

ANNEX C1¹

STANDARD TWINNING PROJECT FICHE

1. Basic Information

1.1 Publication notice reference: EuropeAid/ 137-053/IH/ACT/TR

1.2 Programme: IPA 2013 (Indirect Management mode)

1.3 Twinning Number: TR 13 IB JH 01

1.4 Title: Strengthening the institutional capacity of Turkish National Police regarding Public Order Management and Crowd Control

1.5 Sector: Justice, Freedom and Security/ Justice and Home Affairs

1.6 Beneficiary country: Republic of Turkey

2. Objectives

2.1 Overall Objective(s):

The project aims at providing a more secure environment in which citizens can enjoy the freedom of expression and freedom of assembly

2.2 Project purpose:

The main goal of the project is to develop technical structure and human resources of Turkey's Law Enforcement Agencies and to improve current situation 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 Turkish National Police on Public Order Management and Crowd Control in line with justice, freedom and security strategies and policies of the European Union.

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

Link with Accession Partnership (AP 2008)

Section 3.1. Short-term priorities:

“Freedom of expression”

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.

- “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 with 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 :

In 2014 Turkey Progress Report it is stated that “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 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 of the June and July 2013 circulars from the Ministry of the Interior on the use of tear gas by the 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.”

Link with MIPD

Link with MIPD 2011-2013

Justice, Home Affairs and Fundamental Rights

“Freedom of expression, including freedom of the press, freedom of assembly and demonstration, freedom of religion and cultural rights protected and strengthened through targeted training completed on human rights and investigation techniques for judges, public prosecutors, law enforcement officers and civil administrators, including effective

investigation of allegations of torture in line with the framework of the Istanbul Protocol. Upgraded detention centres in conformity with international standards, effective follow up mechanism for European Convention for Human Rights (ECHR) preventing repeated violations of the Convention and for the European Court of Human Rights (ECtHR), definition and implementation of ethic principles for law enforcement officers and effective reporting, registration and follow up of human rights violations.”

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 enjoying freedom of expression and dissemination of ideas. Law enforcement agencies are expected to ensure a secure environment and to improve the communication and trust between public and state through effective planning its tasks and implementation of the related legislations.

Being aware of this fact, 60th government's action plan highlights the importance of the crowd control and public order management under two separate headings: Democracy and the Rule of Law, Strengthening the Social Structure. Article 2 of the action plan underlines the individual rights and freedoms at large. More specifically, Article 32 states that: “The efforts about making peace and security will be concentrated, more importance will be attached to preventive policing, the Police and Gendarmerie will be more substantial on both human resources and technological substructure contents”. The same issue is also emphasized in the Progress Report of the European Union in 2012 under the head of “Political criteria and Strengthened Political Dialogue”.

To attain strategic level goals, standards need to be defined for selection, training and assigning staff to be deployed in the crowd control. Crowd control staff has to be trained in specially designed regional training centres to ensure the integrity throughout the country. In order to increase the effectiveness of trainings, pre-training simulation and practical training centres have to be built. In order to provide effective public order management, crisis management centres have to be formed as a crowd control mechanism. As a result of building technological infrastructure in the related units, data analysis can be done accordingly and reports of events will be available upon request.

Finally, the circumstances such as the increase in the number of events, and the changing patterns of riot incidents, illegal strikes and lock-outs still require development of the

institutional capacity for Turkish National Police on public order management and crowd control. New approaches or current practices (etc. 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 2009 programming year: Implementation Capacity of Turkish Police to Prevent Disproportionate Use of Force

3.3 Results:

- Provincial police departments technically supported.
- Staff selection system established.
- Crowd control staff training system formed.
- Decision making system formed.

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

- To provide trainings for TNP staff on the issue, to inform TNP staff on crisis and risk management and to instruct the staff about mass psychology.
- To enhance the working procedures of 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 below 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 activities foreseen are:

- 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. 25 Police Departments' chief of Riot and State Security Departments from Turkish National Police (Big cities and cities located in the east and south east part of the Country) and representatives from Ministry of Interior, Ministry of EU and Ministry of Finance.
- 2)
 - 2.1. Formation of the selection criteria, psychomotor, skill and knowledge tests for the staff in charge of crowd control and crisis management,
 - 2.2. Defining selection criteria of staff which will be employed in crowd control,
 - 2.3. Defining professional standards, preparation of psychomotor, skill and knowledge tests,

2.4. Preparation of reports on job analysis and job definition,

2.5. Improvement of existing working conditions, especially in the field of working hours through proposals on flexible working hours, planning maximum working hours of crowd forces.

3) Review of the current situation, legal infrastructure and developing decision making system, strengthening the institutional structure of crisis management centres through the best practices of the EU countries and preparation of standard operational procedures (SOPs).

4) Organizing training activities for the key staff to be assigned in the crisis management centres in 81 provinces. The training activity will take 3 days and 400 personnel will attend these trainings. 4 different training activities will be organized in different periods. 4 personnel (one of them will be ranking personnel) from 81 city police departments and 20 personnel from Headquarter (State Security Department and Coordination Department) will attend.

5) Study visits to the project counterpart country or any relevant EU country for a better understanding of a crisis management concept and structures. The study visits will take 5 days and 30 personnel totally will attend these visits. 5 different study visits will be organized in different periods. 6 personnel working for state security and riot departments (two of them will be inspectors, two of them will be superintendent and two of them will be chief superintendent (1st, 2nd, 3rd and 4th degree chief superintendents) will attend to each study visits. In these visits the implementation methods of the different crisis management centres in different countries will be monitored. By this way the capacity of Turkish National Police on crowd control can be enhanced.

6) Organizing 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 capacity for crowd control to share best practices, models, analysis structures. 3 personnel (one of them will be inspector, one of them will be superintendent and one of them will be chief superintendent (1st, 2nd, 3rd and 4th degree chief superintendents) will attend to each on-job trainings. Each training activity will take 2 weeks.

7) Preparation of 2 e-learning modules for the staff of the crisis management centres,

8) Trainings of high ranking officers (strategic level) to be deployed in the management of crowd control in crisis management centres. The training will take 5 days and 100 personnel totally will attend the training. The deputy chief of City Police Departments responsible for the departments of riot and/or state security and 20 personnel from Headquarter of National Police (Department of State Security, Department of Coordination, Department of Terror and Department of Public Security) will attend the training.

9) Training of staff deployed in decision support unit in the Crisis Management Centres,

10) Organization of trainings on how to use simulation and scenario-based training modules for future trainings in regional center. The trainings will take 2 weeks and 50 personnel totally will attend these trainings. 2 different trainings will be organized in different periods. 50 staff working for state security and riot departments (25 of them will be inspectors, 15 of them will

be superintendent and 10 of them will be chief superintendent (1st, 2nd, 3rd and 4th degree chief superintendents) will attend the trainings.

11) Training of trainers on intelligence gathering, command & control, risk analysis and management, negotiation techniques, tactical communication and leadership in crisis management and crowd control etc. through simulation and practical exercises using scenario based modules. The trainings will take 2 weeks and 50 personnel totally will attend these trainings. 2 different trainings will be organized in different periods. 50 personnel working for state security and riot departments (25 of them will be inspectors, 15 of them will be superintendent and 10 of them will be chief superintendent (1st, 2nd, 3rd and 4th degree chief superintendents) will attend the trainings.

12) Preparation of 2 e-learning modules for behaviour development (for staff of crowd control) police and security divisions in provincial police departments),

13) Training of staff regarding crowd control and crisis management. The training activity will take 3 days and 400 personnel will attend these trainings. 4 different training activities will be organized in different periods. 4 personnel (one of them will be ranking personnel) from 81 city police departments' Riot and State Security Units and 20 personnel from Headquarter (State Security Department and Coordination Department) will attend. In these training, attenders will be informed about group psychology, the specifications of crowd, contacting with group e.i.

14) Review and preparation of a curricula on crowd control to be inserted into basic police training by using scenario based training modules developed in the 2009 Twinning project (police academy, police vocational schools and police vocational training centres),

15) Raising awareness seminars on the rights & duties guaranteed by laws and enjoyed in public demonstrations with the participation of non-governmental organizations. 5 different seminars will be organized in different periods. Every seminars will take 2 days. High rank personnel from National Police, representatives of non-governmental organizations, Universities, Ministry of Justice and Ministry of Interior will attend the seminars.

16) Seminars on disproportionate use of force with the participation of law enforcement agencies (200 staff) and judicial authorities (50 judicial unit staff).

17) Preparation of proposals and reports for follow-up activities such as projects, action plans, analysis of further needs in the field.

18) Training of strategic level officers for a nationwide pro-active and professional public relations system in order to communicate with media and public. The trainings will take 5 days and 300 personnel totally will attend these trainings. 3 different trainings will be organized in different periods.

3.5 Means/ Input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

- Broad long-term knowledge of all processes in the area of acquires that the project is dealing with;

- High-ranking official, commensurate with an operational dialogue at vice-ministerial level;
- Overall appreciation of the problems and solutions in the sector;
- Capable of unblocking any problems at highest level;
- Good leadership skills,
- To have sufficient language skills and to spare the necessary time to the project
- Experience in project management
- Experience in managing a large team of experts;

Tasks of the Project Leader

- To coordinate all the aspects of the project,
- To supervise all the activities,
- To nominate, mobilize and supervise the short- and medium term experts,
- To plan and coordinate outputs,
- To provide administrative support,
- To monitor the study visits, training activities, workshops.

3.5.2 Profile and tasks of the RTA

Profile of RTA

- Having detailed information on institutional and operational aspects, implements and improvements of analysis of Project topic.
 - Being available for 2 years of secondment.
 - Having the experience to work as a consultant in a developing country is desired.
 - Having the similar experiences in other countries is desired.
 - Being fluent in verbal and written English.
 - At least 4 years of experience in Crowd control in his/her own country. Having training experience is desired.
 - Having the capability of inviting the Short term experts to support the appliance of the project and get the full support of the senior level.
 - Evaluating the solutions to the regional problems.
 - 5 years of experience in Project management.
 - Knowledge about law enforcement structure and crime-centered law enforcement approach.
 - Enough knowledge about political, judicial and administrative situation and legislations in Turkey.
 - Office management experience and using needed software programs.
 - Having the skills in organization in work time
 - Having the highest skills in team communication and holding a high responsibility position
 - Having the related certificates (crowd control, mediation, negotiation etc.)

RTA tasks

- Making a work plan about Project

- Getting the Project documents ready in time (training materials, Project reports, analysis reports)
- Following the activities in accordance with the calendar.
- Deciding on short and mid-term experts, assigning, and following the activities with the Project leader (with the suggestions of Turkish Project leader, National experts are to be chosen)
- Planning, inside and abroad study-visits.
- Planning training activities.
- Managing interpreter with Project assistant.

3.5.3 Profile and tasks of the short-term experts

Short Term Experts Qualifications:

- 5 years of experience in Crowd control
- Having the bachelor's degree about the topic.
- Being qualified in Professional aspect in the chosen area
- Having the experience of working in other countries.
- Being fluent in verbal and written English
- Experience in mediation training
- Knowledge about political, judicial and administrative situation and legislations in Turkey.
- Office management experience and using needed software programs
- Having the related certificates (crowd control, mediation, negotiation etc.)

Short Term Experts' tasks

- Contributing the Project with experience and knowledge
- Managing the training activities in his/her responsibility efficiently.
- Planning and applying the exercises of the activities in his/her responsibility.
- Having and contributing in documents and about the activities in his/her responsibility
- Preparing report which consist results, suggestion and analysis At the end of the training activity

4. Institutional Framework

1- The Main Beneficiaries:

- Turkish National Police (Public Security Department)

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

2- Sub-beneficiaries of the Project

1) Related departments of Turkish National Police (The Department of State Security in the headquarter, State Department Unit and Riot Police Unit)

2) Governorships (The governors are the hierarchical superior of the Police Departments.)

3) Provincial Police Headquarters

3- The 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 supply and twinning contracts.

<i>Title: Strengthening the institutional capacity of Turkish National Police regarding Public Order Management and Crowd Control</i>	IPA Community Contribution	National Co-financing	TOTAL
Standard Twinning Contract	95% 1,900,000,00 €	5% 100,000,00 €	2,000,000,00 €

The co-financing requirement foreseen under IPA will be considered fulfilled according to the provision of the relevant Financing Agreement.

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting

Ms. Emine Döğer
Acting PAO and CFCU Director
Central Finance and Contract Unit
Tel: +90 312 295 49 00
Fax: +90 312 286 70 72
Address: Eskisehir Yolu 4.Km. 2.Street
Halkbankası Kampusu No:63 C Blok
06510 Sogutozu - 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
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)

2015/April

7.2 Signature of Contract (Date)

2016/March

7.3 Project completion (Date)

2018/March

7.4 Duration of the execution period (number of months)

27 months

8. Sustainability

After completing this project, the crisis managements and training centre will be used effectively by National Police. Also, the personnel attending trainings will also have active role on the issues about crowd control and crisis management.

9. Crosscutting issues (equal opportunity, environment, etc...)

The units having tasks on crowd control have less duty from November to April. These months should be planned for activities broadly.

10. Conditionality and sequencing

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

Completing need analysis in the first quarter is important for the preparing training material and planning training.

1. Logical framework matrix in standard format (compulsory)
2. Detailed implementation chart (optional)
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (optional)
4. Reference to feasibility /pre-feasibility studies. For all investment projects, the executive summary of the economic and financial appraisals, and the environmental impact assessment should be attached (optional)
5. List of relevant Laws and Regulations (optional)
6. Reference to relevant Government Strategic plans and studies (may include Institution Development Plan, Business plans, Sector studies etc) (optional)

ANNEX - 1: 1. Logical framework matrix:

<p>“Strengthening the Institutional Capacity of Turkish National Police Regarding Public Order Management and Crowd Control”</p>		<p>Programme name and number</p> <p>IPA-2013</p>	<p>Disbursement period expires</p> <p>One year from the signing of the contract</p>
		<p>Total budget : 2,000,000,00 EURO</p>	<p>IPA budget: 1,900,000,00 EURO</p>
<p>Overall objective</p>	<p>Objectively verifiable indicators</p>	<p>Sources of Verification</p>	<p>Assumptions</p>
<p>The project aims at providing a more secure environment in which citizens can enjoy the freedom of expression and freedom of assembly</p>	<p>-Contribution to EU Adoption of Acquis, positively, -Having positive criticisms or preventing negative criticism in EU progress and evaluation reports, -decrease in human rights violations in Crowd Control</p>	<p>-Critics on Human Rights violation in The EU Commission progress reports, -The EU Council Evaluation reports, -Numbers of human rights violations cases in ECHR.</p>	<p>-External conditions related to the Project are to be fulfilled properly, -Twinning country and Turkish National Police will stick to training plan, -RTA and STE meet the required qualifications. -Experiences which are gained from study visits to EU member states are to be beneficial and visits to be conducted properly, -The personnel who are chosen for trainings will attend the trainings full time. -The Facilities ,in which the trainings will be held, to be available and allocated for trainings. -The Concept of Crowd Control to be prepared successfully.</p>
<p>Project purpose</p>	<p>Objectively verifiable indicators</p>	<p>Sources of Verification</p>	<p>Assumptions</p>
<p>The main goal of the project is to develop technical structure and human resources of Turkey’s Law Enforcement Agencies and to improve current situation 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 Turkish National Police on Public Order Management and Crowd Control in line with justice, freedom and security strategies and policies of the European Union.</p>	<p>1.Training of TNP Crowd Control units and improve institutional capacity, 2. Choosing of 50 Trainers and train them 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 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.</p>	<p>-Project implementation reports, -The Data of Turkish National Police on training schedules, -Project Implementation reports, -Training reports and certificates, -Interim Reports, -Final report.</p>	<p>-External conditions related to the Project are to be fulfilled properly, -Twinning country and Turkish National Police will stick to training plan, -RTA and STE meet the required qualifications -Experiences which are gained from study visits to EU member states are to be beneficial and visits to be conducted properly. -The personnel who are chosen for trainings will attend the trainings full time. -The Facilities ,in which the trainings will be held, to be available and allocated for trainings. -The Concept of Crowd Control to be prepared successfully -Trainings to be planned to the months that personnel do not have much work load. So that they attend courses full time concentrated.</p>
<p>Results</p>	<p>Objectively verifiable indicators</p>	<p>Sources of Verification</p>	<p>Assumptions</p>
<p>Staff selection system established. -Crowd control staff training system formed. -Decision making system formed. -1300 personnel will be trained at different levels related to crowd control.</p>	<p>1. Making a needs analysis about institutional capacity until the end of the first quarter of the project, 2. Choosing of 50 Trainers and train them 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 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.</p>	<p>-Project implementation reports, -The 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>-External conditions related to the Project are to be fulfilled properly, -Twinning country and Turkish National Police will stick to training plan, -RTA and STE meet the required qualifications -Experiences which are gained from study visits to EU member states are to be beneficial and visits to be conducted properly. -The personnel who are chosen for trainings will attend the trainings full time. -The Facilities ,in which the trainings will be held, to be available and allocated for trainings. -The Concept of Crowd Control to be prepared successfully, -Trainings to be planned to the months that personnel do not have much work load. So that they attend courses full time concentrated.</p>
<p>Activities</p>	<p>Means</p>	<p>Costs</p>	<p>Assumptions</p>

The activities listed below 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.

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.

3.4.1.2.
 -Formation of the selection criteria, psychomotor, skill and knowledge tests for the staff in charge of crowd control and crisis management,
 -Defining selection criteria of staff which will be employed in crowd control,
 -Defining professional standards, preparation of psychomotor, skill and knowledge tests,
 -Preparation of reports on job analysis and job definition,
 -Improvement of existing working conditions, especially in the field of working hours through proposals on flexible working hours, planning maximum working hours of crowd forces.

Twinning Project.
 The means:
 RTA,
 STE,
 Seminars
 Workshops,
 Conferences
 Exercises
 Internships,
 Study visits,
 Experience sharing meetings.

2.000.000 Euro

3.4.1.3. Review of the current situation, legal infrastructure and developing decision making system, strengthening the institutional structure of crisis management centres through the best practices of the EU countries and preparation of standard operational procedures

3.4.1.4. Organizing training activities for the key staff to be assigned in the crisis management centres in 81 provinces.

3.4.1.5. Study visits to the project counterpart country or any relevant EU country for a better understanding of a crisis management concept and structures.

3.4.1.6. Organizing 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

-External conditions related to the Project are to be fulfilled properly,
 -Twinning country and Turkish National Police will stick to training plan,
 -RTA and STE are expected to meet the required qualifications,
 -Experiences which are gained from study visits to EU member states are to be beneficial and visits to be conducted properly.
 -The personnel who are chosen for trainings will attend the trainings full time.
 -The Facilities ,in which the trainings will be held, to be available and allocated for trainings.
 -The Concept of Crowd Control to be prepared succesfully,
 -Trainings to be planned to the months that personnel do not have much work load. So that they attend courses full time concentrated.

countries in context of development of institutional capacity for crowd control to share best practices, models, analysis structures.
3.4.1.7. Preparation of 2 e-learning modules for the staff of the crisis management centres
3.4.1.8. Trainings 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 staff deployed in decision support unit in the Crisis Management Centres
3.4.1.10 Organization of trainings on how to use simulation and scenario-based training modules for future trainings in regional center.
3.4.1.11. Training of trainers on intelligence gathering, command & control, risk analysis and management, negotiation techniques, tactical communication and leadership in crisis management and crowd control etc.through simulation and practical exercises using scenario based modules.
3.4.1.12. Preperation of 2 e-learning modules for behaviour development (for staff of crowd control) police and security divisions in provincial police departments)
3.4.1.13 Training of staff regarding crowd control and crisis management
3.4.1.14 Review and preparation of a curricula on crowd control to be inserted into basic police training by using scenario based training modules developed in the 2009 Twinning project
3.4.1.15 Raising awareness seminars on the rights & duties guaranteed by laws and enjoyed in public demonstrations with the participation of non-governmental organizations.
3.4.1.16. Seminars on disproportionate use of force with the participation of law enforcement agencies (200 staff) and judicial authorities (50 judicial unit staff).

3.4.1.17. Preparation of proposals and reports for follow-up activities such as projects, action plans, analysis of further needs in the field.			
3.4.1.18. Training of strategic level officers for a nationwide pro-active and professional public relations system in order to communicate with media and public.			