

# UNITED NATIONS DEVELOPMENT PROGRAMME

## PROJECT DOCUMENT TURKEY



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<b>Project Title</b>	Border Surveillance Capacity between Turkey and the EU - Phase II
<b>Project Number</b>	00096326
<b>Implementing Partner</b>	Ministry of Interior, General Directorate for Provincial Administrations
<b>Start Date</b>	01.01.2019
<b>End Date</b>	30.06.2020
<b>PAC <sup>1</sup>Meeting date</b>	18.12.2018

### Brief Description

The overall objective of the Project is to contribute into the prevention of irregular migration, human trafficking, cross-border crimes, and smuggling and ensure further development and implementation of border management and standards in line with EU's Integrated Border Management (IBM) policies and strategies.

The specific objective of the Project is to support border security and surveillance through increasing individual capacity of relevant border units (professional personnel of LFC).

### 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.


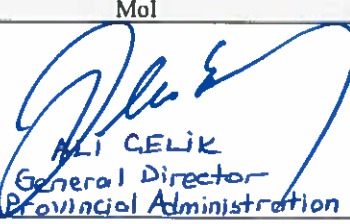
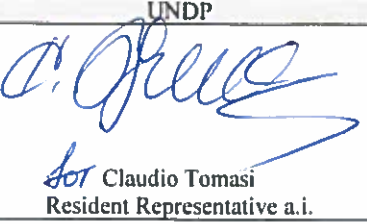
#### CPD OUTPUT:

2.1.6 Capacities, structures and means enhanced for secure borders and integrated border management.

Indicative Output(s) with gender marker GEN 2

<b>Total resources required:</b>	1,120,000.00 EUR 1,274,175.19 USD* *as per UN Exchange Rate for Dec 2018 <sup>2</sup>	
<b>Total resources allocated:</b>	<b>UNDP TRAC</b>	20,000.00 EUR
	<b>EU</b>	1,100,000.00 EUR
	<b>Government</b>	
	<b>In-Kind<sup>3</sup></b>	
	<b>GMS (7%)</b>	73,271.03 EUR 83,357.26 USD* *as per UN Exchange Rate for Dec 2018
<b>Unfunded:</b>	N/A	

Agreed by:

<b>Ministry of Foreign Affairs</b>	<b>MoI</b>	<b>UNDP</b>
 Mustafa Osman TURAN Elçi Çok Taraflı Ekonomik İşler Genel Müdür Yardımcısı	 ALİ GELİK General Director DG of Provincial Administration	 for Claudio Tomasi Resident Representative a.i.
Date:	Date:	Date:

<sup>1</sup> PAC: Project Appraisal Committee

<sup>2</sup> 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.

<sup>3</sup> 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.



## List of Abbreviations

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<b>BOMCA</b>	Border Management Programme in Central Asia
<b>CFCU</b>	Central Finance and Contracts Unit
<b>CTA</b>	Chief Technical Advisor
<b>EC</b>	European Commission
<b>EDOK</b>	The Training and Doctrine Command
<b>EGT</b>	Expert Group on Training
<b>EU</b>	European Union
<b>EUBAM</b>	EU Border Assistance Mission
<b>EUD</b>	Delegation of the European Union to Turkey
<b>FAFA</b>	Financial and Administrative Framework Agreement
<b>IBM</b>	Integrated Border Management
<b>LFC</b>	Land Forces Command
<b>MoI</b>	Ministry of Interior
<b>PA</b>	Project Assistant
<b>PAD</b>	Project Administrator
<b>PAS</b>	Project Associate
<b>PSC</b>	Project Steering Committee
<b>SCIBM</b>	South Caucasus Integrated Border Management
<b>STE</b>	Short Term Expert
<b>TAF</b>	Turkish Armed Forces
<b>TAT</b>	Technical Assistance Team
<b>TCDEG</b>	Training Capacity Development Expert Group
<b>UN</b>	United Nations
<b>UNDP</b>	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)

Accession Partnership for Turkey Document adopted by the Council of the European Union (EU), under the Chapter 24: Justice, Freedom and Security, specifically refers to the priorities as i) to strengthen and enhance the judicial and administrative capacity of all law enforcement institutions and align their status and functioning with European standards, including through developing inter-agency cooperation; ii) to implement the National Action Plan on Asylum and Migration including through the adaptation of a roadmap, increase capacity to combat irregular migration in line with international standards; and iii) to implement the National Action Plan on IBM including through the definition of a precise road map and take steps to establish the new border law enforcement authority.

Substantial progress is made in implementing institutional reforms for integrated border management, with an increased technical capacity for border management and a high degree of alignment with relevant EU policy<sup>22</sup>. In addition, “capacity building to combat cross-border crimes and manage borders in an effective and sustainable manner, focusing on efficient use of equipment, risk analysis, information exchange and integrated border management practices, complemented by upgraded software and hardware” have been set as an action.

Regulation (No 231/2014) establishing Instrument for Pre-accession Assistance (IPA II) indicates that the EU financial assistance shall pursue achievement of the enlargement agenda of Turkey on capacity-building measures for improving law enforcement and border management. It is highlighted that EU will support reforms in the field of integrated border management, including Turkey’s adoption of necessary legislation and Turkey’s efforts on institutional capacity building.

In line with the EU requirements and policies, the Government of Turkey in the course of progress towards accession to the EU is actively implementing a National Programme for the Adoption of the EU Acquis and a National Action Plan for EU Accession (2016-2019). The objective of the legal harmonization is not only about the amendments in relevant existing legislation; but also, about strengthening institutions responsible for the enforcement and implementation of the new procedures and further development of high-level border management and border surveillance systems and standards in line with the EU’s integrated border management policies and strategies. Therefore, the process of “Institution Building and Reform” is considered as crucial in ensuring Turkey’s successful transition to the standards, norms, expectations and obligations of similar EU Member State administrations. Within the process of “Institution Building and Reform”, border management is evaluated as one of the high priority areas under the Chapter 24. To this end, the Government of Turkey is following a reform programme targeting a decrease in irregular migration through developing an effective IBM system, strengthening institutional capacities and raising awareness on matters related to border management.

In addition to that, “Second Report on progress by Turkey in fulfilling the requirements of its Visa Liberalisation Roadmap” dated 4.3.2016, the Commission recommends that Turkey considers the measures described below;

*“In order to reduce the number of persons entering Turkey irregularly, surveillance along the South-Eastern and Eastern land borders of the country should be enhanced. To that end, Turkish Land Forces should continue their modernisation, through the increasing deployment of well-trained contractual agents instead of conscripts, as well as via the use of modern surveillance equipment and the adoption of flexible patrolling.”*

10<sup>th</sup> National Development Plan foresees the establishment of an effective monitoring and surveillance system for immigrants, refugees, irregular workers, and transit passengers. Furthermore, a cooperation mechanism will be set up among institutions providing public security services in order to ensure an integrated and effective system.

Internal security is also issued in 10<sup>th</sup> Development Plan prepared by Ministry of Development. According to the section 2.1.4, it is aimed to strengthen security services and establish a secure business and living environment in Turkey.

The Action at hand, namely, “Border Surveillance Capacity between Turkey and the EU - Phase II” aims to respond to the above referred needs in the field of border management and addressing the training capacity needs of LFC to adopt tools for modern border surveillance and to increase the individual capacity of professional border staff. To that aim, distance learning trainings will be developed and delivered to 100 professional staff and face to face trainings will be delivered to 200 professional staff (currently LFC staff) who are currently on duty or will be possibly assigned to border security related duties on the procedural requirements of dealing with irregular movements at the border regions as well as fundamental rights on migrants and international protection and combating human trafficking.

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

Turkey achieved significant progress in ensuring effective IBM and preventing irregular migration through strengthening the capacities of law enforcement institutions and developing effective systems to manage asylum, irregular migration and borders. The relevant initiatives and projects carried out in this regard include but are not limited to following:

- Support for the Development of an Action Plan to implement Turkey’s IBM Strategy: An action plan has been prepared which sets out the legislative alignment priorities, institutional reforms, training and physical infrastructure needs and equipment necessary to implement the border management strategy.
- Support for development of strategies and policies to meet objectives defined in other national strategic documents such as 2008 National Programme of Turkey for the Adoption of the EU Acquis, National Action Plan for EU Accession, Strategy Plan for Ministry of Interior 2015-2019, as well as EU-Turkey visa liberalisation roadmap, EU-Turkey Readmission Agreement. These activities all together will bring considerable synergies and possibilities for broader alignment of border and migration management in Turkey with the EU and international standards taking into account as well as local conditions.
- A Memorandum of Understanding was signed by Turkey and the European Border and Coast Guard Agency in May 2012 on enhancing operational cooperation fields including training, joint operations and other activities. Improved by the Action institutional capacities of LFC as the agency responsible for Turkish land border surveillance will allow joining this important cooperation scheme.
- Turkey has improved border cooperation with Bulgaria and Greece across their common land border (including cooperation provided in the framework of the Project on Regional Cooperation among Turkey, Bulgaria and Greece. Daily contacts between local border staff from both sides of the land borders were introduced. The Action enabled the support and development of further other forms of cross-border cooperation, including coordinated patrolling.
- Regulation on Inter-Institutional Cooperation and Coordination in the Field of Border Management that came into effect on March 17, 2016 (Decree No: 2016/8520) is an important step in the adoption of the IBM concept in Turkey. Article 8 of the Regulation defines tasks and requirements for cooperation on land and sea border surveillance. The Action also aims at contributing to the implementation of these requirements at the land borders.
- Support for the Development of an Action Plan to Implement Turkey’s Asylum-Migration Strategy: An action plan has been prepared which sets out the legislative alignment priorities, institutional reforms, training and physical infrastructure needs and equipment necessary to implement the asylum and migration strategy. Operational and administrative capacities of the agencies responsible for management and implementation of Turkish asylum and migration policy have been improved. Establishment of the Directorate General for Migration Management created additional opportunities for fostering Integrated Border Management in Turkey. The Action will explore possibilities of border units to contribute effectively to the enhancement of the national migration and asylum system.

On the other hand, overall alignment in the area of migration and border management is open for improvement.

It was stated in the 2016 Progress Report of EC on Turkey; some progress was achieved in the area of external borders and Schengen. The 'Regulation on Inter-Institutional Cooperation and Coordination in the Field of Border Management' is adopted in March 2016 for increasing border surveillance at land and sea borders. The Border Management Implementation Board started functioning as a step forward and applies both to border checks conducted at designated border-crossing points and to adopted ethical rules for border management authorities. The monitoring functions of the Border Management Implementation Board were advised to be activated to identify needs for improvement at borders.

Intense inter-agency cooperation based on risk analysis is necessary to improve effectiveness against cross-border crimes and smuggling networks. The legislation on establishing a single organisation in charge of border security has been kept on hold.

Both fixed and mobile border surveillance capacity were increased in the reporting period at land and sea borders, with new supplied modern technology infrastructure. In the meantime, demining of the Eastern borders started in spring 2016.

Within the 2016 Progress Report of EC on Turkey it is stated that "The authorities in charge of border management, in particular the LFC and Turkish national police, need to deploy professional staff specialised in their respective domains in line with the new law on border management. On cooperation with neighbouring countries, Turkey advanced border cooperation with Greece and Bulgaria with the ratification of a tripartite agreement on customs and police cooperation which is expected to enter into force shortly."

Therefore, it is needed that the efforts for the areas to be developed in IBM sector will be continued. In this regard, the Action will contribute and complement in a synergetic way to the initiatives which are completed, ongoing and planned to be implemented including but not limited to following:

- Action Plan on IBM-Phase 1: The project aimed to support Turkish Government in transforming the current border management to an integrated one by detailing the Action Plan in the form of a Roadmap defined in the Action Plan and ensure further development of high-level border management and border surveillance architecture and standards in line with EU's IBM policies and strategies.
- Action Plan on IBM-Phase 2: The project aimed to support the Turkish Government in transforming the current border management to an integrated one by detailing the Action Plan in the form of a Roadmap defined in the Action Plan and ensure further development of high-level border management and border surveillance architecture and standards in line with EU's IBM policies and strategies.
- EU twinning project on support of Turkish National Coordination and Joint Risk Analysis Centre (NACORAC): The forthcoming Action will improve institutional planning, analytical and information exchange capacity of LFC as a precondition for effective participation in NACORAC activities to meet the twinning project objectives.
- Technical Assistance for Improving Administrative Capacity of Border Management at Local Level (training for local administrators - provinces, districts): The Action will be built on the results/achievements of this project in terms of improving interaction and cooperation of border units with local administrators in the field of border surveillance. As required by the new border management regulation, some 80 local sub-governors and deputy governors designated to work on the coordination of border-crossing points started receiving in-service training on integrated border management.
- Socioeconomic Development through Demining and Increasing the Border Surveillance Capacity at the Eastern Borders of Turkey Phase I and II: The Project aims to contribute to the prevention of irregular migration and all types of cross-border crimes at Turkey's eastern borders in line with EU's IBM policies and strategies via de-mining the area and providing



effective and humanitarian border surveillance tools for a technologically supported modern border surveillance system.

The Action at hand will be complementary to Phase II activities in terms of capacity building. Proven methods of project implementation as well as the experience gained and established cooperation in the eastern border with the LFC will be utilized in the project at hand.

- **Increasing Border Surveillance Capacity of Borders between Turkey and Greece – Phase I:** The objectives of the project are to support border security and surveillance through increasing individual and institutional capacity of the professional personnel of border units (LFC) and to contribute to the prevention of irregular migration, human trafficking, cross-border crimes, and smuggling and to ensure further development and implementation of border management and standards in line with EU's IBM policies and strategies.

Thanks to some of the projects that are summarized above, awareness regarding integrated border management concept is continuing to be raised. Through these projects technical equipment were provided to institutions related with border management (LFC, Turkish Gendarmerie, Turkish National Police and Coast Guard Command); more over training programs were realized for border staff from relevant institutions. Thus, both individual and institutional capacity strengthening is continuing. On-going projects (i.e. Increasing Border Surveillance Capacity of Borders Between Turkey and Greece – Phase I and Socioeconomic Development through Demining and Increasing the Border Surveillance Capacity at the Eastern Borders of Turkey Phase II), which include procurement of technical equipment and training programs are serving the same goal. Surveillance vehicles with modern equipment will be provided for border surveillance activities with the supply components of the concerned projects. However, to secure the borders, further improvements are needed in certain areas, including through the establishment of more adequate infrastructure and a more extensive use of training technologies, in particular distance learning and the necessary infrastructure in terms of software and hardware. Besides, with the enhancement of the training system of professional personnel that are on duty on the borders, law enforcement vision and capacity on border management, migration and cross-border crimes issues will be strengthened in a more effective way.

With all these projects, it is targeted that irregular migration and all types of cross-border crimes at Turkey's borders will be prevented in line with EU's IBM policies and strategies via demining of the area, increasing the capacity of LFC through trainings and enhancement of technological tools for a technologically supported training system.

### **Lessons Learned from Increasing Border Surveillance Capacity of Borders Between Turkey and Greece Project – Phase I**

The Action at hand is developed in the light of lessons learned from the Increasing Border Surveillance Capacity of Borders Between Turkey and Greece Project – Phase I in terms of capacity building. As such, most of the activities build on and/or complement the activities that have been realized within Phase-I and increase the impact. Experience gained, and needs identified in cooperation and partnership with LFC at the trainings delivered within the scope of Eastern and Greek border projects as well as project implementation modalities proved to be successful. Accordingly, the lessons learned will be further applied at the project at hand: Border Surveillance Capacity between Turkey and the EU – Phase II.

The lessons learned until the midterm of the Phase-I project which will be utilized in the implementation of this Project can be summarized as follows:

- Identifying the needs and developing strategies/methodologies is crucial to ensure effective and efficient design of the activities.
- To maintain ownership of project beneficiaries and to increase effectiveness and sustainability of the activities; continuous participation and involvement in decision taking procedures of the project stakeholders and the final beneficiaries carries utmost importance.
- There are challenges to train the professional staff in border units due to environmental, geographical and climate conditions.

- Short term-assignment of the LFC personnel in border units and execution of operations in remote areas hampers the accomplishment of in-person continuous in-service training on regular basis.
- Enhancement of legislation and introduction of new practices from EU needs to be adopted in the training of professionals assigned in border units. The use of high technology training equipment such as simulators and distance learning are found to be crucial to tackle above mentioned challenges.

**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:**

In the field of border management, the following are the relevant institutions:

- According to the Turkish law, the overall supervision of Border Management is exercised by the **Ministry of Interior (MoI)**. The MoI performs these functions through the Deputy Governors assigned by the Governors.
- The **Turkish LFC** is responsible for border surveillance activities on land borders and delivers the criminals seized at the borders to law enforcement units (Police/ Gendarmerie).
- The **Turkish Gendarmerie** is responsible for maintaining public order and security within the determined areas, investigation of border violations.
- The **Turkish Coast Guard Command** is responsible for surveillance activities on blue borders and delivers the criminals seized at the borders to law enforcement units (Police/ Gendarmerie).
- The **Turkish National Police** executes border checks at border crossing points (BCPs) and
- The **Ministry of Trade** is responsible for controls on vehicles and goods at border crossing points.

All of these institutions are responsible for combating cross border crime.

The specific target group of the Action is the professional personnel of LFC who are on duty in HQ, in Bulgarian Borders or who will be possibly assigned to border security related duties. The roles and responsibilities of LFC in border management are specified above. As referred in the Action Document, efficient border governance in Turkey should start at the borders in the west as their conditions are more suitable than that of land borders in east. In respect to this; whereas Phase-I Project was targeting Greek border, this Action will focus on professional staff who are on duty or expected to be assigned in Bulgarian border.

There is a clear need to support and enhance Turkey's border management efforts through capacity building and enhancing the inter-institutional and international cooperation.

Turkey lacks a fixed staff system responsible for border security. Instead, professional staff undertakes border security related assignments during their time-bound appointments to the border regions. Main challenge of the current system is lack of continuity in the professional cadres, ad-hoc basis of law enforcement duties by the professional staff and limited institutional memory with regards to border security.

In the light of the findings of the comparative review and analysis of the modern training tools on border surveillance besides the needs assessment document produced under Phase – I, the introduction of modern technical tools of border surveillance including simulation systems and distance learning mechanisms to be used for training of border guards on border surveillance is strongly advised in the scope of the Project.

Accordingly, with the Addendum No.1 to the Phase – 1, following activities were introduced for the use of distance learning as a complementary training method for the professional staff of LFC:

- two additional study visits
- field study missions to assess the basic level trainings on site; review and fine-tuning of the training materials to be used in Phase II Project, specifically for face to face and distance learning pilot trainings



- fine-tuning of the training materials to be used in face to face and distance learning pilot trainings to be organized under Phase II on the basis of intensive trainings to 150 newly assigned staff of border units
- production of two short films on IBM and human rights. These short films will cover the basic concepts and highlights of IBM and human rights and will be used as a training material for the distance learning training under phase II.

Whereas the feasibility of modern technological tools such as simulation systems is the focus of Phase-I, use of distance learning capacity in short term is another strong advise to ensure the sustainability of the trainings targeting the professional staff of LFC who are on duty in border units. The researches in EU countries also proved that distance learning may be a more effective and less expensive option for some of the professional staff serving for border units than in-person learning.

Within this perspective, representatives of the LFC may be able to:

- Articulate how the learning outcomes of distance training compare with traditional in-person training
- Determine and compare the cost profiles of distance and in-person training options
- Identify uses of distance training for the LFC purposes, during and after the Project
- Recognize barriers to successful in-person training
- Recognize strengths of distance learning training system and for which purposes can be used
- Pilot distance learning training for a potent mechanism and solution for regular continuous in-service training
- Ensure flexibility and accessibility for the end users to receive the trainings
- Ensure long-term sustainability with regards to training of professionals at border units
- Accumulate know-how to be transferred to the future Border Security Agency when established.

In this respect, the use of distance learning within the scope of Phase II Project will assess, revive and use the capacity of LFC, which will be sustainable and a good practice for the effective use of EU funds. This can help to reach more professionals through distance learning trainings even after the completion of the project at hand. Therefore, the number of the target professional staff will progressively be increased, even after the Project ends.

At the moment, LFC already holds an infrastructure for the use of Distance Learning for Border Training but rather limited to disseminate short films through the Land Forces Network<sup>4</sup>. In order to have operable distance learning system, enhancing the infrastructure will be compulsory. If the necessary infrastructure is fully founded, there can be pilot trainings conducted through the project at hand to test and fine-tune distance learning. With this enhancement the Project will result in training a wider group of trainees and set up a sustainable training system.

Nevertheless, the efforts for piloting distance learning trainings also need to be supported via in-person trainings, since some learning styles require a physical presence and interaction between the trainer and the trainee.

#### **1.2.4 Particular added-value elements:**

The National Action Plan towards the implementation of Turkey's IBM Strategy foresees the establishment of a Border Security Agency in line with the EU standards. The agency is expected to perform duties related to security of the border gates, passenger entry and exit controls; to combat irregular immigration and human trafficking; to implement and manage the immigration and citizenship policy of Turkish Government; and to enhance and to coordinate international cooperation in the field of border security.

This Project seeks to contribute in the implementation of National Action Plan and builds the institutional and individual capacity by investing in training of professional staff of border units. The activities of the Action draw upon the lessons learned and the best practices that continue to be developed under the projects of MoI on border management. With regards to the capacity development

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<sup>4</sup> Kara Ağrı

of the professionals on border management, many of the needs have emerged in scope of the previous border management projects.

Sustainable Development Goals will be one of the main cross-cutting themes of the Project. As known, on 25 September 2015, the Member States of the UN 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. SDG-16, which is "*promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and build effective, accountable and inclusive institutions at all levels*" specifically includes the target of decreasing the number of human trafficking victims. The role of border professionals in combating trafficking, is largely seen as in the role of first tier-control and carries utmost importance with regards to identification of victims of trafficking, as well as for the identification and apprehension of traffickers within border control procedures. Training activities designed under this Action will contribute to the increased awareness of LFC professionals in this respect.

Furthermore, the gender dimension will be extended in all project activities; particularly the training programs and options to mainstream gender into border management will be explored.

In the scope of the Project, all capacity enhancement activities will include how to establish functional oversight mechanisms supporting environmentally sensitive planning and implementations.

## 1.2. Description

The Project is composed of below activities under 3 components:

### **Component 0: Inception Period (3 months):**

The Inception Period aims establishment of a suitable and formalized working structure for the Action and fine-tuning the Project activities through an assessment of the current needs against the defined results of the Project. The Inception Period will also be needed for the UNDP to orient itself to the Project and reflect its collective experience and best judgement to the specifics of the Project.

During the Inception Period, the UNDP will develop fine-tuned and presumably more detailed activity and resource schedule (Work Plan). Thus, the time plans and resources allocated to activity groups mentioned hereinafter are indicative and will be finalized during the Inception Period. The UNDP will also determine the scope of the visibility services, required for successful implementation of the Project.

During the Inception Period the following preparatory activities will be realized:

#### ***Mobilisation of Technical Assistance Team (TAT) and Establishment of Project Office***

The Project Office, which is suitable and formalized working structure for the Project, will be established by the UNDP in the UN House within one month after the commencement of the Project and its costs for rent, necessary equipment and daily running expenses will be met from the Project budget. The Project Office will be used by the TAT (please see details of the team composition under section 1.4.2) for all of the Project activities.

UNDP will mobilise the Technical Assistance Team (TAT) which consists of Key Experts (Chief Technical Advisor and Capacity Development Expert), administrative and support staff (Project Administrator, Project Associate and Project Assistant / Interpreter) as well as Short Term International and Local Experts which will work in close cooperation with the project beneficiaries.

#### ***Kick-off meeting (first Management Meeting)***

The Project will be launched with a kick-off meeting to be organised within the first month of the commencement of the Project, which will be participated by the MoI, LFC, UNDP, the CFCU and the EUD.

At the kick-off meeting, the UNDP will present the Project activities. Also, the additional members of the Steering Committee and monitoring and evaluation of Action's activities will be discussed and agreed on with the MoI, LFC and the CFCU. The kick-off meeting will be held in MoI premises.

### **Component 1: Enhancing Individual Capacity Through Face to Face Trainings**

The activities under Component 1 will focus on:

- Review and update, if required, of the face-to-face training modules on BM, Border Surveillance and Human Rights developed on the procedures and practices regarding irregular migration in line with international law and practices under the Phase I project;
- Delivery of tailor-made training program for 200 professional staff of border units working on the procedures and practices regarding irregular migration, human trafficking, cross-border crimes, smuggling and border management, EU's Integrated Border Management (IBM) policies and strategies

LFC will be the main contact for the achievement of the activities under Component 1. Considering the turnover of staff at borders, LFC and related units will ensure the sustainability of the results and transfer of the skills and knowledge to all professional staff who serves at the borders.

Specific activities under Component 1 are listed below:

#### **A.1.1 Re-establishing the expert group on trainings (EGT)**

The EGT established in the scope of the Phase I Project will be sustained or, if necessary, re-established following a review of the scope of the work and profile of the expertise needed. The EGT will work to ensure the delivery of the face-to-face training modules developed from Phase I Project trainings besides the assessment of the trainings that will be delivered.

Supporting the work of TAT; EGT will be composed of approximately 10 experts and academicians with different backgrounds and expertise to be recruited as senior STEs on IBM.

Besides, a Statistician for the assessment of the training results of the trainings performed under Phase II will be mobilized. The Terms of References for each member will accordingly be developed during the Inception Period of the Project.

➤ *Output: EGT on face-to-face trainings*

#### **A.1.2. Review and update of the tailor-made training materials**

The EGT will review and update the training materials delivered in trainings conducted under Phase I Project to adjust a 3 days training material for trainings. Accordingly, final versions will be fine-tuned both in Turkish and English to be disseminated during the face-to-face training programs. The agenda of the training will need to be prepared in terms of logistical arrangements such as interpretation, availability of experts before the delivery of trainings. Assessments of the training results for the trainings conducted under Phase II Project will be collated by the Statistician and necessary modifications in the training modules will be reflected by EGT, if any. In light of the findings; an integrated system where the training scope, strategies and materials developed under Phase II Project might be subject to changes and/or new training materials (including audio-visual training materials) could be introduced. Besides any probable changes in the legislation, practices or organizational structure of the institutions involved will be reflected.

➤ *Output: Reviewed/Updated Training materials*

#### **A.1.3. Delivery of tailor-made training modules**

The 3-days tailor-made training modules (basic+intermediate level) will be delivered by the EGT to 200 selected professional staff of LFC in total who are working specifically on the fundamentals of procedures and practices to be followed during apprehension of irregular migrants/smugglers at the borders and deliverance of irregular migrants/smugglers to the relevant border authorities as well as other cross border crimes.

In the absence of the sufficient number of professionals serving in Bulgarian Border and HQ, professional personnel of LFC who will be possibly assigned to border security related duties will be trained. Trainings will take place in Edirne and Kırklareli, and another city to be determined during the Inception Period in close cooperation with Mol and LFC. The expectations and success of the trainings will be evaluated through evaluation forms that will assess before and at the end of the trainings. The results of the evaluation forms will be used in the delivery of the subsequent trainings to modify curriculum.

Each training will be delivered targeting approximately 25 trainees and in total 8 three-day training programs are expected to be delivered.

➤ *Output: 8x3-day trainings, Training Reports*

### **Component 2: Enhancing Individual Capacity Through Distance Learning Trainings**

The specific objective of this component is to support border security and surveillance through increasing individual capacity of relevant border units (professional personnel of LFC by use of distance learning. Development of distance learning system in the field of IBM and human rights' is an innovative and sustainable training method aiming at enhancing the effectiveness and efficiency in the efforts for increasing the individual capacity of LFC professional personnel to deal with apprehension of irregular migrants/smugglers at the borders and deliverance of them to the relevant authorities. This will be achieved through acquaintance with international standards and European practices developed by leading specialists working in these areas, sharing their expertise and assessing the areas open to strengthening in the local context.

As an outcome of A.2 and A.3 of Phase I Project, it was also suggested to make use of distance learning for the training of the professional staff serving at the borders and it is agreed with the Beneficiaries to use distance learning method complementary of the face to face trainings within the "Border Surveillance Capacity between Turkey and the EU - Phase II" Project. In this respect, pilot distance learning trainings will be delivered by making use of the training materials of the Phase I Project.

The training model and curriculum developed under the Phase I will be used as a basis for the distance learning training curricula. Through the distance learning trainings, LFC professional staff who are/will be possibly assigned to remote border regions will be particularly targeted.

The areas for enhancement could be as stated below:

- Training techniques;
- Use and conduct of distance learning;
- Technical infrastructure of LFC, Border Training Schools, Institutions and Units including hardware equipment.

Activities under Component 2 are listed below. Due to the nature of the Action, some of the activities will be carried out in a concurrent manner.

#### A.2.1 Establishing a Training and Capacity Development Expert Group (TCDEG)

The TCDEG will be established to support TAT for the development of a needs assessment and subsequent road map for the areas to be enhanced in distance learning training development for the professional staff serving at border units.

The TCDEG will be composed of leading specialists from MoI and LFC, besides international and local technical experts in the field of distance learning and the members of TAT. The number of the members of the TCDEG shall not exceed 10. There are 8 consultative meetings in total in Ankara planned for the TCDEG under A.2.3 and A.2.4 and at the first meeting Rules and Procedures on the work of TCDEG will be adopted. After each meeting, minutes of meeting will be drafted by the TAT and shared with TCDEG participants. TCDEG will focus on distance learning training modalities and platforms besides setup and development which can serve to LFC needs even after the completion of the project at hand for sustainability.

- *Output: Expert group on training capacity development of LFC; Rules and Procedures on the work of TCDEG*

#### A.2.2. Study visits and development of Comparative Assessment Report

Under Phase I, with the study visits realized, Project beneficiaries had some opportunity to explore and meet their peers from other European countries to discuss modern technological tools used for border surveillance. The study visits have provided excellent opportunities for exchange of innovative ideas and practices, networking and future cooperation.

In Phase I, study visit participants, in line with their needs, had a strong focus on training simulators used in EU countries. Within these study visits it has also been observed that there is a great necessity for the use of distance learning as a complementary training method for the professional staff of LFC in relation to trainings to be delivered in the scope of border surveillance due to:

- frequent staff rotation,
- enhancement of new technologies and
- limited mobility of the professional staff in borders because of heavy workload besides geographical, climate and environmental challenges

However, in Phase I, there has been very limited opportunity to observe how distance learning systems were used for the training of border guards in EU. There is a need to learn more about good practices of EU Member States including their distance learning curricula in the field of IBM, border surveillance and migrants' rights. Even though study visits to France and Hungary were included in Phase I, these study visits will not be sufficient to obtain in depth knowledge to transfer know how and to establish distance learning training system for border professionals in Turkey within the scope of Phase II Project; since, there are many best practices worth exploring in the EU Member States. With the two study visits to be conducted under Phase II, it is aimed to complement the know-how gained in Phase I and to observe more of distance learning capabilities of EU Member States to build the roadmap in enhancing distance learning capacity of LFC.

The capacities and practices of training institutions of LFC serving for border units on distance learning training tools are aimed to be enhanced with comparative analysis through two study visits to selected EU Member States by the group of;

- Ministry of Interior officials
- LFC officials including Headquarter officials, EDOK officials, professional staff in Border Units and trainers from training schools, institutions and units,

In specific terms, during the study visits, meetings with training institutions at local and national levels will be conducted. Each study visit will be organised with the participation of representatives from Mol (4 people), LFC (6 people) and 2 TAT members.

The countries where the study visits to be conducted will be determined by TAT in close consultation with Mol and LFC based on the criteria to be developed during Inception Period. Depending on the needs of the Project, more than one EU member state can be visited in one study visit, enabling the representatives to obtain more knowledge and experience on technical means for distance learning training tools used in border units. Each study visit will have duration of 6 days including travel days. A Terms of Reference will be prepared for the participants to describe how distance learning is developed and organized in visited countries. Particular attention will be given to Integrated Border Management (IBM), Border Surveillance and Human Rights topics. Finally, distance learning platforms will be argued and explored. The detailed programme of the visits as well as direct communication with the relevant institutions in the recipient country will be run by UNDP.

After completion of each study visit, a “Study Visit Finding Report” will be prepared by TAT which will find the basis of Comparative Assessment Report. After the completion of all study visits, a Comparative Assessment Report, which will include current state of play of distance learning training modalities, how the infrastructure was built, how the distance learning strategy was developed and realized besides their know-how in developing the curriculum along with the planning of technical equipment set up in EU countries. The Comparative Assessment Report will include the related outcome of the study visits as well as recommendations on distance learning conducted under Phase I as well.

Comparative Assessment Report will not be published but English and Turkish copies will be disseminated as e-copy among relevant institutions in the field of border management. The Report will be submitted to LFC and Mol and utilized by the concerned institutions.

➤ *Output: Study visit finding reports, Comparative Assessment Report*

#### A.2.3. Assess the distance learning training needs of LFC Border Units professional staff:

An Assessment Report will be prepared to assess the needs of LFC in distance learning training for professional staff of border units. Assessment aims to identify present status besides assistance areas, target groups, thematic topics, technical equipment (software and hardware tools and equipment) with the support of leading specialists working in above-mentioned area with European practices, local and international standards. In specific terms, the following sub-activities will be realized to develop the assessment report:

- An assessment methodology by TCDEG will be developed. The details of the methodology will be submitted to LFC, which is expected to include but not limited to the following methods of assessment:
  - Conducting 4 one-day consultative meetings for the initial draft of assessment report with LFC, Border Training School and Institutions.
  - Face-to-face interviews with training center managers, trainers, technicians and professional staff of border units.
- An assessment report will be drafted and finalized (by the TCDEG).

The Report will be a guidance document for the institutional policies of LFC to enhance systems for distance learning training of professional staff of border units in Turkey.

➤ *Output: Assessment Report*



#### A.2.4. Developing training strategy for distance learning trainings and operation of the distance learning in LFC premises

Currently, the border trainings of LFC are given as face-to-face trainings. However, as identified in Phase I, it is found crucial to enhance the infrastructure for distance learning in order to ease the trainings for the border staff. First of all, since each and every newly appointed staff will need to receive border trainings, there is an excessive workload on LFC in delivery of trainings. Secondly, the limited mobility of the professional staff in borders because of heavy workload besides geographical, climate and environmental challenges limits the mobility of staff and hampers the accomplishment of face to face further trainings on regular basis. For these reasons, distance learning is found to be a very effective supplementary training tool.

In this respect, with the assistance of the TAT, there will be consultancy provided for the enhancement of the distance learning training capacity of the LFC including necessary infrastructure in line with the training strategy to be developed. The technical needs arising from will be assessed and listed after to provide necessary tools and equipment.

A Training Strategy will be developed to include certain methods and use of tools necessary to operate distance learning training. The training material, which is explained in A.2.5 will be prepared in line with the Training Strategy drafted by TAT in coordination with MoI and LFC.

4 one-day consultative meetings with TCDEG will be conducted to review and finalize Training Strategy and services needed for operating distance learning technical infrastructure.

After the development of Training Strategy, necessary tools operational for the enhancement of the LFC distance learning will be made available. TAT will be responsible to prepare a plan for this purpose and will agree with MoI and LFC in the steps to be taken. LFC will share the current status in order to let TAT to plan the work to be compatible with the current technological infrastructure available in LFC. In this respect, it is assumed to assess and ensure the assess and ensure the following for the use of distance learning system before the start of operating pilot distance learning trainings, following sub-activities will be realised:

- (1) Short films are one of the main training materials used in distance learning. In this respect STEs will be mobilized for the shooting of short thematic films toto be used in the distance learning material under A.2.5. To ensure sustainability and to contribute in the development of individual capacity of LFC professionals; technical infrastructure for video shooting and editing capabilities of LFC needs enhancement. For this reason, two professional staff of LFC will need to be trained on video shooting and editing. There will be two video editing computers necessary for this activity. In case of staff rotation the trained LFC personnel will train the newcomer before leaving their duty for ensuring sustainability. With the trainings and transfer of know-how through consultancy on shooting and editing short films, further content for distance learning trainings will be prepared by the LFC after the completion of this Project, which is important for sustainability.
- (2) In order to disseminate trainings through distance learning, technical infrastructure will need to be enhanced in terms of building local area network and creating archives of training material. To this aim it is compulsory to fortify the current infrastructure in LFC with an archiving computer for distance learning training content and facilitating remote training centres to access the training content. In this respect, a video streaming server will be crucial to facilitate the access to remote training centres in the distance learning training content. Finally, four computers are required to enable the trainees to access distance learning training material and take their tests for obtaining a certificate after the successful completion of the course.

Above-mentioned points will enable not only production of distance learning training materials for the Project at hand; but also, LFC to all the materials to be used in distance learning for other Border Trainings in the future. LFC aims to reach all the Border professional staff through distance learning as a part of the in-service training after this activity.

➤ *Output: Training Strategy and training films*

### A.2.5. Developing the training materials for distance learning:

In line with the scope of the strategy for distance learning developed by the TCDEG, training material received from the project on Increasing Border Surveillance Capacity of Borders between Turkey and Greece Phase I will be taken into consideration while developing the distance learning training material. Based on the results of the needs assessment report, maximum two topics in the fields of IBM and migrants' rights will be decided to be addressed in the development of training strategy and the content for distance learning.

➤ *Output: Tailor-made distance learning training material*

### A.2.6 Distance Learning Pilot Trainings

There will be distance learning pilot trainings conducted in order to test the infrastructure founded in LFC within the scope of the Project besides testing the accuracy of the content to ensure that it responds the needs.

Accordingly, it is planned to deliver distance learning pilot trainings to 100 professional staff of Border Units. LFC will be conducting the pilot trainings. Delivery method of the distance training including the training place, training duration, number of participants, profile of participants, procedures for access will be set by the TCDEG during A.2.5 along with the entry/exit test and training evaluation questionnaires. Expectations and success of trainings will be evaluated through the evaluation forms before and after trainings. The training evaluations will be used for the aim of change in the curriculum and the delivery of consequent trainings.

The trainings will be simultaneously embedded into the distance learning training curriculum within orientation package for professional staff of border units as compulsory. This will have a direct impact in the LFC training system and ensure the sustainability of the project.

In addition, it will be expected from the trainees to complete the trainings and receive their certificates through Kara Ağı, with a quiz to be prepared to evaluate their knowledge in the training topics during A.2.5.

For the organization of the distance learning pilot training, institutional and logistical capacity of LFC will be used.

➤ *Output: Distance Learning Pilot Trainings*

### A.3. Project Closure Event

In order to inform all stakeholders and media about the results and outputs generated by the Project, a half day closure event will be held in a hotel in Ankara with the participation of representatives from line ministries, LFC, Civil Society Organisations, academia, media and international partners as well as the CFCU and EUD (150 participants). A press report including the outputs produced and results achieved during the lifetime of the project will be developed and widely disseminated among mass media before the event.

#### **For all activities:**

- Number of participants is stated indicatively, which may show slight differences. If the numbers diverge considerably, necessary measures will be taken by the UNDP in order to ensure the expected results to be reached.
- All stakeholders (including CFCU and the EUD) will be informed by UNDP about exact dates/locations of the events/activities at least 2 weeks before the event/activity to make possible of participation (if required by them) to activities and close monitoring of the general implementation of the Project.
- The costs of the travel and accommodation of the event participants will be covered under project budget and the justifications are provided in budget justification part.
- No per diems will be paid to the civil servants but their costs will be reimbursed based on the actual cost incurred by them.

**For individual capacity building activities:**

- Agenda and attendance sheet (for each day) will be prepared for the activities.
- Venue rent, cost of technologic equipment (if needed), costs of stationary and documentation 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 and other training sources (such as CDs, USBs) to be distributed to the participants.
- Evaluation forms both before and after the trainings will be distributed to the participants in order to assess the effectiveness of the activity and assessment for further improvement.

### **1.3. Methodology**

Strong border management is vital for national and regional stability as well as for economic growth. Good management of borders helps reducing the cross-border movement of irregular trafficking, drugs, militants, weapons and radioactive materials, while at the same time facilitating trade and legal movement of people.

Taking into account the overall Project objective on strengthening Turkish borders in terms of IBM, the Project will focus on increasing individual capacity of relevant border units (professional personnel of LFC). This will be achieved through:

- Delivering face to face trainings on IBM, Border Surveillance and Human Rights developed on the procedures and practices regarding irregular migration in line with international law and practices under the Project on Phase I.

#### **1.3.1 Methods**

##### **For A.1.3: Delivery of tailor-made training modules**

The LFC has its own standard training programs for the professionals working at borders as well as operational planning system within the scope of the achieved results based on national and international procedures and officers are trained for it. The content of training modules will already be comprised of the training materials developed in the Phase-I Project. However, the materials will be reviewed and finalized in view of feedback received after the latest set of trainings conducted in the above-mentioned Project and other relevant feedback received from MoI and LFC. Besides, training material will be adjusted for 3 days training. Training materials will be designed in a way complimentary and not contradictory to the existing system as well as relevant Turkish legislation.

A number of potential participants for each training programmes and respectively a number of training sessions, trainee profiles, training venues, preliminary contents of modules will be agreed with beneficiaries. Each training session will gather not more than 25 participants. Trainings preferably would be delivered off-site participants working locations in order to separate from their work load and enable them to focus on the training subjects.

The contents of training modules will be designed on the basis of findings, conclusions and recommendations from the Phase-I Project and the beneficiaries' proposals on the issues of border management addressing irregular movements they are interested in. The fundamental rights of migrants, international protection and combatting human trafficking will be also at the core of the training programmes. However, the scope of the training modules which are defined above in cooperation with LFC will be open for improvement on the basis of the needs assessment study which was developed under the Phase-I Project.

The sustainability of the training modules that will be developed for basic+intermediate level will be ensured through cooperation and involvement of LFC in both design and delivery of the trainings.

Other than that, the referred training programs will also contribute to the achievement of the following:

- Experience and knowledge sharing with and among the professionals at borders concerning the challenges they face and find out the best models of IBM that can be applicable in the context of Turkey,
- To enhance the awareness on IBM among the professionals at borders to enhance the efficiency and sustain the implementation of the policies in the field,
- To enhance the awareness on fundamental rights of migrants, international protection and combatting human trafficking among the professionals at borders,
- Enhancement of the training capacity of LFC in particular for the development of distance learning practices.

## **For A.2.6 Distance Learning Pilot Trainings**

Border surveillance trainings for LFC professional staff have been performed through in-service trainings programs affiliated with LFC. The training programme utilizes face-to-face training sessions and case-based practical sessions to guide professional staff assigned in border units. While these sessions are an important component of internal capacity, delivering them efficiently can be a challenge, especially if the border professionals are located at remote sites.

Distance learning has been postulated as a useful complement to traditional teaching methods and the efficacy of computer-mediated teaching methods. There appears to be a high level of interest for using distance learning methods in training of the border guards in EU Member States as observed in the study visits conducted under Phase I Project. With that in mind, piloting the operability of distance learning trainings in the field of border surveillance has been proposed under Phase II Project.

In line with the scope of the training context and strategy for distance learning developed by the TCDEG, STEs will deliver trainings on IBM and migrants' rights using distance learning methods. For enabling the technical environment there will be a list of equipment identified and obtained following the decisions of TCDEG in order to enable the production of training materials and delivery via distance learning. The list of equipment will consist of 4 computers to be used as spare computers for the trainees who do not have access to desktops since they are serving at the remote borders. This will enable the trainees to access distance learning training material and take their tests for obtaining a certificate after the successful completion of the course.

The courses, developed by the experts will be concentrated mainly on the subjects such as human trafficking, cross-border crimes, smuggling and border management, EU's Integrated Border Management (IBM) policies and strategies, etc.

Entry/exit tests will be included in the training module to assess the progress of trainees before and after the trainings. After the trainings the progress will be measured and accordingly the successful trainees will receive a certificate for completion of the trainings.

In addition, at the conclusion of each course, training evaluation survey the will be sent to trainees comprising of qualitative questions to evaluate several areas, including the perceived effectiveness of the teaching and course delivery methods in achieving the course objective and the satisfaction rate for the use of the different educational methods. Additional questions on the ease of use of distance learning applications and the willingness of the participants to use these technologies in future distance education courses would be included.

The training evaluations will be used for the aim of change in the curriculum and the delivery of consequent trainings.

### ***1.3.2 Management Structure and Team***

#### ***1.3.2.1. Management Structure***

This Project will be implemented by the UNDP in close cooperation with the MoI and LFC. UNDP will provide technical assistance to the MoI and LFC for efficient and effective implementation of the Project.

#### ***Ministry of Interior (MoI)- Directorate General of Provincial Administrations, Department of Border Management, Foreign Relations and Project***

As End Beneficiary of the Project **Border Management, Foreign Relations and Projects Department** will be responsible for, among others;

- Contributing to the initiating the project and further one carrying out the start-up activities aimed at preparation of the work plan of relevant activities;
- Following and monitoring the proper implementation of activities of the project and review the reporting to the Project Steering Committee;
- Mobilizing and coordinating other institutions involved in the Project;

- Ensuring proper participation and representation of relevant Turkish institutions in activities organised by the Project;
- Liaison with the Project's Management team of the UNDP, CFCU and EUD on behalf of governmental authorities when necessary and as appropriate.
- Reviewing and approving the Project outputs.

**Ministry of Interior (MoI):** As the Lead Institution for the Home Affairs sub-sector in the IPA II (2014-2020) period, MoI is responsible for the programming, monitoring and evaluation of the sub-sector which covers Migration and Asylum, Integrated Border Management and Fight Against Organized Crimes priority areas.

**LFC – Operations Division Plan and Operations Department:** The LFC, as a co-beneficiary of the Project, will be consulted in design and implementation of the Project activities, including the scope, venue and target groups of the training programs, study visits, etc. The project related correspondences from/to the LFC will be made simultaneously with MoI as the main beneficiary of the Project.

**UNDP:** The UNDP will manage the Project through a Direct Grant Agreement that will be signed with the CFCU. UNDP is expected to ensure the achievement of the Project's expected results as presented in this DoA and under the conditions stipulated in the Special Conditions of the Direct Grant Agreement.

The Project has 2-layer management structure. At the top, there is the Project Steering Committee, which will oversee overall implementation of the Project and provide strategic guidance. The second layer of the management structure concerns day-to-day management and coordination.

**CFCU:** The CFCU, as the Contracting Authority, is responsible for contracting, administration, overall project supervision, review and final approval of reports as well as financial management including payments related to the Agreement.

**Ministry of Foreign Affairs-Directorate for EU Affairs:** Directorate for EU Affairs which also acts as National IPA Coordinator ensures general coordination of Instrument for Pre-Accession Assistance.

**EUD:** Delegation of European Union to Turkey as an observer and the representative of the Commission will be involved in the monitoring of the project and provide guidance/advise when necessary for the purposes of improving and strengthening further the Project's expected results.

#### ***Project Steering Committee (PSC)***

For the purpose of this Agreement, the PSC will be chaired by the Head of Lead Institution on behalf of MoI and will convene semi-annual basis in the premises of the MoI. The PSC will consist of representatives of the LFC, MoI, UNDP, CFCU and Presidency of Strategy and Budget of Presidency of the Republic of Turkey as the natural member of all UNDP Projects in Turkey. Directorate for EU Affairs and EUD will participate to the PSC meetings as observers. The PSC 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. The Head of Lead Institution, when necessary, may invite other relevant participants in the PSC meetings. The responsibility for the organization of the PSC including preparation of minutes lies with the TAT.

#### ***Management Meetings***

Management meetings will be held quarterly, with the participation of the MoI, LFC, UNDP, CFCU and EUD for regular exchange of information on all matters arising out of this Action. Meetings will be called by any of those institutions and shall be arranged by the UNDP and chaired by the MoI, and will be held at MoI premises, unless otherwise agreed by the parties. The TAT will be responsible for defining the agenda of the meetings in consultation with the MoI and LFC and for the overall organization. The minutes of the meetings will be drafted by the TAT in Turkish and English and sent to the participants following the meetings.

In general terms and along with others, the following is expected to be discussed in quarterly management meetings:

- Achievement of the outputs and results specified in the action or as amended,



- Actions to be undertaken in following quarters in terms of achievement of indicators in the action,
- Design and monitor of the outreach and communications activities among relevant partner/beneficiary institutions,
- Progress made towards project indicators in line with the log frame,
- Linkage among different project components/contracts and the project linked with the activities of other projects, donors or through national fund.

### ***1.3.2.2 Technical Assistance Team (TAT)***

UNDP will establish a Technical Assistance Team (TAT), which will work in close cooperation with the project beneficiaries. The selection of the TAT members will be made in compliance with UNDP rules and equal opportunity policies. The TAT responsibilities include:

- Maintaining liaison with government authorities to determine what the immediate and mid-term priorities of the Project are including the preparation of plans to address these priorities;
- Management of 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;
- The project beneficiaries will also task relevant staff to cooperate with the TAT and liaise with the TAT on day-to-day project activities.
- All recruitment would be carried out in accordance with UNDP rules and regulations. The UNDP will regularly inform the CFCU as well as MoI and LFC about the recruitment process, the final results of the recruitment as well as any changes of human resources policy or any replacement during project implementation period. MoI/LFC as beneficiary will be consulted/informed about recruited staff.

#### **1.3.2.2.1 Key Experts**

##### **Chief Technical Advisor-CTA**

The CTA is a Key Expert provided for maximum 360 days during the project. The CTA shall be the leader of the Component 1 and 2 and will provide overall guidance for the successful implementation of the project S/he shall be responsible for providing technical inputs to the project and all reporting and documentation. His/her functions do not include managerial, supervisory and/or representative functions. S/he will report to UNDP Inclusive and Democratic Governance Portfolio Manager.

##### *Qualification and skills:*

- University degree in public administration, security studies, or any other related fields.
- Excellent command of spoken and written English.
- Master or PhD degree in public administration, security studies, or any other relevant fields is an asset.

##### *General professional experience:*

- Minimum 15 years of professional experience in the field of border management
- Minimum 3 years of professional experience on working with international institutions/organisations.

##### *Specific professional experience:*

- Minimum 10 years of professional experience in border management related capacity building programs and policy development in the field of IBM.

- Successfully completion of at least 1 project on border management as a team leader in collaboration with government officials in Turkey and EU is an asset.

### **Capacity Development Expert-CDE**

The CDE is a Key Expert working for maximum 160 days during the project duration. S/he will be responsible for Component 1 activities and for the development of training material and training strategy under Component 2 of the project. His/her functions do not include managerial, supervisory and/or representative functions. S/he will report to UNDP Inclusive and Democratic Governance Portfolio Manager.

#### *Qualifications and skills:*

- University degree in public administration, security studies, or any other related fields.
- Master or PhD degree in public administration, security studies, or any other relevant fields is an asset.
- Excellent command of spoken and written English.

#### *General professional experience:*

- Minimum 10 years of professional experience.
- Minimum 2 years of professional experience in working with international institutions/organisations on border surveillance is an asset.

#### *Specific professional experience:*

- Minimum 3 years of professional experience related to developing training curricula and/or delivering trainings in the field of IBM
- Experience in at least 1 project as a senior expert in the fields associated with border management and training systems will be an asset.
- Experience of at least 1 project on border management in Turkey and EU is an asset.
- Experience on developing and/or application of distance training curricula is an asset.

### **1.3.2.2 Administrative and Support Staff**

#### **Project Administrator (PAD)**

The PAD will be provided for full time during the project duration. S/he will be in charge of managing operational issues (i.e. mobilisation of STEs, procurement, payments) as well as managing contractual relations with the Contracting Authority. S/he will ensure that all reporting be carried as defined in the General Conditions of the Agreement (Annex-II). 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. S/he will report to UNDP Inclusive and Democratic Governance Portfolio Manager.

#### *Qualifications and skills:*

- University degree in political/administrative sciences or relevant fields.
- Good command of spoken and written Turkish and English.

#### *General professional experience:*

- Minimum 8 years of professional experience.

#### *Specific professional experience:*

- Experience in at least 1 project in collaboration with governmental organizations.
- Experience in at least 1 project within the rules and contractual procedures of EU.

- Experience in at least 1 project within the rules and contractual procedures of UNDP is an asset.

### **Project Associate (PAS)**

The PAS will assist primarily the PAD in fulfilling his/her duties and tasks. The PAS will be provided for full time during the project period duration. 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 key experts, as deemed necessary by the PAD. S/he will report to PAD.

#### *Qualifications and skills:*

- University degree in political/administrative sciences or any other related fields.
- Good command of spoken and written Turkish and English.

#### *General professional experience:*

- Minimum 6 years of professional experience.

#### *Specific professional experience:*

- Experience in at least 1 project in collaboration with governmental organizations.

### **Project Assistant / Interpreter (PA)**

The PA will be provided for full time during the project duration. One PA will be hired for providing the TAT with sufficient administrative support. In addition to their daily routine, PA will also fulfil the tasks to be assigned by CTA and/or Project Administrator. 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. S/he will report to PAD. 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).

#### *Qualifications and skills:*

- University degree in translation and interpretation.
- Good command of spoken and written Turkish and English.

#### *General professional experience:*

- Minimum 3 years of professional experience.

#### *Specific professional experience:*

- Experience in working for at least 1 project in collaboration with international institutions/organizations.
- Experience in at least 1 project within the rules and contractual procedures of EU is an asset.

### **UNDP DIRECT PROJECT COSTED STAFF AND ROLES**

In addition to the TAT, 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 Project 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.

### **Portfolio Manager at 20% time allocation**

The Portfolio Manager will provide thematic guidance to the CTA and PAD, in relation to IBM. S/he will serve as a senior representative and engage with stakeholders accordingly. S/he will maintain oversight on the delivery of the Project and will be prepared to represent UNDP at the national/regional/international level. In specific terms, the Portfolio Manager will provide strategic guidance for a better functioning and structuring of border management models in Turkey as well as the scope, delivery and sustainability of the training programs. To this end, the Portfolio Manager will be leading the advocacy work around the development of adoptable models of IBM in the context of Turkey among the Turkish authorities. Besides, the sustainability of the training programs through the LFC will be discussed under the leadership of the Portfolio Manager with support of TAT. Last but not least, the Portfolio Manager will ensure coordination and coherence with other projects/programs of UNDP and other organisations (IOM, FRONTEX, etc.) in the fields of border governance.

### **Portfolio Administrator at 30 % time allocation**

The Portfolio Administrator supports the Project by ensuring that it remains compliant with UNDP Rules and Regulations, with respect to (local) procurement, financial management and human resources management. S/he liaises with the Programmes Service Centre of UNDP, which is responsible for all financial transactions of the Project. S/he will provide direct support and oversight to the project in relation to local procurement and the recruitment of staff. S/he will maintain a close working relationship with the PAD and will provide further guidance to the TAT as required. In specific terms, Portfolio Administrator will participate to all shortlisting/ interview /contractual process for the goods and services to be procured. Besides, s/he will ensure that the financial reports submitted to the donor are in line with the UNDP and EU's rules.

#### ***Project Office Equipment:***

The Project Office includes personal and shared furniture and equipment for the use of TAT and STEs as well as for meetings with stakeholders.

Office furniture and computer equipment purchased under the Phase I will be transferred to the MoI at the end of the Project whereas the equipment and supplies that will be purchased under this Project will be transferred to the LFC at the end of the Project.

#### ***1.3.2.2.3. Short-term International and Local Experts***

Three STE expert categories have been identified and presented below for ease of reference and consistency.

	<b>Senior Local (SL) STE</b>	<b>Junior Local (JL) STE</b>	<b>Senior International (SI) STE</b>
<b>Overall professional experience (years)</b>	Min. 10	Min. 2	Min. 10
<b>International experience (years)</b>	N/A	N/A	Min. 2
<b>Local experience (years)</b>	Min. 5	Min. 1	N/A

A total of 745 man/days of short-term expertise will be mobilised for a number of activities. Indicative resource need per activity is provided below:

	SL STE	JL STE	SI STE
A.1.2. Review and update of the tailor-made training materials	15	35	10
A.1.3. Delivery of tailor-made training modules	25	70	20
A.2.2. Study visits and development of Comparative Assessment Report	-	60	5
A.2.3. Assessing the distance learning training needs of LFC Border Units professional staff:	10	60	5
A.2.4. Develop training strategy for distance learning trainings and operation of the distance learning in LFC premises	50	150	20
A.2.5. Developing the training materials for distance learning:	15	50	20
A.2.6 Distance Learning Pilot Trainings	35	70	20
<b>TOTAL</b>	<b>150</b>	<b>495</b>	<b>100</b>

The STEs will be utilized to support the TAT in specialized areas of integrated border management and for the achievement of the activities including intermediate level trainings, comparative assessments on modern training tools on border surveillance. The TCDEG (members other than LFC and MoI) and EGT members are also considered under STE category. The duration of short-term assignment might vary in accordance with the specific requirements of the relevant assignment. A detailed resource schedule will be developed by the TAT during the Inception Period.

While the Senior Local STEs will be recruited mainly for individual capacity development activities on IBM by analysing the institutional and legislative structure and provision of national expertise; the international Senior STEs will be recruited to conduct capacity development activities by introducing EU practices in distance learning and face-to-face trainings in the field of IBM and provision of international technical know-how. The Junior STEs will be recruited for supporting the conduct of capacity development activities such as trainings and development of the reports. To ensure that high quality expertise, particularly STEs from the EU Member States, is effectively identified, recruited and deployed, if required, UNDP will benefit and get into engagement with other international organizations or NGOs working in the field, based on its existing corporate arrangements.

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

UNDP will regularly inform the CFCU as well as the MoI and LFC about the recruitment process, the final results of the recruitment as well as any changes of human resources policy or any replacement during project implementation period.

### 1.3.3 Visibility

All necessary measures will be taken to ensure the visibility of the European Union and the Republic of Turkey. All visibility actions will be carried out in accordance with the General Conditions (Annex II - General Conditions PA Grant or Delegation Agreements, Article 8). 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](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:

*This project is co-funded by the European Union and the Republic of Turkey.*

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.



The entire visibility actions will be discussed and reviewed in detail during Inception Period in agreement with the MoI, LFC, CFCU and EUD.

Confirmation must be sought from the MoI, LFC, CFCU and the EUD regarding the visibility items.

Due to the need for intensive, coherent and specialized visibility actions, a certain amount of the funds set aside for visibility will be utilized. In specific terms, the following visibility related activities will be carried out during the lifetime of the Project, which are detailed Communication and Visibility Plan:

- Preparing and maintaining a Project web page in UNDP website: Project description, events and activities will be published on this specific Project web page.
- Preparing and distributing visibility materials: brochures and other materials including Project paper file, pen, notebook.
- Media Packages for closing event, which will include the details of the achievements in scope of the Project. The information will include the agenda, objectives and the key messages to be conveyed to the public.

#### **1.3.4 Reporting**

Reports, that are mentioned below shall be submitted to the MoI, LFC, CFCU and the EUD, via an e-mail first, at the end of each reporting period specified below. Project Reports will also be shared with Presidency of Strategy and Budget of Presidency of the Republic of Turkey for their comments. The comments and/or corrections on the reports will be submitted to the UNDP via e-mail within 15 calendar days after the receipt of them. The UNDP 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 5 calendar days, 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 finalization of the report, the parties may agree on different time limits. Once the final version is agreed by all parties, the Organization 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 and Turkish. The Turkish version of the reports should be prepared simultaneously.

##### **Inception Report**

Within 1 month after the completion of the Inception Period, UNDP will prepare and submit for approval an Inception Report to the MoI, LFC, CFCU and the EUD, 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.

##### **Progress Report**

A Progress Report will be prepared 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, detailed action plan for the rest of the Project duration. The Report will also identify future challenges and actions recommended to address them.

##### **Final Report**

A Final Report will be prepared 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.

<b>Name of Report</b>	<b>Time of submission*</b>	<b>Recipients</b>
Inception Report (Turkish & English)	Within 1 month after the completion of the Inception Period	MoI, LFC, CFCU, the EUD



Progress Report (Narrative and Financial) (Turkish & English)	Within 60 days after the period covered by such report (as per General Conditions)	MoI, LFC, CFCU, the EUD
Final Report (Narrative and Financial) (Turkish & English)	Not later than 6 months after the end of the implementation period of the project (as per General Conditions)	MoI, LFC, CFCU, the EUD

\*time of submission of the hard-copy version (final version) of the reports

### ***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 3 months 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. Sustainability of the Project**

### **1.5.1. Expected Results**

#### ***Expected Impact on Target Groups/Beneficiaries***

The project is expected to generate the following results:

The project is expected to generate the following results:

Enhanced capacity of the LFC to realize its responsibilities and adopt particular distance learning trainings in line with the needs for border surveillance for apprehension of irregular migrant/smugglers at the borders and deliverance of them to the relevant border authorities in line ensuring the principles of IBM.

Development of a human resource capacity having the know-how on border management procedures and fundamental rights on migrants and international protection and combating human trafficking

#### ***Concrete Outputs***

The following outputs will be achieved:

- Re-Establishment of Expert Group on face to face trainings
- Updated Training Materials
- Training calendar and program, training reports to be prepared by TAT and STEs
- Training Capacity Development Expert Group & Rules and Procedures on the work of TCDEG
- Study Visits Reports from two EU Member States and Comparative Assessment Report
- Assessment Report on LFC needs in distance learning training of professional staff serving for border units
- Training Strategy and training films
- Tailor-made distance learning training material
- Distance Learning Pilot Trainings

#### **Multiplier effects**

The intervention modality proposed for implementation of the project includes a number of measures to optimize the multiplier effects and sustainability of the impact after completion of the Project. These elements include but are not limited to comparative analysis and study visit reports. In addition to such outputs the project is expected to contribute significantly to the institutional and human resources capacity both at the central level and border regions of Turkey through distance learning training activities. The knowledge on other country experiences on modern distance training tools on border proceedings and know-how to be gained through the trainings on border management will be used for the establishment of the most appropriate border governance training system in line with the needs of LFC.

#### **Sustainability**

Previous/ongoing Projects in the field, especially Increasing Border Surveillance Capacity of Borders between Turkey and Greece –Phase I on IBM achieved solid foundation for continuous in-service training at basic and advanced levels. In order to ensure sustainability of the efforts on border management, the Project at hand will address the institutional and individual capacity needs on IBM both on theoretical aspects including rights of migrants and in particular international protection and combating human trafficking and practical use through distance learning training tools for border proceedings.

Within the scope of Phase I Project, it has been observed as an outcome of study visits and needs assessment of the LFC that there is a great necessity for the use of distance learning as a complementary training method for the professional staff of LFC in relation to trainings to be delivered in the scope of Border Surveillance and related topics. In this respect it has been requested by the Beneficiaries to

include the use of a distance learning component within the scope of the “Border Surveillance Capacity between Turkey and the EU - Phase II” Project.

Due to;

- frequent staff rotation,
- enhancement of new technologies and
- limited mobility of the professional staff in borders because of heavy workload besides geographical, climate and environmental challenges,

the Beneficiaries have agreed that high technology tools such as simulators and distance learning will fulfil the initial needs of the LFC in respect with delivery of trainings to the professional staff serving in the borders.

The use of distance learning within the scope of Phase II Project is aimed to assess, enhance and use the capacity of LFC which will be most sustainable and a best use of EU funds in order to reach more professionals through online trainings even after the completion of the project at hand. It is expected that the LFC will transfer this knowledge to the new comers as well.

In addition, the distance learning trainings which will be developed under the Action at hand will be automatically embedded into the training curriculum within orientation package for professional Staff of Border Units as a must. After the completion of the distance learning, the trainees will take a quiz and if found successful, they will receive a certificate generated through the system. The compulsion of distance learning trainings for the newly assigned border staff and certification that will be kept in their personnel files will be a step forward for ensuring the sustainability of the Action.

#### ***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 LFC and MoI are with the skills and tools, the MoI 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 design and delivery of the training programs. At this point, it is important to note that the training content modules will be used by LFC for further training programs in respective borders on IBM.

Under A.2.5, a video production service will be procured for ensuring professional shooting of short training films which will be used in the distance learning training content in the future. To ensure sustainability and to contribute in the development of individual capacity of LFC professionals; institutional capacity of LFC in video shooting capabilities will be enhanced. A training or trainers service will be included into the video production service procurement targeting training of two professional staff of LFC HQ. With the trainings and transfer of know-how from a professional company about shooting and editing of short films, further content for distance learning trainings will be developed by the LFC after the completion of this Project.

## 1.6 Assumptions and Risks

### *Assumptions*

For the successful completion of the project activities and in order to achieve the expected results of the Action it is assumed that the Government of Turkey and LFC remains committed to the EU accession process and to adopt IBM. This assumption is key for ensuring the ownership of the Project Beneficiaries and for the financing of the Action.

Looking at the experience and cooperation from previous project, it is assumed that target number of participants will be reached.

### *Risks*

One of the major risks might be the unexpected increase in the flow of migrants in borders. In such a case, the workload of Border Guards will be immense and that might jeopardize the realization of training activities. Use of other Border Unit professionals can be taken into account if such a situation occurs. In addition, if there exist any security issues, the participation of planned potential border guard trainees may as well drop, and hamper expected outcome of the training component of the project. The number and place of all activities can be reviewed in order to overcome such a state.

With regards to delivery of distance learning trainings, it could be a risk to confront with challenges necessary in technical and logistical infrastructure building that might affect the execution of the activity. To that aim, TCDEG will be composed of STE who are experienced in developing such infrastructure and the methodology for delivery of distance learning trainings. A comprehensive training strategy will be drafted to describe step by step actions necessary to succeed in the delivery of trainings.

Another risk can be the frequent turnover of the staff when delivering trainings to border units. However distance learning infrastructure enhancement will give the opportunity to maintain a sustainable training system which will ease the training of new comers to the border service.



## 1.8 Logical Framework

Overall objective: Impact	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Specific objective(s): Outcome(s)	To contribute to the prevention of irregular migration, human trafficking, cross-border crimes, and smuggling and to ensure further development and implementation of border management and standards in line with EU's IBM policies and strategies through trainings	Reduced number of border security and surveillance related irregular crossings	50.000 irregular crossings (2014) 120.000 irregular crossings (2015) 72.000 irregular crossings (2016)		Positive trends in interdiction of irregular cross border movement.	EU Progress Reports Final Reports of the previous Projects on Institutional Capacity Enhancement and Training of Border Guards Turkey Fronted Risk Analysis Network Annual reports	
	To support border security and surveillance through increasing individual and institutional capacity of relevant border units (professional personnel of LFC).	Program Steering Committee in place and is headed by the Undersecretary of the MoI to monitor transition.  Updated concepts and approaches that govern IBM in the EU Institutional capacity of LFC enhanced by the introduction of specific/specialised training modalities such as use of distance learning for border units	Trainings on fundamentals of IBM conducted to 100 staff of LFC (Y 2015)  Trainings on Risk Analysis in IBM conducted to 250 staff of LFC (Y 2017-Demining Phase II)  517 professional staff of LFC at border regions on procedural requirements of border surveillance and control and rights of migrants.		100 professional staff at LFC headquarters and field trained through distance learning on advanced level two modules in regard with procedural requirements of border surveillance and control, rights of migrants and combating human trafficking (Y2020)  200 professional staff of LFC received face to face trainings on procedural requirements of border surveillance and control, rights of migrants and combating human trafficking (Y2019)	Minutes of Steering Committee meetings  Attendance sheets for face to face trainings  Assessment Report on needs of LFC in terms of modern training tools of border surveillance  Reports of distance learning and face-to-face trainings  EC Regular Reports on progress	Continued commitment of the Government of Turkey to the EU accession process and to adopt IBM

<p><b>Outputs</b></p>	<p>Op 1. EGT on face to face Trainings Op 2. Reviewed/Updated Training materials Op 3. 8x3-day tailor made trainings, Training Reports Op 4. Expert group on training capacity development of LFC; Rules and Procedures on the work of TCDEG Op 5. Comparative Assessment Report Op 6. Assessment Report</p>	<p>Number of professional staff of LFC trained on procedural requirements of border surveillance and control and rights of migrants, combatting human trafficking</p> <p>Number of professional staff at LFC headquarters and field trained through distance learning on advanced level two modules in regard with procedural requirements of border surveillance and control, rights of migrants and combatting human trafficking</p>	<p>combatting human trafficking (Y2018 – Phase I)</p> <p>An expert group on IBM, which is composed of 100 professional staff at the LFC headquarters and among professional cadres in the field is established and they received advance level trainings on procedural requirements of border surveillance and control, rights of migrants and combatting human trafficking (Y2018 – Phase I)</p>				
		<p>Establishment of EGT (max. 10 members)</p> <p>Number of professional staff of LFC trained face to face on border surveillance and control procedures and migrants' rights</p> <p>Establishment TCDEG (max. 10 members)</p>	<p>Training needs assessment of the LFC (Y2018 – Phase I)</p>		<p>200 LFC staff primarily serving in the Bulgarian border regions (Y2019)</p> <p>100 LFC staff trained through distance learning on advanced level two topics in the fields of IBM and migrants' rights (Y2020)</p> <p>Distance learning trainings embedded into the training curriculum within orientation package</p>	<p>Project Progress Reports</p> <p>Steering Committee working papers</p> <p>Minutes of meeting</p> <p>Attendance sheets</p> <p>Distance learning training certificates delivered through Kara Ađi</p>	<p>Continued commitment and interest of the LFC to the EU accession process and to adopt IBM.</p>

	<p>Op 7. Training Strategy and training films  Op 8. Tailor-made distance learning training material  Op 9. Distance Learning Pilot Trainings</p>	<p>Conducting of study visits and developing a comparative assessment on the training capacities and practices of professional staff of border units in selected EU countries</p> <p>Assessment of the needs of LFC in distance learning training</p> <p>Number of professional staff at LFC headquarters and field trained through distance learning trainings on advanced level two modules</p>			<p>of newly assigned professional staff of Border Units (Y2020)</p>		
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<p>Activities</p>	<p>A.1.1 Re-establishing the expert group on trainings (EGT)  A.1.2 Review and update the tailor-made training materials  A.1.3 Delivery of tailor-made training modules</p> <p>A.2.1 Establishing a Training and Capacity Development Expert Group (TCDEG)  A.2.2 Study visits and development of Comparative Assessment Report  A.2.3 Assessing the distance learning training needs of LFC Border Units professional staff  A.2.4 Developing training strategy for distance learning trainings and operation of the technical infrastructure for distance learning in LFC premises  A.2.5 Developing the training material for distance learning A.2.6 Distance Learning Pilot Trainings</p>	<p><b>Means:</b>  Human Resources: Technical Assistance Team, Portfolio Manager, Portfolio Administrator, Short Term Experts  Computer equipment and supplies, trainings  Study visits  Project Office  Consultative Meetings  Visibility actions  Training materials</p> <p><b>Costs:</b>  Including the human resources, travels, equipment and supplies, local office, services and indirect costs - details are indicated in the Budget for the Action  <b>Total: EUR 1.120.000,00</b></p>	<p>Government of Turkey and LFC remains committed to the EU accession process and to adopt IBM.  Ownership of the Project Beneficiaries ensured.  Target number of participants will be reached.</p>
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### 1.7 Budget for the Action

1. Budget for the Action	All Years					Year 1					Year 2				
	Costs	Unit	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit	# of units	Unit value (in EUR)	Total Cost (in EUR)	Unit	# of units	Unit value (in EUR)	Total Cost (in EUR)		
<b>1. Human Resources</b>															
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	150	350.00	52,500.00	Per day	100	350.00	35,000.00	Per day	50	350.00	17,500.00			
1.1.1.2 Junior STEs	Per day	495	120.00	59,400.00	Per day	200	120.00	24,000.00	Per day	295	120.00	35,400.00			
1.1.2 Administrative/ support staff															
1.1.2.1 Project Administrator (TAT member)	Per month	18	3,500.00	63,000.00	Per month	12	3,500.00	42,000.00	Per month	6	3,500.00	21,000.00			
1.1.2.2 Project Associate (TAT member)	Per month	18	2,568.00	46,224.00	Per month	12	2,568.00	30,816.00	Per month	6	2,568.00	15,408.00			
1.1.2.3 Portfolio Manager (20%)	Per month	18	1,200.00	21,600.00	Per month	12	1,200.00	14,400.00	Per month	6	1,200.00	7,200.00			
1.1.2.4 Project Assistant / Interpreter (TAT member)	Per month	18	2,000.00	36,000.00	Per month	12	2,000.00	24,000.00	Per month	6	2,000.00	12,000.00			
1.1.2.5 Portfolio Administrator (30%)	Per month	18	1,500.00	27,000.00	Per month	12	1,500.00	18,000.00	Per month	6	1,500.00	9,000.00			
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)															
1.2.1 Technical															
1.2.1.1 Chief Technical Advisor (TAT member)	Per day	360	550.00	198,000.00	Per day	240	550.00	132,000.00	Per day	120	550.00	66,000.00			

1.2.1.2 Capacity Development Expert (TAT member)	Per day	160	400.00	64,000.00	Per day	120	400.00	48,000.00	Per day	40	400.00	16,000.00
1.2.1.3 Senior STEs	Per day	100	400.00	40,000.00	Per day	75	400.00	30,000.00	Per day	25	400.00	10,000.00
1.3 Per diems for missions/travel												
1.3.1 Abroad (staff assigned to the Action)	Per diem	24	250.00	6,000.00	Per diem	12	250.00	3,000.00	Per diem	12	250.00	3,000.00
1.3.2 Local (staff assigned to the Action)	Per diem	240	120.00	28,800.00	Per diem	150	120.00	18,000.00	Per diem	90	120.00	10,800.00
1.3.3 Seminar/conference participants	Per diem			0.00	Per diem			0.00	Per diem			0.00
<b>Subtotal Human Resources</b>				<b>642,524.00</b>				<b>419,216.00</b>				<b>223,308.00</b>
<b>2. Travel</b>												
2.1. International travel												
2.1.1 International Travel: KEs and STEs	Per travel	15	450.00	6,750.00	Per travel	5	450.00	2,250.00	Per travel	10	450.00	4,500.00
2.1.2 International Travel: TAT members-study visits	Per travel	4	450.00	1,800.00	Per travel	2	450.00	900.00	Per travel	2	450.00	900.00
2.1.3 International Travel: Government officials-study visits	Per travel	20	450.00	9,000.00	Per travel	10	450.00	4,500.00	Per travel	10	450.00	4,500.00
2.2. Local Travel	Per travel	100	175.00	17,500.00	Per travel	100	175.00	17,500.00	Per travel			0.00
<b>Subtotal Travel</b>				<b>35,050.00</b>				<b>25,150.00</b>				<b>9,900.00</b>
<b>3. Equipment and supplies</b>												
3.1 Purchase or rent of vehicles	Per vehicle			0.00	Per vehicle			0.00	Per vehicle			0.00
3.2 Furniture, computer equipment												
3.2.1 Archiving Computer	Per unit	1	23,045.80	23,045.80	Per unit	1	23,045.80	23,045.80	Per unit			0.00
3.2.2 Video Streaming Server	Per unit	1	23,045.80	23,045.80	Per unit	1	23,045.80	23,045.80	Per unit			0.00





5.7.2 Consultative Meetings	Per service	8	1,000.00	8,000.00	Per service	8	1,000.00	8,000.00	Per service		0.00	
5.7.3 Training Programs	Per service	8	14,000.00	112,000.00	Per service	5	14,000.00	70,000.00	Per service	3	14,000.00	42,000.00
5.8 Visibility Actions												
5.8.1 Brochures	Per unit	500	2.50	1,250.00	Per unit			0.00	Per unit	500	2.50	1,250.00
5.8.2 Training Materials	Per set	200	50.00	10,000.00	Per set			0.00	Per set	200	50.00	10,000.00
<b>Subtotal Other costs, services</b>				<b>185,890.00</b>				<b>92,400.00</b>				<b>93,490.00</b>
6. Other												
6.1 Study Visit Organization	Per service	2	19,150.00	38,300.00	Per service	1	19,150.00	19,150.00	Per service	1	19,150.00	19,150.00
6.2 Distance Learning Video Production	Per service	1	28,573.38	28,573.38	Per service	1	28,573.38	28,573.38	Per service			0.00
<b>Subtotal Other</b>				<b>66,873.38</b>				<b>47,723.38</b>				<b>19,150.00</b>
<b>7. Subtotal direct eligible costs of the Action (1-6)</b>				<b>1,046,728.97</b>				<b>687,980.97</b>				<b>358,748.00</b>
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)			7.00%	73,271.03				48,158.67				25,112.36
<b>9. Total eligible costs of the Action (7+ 8)</b>				<b>1,120,000.00</b>				<b>736,139.64</b>				<b>383,860.36</b>
10. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)				0.00				0.00				0.00
<b>11. Total eligible costs (9+10)</b>				<b>1,120,000.00</b>				<b>736,139.64</b>				<b>383,860.36</b>