p> <p>D.3.2. Organise 3 two-day workshops in Ankara to identify the bottlenecks and positive aspects of the training curriculum of District Governors based on a human-centred security concept</p> <p>D.3.3. Develop a needs assessment report and recommendations for improvement in the training curriculum of District Governors</p>					

2. Administrative Table

ADMINISTRATIVE DATA	
Name of the Organisation	UNDP
Abbreviation	Turkey, N.A.
Country and date of registration	N.A.
Registration number (or equivalent)	N.A
Address:	United Nations Development Programme Turkey Country Office Yıldız Kule, Yukarı Dikmen Mahallesi, Turan Güneş Bulvarı, No:106, 06550, Çankaya, Ankara/TURKEY
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Year: 2019

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
COMPONENT B									
<i>Output-</i> Assessment of the existing parliamentary oversight in Turkey	Activity B.1.1 Organise 2 two-day consultative meetings				X	MoI UNDP	EU	5.4.4.1. Consultative Meetings	\$ 15,554,98
COMPONENT C									
<i>Output-</i> Analysis Report + Workshops	Activity C.1.2 Conduct 5 two-day workshops				X	MoI UNDP	EU	5.5.5.1.1. Workshops on strategy and implementation plan for LPsBs	\$ 65,521.27
MISCELLANEOUS EXPENSES									
1.1.1 Technical Staff Salaries		X	X	X	X	MoI UNDP	EU	1.1.1 Technical - Salary Cost of Local Senior and Junior ICs	\$ 45,797.20
1.1.2 Administrative Support Staff Salaries		X	X	X	X	MoI UNDP	EU	1.1.2 Administrative/ support staff- Salary costs of Administrative Staff- SC	\$ 93,354.72
1.2 Technical Team Salaries Staff Salaries						MoI UNDP	EU	1.2.1 Technical- Salary Cost of CTA, KE2, KE3 and International Senior and Junior ICs	\$ 122,271.65

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Per Diems (Local)					X	X				EU	1.3.2.1. Training Programs, conferences, workshops, etc. - Per Diems (Local)	\$ 12,039.60
International Travel					X	X				EU	2.1.1 International travel: KEs and STEs International Travel	\$ 6,216.99
Local Travel					X	X				EU	2.2 Local Travel	\$ 6,387.74
Equipment and Supplies				X						EU	3.2 Furniture, computer equipment	\$ 12,888.18
4.1 Office Rent and 4.2 Office Supplies					X	X				EU	4.1. Office Rent & 4.2. Consumables - Office Supplies	\$ 15,379.86
Translation Cost						X				EU	5.3.1 Translation of Documents	\$ 2,651.98
Interpretation Cost						X				EU	5.3.2. Interpretation during Project Events Interpretation	\$ 346.88
Project Website				X		X				EU	5.5.3. Project website	\$ 5,390
Social Media				X		X				EU	5.5.4. Forming and maintaining project social media	\$ 605.64
Printing of Visibility Materials including Promotional Materials										EU	5.5.7 Visibility materials	\$ 14,738.90

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General Management Services & Support Cost		X	X	X	X							\$ 29,640.98
TOTAL												\$ 448,786.57

J.N

Year: 2020

EXPECTED OUTPUTS And baseline, indicators including annual targets		PLANNED ACTIVITIES List activity results and associated actions		TIMEFRAME			RESPONSIBLE PARTY	PLANNED BUDGET		
				Q1	Q2	Q3		Funding Source	Budget Description	Amount (USD)
COMPONENT A										
Outputs – Workshop Reports	Activity A.1.2: Organise two-day workshops			X			MoI UNDP	EU	5.4.3.2.1 Legislative Review Workshop Organization Cost	\$ 60,236.66
Output – Draft legal framework	Activity A.3.1: Organise 5 two-day consultation meetings		X	X			MoI UNDP	EU	5.4.3.1.1 LDC Consultation Meetings on National Crime Prevention Office Organization Cost	\$ 24,322.80
	Activity A.3.3: Organise 5 two-day workshops					X	MoI UNDP	EU	5.4.3.2.3 National Crime Prevention Office Legislative Drafting Workshop Organization Cost	\$ 57,894.69
Output- Technical Visit Report	Activity A.5.2: Conduct one technical visits to selected EU member states.						MoI UNDP	EU	6.1 Study Tours for the Governance Staff	\$ 18,729.75

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Output- Design training module	Activity A.5.7.1 Organise 10 two-day consultative meetings					MoI UNDP	EU	5.4.3.1.3 CDC Consultation Meetings on Curriculum Development Organization Cost	\$ 8,498.61
COMPONENT B									
Output - Draft Comparative study report with recommendations	Activity B.2.1 Organise 4 two-day workshops				X	MoI UNDP	EU	5.4.4.3. Workshop on Organisational Structure of Parliamentary Commissions	
COMPONENT C									
Output – Workshop Reports	Activity C.2.3.2 Conduct 10 two-day workshops with the participation of Civil Society Organizations (CSOs) and local media in each selected pilot districts/provinces to identify the internal security needs and discuss the possible structure of LPSBs				X	MoI UNDP	EU	5.5.5.1.2. Workshops on security needs and structuring of LPSBs	\$ 79,450.61
Output – N/A	Activity C.2.4.1 Organise 3 two-day consultative meetings on the development of local security plans				X	MoI UNDP	EU	5.5.5.2.1. Consultative meetings on local security plans	\$ 53,492.68

J.L

COMPONENT D									
<i>Output-</i> National opinion poll results	Activity D.2.1 Conduct an opinion poll at the national level				X	MoI UNDP	EU	6.2. National Opinion Poll	\$ 6,196.38
MISCELLANEOUS EXPENSES									
1.1.1 Technical Staff Salaries		X	X	X	X	MoI UNDP	EU	1.1.1 Technical - Salary Cost of Local Senior and Junior ICs	\$ 231,092.67
1.1.2 Administrative Support Staff Salaries		X	X	X	X	MoI UNDP	EU	1.1.2 Administrative/ support staff- Salary costs of Administrative Staff- SC	\$ 175,650.81
1.2 Technical Team Salaries Staff Salaries		X	X	X	X	MoI UNDP	EU	1.2.1 Technical- Salary Cost of CTA, KE2, KE3 and International Senior and Junior ICs	\$ 413,355.44
Per Diems (International) for Technical Visits		X				MoI UNDP	EU	1.3.1.1. Study Visits (Component A)	\$ 2,688.00
Per Diems (Local)		X	X	X	X	MoI UNDP	EU	1.3.2.1. Training Programs, conferences, workshops, etc. - Per Diems (Local)	\$ 15,730.31

J.H

International Travel									EU	2.1.1 International travel: KEs and STEs International Travel	\$ 5,207.65
International Travel for Technical Visits									EU	2.1.2 International Travel: PT members accompanying the study tours	\$ 727.49
International Travel for Technical Visits									EU	2.1.3 International Travel: Government officials participating to the study tours	\$ 3,910.52
Local Travel							X	X		2.2 Local Travel	\$ 4,349.80
Office Rent and Office Supplies							X	X	EU	4.1. Office Rent & 4.2. Consumables - Office Supplies	\$ 34,572.98
Translation Cost							X	X	EU	5.3.1 Translation of Documents	\$ 14,787.72
Interpretation Cost							X	X	EU	5.3.2. Interpretation during Project Events Interpretation Cost	\$ 9,818.50
Launch Event							X		EU	5.4.1. Project Launch event	\$ 41,514.44
Website Maintenance							X	X	EU	5.5.3.1. Project website maintenance	\$ 3,482.68
Social Media							X	X	EU	5.5.4. Forming and maintaining project social media presence	\$ 3,832.40
Video Spot Production								X	EU	5.5.6. Documentary style short movies	\$ 2,861.82

J.H

Printing of Visibility Materials including Promotional Materials	X	X	X	X				MoI UNDP	EU	5.5.7 Visibility materials	\$ 10,906.49
General Management Services & Support Cost	X	X	X	X				MoI UNDP	EU	8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)	\$ 89,029.38
TOTAL											\$ 1,371,613.79

J.M.

Year: 2021

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
		COMPONENT A							
<i>Outputs – Workshop Reports</i>	Activity A.1.2: Organise two-day workshops			X	X	MoI UNDP	EU	5.4.3.2.1 Legislative Review Workshop Organization Cost	\$ 44,240.95
<i>Outputs –Legal Gap/Compliance Analysis report</i>	Activity A.1.3: Develop legal gap/compliance analysis report including comparative analysis and recommendations for improvement in line with the results of the workshops held under A.1.2.		X			MoI UNDP	EU	5.1.1 Publication Cost of the Report	\$ 13,777.27
<i>Output – Technical Visit Report</i>	Activity A.2.2: Carry out a technical visit to a selected EU member state				X	MoI UNDP	EU	6.1 Study Tours for the Governance Staff_ Organization Cost	\$ 22,298.04
<i>Output –Comprehensive recommendations report for an</i>	Activity A.2.5: Draft a comprehensive recommendations report		X			MoI UNDP	EU	5.1.2 Publication Cost of Recommendations Report	\$5,166.48

J.W.

improved performance evaluation system of ISFs.													
Output - Final version of the recommendations report	Activity A.2.6: Organise a workshop		X						MoI UNDP	EU	5.4.3.2.2 Performance Evaluation Report Workshops Organization Cost	\$ 17,680.83	
	Activity A.3.3: Organise 5 two-day workshops			X					MoI UNDP	EU	5.4.3.2.3 National Crime Prevention Office Legislative Drafting Workshop Organization Cost	\$ 16,732.18	
	Activity A.3.4: Carry out a technical visit to a selected EU member state with the aim of reflecting on international experience in legal framework drafting processes on institutions similar to the envisaged National Crime Prevention Office.			X					MoI UNDP	EU	6.1 Study Tours for the Governance Staff Organization Cost	\$ 22,298.04	
Output - Final version of the recommendations for draft legal framework	Activity A.3.5: Draft legal framework on the establishment of a National Crime Prevention Office (A.3.5)			X					MoI UNDP	EU	5.1.3 Publication Cost of Draft Legal Framework	\$ 13,777.27	
Output - National strategy on crime prevention and security plans at national level	Activity A.4: Development of a National Strategy on			X					MoI UNDP	EU	5.4.3.2.4 National Strategy Workshop Organization Cost (A.4.2)	\$ 74,626.87	

	Crime Prevention and Security Plans at national level								5.1.4 National Strategy on Crime Prevention and Security Plans at National Level Publication Cost (A.4.3)	\$ 13,777.27
Output- Technical Visit Report	Activity A.5.2: Conduct two technical visits to selected EU member states.	X							6.1 Study Tours for the Governance Staff Organization Cost	\$ 22,298.04
Output- Consultative meeting report	Activity A.5.5: Organise 5 two-day consultative meetings in Ankara with the participation of MoI, GCGA, Gendarmerie, Police and Coast Guard (50 per meeting, 250 in total) to discuss the findings of the needs analysis on the training system, which will be developed in the course of the Project	X							5.4.3.1.2 Consultation Meetings on GCGA Needs Analysis Organization Cost (A.5.5)	\$ 51,664.75
Output- Design training module	Activity A.5.7: Review of the GCGA curriculum addressing middle and high-level managers, in line with the findings of the comparative assessment report and needs analysis on the training system	X							5.4.3.1.3 CDC Consultation Meetings on Curriculum Development Organization Cost (A.5.7.1)	\$ 18,780.38
Output- Conduct 2 one day experience sharing meeting	Activity A.5.8: Organise 2 one-day experience sharing meetings in Ankara with the	X							5.4.3.4 Experience Sharing Meetings Organization Cost	\$ 11,481.06

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Output – Strategy	Activity C.1.3: Strategy for the effective functioning of the institutionalization of Local Prevention and Security Boards	X	X	X	X	MoI UNDP	EU	5.1.5. Strategy for the effective functioning of the institutionalization of Local Prevention and Security Boards (C.1.3)	\$ 8,610.79
Output – Workshop Reports	Activity C.2.3.2 Conduct 10 two-day workshops with the participation of Civil Society Organizations (CSOs) and local media in each selected pilot districts/provinces to identify the internal security needs and discuss the possible structure of LPSBs	X	X	X	X	MoI UNDP	EU	5.5.5.1.2. Workshops on security needs and structuring of LPSBs	\$ 23,878.90
Output - Establishing 10 new Local prevention and security boards, developing 10 Local security plans and Report on technical visit	Activity C.2.4: Provide technical support to the 10 LPSBs in development of security plans and ensuring sustainable and inclusive platforms for local security governance	X	X	X	X	MoI UNDP	EU	5.5.5.2.1. Consultative meetings on local security plans (C.2.4.1) 5.5.5.1.3. Workshops on lessons learned and best practices of LPSBs (C.2.4.2) 5.5.5.1.4. Workshops on experience and knowledge sharing of LPSBs (C.2.4.3.) 5.1.6. 10 Local Security Plans (C.2.4.5) – Publication Cost 6.1 Study Tours for the Governance Staff_ Organization Cost	\$ 160,054.97 \$ 71,182.55 \$ 109,070.03 \$ 120,551.09 \$ 22,298.04

COMPONENT D

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<p>Output - Delivering trainings for 500 professionals</p>	<p>Activity D.1.2: Deliver trainings for 500 professionals of MoI and ISFs on civilian/democratic oversight of ISFs and human-focused security services on crime prevention incorporating the perspective of civilian/democratic oversight to Governorates and District Governorates</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>MoI UNDP</p>	<p>EU</p>	<p>5.4.6.1. Trainings for members of LPsBs (D.1.2)</p>	<p>\$189,210.10</p>
<p>Output - Preparing National opinion poll results, Developing training materials and modules, Training of 300 civil society and media representatives in form of ToTs and Developing well-structured awareness raising</p>	<p>Activity D.2: Development and periodical implementation of awareness raising programs for civil society and public at large on civilian and democratic oversight and citizen-centered security</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>MoI UNDP</p>	<p>EU</p>	<p>6.2. National Opinion Poll</p>	<p>\$85,652.07</p>
<p>Output - Updating training curriculum and preparing evaluation reports</p>	<p>Activity D.3: Evaluation and update of training programs, which are implemented by the Ministry of Interior for district governors from the perspective of civilian/democratic oversight</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>MoI UNDP</p>	<p>EU</p>	<p>5.4.6.3. Workshop on evaluation and update of training programs on civilian oversight (D.3.2) - Online</p>	<p>\$ 127,439.72</p>
<p>MISCELLANEOUS EXPENSES</p>									

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1.1.1 Technical Staff Salaries										MoI UNDP	EU	1.1.1 Technical - Salary Cost of Local Senior and Junior ICs	\$ 695,268.57
1.1.2 Administrative Support Staff Salaries										MoI UNDP	EU	1.1.2 Administrative/ support staff- Salary costs of Administrative Staff- SC	\$ 150,691.59
1.2 Technical Team Salaries Staff Salaries										MoI UNDP	EU	1.2.1 Technical- Salary Cost of CTA, KE2, KE3 and International Senior and Junior ICs	\$ 715,707.01
Per Diems (International) for Technical Visits										MoI UNDP	EU	1.3.1.1. Study Visits (Component A)	\$ 4,200.63
Per Diems (International) for Technical Visits										MoI UNDP	EU	1.3.1.2. Study Visits (Component C)	\$ 2,296.21
Per Diems (Local)										MoI UNDP	EU	1.3.2.1. Training Programs,	\$ 130,668.67
International Travel										MoI UNDP	EU	2.1.1 International travel: KEs and STEs International Travel	\$ 45,406.59
International Travel for Technical Visits										MoI UNDP	EU	2.1.2 International Travel: PF members accompanying the	\$ 4,438.99
International Travel for Technical Visits										MoI UNDP	EU	2.1.3 International Travel: Government officials participating	\$ 21,921.86
Local Travel										MoI UNDP	EU	Local Travel	\$ 74,050.06
Office Rent and Office Supplies										MoI UNDP	EU	4.1. Office Rent & 4.2. Consumables - Office Supplies	\$ 18,990.90
Project Evaluation Cost										MoI UNDP	EU	5.2.1. Project Evaluation	\$ 20,665.90

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Translation Cost										MoI UNDP	EU	5.3.1 Translation of Documents	\$ 22,744.00
Interpretation Cost										MoI UNDP	EU	5.3.2. Interpretation during Project Events Interpretation Cost	\$ 94,300.75
Closure Event										MoI UNDP	EU	5.4.2. Project Closure Event	\$ 33,925.06
Training Materials										MoI UNDP	EU	5.5.1 Training Materials	\$ 154,994.24
Website Maintenance										MoI UNDP	EU	5.5.3.1. Project website maintenance	\$ 3,635.57
Social Media										MoI UNDP	EU	5.5.4. Forming and maintaining project social media presence	\$ 1,790.43
Social Media Advertisement										MoI UNDP	EU	5.5.4.1. Using advertisement on social media	\$ 2,296.21
Visibility Visits										MoI UNDP	EU	5.5.5. Visibility Visits to the Field	\$ 6,888.63
Video Spot Production										MoI UNDP	EU	5.5.6. Documentary style short movies	\$ 14,359.76
Printing of Visibility Materials including Promotional Materials										MoI UNDP	EU	5.5.7 Visibility materials	\$ 31,759.89
Distribution Cost										MoI UNDP	EU	5.5.8 Distribution of visibility materials	\$ 3,444.32
Media Packages										MoI UNDP	EU	5.5.9 Media Packages for various events and social media.	\$ 10,332.95
Field Visits for Journalists										MoI UNDP	EU	5.5.10 Organizing field visits for journalists to project	\$ 14,351.32

General Management Services & Support Cost		X	X	X	X	MoI UNDP	EU	8. Indirect costs (maximum 7% of subtotal of direct	\$ 273,016.95
Contingency		X	X	X	X	MoI UNDP	EU	10. Provision for contingency reserve	\$ 185,131.16
TOTAL									\$ 4,345,388.81

Ministry of Interior:

Gazi Levent Kurtoglu

Head of Department

Department of Smuggling, Intelligence, Operation and Data Collection

UNDP:

Claudio TOMASI

Resident Representative

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Gazi Levent KURTOĞLU ;**KİHBI Dairesi Başkanı**f-5
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UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT TURKEY



Empowered lives.
Resilient nations.

Project Title	Strengthening the Civilian Oversight of Internal Security Forces (Phase III)
Project Number	00095989
Implementing Partner	Ministry of Interior, General Directorate for Provincial Administrations
Start Date	01.01.2019
End Date	30.12.2020
PAC Meeting date	18.12.2018

Brief Description

The overall objective of the Project is to enable the transition to civilian and democratic oversight of internal security system based on good governance principles and a human-centered understanding of security and public safety. The specific objective of the Project is to ensure the institutionalization of civilian and democratic oversight of internal security forces and the inclusion of citizen-focused participatory planning and implementation practices in line with EU acquis and best international practices.

Contributing Outcomes

UNDCS OUTCOME: 2.1 By 2020, central and local administrations and other actors more effectively protect and promote human rights, and adopt transparent, accountable, pluralistic and gender sensitive governance systems, with the full participation of civil society, including the most vulnerable.

CPD OUTPUT:

- 2.1.3. Enhanced capacity of civil society actors for participation in policy making and monitoring
- 2.1.4. Strengthened local, regional and national governance mechanisms for participatory, accountable and transparent services

*Indicative Output(s) with gender marker GEN 2

Total resources required:	5.400.00,00 EUR 6.143.344,70 USD* *as per UN Exchange Rate for Dec 2018 ²	
Total resources allocated:	UNDP TRAC	N/A
	EU	5.400.000,00 EUR 6.143.344,70 USD* *as per UN Exchange Rate for Dec 2018
	In-Kind³	
	GMS (7%)	346.308,82 EUR 393.980,45USD* * as per UN Exchange Rate for Dec 2018
Unfunded:	N/A	

Agreed by:

Ministry of Foreign Affairs	Ministry of Interior (MoI)	UNDP
 Mustafa Osman TURAN Elçi Çok Taraflı Ekonomik İşler Genel Müdür Yardımcısı	 ALI GELİK General Director DG of Provincial Administrations	 Claudio Tomasi Resident Representative a.i.
Date:	Date:	Date:

¹ PAC: Project Appraisal Committee

² US Dollar UN Operational Exchange Rate is 5.1617-USD/TRY and 0.879 -USD/EUR for DECEMBER 2018, effective as of 01/12/2018.

³ MoI will make available their facilities, physical infrastructures, human resources, expertise and know-how for the smooth implementation of the project, to the extent possible. UNDP will provide programmatic contribution and operational support for the smooth implementation of the project.

* The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

List of Abbreviations

CDC	Curriculum Development Committee
CSOs	Civil Society Organisations
CTA	Chief Technical Advisor
DEUA	Directorate of EU Affairs, Ministry of Foreign Affairs
DoA	Description of Action
EC	European Commission
EU	European Union
EUD	Delegation of the European Union to Turkey
EUR	Euro
FAFA	Financial and Administrative Framework Agreement
GCGA	Gendarmerie and Cost Guard Academy
GDPA	General Directorate for Provincial Administrations
IPA	Instrument for Pre-Accession
ISF	Internal Security Forces
JSTE	Junior Short-Term Expert
KE	Key Expert
LDC	Legislation Drafting Committee
LI	Lead Institution
LPSB	Local Prevention and Security Boards
Mol	Ministry of Interior
NIPAC	National IPA Coordinator
NPAA	National Programme for the Adoption of the EU Acquis
PA	Project Assistant/Interpreter
PM	Project Manager
PAS	Project Associate
PO	Project Office
PSC	Project Steering Committee
PT	Project Team

SDGs	Sustainable Development Goals
SMART	Specific Measurable Accepted Realistic Timely
SPO	Senior Programme Officer
SSTE	Senior Short-Term Expert
STE	Short Term Expert
ToT	Training of Trainers
GNAT	Grand National Assembly of Turkey
UNDP	United Nations Development Programme

1. Description of the Action

1.1. Relevance of the Action

1.1.1. Relevance to the objectives/sectors/themes/specific priorities of the Project/Sector Fiche(s)

The IPA II Indicative Strategy Paper for Turkey (2014-2020), which was revised in August 2018⁴ targets the improvement of the capacities of institutions, including CSOs, in charge of protecting and guaranteeing the respect and defence of fundamental rights. Developing the capacity to conduct independent, impartial and effective investigations into allegations of misconduct by security forces is thereby defined as one of the actions to achieve this result. In addition, strengthening the cooperation between institutions and stakeholders engaged in the area of human rights is fundamental to overcome the challenges in the field. Turkey's New EU Strategy also states that the implementation of legal arrangements in the security sector is among the primary objectives for ensuring the full enjoyment of fundamental rights and freedoms. The 2014 Action Document on "Support to Fundamental Rights" also refers to the need for enhancement of the administrative capacities of the authorities concerning the implementation of legislation in order that rights are respected in full and in practice, with proper accountability and control systems which involve the civil society.

The importance of the transformation of civil-military relations with a focus on civilian/democratic oversight of the internal security sector has also been emphasised in EU Progress Reports, acknowledging the contribution of the first two phases of the Project. The 2018 EU Progress Report⁵ recognised the revision of the legal framework governing civil-military relations and the increase of the powers of the executive over the military as significant, thereby strengthening civilian oversight. However, it was also noted that improvements are needed for Parliamentary, administrative and judicial oversight and accountability of security and intelligence forces. In addition, the effectiveness of the law enforcement oversight commission needs to be increased.

A set of measures for reform in the field of expanding human rights and a zero-tolerance policy against torture and ill-treatment have been adopted by Turkey since 2002. Broad modifications of the competence areas of the Police and the Gendarmerie, and annulment of the Protocol on Cooperation for Security and Public Order that was conflicting with the law on public administration are among the important steps taken by the Government.

The Project at hand is also in conformity with the priorities of the Accession Partnership and EU/Commission policies by supporting the ongoing work of Turkey. Assessment of various progress reports of the European Commission along with the policy endeavours of Turkey to address gaps in the civilian oversight and the outputs of the partnership of Turkey jointly achieved with UNDP and the Delegation of the European Union to Turkey (EUD) are the basis of the Project.

1.1.2. Relevance to the particular needs and constraints of the target country/countries, region(s) and/or relevant sectors

The Project for the Civilian Oversight of Internal Security Sector Phase I, which was implemented jointly by Ministry of Interior and UNDP in 2007-2010, aimed to raise the awareness of the MoI about the concept of civilian oversight. That Project, which can be considered to be the conceptual phase of the current phase, also assessed the gaps vis-à-vis EU standards in MoI and developed the concept of "local governance of ISFs". The Project's second phase, which was implemented in 2012-2014, raised the capacity of MoI at central level with regard to strategy development and best mechanisms for overseeing the ISFs. In addition, a "tailor made" local governance model was implemented in 8 districts. Building on the results of these two phases, the third phase of the Project will deepen Phase I and II results in terms of organisational changes and put pilot local boards into practice in most provinces of Turkey.

⁴ <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180817-revised-indicative-strategy-paper-2014-2020-for-turkey.pdf>

⁵ <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-turkey-report.pdf>

The following summarizes the main achievements and challenges faced in Phase I and II.

The Improvement of Civilian Oversight of the Internal Security Sector Project Phase I & II

As a result of the first phase of the Project (2007-2010), an enabling environment was promoted which resulted in:

- the promotion of a common understanding on the basics and scope of civilian oversight through knowledge management tools,
- the strengthening of structured relations between the security forces,
- the establishment of pilot “local boards for crime prevention and security” in pilot provinces/districts (Niğde, Erzurum, Eyüp and Kadıköy) that permit citizens to voice their priorities and concerns as well as to develop a partnership approach to prevention of crime,
- the promotion of the rights of the civilian authorities for the oversight of the internal security sector, which has been used broadly by the District Governors and Governors all around Turkey.

The second phase of the Project (Year 2012 -2014) was designed to expand and institutionalise the introduced approaches and piloted structures of Phase I. The Project was implemented from the perspective of improving (1) the capacity of MoI staff and provincial-sub provincial administrators to exercise oversight of policing and the homogeneity of the laws regulating the internal security forces; (2) the coherence of oversight arrangements that govern interactions between, on the one hand, the civilian administrators at provincial levels, sub provincial levels and, on the other hand, the Police and the Gendarmerie and Coast Guards; and, (3) the temporary coordination and consultation mechanisms by the Governors and District Governors so that the current oversight systems can expand rights and freedoms enjoyed by citizens.

Phase II of the Project resulted in two main substantial achievements:

- Local Prevention and Security Boards (LPSBs) were established in 8 districts (Eyüp, Kadıköy, Üsküdar, Fatih, Çeşme, Yeşilyurt, Hekimhan, Vakfıkebir, Şahinbey) and put into function. Local security plans of the referred Boards were developed and their implementation started during the lifetime of the Project. The Boards which aim at engaging citizens (through civil society organisations, muhtars and media) into decision-making processes to improve the services provided by the law enforcement agencies, also foster a culture of collaboration and partnership, effective use of resources and increase the impact of prevention programs. Besides, following the joint determination of the pilot districts, the steps followed throughout the process included the conducting of security analysis of the district (considering crime rates, muhtar’ and NGOs views, feedbacks from public meetings and focus groups held with groups), determining security priorities, and developing preventive action plans to be implemented in partnership with relevant stakeholders.
- A draft law was prepared in 2014 to enable the government to scale-up the pilot LPSBs in other districts / provinces and implement them at the national level with proper legal foundations. It is a key deliverable of the project and a major breakthrough in the centralised public administration of Turkey, especially considering the fact that many EU countries are still not equipped with such a mechanism. The draft law has not been endorsed by the Government yet but Phase III of the Project will advocate for its finalisation and enforcement by the Ministry of Interior within the changed structure of the internal security sector in Turkey.
- Improve parliamentary oversight of ISFs, build on the recent establishment of reporting mechanisms for intelligence police and of a committee to oversee internal security forces.

Phase II of the Project also resulted in a set of recommendations and lessons learned, which will be used in design and implementation of Phase III activities:

- Reform projects that simultaneously work with both the central government (and other Internal Security stakeholders) and local authorities (and other stakeholders from civil society) on policy issues and on improving the internal services provided to the population are extremely desirable initiatives that are recommended to be improved and scaled up,
- Strengthen MoI at central level: establishment of a strategy unit, of a crime prevention unit, and Human Rights Office at MoI,
- Put emphasis on protection of human rights of citizens by MoI itself at the central level by raising its institutional capacity and specialisation of units on that issue,
- Deepen Phase II results in terms of organisational changes for the participation of citizens in local security policies, put LPSBs into practice in 10 provinces of Turkey, provide state funds to those boards.

Parallel to the Civilian Oversight Projects Phase I and II, Turkey also realised other focused initiatives with the EUD, United Nations and bilateral partners to lay the groundwork for a transition from a narrowly conceived, bureaucratically and legalistically managed oversight of policing to a system of security sector governance based on a human centred understanding of security and public safety: The Twinning Project “An Independent Police Complaint Commission and Complaints System for the Turkish National Police, Gendarmerie and Coast Guard” implemented by the HAUS Finnish Institute of Public Management and the MoI and the Project “Turkish Political Criteria Programme Phase 2” of the Police Inspectorate with the Danish Ministry of Foreign Affairs are examples of such an approach.

The Institutional Set-up of the Internal Security Forces in Turkey and Oversight Mechanisms

Starting in the 1850’s, mainly following the French model; Turkey has adopted a multi-organisation law enforcement model. Police, Gendarmerie and Coast Guard are the three major public agencies responsible for the internal security sector. As a general principle, they all provide the same services but their division of labour/responsibility is based on geography: Police is in charge of public security in urban areas, Gendarmerie in rural areas and the Coast Guard at the coasts of Turkey. Within the hierarchy of the Turkish state, all three ISFs are located under the Ministry of Interior and they have to report to the Minister of Interior. The police force is organised at the level of General Directorate directly under the MoI.

Until the coup attempt in July 2016, Gendarmerie and Coast Guard had dual organisational status and dual responsibilities: Gendarmerie and Coast Guard Command had both internal security and military duties and responsibilities. Even though these two public agencies were located under the Ministry of Interior as affiliated organisations, they both were also described as military organisations and they were under the direct authority of the Turkish General Chief of Staff of the Armed Forces. Appointments and promotions of the Gendarmerie and Coast Guard officers were decided by the Armed Forces, not the MoI. This dual organisational status of Gendarmerie and Police was changed after the coup attempt in 2016 and General Command of Gendarmerie and Cost Guard were transferred under direct control of Ministry of Interior. In addition, a series of state-of-emergency decrees were issued on the overall structuring (organisational and educational structure) of the internal security sector in Turkey, mainly in terms of institutional affiliations, roles and responsibilities, education system, etc.

The following were enforced concerning the functioning of the internal security and Military in Turkey:

- Regulation on Organisation, Duties and Competences of the Gendarmerie (2016/9741)
- Regulation on Organisation, Duties and Competences of the Coast Guard (2016/9743)
- Regulation on Personnel Issues of Gendarmerie and Coast Guard (2016/9742)
- Decree-Law No: 682 Concerning Disciplinary Provisions of Law Enforcement Officials
- Decree Law No: 669 Concerning subordination of the Turkish Armed Forces to civil authority, the Army, Navy and Air Force Commands to the Minister of National Defence and establishment of the University of National Defence

In May 2016, a Law on Establishing the Law Enforcement Oversight Commission and Amending Various Laws were adopted. The referred Commission aims to record and monitor in a central registry system the acts and actions that have been performed or need to be performed by the administrative authorities with regard to offences/acts, attitudes and behaviours requiring disciplinary penalty allegedly committed by law enforcement personnel. Though the Law on the establishment of the Commission was enacted, it is not functional at the moment. Its roles and functions need to be reviewed in line with the recent changes in the overall structuring of the ISFs in Turkey.

Phase III of the Project will therefore start at a very critical time, namely when laws and regulations have been updated according to the new system. The Project will also support the Government in establishing the best model for ISF and its effective functioning under MoI in line with international principles and best practices in the EU.

1.1.3. Describe and define the target groups and final beneficiaries, their needs and constraints, and state how the action will address these needs

The target group of the Action is the Ministry of Interior, including provincial administrations and internal security forces and the Grand National Assembly of Turkey. The two phases of the Project under IPA I (2007-2013) have identified the main requirements for an effective and human centred civilian oversight mechanism over the internal security sector, which are briefly summarised below. The Action at hand is based on the recommendations of Phase I-II and the changed structure of the internal security system, especially in the aftermath of the coup attempt of July 2016.

The description of target groups and final beneficiaries of the Project are given below:

Ministry of Interior: MoI constitutes one of the essential parts of the Turkish public administration system in many aspects. According to the Law no. 3152, the main functions of MoI are summarised as:

- Ensuring internal security and public order
- Protection of borders, coasts and territorial waters
- Ensuring and inspecting the traffic order on motorways
- Prevention of criminal offences, chasing and arresting of offenders
- Prohibition and monitoring of all types of trafficking
- Provision of registry and citizenship services
- Management and development of migration and asylum policies
- Planning of administrative division of the country into provinces and districts
- Ensuring coordination between local administrations and central administration
- Conducting civil defence services throughout the country.

Governors and Sub-Governors: In accordance with the Law on Provincial Administration, the head and authority of the general provincial administration shall be the Governor. According to the organisational laws of ministries, an adequate number of organisations shall be established in the provinces and these organisations shall be subordinated to the Governor. Governors shall be appointed, upon proposal of the MoI, by a decree of the Council of Ministers and the approval of the President of the Republic.

Turkish National Police: The Security General Directorate is an organisation composed of central, provincial and foreign bodies affiliated with the MoI. The Security General Directorate Code no: 3201 lays down the basic rules for the establishment of the organisation. Detailed regulations were made by different by-laws. The police have the power on the territory of the municipalities. In every city there is one Provincial Security Directorate, eighty-one in sum throughout the country. The Provincial Security Directorates have different branch directorates. These directorates have expertise on spheres of the crimes committed such as security, narcotics, organised crimes, cyber-crimes, fiscal crimes, etc. The Police is in charge of public security in urban areas.

Coast Guard: The Coast Guard Command is affiliated with the Ministry of Interior. The Coast Guard operates in accordance with the Coast Guard Command Code no: 2692. It has the power to implement national and international law in sea areas and the duty to maintain the security of persons and properties. The Coast Guard is in charge of security issues on the coasts.

Gendarmerie: The Gendarmerie General Command is affiliated with the Ministry of Interior. The Gendarmerie acts according to Code no: 2803 (Gendarmerie Organisation Powers and Duties Act). This Code lays down the duties of the Gendarmerie in four basic branches: administrative policing, judicial policing, military and other duties. Other duties are mostly protection of facilities and persons. For example, external protection of prisons and detention centres are carried out by the Gendarmerie. The Gendarmerie is in charge of security in rural areas.

Grand National Assembly of Turkey (GNAT): The legislative power is used by the Grand National Assembly of Turkey on behalf of the Turkish Nation and this right is inalienable. As per Article 87 of the Constitution, the duties and powers of the Grand National Assembly of Turkey have been stated as follows: i) to enact, amend and repeal laws, ii) to debate and adopt the budget bills and the final account bills, iii) to decide to issue currency and declare war, iv) to approve the ratification of international treaties, v) to decide with the majority of three-fifths of the Grand National Assembly of Turkey to proclaim amnesty and pardon and vi) to exercise the powers and carry out the duties envisaged in the other articles of the Constitution. Next to law-making and representation, parliamentary oversight and scrutiny are chief parliamentary functions.

1.1.4. Particular added-value elements

Gender Equality:

Gender mainstreaming will be one of the main crosscutting themes of the project. A gender mainstreaming approach will be applied through the following measures:

- Composition of the trainees and members of the Local Security Boards: Trainees of the training programs will be determined with a gender sensitive approach, as was the case in the two previous phases of the Project. In addition, in order to reflect a gender equality perspective, the Project will promote the inclusion of specific sessions on gender mainstreaming in internal security policies in training programs. The participation of women trainees will be recorded by the Project team. The Project will also encourage that the members of the Local Security Boards will equally involve women NGOs.
- Review of legislative framework on internal security forces: Police and Gendarmerie basic laws will be reviewed in the light of civilian/democratic oversight and accountability principles. As women and men have different security related risks and needs, gender mainstreaming in concerned laws will also be promoted.
- Local security plans: The gender dimension in the development of local security plans will be ensured as women and men have different security related risks and needs. This would also strengthen the delivery of gender-sensitive security policies by the ISFs.

Sustainable Development Goals (SDGs)

On 25 September 2015, the Member States of the United Nations agreed on the 17 Sustainable Development Goals (SDGs) of the Post-2015 Development Agenda. The SDGs build on the Millennium Development Goals, the global agenda that was pursued from 2000 to 2015, and will guide global action on sustainable development until 2030.

Goal 16 (to “Promote *peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*”) recognises the strong link between sustainable development and peace, stability, human rights and effective governance, based on the rule of law. The human security concept is promoted all throughout the SDGs.

A special focus is put on responsive, inclusive, participatory and representative decision-making as well as effective, accountable and transparent institutions, something that will also be at the core of the Project.

In the framework of the 2030 Agenda for Sustainable Development, the priorities for IPA II assistance as also mentioned in its Indicative Strategy Paper for Turkey (2014-2020), shall contribute to the attainment of SDG 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

Within this perspective, the Project will promote the mainstreaming of the SDG targets in local security plans and the policies on civilian/democratic oversight of internal security forces. This will be achieved through the following interventions:

- Involvement of specific sessions on SDGs in capacity development programs for members of the local security boards, governors and district governors (D1)
- Mainstreaming of the SDGs in basic standards and principles of security service delivery at local level (C.1 and C.2)
- Adopting a perspective on SDGs, throughout the development of security plans and sustainable and inclusive platforms for local security governance (C.2.4)
- Mainstreaming SDGs in development of tailor-made training modules on crime prevention and delivery of trainings to Governorates and District Governorates (D.1.1. and D.1.2)

1.2. Description

The project is accepted under the 2014 Action Document for Fundamental Rights Sub-Field prepared by the Directorate for EU Affairs (DEUA) Department of Political Affairs under the Ministry of Foreign Affairs as the Lead Institution. The MoI General Directorate for Provincial Administrations is the main beneficiary of the Project, whereas the UNDP will provide technical assistance to the MoI for efficient and effective implementation of the Project through a Pillar-Assessed Grant Agreement, signed between the EUD and UNDP.

The Project is composed of 4 components

Component A - Legislative and Institutional Framework: This component aims to improve, the training curriculum, strategies and the basic legislative and regulatory framework governing the Police, Gendarmerie and Coast Guard as well as the Local Security System in the light of civilian/democratic oversight and accountability principles. It is also planned that the performance evaluation system of MoI over ISFs will be strengthened through the Project.

Component B - Parliamentary Oversight: This component aims to develop a strategy to systematically oversee the work of ISFs through the work of relevant Commissions of the Grand National Assembly of Turkey.

Component C - Scaling Up of the Pilot Security Governance Structures: This component aims to scale up the pilot security governance structures nationwide and support their effective functioning through capacity development and technical assistance.

Component D - Individual and Institutional Capacity Building: This component aims to build institutional and individual capacities of the Governors, District Governors and citizens to enhance the understanding and internalisation of citizen-focused security services.

Inception Period:

The Project will start with the inception period which covers the establishment of the Project Office and Project Team (PT). Initial findings will be described in the Inception Report (see also Section 1.4.4). The inception period aims at establishing a suitable and formalised working structure for the action and fine-tuning of the Project activities through an assessment of the current needs against the defined results of the Project.

A suitable Project Office will be established by UNDP. It is expected to be set up within 3 months after contract signature.

During the Inception Phase, the PT will also determine the scope of the visibility services. These services will include designing, setting up and maintaining a bi-lingual (Turkish and English) project website, designing project newsletters, business cards, banners, posters, etc.

All stakeholders will be informed by UNDP about exact dates/locations of events/activities at least 3 weeks before the event/activity to ensure participation (if required by them) in activities and close monitoring of the implementation of the project.

Component A: Legislative and Institutional Framework

This component aims to improve the training curriculum, strategies and basic legislative framework governing the Police, Gendarmerie and Coast Guard as well as Local Security System in line with civilian/democratic oversight and accountability principles provided by EU and international standards and best practices. It is also planned that the performance evaluation system of MoI over ISFs will be strengthened through the Project. The activities under this Component will equip MoI with legal powers, vision, strategy, management and monitoring tools for effective policy implementation.

Specific activities under Component A are listed below. Due to the nature of the Action, some of the activities will be carried out in a concurrent manner.

A.1 Review of the police and gendarmerie basic laws, in the light of civilian oversight and accountability principles provided by EU and international standards and best practices.

Background:

In the scope of Phase II of the Project, legislative gaps concerning an effective civilian oversight were identified. As a result, draft legislation ensuring effective civilian oversight of internal security forces and combining the powers and responsibilities of all ISFs under one legal roof (Framework Law for Internal Security Sector) was developed by a Commission. The referred Commission was composed of representatives from the Turkish National Police, Command of Gendarmerie, Command of Coast Guard, Ministry of Customs and Trade, and Ministry of Interior.

There had been several changes in the legislative framework regulating the internal security sector in Turkey after the coup attempt in July 2016. The most specific change concerns the newly introduced direct affiliation of Gendarmerie and Coast Guard to the Mol in order to have consistent roles and duties between National Police and Gendarmerie. This was also in line with the recommendations of the Project's Phase II.

Phase III will support the Mol, having additional roles and responsibilities with the direct affiliation of Gendarmerie and Coast Guard to the Mol, in its restructuring process. In addition, it is also aimed to ensure effective implementation of internal security policies and new legislative requirements introduced after the coup attempt in July 2016, in order to try to bring them in line with EU and international standards and best practices to ensure civilian and democratic oversight.

To this end, Phase III will analyse the legal gaps and discrepancies in the civilian/democratic oversight system under the new structure introduced by the state-of-emergency decree law and the new regulations governing Gendarmerie and Cost Guard after the failed coup attempt of 15 July 2016. The analysis will be made on a consultative basis and considering the findings and recommendations of Phase II. EU and international standards and best practices to ensure civilian and democratic oversight will be taken as main sources in the said analysis.

Activities

The following sub-activities will be carried out:

A.1.1. Desk review of the relevant laws, which regulate the roles, responsibilities and functioning of the ISFs. The review will be made by PT with support of STEs. The findings of the review will be compiled in a report, which will include gaps and discrepancies concerning compliance with EU and international standards and best practices on civilian and democratic oversight of ISFs and accountability principles.

A.1.2. Organise two-day workshops (50 participants in each workshop) to discuss the findings of the desk review (A.1.1) and develop recommendations for improvement. 7 two-days workshops will be held; 4 of them will be organised in Ankara, the others will be held in selected provinces where LPSBs exist. Relevant stakeholders including but not limited to Police, Coast Guard, Gendarmerie, CSOs representatives will participate in the workshops. Though the local level consultations will be held in 4 selected provinces, a broad representation from the neighbouring provinces will be ensured.

A.1.3. Develop legal gap/compliance analysis report including comparative analysis and recommendations for improvement in line with the results of the workshops held under A.1.2. The report will be submitted to the Ministry of Interior for its final review and recommendations will be provided for relevant legislative improvements. The report will be published and disseminated to the relevant stakeholders.

- **Output:** Legal Gap/Compliance analysis report as for the civilian and democratic oversight and accountability principles including comparative analysis and recommendations

A.2 Improvement of the performance evaluation system and the consistency of the control system by the Ministry of Interior over internal security forces.

Background:

Activities of internal security staff are evaluated within the scope of organisation in which they work and these evaluations are taken into consideration in the advancement and promotion of staff. The promotion of the staff is made in accordance with their seniority and merit, which has been regulated in the Law 3201 on Police Organisation (Law 3201, Art. 55). In the same regulation, it is also emphasised that the main aim of the performance evaluation system is to measure the success level of staff with regard to the fulfilment of the designated strategic plan, objectives and duties undertaken by the National Police Department and to maximise the efficiency of the Department.

Before the direct affiliation of the Gendarmerie to the Ministry of Interior in 2016, Turkish Armed Forces Personnel Law No. 926 had been applied to the Gendarmerie personnel. With the introduction of the state emergency decree after the failed coup attempt in 2016, the responsibility of performance evaluation of all internal security forces was granted to Ministry of Interior. Decree Law No/682 Decree on Disciplinary Provisions of Law Enforcement Officials regulates disciplinary provisions of staff of the General Directorate of Security, the Gendarmerie General Command and the Coast Guard Command. It also establishes disciplinary supervisors and boards, disciplinary inquiry procedures and other related matters.

Within this overall framework, the Project will support the Ministry of Interior in establishing an effectively functioning performance evaluation system of the internal security forces in line with the above-mentioned changes brought by the coup attempt in 2016.

Activities

To this end, the following sub-activities will be carried out:

A.2.1. Initial desk review of best practices in certain EU countries with regard to performance evaluation systems.

A.2.2. Carry out a technical visit to a selected EU member state. The technical visit will analyse the good practices and lessons learned in a selected EU member state, which has a similar context to Turkey and can serve as a good example to follow. In total, 10 representatives including officials from MoI, Coast Guard, Gendarmerie and Police and 2 PT members will participate in the visit. The visit will have a duration of 4 days. The EU member state, where the visit will be conducted, will be determined during the Inception Phase of the Project based on clear criteria for serving as a good practice example.

A.2.3 Develop a comparative assessment report based on the results of the desk review and technical visit. The report will be published and disseminated to the relevant authorities and relevant stakeholders.

A.2.4. Develop a gap analysis report on the current performance evaluation system. The report will be drafted by the PT with support of Short Term Experts (STEs) based on the review of the legislative framework and semi-structured interviews that will be made with the relevant authorities. The EU best practices will also be taken into consideration in assessing the gaps in the system.

A.2.5. Draft a comprehensive recommendations report for an improved performance evaluation system of ISFs. Following the gap analysis and review of other country experiences, the recommendations report will be developed including certain actions for the improvement of the performance evaluation system.

A.2.6. Organise a workshop to review and discuss the findings of the draft recommendations report. A two-day workshop will be held in Ankara with the participation of the relevant stakeholders including representatives from the Police, Gendarmerie and Coast Guard (80 participants in total - 20 of them will be from outside Ankara). The recommendations report will be finalised after the workshop and submitted to the relevant stakeholders.

- Output: Gap analysis report of the performance evaluation model + comparative study of good practices in certain EU member states + recommendation report + technical visit report

A.3 Preparation of recommendations for the development of draft legal framework for the establishment of “National Crime Prevention Office” under Ministry of Interior

Background:

The second phase of the project assisted the Ministry of Interior in designing the legal framework and structures for the improvement of a “local governance system of internal security” through the establishment of LPSBs. Relying on the results of the second phase of the Project, the third phase will address this main need for institutionalisation of the LPPBs and strengthening the MoI at the central level through the establishment of a “National Crime Prevention Office” under Ministry of Interior. This new unit aims to enhance national efforts for civilian/democratic oversight of internal security, mainly by coordinating the work of LPSBs at local level. For the establishment of a National Crime Prevention Office, the Ministry of Interior will promote the decentralised organisation and effectiveness of the LPSB and the provision of funds to District Boards for preventive actions selected by governors. It will also serve as a national platform for exchanging and disseminating best practices by all appropriate means, and specifically install a website to promote crime prevention and help local security partnership. It is expected that the Office shall also be in contact with the European Crime Prevention Network (EUCPN) in Brussels, and other international initiatives such as the International Centre for the Prevention of Crime (ICPC-Montreal). It will be the addressee for the annual “local prevention and security” reports drafted by the LPSB and circulate the best practice to the public.

In order to develop a draft legal framework for the establishment of the National Crime Prevention Office for Ministry of Interior, a Legislation Drafting Committee (LDC) will be established under the chairmanship of Ministry of Interior. It will be composed of MoI, Police, Gendarmerie, Coast Guard, representatives of 8 existing LPSBs (deputy governors and district governors), academicians and specialised experts working in the field of security sector reform and civilian/democratic oversight. The criteria for the selection of LDC member academicians and experts will be identified during the Inception Phase of the Project. The number of the members of the LDC will not exceed 12 in total to ensure efficiency during the process.

Activities

With the aim of developing recommendations for the draft legal framework on the possible establishment of a National Crime Prevention Office, the following sub-activities will be carried out:

A.3.1. Organise 5 two-day consultation meetings in Ankara with the participation of LDC members (12 participants + 3 PT members) to discuss the roles and responsibilities as well as possible structuring of the National Crime Prevention Office and its coordination with LPSBs.

A.3.2. Develop preliminary recommendations for draft legal framework for the establishment of the “National Crime Prevention Office” by the LDC

A.3.3. Organise 5 two-day workshops to share the draft legal framework and receive substantial inputs by stakeholders. Relevant stakeholders at national and local level will participate in these 5 workshops (including academia, CSOs and the GNAT). (50 participants for each workshop). The venues of the workshops will be Ankara (2) and 3 selected pilot provinces where LPSBs already exist.

A.3.4. Carry out a technical visit to a selected EU member state with the aim of reflecting on international experience in legal framework drafting processes on institutions similar to the envisaged National Crime Prevention Office. In total up to 10 representatives including officials from MoI, Gendarmerie, Coast Guard Command and Police, and 2 PT members will participate in the visit. The technical visit will have a duration of 4 days, and the EU member state, where the visit will be conducted, will be determined during the Inception Phase of the Project based on clear criteria for serving as a good practice example. The findings of the technical visit will be compiled in a report which also addresses the comparative/compliance analysis on the subject matter.

A.3.5. Finalize the recommendations for the draft legal framework on the establishment of a National Crime Prevention Office based on the results of the workshops, compliance analysis with EU and international standards and best practices, as well as the technical visit. The recommended draft legal framework will be submitted to the Ministry of Interior.

- Outputs: Technical visit report, compliance analysis report, recommendations for the draft legal framework

A.4 Development of a National Strategy on crime prevention and security plans at national level

Background:

The results of Phase II recommend that the MoI should have an effective structure and comprehensive strategy for civilian/democratic oversight of the security sector. The recent changes in the country's internal security system reaffirms the importance of having a comprehensive strategy which reflects the changes in organisational culture, roles and responsibilities and focusing on protection of fundamental rights at the central level by raising its institutional capacity and specialisation of units on that issue.

In that sense, Phase III of the Project will develop a national strategy based on the draft legal framework to be developed under A3 on the establishment of a National Crime Prevention Office. It will include short, medium and long-term strategies on civilian and democratic oversight and rely on the lessons learned from Phase I and II of the project. Specifically, the Strategy will address the following issues at minimum, referring to international and EU principles:

- The current needs, challenges and good practices on local and national level coordination for improvement of civilian and democratic oversight of internal security sector;
- Communication related actions to inform the public at the national level about the progress made in the field of disorder and crime prevention;
- Plans for strengthening cooperation with international networks and institutions for continuous exchange of knowledge and experience in the field;
- The capacity development actions to be provided at the national level to local stakeholders and the LPSBs to strengthen the local security plans and enhance their applicability;
- National funding schemes for partnership on prevention of crime and disorders

Activities

To this end, the following sub-activities will be carried out:

A.4.1. Develop a draft strategy on crime prevention and civilian oversight of the security sector by the PT, with support of STEs.

A.4.2. Organise 5 two-day workshops to discuss the draft strategy developed under A.4.1. 2 workshops will be held in Ankara and the rest will be organised in 3 selected pilot provinces of Phase II, where LPSBs have been established. The relevant authorities (MoI, Police, Gendarmerie and Coast Guard) as well as representatives of LPSBs in all pilot provinces of Phase II will participate in the workshops. The broad representation of all LPSBs at the local level will be ensured, not only focusing on the representatives of the provinces where the workshops will be held but all around Turkey. In total, 50 participants are expected to attend each workshop.

A.4.3. Finalise the strategy based on the results of the workshops (A.4.2) and submit to MoI. The strategy will be finalised by PT with support of STEs.

- Output: National strategy on crime prevention and security plans at national level

A.5 Focusing on Civilian and Democratic oversight and fundamental rights topics, Technical and Capacity Development Support to the New Gendarmerie and Coast Guard Academy in line with EU and International standards and best practices:

Background:

In accordance with the Law no. 6755 issued on 08/11/2016, the Gendarmerie and Coast Guard were transferred under the direct control of Ministry of Interior. Also, the Gendarmerie and the Military Academies were abolished. In the newly introduced system, it is envisaged that all high school graduates can become military officers, and the education of military personnel has been centralised under a National Defense University. On the other hand, a **Gendarmerie and Coast Guard Academy (GCGA)** was also established by the Law no 6756 issued on 09/11/2016. Its procedures for acceptance of students are regulated by Regulation No: 29882. However, the establishment of the Academy should go beyond a purely technical unification and aim to make the system more efficient, which is also a recommendation of Phase II. Also, according to the Copenhagen criteria for EU accession, civilian oversight of ISF should be a very important aspect of public safety policies. Therefore, common legal principles, improved mechanisms of governance and oversight, strategic planning and a common culture should be established.

The Project at hand will promote a common culture of service across Gendarmerie and Coast Guard through effective functioning of GCGA in line with civilian and democratic oversight principles. Though it is a new institution, GCGA indicated its strong will to adapt its training systems and modules in line with fundamental human rights and freedoms. Continuation of the training of Gendarmerie and Coast Guard on human right issues and investigation techniques and strengthening the referred institutions and aligning their status and functioning with European standards would therefore be key issues that will be addressed during the implementation of the Project at hand.

In that respect, other country experiences will be reviewed in detail, and required technical and capacity development support will be provided. As an overarching objective, the Project will also work towards the establishment of a “Joint Academy” for ISF chiefs, whose ground work was prepared in the scope of Phase II.

Activities

The following sub-activities will be carried out to support the effective functioning of the GCGA:

A.5.1. Conduct a desk review of other country experiences on the functioning, curriculum and training systems of ISF Academies from the perspective of civilian and democratic oversight in line with fundamental rights.

A.5.2. Conduct two technical visits to selected EU member states. The objective of the technical visits is to improve the functioning of the GCGA in line with best EU practices and from the perspective of civilian and democratic oversight/ respect of fundamental rights. In total up to 10 representatives including staff from MoI, GCGA, Police Academy and 2 PT members will participate in the visits. The technical visits will have a duration of 4 days each. The EU countries, where the technical visits are held, will be determined during the Inception Phase of the Project based on clear criteria for serving as a good practice example.. This would also enable GCGA to build sustainable and continuous cooperation with leading academies in EU member states.

A.5.3. Develop a comparative assessment report on the functioning, curriculum and training management of ISF academies in EU member states and the GCGA, from the perspective of civilian and democratic oversight of internal security forces.

A.5.4. Analyse the needs of the training system introduced by the GCGA in line with international best practices/standards ensuring civilian and democratic oversight of internal security from a fundamental rights perspective. The analysis will be submitted to the GCGA in form of a detailed report.

A.5.5. Organise 5 two-day consultative meetings in Ankara with the participation of MoI, GCGA, Gendarmerie, Police and Coast Guard (50 per meeting, 250 in total) to discuss the findings of the needs analysis on the training system, which will be developed in the course of the Project.

A.5.6. Facilitate the establishment of a Curriculum Development Committee (CDC) under the chairmanship of Ministry of Interior/ GCGA. The CDC will be composed of representatives of GCGA, MoI, Gendarmerie, Coast Guard, academicians and experts working in the field of security sector reform and education systems as well as fundamental rights. The criteria for the selection of CDC member academicians and experts will be identified during the Inception Phase of the Project. The total number of the members of the CDC will not exceed 12 in total to ensure efficiency during the process. The CDC will both develop additional curriculum modules for middle and high-level managers on civilian and democratic oversight from a fundamental rights perspective and deliver the training program targeting training planners, academicians, and administrators of GCGA. The CDC is also expected to support the curriculum development process of other relevant institutions and contribute thereby to the sustainability of the Results of the Project.

A.5.7. Review of the GCGA curriculum addressing middle and high-level managers, in line with the findings of the comparative assessment report and needs analysis on the training system (see sub-activities A.5.3 and A.5.4 above). The aim is to ensure the accuracy of the training modules in line with international principles and enhance knowledge and awareness on civilian and democratic oversight from a fundamental rights perspective. The CDC will draft a specific training module on civilian and democratic oversight and submit it to GCGA for approval and inclusion in its regular training curriculum. To this end, the following will be carried out:

A.5.7.1. Organise 10 two-day consultative meetings with the participation of the CDC members in Ankara in order to discuss the main concepts/issues that need to be included in the civilian and democratic oversight training module of the GCGA Curriculum.

A.5.7.2. Draft a module on civilian and democratic oversight of internal security and organise a test training for middle and high-level managers to ensure its accuracy and adoptability. This test training will be delivered by academicians of the GCGA.

A.5.7.3. Finalise module on civilian and democratic oversight of internal security based on the results of the test training mentioned above and submit it to GCGA for approval and adoption.

A.5.7.4. Organise 5 one-week training programs targeting training planners, academicians, administrators of GCGA, who will practice the module on civilian and democratic oversight of internal security forces. In total, **100 trainers** will benefit from the trainings, which will be conducted in Ankara.

A.5.8. Organise 2 one-day experience sharing meetings in Ankara with the participation of Ministry of Interior and GCGA staff to raise awareness on civilian/democratic oversight. 50 representatives will participate in each meeting.

A.5.9. Develop a training management system for the adoption of a specific module on civilian and democratic oversight of internal security by GCGA, including, but not limited to, performance evaluation and monitoring of the success of trainings. To this end, the following will be realised:

A.5.9.1. Draft a proposal on training management system, including policy recommendations on training processes, performance evaluation and monitoring of the training results to improve the effectiveness and impact of trainings. The comparative assessment report and the module

on civilian and democratic oversight of internal security, which are developed under the Project (see sub-activities A.5.3. and A.5.7.3) will be used while drafting the training management system.

A.5.9.2. Organise 5 two-day consultative meetings in Ankara with the participation of MoI, GCGA, representatives of Gendarmerie, Police and Coast Guard (50 persons per meeting, 250 in total, 50 participants will be from outside Ankara) to discuss the proposed training management system and receive input by the relevant parties for its finalisation.

A.5.9.3. Finalise the proposal on training management system to be submitted to, and approved by, GCGA.

- Output: Comparative assessment report on the functioning, curriculum and training management of ISF academies; training system needs analysis; module on civilian/democratic oversight of internal security; training management system for the adoption of a specific module on civilian and democratic oversight of internal security

A.6. Five-years organizational strategy for the oversight of internal security forces in Turkey

Background:

Complementary to the activities supporting the MoI on improvement of legislative framework and strategies on civilian and democratic oversight of internal security, the Project will develop a five year organisational strategy including short, medium and long term actions/measures to be taken at the national level by the Ministry of Interior and other relevant stakeholders. The referred Strategy will become the road map of the Turkish Authorities for the improvement of civilian and democratic oversight over internal security forces, structuring at local and national levels, and media and civil society engagement.

Activities:

To this end, the following sub-activities will be carried out:

A.6.1. Develop a draft five-years organisational strategy for the oversight of internal security forces in Turkey by the PT, with support of STEs and in line with the findings of the Project activities under all components. The results of the consultative meetings and workshops to be organised in the scope of the Project, where the views and perceptions of the relevant stakeholders on several aspects of civilian/democratic oversight are collected will provide the basis for the development of the first draft strategy.

A.6.2. Organise two two-day workshops to discuss the draft strategy developed under A.6.1. The relevant stakeholders (MoI, Police, Gendarmerie, Coast Guard, GNAT, media and civil society) will participate in the workshops. In total, 50 participants are expected to attend each workshop.

A.6.3. Finalise the strategy based on the results of the workshops (A.6.2) and submit to MoI and other relevant stakeholders. The strategy will be finalised by PT with support of STEs.

- Output: Five-years organisational strategy for the oversight of internal security forces in Turkey

Component B-Parliamentary Oversight

The second phase of the Project analysed different means of parliamentary oversight of the ISFs. However, there is now need to review the needs based on the changes brought by the enforcement of the “Presidential System of Government” in 2019. Phase III of the Project will start at a very critical time to support the Grand National Assembly of Turkey (GNAT) in redefining the oversight mechanisms specific for ISFs.

The Project will thereby design a strategy for the GNAT for an effective oversight of ISFs and strategic outlook on crime prevention and security plans.

B.1 Update of the assessment of Parliamentary oversight in Turkey

Background:

The Project will update the baseline study, which was conducted in the second phase of the Project including identification of obstacles to effective Parliamentary oversight in Turkey in line with the recent constitutional amendment. The main objective of the update is to reassess the situation after the completion of the second phase of the Project in light of the recent political and structural changes in the role of the Grand National Assembly of Turkey. As a result of the assessment, a detailed policy recommendations report will be developed as a road map for the achievement of other relevant project activities with a focus on the improvement of parliamentary oversight in Turkey.

Activities

B.1.1. Organise 2 two-day consultative meetings in Ankara with the participation of MoI, General Secretariat of the GNAT, Deputies from the relevant Specialised Commissions in GNAT and other relevant stakeholders including but not limited to relevant civil society organisations, universities and think-tank organisations (75 participants in each meeting) to discuss obstacles in Parliamentary oversight of ISFs in the context of Turkey.

B.1.2. Draft a detailed assessment and policy recommendations report for improvement of parliamentary oversight in line with the discussions of the consultative meetings that will be conducted in B.1.1. The report will be published and disseminated to the relevant authorities and stakeholders.

B.1.3. Organise a two-day workshop in Ankara to discuss the above-mentioned recommendations report with the participation of MoI, General Secretariat of the GNAT, and Deputies from the relevant Specialised Commissions in GNAT, other relevant stakeholders (ISFs, CSOs, academia) (75 participants).

B.1.4. Finalise the recommendations report and submit to the GNAT.

- Output: Assessment of the existing parliamentary oversight in Turkey + policy recommendation report

B.2 Preparation of a strategy proposing amendments or actions to enable the Grand National Assembly of Turkey to more effectively oversee the work of internal security forces.

Background

As a result of the assessment and recommendations report on parliamentary oversight in Turkey, which will be developed in sub activities B.1.2. and B.1.4, the Project will develop a strategy for the use of the GNAT for an effective parliamentary oversight in Turkey.

Activities

B.2.1. Organise 4 two-day workshops with legal experts, MPs and other relevant stakeholders including academia, CSOs (75 participants per workshop) to discuss the organisational structure and functioning

of parliamentary commissions. The findings of the workshops will be compiled in a detailed report with recommendations.

B.2.2. Provide recommendations on organisational changes/functioning that provide for dedicated professional oversight by the parliamentary commissions based on the findings of the workshops

B.2.3. Conduct 3 two-day technical training programs on parliamentary oversight mechanisms. It is expected that 75 legal experts of the GNAT will participate in each training program. The training programs will be held outside Ankara. The details of the referred programs will be determined as per the findings of the assessments made and the policy recommendations developed, which are elaborated in above listed actions.

B.2.4. Develop strategy for an improved parliamentary oversight of ISFs. The results of the recommendations report on necessary changes (B.2.3.) and the results of the trainings (B.2.4) will be used while drafting the strategy.

- Output: Workshop + Report with recommendations with Comparative study on good practices in EU member states+ delivery of trainings + training reports + strategy

Component C: Scaling Up Pilot Security Governance Structures

Background:

The activities under Component C will serve to scale up the LPSB in 10 more districts/provinces and their institutionalisation. It will deepen activities of LPSBs undertaken under Phase II, introducing organisational changes to LPSBs for active participation of citizens in local security policies. The Component C will therefore complement institutional and legal framework activities to be carried out under Component A.

Specific activities under Component C are listed below. Due to the nature of the Action, some of the activities will be carried out in a concurrent manner.

C.1 Preparation of a strategy and implementation plan for an effective institutionalisation of Local Prevention and Security Boards.

Background:

Contact with citizens is carried out and feedback from local people concerning security issues are received through mechanisms at various levels; such as Police peace meetings, human rights boards, Mukhtars meetings, neighbourhood volunteers, etc. Though various structures are present, there is a lack of a standard and effective citizenship participation stream. Citizens are disconnected from decision-making processes. This fact can be attributed to poor communication, integration and thus misperceptions. LPSBs aim at engaging citizens (through civil society organisations, Mukhtars and media) into decision-making processes to improve the services provided by the law enforcement agencies. The boards also aim at fostering a culture of collaboration and partnership, effective use of resources and increase the impact of prevention programs. In specific terms, the LPSBs are designed to carry out the following:

- Analyse security issues
- Set security priorities
- Develop Action Plans
- Ensure stakeholder engagement through commitments to security plans
- Monitor, review and revise action plans
- Publicise local security plans

In the scope of the Phase I –II of the Project, the establishment of the LPSBs was facilitated in the following provinces and districts:

- Phase I: Niğde, Erzurum, Eyüp, Kadıköy
- Phase II: Eyüp, Kadıköy, Üsküdar, Fatih, Çeşme, Yeşilyurt, Hekimhan, Vakfikebir, Şahinbey

In the scope of the Phase III of the Project, the LPSBs will be scaled up in 10 additional districts/provinces. In order to use the lessons learned and good practices of LPSBs in Phase II, a detailed assessment on the current functioning of the LPSBs will be made and a strategy for the establishment of the 10 new LPSBs will be developed.

Activities:

C.1.1. Analyse the current functioning of LPSBs (in total 8 districts in 5 provinces under Phase II) in order to determine lessons learned and good practices. The impact of LPSBs on the lives of the individuals will also be assessed through semi-structured interviews and surveys to be conducted in 8 districts where LPSBs have been established, with a specific focus on disadvantaged groups including women, children, youth, elderly, persons with disability and refugees. The interviews and surveys will be designed and carried out by PT with support of STEs and the results will be compiled in an analysis report on functioning of the LPSBs.

C.1.2. Conduct 5 two-day workshops with the participation of LPSBs from 8 pilot districts (in 5 provinces) and other relevant stakeholders in order to share the findings of the analysis report that will be developed under C.1.1. In total, 75 local and national actors are expected to participate in the workshops that will be held in 5 provinces, where LPSBs have been established.

C.1.3. Develop a strategy paper for the establishment of the 10 new LPSBs in the scope of the Phase III of the Project. The strategy will be developed based on the results of the analysis (C.1.1) and the workshops (C.1.2). The strategy will be published and disseminated among the relevant authorities.

➤ Output: Analysis Report + Workshops + Strategy Paper

C.2. Establishment of Local Prevention and Security Boards across the country on the basis of relevant legal regulations made by the Ministry of Interior.

Background:

In order to expand the work of LPSBs around Turkey and scale up the experiences and knowledge accumulated during two phases of the Project, 10 LPSBs will be established in the scope of the Project. The pilot provinces/districts will be selected during the Inception Phase of the Project based on geographical position, interest of the Governorates and the current security environment in consultation with the Ministry of Interior.

The following sub-activities will be carried out:

C.2.1. Define the criteria for the selection of the 10 provinces and/or districts, where LPSBs will be established. When doing this, the lessons learned and good practices from Phase I-II will be used in order to enhance the impact of the interventions. This will be achieved during the Inception Phase of the Project.

C.2.2. Define the criteria for the selection of members of the LPSBs. The referred criteria will be used by the Governors and/or District Governors, who will chair the LPSBs. The defined criteria are expected to ensure broad representation of local actors/communities in the LPSBs.

C.2.3. Conduct a detailed study on the relationship, the level of accountability and workflow within Governorate and/or District Governorate structures in 10 selected pilot districts/provinces and develop a road map for implementation. Depending on the needs and context of the selected pilot

province/district, the implementation road maps may differ. To this end, the following will be realised in the scope of the Project:

C.2.3.1 Conduct semi-structured meetings by PT and STEs with the Governorates and/or District Governorates in selected pilot districts/provinces to identify the needs for the establishment of the LPSBs.

C.2.3.2. Conduct 10 two- day workshops with the participation of Civil Society Organisations (CSOs) and local media in each selected pilot districts/provinces to identify the internal security needs and discuss the possible structure of LPSBs. In total 50 participants are expected to contribute to the workshop discussions in each 10 selected pilot districts/provinces.

C.2.3.3. Develop road maps for the functioning and short, medium and long-term objectives/activities of the LPSBs in 10 selected pilot districts/provinces.

C.2.4. Provide technical support to the 10 LPSBs in development of security plans and ensuring sustainable and inclusive platforms for local security governance

C.2.4.1. Organise 3 two-day consultative meetings on the development of local security plans with the participation of LPSBs members in each 10 districts/provinces. In total 50 local actors/members of LPSBs/UNDP PT and Mol representatives will participate.

C.2.4.2. Organise 10 two-day workshops in 10 pilot districts/provinces with LPSBs members to discuss lessons learned and best practices as well as the sustainability of the services of the LPSBs in each pilot district/province. In total 50 local actors/members of LPSBs, UNDP PT and Mol representatives will participate to each workshop.

C.2.4.3. Conduct 10 one-day experience and knowledge-sharing workshops between and among the pilot LPSBs. In total, 50 local actors and members of the LPSBs are expected to participate in the workshops, which will be held in selected pilot districts/provinces. The old LPSBs (established under Phase II) will also be invited to the workshops.

C.2.4.4. Conduct a technical visit to a selected EU member state, with the aim of reflecting international experience in the functioning of civilian/democratic oversight at local administrative level. In total, up to 10 representatives, including officials of the Mol, representatives of pilot LPSB, DEUA and 2 PT members will participate in the visit. The technical visit will have a duration of 4 days, and the EU member state, where the visit will be conducted, will be determined during the Inception Phase based on clear criteria for serving as a good practice example.

C.2.4.5 Publish the Local Security Action Plans that will be developed by the LPSBs and disseminate among the relevant authorities to increase the ownership of the Plans at all levels and thereby the applicability of the foreseen actions

- Output: 10 new Local Prevention and Security Boards established; 10 Local Security Plans developed, report on the technical visit.

Component D: Individual and Institutional Capacity Building

Component D will aim to raise the awareness among the civilian authorities (District Governors and Provincial Governors) and the citizens on concept of citizen focused security and practices on civilian and democratic oversight of the ISFs in Turkey. Relying on the results of Phase I and II, large scale capacity building programs will be developed to enhance the capacities of Provincial Governors and District Governors with a view to deepen the knowledge and understanding of the vision of “civilian and democratic oversight” over ISFs and citizen-focused security services.

Specific activities under Component D are listed below. Due to the nature of the Action, some of the activities will be carried out in a concurrent manner.

D.1 Preparation, periodical update and conduct of a training module for public officials employed in Local Prevention and Security Boards.

Background:

The development of crime prevention strategies is more and more based on community initiatives and community identified local needs. Based on this, a series of trainings have been conducted in the scope of Phase II to increase the level of understanding of and capacity to respond to local crime issues. Local crime prevention trainings brought the LPSBs, experts and academicians together to share ideas, explore crime problems and develop joint prevention approaches. The total number of participants benefitted from the referred trainings were approximately 250, which exceeded the targeted number.

In the scope of Phase III, similar trainings will be carried out with the same approach but based on the changed realities of each pilot districts/provinces.

D.1.1. Develop tailor-made training modules on crime prevention incorporating the concept of civilian/democratic oversight from fundamental rights perspective. The PT, with support of STEs, will develop the modules based on the results of the training programs conducted in Phase I-II of the Project, ensuring strong focus on fundamental rights.

D.1.2. Deliver trainings for 500 professionals of Mol and ISFs on civilian/democratic oversight of ISFs and human-focused security services on crime prevention incorporating the perspective of civilian/democratic oversight to Governorates and District Governorates: It is planned that 200 Governorates and 300 District Governorates will attend the training program. 6 two-day training programs will be held in selected pilot districts/provinces which will be determined during the Inception Phase of the Project. The programs will be held in form of training-of-trainers and based on the modules developed under D.1.1.

- Output: Training Modules and Materials + Training of 500 professionals of Mol and ISFs in form of ToTs

D.2. Development and periodical implementation of awareness raising programs for civil society and public at large on civilian and democratic oversight and citizen-centred security.

Background:

With the aim of improving a human-centred understanding of security/public safety and development of a check and balance system for protection of fundamental rights in partnership with civil society, the Project will conduct structured awareness raising programs for civil society and public at large in the pilot districts/provinces where the LPSBs exist. In specific terms the following sub activities will be carried out:

D.2.1. Conduct an opinion poll at the national level to measure the level of confidence and satisfaction of the citizens with the work of ISFs. In the scope of the Phase II of the Project, national and local level opinion polls were conducted. The referred polls were designed to reflect internationally accepted norms and standards in the field, specifically EU polls (“ESS 2010”). The results of the poll were used to design

awareness raising programs under Phase II. It is planned to renew the opinion poll at national level under Phase III. The main objective of the poll will be to assess and compare the results with the poll conducted in 2015 and measure the level of progress to take required actions for improvement. The results will be reflected when designing and implementing the awareness raising programs.

The referred opinion poll questionnaire, methodology, sampling will be developed by PT with support of STEs and the interviews will be made by a professional company, which has a broad range of network of surveyors at local level in selected 10 districts/provinces. The sampling of the survey will be developed by PT with support of STEs, equally representing the women, children, youth, elderly, persons with disability and refugees as disadvantaged groups. The number of expected interviewees is approximately 10,000. A professional service for the implementation of the poll at the field will be procured. The professional company will not be involved in design and analysis of the opinion poll. PT will develop all details including sampling, methodology, questionnaire, etc. The analysis of the results will be made by PT with support of the STEs based on the rough results data provided by the professional company. The analysis of the poll will also be published.

D.2.2. Develop tailor-made training modules on citizen-centred security and civilian/democratic oversight targeting civil society and media. The PT, with support of STEs, will develop the training modules.

D.2.3. Deliver trainings on human centred security and civilian/democratic oversight to civil society and media. It is planned that 300 participants will attend the training program. 10 two-day training programs will be held in selected pilot districts/provinces which will be determined during the Inception Phase of the Project. The programs will be held in form of training-of-trainers and based on the modules developed under D.2.2.

D.2.4. Develop the implementation strategy of the awareness raising programs. The programs will be developed by PT with support of communication experts based on the results of the outreach activities conducted in Phase II. The methods for awareness- raising will include community meetings, development of promotional materials and innovation camps, which will bring together stakeholders to produce innovative solutions and ideas to diversified and complex challenges of civilian/democratic oversight from fundamental rights perspective, etc. They will be identified in the strategy in detail. The awareness raising programs will continue throughout the Project implementation in pilot districts/provinces.

- Output: National opinion poll results + Training Modules and Materials + Training of 300 civil society and media representatives in form of ToTs + Well-structured awareness raising programs

D.3 Evaluation and update of training programs, which are implemented by the Ministry of Interior for district governors from the perspective of civilian/democratic oversight.

Background:

The Project will review the training curriculum of District Governors and provide recommendations in order to strengthen the District Governors' capacity to oversee ISFs (fundamental rights and freedoms, ex-ante monitoring, tasking, ex-post monitoring, leadership,). As a result of the review, proposals for revised training programs will be developed for further use by the MoI. To this end, the following sub-activities will be carried out:

D.3.1. Review the training curriculum of District Governors in cooperation with the Training Department of the MoI in relation to civilian/democratic oversight.

D.3.2. Organise 3 two-day workshops in Ankara to identify the bottlenecks and positive aspects of the training curriculum of District Governors based on a human-centered security concept. In total, 75 MoI

representatives and District Governors, who participated to the training programs of the Project under Component C, will participate in each workshop.

D.3.3. Develop a needs assessment and evaluation report and recommendations for improvement in the training curriculum of District Governors. The report will also include proposals for revisions in relevant sections of the training curriculum of District Governors.

- Output: Evaluation reports, updated training curriculum

Project Launch and Closure Events

Taking into account the importance of the visibility of the project, high-profile project launch and closure events will be organised in Ankara.

A half-day launch event will be held during the Inception Phase of the Project with the aim of informing the public and the stakeholders (250 participants) about the Project and its activities in general.

In order to inform all stakeholders and media about the results and outputs generated by the project, the closure event will be held with the participation of representatives from line ministries, GNAT, local administrators, CSOs, academia, media and international partners (250 participants in total). The profile of participants attending launch and closure events will be the same. As a result of the half-day closure event, a press report, which will, inter alia, present the outputs produced and results achieved during the lifetime of the project, will be developed.

1.3. Methodology

1.3.1 Methods

In designing the Project activities, the PT will bring together its ability to advocate, advise, promote fundamental rights based on dialogue and consensus as well as transparent and accountable institutions in line with international and EU norms and standards. Promotion of change in the field of civilian and democratic oversight from a fundamental rights perspective both through upstream actions targeting institutional reforms and policy level interventions as well as downstream actions for empowered civil society and individuals especially the disadvantaged groups of women, children, youth, persons with disability will be key in Project interventions. A human rights-based approach (HRBA), therefore, will be used in undertaking all project activities, ensuring that the principles of legality, empowerment, accountability and participation are manifest both in the execution of these activities and the effects they produce. This will be enabled by efforts to foster impartial 'spaces' for dialogue, agreement, coordination and action across organized and non-organized groups and interests, especially in design and implementation of activities concerning legislative and policy development for improved internal security sector with an enhanced civilian and democratic oversight.

The Project aims to build capacity of the Ministry of Interior for effective oversight of the ISFs and its starting point is to support Turkey in its efforts to expand enjoyment of rights by citizens and its zero-tolerance policy against torture and ill-treatment. Therefore, there is an important aspect related to the empowerment of the citizens for the internalisation of the human-focused security services and civilian/democratic oversight of ISFs. Experience has proved that without the awareness and ownership of the citizens, regardless of the approach adopted by the service providers, institutionalisation and sustainability efforts can be at stake.

Turkey has legislated a set of reform measures in the field of expanding human rights and has declared a zero-tolerance policy against torture and ill treatment. The Government has also legislated a set of measures aiming at public administration reform. The Government has abolished the Protocol on Cooperation for Security and Public Order in 2010 and is in an effort to enable civilian oversight of the ISFs at the provincial and local level through legislative packages.

Starting from the first phase of the Improvement of Civilian Oversight of Internal Security Sector (ICOISS) Project, Turkey has initiated with the EC, United Nations and bilateral partners to lay the groundwork for a transition from a narrowly conceived, bureaucratically and legalistically managed oversight of security forces to a system of security sector governance based on a human centred understanding of security and public safety in structured partnership with civil society. The referred structured partnership is piloted in the scope of Local Prevention and Security Boards designed as platforms where the representatives of the ISFs, civilian authorities and civil society are putting joint efforts for the planning and implementation of local security action plans.

The project will tackle the overarching problem of insufficient framework conditions for effective civilian and democratic oversight of internal security forces, at four levels: (1) legislative and institutional framework; (2) parliamentary oversight, (3) scale up of the pilot security governance structures and (4) individual and institutional capacity building. This approach is derived from the result of the first and second phases of the project, global experience and the literature on the subject which makes clear that civilian/democratic oversight can be, and is increasingly being, defined to include both civilian authorities (elected and appointed, administrative, legislative and judicial) and representation or participation from civil society.

The MoI through its provincial administration system will contribute to Turkey's ability to further integrate the legislative and other reform processes into its administrative structure and align its practice to international and particularly EU norms for democratic governance. The MoI will prepare detailed study of mechanisms of MoI in EU countries at the central level for consulting with civil society and development of their strategic plan. In addition to the type and publicity of produced strategic plan, the capacity, staff, resources, the working principles, the remit, appointments of members and accountability line will be reviewed and analysed, supporting the Strategy Development Department of MoI. It will prompt a full fledge usage of the Governors powers given by law over the ISFs as well as their role for

consulting with civil society through the dissemination of structures trialled during the first phase of the ICOISS Project (local security commissions).

The Grand National Assembly of Turkey will be provided with recommendations for new arrangements within its structure for effective oversight that it has to play over the ISFs. The importance of its oversight role enhanced with the Constitutional Change in 2017 and the Project will have an opportunity to contribute to its regulating frameworks on parliamentary oversight.

This Project will be the third phase of the recently implemented Project on the same subject and as referred above, the MoI is the Beneficiary of the project whereas the Grand National Assembly of Turkey acts as the co-beneficiary. The MoI has committed itself institutionally to take a lead in further integrating the legislative and other reform processes on human rights into the public administration system of Turkey which is essentially overseen by Governors and District Governors at local levels.

In addition to the strengthening of the capacity of the Ministry of Interior and the GNAT in this crucial field, focus will be on the individuals, including the most disadvantaged- women, children, youth, elderly, persons with disability and refugees. This phase of the Project will focus on the scale up of the local security governance structures piloted in the scope of first and second phase of the ICOISS. The Project will also give a specific attention to the professionals of the ISFs and the MoI authorities for the internalisation of the concept.

The institutional commitment of the MoI is manifested in its cooperation with the UNDP in doing the preparatory work necessary for the conduct of this Project at hand and with other bilateral partners in related areas. In this connection, the UNDP has a unique partnership with the MoI through which it provides training and capacity building assistance. UNDP Turkey provides policy advisory and program implementation services for the MoI in the field of human rights with focus on civilian/democratic oversight.

Special consideration will be given to analyse the problems specific to women and other disadvantaged groups and their specific security related needs.

For all activities:

- Number of participants are stated indicatively, which may show slight differences. If the numbers diverge considerably, necessary measures will be taken by the Organisation in order to ensure the expected results to be reached.
- All relevant stakeholders will be informed by the Organisation about exact dates/locations of the events/activities at least 3 weeks before the event/activity to make their participation (if required by them) possible and enable them to closely monitor the general implementation of the Project.
- No per diems will be paid to the civil servants but their accommodation/ travel costs as well as food/beverages will be covered by the Project. Reduced per diems will be provided to the PT only, if travel/accommodation and/or food beverages are included in meeting packages.

For all capacity building activities:

- Selection of trainers, experts, activity venues etc. will be made in line with the rules of UNDP in consultation with the Beneficiary Institution
- Agenda and attendance sheet (for each day) will be prepared for each day of the activities.
- Venue and meeting package will be covered by the Project budget. The meeting package refers to the costs for lunch, tea and coffee breaks. The cost of the technical equipment refers to the sound system equipment and relevant equipment for the interpretation services, if needed.

Stationary and documentation refer to any expenditure for the printing and procurement of supporting documents to be distributed to the participants.

- Evaluation forms will be distributed to the participants, both before and after the activity, in order to assess the effectiveness of the activity and assessment for further improvement.

For technical visits:

- All background documentation including the program of the technical visits and the information on the ISFs in selected EU member states will be developed by the PT
- The facilitation of communication with the relevant authorities in EU member states, where the technical visits are conducted will be made by PT
- UNDP will procure the organisational services through its long term contracted local company. The organisational expenses include the purchase of travel tickets, interpretation, and accommodation and transportation services. The Company will not be involved in arrangement of the meetings.
- Durations stated for the technical visits include the travel days unless it is proven to be more cost effective (e.g. some activities can be carried out during the arrival/departure day).
- DEUA as the Lead Institution may participate in the most relevant technical visits to ensure that the findings are reflected/coordinated all throughout the Fundamental Rights Sector.
- Selection of the country will be based on clear criteria for serving as a best or good practice example.

1.3.2 Management Structure and Team / Project Office

1.3.2.1. Project Team (PT)

UNDP will establish a Project Team (PT), which will work in close cooperation with the Senior Program Officer. The PT responsibilities include:

- Maintaining liaison with relevant government authorities (MoI, the DEUA as the Lead Institution, etc) to determine what the immediate and mid-term priorities of the Project are including the preparation of plans to address these priorities;
- Managing Project activities in order to ensure that immediate and mid-term priorities are within the scope of the Project;
- Acting as the secretariat for the Project Steering Committee (PSC).

PT will be composed of high-calibre national and international experts to be backstopped by the UNDP Human Rights and Rule of Law Projects Coordinator and Inclusive and Democratic Governance Portfolio Manager and supported by national and international STEs. The selection of the PT members will be made in compliance with UNDP rules and equal opportunity policies, by recruiting personnel and selecting consultants in accordance with these well-established policies and practices.

The roles of each PT member are briefly summarised below:

Key Expert 1 (Chief Technical Adviser-CTA): The CTA is a Key Expert provided for maximum 480 w/ days during the project. The CTA shall be the leader of the Project Team. S/he shall be responsible for smooth implementation of the Project, providing technical inputs to Project components and all reporting and documentation. His/her functions does not include managerial, supervisory and/or representative functions.

Key Expert 2 (Local Security Governance Structures): KE 2 will be working under the coordination of CTA and providing technical expertise for the achievement of the results under Component C of the Project. KE 2 will respectively invest for maximum 480 w/ days during the lifetime of the Project. S/he will also provide technical inputs to the other activities of the Project through injecting lessons learned to other components and vice a versa.

Key Expert 3 (Individual and Institutional Capacity Building): KE 3 will be working under the coordination of CTA and providing technical expertise for the achievement of the results under

Component D of the Project. KE 3 will respectively invest for maximum 480 w/ days during the lifetime of the Project. S/he will also provide technical inputs to the other activities of the Project through injecting lessons learned to other components and vice a versa.

Project Manager (PM): The Project Manager will be in charge of managing operational issues (i.e. mobilisation of STEs, procurement, payments etc.) as well as managing contractual relations with the Contracting Authority. S/he will ensure that all reporting will be carried out as defined in the General Conditions (i.e. Annex II General Conditions applicable to European Community grant agreements with international organisations). S/he shall be responsible for reviewing progress reports and output related substantial documentation, as well as liaising with national and international stakeholders at the institutional level

Project Associate (PAS): The PAS will assist primarily the CTA in fulfilling his/her duties and tasks. The PAS will be provided for full time during the project period (24 months). The PAS shall be responsible for drafting progress reports and output related substantial documentation, as well as liaising with national and international stakeholders at the institutional level. S/he will also provide soft-assistance to the Government counterpart at the MoI and other KEs, as deemed necessary by the CTA.

Project Assistant/Interpreter (PA): The PA will be provided for full time during the project period (24 months). One Project Assistant/Interpreter will be hired for providing the PT with sufficient administrative support. In addition to their daily routine, PA will also fulfil the tasks to be assigned by CTA and/or Project Manager. The PA will be tasked to assist the experts (including STEs) who cannot speak Turkish to interact with the Project's stakeholders most of whom are not fluent in English, to translate outputs of the Project (such as reports). In addition to the PA, some interpretation and translation services will be acquired for other professional work (such as simultaneous interpretation in high-profile events and professional translation of legislative pieces).

Short-Term Senior and Junior Experts (2580 days): A total of 2580 man/days of short-term expertise will be mobilised for a number of activities.

1.3.2.2. Project Office (PO)

The Project Office (PO) will be rented and costs for rent, necessary furniture and daily running expenses of the PO will be met from the Project. The UN safety and security rules will be taken into account in selection of the venue of the Office. The Senior Programme Officer (SPO) will provide guidance to the PO. The MoI will task relevant staff to cooperate with the PT and liaise with the PT on day-to-day Project activities. For day-to-day interactions, the PT CTA and the SPO or SPO delegate will be the main contact persons for the Project stakeholders.

The Project will comply with UNDP equal opportunity policies, by recruiting personnel and selecting consultants in accordance with these well-established policies and practices.

1.3.2.3. UNDP Direct Project Costed Staff and Roles

In addition to the Project staff, depending on the nature of the work and complexity, a number of technical and administrative roles and services are covered by the UNDP country office and are cost-shared within the office. Based on the needs of the action and the projected inputs, the following positions are included, on a pro-rata basis, as direct costs to the action. The time allocation is based on the existing workflow in the UNDP office and is pro-rated to the scale of the budget and the scope of the action requiring different time inputs from different positions.

- Inclusive and Democratic Governance Portfolio Manager
- Human Rights and Rule of Law Projects Coordinator
- Portfolio Administrator
- Communications Assistant
- Programme Services Centre Assistant

1.3.2.4. Project Office Equipment

The Project Office includes personal and shared furniture and equipment for the use of PT and STEs as well as for meetings with stakeholders. The details of the equipment and furniture are provided in detailed Budget. The Project office equipment will be transferred to beneficiary institution at the end of the project.

1.3.2.5. Management Structure

The Project is part of the 2014 Action Document for Fundamental Rights Sub-Field.

EUD is the representative of the donor institution and the contracting authority, UNDP is the implementing partner that will implement the project's activities targeting the final beneficiaries as specified in the Direct Grant Agreement signed between UNDP and EUD.

Project Steering Committee (PSC)

For the purpose of this contract, the Steering Committee will be co-chaired by the UNDP and MoI as the main beneficiary and will convene on quarterly basis. The Steering Committee will consist of representatives of UNDP, the EUD (donor institution and contracting authority) the main beneficiary (Ministry of Interior, General Directorate for Provincial Administrations), co-beneficiary (GNAT), EU Directorate of the Ministry of Foreign Affairs (Lead Institution on Fundamental Rights sector) and Presidency of Strategy and Budget of Presidency of the Republic of Turkey as the natural member of the all PSCs of UNDP projects in Turkey. The Steering Committee will meet to discuss the progress of the Project, verify the achievement of the outputs and mandatory results and discuss actions to be undertaken or whenever deemed necessary by its members. Study visit programmes and the profiles as well as numbers of participants will be agreed by the Project Steering Committee. Relevant representatives of the CSOs or other relevant actors may be invited as observers.

The responsibility for the organisation of the Steering Committee meetings including preparation of minutes lies with the UNDP.

Additional coordination meetings might be held on ad-hoc basis if deemed necessary. Those meetings shall be arranged and co-chaired by the UNDP and MoI involving relevant stakeholders.

Advisory Bodies of the Project mainly Legislation Drafting Committee and Curriculum Development Committee will be established for the successful implementation of the project and ensure that the sustainability of the results achieved.

1.3.3 Visibility

The Budget of the Action includes a sizable amount of funds for actions related to the visibility of the Project and its outcomes. All necessary measures will be taken to ensure the visibility of the European Union and its 100% funding of this project. All visibility actions will be carried out in accordance with the General Conditions (ANNEX II - General Conditions PA Grant or Delegation Agreements, Article 8) and the 2018 Requirements for implementing partners on Communication and Visibility in EU-financed external actions found in the link below:

<http://avrupa.info.tr/eu-funding-in-turkey/visibility-guidelines.html>

The actions on visibility of the Project will follow the Joint Action Plan [of the United Nations (UN) and EC] and the "Joint Visibility Guidelines for EC-UN Actions in the Field", the link to the guidelines is:

https://ec.europa.eu/europeaid/joint-visibility-guidelines-ec-un-actions-field_en

The EU-Turkey cooperation logo should be accompanied by the following text in all project outputs:

This project is funded by the European Union.

Confirmation must be sought from the EUD regarding the visibility items.

Due to the need for intensive, coherent and specialised visibility actions, a certain amount of the funds set aside for visibility will be used by subcontracting a company specialised in such actions. All equipment, if applicable, shall have a solidly fixed and durable label, as appropriate for each piece of equipment, with the standard EU-Turkey cooperation logo and text confirming the full funding and UNDP logo.

The entire visibility actions will be discussed and reviewed in detail by contract parties. A set of brochures on the objectives, targets and activities of the Project and will be designed and disseminated among relevant stakeholders.

All the visibility activities to be carried out and all the visibility materials to be prepared within the scope of the project shall be consulted with the EUD. Ministry of Interior will also be consulted on the visibility materials.

In specific terms, the following visibility related activities will be carried out during the lifetime of the Project at hand, which is detailed in Communication and Visibility Plan:

- Preparing and maintaining a project website: Project description, events and activities will be published on this specific project website.
- Forming and maintaining project social media presence: Project will have social media accounts updated daily and integrated with UNDP Turkey's accounts.
- Preparing success stories to be used on website and social media: These will be the main content for social media and website. They will be prepared by either UNDP Turkey Communications team or a group of professionals.
- Organising field visits to support communications of Project results: Project outcomes and results should be turned in to visibility content.
- Preparing two different documentary style short movies.
- Running a visibility and social media campaign for a specific Project outcome: Important outcomes will be turned into visibility events by preparing and sending out press releases, organising small scale press events, starting social media campaigns.
- Preparing and distributing visibility materials: Theme based flyers, brochures, info sheets, messages and other materials.
- Media Packages for various events and social media.
- Organising field visits to bring journalists to Project sites and events: National and international media will be regularly informed and fed by content. When necessary they will be invited or taken to the Project meetings or field to enable them to produce news about the Project.

The visibility materials to be produced in the scope of the Project will be shared with the relevant department in EUD 10 days in advance.

1.3.4 Reporting

Reports shall be submitted to the EUD via an e-mail first at the end of each reporting period specified in the table below. UNDP PT will also prepare a Turkish copy of the Report and share the copy together with the English version with the Beneficiary. Project Reports will also be shared with Presidency of Strategy and Budget of Presidency of the Republic of Turkey for comments, if any. The comments and/or corrections on the reports will be submitted to the Organisation via e-mail within 15 calendar days after the receipt of them. The Organisation shall revise the report based on the comments and re-submit it within 10 calendar days via e-mail. If no comments are sent within 10 calendar days by EUD, the final version can be processed as hard copy. In case of further comments and/or corrections, the same cycle as outlined above will be done; however, for the purpose of timely finalisation of the report, the parties may agree on different time limits. Once the final version is agreed by contracting parties, the Organisation will prepare and submit the hard copy of the reports/documents as the final version within 10 calendar days for approval.

The reports must be submitted both in hard copy and in electronic version (readable by a Microsoft Office application). All reporting will be done in English. Inception, Progress and Final Project Reports, all press releases and major outputs in English language will be proof-read by an English native speaker or a person whose English language skill are close to an English native speaker.

Inception Report

Within 12 weeks of commencement of the Project, UNDP will prepare and submit for approval an Inception Report providing the outline of the general approach, methodology and timetable for preparation and implementation of all activities funded under the Project. The Inception Report will include a work plan for the first year's activities and a detailed work plan with estimated budget for the next 12 months.

Progress Report

A Progress Report will be submitted at the end of the first year in line with the Article 3 of the General Conditions. It will include sections on technical and financial performance. The Progress Report will present the Project's performance during a specific interval of time and assess the progress made towards achieving the Project's intended results and outputs as well as the detailed action plan for the rest of the Project duration. The report also will identify future challenges and actions recommended to address them.

Final Report

A Final Report will be submitted in line with the Article 3 of the General Conditions of the Grant Contract signed between UNDP and EU Delegation following completion of Project implementation period. The Final Report will document and comment on overall achievements against the original plan, highlight lessons learned and make recommendations on any follow-up actions required.

Name of Report	Time of submission	Recipients
Inception Report	Within 12 weeks after the commencement of the Project	EUD with copy to Mol, DEUA as the Lead Institution
Progress Report (Narrative and Financial)	Following the first 12 months of the project implementation and due for submission within 60 days after the period covered by the report	EUD with copy to Mol, DEUA as the Lead Institution
Final Report (Narrative and Financial)	Not later than 6 months after the end of the implementation period of the project and accompanying final payment request (as per General Conditions)	EUD with copy to Mol, DEUA as the Lead Institution

1.3.5 Project Audit

In line with the Financial and Administrative Framework Agreement (FAFA) and the General Conditions, the financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Financial Regulations, Rules and directives of UNDP.

1.3.6 Project Evaluation

Evaluation and monitoring exercises will be undertaken in compliance with the provisions of the FAFA (Art.1) and the General Conditions (Art. 10). The Project will be evaluated (technical evaluation) by an independent team of experts. The selection of independent team of experts for evaluation will be made in line with UNDP rules and procedures. The evaluation is expected to be conducted 1 month before the Project ends.

The assessment will be on the substance and immediate concrete results of the Project, and will, by no means, include any form of expenditure verification (or Audit) etc. As a result of the assessment, the impacts of the results achieved, lessons learned and good practices in terms of substance will be assessed in a report. Besides, the level of communication and visibility as well as recommendations for sustainability will also be explored in the said assessment.

1.4. Duration and indicative action plan for implementing the Project

The duration of the Project will be 24 months. Following table demonstrates the Action Plan with respective implementing partners.

Activities	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
Component A: Legislative and Institutional Framework																									
A.1. Review of the police and gendarmerie basic laws, in the light of civilian oversight and accountability principles provided by EU and international standards and best practices.																									
A.1.1. Desk review of the relevant laws, which regulate the roles, responsibilities and functioning of the ISFs																									
A.1.2. Organise two-day workshops (50 participants in each workshop) to discuss the findings of the desk review (A.1.1) and develop recommendations for improvement																									
A.1.3. Develop legal gap/compliance analysis report including comparative analysis and recommendations for improvement in line with the results of the workshops held under A.1.2.																									
A.2. Improvement of the performance evaluation system and consistency of the control system by the Ministry of Interior over internal security forces																									
A.2.1. Initial desk review of best practices in certain EU countries with regard to performance evaluation systems																									
A.2.2. Carry out a technical visit to a selected EU member state																									

Activities	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
A.2.3 Develop a comparative assessment report based on the results of the desk review and technical visit																									
A.2.4. Develop a gap analysis report on the current performance evaluation system																									
A.2.5. Draft a comprehensive recommendations report for an improved performance evaluation system of ISFs																									
A.2.6. Organise a workshop to review and discuss the findings of the draft recommendations report																									
A.3. Preparation of recommendations for the development of draft legal framework for the establishment of "National Crime Prevention Office" under Ministry of Interior																									
A.3.1. Organise 5 two-day consultation meetings in Ankara with the participation of LDC members (12 participants + 3 PT members) to discuss the roles and responsibilities as well as possible structuring of the National Crime Prevention Office and its coordination with LPSBs																									
A.3.2. Develop preliminary recommendations for the draft legal framework for the establishment of the "National Crime Prevention Office" by the LDC																									
A.3.3. Organise 5 two-day workshops to share the draft legal framework and receive substantial inputs by stakeholders																									
A.3.4. Carry out a technical visit to a selected EU member state with the aim of reflecting on international experience in legal framework																									

Activities	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
drafting processes on institutions similar to the envisaged National Crime Prevention Office																									
A.3.5. Finalize the recommendations for the draft legal framework on the establishment of a National Crime Prevention Office based on the results of the workshops, compliance analysis with EU and international standards and best practices, as well as the technical visit																									
A.4. Development of a National Strategy on crime prevention and security plans at national level																									
A.4.1. Develop a draft strategy on crime prevention and civilian oversight of the security sector by the PT, with support of STEs																									
A.4.2. Organise 5 two-day workshops to discuss the draft strategy developed under A.4.1.																									
A.4.3. Finalise the strategy based on the results of the workshops (A.4.2) and submit to MoI																									
A.5. Focusing on Civilian and Democratic oversight and fundamental rights topics, Technical and Capacity Development Support to the New Gendarmerie and Coast Guard Academy in line with EU and international Standards and best practices																									
A.5.1. Conduct a desk review of other country experiences on the functioning, curriculum and training systems of ISF Academies from the perspective of civilian and democratic oversight in line with fundamental rights																									
A.5.2. Conduct two technical visits to selected EU member states																									

Activities	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
A.5.3. Develop a comparative assessment report on the functioning, curriculum and training management of ISF academies in EU member states and the GCGA, from the perspective of civilian and democratic oversight of internal security forces																									
A.5.4. Analyse the needs of the training system introduced by the GCGA in line with international best practices/standards ensuring civilian and democratic oversight of internal security from a fundamental rights perspective																									
A.5.5. Organise 5 two-day consultative meetings in Ankara with the participation of MoI, GCGA, Gendarmerie, Police and Coast Guards (50 per meeting, 250 in total) to discuss the findings of the needs analysis on the training system, which will be developed in the course of the Project																									
A.5.6. Facilitate the establishment of a Curriculum Development Committee (CDC) under the chairmanship of Ministry of Interior/GCGA																									
A.5.7. Review of the GCGA curriculum addressing middle and high-level managers, in line with the findings of the comparative assessment report and needs analysis on the training system																									
A.5.7.1. Organise 10 two-day consultative meetings with the participation of the CDC members in Ankara in order to discuss the main concepts/issues that need to be included in the civilian and democratic oversight training module of the GCGA Curriculum																									

Activities	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
A.5.7.2. Draft a module on civilian and democratic oversight of internal security and organise a test training for middle and high-level managers to ensure its accuracy and adoptability																									
A.5.7.3. Finalise module on civilian oversight of internal security based on the results of the test training mentioned above and submit it to GCGA for approval and adoption																									
A.5.7.4. Organise 5 one-week training programs targeting training planners, academicians, administrators of GCGA, who will practice the module on civilian and democratic oversight of internal security forces																									
A.5.8. Organise 2 one-day experience sharing meetings in Ankara with the participation of Ministry of Interior and GCGA staff to raise awareness on civilian/democratic oversight																									
A.5.9. Develop a training management system for the adoption of a specific module on civilian and democratic oversight of internal security by GCGA, including, but not limited to, performance evaluation and monitoring of the success of trainings																									
A.5.9.1. Draft a proposal on training management system, including policy recommendations on training processes, performance evaluation and monitoring of the training results to improve the effectiveness and impact of trainings																									

Activities	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
A.5.9.2. Organise 5 two-day consultative meetings in Ankara with the participation of Mol, GCCA, representatives of Gendarmerie, Police and Coast Guard (50 persons per meeting, 250 in total, 50 participants will be from outside Ankara) to discuss the proposed training management system and receive input by the relevant parties for its finalisation																									
A.5.9.3. Finalise the proposal on training management system to be submitted to, and approved by, GCCA																									
A.6. Five years organisational strategy for the oversight of the internal security forces in Turkey																									
A.6.1. Develop a draft five-years organisational strategy for the oversight of internal security forces in Turkey by the PT, with support of STEs and in line with the findings of the project activities under all components																									
A.6.2. Organise two two-day workshops to discuss the draft strategy developed under A.6.1																									
A.6.3. Finalise the strategy based on the results of the workshops (A.6.2) and submit to Mol and other relevant stakeholders																									
Component B: Parliamentary Oversight																									
B.1. Update of the assessment of Parliamentary oversight in Turkey																									
B.1.1. Organise 2 two-day consultative meetings in Ankara with the participation of Mol, General Secretariat of the GNAT, and deputies from the relevant Specialised Commissions in GNAT and other relevant stakeholders including but not limited to relevant civil society organizations, universities																									

Activities	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
and think-tank organizations (75 participants in each meeting) to discuss obstacles in Parliamentary oversight of ISFs in the context of Turkey																									
B.1.2. Draft a detailed assessment and policy recommendations report for improvement of parliamentary oversight in line with the discussions of the consultative meetings that will be conducted in B.1.1.																									
B.1.3. Organise a two-day workshop in Ankara to discuss the above-mentioned recommendations report with the participation of MoI, General Secretariat of the GNAT, and Deputies from the relevant Specialised Commissions in GNAT, other relevant stakeholders (ISFs, CSOs, academia) (75 participants)																									
B.1.4. Finalise the recommendations report and submit to the GNAT.																									
B.2. Preparation of a strategy proposing amendments or actions to enable the GNAT to more effectively oversee the work of internal security forces																									
B.2.1. Organise 4 two-day workshops with legal experts and MPs and other relevant stakeholders including academia, CSOs (75 participants per workshop) to discuss the organisational structure and functioning of parliamentary commissions																									
B.2.2. Provide recommendations on organisational changes/functioning that provide for dedicated professional oversight by the parliamentary commissions based on the findings of the workshops																									

Activities	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
B.2.3. Conduct 3 two-day technical training programs on parliamentary oversight mechanisms																									
B.2.4. Develop strategy for an improved parliamentary oversight of ISFs																									
Component C: Scaling Up Pilot Security Governance Structures																									
C.1. Preparation of a strategy and implementation plan for an effective institutionalisation of Local Prevention and Security Boards																									
C.1.1. Analyse the current functioning of LPSBs (in total 8 districts in 5 provinces under Phase II) in order to determine lessons learned and good practices																									
C.1.2. Conduct 5 two-day workshops with the participation of LPSB from 8 pilot districts (in 5 provinces) and other relevant stakeholders in order to share the findings of the analysis report that will be developed under C.1.1.																									
C.1.3. Develop a strategy paper for the establishment of the 10 new LPSBs in the scope of the Phase III of the Project																									
C.2. Establishment of Local Prevention and Security Boards across the country on the basis of relevant legal regulations made by the Ministry of Interior																									
C.2.1. Define the criteria for the selection of the 10 provinces and/or districts, where LPSBs will be established																									
C.2.2. Define the criteria for the selection of members of the LPSBs																									

Activities	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
C.2.3. Conduct a detailed study on the relationship, the level of accountability and workflow within Governorate and/or District Governorate structures in 10 selected pilot districts/provinces and develop a road map for implementation																									
C.2.3.1. Conduct semi-structured meetings by PT and STEs with the Governorates and/or District Governorates in selected pilot districts/provinces to identify the needs for the establishment of the LPSBs																									
C.2.3.2. Conduct 10 two-day workshops with the participation of CSOs and local media in each selected pilot districts/provinces to identify the internal security needs and discuss the possible structure of LPSBs																									
C.2.3.3. Develop road maps for the functioning and short, medium and long-term objectives/activities of the LPSBs in 10 selected pilot districts/provinces																									
C.2.4. Provide technical support to the 10 LPSBs in development of security plans and ensuring sustainable and inclusive platforms for local security governance																									
C.2.4.1. Organise 3 two-day consultative meetings on the development of local security plans with the participation of LPSBs members in each 10 districts/provinces																									
C.2.4.2. Organise 10 two-day workshops in 10 pilot districts/provinces with LPSBs members to discuss lessons learned and best practices as well as the sustainability of the services of the LPSBs in each pilot district/province.																									

Activities	Months																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
C.2.4.3. Conduct 10 one-day experience and knowledge-sharing workshops between and among the pilot LPSBs																									
C.2.4.4. Conduct a technical visit to a selected EU member state, with the aim of reflecting international experience in the functioning of civilian/democratic oversight at local administrative level																									
C.2.4.5 Publish the Local Security Action Plans that will be developed by the LPSBs and disseminate among the relevant authorities.																									
Component D: Individual and Institutional Capacity Building																									
D.1. Preparation, periodical update and conduct of a training module for public officials employed in Local Prevention and Security Boards																									
D.1.1. Develop tailor-made training modules on crime prevention incorporating the concept of civilian/democratic oversight from fundamental rights perspective																									
D.1.2. Deliver trainings for 500 professionals of MoI and ISFs on civilian /democratic oversight of ISFs and human focused security services on crime prevention incorporating the perspective of civilian/ democratic oversight to Governorates and District Governorates																									
D.2. Development and periodical implementation of awareness raising programs for civil society and public at large on civilian and democratic oversight and citizen-centred security																									

Activities	Months																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
D.2.1. Conduct an opinion poll at the national level to measure the level of confidence and satisfaction of the citizens with the work of ISFs																								
D.2.2. Develop tailor-made training modules on citizen centred security and civilian/democratic oversight targeting civil society and media																								
D.2.3. Deliver trainings on human centred security and civilian/democratic oversight to civil society and media																								
D.2.4. Develop the implementation strategy of the awareness raising programs																								
D.3. Evaluation and update of training programs which are implemented by the Ministry of Interior for district governors from the perspective of civilian/democratic oversight																								
D.3.1. Review the training curriculum of District Governors in cooperation with the Training Department of the MoI in relation to civilian/democratic oversight																								
D.3.2. Organise 3 two-day workshops in Ankara to identify the bottlenecks and positive aspects of the training curriculum of District Governors based on a human-centred security concept																								
D.3.3. Develop a needs assessment report and recommendations for improvement in the training curriculum of District Governors																								
Steering Committee Meetings (tentative)																								
Monthly Management Meetings (tentative)																								
Inception Report																								
Progress reports																								
Final Report																								

1.5. Sustainability of the Project

1.5.1. Expected Results

Expected Impact on Target Groups/Beneficiaries

The Project is expected to generate the following results:

- Legislative framework for the accountable and transparent functioning of the Internal Security Forces (ISFs) improved in light of civilian and democratic oversight and accountability principles provided by EU and international standards and best practices;
- Five-years organisational strategy for the oversight of internal security forces in Turkey
- Performance evaluation system based on Specific Measurable Accepted Realistic Timely (SMART) indicators to ensure consistency during the evaluation of internal security forces by the Mol developed;
- Legal framework on National Crime Prevention Office developed based on a compliance analysis with EU standards and practices;
- Local Prevention and Security Boards scaled up in 10 selected districts/ provinces;
- Delivered training programs for 500 professionals of Mol and ISFs on civilian/democratic oversight of ISFs and citizen-focused security services;
- Strategy for effective and full-functioning Parliamentary oversight of IFS is developed;
- Awareness of the public, civil society and local media on the civilian and democratic oversight is enhanced;
- Curriculums of the Gendarmerie and Coast Guard Academy (GCGA) in relation to civilian and democratic oversight topics are improved.

The Project's main impact will be observed through increased enjoyment of civil rights by the public. Since the level of enjoyment of civil rights by female citizens is lower than that of male citizens, the Project is expected to have more positive impact on women.

Concrete Outputs

The following outputs will be achieved:

- Legal Gap/Compliance analysis report as for the civilian and democratic oversight and accountability principles including comparative analysis and recommendations;
- Gap analysis report of the performance evaluation model for the Mol on the ISFs,
- Comparative study of good practices in certain EU member states,
- Recommendation report for an improved performance evaluation system of ISFs
- Compliance analysis report and recommendations for the draft legal framework for the establishment of the "National Crime Prevention Office" by the LDC
- National strategy on crime prevention and security plans at national level;
- Comparative assessment report on the functioning, curriculum and training management of ISF academies
- Training system needs analysis; module on civilian/democratic oversight of internal security;
- Training management system for the adoption of a specific module on civilian and democratic oversight of internal security
- Five-years organisational strategy for the oversight of internal security forces in Turkey
- Assessment of the existing parliamentary oversight in Turkey and policy recommendation report for improvement of parliamentary oversight;
- Workshop to discuss the organisational structure and functioning of parliamentary commissions,
- A report with recommendations and with comparative study on good practices in EU member states,
- Delivery of trainings and preparation of training reports on parliamentary oversight mechanisms,
- Strategy for an improved parliamentary oversight of ISFs.
- An analysis report on the current functioning of LPSBs, and workshops to share the findings of the analysis report
- A strategy paper for the establishment of the 10 new LPSBs;

- 10 new Local Prevention and Security Boards established;
- 10 Local Security Plans developed;
- Training modules and materials and the training of 500 professionals of MoI and ISFs in the form of ToT on civilian/democratic oversight of ISFs and human-focused security services on crime prevention incorporating the perspective of civilian/democratic oversight;
- National opinion poll results to measure the level of confidence and satisfaction of the citizens with the work of ISFs
- Training modules and materials and the training of 300 civil society and media representatives in form of ToTs on human centred security and civilian oversight in form of ToT;
- Well-structured awareness raising programs for civil society and public at large;
- Evaluation report for improvement in the training curriculum of District Governors
- Updated training curriculum of District Governors
- Reports of findings of 5 international technical visits.

1.5.2 Multiplier effects

The intervention modality proposed for implementation of the Project includes a number of measures to optimise the multiplier effects and sustainability of the impact after completion of the Project. These elements include, but are not limited to, improved legislative base, comparative analysis and good practice reports. In addition to such outputs, the Project is expected to contribute significantly to the improvement of capacities both at the central and local levels of the beneficiary organisations including the Ministry of Interior, the Governorates and District Governorates and ISFs. Not only the legislative experts but the MPs themselves will benefit from the capacity building programs. An important multiplier effect will be on the communities and citizens where the Local Prevention and Security Boards will be scaled up as there will be continuous training programs on civic engagement, human security and citizen focused service delivery. The civil society and media aspects will create sustainable mechanisms to improve the capacities at the “demand-side”.

1.5.3. Sustainability

This Phase of the Project will lay the grounds for scale up, institutionalisation and sustainability of the outputs and results of the previous phases. This Phase will ensure the follow up of the enactment of the drafted framework documents, scale up of the local security governance structures and contribute to the mindset of the appointed local authorities by incorporating civilian oversight of the ISFs and citizen focused service delivery.

The Project will support policy-level sustainability mainly through the replicable pilot actions that will be fulfilled throughout the Project.

Financial Aspect

The Action is geared towards establishment of required institutional capacity and the funds will be used for this specific purpose. As such, once the required institutional capacity is established and the MoI and LPSBs are entitled with the skills and tools, they will be able to expand the implementation of the recommendations of the Project from its own resources.

Institutional Level

The Project will develop significant capacities both at the central level and the local levels through implementation of pilot projects in selected provinces and structured training and capacity building programs. The clear emphasis placed on the inclusion and engagement of the civil society, both organised and unorganised, and the media in the Project activities will also develop much needed capacities in these two particular sectors as well. At this point, it is important to note that the training modules will be used by the MoI for further training programs to be delivered by provincial administrations.

Policy Level

The MoI will ensure policy-level sustainability of the Action. The policy level impact of the Project will be most observable upon achievement of project outputs as a result of the activities defined in Component A (Legislative and Institutional Framework), Component B (Parliamentary Oversight) Component C (Scale Up Pilot Security Governance Structures). Within these particular components considerable progress is planned to be achieved towards improvement in relevant legislative pieces, development of strategies for the Grand National Assembly of Turkey to fulfil its oversight function and scale up of the local governance structures for their definition as part of public administration of Turkey.

1.6. Logical Framework

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
<p>Overall objective: Impact</p> <p>To enable the transition to civilian and democratic oversight of internal security system based on good governance principles and a human-centred understanding of security and public safety</p>	<p>Existing system of civilian and democratic oversight of ISF improved in line with international and EU standards, providing an enabling environment for promotion of fundamental rights.</p>	<p>Existing legislative and institutional framework requires improvement aligned with EU Acquis. (Y2018)</p>		<p>Comprehensive legislative and institutional framework for civilian and democratic control of internal security forces in place and compliant with EU acquis (Y2021)</p>	<p>EU Commission Turkey Progress Reports, 2019, 2020, 2021. Legislative and institutional framework for the oversight mechanisms for security sector governance Result-Oriented Monitoring (ROM) reports Media and CSOs reports Records of the provincial Human Rights Boards Records of the Parliament's Human Rights Inquiry Committee Parliament Legislative Records</p>	<p>Continued commitment to the EU accession process and institutionalisation of civilian oversight over ISFs Political climate and conjuncture may affect the progress and timely implementation of the Project activities</p>

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Specific objective(s):	To ensure the institutionalisation of civilian and democratic oversight of internal security forces and the inclusion of a citizen-focused participatory planning and implementation practices in line with EU acquis and best international practices.	Structures established for civilian and democratic oversight and implementation practices of internal security sector at local and national levels considered being in line with EU acquis and best international practices	No structure at the national level (Y2017) Local structures exist in 8 districts (Y2017) Civilian and democratic oversight structures are not fully in line with EU acquis and best international practices		One national level crime prevention commission in place and local structures scaled up to 18 districts/provinces. (Y2020) Civilian and democratic oversight structures are in line with EU acquis and best international practices	Legislative and institutional framework for the governance of internal security sector at local and national levels National Opinion Polls Parliament Legislative Records Media, CSOs, IOs reports	Stakeholders' dedication to participate and cooperate throughout the process.
Outputs	<ol style="list-style-type: none"> 1) Legislative framework for the accountable and transparent functioning of the Internal Security Forces (ISFs) improved in light of civilian and democratic oversight and accountability principles provided by EU and international standards and best practices (Component A) 2) Five-years organisational strategy for the oversight of internal security forces in Turkey 3) Performance evaluation system based on Specific Measurable Accepted Realistic Timely 	Laws regulating the work of the police, gendarmerie and coast guard improved in line with EU and international standards	3 laws already revised (Y2017)		Proposals for 6 revised laws (Y2020)	Report on laws' review; workshops' lists of participants	Stakeholders' dedication to participate and cooperate throughout the process.

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
(SMART) indicators to ensure consistency during the evaluation of internal security forces by the MoI developed (Component A)		on SMART indicators (Y2017)		developed for the MoI (Y2019)	report; comprehensive recommendations report; minutes of the workshops; workshops' lists of participants	
4) Curriculum of the Gendarmerie and Coast Guard Academy (GCGA) improved in line with the principles of civilian oversight (Component A)	Revised curriculum	Current Curriculum of the Gendarmerie and Coast Guard Academy (Y2017)		Proposal for a revised Curriculum of the Gendarmerie and Coast Guard Academy (Y2019)	Revised Curriculum of the Gendarmerie and Coast Guard Academy; desk review report; technical visit reports; comparative assessment report; training programme report; minutes of the consultative meetings and workshops; workshops, meetings and trainings' lists of participants	
5) Legal framework on National Crime Prevention Office developed based on a compliance analysis with EU standards and practices (Component A)	Draft Legal Framework on National Crime Prevention Office developed and presented	0 Legal Framework (Y2017)		Proposal for a Legal Framework developed and presented (Y2019)	Proposal for a Legal Framework for National Crime Prevention Office; technical visit report; minutes of the consultative meetings and workshops; workshops and meetings' lists of participants	
6) Strategy for effective functioning Parliamentary	Draft Strategy developed and presented	0 Strategy (Y2018)		Proposal for a Strategy (Y2020)	Parliament Legislative Records; detailed assessment	

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
oversight of ISF is developed(Component B);					policy recommendations report; technical visit report; training programme report; minutes of the consultative meetings and workshops; list of participants	
7) Local Prevention and Security Boards scaled up in 10 selected districts/ provinces (Component C)	Local Prevention and Security Boards are operational in 10 selected districts	8 functional Local Prevention and Security Boards(Y2017)		18 functional Local Prevention and Security Boards (Y2019)	Analysis report on Local Prevention and Security Boards; technical visit report; minutes of the workshops; workshops' lists of participants	
8) Delivered training programs for 500 professionals of MoI and ISFs on civilian/democratic oversight of ISFs and citizen-focused security services (Component D)	Delivery of trainings On civilian and democratic oversight to 500 people	250 people trained (Y2017)		500 people trained (Y2020)	Training module; training programme report; trainings' lists of participants; list of the members of the trainees	
9) Awareness of the public, civil society and local media enhanced as regards the human – centred security concept in the districts/provinces where Local Prevention and	Number of civil society, local media representatives and the public at large reached out	Results of the national opinion poll on crime victimisation and citizen satisfaction and confidence in		9,000 respondents of the national opinion poll on crime victimisation and citizen satisfaction and 1,000 civil society and local media representative attended	National Opinion Poll Report, training module; training programme report; trainings' lists of participants; awareness raising programmes	

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Security Boards established (Component D)	through national opinion poll and awareness raising campaigns	ISFs reached out 7500 respondents (during Phase II) (Y2014)		awareness raising campaigns (Y2020)		
Activities	<p>A.1. Review of the police and gendarmerie basic laws, in the light of civilian oversight and accountability principles provided by EU and international standards and best practices.</p> <p>A.1.1. Desk review of the relevant laws, which regulate the roles, responsibilities and functioning of the ISFs</p> <p>A.1.2. Organise two-day workshops (50 participants in each workshop) to discuss the findings of the desk review (A.1.1) and develop recommendations for improvement</p> <p>A.1.3. Develop legal gap/compliance analysis report including comparative analysis and recommendations for improvement in line with the results of the workshops held under A.1.2.</p> <p>A.2. Improvement of the performance evaluation system and consistency of the control system by the Ministry of Interior over internal security forces</p>	<p>Means:</p> <p>Project Team (PT)</p> <p>Short term experts (STEs)</p> <p>Training costs</p> <p>Study visit costs</p> <p>Project Office costs</p> <p>Visibility and publication costs</p> <p>Costs:</p> <p>Covering the human resources, costs for travels, local office and services - details are indicated in the Budget for the Action</p>				<p>Factors outside project management's control that may impact on the output-outcome linkage.</p>

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>A.2.1. Initial desk review of best practices in certain EU countries with regard to performance evaluation systems</p> <p>A.2.2. Carry out a technical visit to a selected EU member state</p> <p>A.2.3. Develop a comparative assessment report based on the results of the desk review and technical visit</p> <p>A.2.4. Develop a gap analysis report on the current performance evaluation system</p> <p>A.2.5. Draft a comprehensive recommendations report for an improved performance evaluation system of ISFs</p> <p>A.2.6. Organise a workshop to review and discuss the findings of the draft recommendations report</p> <p>A.3. Preparation of recommendations for the development of draft legal framework for the establishment of "National Crime Prevention Office" under Ministry of Interior</p> <p>A.3.1. Organise 5 two-day consultation meetings in Ankara with the participation of LDC members (12 participants + 3 PT members) to discuss the roles and responsibilities as well as possible structuring of the National Crime Prevention Office and its coordination with LPSBs</p> <p>A.3.2. Develop preliminary recommendations for draft legal framework for the establishment of the "National Crime Prevention Office" by the LDC</p> <p>A.3.3. Organise 5 two-day workshops to share the draft legal framework and receive substantial inputs by stakeholders</p> <p>A.3.4. Carry out a technical visit to a selected EU member state with the aim of reflecting on international experience in legal framework drafting processes on institutions similar to the envisaged National Crime Prevention Office</p> <p>A.3.5. Finalize the recommendations for the draft legal framework on the establishment of a National Crime Prevention Office based on the results of the workshops, compliance analysis with EU and international standards and best practices, as well as the technical visit</p> <p>A.4. Development of a National Strategy on crime prevention and security plans at national level</p> <p>A.4.1. Develop a draft strategy on crime prevention and civilian oversight of the security sector by the PT, with support of STEs</p>					

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
<p>A.4.2. Organise 5 two-day workshops to discuss the draft strategy developed under A.4.1.</p> <p>A.4.3. Finalise the strategy based on the results of the workshops (A.4.2) and submit to Mol</p> <p>A.5. Focusing on Civilian and Democratic oversight and fundamental rights topics, Technical and Capacity Development Support to the New Gendarmerie and Coast Guard Academy in line with EU and international Standards and best practices</p> <p>A.5.1. Conduct a desk review of other country experiences on the functioning, curriculum and training systems of ISF Academics from the perspective of civilian and democratic oversight in line with fundamental rights</p> <p>A.5.2. Conduct two technical visits to selected EU member states</p> <p>A.5.3. Develop a comparative assessment report on the functioning, curriculum and training management of ISF academies in EU member states and the GCGA, from the perspective of civilian and democratic oversight of internal security forces</p> <p>A.5.4. Analyse the needs of the training system introduced by the GCGA in line with international best practices/standards ensuring civilian and democratic oversight of internal security from a fundamental rights perspective</p> <p>A.5.5. Organise 5 two-day consultative meetings in Ankara with the participation of Mol, GCGA, Gendarmerie, police and coast guards (50 per meeting, 250 in total) to discuss the findings of the needs analysis on the training system, which will be developed in the course of the Project</p> <p>A.5.6. Facilitate the establishment of a Curriculum Development Committee (CDC) under the chairmanship of Ministry of Interior/ GCGA</p> <p>A.5.7. Review of the GCGA curriculum and addressing middle and high-level managers in line with the findings of the comparative assessment report and needs analysis on the training system</p> <p>A.5.7.1. Organise 10 two-day consultative meetings with the participation of the CDC members in Ankara in order to discuss the main concepts/issues that need to be included in the civilian and democratic oversight training module of the GCGA Curriculum</p>						

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>A.5.7.2. Draft a module on civilian and democratic oversight of internal security and organise a test training for middle and high-level managers to ensure its accuracy and adaptability</p> <p>A.5.7.3. Finalise module on civilian oversight of internal security based on the results of the test training mentioned above and submit it to GCGA for approval and adoption</p> <p>A.5.7.4. Organise 5 one-week training programs targeting training planners, academicians, administrators of GCGA, who will practice the module on civilian and democratic oversight of internal security forces</p> <p>A.5.8. Organise 2 one-day experience sharing meetings in Ankara with the participation of Ministry of Interior and GCGA staff to raise awareness on civilian/democratic oversight</p> <p>A.5.9. Develop a training management system for the adoption of a specific module on civilian and democratic oversight of internal security by GCGA, including, but not limited to, performance evaluation and monitoring of the success of trainings</p> <p>A.5.9.1. Draft a proposal on training management system, including policy recommendations on training processes, performance evaluation and monitoring of the training results to improve the effectiveness and impact of trainings</p> <p>A.5.9.2. Organise 5 two-day consultative meetings in Ankara with the participation of MoI, GCGA, representatives of Gendarmerie, police and coast guard (50 persons per meeting, 250 in total, 50 participants will be from outside Ankara) to discuss the proposed training management system and receive input by the relevant parties for its finalisation</p> <p>A.5.9.3. Finalise the proposal on training management system to be submitted to, and approved by, GCGA</p> <p>A.6. Five years organisational strategy for the oversight of the internal security forces in Turkey</p> <p>A.6.1. Develop a draft five-years organisational strategy for the oversight of internal security forces in Turkey by the PT, with support of STEs and in line with the findings of the project activities under all components</p>					

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>A.6.2. Organise two two-day workshops to discuss the draft strategy developed under A.6.1</p> <p>A.6.3. Finalise the strategy based on the results of the workshops (A.6.2) and submit to Mol and other relevant stakeholders</p> <p>B.1. Update of the assessment of parliamentary oversight in Turkey</p> <p>B.1.1. Organise 2 two-day consultative meetings in Ankara with the participation of Mol, General Secretariat of the GNAT, and deputies from the relevant Specialised Commissions in GNAT and other relevant stakeholders including but not limited to relevant civil society organizations, universities and think-tank organizations (75 participants in each meeting) to discuss obstacles in Parliamentary oversight of ISFs in the context of Turkey</p> <p>B.1.2. Draft a detailed assessment and policy recommendations report for improvement of parliamentary oversight, in line with the discussions of the consultative meetings that will be conducted in B.1.1.</p> <p>B.1.3. Organise a two-day workshop in Ankara to discuss the above-mentioned recommendations report with the participation of Mol, General Secretariat of the GNAT, and deputies from the relevant Specialised Commissions in GNAT, other relevant stakeholders (ISFs, CSOs, Academia) (75 participants)</p> <p>B.1.4. Finalise the recommendations report and submit to the GNAT.</p> <p>B.2. Preparation of a strategy proposing amendments or actions to enable the GNAT to more effectively oversee the work of internal security forces</p> <p>B.2.1. Organise 4 two-day workshops with legal experts and MPs and other relevant stakeholders including Academia, CSOs (75 participants per workshop) to discuss the organisational structure and functioning of parliamentary commissions</p> <p>B.2.2. Provide recommendations on organisational changes/functioning that provide for dedicated professional oversight by the parliamentary commissions based on the findings of the workshops</p> <p>B.2.3. Conduct 3 two-day technical training programs on parliamentary oversight mechanisms</p>					

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>B.2.4. Develop strategy for an improved parliamentary oversight of ISFs</p> <p>C.1. Preparation of a strategy and implementation plan for an effective institutionalisation of Local Prevention and Security Boards</p> <p>C.1.1. Analyse the current functioning of LPSBs (in total 8 districts in 5 provinces under Phase II) in order to determine lessons learned and good practices</p> <p>C.1.2. Conduct 5 two-day workshops with the participation of LPSB from 8 pilot districts (in 5 provinces) and other relevant stakeholders in order to share the findings of the analysis report that will be developed under C.1.1.</p> <p>C.1.3. Develop a strategy paper for the establishment of the 10 new LPSBs in the scope of the Phase III of the Project</p> <p>C.2. Establishment of Local Prevention and Security Boards across the country on the basis of relevant legal regulations made by the Ministry of Interior</p> <p>C.2.1. Define the criteria for the selection of the 10 provinces and/or districts, where LPSBs will be established</p> <p>C.2.2. Define the criteria for the selection of members of the LPSBs</p> <p>C.2.3. Conduct a detailed study on the relationship, the level of accountability and workflow within Governorate and/or District Governorate structures in 10 selected pilot districts/provinces and develop a road map for implementation</p> <p>C.2.3.1. Conduct semi-structured meetings by PT and STEs with the Governorates and/or District Governorates in selected pilot districts/provinces to identify the needs for the establishment of the LPSBs</p> <p>C.2.3.2. Conduct 10 two-day workshops with the participation of CSOs and local media in each selected pilot districts/provinces to identify the internal security needs and discuss the possible structure of LPSBs</p> <p>C.2.3.3. Develop road maps for the functioning and short, medium and long-term objectives/activities of the LPSBs in 10 selected pilot districts/provinces</p>					

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>C.2.4. Provide technical support to the 10 LPSBs in development of security plans and ensuring sustainable and inclusive platforms for local security governance</p> <p>C.2.4.1. Organise 3 two-day consultative meetings on the development of local security plans with the participation of LPSBs members in each 10 districts/provinces</p> <p>C.2.4.2. Organise 10 two-day workshops in 10 pilot districts/provinces with LPSBs members to discuss lessons learned and best practices as well as the sustainability of the services of the LPSBs in each pilot district/province.</p> <p>C.2.4.3. Conduct 10 one-day experience and knowledge-sharing workshops between and among the pilot LPSBs</p> <p>C.2.4.4. Conduct a technical visit to a selected EU member state, with the aim of reflecting international experience in the functioning of civilian/democratic oversight at local administrative level</p> <p>C.2.4.5 Publish the Local Security Action Plans that will be developed by the LPSBs and disseminate among the relevant authorities</p> <p>D.1. Preparation, periodical update and conduct of a training module for public officials employed in Local Prevention and Security Boards</p> <p>D.1.1. Develop tailor-made training modules on crime prevention incorporating the concept of civilian/democratic oversight from fundamental rights perspective</p> <p>D.1.2. Deliver trainings for 500 professionals of MoI and ISFs on civilian and democratic oversight of ISFs and Human focus security services on crime prevention incorporating the perspective of civilian / democratic oversight to governorates and district governorates</p> <p>D.2. Development and periodical implementation of awareness raising programs for civil society and public at large on civilian and democratic oversight and citizen-centred security</p> <p>D.2.1. Conduct an opinion poll at the national level to measure the level of confidence and satisfaction of the citizens with the work of ISFs</p> <p>D.2.2. Develop tailor-made training modules on citizen centred security and civilian/democratic oversight targeting civil society and media</p>					

Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
	<p>D.2.3. Deliver trainings on human centred security and civilian/democratic oversight to civil society and media</p> <p>D.2.4. Develop the implementation strategy of the awareness raising programs</p> <p>D.3. Evaluation and update of training programs which are implemented by the Ministry of Interior for district governors from the perspective of civilian/democratic oversight</p> <p>D.3.1. Review the training curriculum of District Governors in cooperation with the Training Department of the MoI in relation to civilian/democratic oversight</p> <p>D.3.2. Organise 3 two-day workshops in Ankara to identify the bottlenecks and positive aspects of the training curriculum of District Governors based on a human-centred security concept</p> <p>D.3.3. Develop a needs assessment report and recommendations for improvement in the training curriculum of District Governors</p>					

1.7 Budget for the Action

1. Budget for the Action	All Years					Year 1				
	Costs	Unit	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit	# of units	Unit value (in EUR)	Total Cost (in EUR)	
1. Human Resources										
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)										
1.1.1 Technical										
1.1.1.1. Senior STEs	Per day	870.00	500.00	435,000.00	Per day	400.0	500.00	200,000.00		
1.1.1.2 Junior STEs	Per day	420.00	200.00	84,000.00	Per day	200.0	200.00	40,000.00		
1.1.2 Administrative/ support staff										
1.1.2.1. Project Manager (PT Member)	Per month	24.00	4,500.00	108,000.00	Per month	12.0	4,500.00	54,000.00		
1.1.2.2. Project Associate (PT Member)	Per month	24.00	3,000.00	72,000.00	Per month	12.0	3,000.00	36,000.00		
1.1.2.3. Portfolio Manager (%20)	Per month	4.80	6,000.00	28,800.00	Per month	12.0	6,000.00	72,000.00		
1.1.2.4. Project Assistant/Interpreter (PT Member)	Per month	24.00	2,000.00	48,000.00	Per month	12.0	2,000.00	24,000.00		
1.1.2.5. Portfolio Administrator (%30)	Per month	7.20	4,834.00	34,804.80	Per month	12.0	4,834.00	58,008.00		
1.1.2.6. Communications Assistant (30%)	Per month	7.20	2,000.00	14,400.00	Per month	12.0	2,000.00	24,000.00		
1.1.2.7. PSC Assistant (10%)	Per month	2.40	2,000.00	4,800.00	Per month	12.0	2,000.00	24,000.00		
1.1.2.8. Human Rights and Rule of Law Projects Coordinator (40%)	Per month	9.60	5,000.00	48,000.00	Per month	12.0	5,000.00	60,000.00		
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)										
1.2.1 Technical										
1.2.1.1. Key Expert 1 (Chief Technical Advisor-CTA) (PT Member)	Per day	480.00	600.00	288,000.00	Per day	240.0	600.00	144,000.00		
1.2.1.2. Key Expert 2 (LSGS- PT Member)	Per day	480.00	540.00	259,200.00	Per day	240.0	540.00	129,600.00		
1.2.1.3. Key Expert 3 (ICB- PT Member)	Per day	480.00	550.00	264,000.00	Per day	240.0	550.00	132,000.00		
1.2.1.4. Senior STEs	Per day	870.00	600.00	522,000.00	Per day	400.0	600.00	240,000.00		
1.2.1.5. Junior STEs	Per day	420.00	350.00	147,000.00	Per day	200.0	350.00	70,000.00		
1.2.2 Administrative/ support staff										

5.4.3. Conferences/seminars/ meetings under Component A									
5.4.3.1 Consultative Meetings									
5.4.3.1.1. LDC Consultation Meetings on National Crime Prevention Office (A.3.1)									
	5.00	5,000.00	25,000.00	Per meeting	5.0	5,000.00	25,000.00		
5.4.3.1.2. Consultation Meetings on GCGA Needs Analysis (A.5.5)									
	5.00	9,000.00	45,000.00	Per meeting	2.0	9,000.00	45,000.00		
5.4.3.1.3. CDC Consultation Meetings on curriculum development (A.5.7.1)									
	10.00	3,960.00	39,600.00	Per meeting	0.0	0.00	0.00		
5.4.3.1.4. Consultation Meetings on training management system (A.5.9.2)									
	5.00	9,000.00	45,000.00	Per meeting	0.0	0.00	0.00		
5.4.3.2 Workshops									
5.4.3.2.1. Legislative Review Workshops (A.1.2)									
	7.00	13,000.00	91,000.00	Per workshop	7.0	13,000.00	91,000.00		
5.4.3.2.2. Performance Evaluation Workshops (A.2.6)									
	1.00	15,400.00	15,400.00	Per workshop	0.0	0.00	0.00		
5.4.3.2.3. National Crime Prevention Office Legislative Drafting Workshop (A.3.3)									
	5.00	13,000.00	65,000.00	Per workshop	5.0	13,000.00	65,000.00		
5.4.3.2.4. National Strategy Workshop (A.4.2)									
	5.00	13,000.00	65,000.00	Per workshop	2.0	13,000.00	26,000.00		
5.4.3.2.5. Workshops on organizational strategy for the oversight of internal security forces(A.6.2)									
	2.00	13,400.00	26,800.00	Per service	0.0	0.00	0.00		
5.4.3.3. Training Programs (A.5.7.4)									
	0.00	0	0.00	Per programme	0.0	0.00	0.00		
5.4.3.4. Experience Sharing meetings (A.5.8.)									
	2.00	5,000.00	10,000.00	Per meeting	0.0	0.00	0.00		
5.4.4. Conferences/seminars/ meetings under Component B									
5.4.4.1. Consultative Meetings (B.1.1)									
	2.00	7,000.00	14,000.00	Per meeting	2.0	7,000.00	14,000.00		
5.4.4.2. Workshop on Road Map of Parliamentary Oversight (B.1.3)									
	1.00	7,000.00	7,000.00	Per workshop	1.0	7,000.00	7,000.00		
5.4.4.3. Workshop on Organisational Structure of Parliamentary Commissions (B.2.1.)									
	4.00	7,000.00	28,000.00	Per workshop	0.0	0.00	0.00		
5.4.4.4. Trainings on Parliamentary Oversight Mechanisms (B.2.3)									
	3.00	19,750.00	59,250.00	Per training	0.0	0.00	0.00		

5.5.9 Media Packages for various events and social media.	Per unit	6.00	1,000.00	6,000.00	Per unit	2.0	1,000.00	2,000.00
5.5.10 Organizing field visits for journalists to project sites	Per travel	5.00	2,500.00	12,500.00	Per travel	1.0	2,500.00	2,500.00
Subtotal Other costs, services				2,045,142.00				636,417.00
6. Other								
6.1. Study Tours for the Government Staff (A.2.2; A.3.4; A.5.2 (2); C.2.4.4)	Per study visit	5.00	18,800.00	94,000.00	Per service	3.0	18,800.00	56,400.00
6.2. National Opinion Poll (D.2.1)	Per service	1.00	80,000.00	80,000.00	Per service	0.0	0.00	0.00
Subtotal Other				174,000.00				56,400.00
7. Subtotal direct eligible costs of the Action (1-6)				4,947,268.80				2,193,891.00
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)		0.07		346,308.82		0.1		153,572.37
9. Total eligible costs of the Action (7+ 8)				5,293,577.62				2,347,463.37
10. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)		0.02		106,422.38		0.0		0.00
11. Total eligible costs (9+10)				5,400,000.00				2,347,463.37

Year: 2019

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount (USD)
COMPONENT A								
Outputs – Legal Gap/Compliance analysis report as for the civilian and democratic oversight and accountability principles including comparative analysis and recommendations	Activity A.1.2 Organise two- day workshops (50 participants in each workshop) to discuss the findings of the desk review (A.1.1) and develop recommendations for improvement			X	X	MoI UNDP	EU	5.4.3.2.1 Legislative Review Workshop \$ 104,477.61
Output – Technical Visit Report	Activity A.2.2 Carry out a technical visit to a selected EU member state.				X	MoI UNDP	EU	6.1. Study Tours for the Government Staff (A.2.2) \$ 21,584.39
Output – Technical visit report, compliance analysis report, draft legal framework	Activity A.3.1 Organise 5 two- day consultation meetings in Ankara with the participation of LDC members (12 participants + 3 PT members) to discuss the roles and responsibilities as well as possible structuring of the National Crime Prevention		X			MoI UNDP	EU	5.4.3.1.1 LDC Consultation Meetings on National Crime Prevention Office \$ 28,702.64

International Travel for Technical Visits		X	X	X	X	X	MoI UNDP	EU	2.1.2 International Travel: PT members accompanying the study tours	\$ 3,099.89
International Travel for Technical Visits		X	X	X	X	X	MoI UNDP	EU	2.1.3 International Travel: Government officials participating to the study tours	\$ 15,499.43
Local Travel		X	X	X	X	X	MoI UNDP	EU	2.2 Local Travel	\$ 30,137.77
Equipment and Supplies		X					MoI UNDP	EU	3.2 Furniture, computer equipment	\$ 10,631.46
Office Rent and Office Supplies		X	X	X	X	X	MoI UNDP	EU	4.1. Office Rent & 4.2. Consumables - Office Supplies	\$ 37,033.30
Translation Cost		X	X	X	X	X	MoI UNDP	EU	5.3.1 Translation of Documents	\$ 20,091.85
Interpretation Cost		X	X	X	X	X	MoI UNDP	EU	5.3.2. Interpretation during Project Events Interpretation Cost	\$ 54,247.99
Launch Event		X					MoI UNDP	EU	5.4.1. Project Launch event	\$ 39,035.59
Training Materials		X	X	X	X	X	MoI UNDP	EU	5.5.1 Training Materials	\$ 51,664.75
Project Website		X					MoI UNDP	EU	5.5.3. Project website	\$ 4,592.42

Website Maintenance				X	X	X	X	MoI UNDP	EU	5.5.3.1. Project website maintenance	\$ 2,755.45
Social Media			X	X	X	X	X	MoI UNDP	EU	5.5.4. Forming and maintaining project social media presence	\$ 1,722.16
Social Media Advertisement			X	X	X	X	X	MoI UNDP	EU	5.5.4.1. Using advertisement on social media	\$ 1,148.11
Visibility Visits			X	X	X	X	X	MoI UNDP	EU	5.5.5. Visibility Visits to the Field	\$ 3,444.32
Video Spot Production			X	X	X	X	X	MoI UNDP	EU	5.5.6. Documentary style short movies	\$ 8,610.79
Printing of Visibility Materials including Promotional Materials			X	X	X	X	X	MoI UNDP	EU	5.5.7 Visibility materials	\$ 57,405.28
Distribution Cost			X	X	X	X	X	MoI UNDP	EU	5.5.8 Distribution of visibility materials	\$ 344.43
Media Packages			X	X	X	X	X	MoI UNDP	EU	5.5.9 Media Packages for various events and social media.	\$ 2,296.21
Field Visits for Journalists			X	X	X	X	X	MoI UNDP	EU	5.5.10 Organizing field visits for journalists to project sites	\$ 2,870.26
General Management Services & Support Cost			X	X	X	X	X	MoI UNDP	EU	8. Indirect costs (maximum 7% of 7, subtotal of direct	\$ 176,317.30
TOTAL											\$ 2,497,999.76

Year: 2020

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
COMPONENT A									
Output – Legal Gap/Compliance analysis report as for the civilian and democratic oversight and accountability principles including comparative analysis and recommendations	Activity A.1.3 Develop legal gap/compliance analysis report including comparative analysis and recommendations				X	MoI UNDP	EU	5.1.1 Legal Gap analysis report	\$ 13,777.27
	Activity A.2.5 Draft a comprehensive recommendations report for an improved performance evaluation system of ISFs.	X				MoI UNDP	EU	5.1.2. Comprehensive recommendations report for an improved performance evaluation system of ISFs	\$ 5,166.48
	Activity A.2.6 Organise a workshop to review and discuss the findings of the draft recommendations report	X				MoI UNDP	EU	5.4.3.2.2 Performance Evaluation Report Workshops	\$ 17,680.83

<p>Output- Draft legal framework</p>	<p>Activity A.3.5 Finalise the draft legal framework on the establishment of a National Crime Prevention Office</p>	<p>X</p>			<p>MoI UNDP</p>	<p>EU</p>	<p>5.1.3. Draft legal framework on the establishment of a National Crime Prevention Office</p>	<p>\$ 13,777.27</p>
<p>Output – National strategy on crime prevention and security plans at national level</p>	<p>Activity A.4.2 Organise 5 two-day workshops to discuss the draft strategy developed under A.4.1.</p>	<p>X</p>			<p>MoI UNDP</p>	<p>EU</p>	<p>5.4.3.2.4. National Strategy Workshop</p>	<p>\$ 44,776.12</p>
<p>Output- Comparative assessment report on the functioning, curriculum and training management of ISF academies; training system needs analysis; module on civilian/democratic oversight of internal security; training management system for the adoption of a specific module on civilian and democratic oversight of internal security</p>	<p>Activity A.4.3 Finalise the strategy</p>	<p>X</p>			<p>MoI UNDP</p>	<p>EU</p>	<p>5.1.4. National Strategy on crime prevention and security plans at national level</p>	<p>\$ 13,777.27</p>
<p>Output- Comparative assessment report on the functioning, curriculum and training management of ISF academies; training system needs analysis; module on civilian/democratic oversight of internal security; training management system for the adoption of a specific module on civilian and democratic oversight of internal security</p>	<p>Activity A.5.2 Conduct technical visits to selected EU member states.</p>	<p>X</p>			<p>MoI UNDP</p>	<p>EU</p>	<p>6.1. Study Tours for the Government Staff (A.5.2)</p>	<p>\$ 21,584.39</p>
<p>Output- Comparative assessment report on the functioning, curriculum and training management of ISF academies; training system needs analysis; module on civilian/democratic oversight of internal security; training management system for the adoption of a specific module on civilian and democratic oversight of internal security</p>	<p>Activity A.5.5 Organise 5 two-day consultative meetings</p>	<p>X</p>			<p>MoI UNDP</p>	<p>EU</p>	<p>5.4.3.1.2. Consultation Meetings on GCGA Needs Analysis</p>	<p>\$ 30,998.85</p>
<p>Output- Comparative assessment report on the functioning, curriculum and training management of ISF academies; training system needs analysis; module on civilian/democratic oversight of internal security; training management system for the adoption of a specific module on civilian and democratic oversight of internal security</p>	<p>Activity A.5.7.1 Organise 10 two-day consultative meetings</p>	<p>X</p>			<p>MoI UNDP</p>	<p>EU</p>	<p>5.4.3.1.3. CDC Consultation Meetings on curriculum development</p>	<p>\$ 45,464.98</p>

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Output – 10 new Local Prevention and Security Boards established; 10 Local Security Plans developed, report on the technical visit.	Activity C.2.3.2 Conduct 10 two-day workshops with the participation of Civil Society Organizations (CSOs) and local media in each selected pilot districts/provinces to identify the internal security needs and discuss the possible structure of LPSBs	X					EU	5.5.5.1.2. Workshops on security needs and structuring of LPSBs	\$ 61,997.70
	Activity C.2.4.1 Organise 3 two-day consultative meetings on the development of local security plans		X				EU	5.5.5.2.1. Consultative meetings on local security plans	\$ 213,547.65
	Activity C.2.4.2 Organise 10 two-day workshops in 10 pilot districts/provinces		X		X		EU	5.5.5.1.3. Workshops on lessons learned and best practices of LPSBs	\$ 71,182.55
	Activity C.2.4.3 Conduct 10 one-day experience and knowledge-sharing workshops		X		X		EU	5.5.5.1.4. Workshops on experience and knowledge sharing of LPSBs	\$ 109,070.03
	Activity C.2.4.4 Conduct a technical visit to a selected EU member state				X		EU	6.1. Study Tours for the Government Staff	\$ 21,584.39
Activity C.2.4.5 Publish the Local Security Action Plans				X		EU	5.1.6. 10 Local Security Plans	\$ 120,551.09	
COMPONENT D									
Output- Training Modules and Materials + Training of 500 professionals of MoI and ISFs in form of ToTs	Activity D.1.2 Deliver trainings for 500 professionals of MoI and ISFs	X					EU	5.5.5.1.2. Workshops on security needs and structuring of LPSBs	\$ 157,675.09
	Activity D.2.1 Conduct an opinion poll at the national level		X				EU	5.1.7. National Opinion Poll Results (D.2.1)	\$ 17,221.58
								EU	6.2. National Opinion Poll
Output- National opinion poll results + Training Modules and Materials + Training of 300 civil society and media	Activity D.2.3 Deliver trainings on human centred			X			EU	5.4.6.2. Trainings for civil society and media	\$ 39,035.59

International Travel for Technical Visits				X	X	X	X		MoI UNDP	EU	2.1.2 International Travel: PT members accompanying the study tours	\$ 2,066.59
International Travel for Technical Visits				X	X	X	X		MoI UNDP	EU	2.1.3 International Travel: Government officials participating to the study tours	\$ 10,332.95
Local Travel				X	X	X	X		MoI UNDP	EU	Local Travel	\$ 54,649.83
Office Rent and Office Supplies				X	X	X	X		MoI UNDP	EU	4.1. Office Rent & 4.2. Consumables - Office Supplies	\$ 37,033.30
Project Evaluation Cost							X		MoI UNDP	EU	5.2.1. Project Evaluation	\$ 20,665.90
Translation Cost				X	X	X	X		MoI UNDP	EU	5.3.1 Translation of Documents	\$ 20,091.85
Interpretation Cost				X	X	X	X		MoI UNDP	EU	5.3.2. Interpretation during Project Events Interpretation Cost	\$ 50,218.14
Closure Event									MoI UNDP	EU	5.4.2. Project Closure Event	\$ 39,035.54
Training Materials				X	X	X	X		MoI UNDP	EU	5.5.1 Training Materials	\$ 103,329.51
Website Maintenance				X	X	X	X		MoI UNDP	EU	5.5.3.1. Project website maintenance	\$ 2,755.45
Social Media				X	X	X	X		MoI UNDP	EU	5.5.4. Forming and maintaining project social media presence	\$ 1,722.16

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Social Media Advertisement										EU	5.5.4.1. Using advertisement on social media	\$ 1,148.11
Visibility Visits										EU	5.5.5. Visibility Visits to the Field	\$ 3,444.32
Video Spot Production										EU	5.5.6. Documentary style short movies	\$ 8,610.79
Distribution Cost										EU	5.5.8 Distribution of visibility materials	\$ 3,099.89
Media Packages										EU	5.5.9 Media Packages for various events ans social media.	\$ 4,592.42
Field Visits for Journalists										EU	5.5.10 Organizing field visits for journalists to project sites	\$ 11,481.06
General Management Services & Support Cost										EU	8. Indirect costs (maximum 7% of 7, subtotal of direct	\$ 221,281.80
Contingency										EU	10. Provision for contingency reserve	\$ 122,184.14
TOTAL												\$ 3,701,776.62

UNDP:

Claudio TOMASI

Resident Representative



Ministry of Interior

Gazi Levent Kurtoglu

 Head of Department
 Department of Smuggling, Intelligence, Operation
 and Data Collection
Gazi Levent KURTOĞLU**KİHBI Dairesi Başkanı**