

ANNEX C1

STANDARD TWINNING PROJECT FICHE

1. Basic Information

1.1 Publication notice reference: EuropeAid/ 138-982/IH/ACT/TR

1.2 Programme: Annual Action Programme for Turkey for the year 2014
(IPA/2014/ 031- 874/8/TR/Home Affairs)

1.3 Twinning Number: TR 14 IPA JH 05 17 R

1.4 Title: Improvement of Customs Enforcement Capacity

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

1.6 Beneficiary country: Republic of Turkey

2. Objectives

2.1 Overall Objective(s):

Proper protection of the future external borders of the EU through a modernised Turkish Customs Administration (TCA) to ensure that it is in a position to fulfil the tasks and obligations of an EU Member State Customs Administration.

2.2 Project purpose:

To strengthen the customs surveillance and control function of the TCA with standardisation of the procedures throughout the Turkish customs territory by increasing its control and surveillance capacity in order to deal with both intended and committed offences at the airports more promptly and efficiently.

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

The project is in line with the AP's and NPAA's priorities. Accession Partnership (2008) with the Republic of Turkey points out the strengthening of all law enforcement institutions and align their status and functioning with European standards in general and specifically, strengthening the enforcement capacity of the customs administration, particularly regarding fight against illegal trade and counterfeiting.

In 2013 Regular Progress Report (part 4.29, Chapter 29: Customs union), it is stated that "In the area of administrative and operational capacity, the Ministry of Customs and Trade further enhanced its customs enforcement capacity, in particular regarding maritime operations.". Also, in 2014 Regular Progress Report for Turkey, it is stated that in the area of administrative and operational capacity, Turkey continued to increase its customs enforcement capacity, in particular regarding anti-smuggling operations. Taking this positive

evaluations and comments into account, TCA continues to seek new opportunities to increase its capacity to EU standards in such a way to deal with illicit trade and smuggling in airport operations.

In the Indicative Strategy Paper for Turkey 2014-2020, it is stated that Turkey also needs to address shortcomings in **justice, freedom and security**. Its capacity to manage irregular migration and its fight against terrorism and organised crime are priority areas which require substantial reform. Reforms to integrated border management are required, including Turkey's adoption of necessary legislation, and Turkey's institutional capacity must be improved. Signing the EU-Turkey readmission agreement and the simultaneous start of the visa dialogue are the first steps towards visa liberalisation, which can give new momentum to EU-Turkey relations and bring concrete benefits for both (p.7). It is also stated that **Home Affairs** is another key area for financial assistance, in particular developing a fully functioning integrated border management system, with appropriate migration management and asylum practices, given the migratory pressures experienced by Turkey and the EU. The fight against organised crime, including against trafficking in human beings, and the improvement of law enforcement also need to be further addressed, in line with negotiation chapter 24 on justice, freedom and security. Pre-accession assistance will be available to support a broader dialogue and cooperation framework between EU and Turkey. This will allow the EU and Turkey to address the full range of justice and home affairs policy fields and put in place steps towards visa liberalisation, in line with the visa liberalisation roadmap that was launched in December 2013 (p.11).

Moreover, in Visa Liberalisation Roadmap under Block 2-Migration Management title, Turkey is addressed to fulfil a number of requirements in the area of border management. In this regard, Turkey is to "carry out adequate border checks and border surveillance along all the borders of the country, especially along the borders with EU member states, in such a manner that it will cause a significant and sustained reduction of the number of persons managing to illegally cross the Turkish borders either for entering or for exiting Turkey." Besides, it should "take the necessary budgetary and other administrative measures ensuring the deployment at the border crossing posts and along all the borders of the country, especially on the borders with the EU member states, of well-trained and qualified border guards (in sufficient number), as well as the availability of efficient infrastructure, equipment and IT technology, including through a more extensive use of surveillance equipment, in particular electronic means, mobile and fixed, video surveillance, infrared cameras and other sensor systems." The Roadmap also states that Turkey should "enhance cooperation and information exchange between the staff and bodies in charge of border management, the custom service and the other law enforcement agencies, in view of enhancing the capacity to collect intelligence, to use human and technical resources efficiently, and to act in a coordinated manner."

The Sector Planning Document of Home-Affairs sub-sector reads the priority areas as (1) Migration and Asylum (2) Integrated Border Management (IBM) and (3) Fight against Organized Crime.

3. Description

3.1 Background and justification:

While the process towards the removal of the trade barriers undermined the relative importance of the revenue functions of customs, it brought to the foreground the “*protective*” role of customs in contributing to the health and security of the national economy, society and the environment. TCA fulfils its protective functions, on one hand, by controls and checks of goods, vehicles and passengers at the customs posts and, on the other hand, by surveillance throughout the customs territory to ensure that all the customs formalities have been completed in line with the *acquis*.

For this reason, TCA has been making an appreciable effort to further improve its control and surveillance capacity by allocating its national budget to investments related to customs control equipment, improving its bi-lateral and multi-lateral relations with the key countries advanced in customs control techniques to ensure information exchange and experience sharing, and managing EU funded projects under IPA component since 2003.

Although an outstanding level of progress has been utilized at ports of entry at sea and land border crossing points by means of national and EU projects fully supported by the executive management of Turkish Customs Administration, and despite significant soaring numbers of international passengers transiting Istanbul airports as the main hubs and those who arrive in Turkey for leisure for business purposes, as well as an increasing portion of Turkish residents who prefer air transport in the recent years, a comprehensive study has not been conducted with a view to enhancing the customs enforcement capacity at the airports, whereas projects funded by the national budget have been in effect, which could be considered to constitute the initial phase of a comprehensive approach in boosting airport enforcement applications. Number of international passengers in Turkish airports surged from 25,054,613 in 2002 to 80,304,068 in 2014 by 220%. As for Istanbul Ataturk Airport, number of international passengers was 38.2 million in 2014, and Istanbul ranked 4th in terms of all passenger traffic among European airports in 2014.

Please refer to 3.2. Linked Activities part below in which the background of the subject project is explained in detail in relation with the linked activities.

3.2 Linked activities:

MCT has implemented IPA projects with supply and twinning components. The Ministry attributes a special importance to twinning activities. It has implemented the first twinning within the scope of 2009 programming year on maritime operations and a follow-up twinning activity within the scope of 2013 programming year will be implemented on “improving the maritime surveillance capacity and operational procedures of MCT”. Realized with a consortium of two member states and having three main components, namely, *Strategy, Structure and Training*, 2009 programming year’s twinning ended up with promising results. While the Strategy component focused on “what” is to be done, the main concern of the Structure component was to lay down “how” to manage the pre-determined goals of the project. As a consequence of the combination of these two components, a *Maritime Control Strategy Paper*, which displays the basic principles of port operations, patrolling, rummaging, occupational health and safety of the personnel, and the way how the human resources could be managed more effectively, was prepared. This document is also adopted by the Headquarters and included in the 2013-2017 Strategic Plan of the Ministry. Training

component constituted the core part of the twinning. As a result of this training activity, individual sessions of which were held in member states and Turkey, 8 officials were trained as trainers on rummaging, 8 officials were trained as trainers on container control, 64 officials were trained as rummage and container control officials, 8 officials were trained on patrolling and 20 officials were trained on occupational health and safety.

In order to improve the control and surveillance capacity of customs enforcement, a number of projects have been initiated by TCA. First off, TCA is working on “**Pre-Arrival Passenger Information**” Project whose main goal is to acquire the records, namely the API/PNR codes, of international passengers before their arrival in Turkey so that the relevant customs authority could make the risk analysis beforehand and take the necessary precautions to prevent illicit trafficking and smuggling. In order to keep informed of the up-to-the-minute developments with regard to the pre-arrival passenger information, relevant personnel at DG Customs Enforcement attend annual API Contact Committee Meeting arranged by the World Customs Organisation and examine the best practices around the world. Until now, thanks to the strenuous efforts carried out by MCT, draft risk profiles have been prepared, pilot tests have been completed and the Pre-Arrival Passenger Information Program is accessible online via Customs intranet. Currently, APIS information of more than 80 percent of all inbound and outbound international are retrieved by MCT. Furthermore, studies are going on to expand the scope of data exchange and include all the airline companies operating in Turkey.

Another project which would contribute to the capacity building endeavours at international airports of Turkey is the “**Renovation of Customs Passenger Control Areas at Airports**” project. Objectives of this project is the physical reconstruction of the passenger control areas to enable a smoother control of people and goods at red and green lines and improvement of human resources assets by which customs personnel could develop an understanding about a “risky” passenger and interview with the passenger in such a way to reveal the case of illicit trafficking. Regarding this project, gap and needs analysis was completed and negotiations are ongoing with airport operators.

A third study regarding airport customs controls is conducted within the scope of a **Memorandum of Understanding and Letter of Intention** signed with one of the member state put into force in 2012. The activities carried out within this scope basically envisage development of cooperation between an international airport which is considered as one of the best practices and Istanbul Atatürk Airport in terms of passenger and cargo controls. In that sense, customs personnel working in Atatürk, Sabiha Gökçen, Esenboğa and Antalya airports were given both theoretical and practical trainings, and attended a “train the trainers” activity.

One another development regarding capacity building on customs controls was the opening of **Dog Training Centre** in 2014 in Ankara. Although MCT has been making use of illicit drug detector dogs since 1998, MCT did not own a centre specialized in training of the detector dogs and dog handlers. Despite the fact that sniffer dogs are commonly used at land and sea border crossing points, their contribution to customs controls at airports is rather limited.

2012 programming year IPA project has also been designed to contribute to improving the technical capacity of airports. The project includes the **provision of mobile van baggage scanning systems** which will be used to scan the baggage of passengers before they are loaded in the conveyors which are located in the exterior entrances of the airport premises. They can also be utilized to scan small air cargos.

All of the above mentioned activities are expected to contribute to the undertaking of customs controls on an easy, effective, fast and risk-based manner at international airports of Turkey. While “Pre-Arrival Passenger Information Project” enables the customs authority to make a detailed document-based risk analysis before the passenger arrives in Turkey, “Renovation of Customs Passenger Control Areas at Airports” would ease the physical form of risk analysis as the passenger control areas would be designed in such a way to enable the customs officials to supervise the behaviours of passengers and detect the suspected ones. This project also indicates issues like privacy and human rights as the suspected baggage control and body search would be done in separate divisions away from public eye. This structure will be supported by the effective usage of customs detection equipment. Mobile baggage scanning systems provided within the scope of 2012 programming year project and with the supply component of 2014 programming year project are expected to increase the operational capacity of TCA. All these projects would eventually increase the quality of customs controls and increase the number of seizures at the international airports.

Within the light of these ongoing projects, it is quite evident that TCA has developed a vision regarding how customs controls should be conducted in an effective and efficient way at the airports. Although it is expected that the outcomes of these mentioned projects would contribute to capacity building on passenger and cargo controls at the airports, they need to be reinforced with a comprehensive project which would facilitate the workflow, strengthen border surveillance capacity and standardize customs controls at all international airports of Turkey. In accordance with this goal, **Improvement of Customs Enforcement Capacity** project is going to be initiated.

“Improvement of Customs Enforcement Capacity” project has a supply component as well. This component basically aims to increase the number of equipment used for border checks in such a way to speed up the workflow and increase the level of accuracy in detection. First package of equipment is composed of mobile ID/Passport readers, handheld terminals and three-wheel personal transporters, which is complementary to Pre-Arrival Passenger Information Project. While the ID/passport readers would be used to detect the pre-determined risky passengers, handheld terminals will be used to streamline the communication among the customs personnel positioned at different control areas of the airport and whose operational capacity would be accelerated via the three-wheel transporters. Another package of equipment involves provision of baggage scanning systems which would accelerate the control of suspected baggage. Also, for a better surveillance of customs control points at the airport, CCTV system will be improved and additional cameras will be provided. Besides, detector dogs will be supplied and dog handlers will be trained so as to undertake the controls via detector dogs at baggage bands, green and red lines and baggage manipulation area, when necessary.

In order to conduct the customs controls in an effective way, architectural plan of the control area should enable a smooth flow of the legal passengers and goods as well as prevent the passing of illegal or suspected passengers without customs control. Hence, as complementary to Modernisation of Customs Control Area for Passengers at Airports Project, architectural pieces like separators will be provided via the supply activity. These architectural pieces will not only ease the way in which the customs controls are carried out but also modernise the controls in such a way to be compatible with human rights such as privacy, since the

architectural pieces will be used to design separate control areas where the baggage will be examined and the passenger will be searched away from public eye.

3.3 Results:

Overall result of the project will be to improve the customs control and surveillance capacity at airports by means of re-designing the customs control points, advanced trainings on passenger and cargo controls and aircraft search, trainings of the detector dogs and dog handlers, and effective risk analysis methods developed via API/PNR information in a result-oriented manner. Inter-agency cooperation and national coordination will be enhanced as the databases established to acquire API/PNR records will be accessible to National Intelligence Organisation, National Police, Gendarmerie and other enforcement bodies if deemed necessary.

Specifically, results which could be measured by means of objectively verifiable indicators are indicated below. All the results will have been achieved by the end of the implementation period of twinning contract.

1. Passenger controls are enhanced.
2. Cargo controls are improved.
3. Airport Crime is reduced.
4. Aircraft search is strengthened.
5. Number of Detector Dogs are increased.

3.4 Activities:

All the activities will be carried out at 3 airports, which are Istanbul Ataturk, Ankara Esenboga and Antalya Airports.

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.

1. Passenger Controls

- 1.1. Gap and Needs Analysis and Strategy
 - 1.1.1. Gap and needs analysis report
 - 1.1.2. Strategy document
 - 1.1.3. Handbooks and guidelines
- 1.2. Advanced Passenger Information System (API\PNR)
 - 1.2.1. Cooperation with airlines
 - 1.2.2. Legal background and data protection
 - 1.2.3. System standards and requirements
 - 1.2.4. Risk analysis (identifying risk indicators and creating profiles)
 - 1.2.5. Operational workflows
 - 1.2.6. Study visit
 - 1.2.7. Interagency cooperation
- 1.3. Training in Passenger Controls

- 1.3.1. Risk analysis and targeting training
 - 1.3.1.1. Risk analysis and targeting on paper
 - 1.3.1.2. Information sources
 - 1.3.1.3. Study visit
 - 1.3.1.4. Mini-internship
 - 1.3.1.5. International and inter-agency cooperation
 - 1.3.1.6. Train the trainer
- 1.3.2. Operational training
 - 1.3.2.1. Targeting on the field
 - 1.3.2.2. Interview methods
 - 1.3.2.3. Passenger and baggage search
 - 1.3.2.4. Conciliation of passengers
 - 1.3.2.5. Use of force
 - 1.3.2.6. Study visit
 - 1.3.2.7. Mini-internship
 - 1.3.2.8. Train the trainer

1.4. Interagency Cooperation

2. Cargo Controls

2.1. Gap and Need Analysis and Strategy

- 2.1.1. Gap and needs analysis report
- 2.1.2. Strategy document
- 2.1.3. Handbooks and guidelines
- 2.1.4. Relations with handling operator and customs warehouses

2.2. Training in Cargo Controls

- 2.2.1. Risk analysis
- 2.2.2. Information sources
- 2.2.3. Cargo examination
- 2.2.4. Express couriers
- 2.2.5. Study visit
- 2.2.6. Mini-internship
- 2.2.7. Train the trainers

2.3. Interagency Cooperation

3. Airport Crime

- 3.1. Airport crime
- 3.2. Risk analysis
- 3.3. Study visit
- 3.4. Awareness seminar for terminal operators and other relevant parties
- 3.5. Train the trainers

4. Aircraft Search

- 4.1. Risk analysis and targeting
- 4.2. Use of equipment
- 4.3. Aircraft search
- 4.4. Mini-internship
- 4.5. Train the trainers

5. Detector Dogs

- 5.1. Dog selection
- 5.2. Study visit
- 5.3. Training of detector dogs
 - 5.3.1. Crowd control
 - 5.3.2. Dual-purpose dogs
 - 5.3.3. Active and passive dog training
 - 5.3.4. Narcotics training
 - 5.3.5. Explosives training
 - 5.3.6. Tobacco training
 - 5.3.7. Currency training
- 5.4. Training of dog handlers
- 5.5. Mini-internship
- 5.6. Reteaming

3.5 Means/ Input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

Above all the qualifications of project leader, RTA and short term experts, Member State must have at least three international airports one of which had international passenger traffic of minimum 10 million passengers in 2014.

The MS should stick to the IBM (Integrated Border Management) Concept and have that stated within their national plan.

The qualification expected from the project leader is demonstrated below:

- Project leader must have experience in customs, law enforcement, airport operations and international legislation and presence of his/her experience for implementation of international projects, related with the above topics, must be demonstrated.
- Project leader must communicate in English language besides his/her native language in order to facilitate the formal and informal communication with MCT experts, which is carried out by means of e-mail, phone and meetings.

During the assignment of the project leader, he/she is expected to carry out the following tasks:

- To present and defend project input and expected outputs, manage the project team, prepare project management reports and help overcome project related problems.
- To be responsible for overall implementation of the project.
- To manage financial issues and coordination with RTA and also beneficiary project leader .

3.5.2 Profile and tasks of the RTA

Resident Twinning Advisor (RTA), who will reside in Turkey for 18 months during the contract period, will be responsible for overall management and coordination of project activities. He/she is expected to carry out the following tasks during his/her full-time working period:

- To assist the Turkish experts and short term experts in preparing detailed work programs, to co-ordinate and manage their inputs and outputs, according to the project objectives;
- To supervise the assessment of current EU and Turkish legislation on airport operations in the field of customs, including national and international legislative framework, operational capacity of MCT, Advanced Passenger Information System (API\PNR), passenger and cargo controls, airport crime, aircraft search and detector dogs.
- To organize workshops;
- To prepare quarterly meetings and project forum meetings;
- To collect, review and comment reports of the short term experts and study visitors;
- To draft the quarterly project reports to be finalised by the project leader;
- To organize training, drills and study visit activities;

Qualifications of the RTA (Resident Twinning Advisor) (18 months):

- Experience in customs for at least 3 years, particularly in airport law enforcement operations, and national and international inter-agency cooperation,
- Experience for at least 2 years at an international airport with an international passenger traffic of minimum 2 million passengers in 2014.
- Strong communication capabilities and ability to work in different environments with local experts,
- Good links and cooperation with EU professionals in Member States,
- Fluent English and good computer literacy required.
- Experience in IBM and international cooperative field.

3.5.3 Profile and tasks of the short-term experts

Short term experts will be responsible for the execution of the following tasks in compliance with the requirements and scope of each individual activity:

- Assessment of relevant administrative and operational structures necessary to effectively implement airport operations in the field of customs, including recommendations for an extended implementation in the future,
- Assessment of current capacity of MCT in the field of airport passenger, cargo and aircraft searches, airport crime and detector dogs, and to make suggestions to enhance the quality of current implementation,
- Assessment of current inter-agency cooperation in the field of airport law enforcement environment, including recommendations for an extended implementation in the future,

- Assessment of current inter-agency cooperation in the field of airport operations
- Training of the customs enforcement personnel on airport law enforcement implementations,
- Preparing operational principals and guides on airport operations.

Short term expert visits to the beneficiary country in order to carry out project activities will be organized by the RTA together with the project leader and RTA counterpart. RTA will provide all relevant documentation and information on the situation in Turkey to the experts and their contribution will be expected. Each expert will write a 'mission report' upon completion of his/her visit to Turkey. This will give a brief appraisal of the situation upon arrival, the work done (developments achieved, meetings attended, people met) during the stay, recommendations for future actions including specific tasks to be mandated to the Turkish specialists, and difficulties encountered during the visit.

Qualifications of the Short Term Experts:

- Experience in customs, airport operations, inter-agency cooperation and legal competencies for at least 3 years,
- Strong communication capabilities and ability to work in different environments with local experts,
- Fluent English and good computer literacy required.
- Excellent presentation skills and previous experience as a trainer (Only for training activities)

4. Institutional Framework

Projects and Technical Systems Department embodied in DG Customs Enforcement will be responsible for the implementation of the project. Having a dedicated full-time project team, the department has been designing and implementing IPA Projects since 2003 programming year with the same permanent experienced members. DG Customs Enforcement works in close collaboration with MCT's DG EU and External Affairs.

5. Budget

In this twinning project, study visits, mini-internship, workshops, seminars and training activities are intended to be performed. All these mentioned and the corresponding expenses such as flight, translation etc. expenditures are considered in the budget. So, including the RTA, RTA assistant and language assistant expenditures total budget are foreseen to be 2.500.000 €.

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCU/PAO/Commission).

Mr. M. Selim Uslu
 PAO-CFCU Director
 Central Finance and Contracts Unit
 T.C. Başbakanlık Hazine Müsteşarlığı Kampüsü E Blok

İnönü Bulvarı No:36 06510 Emek, ANKARA / TURKEY
Phone: + 90 312 295 49 00
Fax : + 90 312 286 70 72

6.2 Main counterpart in the BC

PL Counterpart:

Mr. Hasan Oktay DUYGUN
Head of Department
DG Customs Enforcement

RTA Counterpart:

Mr. Oguz Kaan MERICELLI
Customs and Trade Expert DG
Customs Enforcement

6.3 Contracts

This project will be implemented by a Twinning Contract.

Twinning Contract: Total: EUR 2,500.000 (IPA Contribution: EUR 2,500,000)

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals (Date) : Q2/2017

7.2 Start of project activities (Date): Q1/2018

7.3 Project completion (Date): Q3/2019

7.4 Duration of the execution period (number of months): 21 months execution period (18 months implementation 3 months)

8. Sustainability

As mentioned in “3.2. Linked Activities”, enhancement of airport controls carried out by customs enforcement officials has been worked on by MCT since 2012, by putting into effect “Pre-Arrival Passenger Information” and expanding its scope, and with a multi-faceted approach covering legislative, institutional and operational improvement efforts.

Outcomes of the twinning project would be supported by the supply component which is composed of mobile ID/Passport readers, handheld terminals and three-wheel personal transporters, baggage scanning systems, CCTV system and detector dogs. Besides, in order to conduct the customs controls in an effective way, architectural design and renovation which would modernise the controls in such a way to be compatible with human rights such as privacy will be provided via the supply activity.

Trained personnel who would be assigned as trainers will work at the airports, and their rotation among customs offices will be limited to the international airports in Turkey.

9. Crosscutting issues

Equal Opportunity:

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed. Male and female participation in the project will be based on EU standards and assured by official announcements published to recruit the necessary staff for the project. The main criteria for recruitment will be qualifications and experience in similar projects, not sex or age. Both men and women will have equal opportunities and salaries.

Minority and Vulnerable Groups:

According to the Turkish Constitutional System, the word minority encompasses only groups of persons defined and recognized as such on the basis of multilateral or bilateral instruments to which Turkey is a party. The project will apply the policy of equal opportunities for all groups including vulnerable groups.

The foreseen participation ratios of female customs enforcement officers for each activity are determined in such a manner that no gender based discrimination influence the way of selection. Ratios of the gender distribution of the provincial administrations are taken into account to achieve this goal. The ratios determined for each activity are not below the existing ratio of the female officers out of all the officers.

Aforementioned ratios are as the following ones:

- For activity 1 (Passenger Controls), the foreseen participation ratio of female customs enforcement officers is 20%
- For activity 2 (Cargo Controls), the foreseen participation ratio of female customs enforcement officers is 15%
- For activity 3 (Airport Crime), the foreseen participation ratio of female customs enforcement officers is 20%
- For activity 4 (Aircraft Search), the foreseen participation ratio of female customs enforcement officers is 15%
- For activity 5 (Detector Dogs), the foreseen participation ratio of female customs enforcement officers is 20%

10. Conditionality and sequencing

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format

ANNEX 1 - Logical Framework Matrix

Name of the Project Twinning component of “Improvement of Customs Enforcement Capacity” Project	Contracting period expires: 3 years after the date of signing the Financing Agreement.		Disbursement period expires: 3 years following the end date for contracting.
	Total budget : EUR 2.5 million	TURKEY Contribution (-)	EU contribution (100%) EUR 2.5 million
	Overall objective		
Proper protection of the future external borders of the EU through a modernised Turkish Customs Administration (TCA) to ensure that it is in a position to fulfil the tasks and obligations of an EU Member State Customs Administration.	Objectively verifiable indicators Number of contraband cases detected at all international airports increased by 20% by 2020.	Sources of Verification <ul style="list-style-type: none"> • TCA website and reports • TCA annual report • Development on TCA’s Action Plan • EC progress report • Official statistics from TCA 	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
To strengthen the customs surveillance and control function of the TCA throughout the Turkish customs territory by increasing its control and surveillance capacity in order to deal with both intended and committed offences	Number of contraband cases detected at three pilot airports increased by 94% by 2020.	<ul style="list-style-type: none"> • Interim and final evaluation reports • WCO Customs Enforcement 	<ul style="list-style-type: none"> • Adequate financial resources available. • Senior management of TCA remains committed to the

at the airports more promptly and efficiently.		<p>Network</p> <ul style="list-style-type: none"> • WCO Reports 	project.
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>1. Passenger Controls are enhanced</p>	<ul style="list-style-type: none"> • Strategy document prepared <ul style="list-style-type: none"> ○ Gap and needs report prepared ○ Strategy document drafted and endorsed by the executive management of MCT ○ Handbooks and guidelines prepared and disseminated to the airport customs enforcement units • An advanced passenger information system (API\PNR) improved and integrated to the MCT IT system and airlines' system by an enhanced cooperation with them <ul style="list-style-type: none"> ○ 100% of airline companies' data integrated to the API/PNR system ○ Operational workflows determined and included in the 	<ul style="list-style-type: none"> • Twinning reports • Training certificates • Strategy Document prepared about passenger • Handbook and guidelines disseminated to airport customs enforcement unit • Customs Intranet 	<ul style="list-style-type: none"> • Adequate financial resources available • Senior management of MCT remains committed to the project • Other stakeholders would be willing to cooperate • Officers trained would be assigned in accordance with the training they receive • All trained personnel would transfer their acquired knowledge and experience derived from project activities • An effective deployment and usage of the detection equipment provided with the supply component would be ensured • Risk indicators would be periodically reviewed and updated after it is submitted, approved and disseminated in order to be implemented by regional units • Strategy documents, handbooks

	<ul style="list-style-type: none"> ○ handbooks and guidelines ○ System and standards and requirements of API/PNR system determined ○ Risk Indicators determined, profiles created and included in the API/PNR system. ● Interagency cooperation improved <ul style="list-style-type: none"> ○ Access to the system for relevant and authorized agencies 		<p>and guidelines prepared would be used as reference documents in undertaking customs checks at the airports</p>
<p>2. Cargo controls are improved.</p>	<ul style="list-style-type: none"> ● Number of contraband cases detected increased at three pilot airports as follows: <ul style="list-style-type: none"> ○ ANT - Antalya Airport: from 77 (2013 Baseline) to 112. ○ AHL – Istanbul Ataturk Airport: from 586 (2013 Baseline) to 858 ○ ESB – Ankara Esenboga Airport: from 65 (2013 Baseline) to 95 ● Strategy document prepared <ul style="list-style-type: none"> ○ Gap and needs report prepared ○ Strategy document drafted and endorsed by the executive 	<ul style="list-style-type: none"> ● Twinning reports ● Training certificates ● Strategy Document prepared about cargo controls ● Strategy Paper ● Customs Intranet 	

	<p style="text-align: center;">management of MCT</p> <ul style="list-style-type: none"> • Cargo control areas staffed with trained personnel and trainer pool created <ul style="list-style-type: none"> ○ At least 40 officers trained in risk analysis and information systems ○ At least 100 officers in cargo examination and express couriers ○ At least 10 officers trained to be trainers ○ An e-learning module with regard to the cargo controls prepared and ready to be accessible on MCT intranet • Interagency cooperation improved <ul style="list-style-type: none"> ○ Strategy paper included the principles for interagency cooperation and relevant agencies informed 		
<p>3. Airport Crime is reduced.</p>	<ul style="list-style-type: none"> • Airport Crime risks examined <ul style="list-style-type: none"> ○ Airport crime findings and strategies included in Strategy Document ○ Handbook and guidelines 	<ul style="list-style-type: none"> • Strategy Document • Handbook and guidelines disseminated to the airport customs units 	

	<p>prepared and disseminated to the airport customs enforcement units</p> <ul style="list-style-type: none"> • Seminars and trainers delivered with regard to the airport crime <ul style="list-style-type: none"> ○ Awareness seminar delivered for at least 25 officials working terminal operators and other relevant parties ○ 8 officers trained to be trainers 		
<p>4. Aircraft search is strengthened.</p>	<ul style="list-style-type: none"> □ Aircraft search and principles determined <ul style="list-style-type: none"> ○ Aircraft search principles included in the Strategy Document ○ Handbooks and guidelines prepared and disseminated to the airport customs enforcement units □ Aircraft search trainings delivered <ul style="list-style-type: none"> ○ At least 50 officers trained in risk 		

	<p>analysis, targeting, use of equipment and aircraft search</p> <ul style="list-style-type: none"> ○ At least 10 officers trained to be trainers ○ An e-learning module with regard to the aircraft search prepared and ready to be accessible on MCT intranet 	
5. Number of Detector Dogs are increased.	<ul style="list-style-type: none"> ● Dog selection criteria established and trainings carried out <ul style="list-style-type: none"> ○ Manual including dog selection criteria, varieties of sniffer dogs and methodology to train the dogs and their handlers prepared ○ At least 20 dog handlers trained 	
Activities	Means	Assumptions
Activity 1. Passenger Controls 1.1. Gap and Need Analysis and Strategy	1.1. Gap and Need Analysis and Strategy 1.1.1. Gap and needs analysis report 1.1.2. Strategy document 1.1.3. Handbooks and guidelines	<ul style="list-style-type: none"> ● Adequate financial resources available ● Senior management of MCT remains committed to the project

<p>1.2. Advanced Passenger Information System (API/PNR)</p> <p>1.3. Training in Passenger Controls</p> <p>1.4. Interagency Cooperation</p>	<p>1.2. Advanced Passenger Information System (API/PNR)</p> <p>1.2.1. Cooperation with airlines</p> <p>1.2.2. Legal background and data protection</p> <p>1.2.3. System standards and requirement</p> <p>1.2.4. Risk analysis (identifying risk indicators and creating profiles)</p> <p>1.2.5. Operational workflows</p> <p>1.2.6. Study Visit</p> <p>1.2.7. Interagency cooperation</p> <p>1.3. Training in Passenger Controls</p> <p>1.3.1. Risk analysis and targeting training</p> <p>1.3.1.1. Risk analysis and targeting on paper</p> <p>1.3.1.2. Information sources</p> <p>1.3.1.3. Study Visit</p> <p>1.3.1.4. Mini-internship</p> <p>1.3.1.5. International and inter-agency cooperation</p> <p>1.3.1.6. Train the trainer</p> <p>1.3.2. Operational training</p> <p>1.3.2.1. Targeting on the field</p> <p>1.3.2.2. Interview methods</p> <p>1.3.2.3. Passenger and baggage search</p> <p>1.3.2.4. Conciliation of passengers</p> <p>1.3.2.5. Use of force</p> <p>1.3.2.6. Study visit</p> <p>1.3.2.7. Mini-internship</p> <p>1.3.2.8. Train the trainer</p> <p>1.4. Interagency Cooperation</p>	<ul style="list-style-type: none"> • Other stakeholders would be willing to cooperate • Officers trained would be assigned in accordance with the training they receive • All trained personnel would transfer their acquired knowledge and experience derived from project activities • An effective deployment and usage of the detection equipment provided with the supply component would be ensured • Risk indicators would be periodically reviewed and updated after it is submitted, approved and disseminated in order to be implemented by regional units • Strategy documents, handbooks and guidelines prepared would be used as reference documents in undertaking customs checks at the airports
--	--	---

<p>Activity 2.</p> <p>Cargo Controls</p> <p>2.1. Gap and Need Analysis and Strategy</p> <p>2.2. Training in Cargo Controls</p> <p>2.3. Interagency Cooperation</p>	<p>2.1. Gap and Need Analysis and Strategy</p> <p>2.1.1. Gap and needs analysis report</p> <p>2.1.2. Strategy document</p> <p>2.1.3. Handbooks and guidelines</p> <p>2.1.4. Relations with handling operator and customs warehouses</p> <p>2.2. Training in Cargo Controls</p> <p>2.2.1. Risk analysis</p> <p>2.2.2. Information sources</p> <p>2.2.3. Cargo examination</p> <p>2.2.4. Express couriers</p> <p>2.2.5. Study visit</p> <p>2.2.6. Mini-internship</p> <p>2.2.7. Train the trainers</p> <p>2.3. Interagency Cooperation</p>	
<p><u>Activity 3.</u></p> <p>Airport Crime</p>	<p>3.1. Airport crime</p> <p>3.2. Risk Analysis</p> <p>3.3. Study Visit</p> <p>3.4. Awareness seminar for terminal operators and other relevant parties</p> <p>3.5. Train the trainers</p>	
<p><u>Activity 4.</u></p> <p>Aircraft Search</p>	<p>4.1. Risk analysis and targeting</p> <p>4.2. Use of equipment</p> <p>4.3. Aircraft search</p> <p>4.4. Mini-internship</p> <p>4.5. Train the trainers</p>	

<p><u>Activity 5.</u> Detector Dogs 5.1. Dog Selection 5.2. Training of Dogs 5.3. Training of Dog Handlers 5.4. Reteaming</p>	5.1. Dog selection 5.2. Study Visit 5.3. Training of dogs 5.3.1. Crowd control 5.3.2. Dual-purpose dogs 5.3.3. Active and passive dog training 5.3.4. Narcotics training 5.3.5. Explosives training 5.3.6. Tobacco training 5.3.7. Currency training 5.4. Training of dog handlers 5.5. Mini-internship 5.6. Reteaming
--	--