

STANDARD TWINNING PROJECT FICHE

1. Basic Information

- 1.1 Publication notice reference: EuropeAid/ 138-897/IH/ACT/TR
- 1.2 Programme: 2015 Annual Action Programme (Indirect management)
- 1.3 Twinning Number: TR 15 IPA JH 01 17 R
- 1.4 Title: Strengthening the institutional capacity of Turkish National Police regarding Public Order and Crowd Management in line with ECHR fundamental rights principles.
- 1.5 Sector: Justice and Home Affairs (Rule of Law and Fundamental Rights /Fundamental Rights)
- 1.6 Beneficiary country: Republic of Turkey

2. Objectives

2.1 Overall Objective(s)

The project aims to provide a more secure environment in which citizens can enjoy freedom of expression and freedom of assembly.

2.2 Project purpose

The main goal of the project is to develop the technical structure and human resources of Turkey's Law Enforcement Agencies and to improve the current situation in accordance with the best practices of the European Union member states on crowd control. More specifically, the purpose of this project is to develop the institutional capacity of the Turkish National Police on Public Order Management and Crowd Control in line with justice, freedom and security strategies and policies in the European Union.

2.3 Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan

Link with Instrument for Pre-Accession Assistance (IPA II)- Indicative Strategy Paper for Turkey (2014-2020)

Part 4, Section 2 (Rule of Law and Fundamental Rights)

The objectives under this sector are to further strengthen and make more concrete and visible the independence, impartiality, efficiency and administration of the judiciary, as well as enhancing respect for fundamental rights and freedoms in the following key areas: freedom of expression (including freedom of the media), freedom of conscience and religion, freedom of assembly and freedom of association.

¹ For Twinning light the Project fiche should be detailed as it will form an annex to the Twinning light contract together with the selected Member State proposal.

IPA II support for the judiciary will be programmed in partnership with the Ministry of Justice, the lead institution in this field, with the close involvement of other key institutions.

The expected results are:

- increased independence of the judiciary;
- improved impartiality of the judiciary;
- increased awareness on human rights among members of the judiciary;
- enhanced efficiency and effectiveness of the judiciary (including the criminal justice system, juvenile courts, the military justice system, and penitentiary system).

Actions to achieve these results include:

Training and awareness-raising of all members of the judiciary on human rights, and, in particular, of the European Court of Human Rights case law; and supporting the establishment of a judicial police that meets EU standards.

Link with Accession Partnership (AP 2008)

Section 3.1. Short-term priorities

“Freedom of expression”

- “In view of ensuring full respect of freedom of expression, revise and implement legislation on freedom of expression, including freedom of the press, in line with the ECHR and the case law of the ECtHR”,
- “Remedy the situation of those persons prosecuted or sentenced for non-violent expression of opinion.”

Link with Turkey 2014 Progress Report:

The 2014 Turkey Progress Report states the following:

“Turkish legislation and its implementation concerning the right to assembly and regarding intervention by law enforcement officers are still to be brought in line with European standards. The unlawfulness of a demonstration, rather than its non-peaceful nature, is the basic criterion for the use of force to disperse participants, which is not in line with ECtHR case-law. Improvements in the legal framework more strictly regulating the use of force need to be complemented by appropriate training for law enforcement officers. Non-respect for the June and July 2013 circulars of the Ministry of Interior on the use of tear gas by riot police and on courses of action in cases of social unrest should be consistently and immediately penalised. Turkish legislation on the right to association still needs to be improved in order to be brought in line with European standards”.

"Turkish legislation concerning the right to assembly focusing more on the legality rather than on the peaceful character of the demonstration, and its implementation by law enforcement officers, have to be brought in line with European standards. Legislation on the establishment of a law enforcement monitoring commission as an independent oversight body for police offences needs to be adopted".

"Turkish legislation and its implementation concerning the right to assembly and intervention by law enforcement officers still needs to be improved in order to be brought in line with European standards"

The 2015 Turkey Progress Report states that “Freedom of assembly is overly restricted, in law and practice, in particular through disproportionate use of force in policing demonstrations and a lack of sanctions for law enforcement officers”.

3. Description

3.1 Background and justification

One of the most essential tasks of democratic states is to ensure a secure environment for all citizens and to enable them to enjoy freedom of expression and dissemination of ideas. Law enforcement agencies are expected to ensure a secure environment and to improve communication and trust between the public and the state through effective planning of its tasks and implementation of the related legislations.

Therefore, the 65th government's action plan highlights the importance of the rule of law and the use of freedoms in an environment of security. It is stated that “we will take the rule of law as a base and increase transparency, involvement, and responsibility among law enforcement officers. The relationship between our citizens and law enforcement officers will be based on respect. The community policing system will be strengthened. We are determined to strengthen the capacity of law enforcement officers in terms of both quality and quantity and to take all measures in order to strengthen their professionalism’ by taking into account the statement emphasized in 2015 Turkey Progress Report explained above mentioned part.

To attain strategic level goals, standards need to be defined for the selection, training and assignment of staff to be deployed in crowd control. Crowd control staff has to be trained throughout the country based on the criteria created by TNP. In order to provide effective public order management, these trainings are essential. Following training, the capacity of TNP regarding public order and crowd management will be strengthened in line with ECHR fundamental rights principles.

Finally, circumstances such as the increase in the number of public events and the changing patterns of riot incidents still require the development of the institutional capacity of the Turkish National Police on public order management and crowd control. New approaches or current practices (e.g. communication and negotiation before the intervention) need to be introduced to law enforcement agencies in order to prevent disproportionate use of force as well as protecting the rights of the citizens.

3.2 Linked activities (*other international and national initiatives*)

The Twinning Project under the 2009 programming year was entitled “Implementation Capacity of Turkish Police to Prevent Disproportionate Use of Force.” The purpose of this project was to develop and implement use of force practices for the Turkish National Police in accordance with the European Convention on Human Rights. With this project, standard implementation methods were created for ‘leadership’, ‘Use of Force’, ‘Tactical Communication’, ‘Negotiation’, and ‘Crowd Control. Training and implementation handbooks were also published. In addition, approximately 400 staff of the TNP were trained about leadership, use of force, crowd control, and negotiation.

The other relevant project is entitled “Enhancing the Capacities of Both Chief Civil Administrations about Crowd Control and the Civil Inspectors about Effective Investigation”. This project is organized by the Ministry of Interior. With this project many law enforcement officers will be subject to trainings about crowd control. The difference between this project and our project is that it is directly related to Civil Administrators, the main decision makers for the use of force by law enforcement officers. This project also includes the process of investigation of law enforcement officers with regard to disproportionate use of force.

Finally, the project entitled "Institutional Capacity of General Command of Gendarmerie Regarding Public Order Management and Crowd Control" under the 2013 programming is another relevant project. This project is similar to our project by mainly targeting the staff of the Gendarmerie. The current project aims to expand the target group among the Turkish National Police.

Taking into account the projects implemented by the Ministry of Interior and the General Command of Gendarmerie mentioned above, it can be said that that with this project the majority of law enforcement officers in Turkey will have been included in these projects (Civil authorities, Police and Gendarmerie).

3.3 Results

- Staff selection system established
- Crowd control staff training system formed;
- Decision-making system formed;
- Members of Turkish National Police trained on relevant issues of public order and crowd management.

In this context, the primary objectives of the project are:

- To train TNP staff on public order and crowd management, crisis and risk management, and mass psychology;
- To strengthen the working procedures of the Turkish National Police on public order management and crowd control;
- To set standards for the selection and assignment of staff who will be deployed in crowd control.

3.4. Activities

The activities listed hereunder represent the minimum activities to be implemented in the course of the Twinning project. Member State(s) may propose additional activities in line with the methodology elaborated in its proposal

The minimum activities foreseen are:

- 1) To organize a three-day workshop regarding the situation analysis of the institutional capacity for crowd control and crisis management, and preparation of a gap analysis and needs analysis in terms of institutional structure.
- 2)
 - 2.1. To determine selection criteria, psychomotor, and skills and knowledge tests for the staff in charge of crowd control and crisis management;
 - 2.2. To define selection criteria for staff that will be employed in crowd control;
 - 2.3. To prepare reports on job analysis and job definition;
 - 2.4. To plan proposals for the improvement of existing working conditions, especially in the field of flexible working hours and maximum working hours for crowd forces.
- 3) To review the current situation and legal infrastructure, and develop a decision making system.
- 4) To organize training activities for the key staff to be assigned in the crisis management centres in 81 provinces.
- 5) To organize study visits to the counterpart country or any relevant EU country for a better understanding of the concept and structures of crisis management;

- 6) To organize on-job trainings in European Union countries in order to develop the institutional capacity for crowd control and share best practices, models, and analysis of structures;
- 7) To prepare two e-learning modules for the staff of the crisis management centres;
- 8) To train high ranking officers (strategic level) to be deployed in the management of crowd control in crisis management centres;
- 9) To conduct training-of-trainers on intelligence gathering, command and control, risk analysis and management, negotiation techniques, tactical communication and leadership in crisis management and crowd control, etc.;
- 10) To train staff regarding crowd control and crisis management, group psychology, specifications of crowd, contacting with group, etc.;
- 11) To conduct awareness-raising seminars on the rights and duties to be enjoyed in public demonstrations with the participation of non-governmental organizations;
- 12) To conduct seminars on disproportionate use of force with the participation of law enforcement agencies and judicial authorities;
- 13) To train strategic level officers for a nationwide pro-active and professional public relations system in order to communicate with the media and public.

3.5 Means/input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

- ☐ Extensive knowledge of all processes in the area of the acquis that the project is dealing with;
- ☐ Experience as a high-ranking official, commensurate with an operational dialogue at vice-ministerial level;
- ☐ Overall appreciation of the problems and solutions in the sector;
- ☐ Advanced problem-solving skills;
- ☐ Good leadership skills;
- ☐ Good language skills and availability for the project;
- ☐ Experience in project management;
- ☐ Experience in managing a large team of experts.

Tasks of the Project Leader

- ☐ Coordinate all aspects of the project;
- ☐ Supervise all activities;
- ☐ Nominate, mobilize and supervise short- and medium-term experts;
- ☐ Plan and coordinate outputs;
- ☐ Provide administrative support;
- ☐ Monitor study visits, training activities, and workshops.

3.5.2 Profile and tasks of the RTA

Profile of RTA

- Have extensive knowledge of the institutional and operational aspects and the ability to implement improvements;
- Be available for 2 years of secondment;
- Experience as a consultant in a developing country would be an asset;
- Relevant international experience would be an asset;
- Fluent in verbal and written English;

- At least 3 years of experience in crowd control in his/her own country. Training experience is desired;
- Experience in managing a team of senior experts;
- Ability to propose solutions to regional problems;
- 3 years of experience in project management and project implementation;
- Up-to-date knowledge about law enforcement structures and crime-centered law enforcement approaches;
- Computer literacy (MS Word, Excel);
- Time-management skills;
- Advanced communication skills and a strong sense of responsibility;
- Certified experience in crowd control, mediation, negotiation, etc.

RTA tasks

- Develop a work plan for the Project;
- Prepare project documents in a timely manner (training materials, project reports, analysis reports);
- Achieve desired results on time;
- Manage short and mid-term experts, assign and follow the activities with the Project leader (with the suggestions of Turkish Project leader, national experts are to be chosen);
- Plan study visits in Turkey and abroad;
- Plan training activities;
- Manage interpretation together with the Project assistant.

3.5.3 Profile and tasks of the short-term experts

Short Term Expert Qualifications:

- 3 years of experience in crowd control;
- Bachelor's degree in a related field;
- Professional qualification in the chosen area;
- Experience of working in other countries;
- Fluency in verbal and written English;
- Experience in mediation training;
- Office management experience and computer literacy;
- Certified experience in crowd control, mediation, negotiation, etc.

Short Term Experts' tasks

- Contribute to the Project with expert experience and knowledge;
- Manage the training activities in his/her area of responsibility;
- Plan and implement the activities in his/her area of responsibility;
- Draft documents about the activities under his/her responsibility;
- Monitor, analyze, and report on the results of the training activities.

4. Institutional Framework

1- Main Beneficiaries

- Turkish National Police (Public Security Department)

Adress: İlkadım Caddesi No:89 S: Blok Kat: 4 Aşağıayracı / Ankara / Türkiye

2- Sub-beneficiaries

- 1) Related departments of the Turkish National Police (Department of State Security in the headquarters, State Department Unit and Riot Police Unit)
- 2) Governorships (Governors are the hierarchical superiors of the police departments.)
- 3) Provincial police headquarters.

3- Other Beneficiaries of the Project

1. Prime Ministry
2. General Command of Gendarmerie
3. Turkish Statistical Institute.

5. Budget

The measure is to be carried out by twinning contracts.

* Twinning contract EUR 2,000,000 (IPA contribution: EUR 2,000,000)

6. Implementation Arrangements

6.1 Implementing agency responsible for tendering, contracting and accounting:

Ms. Emine Döğər
Acting PAO and CFCU Director
Central Finance and Contracts Unit
Tel: +90 312 295 49 00
Fax: +90 312 286 70 72
Address: Eskişehir Yolu 4.Km. 2.Street
Halkbankası Kampusu No:63 C Blok
06510 Söğütözü - Ankara

6.2 Main counterpart in the BC

Project Leader
Mr. Arif Çankal
Head of the Department of State Security
Headquarter of Turkish National Police

Address: Emniyet Genel Müdürlüğü
Güvenlik Dairesi Başkanlığı
İlkadım Caddesi Dikmen Ankara

RTA Counterpart
Mr. Volkan Sazak
Chief Superintendent
Department of State Security
Address: Emniyet Genel Müdürlüğü
Güvenlik Dairesi Başkanlığı
İlkadım Caddesi Dikmen Ankara

6.3 Contracts

Twinning contract

7. Implementation Schedule (indicative)

7.1 Start of tendering (Date)

2017/I

7.2 Signature of Contract (Date)

2017/IV

7.3 Project completion (Date)

2019/IV

7.4 Duration of the execution period (number of months)

27 months of execution period (24 months implementation + 3 months)

8. Sustainability

After completing this project, the crisis management and training centres will be used effectively by the National Police. In addition, the personnel attending trainings will also have an active role on the issues regarding crowd control and crisis management.

9. Crosscutting issues (*equal opportunities, environment, etc.*)

The units with tasks on crowd control have fewer duties from November to April. These months should be planned for broad activities.

10. Conditionality and sequencing

Works and Twinning components are separate. There is no need for sequencing between them.

Completing a needs analysis in the first quarter is important for preparing training materials and planning the trainings.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)

ANNEXES

ANNEX - 1: 1. Logical framework matrix

“Strengthening the Institutional Capacity of Turkish National Police Regarding Public Order Management and Crowd Control”		Programme name and number	IPA 2015
			Disbursement period expires One year from the signing of the contract
		Total budget : 2,000,000 EURO	IPA budget: 2,000,000 EURO
Overall objective	Objectively verifiable indicators	Sources of verification	Assumptions
The project aims to provide a more secure environment in which citizens can enjoy the freedom of expression and freedom of assembly.	<ul style="list-style-type: none"> -Positive contribution to the adoption of the EU acquis - Positive critique or prevention of negative critique in EU progress and evaluation reports, -Decrease in human rights violations in crowd control 	<ul style="list-style-type: none"> - EU progress reports on human rights violations - EU Council evaluation reports -Number of cases of human rights violations of the ECHR. 	<ul style="list-style-type: none"> -External conditions related to the Project are to be fulfilled properly -Twinning country and Turkish National Police will adhere to the training plan -RTA and STE meet the required qualifications -Experience gained from study visits to EU member states will be beneficial and visits will be conducted properly - Personnel who are chosen for trainings will attend the trainings full time -The facilities in which the trainings will be held will be available for trainings -The concept of crowd control will be prepared successfully.
Project purpose	Objectively verifiable indicators	Sources of verification	Assumptions
The main goal of the project is to develop the technical structure and human resources of Turkey's Law Enforcement Agencies and to improve their current capacity in accordance with the best practices of the European Union countries on crowd control. More specifically, the purpose of this project is to develop the institutional capacity of the Turkish National Police on Public Order Management and Crowd Control in line with justice, freedom and security strategies and policies of the European Union.	<ol style="list-style-type: none"> 1.Training of TNP Crowd Control units in 81 city police departments and improvement of their institutional capacity 2. Selection of 50 trainers to be trained for 2 weeks as expert trainers until the end of the third quarter of the project 3. Training of 1150 personnel at basic training from 81 cities' crowd control units (companies) until the end of the project 4 Training of 100 personnel on Crisis Management related Crowd Control at expert level by using the facilities of Turkish National Police. 	<ul style="list-style-type: none"> -Project implementation reports -Data of Turkish National Police on training schedules -Project implementation reports -Training reports and certificates -Interim reports -Final report. 	<ul style="list-style-type: none"> -External conditions related to the Project are fulfilled properly -Twinning country and Turkish National Police adhere to the training plan -RTA and STE meet the required qualifications -Experience gained from study visits to EU member states is beneficial and visits are conducted properly - Personnel chosen for trainings attend the trainings full time -The facilities in which the trainings will be held are available and allocated for trainings -The concept of crowd control is prepared successfully -Trainings to be planned during the months when personnel do not have much work load so that they attend courses full time.
Results	Objectively verifiable indicators	Sources of verification	Assumptions
-Staff selection system established	Qualifications of staff.		
-Crowd control staff training system formed.	Needs analysis of institutional capacity until the end of the first quarter of the project		

<p>-1300 personnel will be trained at different levels related to crowd control.</p> <p>Activities</p>	<p>1. Choosing of 50 trainers to be trained for 2 weeks as expert trainers until the end of the third quarter of the project</p> <p>2. Basic training of 1150 personnel from crowd control units (companies) until the end of the project</p> <p>3. Training of 100 personnel on crisis management-related crowd control at expert level by using the facilities of the Turkish National Police.</p> <p>Means</p>	<p>-Project implementation reports -Data of Turkish National Police on training schedules -Records of trainings, conferences and seminars -Training reports and certificates -Steering Committee reports -Interim reports -Final report.</p> <p>Costs</p>	<p>-External conditions related to the Project are fulfilled properly -Twinning country and Turkish National Police adhere to the training plan. -RTA and STE meet the required qualifications -Experience gained from study visits to EU member states is beneficial and visits are conducted properly - Personnel chosen for trainings attend the trainings full time -The facilities where the trainings are held are available for trainings -The concept of Crowd Control is prepared successfully, -Trainings to be planned during the months when personnel have less work load so that they can attend courses full time.</p> <p>Assumptions</p>
<p>3.4.1.1. Organization of a 3-day workshop regarding the situation analysis on institutional capacity in crowd control and crisis management, and preparation of a gap analysis and needs analysis in terms of institutional structure.</p> <p>3.4.1.2.</p> <p>-Determine the selection criteria, psychomotor, skills and knowledge tests for the staff in charge of crowd control and crisis management</p> <p>-Define selection criteria of staff employed in crowd control</p> <p>-Define professional standards, preparation of psychomotor, skills and knowledge tests</p> <p>-Prepare reports on job analysis and job definition</p> <p>-Improve existing working conditions, especially in the field of working hours, through proposals on flexible working hours, and plan maximum working hours of crowd forces.</p> <p>3.4.1.3. Review of the current situation and legal infrastructure, developing a decision making system, strengthening the institutional structure of crisis management centres through the best practices of the EU countries, and preparing standard operational procedures.</p> <p>3.4.1.4. Organize training activities for key staff to be assigned to the crisis management centres in 81 provinces.</p> <p>3.4.1.5. Organize study visits to the project counterpart country or any relevant EU country for a better understanding of the crisis management concept and structures.</p> <p>3.4.1.6. Organize on-job trainings (3 activities on crisis management centres, crowd control and preparation e-learning modules and 3 staff for each activity, 9 staff in total) to the European Union countries in context of development of institutional</p>	<p>Twinning Project. Means: RTA STE Seminars Workshops Conferences Exercises Internships Study visits Experience-sharing meetings.</p>	<p>2,000,000 Euro</p>	<p>-External conditions related to the Project are fulfilled properly -Twinning country and Turkish National Police adhere to the training plan -RTA and STE meet the required qualifications -Experience gained from study visits to EU member states is beneficial and visits are conducted properly -The personnel chosen for trainings attend the trainings full time. -The facilities where the trainings are held are available and allocated for trainings -The concept of crowd control to be prepared successfully -Trainings to be planned in the months that personnel have less work load so that they can attend courses full time.</p>

capacity for crowd control to share best practices, models, and analysis of structures.			
3.4.1.7. Prepare 2 e-learning modules for the staff of the crisis management centres			
3.4.1.8. Training of high ranking officers (strategic level) to be deployed in the management of crowd control in crisis management centres			
3.4.1.9. Training of trainers on intelligence gathering, command and control, risk analysis and management, negotiation techniques, tactical communication and leadership in crisis management and crowd control etc. through simulations and practical exercises using scenario-based modules.			
3.4.1.10 Training of staff on crowd control and crisis management			
3.4.1.11 Raise awareness through seminars on the rights and duties guaranteed by laws and enjoyed in public demonstrations with the participation of non-governmental organizations.			
3.4.1.12. Seminars on disproportionate use of force with the participation of law enforcement agencies (200 staff) and judicial authorities (50 judicial unit staff).			
3.4.1.13. Training of strategic level officers for a nationwide proactive and professional public relations system in order to communicate with the media and public.			