



ANNEX C1: Twinning Fiche

Project title: Strengthening the Institutional Capacity of Personnel Training Centres of the Penal Institutions

Beneficiary administration: Turkish Ministry of Justice

Twining Reference: TR 16 IPA JH 05 19

Publication notice reference: EuropeAid/162580/ID/ACT/TR

EU funded project

TWINNING TOOL

1. Basic Information

- 1.1 Programme: Annual Action Programme for Turkey for the year 2016, Financing decision reference number is IPA/2016/039-354/4/Turkey/Judiciary (Indirect management mode with ex-post control)

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions¹ to the grant agreement.

- 1.2 Twinning Sector: Judiciary and Fundamental Rights (Rule of Law and Fundamental Rights/ Judiciary and Fundamental Rights Sub-sector/ Judiciary Rights Sub-Field)
- 1.3 EU funded budget: EU Contribution 2.000.000 Euro

2. Objectives

- 2.1 Overall Objective(s):

To improve penitentiary system in Turkey in line with international and European standards.

- 2.2 Specific objective:

To improve the service quality of the prison staff and raise operational standards by strengthening the institutional capacity of personnel training centres of the penal institutions in Turkey in line with the EU principles.

- 2.3 The elements targeted in strategic documents i.e. National Development Plan/Cooperation agreement/Association Agreement/Sector reform strategy and related Action Plans

2008 Accession Partnership

Link with AP: Council Decision- 18 February 2008

Section 3.1. Short-Term Priorities, Civil and Political Rights, Prevention of Torture and Ill Treatment:

— Ensure implementation of the measures adopted in the context of the ‘zero tolerance’ policy towards torture and ill-treatment in line with the ECHR and the recommendations of the European Committee for the Prevention of Torture,

— Ensure implementation of the Istanbul Protocol throughout the country, in particular by increasing medical expertise

Chapter 24: Justice, freedom and security

“...Continue to strengthen all law enforcement institutions and align their status and functioning with European standards, including through developing inter-agency cooperation. Adopt a code of ethics and establish an independent and effective complaints system to ensure greater accountability covering all law enforcement bodies.”

The project will contribute to the improvement of quality of pre-service and in-service training system for the penitentiary staff and raising awareness and knowledge on human rights and the prevention of torture and ill-treatment.

National Programme of Turkey for the Adoption of EU Acquis (NPPA)

In the course of accession to the European Union the Turkish Government, is actively following a National Programme for the Adoption of the Acquis. However, the objective of the legal approximation process is not only to introduce the relevant amendments to existing legislation but also to strengthen those institutions responsible for the application or implementation of the new procedures and processes. This process of developing the capacity of prison staff through improving the quality and standards of prison staff training centres is considered to be crucial in the context of Turkey's endeavour and commitment to reach standards, norms and achievements of the EU Member State administration.

In this regard, it is stipulated in NPPA -under the Political Criteria- that “Turkey has completed comprehensive constitutional and legislative reforms and has taken necessary steps rapidly in order to implement these reforms.

In this context, comprehensive legislative and administrative measures against torture and ill-treatment have been put into force and “zero tolerance” policy has been put into practice. Improvement of the training system for law enforcement officers will continue. The working conditions of law enforcement officers will be reviewed. ...Attaching importance and priority to preventive measures through using new technologies for preventing human right violations will continue. Efforts on improving detention centres in line with international standards will continue”

The Judicial Reform Strategy Document (2015-2019)

Under Goal-10 of the Judicial Reform Strategy Document (2015-2019) it is emphasized, “well-educated and motivated prison staff who are open to changes and respectful to human rights is a significant element for the success of penal enforcement system. To this end, it is planned to raise the technical and physical capacities of the education centres, which play a significant role within the penal enforcement policy.”

Another objective under 10.2 is to raise the efficiency of the human resources working in prisons and probation directorates. For this purpose, the strategy for 2015-2019 aims to increase the quantity and quality of human resources.

The Strategic Plan 2015-2019 of the Ministry of Justice

Under Objective-8 of the Strategic Plan(2015-2019) of the Ministry of Justice, which focuses on improving the penal enforcement system, there is a specific emphasis on strengthening the training activities for the penitentiary staff. In this context, well-educated and motivated prison staff who are open to changes and respectful to human rights is considered as a significant element for the success of penal enforcement system. Therefore, it has been planned to increase the technical and physical capacity of the training centres, which have a great importance in the effective implementation of penal enforcement in the following term.

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

Objectives such as: "enhancing respect for fundamental rights and freedoms", "prevention of torture and ill-treatment", "protection of vulnerable groups" are identified under Indicative Strategy Paper(2014-2020). One of the most important objectives under ISP is to increase awareness on human rights among members of the judiciary. Therefore, the penitentiary system is of great importance in strengthening the human resources in judiciary taking into consideration the huge number of the staff members and the sensitive tasks under their competence.

The penitentiary staff has an important role under judiciary sector for the protection of fundamental rights and freedoms. Therefore, penitentiary staff is the target group to improve activities in respect of training and raising awareness.

The action on "Strengthening the Institutional Capacity of Personnel Training Centres of the Penal Institutions" will make a significant contribution to the objectives of ISP and National Strategy Plans by improving human resources capacity and institutional capacity of the penitentiary institutions.

3. Description

3.1 Background and justification:

Currently, there are approximately 260.000 inmates in Turkey. The total number of staff employed in prisons and probation service is around 60.000. Pre-service and in-service training activities of all staff members are carried out in 5 different staff training centres in Ankara, Istanbul, Erzurum, Kahramanmaraş and Denizli. The total capacity of all training centres is around 1.150. Since 2002, when the Law (Number: 4769) on training centred into force, governors, other administrative staff, prison officers and teachers have received training on various topics such as human rights, international prison standards, European Prison Rules, psychology etc. under the program arranged by training centres.

A number of efforts have been undertaken in the last 15 years in order to strengthen the capacity of the training centres within the context of the penitentiary reform in Turkey and some activities have been implemented through EU funded projects. Despite the fact that previous reform activities and EU Projects have made important contributions, there is a need for more structural activities for the staff training system and institutional capacity building.

There are some problems that can be categorized in two groups;

1. Problems in staff training:

- a) Development of standard training programs in line with lecturer needs.
- b) Standardized and structured training materials such as videos, documents, presentations etc. for lecturers,
- c) Standardized and structured training of trainers programmes in the training centres,

2. Problems in operational processes:

- a) Development of a standard process to carry out needs analyses and data assessment/evaluation for staff training,
- b) Development of standard and data-based practices in all training centres for the assessment and evaluation of training activities
- c) Clear distribution of tasks and roles between the administration and trainers (lecturers)
- d) A well-defined human resources management system to address issues such as selection of staff employed in training centres, their training, competences, performance assessment and supervision.

As it is emphasized in Strategic Plan of Ministry of Justice, well-educated and motivated prison staff who are open to changes and respectful to human rights is considered as a significant element for the success of enforcement system. Therefore, personnel training centres are the pots where these basic elements are shaped and reformed.

It is expected that the Project will directly contribute to the realization of the objectives stated in the Strategic Plan of Ministry of Justice

3.2 Ongoing reforms:

A Protocol was signed with Ankara University in 2016. Under this Protocol, academics trained penitentiary staff. With this training, it is aimed to establish a trainer's pool and support the training centres when necessary. However, due to the heavy work load and intensive programs in penitentiary institutions, this has not proven useful so far. It is considered that more structural reforms are needed to ensure effectiveness of the process.

3.3 Linked activities:

EU/CoE JP Dissemination of Model Prison Practices and Promotion of the Prison Reform in Turkey (2009-2012) (TR0702.18)

The "Dissemination of Model Prison Practices and Promotion of the Prison Reform in Turkey Project" was funded by the European Union (EU) under the 2007 programming of the Instrument for Pre-Accession Assistance (IPA) Component 1: Transition Assistance and Institution Building. The Beneficiary of the Project was the Directorate General of Prisons and Detention Houses (DGPDH) of the Ministry of Justice (MoJ). The Project was a Joint Programme (JP) of the EU and the Council of Europe (CoE).

The Central Finance and Contracts Unit (CFCU) was the Contracting Authority of this Project. The Project was a continuation of the reform achieved under the Judicial Modernisation and Penal Reform in Turkey Project (JMPR), from which the DGPDH had benefited between 1 June 2004 and 30 April 2007. The Project had two main components: The first component covered the establishment of training facilities and vocational training workshops in 90 medium and high security prisons and the provision of training materials and tools. The second component covered support for the sustainability of reform activities. The DGPDH and the CoE implemented activities on mutual cooperation and consultation in order to implement the second component. The first component was mainly under the responsibility of the DGPDH. The Project aimed to provide assistance to the DGPDH's efforts to elevate the penitentiary system in Turkey to the level envisaged by the European Prison Rules (EPR) and other international standards through creating a professional, effective and efficient prison service, upgrading prison services and contributing to the improvement of detention conditions. The target groups of the Project were prison staff in 90 medium and high security prisons in Turkey, staff of the DGPDH, prison prosecutors, perimeter security guards, members of prison monitoring boards and enforcement judges. The final beneficiaries of the Project are staff in all Turkish prisons, prisoners, civil society and the public.

The main results of the Project included the following:

1. Training of 18 000 prison staff on the EPR,
2. Training of prison governors on good prison management and leadership;
3. Training of prison teachers, health care staff and psycho-social services staff on the operational standards applicable to specific areas of prison management;
4. Development and updating of offending behaviour programmes;
5. Establishment of educational facilities and vocational training workshops in 90 prisons and provision of training materials and tools to these facilities;
6. Training of existing and future lecturers of the newly opened Prison Staff Training Centres (PSTCs);
7. Training seminars for the DGPDH staff, prison prosecutors, perimeter security staff (the gendarmerie), enforcement judges and members of MBs on the EPR and CPT recommendations in the penitentiary field;
8. Workshops with the NGO representatives on the development of an NGO strategy
9. Production of visibility items and development of a PR Strategy for the penitentiary system,
10. Purchase of books for the research and development centre of the DGPDH and for the libraries of 90 prisons.

Study visits and training seminars were held for staff of Ankara, İstanbul and Erzurum Staff Training Centres in order to support staff training activities and training centres within the scope of "Dissemination of Model Prison Practices and Promotion of the Prison Reform in Turkey" carried out by DGPDH between the dates of 2009-2012. No activity planned for Denizli Training Centre since it was established after the end of the project.

This project provided a baseline for the new IPA II Action and led to an extensive experience build-up. Major bottlenecks and lessons learnt were noted. Based on the previous experiences, it is considered that this Project would directly contribute to have more sustainable results. All recommendations of the previous Project are assessed and added to the activities of the new action.

Improvement of Enforcement Services in Prisons (2013 – 2015) (TR2010/0136.10)

The project, with a budget of €5.5 million, started in 2013 and finished in 2015. The components of the project were technical assistance, supply and twinning. The project's objective was attaining a well- defined, standardized and structured enforcement service, including a fully functional system to ensure rehabilitation, treatment and successful reintegration of prisoners coming from different criminal backgrounds and prison staff performing in line with European standards. With the effective enforcement approaches in prison, the inmates were expected to adjust well with the community after prison life. Through this project, a risk assessment tool was developed with individual intervention programmes for inmates and training on operational standards in different types of prisons including vulnerable groups and a distance learning system was established. Within the scope of the Improvement of Enforcement Services in Prisons Project carried out by the General Directorate, the necessary training modules for distance learning system have been put in use after revisions. Also, the training materials were developed for staff working with vulnerable groups.

It is important to note that the training materials developed under these two previous EU projects will be utilised in this project as well.

3.4 List of applicable *Union acquis*/standards/norms:

- Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the regions building trust in EU-wide justice a new dimension to European Judicial Training COM (2011)/0551
- Recommendation Rec(2006)2 of the Committee of Ministers to member states on the European Prison Rules
- The CoE Recommendation CM/Rec(2012)5 on the European Code of Ethics for Prison Staff

3.5 Results per component

Within the scope of Annual Action Programme for Turkey 2016, six major sub-results are foreseen under two main Mandatory results/Components, as follows:

Mandatory result 1 (Component 1): A well-structured standard training system will be established to ensure the provision of training with the same quality in all those 5 training centres, which would enable the prison staff to maintain high standards in their care of prisoners.

Mandatory result 2 (Component 2): Human resources management system will be developed with high quality lecturers/trainers.

3.6 Means/input from the EU Member State Partner Administration(s)*:

The project will be implemented in the form of a TW contract between Turkey and a Member State/Member States. The overall duration of the project is foreseen as **24 months**. The TW partner(s) will improve the service quality of the prison staff and raise operational standards by strengthening the institutional capacity of personnel training centres of the penal institutions in this project fiche in close cooperation with the MoJ.

The TW partner(s) will provide a Project Leader (PL) and a Resident TW Advisor (RTA) and also secure a pool of short-term experts, who will be called upon whenever necessary to contribute to the achievement of the mandatory results and especially for the purpose of advisory services and training according to the work plan that will be prepared as part of the corresponding contract.

Short Term Experts will work together with the staff of the beneficiary institution under the overall direction of the beneficiary institution and the Project Steering Committee. Besides providing the TW partner with adequate staff and other resources to operate effectively, the senior management of the beneficiary institution is expected to be involved in the development and implementation of policies and institutional change required to deliver the project results.

The EU TW partner will be a Member State institution directly involved in the administration of the personnel training centres. Member States may also form a consortium which could result in a wide range of qualified senior experts gathered from the public administrations or mandated bodies from up to two Member State, provided that national approaches can be harmonized within this consortium.

3.6.1 Profile and tasks of the PL:

The Project Leader from the EU Member State should be a senior civil servant or equivalent staff who works in the field relevant to this project and have been at least three years in a management position within the institution.

The Project Leader will be responsible for achievement of project results, ensuring the activities for the co-operation and information exchange between EU Member States side and Beneficiary side and ensuring that all the required support of the management and staff of the EU side are available. S/he will coordinate the Project Steering Committee meetings on the EU Member State side.

Qualification and skills

- University degree in law or equivalent professional experience of at least 8 years in the relevant field.
- Fluency in English,
- Good inter-personal skills
- Good management skills
- Experience in working intercultural project

General professional experience

- At least 3 years of experience working with EU legislation concerning judiciary and fundamental rights
- Experience in project management
- Strong initiative, analytical and team working skills

Specific professional experience

- At least 3 years of specific experience in the field of judiciary or penitentiary
- Knowledge of the EU Member States' pre-service and in-service training system for the penitentiary staff

3.6.2 Profile and tasks of the RTA:

The RTA will be in charge of the day-to-day implementation of the Twinning project in the Republic of Turkey. S/he will coordinate the implementation of activities according to a predetermined work plan and liaise with the RTA counterpart in the Republic of Turkey.

The RTA will bring in a significant professional input, especially at the beginning of the Twinning project.

RTA will provide technical and operational assistance to the MoJ during the implementation period. The RTA is expected to co-ordinate all activities of the project. He/she will be located at the MoJ in Ankara, **General Directorate for Prisons and Detention Houses**. He/she has to be a person with significant experience as a manager and should have a capacity for managing projects and coordinating large-scale capacity building projects.

Qualification and skills

- University degree in law or human resources or educational sciences or 8 years equivalent professional experience in the related field.
- Fluency in English
- Good PC literacy (Word, Excel, PowerPoint)
- Good inter-personal and diplomatic skills
- Good management skills
- Minimum 3 years' experience in project management

General professional experience

- At least 3 years of experience in working with EU legislation concerning judiciary and fundamental rights
- Strong initiative, analytical and team working skills

Specific professional experience

- Experience on training for penitentiary professionals would be considered an asset
- Knowledge in training systems for penitentiary staff would be considered an asset

- Knowledge of the union acquis
- Experience in preparation of major strategic documents
- Experience in developing, co-ordinating and conducting adult training programmes.

Duration of RTA secondment: 21 months

3.6.3 Profile and tasks of Component Leaders:

Component leaders will ensure the implementation of project components and plan the agreed activities in a timely manner with high quality. They report to the RTA and liaise with the RTA counterpart.

Qualifications and skills:

- University degree or equivalent professional experience of at least 8 years in education in law or adult education for justice professionals is an asset
- Working knowledge of English.
- Good inter-personal and communication skills.

General professional experience:

- At least 3 years of professional experience in the relevant field.

3.6.4 Profile and tasks of other short-term experts:

A pool of short-term experts is required to implement the project activities covering the following indicative subjects:

- Improving the existing pre-service and in-service training of the penitentiary staff,
- Supporting the lecturers who are responsible for the current staff training,
- Training and curriculum development,
- Measurement and evaluation of effectiveness of training courses,
- Sampling methodology and guidelines,
- Institutional Development,
- Strategic Planning,
- Developing the performance and promotion criteria for the penitentiary staff,
- Information Technology (IT) and databases.

Indicative General Profile of the Short Term Experts

Qualifications and skills:

- University degree or equivalent professional experience of at least 8 years in education in law or equivalent professional experience in the field
- Working knowledge of English.
- Good inter-personal and communication skills.

General professional experience:

- At least 3 years of professional experience in the relevant field

4. Budget

Maximum Budget available for the Grant

Twining Project Title	EU Contribution	Total
Strengthening The Institutional Capacity of Personnel Training Centres of the Penal Institutions	100% 2.000.000 Euro	2.000.000 Euro

5. Implementation Arrangements

5.1 Implementing Agency responsible for tendering, contracting and accounting (AO/CFCE/PAO/European Union Delegation/Office):

Mr.M. SelimUslu
PAO and CFCU Director
Central Finance and Contracts Unit
Phone: + 90 312 295 49 00
Fax : + 90 312 286 70 72
T.C. Hazine ve Maliye Bakanlığı Kampüsü
İnönü Bulvarı No: 36 E Blok 06510
Emek - Ankara / TURKEY

5.2 Institutional framework

The beneficiary is the Directorate General for Prisons and Detention Houses (DGPDH) of Ministry of Justice. During the technical implementation of the project, supervision / coordination will also be ensured by DG of Prison and Detention Houses. DGPDH will be responsible for ensuring close cooperation with personnel training centres and prison staff.

DGPDH is a public organization directly associated to Ministry of Justice of Turkey. DGPDH is responsible for the enforcement of all imprisonment sentences and probation measures. The General Directorate is responsible for 384 prisons and enforcement of nearly 232.586 (30.11.2017) convicts' sentences. General Directorate is also responsible for functioning of 139 probation services. There is approximately 58.000 staff working under the competence of the Directorate. The DGPDH is also the main responsible executive institution for administration of the five staff training centres that are established across Turkey.

During the IPA II term, the Ministry of Justice Directorate General for EU Affairs has taken over the lead institution role for the judiciary sector. As a leading institution in justice sector, the MoJ Directorate General for EU Affairs is given important responsibilities and powers to ensure efficient and effective utilization of the IPA funds. Within the framework of the lead institution role, Directorate General for EU Affairs is entitled and authorized to ensure the general coordination of the projects to be

implemented in the sector. In this framework, it will also support the technical implementation of the Project and ensure participation of all stakeholders of the project.

5.3 Counterparts in the Beneficiary administration:

5.3.1 Contact person:

Mr. Süleyman KAÇMAZ
Head of Unit
Tel: +90 312 507 0 607
Fax: +90 312 223 93 41
E-mail: suleymankacmaz@gmail.com
Adress: Anafartalar Mahallesi Agah Efendi Caddesi No:70/1
Altındağ - Ankara / TURKEY

5.3.2 PL Counterpart

Mr. Şaban YILMAZ
Director General
MoJ Directorate General for
Prisons and Detention Houses
Adress: Anafartalar Mahallesi Agah Efendi Caddesi No:70/1
Altındağ - Ankara / TURKEY

5.3.3 RTA Counterpart

Mr. Fatih GÜNGÖR
Head of Department
Adress: Anafartalar Mahallesi Agah Efendi Caddesi No:70/1
Altındağ - Ankara / TURKEY

6. Duration of the project

24 (21+ 3) months

7. Management and reporting

7.1 Language

The official language of the project is the one used as contract language under the instrument (English / French). All formal communications regarding the project, including interim and final reports, shall be produced in the language of the contract.

7.2 Project Steering Committee

A project steering committee (PSC) shall oversee the implementation of the project. The main duties of the PSC include verification of the progress and achievements via-à-vis the mandatory results/outputs chain (from mandatory results/outputs per component to impact), ensuring good coordination among the actors, finalising the interim reports and discuss the updated work plan. Other details concerning the establishment and

functioning of the PSC are described in the Twinning Manual.

7.3 Reporting

All reports shall have a narrative section and a financial section. They shall include as a minimum the information detailed in section 5.5.2 (interim reports) and 5.5.3 (final report) of the Twinning Manual. Reports need to go beyond activities and inputs. Two types of reports are foreseen in the framework of Twinning: interim quarterly reports and final report. An interim quarterly report shall be presented for discussion at each meeting of the PSC. The narrative part shall primarily take stock of the progress and achievements *via-à-vis* the mandatory results and provide precise recommendations and corrective measures to be decided by in order to ensure the further progress.

8. Sustainability

The Strategic Plan of Ministry of Justice, underlines increasing the number and quality of the staff working in penitentiary institutions as one of its primary goals. It is expected that the foreseen outputs of the Project will directly contribute to achieving the objectives of the Strategic Plan. Therefore, the results of the Project will be used in developing the new training policy of the Ministry of Justice.

Currently, efforts on improving the physical capacity of personnel training centres are undertaken by the Ministry of Justice. In this context, the Ankara Personnel Training Center has moved to a new settlement that provides a more suitable educational environment. And, the İstanbul Training Center was renovated in 2018.

In addition to physical capacity improvement, training centres will continue to be strengthened in terms of the number and capacity of staff and trainers. Currently, due to the lack of permanent trainers in personnel training centres, trainers' pool that is established before the implementation of Project will be maintained and trainers' pool will be enriched during the project. In this context, both the training programs and contents will be developed within the scope of the project, as well as the improved institutional structure, which will be strengthened and sustained after the completion of the project.

Furthermore, it is planned to support dissemination and sustainability of the curricula and other outputs developed under project by sharing with the Security and Enforcement Departments that started education in some universities in the 2017-2018 academic year.

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

The principle of equal opportunity will be integrated into all stages of the Project implementation. The beneficiary respects the rights of equal opportunity of all genders, groups. Both women and men have identical prospects. Nevertheless, all periodical progress review reports and other interim reports will include a specific explanation on measures and policies taken with respect to participation of women and equal opportunity for women and men and will provide measurements of achievement of this goal.

According to the Turkish Constitutional System, the word minority encompasses only group 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. This project has no negative impact on minority and vulnerable groups on the contrary the project will contribute positively to the prison life

10. Conditionality and sequencing

Conditionality

Establishment of trainer pool is a condition to be reflected during project implementation due to the lack of permanent trainers in personnel training centres. All related activities of the project will be implemented in training centres of the penal institutions.

Sequencing

N/A

11. Indicators for performance measurement

Overall objective	Indicators
To improve penitentiary system in Turkey in line with international and European standards.	<ul style="list-style-type: none"> - Inmate complaints lodged against the ill-treatment and violation of rights by the prison staff will be reduced by 10% within two years after the end of the project. - Number of inmate complaints lodged due to disproportionate use of force will be reduced in line with baseline data: 0.08% (2014), target: 0.072% (2020) and final target: 0.068% (2023). - The rate of trained staff in training centres will be increased by 10% at the end of the project. - Job satisfaction of prison training centre staff will be increased by 10% at the end of the project. - Staff satisfaction regarding training programmes and materials will be increased by 10 %. - Standard measurement and evaluation practices for training activities conducted at training centres will be increased by 10%.

12. Facilities available

The Beneficiary commits itself to make available free of any charge for the project:

- Office facilities for the RTA and the RTA assistant(s) for the entire duration of their secondment, with a level of equipment at least comparable to that in use in the Beneficiary administration.
- Adequate conditions for the short-term experts to perform their work while on mission to the Beneficiary.

- Training and conference venues, catering if appropriate and presentation and interpretation equipment.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)

ANNEX 1: Logical framework matrix in standard format

Total number of study visits and internships are maximum 5 as indicative.

LOGFRAME PLANNING MATRIX FOR PROJECT FICHE		Programme name and number		IPA-II
Strengthening The Institutional Capacity of Personnel Training Centres of the Penal Institutions		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	2.000.000 Euro	
		IPA budget:	2.000.000 Euro	
		Overall objective	Objectively verifiable indicators	Sources of Verification
To improve penitentiary system in Turkey in line with international and European standards.		- EC Regular Reports -Ministry of Justice reports -EC and CoE Monitoring Reports		
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions	
To improve the service quality of the prison staff and raising operational standards by strengthening the institutional capacity of personnel training centres of the penal institutions in Turkey in line with the EU principles.	-Inmate complaints lodged against the ill-treatment and violation of rights by the prison staff will be reduced by 10% within two years after the end of the project. Number of inmate complaints lodged due to disproportionate use of force will be reduced in line with baseline data:0.08% (2014), target: 0.072% (2020) and final target:0.068% (2023).	- Ministry of Justice regular reports - Project reports - Training manuals - Personnel training centres administrative records	-Strong commitment by the beneficiary. -Continued political commitment of Turkish Government to make a progress for prison staff qualifications in line with European standards. -Beneficiary has sufficient and sustainable staff and the availability of necessary capacity	

	<ul style="list-style-type: none"> - The rate of trained staff in training centres will be increased by 10% at the end of the project. -Job satisfaction of prison training centre staff will be increased by 10% at the end of the project. 		
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>1) A well-structured standard training system will be established to ensure the provision of training with the same quality across the 5 training centres, which would enable the prison staff to maintain high standards in their care of prisoners.</p> <p>2) Human resources management system will be developed with high quality lecturers/trainers.</p>	<ul style="list-style-type: none"> -Staff satisfaction regarding training programmes and materials will be increased by 10 %. -Standard measurement and evaluation practices for training activities conducted at training centres will be increased by 10%. 	<ul style="list-style-type: none"> - Project monitoring reports - Quarterly report of the Project - The number of certificates given to the participants. - Training evaluation forms filled by course attendee in training centers - Annual activity report of the beneficiary 	<ul style="list-style-type: none"> -Effective and efficient RTA and supportive MS in partnership. - Allocation of sufficient financial and human resources by the Turkish government.