

Standard Twinning Fiche

1. Basic Information

1.1 Publication Reference: EuropeAid/ 137-148/IH/ACT/TR

1.2 Programme: IPA 2013, (Indirect Management mode)

1.3 Twinning Number: TR13 IB JH 02

1.4 Title: “Strengthening the Institutional Capacity of General Command of Gendarmerie Regarding Public Order Management and Crowd Control”

1.5 Sector: 23- Judiciary and Fundamental Rights/ Justice and Home Affairs

1.6 Beneficiary country: ‘Republic of Turkey’

1.7 Management mode: Indirect Management mode (Decentralised)

2. Objectives

2.1 Overall Objective:

The project aims at contributing to the “zero tolerance” approach of violation of human rights and to prevent violation of human rights derived from the lack of training and knowledge on public order management and crowd control by training Gendarmerie personnel.

2.2 Project purpose:

The main purpose of the Project is to prevent the acts that may cause a violation of human rights by use of disproportionate force during the public order management and crowd control, to train GGC personnel on this issue, to develop institutional capacity of GGC on public order management and crowd control and to establish a sustainable training/exercise system.

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

Turkey has been criticized in regular EU commission progress reports for using excessive force of law enforcement forces during demonstrations and social unrest. Especially in 2013 Gezi Protests, which resulted in death of seven protestors and a police officer, heavy-handling and excessive tear gas use of law enforcement officers are criticized in reports. Also The ECtHR has previously criticized Turkey for heavy-handed intervention of Law Enforcement officers during unlawful demonstration.

As it is stated in 2008 National Program for the Adoption of the EU Acquis (NPAA), Human rights have become the constant subject of the training programs for law enforcement officers.

As identified in Multi-Annual Indicative Planning (MIPD) document 2011-2013, respect for human right is determined in priorities, and as stated in MIPD all countries need to focus on good governance including respect for human rights. And in Country Strategy Paper prepared for IPA-II states that while programming IPA assistance specific attention will be paid to a number of cross-cutting issues and “Human Rights” is included in these issues.

As an overall objective, by preventing these kind of violations of Human Rights in Crowd Control, this Project will contribute to National Action Plan, NPAA and regular progress reports, MIPD, in a positive aspect.

3. Description

3.1 Background and justification

There are two law enforcement agencies, GGC and Turkish National Police(TNP), having tasks on crowd control in Turkey. The law enforcement agencies in our country strive to provide security services to our citizens in a qualified, rapid and effective way that will guarantee their free exercise of fundamental rights and freedoms and allow them to carry on their lives without any fear and anxiety.

In that sense, equilibrium between freedom and security is taken into consideration in order to create a secure environment in which human rights and freedoms are enjoyed in their contemporary meaning. Keeping security in mind, human rights and the rule of law, participatory democracy, freedom of religion and conscience and freedom of thought and opinion are actualized in the highest level without any harm to the essence of fundamental rights and freedoms.

Within the scope of respecting human rights, with the aim of enhancing the institutional capacity for crowd control, having training and exercise which provides actual duty conditions means that the reinforcement of the technical infrastructure concerning the intervention in public disturbances and the tactics and techniques of crowd control harmonize with the European countries.

In this context, the followings assign duty and authority to the Gendarmerie:

- Law No. 2803 on Organization, Duty and authority of the Gendarmerie
- Regulation on Organization, Duty and authority of the Gendarmerie
- Law No. 2559 on Police Duty and authority
- Law No. 5442 on Provincial Administration
- Law No. 2911 on Meetings and Demonstrations
- Regulation about the Practice of Law on Meetings and Demonstrations

The GGC prepared the followings in the field of the intervention in public disturbances:

- Directive on Development and Practice of Security and Public Order Plans
- Directive on Intervention Vehicle for Demonstrations and Crowd Control
- Equipment Concept for Intervention in Crowd Control
- Supplementary Publication on Crowd Control and Guidelines for Intervention
- 174-21 the Crowd Control Manual

The Gendarmerie personnel who work in the field of the crowd control provide the Training on crowd control for the personnel from Azerbaijan, Jordan, Iraq, Tunisia, Kyrgyzstan and Mongolia. It is greatly important that the mentioned trainings meet the European human rights standards and also an awareness of respecting human rights is created for the personnel of the countries being trained.

As a result of the project, it is aimed that the Gendarmerie's capacity of Crowd Control attains the implementation standards of the European countries being in conformity with EU Acquis, European Convention on Human Rights and the jurisprudence of the European Court on Human Rights.

This project will provide us to raise awareness of human rights among Gendarmerie personnel who Works on Crowd Control. It can be vulnerable groups such as children, women or disabled people among crowds. This measure will also create awareness how Gendarmerie personnel to act to vulnerable groups.

Crowd Control is a sensitive human rights issue. It should be managed without harming to any person.

The lack of knowledge and experience of trainees on crowd control has an increasing effect on human rights violation.

The lack of joint training/exercise program and having different kinds of equipment, weapons, supplies and vehicles on crowd control between the agencies of having tasks on crowd control, GGC, TNP and military units, prevent the taking control of crowds within the scope of respecting human rights.

While the tactics and techniques of demonstrators are changing continuously, the law enforcement agencies can't follow up these sufficiently. In addition, the changing types and characteristics of crowd control forces the agencies to share knowledge and experiences.

Negotiations have a significant importance on crowd control. Many incidents have been solved in peace with the help of negotiations. Well trained and experienced negotiators have an important role on crowd control.

Coming from different districts as reinforcement, because of the lack of joint training/exercise and having different types of tactics, techniques causes conflict of command control chain, competence, cooperation and coordination. This situation has an increasing effect on human rights violations.

3.2. Linked activities:

The Project of "Improving Knowledge and Skills of GGC in the Concept of EU Human Rights Standards" was implemented with the consortium of Italy and Spain between 2008-2010. With this Project, 7763 GGC personnel were trained, (6) documents (handbook of Human Rights Training, Human Rights Reference Book, Human Rights Concept (Law Enforcement-Gendarmerie) , Statement Taking Activities, Judicial and administrative coordination modals book) were prepared and published, (30) statement taking and detention rooms furnished.

The Twinning Project of TNP "Implementation capacity of Turkish National Police to prevent disproportionate use of force" is carried out between 2011-2013. Experiences gained by TNP are valuable and though GGC was not the beneficiary, the Project of TNP will enlighten the Project of GGC, especially on need analysis, as the missions of these institutions are similar.

3.3. Results:

By the end of the project:

- A sustainable training system on public order management crowd control will be established.
- 1580 personnel will be trained at different levels related to 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.

3.4.1.1 Making the need analysis of the Gendarmerie General Command by taking into care of TNP 2011-2013 project; Need analysis is important in the aspect of effecting training activities and avoiding from wasteful efforts.

3.4.1.2 40 GGC personnel (15 NCO, 25 Officers) who will be chosen among the units which has duties of Crowd Control and JÖAK(Gendarmerie Special Operational Command) and Gendarmerie Schools Command will be trained in 2 groups of 20 Personnel for 4 weeks on crisis management and crowd control topics in JÖAK, Gendarmerie Schools Command Facilities. These personnel will be assigned for basic and advanced trainings and developing the concept of Crowd control and public order management in terror based situations.

3.4.1.3. Training by having seminars in basic and advance level.

3.4.1.3.1. GGC has 275 companies which has Crowd Control duties. 1100 personnel(3 personnel(1 officer, 1 NCO, 1 Expert Sergeant) from each of these companies and the personnel chosen among JÖAK and Gendarmerie General Command) will be trained in 20 periods of 2 weeks in groups of 55 personnel(as amount of a company) on Crowd Control and Public Order Management. Trainings will be held in applied ways and by having seminars in JÖAK, Gendarmerie Schools Command Facilities.

3.4.1.3.2. 300 personnel (1 personnel from each of 275 companies and 25 personnel chosen from JÖAK and Gendarmerie Schools Command) will be trained in 10 periods of 2 weeks in groups of 30 personnel on Crowd Control Planning, Group Psychology, Crisis Management and Negotiation. Trainings will be held by having seminars in JÖAK, Gendarmerie Schools Command Facilities.

3.4.1.4. To prepare the concept of Crowd control in rural areas and manipulated by terror elements. The concepts will be prepared by the personnel trained at the Activity 3.4.1.2 in accordance with RTA and the other experts.

3.4.1.4.1 Experience share meetings and seminars will be held to prepare Concept.

3.4.1.4.2 A workshop will be held to enhance the concept of the events in rural areas and manipulated by terror elements.

3.4.1.5. To observe the institutional role, responsibility and best practice of Gendarmerie in crowd control 6-day-study-visits will be held to 4 different EU member states,. It is aimed to

see the responsibility of gendarmerie in the events, the applied interventions, training of local Gendarmerie personnel on Crowd Control, formation of troops, to examine their tools, vehicles which they use in the events, also to learn about tactics that they use. Outputs of these visits enlighten GGC trainings on Crowd Control. Experiences which are seen beneficial will be adapted to GGC trainings.

3.4.1.6. 6-day-study-visits to 2 EU member states will be organized for those who achieved best in the national courses. Study visits are planned to the EU member states, which don't have gendarmerie forces but Police in order to study best practice examples. In these visits it is aimed to observe the institutional infrastructure and capacity of these states, to examine their tools, vehicles which they use in the events. Experiences gained from these study visits will be benefitted and adapted to our GGC training system.

3.4.1.7 (100) personnel (1 officer from each of 81 provinces and 19 personnel from other units) will be trained by seminars in crisis management in groups of 20 personnel for 2 weeks. Crisis management and intervention course will be conducted, as the crowd control needs these skills, to help leaders in deciding in the right way and coping with the event without making intervention.

3.4.1.8. (40) personnel(1 officer from each 30 provinces which has the most frequent Crowd Control issues and 10 officers from other units) , will be trained in groups of 20 personnel for 4 weeks by seminars as negotiator.

3.4.1.9 Training materials will be prepared (not published) by 40 ToTs to be used in trainings. The materials produced by 2011-2013 TNP project will be taken into care to avoid wasteful duplication(CD, DVD, Movies, Brochure, hand books, books etc.) and the training manuals, Standard Operating Procedures (SOP) which are the outputs of the TNP project will be used. They will enlighten the ongoing studies of GGC.

3.4.2.10. (16) personnel among the successful ones will take 15-day-internship in two EU member states having best practice.

3.4.2.11. In (16) cities exercises and seminars will be held about legislations, tactics and technics in crowd control by trainers.

3.4.2.12. In the context of Strategic communication in Crowd control. 2-day-workshops will be held.

3.4.2.13 A web site will be created to disseminate the outcomes of the project.

3.5 Means/ Input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

3.5.1.1. Profile:

Project leader is to be an expert in crowd control and crisis management, a senior officer of a unit which has the responsibility of crowd control. Project leader is to have 3 days every month in Turkey to supervise, coordinate and conceive the ongoing twinning Project.

3.5.1.2. Qualifications:

- At least 4 years of leading experience in crowd control units (being a trainer is desired)
- Competence in language and having time for the project.
- Capability of coping with the problems in higher levels.
- Having Leadership skills.

3.5.1.3. Tasks:

- General coordination of the Project
- Budget management
- Fulfilling the administrative requirements.
- Deciding on short and mid-term experts and assign them
- Participate in the observing committees, held once in 3 months, with Turkish Project leader.

3.5.2. Profile and tasks of the RTA (Resident Twinning Advisor)

3.5.2.1. Qualifications

- 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 managing and applying.
- Having information about law enforcement structure and crime-centered law enforcement approach.
- Having enough information 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 having a high responsibility
- Having the related certificates (crowd control, mediation, negotiation etc.)

3.5.2.2. 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

3.5.3.1. 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
- Having the experience in mediation training
- Having enough information 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.)

3.5.3.2. 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

The Beneficiary (GGC) will work together with the Twinning Partner that will be determined at the end of the selection process regarding implementation of the project activities indicated in the subsequent sections.

A steering committee constituted of representatives of related institutions (PL, GGC, EU Delegation, CFCU, MEUA) will be established and the coordination and cooperation will be ensured by the GGC. The Steering Committee will implement and manage the project and help PL monitor the progress of the project and assist in decision-making.

The Committee will meet when required in the initial stages until the signature of the twinning contract and then quarterly to evaluate the interim project reports. The Committee will assist the PL in evaluating and taking decisions in managing the project.

The **PL** will:

- Prepare the monitoring reports
- Review and approve any official approvals regarding the project
- Coordinate steering committee meetings
- Facilitate any administrative actions required in implementing the project

5. Budget

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA EU CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION			PRIVATE CONTRIBUTION			
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/ Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Twinning (training)	X	-	1.324.000		1,257,800	5	66.200						
TOTAL PROJECT			1.324.000		1,257,800		66.200			-	-		-

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

The CFCU will be Implementing Agency and will be responsible for all procedural aspects of the tendering process, contracting matters and financial management, including payment of project activities. The director of the CFCU will act as Programme Authorizing Officer (PAO) of the project.

Ms. Emine DÖĞER

Acting PAO and CFCU Director

Central Finance and Contracts Unit

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06510 Sogutozu/Ankara (TIBD)

6.2 Main counterpart in the BC,

Gendarmerie General Command (GGC)

Ministry Of Interior, Gendarmerie General Command,

İçişleri Bakanlığı, Jandarma Genel Komutanlığı

Project Leader Counterpart:

PL: Ahmet ÖZKURT (Staff Colonel)

Head of Gendarmerie Foreign Relations and Human Rights Department

Dış İlişkiler ve İnsan Hakları Daire Başkanlığı

Genel Plan Prensipler Başkanlığı / Jandarma Genel Komutanlığı

Beştepe/Ankara /TÜRKİYE

RTA Counterpart:

Hasan Ali GİDER (Staff Major)
Chief of EU Branch
Jandarma Dış İlişkiler ve İnsan Hakları Daire Başkanlığı
Jandarma Genel Komutanlığı

6.3 Contracts

Twinning Contract

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals

Activities	Start of tendering	Signature of contract	Project completion
Twinning (Training)	2015/April	2016/March	2018/March

7.2 Start of project activities (Date)

All project's activities in principle should be ready for tendering in the 1st quarter following the signature of the FA.

7.3 Project completion (Date)

In principle, project's results should be completed in 24 months after starting.

7.4 Duration of the execution period (number of months)

27 months (24 + 3).

8. Sustainability

The skills obtained by the project will be sustained by ToTs. There will be training/exercise schedule for all the GGC units having tasks on crowd control. Implementing training/exercise will contribute to the knowledge and experience obtained from the project.

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.

ANNEXES

ANNEX - 1: 1. Logical framework matrix:

<p align="center">“Strengthening the Institutional Capacity of General Command of Gendarmerie Regarding Public Order Management and Crowd Control”</p>		Programme name and number	IPA-1
		Contracting period expires	Disbursement period expires
		29. 05. 2017	One year from the signing of the contract
		Total budget : 1.324.000 EURO	IPA budget: 1.257.800 EURO
		Twinning: 1.324.000 EURO	1.257.800 EURO
Overall objective	Objectively verifiable indicators	Sources of Verification	Assumptions
The project aims at contributing to the topic “zero tolerance” approach of violation of human rights and to prevent violation of human rights derived from the lack of training and knowledge on public order management and crowd control by training Gendarmerie personnel	-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	-Critic on Human Rights violation in The EU Commission progress reports, -The EU Council Evaluation reports, -Numbers of human rights violations cases in ECHR.	-External conditions related to the Project are to be fulfilled properly, -Twinning country and Turkish GGC 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. -ToTs are to go through the course successfully, -The Concept of Crowd Control to be prepared successfully
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
The main purpose of the Project is to prevent the acts that may cause a violation of human rights by use of disproportionate force during the public order management and crowd control, to train GGC personnel on this issue, to develop institutional capacity of GGC on public order management and crowd control and to establish a sustainable training/exercise system.	1.Training of GGC Crowd Control units and improve institutional capacity, 2. Choosing of 40 Trainers and train them for 4 weeks as expert trainers until the end of the third quarter of the project, 3. Training of 1100 personnel at basic training and 300 personnel at advance 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 Gendarmerie Schools Command and JÖAK.	-Project implementation reports, -The Data of Gendarmerie General Command on training schedules, -Project Implementation reports, -Training reports and certificates, -Steering Committee reports, -Interim Reports, -Final report.	-External conditions related to the Project are to be fulfilled properly, -Twinning country and Turkish GGC 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. -ToTs are to go through the course successfully, -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.
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
-A sustainable training system on public order management crowd control will be established. - 1580 personnel will be trained at different levels related to crowd control.	1. Making a needs analysis about institutional capacity until the end of the first quarter of the project, 2. Choosing of 40 Trainers and train them for 4 weeks as expert trainers until the end of the third quarter of the project, 3. Training of 1100 personnel at basic training and 300 personnel at advance training from crowd control units(companies) until the end of the project, 4. Preparing of the Concept of Crowd control happening in rural areas and manipulated by terror elements.at the end of seventh quarter, 5 Training of 100 personnel on Crisis Management related Crowd Control at expert level by using the facilities	-Project implementation reports, -The Data of Gendarmerie General Command on training schedules. -Records of trainings, conferences and seminars, -Training reports and certificates, -Steering Committee reports, -Interim Reports, -Final Report.	-External conditions related to the Project are to be fulfilled properly, -Twinning country and Turkish GGC 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. -ToTs are to go through the course successfully, -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>Activities <i>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.</i></p>	<p>of Gendarmerie Schools Command and JÖAK.</p>		
	Means	Costs	Assumptions
<p>3.4.1.1. Making the need analysis of the Gendarmerie general Command; Need analysis, which will be made by an expert consultant company, is important in the aspect of effecting training activities.</p>			
<p>3.4.1.2. By having seminars, 40 personnel will be trained as ToTs.</p>			
<p>3.4.1.3. Training by having seminars in basic and advance level</p>			
<p>3.4.1.3.1. In basic level 1100 personnel will be trained.</p>			
<p>3.4.1.3.2. In advanced level 300 personnel will be trained.</p>	<p>Twinning Project. The means: RTA, STE, ToTs Seminars Workshops, Conferences Exercises Internships, Study visits, Experience sharing meetings.</p>		
<p>3.4.1.4. Preparing of the concept of Crowd control happening in rural areas and manipulated by terror elements.</p>			
<p>3.4.1.4.1. Sharing Experience meetings and seminars will be held to make Concept.</p>			
<p>3.4.1.4.2. A workshop will be held to enhance the conception of the events in rural areas and manipulated by terror elements.</p>			
<p>3.4.1.5. To observe the institutional role, responsibility and best practice in crowd control 6-day-study-visits will be held to (4) EU and FIEP member states.</p>			
<p>3.4.1.6. 6-day-study-visits to the (4) EU member states which has the best practice in crowd control will be held by the ones achieved better in the national courses.</p>		<p>1.324.000 Euro</p>	<p>-External conditions related to the Project are to be fulfilled properly, -Twinning country and Turkish GGC 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. -ToTs are to go through the course successfully, -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>3.4.1.7. (100) personnel, consisted of officers, will be trained by seminars in crisis management. Crisis management and intervention course will be given, as the crowd control needs these skills, to help leaders in deciding in the right way and coping with the event without making intervention.</p>			
<p>3.4.1.8. (40) personnel, consisted of officers, will be trained by seminars as a negotiator.</p>			
<p>3.4.1.9. Training materials will be prepared(not published) by 40 ToTs to use in the trainings (CD, DVD, Movies, Brochure, hand books, books etc.)</p>			
<p>3.4.1.10. (16) personnel among the successful ones will take 15-day-internship in two EU member states having best practice.</p>			
<p>3.4.1.11. In (16) cities exercises and seminars will be held about legislations, tactics and technics in crowd control by trainers.</p>			
<p>3.4.1.12. In the context of Strategic communication in Crowd control. 2-day-workshops will be held.</p>			
<p>3.4.1.13 A web site will be created to disseminate the outcomes of the project.</p>			

ANNEX -2: Detailed Implementation Chart:

Activities	Time Period (Project Months)																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
<p>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.</p> <p>3.4.1.1. Making the need analysis of the Gendarmerie general Command; Need analysis, which will be made by an expert consultant company, is important in the aspect of effecting training activities.</p>	■	■	■																					
3.4.1.2. By having seminars, 40 personnel will be trained as ToT.				■	■	■																		
3.4.1.3. Training by having seminars in basic and advance level																								
3.4.1.3.1. In basic level 1100 personnel will be trained.							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■			
3.4.1.3.2. In advanced level 300 personnel will be trained.											■	■	■	■	■	■	■	■	■	■	■	■		
3.4.1.4. To prepare the concept of Crowd control happening in rural areas and manipulated by terror elements.																								
3.4.1.4.1. Sharing Experience meetings and seminars will be held to make Concept.				■							■						■					■		
3.4.1.4.2. A workshop will be held to enhance the conception of the events in rural areas and manipulated by terror elements.																							■	
3.4.1.5. To observe the institutional role, responsibility and best practice in crowd control 6-day-study-visits will be held to (4) EU member states.	■					■				■				■										
3.4.1.6. 6-day-study-visits to (2) EU member states which has the best practice in crowd control will be held by the ones achieved better in the national courses.											■								■					
3.4.1.7. (100) personnel, consisted of officers, will be trained by seminars in crisis management. Crisis management and intervention course will be given, as the crowd control needs these skills, to help leaders in deciding in the right way and coping with the event without making intervention.				■		■		■		■		■		■										
3.4.1.8. (40) personnel, consisted of officers, will be trained by seminars as a negotiator.					■		■		■		■		■											
3.4.1.9. Training materials will be prepared(not published) by 40 ToTs to use in the trainings (CD, DVD, Movies, Brochure, hand books, books etc.)	■	■								■				■				■				■		
3.4.1.10. (16) personnel among the successful ones will take 15-day-internship in two EU member states having best practice.																■								■
3.4.1.11. In (16) cities exercises and seminars will be held about legislations, tactics and technics in crowd control by trainers.								■		■		■		■		■		■		■		■		■

