

TWINNING PROJECT FICHE

An Independent Police Complaints Commission & Complaints System for the Turkish National Police, Gendarmerie and Coast Guard

1. Basic Information

1.1 Publication notice: EuropeAid/ 138-499/IH/ACT/RS

1.2 Programme Title: IPA 2015/038-404/5/Turkey

1.3 Twinning Number: TR 15 IPA JH 02 16

1.4 Title: Independent Police Complaints Commission and Complaints System for the Turkish National Police, Gendarmerie and Coast Guard

1.5 Sector: Justice and Home Affairs, (Rule of Law and Fundamental Rights / Judiciary and Fundamental Rights Sub-sector / Fundamental Rights Sub-Field)

1.6 Beneficiary country: Republic of Turkey

2. Objectives

2.1 Overall Objective(s):

To enhance the accountability, efficiency, effectiveness and public confidence of the Turkish National Police, Gendarmerie and Coast Guard in the discharge of their responsibilities with respect to the enforcement of law in accordance with democratic principles and having regard for the human rights of all citizens.

2.2 Project purpose:

Implement the primary legislation with regard to new independent complaints system for the Turkish National Police, Gendarmerie and Coast Guard. Start full operations of the new complaints system and consolidate the system via a start-up (first year) business plan and a 3-5 year strategic plan.

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

There are important links between the overall objective of this project and the purpose of the 2nd phase with the NPAA.

The legislation “Mechanism of Controlling Law Enforcement” was approved by the Parliament in May, 2016. This issue is also directly related to the 10th. Strategic Plan of

Turkey” (2014-2018). Under the title of “security” and “fundamental rights”, the sections 2.1.4 and 2.1.5 of the Strategic Plan refer to these kinds of issues.

The importance of a central recording system for all statistics concerning law enforcement is equally mentioned.

The EU 2015 Progress Report mentions civilian surveillance of law enforcement. With the new law, it is expected that further developments will take place in the near future on this issue.

The expectations of the Turkish Side from the EU Member States is to benefit from their experience while setting up the new system in Turkey, in terms of good experience and practice in this field.

Political Criteria

Turkey has completed comprehensive constitutional and legislative reforms and has taken the necessary steps to implement these reforms.

The legislation that sets up The Oversight Commission of Law Enforcement Authorities has been approved by the National Assembly of Turkey. This legislation enables a new complaints system for law enforcement authorities. Therefore, the twinning project will be important for the implementation of legislation.

A new investigations office is being set up in the Inspection Board of the Interior Ministry. This office will only concern law enforcement investigations. In addition, the new legislation introduces a system whereby the Public Prosecutors will have the authority to undertake investigation of complaints against law enforcement himself/herself. The new system also introduces a “central recording system” that enables all statistics about investigations to be collected centrally. This system is directly related to the National Recording and Case Handling System which is discussed in Activity 1.5 of this project fiche. These measures indicate that the government is taking necessary measures in this field to improve its capacity to solve existing problems.

3. Description

3.1 Background and justification:

Turkey is in the process of strengthening its public services. As part of the pre-accession process to the EU, Turkey’s principal law enforcement bodies (LEBs) are engaged in efforts to improve the structures, functioning and performance of their tasks.

Prevention of Torture and Ill-Treatment

Importance will continue to be given to, the implementation of measures adopted against torture and ill-treatment, covering all public officers, in line with the ECHR, the Turkish Penal Code and the recommendations of the Council of Europe Committee for the Prevention of Torture.

The Ministry of Interior and the Ministry of Justice will continue to ensure through circulars the effective implementation of laws and bylaws regarding the prevention of torture and ill-treatment.

Ethical Principles for Law Enforcement Officers have been issued. Necessary measures to reflect these Principles in the basic training and in-service training of law enforcement officers will be taken.

The Optional Protocol of “the United Nations Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment” will be ratified within a proper term.

Women’s Rights

Women’s participation in education, the labor market, and political and social life will be strengthened. Within this framework, women’s organizations will continue to be supported.

Comprehensive and broad campaigns will be organized in order to raise public awareness about combating violence against women. The participation of all segments of society will be ensured.

Children’s Rights

Efforts to better protect children’s rights will continue in line with international standards. Turkey will continue to implement instruments of the UN and the Council of Europe concerning children’s rights.

The Draft Law on Assistance to Children Victims of Violence will be submitted to the Parliament. Police trainings to combat violence against children are being conducted.

The ongoing human rights training of public officials, especially members of the judiciary and law enforcement officials will be expanded. Training programs designed to raise awareness on ECHR and ECtHR case law, as well as EC law, will be developed further.

The role of civil society in the oversight of public services, including the law enforcement complaints system, has been recognized by the Institutional Framework produced in the 1st phase of the project, which commenced on 20 February 2007 and was concluded on 26 June 2009. The 1st phase delivered the following mandatory results:

- A conceptual and institutional framework for a new complaints system for the Turkish National Police and Gendarmerie was developed on the basis of a public consultation and was adopted by the government;

- A legislative framework was prepared for the establishment of an independent complaints commission;

- A mature draft second phase fiche, incorporating a human resources program, a training program and equipment needs analysis relating to the establishment of the new complaints system.

- An Institutional Framework for a new independent complaints system was subsequently produced and approved by the Turkish Minister of Interior. The framework provides for a system built upon the strengths of the current system while promoting the key principles and vision of the new system:

- transparency and good governance;
- accountability and fairness;
- effective, impartial and timely investigations; and
- accessibility.

In order to contribute substantially to the overall objective, a 2nd phase of the project “An Independent Complaints Commission and Complaints System for the TNP and Gendarmerie”, is necessary, which will implement the legislation related to the National Police Complaints System drafted in the 1st phase of the project. Implementation will take the form of finalizing the set-up and operational ‘go live’ of the new independent complaints system for Turkey’s principal law enforcement bodies, and of consolidating the new system via a first year start-up business plan and 3-5 year strategic plan.

The achievement of this purpose will be objectively verified by the operational start-up of the new complaints system and the bi-annual and annual reviews.

3.2 Linked activities (other international and national initiatives):

- A twinning project implemented under 2005 programming “An Independent Police Complaints Commission and Complaints System for the Turkish Police and Gendarmerie” (First phase)

- Other relevant EU funded projects are:

- TR 0201.01 - Improvement of Statement Taking Methods and Statement Taking Rooms in the Republic of Turkey. - TR 0205.01 / TR 02 IB JH 01

- TR 0301.01 - Strengthening the Accountability, Efficiency and Effectiveness of the Turkish National Police.- TR 0301.01 / TR 03 IB JH 01

- TR 0304.01 – Strengthening the Police Forensic Capacity. - TR 0304.01 / TR 03 IB JH 02

- TR 0404.03 - Enhancement of the professionalism of the Turkish Gendarmerie in its law enforcement activities. - TR 0404.03 / TR 04 IB JH 04- TR 0401.01 Implementation of Human Rights Reforms.

The project “An Independent Police Complaints Commission & Complaints System for the Turkish Police and Gendarmerie” was complete 2011. It laid the ground for of this second phase of this project and also created multiplier effects to other related activities.

3.3 Results:

- i. Complete the set-up and operationalize the new complaint system.
 - a. Draft secondary legislation, including ministerial circulars and detailed operating procedures and guidance.
 - b. Conduct training of the Special Investigations Group.
- ii. Set up a new National Recording & Case Handling System.
- iii. Provide stakeholder engagement and improve public information strategy.
- iv. Draft start-up business and strategic plans.

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 the proposal.

The key activities to take place throughout this project are the following:

Activity 1: Complete the set-up of the new system including preparing it for the “Go Live” date.

Activity 1.1. Operating Procedures and Secondary Legislation

Secondary legislation, including ministerial circulars and detailed operating procedures and guidance will be drafted and agreed in this activity.

Activity 1.2. Shape and size – putting the physical and human infrastructure in place

The key structures to be established are:

- The Oversight Commission;
- The Office and administrative support for the Oversight Commission;
- The Special Investigations Group.

Activity 1.3. The Human Resource Program

New Commissioners, key officials and core staff will require a detailed and extensive program of training and preparation in line with their duties prior to appointment and in the first year. Such a program will:

- Determine general and specific responsibilities for the Commissioners under the Chair;
- Determine the use of resources and operational procedures of Commissioners and staff across all functions;
- Determine policies, procedures and decision-making processes for the Commission;
- Increase the awareness for the Commissioners, Executive Directors and staff of their legal powers;
- Develop of statistical and research processes;
- Familiarise periods with Commanders, strategic managers and core staff in the enforcement bodies;

- Conduct briefings and observations of existing processes of complaints and Complaints Boards within the authorities;
- Conduct observation of other oversight systems;
- Perform investigation skills training;
- Utilize experts and independent advice and skills;
- Work with civil society and manage stakeholder engagement.

Activity 1.4. Benchmarking and testing the new system

This activity requires the planning and implementation of two critical incident exercises whereby one or more scenarios are created to test, benchmark and learn lessons on the progress of the 2nd phase.

Activity 1.5 “Go live” planning

A planning group, chaired by the Oversight Commission’s chair-elect will be established by this activity and will agree with stakeholders on a “go live” date, and then devise and oversee a go live countdown plan.

Activity 2: Set-up of a National Recording and Case Handling System (NRCHS)

The activity requires putting into place an effective and systematic approach to the recording and management (case handling) of complaints –and providing the data by which positive preventative interventions on standards and complaints can be made.

Activity 3: Develop and implement a stakeholder engagement and public awareness strategy.

This activity will establish the actors and methods through which civil society will engage systematically with the new independent complaints system.

Activity 3.1. Identify the key stakeholders in police complaints for long-term systematic engagement

The Oversight Commission is a small body and its capacity, credibility and independence will only be maintained if it is supported by a strong and vibrant stakeholder engagement process. This process must actively represent the civic interests of Turkey, key leaders in LEBs, frontline officers, relevant NGOs (including those representing women and young people), Governors and District Governors, the judiciary, human rights advisors, and other interested parties.

Activity 3.2. Agree and implement the best method of engagement

This activity will identify the best method of engaging and sustaining a meaningful and on-going two-way dialogue with the key stakeholders.

Methods of engagement between state institutions such as LEBs and civil society vary within EU states and across the EU. Methods can be limited to the mere publishing of information or can extend to complete civilian oversight and control.

Activity 3.3. Raise awareness large number of stakeholders

Two half-day events will be held in 8 Turkish cities to inform two distinct stakeholder groups about the new system:

- Civil society, including representatives of young people and women'
- Frontline law enforcement officers from the three principal LEBs.

Activity 3.4 Public awareness strategy and launch events

This activity will develop a comprehensive and effective communications strategy to raise awareness among the general public about the new system and how they can access it. The activity outputs will be prior to/in conjunction with the launch and start-up of the new system. Website, media briefings and advertorials, information booklets, etc. will form some of the outputs of this activity.

To increase the awareness of the public, a web page of the twinning project will be prepared.

Activity 4: Develop the first year start-up business plan including a new national professional standards framework, and a 3-5 year strategic plan.

Activity 4.1. Develop a new national professional standards framework

For the overall improvement of the complaints the mechanism policing standards, this activity will develop a national professional standards framework that builds on best practices across Turkey and the EU. This activity will bring key institutional stakeholders together to research and formulate a new national framework to be included in the Oversight Commission's start-up business plan.

Activity 4.2. Develop and implement a start-up business plan

This activity must prepare a start-up business plan for the new complaint system including:

- Year one deliverables;
- Resources and budget;

- Business objectives including development and implementation of a new national professional standards framework.

Activity 4.3. Develop and implement a 3-5 year strategic plan

This activity must prepare a strategic plan for the new complaint system's first 3-5 years of operations including:

- Aims and Direction of the new system;
- Added value for Turkey;
- Processes to be used;
- Resourcing issues including budget for growth;
- Review milestones including reviews of first 6 and 12 months

3.5 Means/ Input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

The project leader will be a high ranking official with broad knowledge of police law and the specific procedures on use of force that the project deals with, the project leader will continue to work at his/her Member State (MS) administration but will devote, time to conceive, supervise and co-ordinate the overall implementation of the Twinning project.

The PL will allocate a minimum of 3 days per month to the project including one visit to Turkey in every three months as long as the project lasts.

a) Qualifications:

- A minimum of 3 years of professional experience in the field covered by the project.
- Experience in project management;
- Experience as a high-ranking official,
- Knowledge of the key challenges of the sector and of solutions how to address them.
- Good problem-solving skills at every level;
- Good leadership skills,
- Fluency in oral and written (English)
- Ability to devote the necessary time to project

b) Tasks:

- Managing the twinning project;

- Overall project co-ordination;
- Co-chairing, with the Turkish PL, the regular project implementation steering committee meetings;
- Mobilizing short term experts;
- Executing administrative tasks (i.e. signing reports, maintaining administrative order etc.)
- Budget management.

3.5.2 Profile and tasks of the RTA

a) RTA background

An RTA expert on the use of force will provide advice and technical assistance to beneficiaries in the development of legislation and education programs. He/she will be located at the Ministry of Interior, Ankara. He/she will be a person with significant management experience and will have the capacity to initiate new projects. Experience in an international environment would be an advantage.

The RTA must be highly qualified in public affairs and the field of police law covered by the twinning covenant, and must possess good management skills. Experience with the operation of pre-accession programs would be an advantage.

b) RTA qualifications

- Minimum of 3 years' experience in the organization of the practical application of policing at managerial/expert level;
- Advanced university degree in (public management, law or international relations)
- Comparative knowledge of other Member State systems would be an asset
- Broad international contacts/exposure would be an asset;
- Strong written, oral and inter-personal communication skills in English;
- Good communication skills and experience in developing, co-coordinating and conducting training programs;
- Experience in managing a large team of experts;
- Experience in working in a different cultural environment would be an advantage.

c) RTA tasks

- Work on a daily basis with the relevant beneficiaries to implement the project and to provide inputs focused on;

- Design a work plan for the implementation of the program and to assist in the process of drawing up an agreement;
- Assist in the preparation of all strategic project documents [inception study, sector strategy/policy/plan, quarterly monitoring reports, final project report, training manuals etc.]
- Design educational programs on the use of force in line with EU member states best practices,
- Facilitate the transfer of EU member state best practices to the implementation of use of force;
- Plan and coordinate outputs;
- Nominate, mobilize and supervise together with the project leader the short and medium term experts;
- Coordinate and organize study visits, training activities and workshops;
- Ensure proper quality of outputs;
- Provide detailed reports on the impact of the project;
- Perform budget management;
- Manage the Project Assistant and Language Assistant(s)

3.5.3 Profile and tasks of the short-term experts

a) Experts' qualifications

- Minimum of 3 years' of professional experience in use of force and general and police law;
- Advanced university degree in a relevant subject;
- Previous experience of working in other cultures and countries will be an advantage.
- Good written and oral command of English;
- Proven contractual relation to public administration or mandated body;
- Capacity to integrate into a large expert team;
- Willingness to work in a different cultural environment;
- Good presentation skills and previous experience as a trainer.

b) Experts' tasks

- To contribute to the project with specialist knowledge in the area of use of force;
- To provide specialist support services [e.g. providing Turkey with access to databases];
- To prepare training course modules;
- To deliver selected training modules to the experts;

4. Institutional Framework

Beneficiary

The main beneficiaries and implementing institutions are the Turkish Ministry of the Interior, the Oversight Commission of the new Independent Complaints System, the Turkish National Police, Gendarmerie and the Coast Guard.

The Turkish Ministry of Interior is committed and sufficiently resourced for the whole duration of the project implementation.

5. Budget

Total Budget:		2.000.000.- €
EU IPA Contribution	100%	2.000.000.- €

6. Implementation Arrangements

The implementing Agency responsible for tendering, contracting and accounting is the CFCU.

6.1 Ms. Emine DOGER

Acting PAO and CFCU Director

Central Finance and Contracts Unit

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Söğütözü/Ankara

6.2 Main counterpart in the BC.

The main counterpart in Turkey is the Turkish Ministry of Interior).

The person in charge is:

Orhan TAVLI - Head of Inspection Board of MoI.

6.2.1. Contact Person

1- Mithat DUMANLI

Deputy Head of Inspection Board of MoI

2- İmran Kürşad AĞCA

Senior Inspector at MoI

3- Behice DEVELİ

Government Official of Inspection Board of MoI

6.2.2. Project Leader

Mithat DUMANLI

Deputy Head of Inspection Board of MoI

6.2.3. RTA Counterpart

Imran Kürşad AĞCA

Senior Inspector at MoI.

6.3 Contracts

A twinning contract with interested EU member/s is foreseen for this project.

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals (Date)

3Q2016

7.2 Start of project activities (Date)

4Q2016

7.3 Project completion (Date)

1Q2019

7.4 Duration of the execution period (number of months)

24 + 3 months.

8. Sustainability

The new complaints system to be brought into existence as a result of the 2nd phase of the project will be enshrined in legislation and built on the strengths and practices of the current system. This is important for facilitating compliance and enabling progressive change.

As such, the structural and financial outcomes of the project will not have negative consequences for Turkey. It is anticipated that political, operational and public support for reform in policing will be maintained regardless of the politics and processes of EU accession. In the context of the above factors, no critical sustainability issues are foreseen. A Sustainability Plan should be developed and implemented to ensure the long term impact of the Twinning Project after completion. The Plan will be developed and reviewed at 12, 18 and 24 months.

9. Crosscutting issues

9.1 Equal Opportunities

Appropriate professional qualifications and experience will be the selection criteria for personnel recruitment and evaluation. When recruiting for this project, no distinction based on sex, race or religion will be made.

The percentage of female staff within in the Ministry of Interior is around 35 % and the beneficiary will pay special attention ensuring highest possible participation of women in the project. All periodical progress review reports and other interim reports will include a specific explanation on the measures and policies taken with respect to the participation of women and equal opportunities for women and men, and will provide measurements for the achievement of this goal.

9.2 Environment

During the project implementation, there will be no negative environmental effects.

10. Conditionality and sequencing

The realization of this project is not dependent on any conditions.

ANNEXES TO PROJECT FICHE

- Logical framework matrix in standard format (compulsory);
- Amounts (in €)contracted and disbursed quarterly for the project
- Contracting authority
- List of relevant laws and regulations, strategic documents (optional).

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Program name and number	
An Independent Police Complaints Commission & Complaints system for the Turkish National Police, Gendarmerie and Coast Guard		Contracting period expires	Disbursement period expires
		Total budget: 2.000.000.- EURO	IPA budget: 2.000.000.- EURO
Overall objective	Objectively verifiable indicators	Sources of Verification	
To enhance the accountability, efficiency, effectiveness and public confidence of the Turkish National Police, Gendarmerie and other law enforcement bodies in the discharge of their responsibilities with respect to the enforcement of law in accordance with democratic principles and having regard for the human rights of all citizens.	<ul style="list-style-type: none"> ▪ Turkish citizens have access to a complaints system that is open, fair, effective and consistent with EU standards. ▪ All kind of complaints about law enforcement bodies will be held by a commission centrally ▪ %10 decrease in ECtHR applications. ▪ %10 decrease the number of cases on courts about law enforcement complaints. ▪ To specialize the certain number of the MoI inspectors in this field particularly 	<ul style="list-style-type: none"> ▪ New independent complaints system established and is operational and conforming to ECHR, ECtHR ▪ Stakeholder engagement in set up with ongoing oversight of the new system. ▪ The new law on “The Commission of Surveillance of Law Enforcement” is accepted by the Parliament and published on 20th May, 2016. ▪ Ministry of Interior Briefings -Reports of national and International Organizations (Amnesty International, Human Rights Watch, Ombudsman and etc.) 	

Project purpose	Objectively verifiable indicators	Sources of Verification	<ul style="list-style-type: none"> ▪ ▪ ▪ Assumptions
<p>Implement the primary legislation with Regard to a new independent complaint system for the Turkish National Police, Gendarmerie and Coast Guard. Start full operations of the new complaints system and consolidate the system via a start-up (first year) business plan and 3-5 year strategic plan.</p>	<ul style="list-style-type: none"> ▪ Set-up physical and human resource structure by 2018 ▪ Complete and publish all operational guidance/procedures and secondary legislation by 2018 ▪ Implement Human Resource Program by 2018 ▪ Design, develop and build a Recording and Case Handling system by 2018 ▪ Implement public awareness and stakeholder engagement by 2018 ▪ Ministerial sign off of start-up business plan and 3-5 year strategic plan including implementation of national professional standards framework by 2018 ▪ “Go live” by 2018 ▪ %10 decrease the critics from international documents and reports related to Turkey. ▪ %10 decrease the most complaints issues by making new regulations 	<ul style="list-style-type: none"> ▪ MOI and project documents. ▪ EC monitoring reports. ▪ Council of Europe evaluation reports. ▪ Press coverage. 	<ul style="list-style-type: none"> ▪ Implementation and enforcement of is approved primary legislation based on agreed 1st phase institutional framework. ▪ Secondary legislation is approved. ▪ Political, operational and public support is sustained. ▪ An effective twinning project team is established including key institutional and non - institutional stakeholders. ▪ Continued Turkish government and EU commitment towards Turkey’s accession.

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1. A new citizen-friendly complaint system is set up and operationalized.	<ul style="list-style-type: none"> ▪ Interdepartmental Committees established by MOI by 2Q2017. ▪ Secondary legislation and all operating procedures drafted and completed by 1Q2018. ▪ Go live planning group established and countdown plan implemented from 2Q2018. ▪ Shape and size of new body (physical and human infrastructure) determined and in place by 1Q2019. ▪ Human Resource Program completed by 1Q2019. ▪ New system tested during 2Q2018 and 1Q2-19. 	<ul style="list-style-type: none"> ▪ Evaluation of relevant reports. ▪ On-going evaluation of the project (IET, SMSC). ▪ Twinning reports. 	<ul style="list-style-type: none"> ▪ The pre-conditions are met. ▪ Political, operational and public support is sustained. ▪ Full commitment of the key project beneficiaries to the achievement of the project purpose is continued. ▪ Government agrees the secondary legislation. ▪ Cross-organizational support (TNP, Gendarmerie, Coast Guard). ▪ Effective overall project management.
2. A new National Recording and Case Handling System is set up.	<ul style="list-style-type: none"> ▪ Work group established by 2Q2017. ▪ Preferred Recording and Case Handling system identified by 3Q2017. ▪ Tender for contract by 4Q2017 ▪ Build/install new system by 4Q2018. 	<ul style="list-style-type: none"> ▪ Evaluation of relevant reports. ▪ On-going evaluation of the Project (IET, SMSC). ▪ Twinning reports. 	<ul style="list-style-type: none"> ▪ Pre-conditions met. ▪ Political, operational and public support is sustained. ▪ Cross-organizational support (TNP, Gendarmerie, Coast Guard). ▪ Suitably experienced and

			qualified component leader appointed.
3. Stakeholder engagement and public information strategy are achieved.	<ul style="list-style-type: none"> Stakeholders identified and engagement strategy in place by 4Q2017. Wider stakeholder awareness seminars by 1Q2018. Public awareness campaign by 2Q2018. 	<ul style="list-style-type: none"> Evaluation of relevant reports. On-going evaluation of the Project (IET, SMSC). Twinning reports. 	<ul style="list-style-type: none"> Pre-conditions met. Political, operational and public support is sustained. Cross-organizational support (TNP, Gendarmerie, Coast Guard). Activities commence on schedule. Suitably experienced and qualified component leader appointed. Finances are secured.
4. Business and strategic plans are drafted.	<ul style="list-style-type: none"> Start-up business plan and 3-5 year strategic plan drafted by 4Q2017. Draft professional standards framework by 4Q2017. Ministerial sign-off of plans by 1Q2018. 	<ul style="list-style-type: none"> Agreed and published plans and professional standards framework. Ministerial sign-off. Evaluation of relevant reports. On-going evaluation of the Project (IET, SMSC). Twinning reports. 	<ul style="list-style-type: none"> Political, operational and public support is sustained. Cross-organizational support (TNP, Gendarmerie, Coast Guard). Result activities commence on schedule. Suitably experienced and qualified component

<p>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/their proposal.</p>	<p>Means</p>	<p>Costs</p>	<p>leader appointed. Assumptions</p>
<p>New complaints system, including human and physical infrastructure, set up and ready for “go live” date</p>			
<p>Activity 1: Complete the set-up the new System and make ready for the “Go Live”</p> <p>1.1 Operating procedures and Secondary legislation 1.2 Establishment of physical, equipment & human infrastructure 1.3 Implement Human Resource Program 1.4 Benchmarking and testing 1.5 “Go-live” planning</p>	<p>▪ Ministerial sign-off - related secondary legislation</p>		<p>▪ Full involvement of relevant stakeholders (public, civic) in the set-up activities</p>

Activity 2: Set-up NRCHS	▪	▪	▪
Activity 3: Stakeholders and public 3.1 Identify key stakeholders 3.2 Determine engagement method 3.3 Raise awareness of wider stakeholders 3.4 Public awareness campaign	▪ ▪ Two half day events ▪ Selected methods in the strategy	▪ at up to eight cities across Turkey ▪ Website, media briefings information booklets, etc.	▪ Full involvement of relevant stakeholders (public, civic) in the activities
Activity 4: Consolidation and professional standards. 4.1 Develop framework 4.2 Develop start-up business plan 4.3 Develop 3-5 year strategic plan	▪ ▪ Ministerial sign-off for business and strategic plans including PS framework	▪	▪

ANNEX II: amounts (in €) contracted and disbursed quarterly for the project

Component	2016			2017												2018												2019					
	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
Component 1: Twinning	T	T	T	C	C	C	S	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	E	E	E

T	Tendering
C	Contracting
S	Signature of contract
E	Execution
A	Arrival of RTA
I	Implementation and payments

ANNEX-III

Contracting Authority

The Central Financing Contracting Unit (CFCU) will be the Implementing Agency and will be responsible for all procedural aspects of the contracting matters and financial management (including payments) of the project activities, in accordance with the Decentralized Implementation System (DIS) Manual. CFCU will be included in the Steering Committee meeting as an observer

European Commission

The European Union Delegation in Turkey will be involved in the monitoring of the project. EUD will be included as an observer in the Steering Committee.

ANNEX IV – REFERENCE TO LAWS, REGULATIONS AND STRATEGIC DOCUMENTS:

The Law of “On setting up the Commission of Surveillance of Law Enforcement” (Published on 20th May, 2016)

Outputs (Strategic Documents) of 1st Phase:

- Framework document
- Prepared legislation
- Final project report
- Resources report
- Human resources program report