1. Basic Information

1.1 Title: Enhancement of the professionalism of the Turkish Gendarmerie in its law enforcement activities
1.2 Sector: Justice and Home Affairs
1.3 Location: Gendarmerie General Command, Turkey

2. Objectives

2.1. Overall Objective

To enhance the accountability, efficiency and effectiveness of the Turkish Gendarmerie in its law enforcement activities, in accordance with European Union (EU) policing standards, procedures and best practices.

2.2. Project purpose

Development and implementation of an Action Plan for the reorganisation of the law enforcement service of the Gendarmerie, modern training and personnel management in line with current EU practices in the area of professional policing and enhanced criminal investigative capacity.

2.3. Accession Partnership and National Programme for the Adoption of the Acquis (NPAA) priority

The revised Accession Partnership identifies the following priority areas that are of relevance for this programme:

**Short-term priority under Justice and Home Affairs (JHA):**

Further develop and strengthen all relevant institutions, with a view in particular to ensuring the accountability of the law enforcement bodies, and improve cooperation between them, including the judiciary.

Continue to strengthen the fight against organised crime, drugs, trafficking in persons, fraud, corruption and money laundering, particularly through legislative alignment, improved administrative capacity and enhanced cooperation between different law enforcement bodies, in line with EU standards.

**Short-term priority under political criteria:**
Implement measures to fight against torture and ill-treatment by law enforcement officials, in line with Article 3 of the European Convention on Human Rights and the recommendations of the European Committee for the Prevention of Torture.

Extend the training of law enforcement officials on human rights issues and modern investigation techniques, in particular as regards the fight against torture and ill-treatment, in order to prevent human rights violations.

**Medium-term priority under Justice and Home Affairs:**

Strengthen efforts to develop sustainable training programmes on the acquis and its implementation in the field of JHA also with a view to increasing administrative capacity and improving inter-agency co-operation.

Adopt and implement the acquis in the fields of corruption, fight against drugs, organised crime, money laundering and judicial cooperation in criminal and civil matters; further increase administrative capacity, cooperation between the different law enforcement bodies and intensify international cooperation in these fields.

Also the NPAA identifies a number of key issues that need to be addressed or considered in the development of institutions and the assimilation of European Legislation in line with the accession process:

**Political Criteria –** The Turkish Government will speed up the ongoing work on political, administrative and judicial reforms. The goal is to strengthen, on the basis of EU standards, the promotion of freedom, provide for a more participatory democracy with additional safeguards and enhance the rule of law. The Turkish Government will closely monitor progress in the area of Human Rights, democracy and the rule of law.

Modern investigation techniques and medical monitoring systems to prevent maltreatment and human rights violations will be implemented effectively.

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

**In addition –** legal and administrative measures will be introduced in the short or medium term regarding individual rights and freedoms, pre-trial detention, training of law-enforcement personnel and other civil servants.

Train law enforcement personnel on human rights over a period of 7 years, **within the framework of a project developed in light of the 1997-2000 Police and Human Rights Programme of the Council of Europe.**

**Justice and Home Affairs –** work on administrative reform in the field of justice and home affairs will be accelerated. Work will be undertaken to harmonise the legislation and practices with the EU acquis. International cooperation is necessary for training programmes and information exchanges on matters of public security in general.

Efforts will continue for the adoption and implementation of the EU acquis on organised crime, fraud, corruption, people smuggling, money laundering and police cooperation.
Administrative capacity and co-operation between different law-enforcement bodies will be enhanced and international cooperation in these fields will be intensified.

2.4. Contribution to National Development Plan
N.A.

2.5. Cross Border Impact
N.A.

3. Description

3.1. Background/Justification

3.1.1. The national background

The Turkish Government in the course of progress towards accession to the European Union and in response to the obligations of the Acquis of the EU and its Member States, is actively following a National Programme for the Adoption of the Acquis. However the objective of the process of law approximation is to not only implement the relevant amendments to existing legislation but as importantly, to strengthen those institutions responsible for the enforcement or implementation of the new procedures. This process of ‘Institution building and Reform’ in order to enhance administrative capacity, is seen as crucial in ensuring that Turkey is successful in the transition to the standards, norms, expectations and obligations of similar EU Member State administrations.

The civilian authorities in charge of security and public order are the Ministry of Interior throughout Turkey, the governors and sub-governors respectively at the province and district level.

Apart from the specific duties of the Coast Guard, those authorities rely on two national law enforcement bodies, one with a civilian status, the National Police, the other with a military status, the General Command of the Gendarmerie. This dual policing system is quite similar to those of EU member states, such as France, Italy and Spain.

With its approximately 270.000 personnel and being nationally organised, the Turkish Gendarmerie is a military organisation established in 1839, which carries out law enforcement in the rural areas of Turkey. The Gendarmerie is covering 92 % of the territory and serves one third of the population (27 M inhabitants), except during summer when the tourist flow raises the population in the gendarmerie area of responsibility to 44 M people. In fact, besides the delineation of the respective areas of responsibility between the police and the gendarmerie, which concern public security matters, the latter can operate on the whole territory, in particular when investigating criminal cases.

The organisation is connected to the Armed forces General Staff in terms of its military functions, organisation, budget, personnel and training, but affiliated to the Ministry of Interior in terms of its law enforcement functions. The Gendarmerie employs conscripts, who make up 80 % of its manpower, and perform a 15 month tour of duty.

With respect to administrative management, the Turkish Republic comprises 81 provinces divided into numerous districts. Throughout Turkey, there are a total of 923 districts and 36.654 villages.
In the course of progress towards accession in the European Union, the Turkish Gendarmerie, as many other institutions of the country, is engaged in efforts to review its structures, functioning and the performance of its tasks. At the same time, the Turkish society becomes more informed at all levels and its expectations of the law enforcement agencies along with other public services are raised. Amongst other things, it requires not only that the law enforcement agents carry out their primary functions, but also that they do so with greater sensitivity and understanding, respectfully of citizens human rights.

In upgrading a law enforcement organisation respectful for democratic principles and human rights, three aspects need be taken into account:

1) law enforcement agents have to carry out their function under the rule of law to which they themselves are subject,

2) those chosen to exercise the power and authority of law enforcement officials are carefully selected for their human qualities, properly trained to perform their difficult duties in an ethically correct manner,

3) supervisory positions are held by persons with high qualities of human excellence.

In cases where such criteria cannot be maintained, measures have to be available to maintain correct standards by the imposition of disciplinary regulations, having regard to the human rights of malefactors, if necessary to be followed by such internal reforms necessary to reduce repetition.¹

In fact, the main issues regarding the gendarmerie services and organisation that have been identified in Turkey, can be grouped under four headings:

1. need for strengthening of the acknowledged efforts to improve the quality of services to the public and respect for human rights in the discharge of law enforcement tasks, up to a zero tolerance level
2. need of professionalism in the discharge of law enforcement tasks and fight against crime, in particular regarding the structure of the manpower, composed with a majority of conscripts,
3. pre-service and in-service training,
4. personnel management, in particular with regard to professionalisation.

3.1.2 Organisation of the Gendarmerie

The Gendarmerie is assigned its duties primarily by its organisational law (n° 2803), but also approximately 500 laws and regulations govern its responsibilities and tasks. As far as law enforcement is concerned, the duties of the gendarmerie can be grouped under three main headings: administrative duties, comprising preventive law enforcement measures - judicial duties, comprising procedures carried out after a crime is committed - and other duties (military defence, procedures on behalf of almost every ministry).
The gendarmerie is responsible to administrative authorities (governors and district governors) in the performance of preventive law enforcement duties, and to public prosecutors in the performance of their judicial tasks, i.e. once a crime is committed.

In each province of Turkey, there is a Provincial Gendarmerie Command, subdivided in several District Gendarmerie Commands and various specialised units, such as: facility guard units, prison guard units, commando units, special operation units, service support units, crime scene investigation teams and traffic teams. The provincial commando unit is aimed at dealing with public order disturbance such as demonstrations, or arrest of dangerous malefactors.

Each gendarmerie district comprises several territorial gendarmerie stations and 273 also comprise a crime scene investigation unit.

According to the feature of the province, the provincial gendarmerie command can also comprise motorcycled public order teams, highway security teams, mountain search and rescue teams, public order boat teams, narcotics and sniffer dog teams, mountain units, juvenile delinquency prevention centres, environmental protection teams and natural life protection teams.

Throughout Turkey, 998 gendarmerie traffic teams are responsible for 91% of the highway network.

Especially in touristic regions, where cars cannot be used, motorcycled public order teams have been set up in order to perform security and public order duties in a crowded environment.

Mountain search and rescue teams have been established to carry out search, rescue, and first aid duties in resort centres where winter sports are performed. There are also mountain units available for carrying out patrol duties in mountainous rural areas.

Public order boat teams and coast/lake control and intervention teams are used on islands and sites where no ground vehicle can reach.

Narcotics and sniffer dog teams are used in the fight against trafficking of narcotic drugs.

The so-called Gendarmerie Centres for Children were established in Istanbul, Ankara, Izmir, Aydin and Erzurum with a view to carrying out preventive action against juvenile crime. When necessary, these centres also accommodate juvenile criminals before they are brought before a prosecutor or a judge.

29 environmental and wild life protection teams have been established in order to protect nature and wild life.

Besides, there are natural life protection platoons in provinces such as Balikesir, Konya, Samsun, Istanbul and Antalya to protect wild life, prevent plundering of state territories and illegal constructions and to protect water basins and coasts.
Aviation units have been established to supply air support to units, evacuation of the sick and wounded, airborne control of illegal cultivation of opium poppy and hemp, search and rescue, command and control and public aid.

Throughout Turkey the protection of zones surrounding airports, TV transmitters and relay stations which belong to TRT, dams and hydroelectric dams, refineries, oil production zones, storing facilities, natural gas and oil pipelines is carried out by the gendarmerie. For the performance of this task, the gendarmerie commits the equivalent of 5,000 full time personnel.

At present, border security along the Iraqi border (397 km.) and 127 km of the Iranian border is ensured by the General Command of the Gendarmerie. The security of the remaining land borders is under the responsibility of the Land Forces Command. For the protection of those two sensitive borders, the gendarmerie commits 5 regiments, 9 battalions and 39 companies, which represent a total manpower of 11,773 personnel (1345 professionals and 10,428 conscripts).

In order to support gendarmerie field units and judicial bodies, the gendarmerie criminal laboratories have been set up in Ankara (1993), Van (1994) and Bursa (1998).

They have expertise in the following areas: ballistics, marks examination, biology, chemistry, document examination, explosives, sound video and photo analysis.

Turkish Gendarmerie criminal department became member of the European Network of Forensic Sciences Institutes (ENFSI) in 1998.

The Gendarmerie Public Order Department is composed of the following:

- Environmental protection section
- Cyber Crimes unit (set up in 2003 and in starting process).
- Juvenile crime section
- Current operations office
- Terror events office
- Prison and detention houses branch office
- Licences branch office
- Guarding branch office
- Special units branch office
- Traffic branch office

The Anti-Smuggling and Organised Crime Department was established in October 1998. The branches of this department are as follows:

- Inquiry coordination and foreign affairs branch
- Narcotic branch
- Financial crime branch
- Organised crime branch
- Human trafficking crime branch
- Protection of witnesses and rewarding branch
- Operations branch
The planned manpower of staff of the whole anti-smuggling and organised crime department is 148 (33 officers, 55 NCOs, 25 specialised gendarmes and 35 civil servants), but, currently, 79 personnel are working in the department (28 officers, 25 NCOs, 13 specialised gendarmes and 13 civil servants).

The field structure of the anti-smuggling and organised crime department is composed of branches in the 54 provinces where the level of such crimes is high, and of units in the 27 other provinces. In addition to the above, units were established in 3 towns where excessive relevant offences occur. On a planned manpower of 928 personnel for this territorial chain, 564 full time personnel are currently assigned. As a total, the anti-smuggling and organised crime chain comprises 1007 full time personnel currently assigned.

3.1.3. Training activities in the Gendarmerie

Training of the ranked gendarmerie personnel according to their duties is achieved through Gendarmerie Schools Command based in Ankara, in a very modern and well equipped campus which employs 234 trainers from gendarmerie and civilian origin. More than 5000 professional personnel are trained every academic year, 3000 for pre-service training and 2000 for specific in-service courses.

The need for junior officers is met through the Army Academy, recruitment from NCOs with the necessary qualifications, and examination for civilian master graduates applicants.

After the 4-year course in the Army Academy, the gendarmerie lieutenants continue their education as follows:

- after completing their training in gendarmerie training units, infantry school and commando school, together with the NCOs who succeeded in the officers exam, they attend a one year basic officer course.
- at the end of that two years period of professional training and education, junior gendarmerie officers are assigned to their units.

The need for NCOs is met through examination among specialised gendarmes with the necessary qualifications, and civilian high school graduates.

Specialised gendarmes who passed the exam for being an NCO, and the civilian students, are trained at the NCO Vocational Academy during two years.

Furthermore, female NCOs are trained on the same basis than their male comrades.

Training of specialised gendarmes currently consists of a 1 year pre-service course, followed by 6 months of duty training in the first assignment unit.

For the purpose of raising the level of education of NCOs and specialised gendarmes, a protocol has been signed with the Anadolu University and as of 2003, it is planned to train these personnel within the framework of a two-year training.
As of 2001, a comprehensive training programme has been planned for NCOs and specialised gendarmes; by the end of 2003, NCOs have been specialised in 11 branches and specialised gendarmes in 13 different branches.

A “Security Sciences Department”, subordinate to the Defence Sciences Institute of the Land Forces, has been established within the body of the Gendarmerie Schools Command in order to provide post graduate and doctorate programs.

Training activities carried out at the Gendarmerie Schools Command are listed below:
- code of criminal procedures, penal code, human rights, public relations, gendarmerie professional ethics, struggle against organised crime and illegal trafficking, intelligence, logistics, signals, protection of environment and wild life, computer, basic war physical training, weapon knowledge, law enforcement professional knowledge, road traffic policing, crime scene investigation, forensic surgery, leadership, gendarmerie professional tactic and techniques, topography, applications of gendarmerie professional knowledge, techniques and applications of criminal investigation, behavioural sciences and criminology.

Apart from the above pre-service courses given at the Gendarmerie Schools Command, various courses are provided in order to update the knowledge of the gendarmerie personnel related to their duties. In 2003, approximately 13,000 gendarmerie personnel have attended in-service courses. These courses are: weapon license procedures, technique of photography, collecting information, juvenile crime, protection of environment, illegal trafficking of historical works, judicial prosecution, project management, fight against organised crime and illegal trafficking, protection of critical points and VIP, traffic, training on special security personnel, control of refugees during peace support operations, planning and execution of operations in the fight against organised crime and illegal trafficking, expertise on explosive disposal.

Every year, the in-service training system is reviewed and planned for the next year.

As for the draftees, after they have been called up, they attend a 3 months pre-service training in different training centres throughout the country. According to their assignment, they are trained in 7 different branches; the main ones consist in commando, prison guard, public security and border guard.

### 3.1.4. Personnel issues

Personnel management is centralised for the officers, and partly dealt with at the regional level for the NCOs and specialised gendarmes.

During his (her) career, each gendarmerie personnel is obliged to serve an average 8 years in the Eastern regions. Each 4 or 5 years, every professional personnel must move from one assignment to another.

The NCOs and specialised gendarmes are appointed at the provincial level with the approval of the governor.

As for the conscripts, after their pre-service training, they are assigned in a region different from their home region.
The 47 female officers are assigned to non operational units until now (HQs, laboratories, support units…), but there is a project to start from May 2004 appointing some of them in the field, as district commander.

Likely, the 67 female NCOs, currently assigned in non operational branches, are now appointed in some field units.

The promotion and appraisal system is organised on a military basis, and takes into account the efforts of the individual to train himself and pass exams.

For the officers and NCOs, the promotion system is automatic for certain ranks, after a fixed length of service, and according to the individual’s merit for the other ranks. Nevertheless, in the first category of ranks, there is a possibility to promote more quickly the best professionals.

Officers, NCOs and specialised gendarmes are marked yearly by their 3 level of superior commanders, and also by the sub-governor for the latter. They are not notified the whole record.

3.1.5 Need for twinning

With these matters in mind, it has been decided to address the various project proposals of the Turkish Gendarmerie within a single, comprehensive programme.

In doing so, the Turkish Gendarmerie would wish to utilise the experience and knowledge of a member state law enforcement organisation, in order to assist with the important process of modernisation. It is seen as crucial to enable the Turkish Gendarmerie to fully develop a co-operative and integrated working relationship, with all of the other law enforcement organisations within the European Union.

Similarly, the experience and knowledge of a long-term Resident Twinning Adviser, supported by the resources of a member state institution, are seen as offering the best opportunity, to promote accountability, improved performance, efficiency and effectiveness for the Turkish Gendarmerie.

Turkey has made considerable progress in the modernisation and democratisation of its National Police over recent years. Being the other main law enforcement agency, the Turkish Gendarmerie is similarly interested in modernisation and agrees that re-organisation, in line with current developments within the EU, will be necessary. This process should not be done in a piecemeal fashion, but should be done in a planned and thorough way, using the experiences and ‘best practice’ recommendations from the member states.

At this point in the development of JHA matters as part of the Turkish NPAA, it is considered important for this project on enhancing the professionalism of the Turkish Gendarmerie, to be developed under the 2004 pre-accession financial assistance programme.

3.2. Sectoral rationale
3.3. Mandatory Results

- Action Plan for the reorganisation of the service endorsed
- Detailed project proposals and technical specifications elaborated for the above
- Operational standards for the Gendarmerie endorsed
- Programme for pre-service, in-service and management of human resources development and training agreed and implemented
- Proposals for a new personnel system including appraisal, promotion and appointment endorsed and installed
- Criminal investigation capacity improved
- Model and protocols for institutional cooperation with other Turkish law enforcement agencies adopted and international cooperation strengthened

3.4. Activities / Inputs

3.4.1. Support to Turkish Gendarmerie for the Development of an Action Plan for the Reorganisation of the Service

This module aims at providing the Turkish Gendarmerie with particular expertise, advice and training to enable it to determine the best style and structure for policing the country in the medium to longer term. The module will explore the professional development needs of senior gendarmerie managers and provide a high-level strategic change management course. It will also provide the crucial training to those gendarmerie staff selected to take the process of reform and restructuring forward.

The module will provide specific training in analysis, research and surveying skills as well as for the important task of determining an Action Plan for future implementation. There will be specific training for the conduct of surveys and some financial support for these processes. The module will also provide opportunities for a number of study visits to member states, in order to assist with the proper selection of appropriate policing strategies and structures for the Turkish social environment.

The inputs to the module are designed to lead to the formulation of an Action Plan for the Turkish Gendarmerie, to be implemented in the medium term. In this respect, it can be envisaged to carry out experiments of model service organisation, with sample gendarmerie personnel or units in some provinces or districts.

In order to achieve the above, the following activities will be carried out:

- Analysis, evaluation and assessment of the existing organisation and structure of the gendarmerie, with regard to the commitment of professionals and conscripts in law enforcement duties.
- To provide change management training to the senior command team and to the restructuring team.
To provide analytical, research and surveying skills for members of the restructuring team.

To provide consultancy services to enable adequate surveys to be carried out of both sample populations of the gendarmerie and the public, in respect of future law enforcement services. Both surveys to be funded through the project.

Review of the functioning of JIHIDEM (the Gendarmerie Centre for Examination and Evaluation of Human Rights Violations) and elaboration of recommendations in order to make it more functional.

Training of officers working in JIHIDEM.

Study visits to member states.

To provide assistance, consultancy, research and advice in the detailed preparation of the Turkish Gendarmerie, for the reorganisation of the service as a professional law enforcement body.

To develop a strategy for a transition to a more professional, modern law enforcement agency.

To provide advice and assistance to the ministries of interior, defence, justice, state planning organisation, local authorities and any other agency closely involved in the restructuring process.

Identification and prioritisation of both infrastructure and equipment necessary to implement the Action Plan.

Identification of national co-financing for the above.

Preparation of an action plan taking into account the results of the above, and the results of the modules regarding training, personnel management system, criminal investigation capacity and cooperation at national and international level.

This module will also have two sub-modules, which will be part of the Action Plan, as follows.

1. **Improvement of the territorial gendarmerie facilities**

This sub-module is designed to set appropriate standards for the future development of gendarmerie facilities in accordance with current and projected EU standards in respect of detention, interview and pre-trial evidence gathering procedures. It is intended to be a standard setting process leading to the construction of “model” facilities, keeping in mind the medium term evolution towards stations composed mainly of professionals.

This will be accomplished by visits by short-term experts with particular architectural experience, to advise on current EU best practices. There will also be a study visit to examine ‘model’ member states facilities.

- Production of manual of guidance for the architectural standards for territorial gendarmerie facilities, housing units composed with a majority of professionals.
- To review and upgrade the existing set of standards for the protection of human rights for detainees in gendarmerie facilities.
- To review and upgrade the set of standards for the proper collection and protection of evidence from detained persons, witnesses, victims and crime scenes.
- To review and upgrade the set of standards for the design of facilities for the detention of suspected persons (standards for the design of facilities for the...
interview of suspected persons is foreseen in the 2002 statement taking project concerning the national police, therefore this specific activity could be coordinated with that project).

- To review and upgrade the set of standards for the design of facilities for private consultation of detained persons.
- The completion of a feasibility study for the building/restructuring of model territorial gendarmerie facilities in Turkey
- Assistance in elaboration of detailed project proposals and technical specifications for the building/restructuring of model territorial gendarmerie facilities in Turkey

The last two activities should be completed in the first eight months of the project.

2. Production of manual of guidance for the operational standards in accordance with the endorsed restructuring of Turkish Gendarmerie.

This sub-module is also intended to be a standard setting exercise to determine current ‘best practices’ within the EU, in respect of the working conditions for gendarmerie personnel. This will be accomplished by study visits to the member states as well as the use of short-term experts as consultants.

- Production of recommendations for the standardisation of working conditions for gendarmerie personnel in accordance with the EU standards.
- Production of recommendations for public order services and working methods.

3.4.2. Development of training programmes in line with current EU practices

This is an ambitious module, considering the current high rate of non professional personnel within the gendarmerie. It is intended to provide some external member state(s) support for the Turkish Gendarmerie educational system in their efforts to improve the training and development of gendarmerie personnel. It is intended to support and reinforce the processes of restructuring, reform and modernisation. It will be possible to take advantage of the lessons learned from the FIEP working groups.

The module will have a developmental phase for senior managers, which should take place in the member state(s), although the training of the majority of the trainers will be completed in Turkey.

- Evaluation and assessment of the current basic, in-service and management training programmes, operated in gendarmerie schools and units, for all categories of personnel, comprising the conscripts.
- Visit to some member states training organisations.
- The identification and design of future developments to the curriculum of basic, in-service management training and continuous professional development, including the development of remote training with a network
- Design of practical training models
- The identification of specific training needs for people involved in the management of training and training delivery.
Advice and assistance to establish a training development centre, able to disseminate its production to the field units through an interactive network.
Development of evaluation criteria for training and performance assessment of trainees.
Delivery of specific training in accordance with the identified training needs.

Indicative list of number of staff to be trained

<table>
<thead>
<tr>
<th>Training issues</th>
<th>Instructional designers</th>
<th>Trainers</th>
<th>Managers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crowd control</td>
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<td>20</td>
<td>20</td>
<td>42</td>
</tr>
<tr>
<td>Professional tactics and techniques</td>
<td>2</td>
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<td>42</td>
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<td>Criminal risk assessment</td>
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<td>20</td>
<td>20</td>
<td>42</td>
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<tr>
<td>Criminal investigation capacity</td>
<td>2</td>
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<td>20</td>
<td>42</td>
</tr>
<tr>
<td>Up-grading of basic and in-service training programme in the framework of professionalisation</td>
<td>2</td>
<td>20</td>
<td>20</td>
<td>42</td>
</tr>
<tr>
<td>Change management training programme</td>
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<td><strong>Total</strong></td>
<td><strong>12</strong></td>
<td><strong>120</strong></td>
<td><strong>120</strong></td>
<td><strong>252</strong></td>
</tr>
</tbody>
</table>

3.4.3. Development of personnel systems in line with current EU practices

This module is designed to assist the Turkish Gendarmerie to identify the most appropriate systems of staff development, in order to upgrade its professional capacity, for implementation in the medium term. The module relies on the principle that the staff of the Turkish Gendarmerie are its most valuable resource and that everything should be done to enable each individual to fulfil their true potential. This will be accomplished by comparing ‘best practice’ currently operating within member states and identifying the most appropriate system for Turkey.

Study visits and the work of short-term experts in this particular matter will be the most effective way to deliver the inputs.

1. Development of personnel support systems

Evaluation and assessment of the current personnel appraisal system that operates within the gendarmerie.
To provide consultancy, research, experience and advice in order to determine a future appraisal system, in the context of medium term professionalisation.

To produce a human resource strategy for the Gendarmerie to be implemented in accordance with the Action Plan identified in the reorganisation module.

The next sub module is intended to build upon the previous sub module.

This will be accomplished by looking at some of the various systems currently implemented within the EU, and subsequently identifying the most appropriate for the Turkish Gendarmerie. It will involve study visits, and the use of short term experts as consultants. Once a suitable system has been identified, then the starting of its implementation will be included in the action plan.

2. Development of promotion and appointment system

Evaluation and assessment of the current promotion and appointment system that operates within the gendarmerie.

To provide consultancy, research, experience and advice in order to determine a future promotional and appointment system for a professionalised law enforcement agency and then, to start its implementation in accordance with the action plan.

3.4.4. Improving gendarmerie criminal investigation capacity

Unlike the previous modules, this one should lead up to short term concrete upgrading.

Evaluation and assessment of the current investigation capacity of the criminal department, laboratories and public order department, and of the investigation units.

Study visits to member states criminal laboratories and crime scene investigation units.

The identification of specific training needs and equipment for people involved in criminal investigation activity.

Development of training material and curriculum, based on experience and practical situations as far as possible.

Delivery of specific training and equipment in accordance with the identified training needs.

Taking into account that the gendarmerie will participate in the twinning project on “strengthening the fight against organised crime” in the general policy and drug trafficking modules, the above will be carried out for the following areas in particular:

- financial crimes, including money laundering
- high-tech crimes, including data protection
- struggle against organised crime,
- crime scene investigation,
- forensic analysis,
- disaster victim identification,
- criminal analysis.
In order to be able to carry out the above trainings and support this module, the procurement of the following equipment will be necessary through a supply tender as the Gendarmerie does not have them:

- data inspection programmes
- e-mail filters
- web filters
- image recognition software

for the trainings of the cyber crime unit and

- static hardware
- static software
- mobile hardware
- mobile software

for the tracking of vehicles in the fight against organised crime and smuggling.

A detailed list of the equipment and the corresponding costing is provided in the Annex.

**3.4.5. Strengthening cooperation with the Turkish National Police and international cooperation**

- Evaluation and assessment of the current cooperation and coordination between the Gendarmerie and National Police, in line with relevant documents existing in this respect, among which the conclusions of the Sub-committee No. 8 on 15 December 2003 in Ankara can be mentioned.
- Study visits to Member States.
- To provide consultancy, research, experience and advice in order to determine a future model for improved cooperation and coordination, including joint investigations, criminal analysis, use of information and intelligence, databases, etc.
- Establishment of a joint working group for cooperation with the police.
- To provide consultancy and training on international cooperation, in the view of a medium term adhesion to international police cooperation institutions (EUROPOL, CEPOL, INTERPOL)

**3.5. Linked Activities**

- The “police, professionalism and the public” project, funded by the European Commission and implemented by the Council of Europe, took up the earlier work developed within the framework of the police and human rights 1997-2000 programme of the Council of Europe. The programme’s aim is to develop professionalism and respect for human rights in the Turkish National Police and the Gendarmerie in their behaviour and relations with the public. This is to be achieved by reorganising the content of the two organisations’ basic, in-service and management training to incorporate respect for human rights standards and practical
training for trainers of both organisations in modern teaching methods. The programme started in 2002.

- 2002 twinning project concerning the National Police on “improvement of statement taking methods and rooms” aims at improving and placing statement-taking activity in the process of judicial investigations in the context of a shift towards evidence-based prosecutions, and to strengthen cooperation and coordination regarding judicial investigations between law enforcement institutions. Going one step further, in so far as detention conditions of suspects and treatment of detainees are concerned, this project has been designed in a complementary manner to the 2002 project on statement-taking.

- 2002 twinning project on “strengthening the fight against organised crime” involves both the Turkish National Police, as the main beneficiary, and the Turkish Gendarmerie. The project starts in April 2004. Assistance and training as well as a modest investment package are foreseen to increase the investigative capacity of the police and gendarmerie in combating organised crime, in particular illicit production and trafficking of drugs and high tech crimes.

- Within the framework of 2003 pre-accession financial assistance, two projects were designed for the Turkish National Police. One project aims at increasing its accountability, effectiveness and efficiency, which is quite similar to the design of the present project. The other project aims at strengthening the forensic capacity of the Turkish National Police, with the aim of developing and implementing a policy for a shift towards evidence based prosecutions and supporting investigations by scientific means. This, in turn, complements both the statement-taking project of 2002 and the project on police accountability, effectiveness and efficiency under the 2003 EU financial assistance.

There is no programme of assistance specifically designed for the Gendarmerie in Turkey so far. This will be the first one.

Nevertheless, the Turkish Gendarmerie belongs to the FIEP association since 1998.  

3.6. Lessons learned

This is the first time such activity is to be financed by the EU in Turkey and no Turkey-specific lessons can therefore be drawn from previous annual programmes.

However, the lessons learned in particular through institution building based on twinning, and other JHA issues in other candidate countries under the PHARE programme, have been incorporated into the design of this project. These lessons underline the importance of a longer term dimension to developmental projects which aim to improve and modernise existing structures and operating procedures. The principle underpinning the modernization of law enforcement institutions is to understand that it is a dynamic subject. This is especially so within the European context, with a sharing of common problems and the free movement of people and goods.

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2 FIEP, meaning in French “France, Italie, Espagne, Portugal”, which are the founding members, is an association of 8 gendarmerie type law enforcement institutions of European and Mediterranean countries, which aim is mainly to share best practices in human resources management, service organisation, new technologies and logistics.
Twinning projects offer the candidate country a long-term adviser who is able to mobilise considerable resources from the member states, in order to assist with the development of the most suitable response to particular problems. It has proven to be of more practical benefit to the candidate countries, than management consultants, who usually concentrate on one specific issue for a limited period of time.

An additional benefit in JHA terms has been the longer term development of cooperation and contact between different law enforcement agencies within the EU, and especially for the encouragement of relationships in the expansion of Europol.

There is no European model for policing, each country organises and implements its’ own particular style. Twinning offers the opportunity for a candidate country to examine and consider the advantages and disadvantages of the different systems as well as to adopt those procedures and processes that appear to work well. It is an opportunity to adopt “best practices”.

Further information regarding the law enforcement organisations in Turkey and police cooperation is available in the mission report on the situation in the field of Justice and Home Affairs in Turkey drafted by the General JHA Expert Mission to Turkey in September 2000. The mission report draws attention to the need for “effective co-ordination on the field between relevant institutions” and “further development of international co-operation”. Furthermore, the specific working group meetings on police cooperation and fight against organised crime held on 13-14 October 2003 within the framework of preparations for the Subcommittee No. 8 have shown a clear need for increasing professionalisation within the Gendarmerie and an improved cooperation and coordination between the Gendarmerie and the Police in Turkey.

4. Institutional Framework

The Twinning Project will be implemented by the Turkish Gendarmerie in close cooperation with the Turkish Ministry of the Interior. The nature of the geography of Turkey and the need to implement reform and modernisation throughout the whole country, mean that it is essential to arrange a number of training courses and perform some of the developmental work outside of Ankara.

A Project Steering Committee (PSC) will be set up comprising of senior representatives of the Ministry of Interior, Turkish Gendarmerie represented by all relevant departments, the European Commission and the Member State(s) providing the technical assistance foreseen in the institution-building package. The PSC will monitor, supervise and co-ordinate the overall progress and implementation of the project. The PSC will provide guidance for the different components of the project, will define priorities, approve and monitor budgets and approve the results. The PSC will be chaired by the Senior Programme Officer (SPO), who will have the overall responsibility for all issues concerning the management and monitoring of the project.

For the sound and solid implementation of this programme, the General Command of Gendarmerie shall also create a Project Implementation Unit (PIU) for the day-to-day management of the project. The role of the PIU will be to manage and solve, according to the Practical Guide for External EC Assistance or other additional EC guidelines on twinning, all issues concerning the management of the project, including planning and identification of tasks, reporting, preparation of twinning agreements, participation in tendering, monitoring and evaluation of activities. The PIU will report to the Programme Steering Committee and the Contracting Authority (CFCU).

For each of the objectives “Working Groups” will be established. The chair and members of the individual Working Groups shall be identified during the drafting of the contract for this twinning project.

As the project is an institution building project for enhancing the professionalism of the Gendarmerie in its law enforcement functions and tasks, this will necessitate a change in the institutional framework as described in the background and lead to a move away from the intensive use of conscripts in law enforcement duties and a consequent change in the recruitment, training and personnel policies of the Gendarmerie together with reorganisation of the service.

5. Budget (Euro)

<table>
<thead>
<tr>
<th>Project Components</th>
<th>Investment</th>
<th>Institution Building</th>
<th>Total EU financing (I+IB)</th>
<th>National co-financing</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Twinning</td>
<td>/</td>
<td>1,970.000</td>
<td>1,970.000</td>
<td>/</td>
<td>1,970.000</td>
</tr>
<tr>
<td>Supply contract for equipment</td>
<td>112,500</td>
<td>/</td>
<td>112,500</td>
<td>37,500</td>
<td>150,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>112,500</td>
<td>1,970.000</td>
<td>2,082,500</td>
<td>37,500</td>
<td>2,120,000</td>
</tr>
</tbody>
</table>

Turkey’s contribution to the project to fulfil the Twinning co-financing requirements and institution building component not indicated here will cover provision of office equipment and space for the Resident Twinning Advisor RTA and short and medium term experts from Member State(s), organisational costs of trainings, seminars and workshops (rental fees for training and seminar venues, interpretation equipment, accommodation, catering as well as local and international travel of trainees in the framework of study visits and traineeships) and other costs non-eligible for pre-accession funding, as specified in the “Reference Manual on Twinning Projects”.

Indicative Budget Breakdown

- **MS Project Leader Costs**: 20,000
- **RTA Costs**: 400,000
- **RTA Assistant**: 50,000
- **Module I - Restructuring**: 300,000
Module II - Training 500.000
Module III - Personnel management 100.000
Module IV – Criminal investigation 400.000
Module V – Strengthening cooperation 100.000
Contingency 100.000
Equipment 150.000

**Total – (maximum budget)** 2.120.000

6. Implementing Arrangements

6.1. Implementing Agency

The Central Finance and Contracts Unit (CFCU) is the implementing agency responsible for tendering, contracting and accounting. The PAO is Ercan Tortop of the CFCU.

**Contracting Authority:**
Central Finance and Contracts Unit
Mr. Ercan Tortop
Tel: (+90 312) 472 37 00
Fax: (+90 312) 472 37 44
Ehlibeýt Mahallesi 6. Sokak No:18/8 Ekşioğlu İş Merkezi 06520 Balgat/Ankara, TURKEY

6.2. Twinning

The project will be implemented in the form of a Twinning contract between Turkey and a Member State/Member States.

The Twinning partner(s) will provide a Resident Twinning 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. The EU Twinning advisors will work together with the staff of the beneficiary institution under the overall direction of the beneficiary institution and the Project Steering Committee. In addition to providing the twinning 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 Twinning partner will be a Member State institution directly involved in law enforcement. Member States may also form a consortium which could result in a wide range of qualified senior experts gathered from public administrations or mandated bodies from up
to two Member State, provided that national approaches can be harmonised within this consortium.

All the above components will be implemented through twinning arrangements.

The key Inputs to be provided through twinning phase of the project include:

- A 24-month Resident Twinning Adviser, to be hosted within the Turkish Ministry of the Interior,
- A series of short-term experts for each of the specific components outlined above,
- A proven track record and practical experience in delivery of similar projects.

6.2.1. Beneficiary

The beneficiary is the Turkish General Command of the Gendarmerie.

On the Turkish side, the project leader is:
Staff Colonel Bektas Sahin
Head of the Department of Foreign Relations and Human Rights
Address: J.Gn.K.luğu GnP.Bşk.luğu Beştepe/ANKARA
Phone: 0312 456 2260
Fax : 0312 212 94 42
Mail : bektassahin@yahoo.com

The counterpart of the Resident Twinning Adviser (RTA) is:

Major Ali Ihsan Durmaz
Branch officer of E.U and Legislation Monitoring
Address: J.Gn.K.luğu GnP.Bşk.либо Beştepe/ANKARA
Phone : 0312 456 2275
Fax     : 0312 212 94 42
Mail    : adurmaz@jandarma.gov.tr

6.2.2. Member State inputs

6.2.2.1. PL (Project Leader)

The PL should be a high ranking official with broad knowledge of all processes in the area of Justice and Home Affairs that the project deals with, who will continue to work at his/her Member State (MS) administration but devote some of his/her time to conceive, supervise and co-ordinate the overall thrust of the Twinning project.

The PL will allocate a minimum of 3 days per month including one visit every 3 months (more for complex projects) to Turkey as long the project lasts.

a) Qualifications:

- Broad long-term knowledge of all processes in the area of acquis that the project is dealing with,
• High-ranking official,
• Overall appreciation of the problems and solutions in the sector;
• Capable of unblocking any problems at highest level,
• Good leadership skills.

b) **Tasks:**

• Overall project co-ordination,
• Co-chairing, with the Turkish PL, the regular project implementation Steering Committee meetings,
• Providing necessary support to implement activities,
• Mobilising short term experts,
• Executing administrative issues (i.e. signing reports, administrative orders, etc.).

6.2.2.2. **Resident Twinning Adviser (RTA)**

a) **Qualifications**

The RTA should have the following qualifications and skills:

• Good knowledge of law enforcement organisations, organisational reform and change management in a law enforcement environment, with extensive managerial experience,
• Be familiar with law enforcement organisations and developments in the EU member states,
• Have access to specialist personnel who are able to provide the detailed and relevant information or other skills required,
• Play the key role in the management of the twinning project and should have the necessary managerial skills,
• Sound communication skills and previous experience of working in a multi-disciplinary and multi-national team,
• Good knowledge of English.

b) **Tasks**

• Play the key role in the management of the twinning project,
• Advise on re-organisation of the service,
• Monitor the project implementation and propose corrective management actions,
• Monitor the disbursement of funds of the project,
• Support and consultancy on training programmes, technical infrastructure and current trends,
• To plan and coordinate outputs,
• Together with the Project Leader to nominate and mobilise the short term experts,
• To supervise the short term experts,
• To coordinate and organise study visits, training activities, workshops and public awareness activities,
• To ensure proper quality of outputs,
• To provide detailed reports on the impact of the project,
• Assist in the preparation of all strategic project documents [inception study, sector strategy/policy/plan, quarterly monitoring reports, final project report, training manuals etc.]

The duration of the assignment of the long-term advisor will be 24 calendar months.

The RTA is expected to ensure, together with the host administration, the achievement of the objectives listed in 3.3. In order to meet these objectives the expert may propose alternative and/or complementary project activities and/or outputs to those identified in the sections 3.4., if regarded as necessary and justified.

6.2.2.3. Tasks of short-term and medium-term experts

The experts will work in close co-operation with the RTA and the PIU staff in order to meet specific objectives as set out above.

a) Qualifications

The experts will be qualified in the particular fields in which they are being utilised, either through formal qualifications or through practical experience. The experts should have the following knowledge and experience:

• Sound background in drafting and implementing concepts and policies in the area of law enforcement and programmes for law enforcement training,
• Implementing train the trainers system and creating “multiplicators”,
• EU acquis on police cooperation and fight against organised crime,
• Modern methods for adult education/training and didactics for adults,
• “Consultancy” experience in an international context,
• Skills in policy development,
• Skills in financial planning and management,
• Strong communication skills,
• Good command of English.

b) Tasks

Each expert in his/her scope of expertise should make an analysis of the current situation and develop a concept together with the experts of Turkey as to further implement an efficient reorganisation of the service.

• To contribute to the project with specialist knowledge in the area of law enforcement in EU standards;
• To provide specialist support and advice services;
• To prepare training course modules;
• Delivery of selected training modules to the Turkish staff.

6.3 Required contributions of responsible institutions
The implementation of the programme requires the full commitment and participation of the senior management of the General Command of Gendarmerie. They must be fully involved in the development and implementation of the policies and institutional changes required to deliver the project results. The senior management must ensure the creation of Working Groups for the different objectives of the project to facilitate the implementation of the respective activities of the twinning project.

The Turkey twinning partner shall ensure that appropriate staff is made available to work alongside the EU MS twinning partner. It must appoint chairmen and participants for the Working Groups.

The Turkey twinning partner will ensure adequate support and basic equipment for the work of experts. This includes administrative support, office space, phone, fax and e-mail, translation (when necessary), and provision of other necessary conditions. The contribution should also include logistical support for the various training activities, including selection of trainees (in consultation with the EU experts), as well as providing the EU experts with legislation and any other documents necessary for the implementation of the project.

The Turkish Gendarmerie will be responsible for the provision of the necessary resources to enable the Resident Twinning Adviser (RTA) to function properly. The beneficiary will support the implementation of the proposed project by assuring the necessary organisational environment, making available the necessary personnel and covering the related running and administrative costs. The Gendarmerie will also arrange the nomination of module coordinators.

The Turkey twinning partner shall also provide all possible assistance to solve unforeseen problems that the EU MS twinning partner(s) may face.

6.4. Non-standard aspects
N.A.

6.5. Contracts
This project will be implemented through a twinning covenant and a supply contract.

The twinning covenant is in the focus of the project (estimated value is Euro 1.970.000).

One supply contract is envisaged, which covers the equipment inputs (estimated value is Euro 150.000).

7. Implementing Schedule
The Twinning project is scheduled for two years duration.

Start of twinning selection  4 Quarter / 04
Start of twinning activity  2 Quarter / 05
Tendering of equipment  2 Quarter/05
Contracting of equipment  4 Quarter/05
8. Equal Opportunity

The share of female staff is insignificant within the Turkish Gendarmerie (114/45,000), but the trend is rising. Thus, whilst considering the share of women to men employed in the Gendarmerie service, the beneficiary will pay special attention to assure the highest possible participation of women in the project. 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.

9. Environment
N.A.

10. Rates of return
N.A.

11. Investment criteria
N.A.

12. Conditionality and sequencing

There is no pre-condition for the start of the project. However, during project implementation the Turkish Gendarmerie commits itself to institutional change, to adopt new curriculum, training methods and standards developed during the programme and disseminate them through further training and awareness-raising activities, especially through the use of trainers trained in the programme.

The Gendarmerie will also publish the newly developed standards and strategies and communicate them to the public.

Projects to be implemented through twinning require the full commitment and participation of the senior management of the beneficiary institution. In addition to providing the twinning partner with adequate staff and other resources to operate effectively, the senior management must be involved in the development and implementation of policies and institutional change required to deliver the project results.

This project adopts a logical approach in design and implementation, starting from the drafting of an overall strategy as the first result, and the subsequent development and implementation of more detailed programmes and action plans. It is important though that the individual sectors are allowed to progress at their own speed and sectors where progress is rapid should not be restricted by less rapid ones.

The twinning project will have to seek for durable solutions and approaches which shall ensure adoption of the EU standards and best practices in the area of law enforcement, fight against crime and police co-operation and thus prepare grounds for Turkey’s full integration into the EU.

During project implementation close cooperation with the European Commission and twinning partners will ensure best results by contributing to the preparation of activities and monitoring implementation of the working groups’ findings and products.
ANNEXES

1. Logical framework matrix in standard format
2. Implementation chart in standard format
3. Contracting and disbursement schedule by quarter for full duration of programme
4. List of equipment
5. Reference list of feasibility/pre-feasibility studies
6. Reference list of relevant laws and regulations
7. Reference list of strategic plans and studies
### Annex I: Logframe Matrix

**Enhancement of the professionalism of the Turkish Gendarmerie in its law enforcement activities**

<table>
<thead>
<tr>
<th>Overall Objective</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
</table>
| To enhance the accountability, efficiency and effectiveness of the Turkish Gendarmerie in its law enforcement activities, in accordance with EU policing standards, procedures and best practices. | - Achievement of compatibility with the EU Acquis  
- Number of human rights complaints and abuses registered by JIHIDEM and relevant NGOs decrease by 20% at project end compared to 2004 | - Evaluation of the EU Regular Report on Turkey’s progress towards accession  
- Evaluation of the progress in the implementation of the Turkish NPAA | - Lack of financial resources to cover all needs. |

<table>
<thead>
<tr>
<th>Project Purpose</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
</table>
| Development and implementation of an Action Plan for the reorganisation of the law enforcement service of the Gendarmerie, modern training and personnel management in line with current EU practices in the area of professional policing, and enhanced criminal investigative capacity. | - Action Plan is completed by April 2006.  
- Newly adopted operational standards and procedures are implemented in pilot districts by mid 2006  
- New training curricula and programmes are adopted by September 2006 and implemented by 2007.  
- New personnel system is modelled and endorsed by September 2006.  
- 10% increase in conviction rate at end of project compared | - Evaluation and expert mission reports  
- Reports from working committees and groups  
- EC Representation monitoring reports. | - Lack of coordination and cooperation between law enforcement and other judicial agencies  
- Inadequate and insufficient infrastructure of equipment and channels of communication  
- Major logistical and geographical difficulties |
<table>
<thead>
<tr>
<th>Results</th>
<th>Objectively Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions and Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Action Plan for the reorganisation of the service endorsed</td>
<td>- 22 key personnel trained on change management training by the end of 2005</td>
<td>- Evaluation of relevant reports</td>
<td>- Insufficient, inadequate or poor coordination of law enforcement agencies</td>
</tr>
<tr>
<td>- Detailed project proposals and technical specifications elaborated</td>
<td>- Managerial training in the issues listed on page 13, completed by mid 2006 (12 instructional</td>
<td>- On-going evaluation of the Project</td>
<td>- Insufficient or inadequate coordination of effort within the judicial process</td>
</tr>
<tr>
<td>- Operational standards for the Gendarmerie endorsed</td>
<td>designers and 120 managers)</td>
<td>- Twinning report</td>
<td>- Inadequate training opportunities for staff</td>
</tr>
<tr>
<td>- Programme for pre-service, in-service and management of human</td>
<td>- Project proposals and technical specifications submitted to the EC 2006 onwards</td>
<td></td>
<td>- Insufficient financial and human resources are allocated by the Turkish government</td>
</tr>
<tr>
<td>- Proposals for a new personnel system including appraisal, promotion</td>
<td>- Feasibility study on gendarmerie facilities completed by mid 2006</td>
<td></td>
<td>- Displacement of key personnel and/or resistance emerge from current or newly</td>
</tr>
<tr>
<td>- Criminal investigation capacity improved</td>
<td>- 120 trainers trained by the end of 2006 in the matters listed on page 13 by end 2006</td>
<td></td>
<td>appointed gate keepers.</td>
</tr>
<tr>
<td>- Model and protocols for institutional cooperation with other Turkish</td>
<td>- Human resource strategy and Action plan for implementation of the promotion and appointment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Human resource strategy and Action plan for implementation of the</td>
<td>system completed by September 2006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 10% increase in number of successful criminal investigations and</td>
<td>- 10% increase in number of successful criminal investigations and operations by project</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Model for coop. and coor. with police adopted and joint working</td>
<td>end compared to 2004</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- twin key personnel trained on change management training by the</td>
<td>Model for coop. and coor. with police adopted and joint working group established by end 2006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td>Means</td>
<td>Costs</td>
<td>Assumptions and Risks</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>--------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>- Analysis, evaluation and assessment of the existing organisation and</td>
<td>- Twinning Contract</td>
<td>• Full commitment of the involved authorities</td>
<td></td>
</tr>
<tr>
<td>structure of the gendarmerie, with regard to the commitment of</td>
<td>- Supply Contract</td>
<td>• Twinning assistance from an appropriate agency(ies) in EU member</td>
<td></td>
</tr>
<tr>
<td>professionals and conscripts in law enforcement duties.</td>
<td></td>
<td>state(s)</td>
<td></td>
</tr>
<tr>
<td>- To provide change management training to the senior command team and</td>
<td>- Training list and curriculum which</td>
<td>• Effective monitoring of project implementation</td>
<td></td>
</tr>
<tr>
<td>to the restructuring team.</td>
<td>will be obtained from the identification</td>
<td>• Timely availability of adequate resources</td>
<td></td>
</tr>
<tr>
<td>- To provide analytical, research and surveying skills for members of</td>
<td>of training needs, the reports of the</td>
<td>• Staff will be released for training</td>
<td></td>
</tr>
<tr>
<td>the restructuring team.</td>
<td>evaluation and assessment and the</td>
<td>• Staff will be able to absorb the training</td>
<td></td>
</tr>
<tr>
<td>- To provide consultancy services to enable adequate surveys to be</td>
<td>outputs of the assistance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>carried out of both sample populations of the gendarmerie and the</td>
<td>- Organisation and delivery of training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>public, in respect of future law enforcement services. Both surveys</td>
<td>for trainers, including study tours</td>
<td></td>
<td></td>
</tr>
<tr>
<td>to be funded through the project</td>
<td>- Equipment provided</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Review of the functioning of JIHIDEM (the Gendarmerie Centre for</td>
<td>- Beneficiary’s own resources allocated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Examination and Evaluation of Human Rights Violations) and elaboration</td>
<td>for the envisaged training facilities at</td>
<td></td>
<td></td>
</tr>
<tr>
<td>of recommendations in order to make it more functional</td>
<td>the regional level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Training of officers working in JIHIDEM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Study visits to member states.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- To provide assistance, consultancy, research and advice in the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>detailed preparation of the Turkish Gendarmerie, for the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>reorganisation of the service as a professional law enforcement body.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- To provide senior managerial training in line with the new structure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>endorsed.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- To develop a strategy for a transition to a more professional,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>modern law enforcement agency.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- To provide advice and assistance to the ministries of interior,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>defence, justice, state planning organisation, local authorities and</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>any other agency closely involved in the restructuring process.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Identification and prioritisation of both infrastructure and equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>necessary to implement the Action Plan.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
- Identification of national co-financing for the above.
- Preparation of an action plan taking into account the results of the above, and the results of the modules regarding training, personnel management system, criminal investigation capacity and cooperation at national and international level.

- Production of manual of guidance for the architectural standards for territorial gendarmerie facilities, housing units composed with a majority of professionals
- To review and upgrade the existing set of standards for the protection of human rights for detainees in gendarmerie facilities.
- To review and upgrade the set of standards for the proper collection and protection of evidence from detained persons, witnesses, victims and crime scenes.
- To review and upgrade the set of standards for the design of facilities for the detention of suspected persons.
- To review and upgrade the set of standards for the design of facilities for private consultation of detained persons.
- The completion of a feasibility study for the building/restructuring of model territorial gendarmerie facilities in Turkey
- Assistance in elaboration of detailed project proposals and technical specifications for the building/restructuring of model territorial gendarmerie facilities in Turkey

- Production of recommendations for the
standardisation of working conditions for gendarmerie personnel in accordance with the EU standards.
- Production of recommendations for public order services and working methods.

- Evaluation and assessment of the current basic, in-service and management training programmes, operated in gendarmerie schools and units, for all categories of personnel, comprising the conscripts.
- Visit to some member states training organisations.
- The identification and design of future developments to the curriculum of basic, in-service management training and continuous professional development, including the development of remote training with a network
- Design of practical training models
- The identification of specific training needs for people involved in the management of training and training delivery.
- Advice and assistance to establish a training development centre, able to disseminate its production to the field units through an interactive network.
- Development of evaluation criteria for training and performance assessment of trainees.
- Delivery of specific training in accordance with the identified training needs.

- Evaluation and assessment of the current personnel appraisal system that operates within the gendarmerie.
- To provide consultancy, research, experience and advice in order to determine a future appraisal
- To produce a human resource strategy for the Gendarmerie to be implemented in accordance with the Action Plan identified in the reorganisation module.

- Evaluation and assessment of the current promotion and appointment system that operates within the gendarmerie.

- To provide consultancy, research, experience and advice in order to determine a future promotional and appointment system for a professionalised law enforcement agency and then, to start its implementation in accordance with the action plan.

- Evaluation and assessment of the current investigation capacity of the criminal department, laboratories and public order department, and of the investigation units.

- Study visits to member states criminal laboratories and crime scene investigation units.

- The identification of specific training needs and equipment for people involved in criminal investigation activity.

- Development of training material and curriculum, based on experience and practical situations as far as possible.

- Delivery of specific training and equipment in accordance with the identified training needs.

- Evaluation and assessment of the current cooperation and coordination between the
Gendarmerie and National Police.
- Study visits to Member States.
- To provide consultancy, research, experience and advice in order to determine a future model for improved cooperation and coordination, including joint investigations, criminal analysis, use of information and intelligence, databases, etc.
- Establishment of a joint working group for cooperation with the police.
- To provide consultancy and training on international cooperation, in the view of a medium term adhesion to international police cooperation institutions (EUROPOL, CEPOL, INTERPOL)
### ANNEX II: Implementation Chart

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- **Design**
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- **Implementation and Payments**
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### ANNEX III: Contracting and Disbursement Schedule (in Euro)

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ANNEX IV: Indicative List of Equipment

The following list comprises the equipment which is felt as necessary to implement the module IV “improving gendarmerie criminal investigation capacity”, specially the fight against high-tech crime and organised crime.

The equipment is aimed at strengthening the operational capacity of the cyber crimes unit of the public order department, and of the anti-smuggling and organised crime department units.

**Equipment for the cyber crime unit:**
The following software is needed to examine the e-mail, web pages and data in suspects’ computers, and to analyse the images for identification of suspects.

- Data inspection programme: 2 items, 6.700 Euro each = 13.400 Euro
  Software used for examining files in suspects’ computer by reaching the data on the formatted hard disk.
- E-mail filter: 2 items, each 2.500 Euro = 5.000 Euro
  Software used to examine and inspect the e-mails, provided by internet service system (ISS).
- Web filter: 2 items, each 2.500 Euro = 5.000 Euro
  It is used to examine the web pages in live, in order to be able to identify the I.P code of the computer used for updating the web pages.
- Image recognition software: 2 items, each 3.300 Euro = 6.600 Euro
  It is used to analyse images for identification of suspects.

  **Sub-total = 30.000 Euro**

**Equipment for the anti-smuggling and organised crime department:**
The following software is needed for the tracking of suspects’ vehicles, which gives the law enforcement personnel a very useful equipment to cope with organised crime and drug trafficking through the borders towards European countries.

The main components and estimated costs for the tracking of 10 vehicles are as follows:

- Static hardware: geographic information conversion pacer = 5.000 Euro
- Static software: geographic information pacer = 93.000 Euro
- Mobile hardware: locator base unit (GPS client), antennas of GPS and GSM, power supply = 2.000 Euro
- Mobile software: geo kit Vec Serv client X 10 = 20.000 Euro

  **Sub-total = 120.000 Euro**

**Global Total = 150.000 Euro**
ANNEX V: Reference list of feasibility/pre-feasibility studies

- Study visit of expert Mr. Marc Betton, Colonel in the French Gendarmerie, Direction Générale de la Gendarmerie Nationale, between 22-25 March 2004 to Turkey.
ANNEX VI: Reference list of relevant laws and regulations

1. Law on Establishment, Duties and Powers of the Turkish Gendarmerie.
2. Law on Duties and Powers of the Turkish National Police.
3. Code Criminal Procedures.
4. Law on Combat Against Terrorism
5. Law on Struggle Against Terrorism
7. Law on Struggle Against Organized Crime Groups
8. The Turkish Penal Code
9. Regulation on Establishment, Duties and Powers of the Turkish Gendarmerie
10. Regulation on Apprehension, Taking into Custody and Taking Statements
11. Regulation on Legal and Preventive Searches
12. Regulation on Application of Law on Struggle Against Organized Crime Groups
13. Regulation on Application of Law No:4208 on Struggle Against Money Laundering
14. Regulation on Duties and Powers of Criminal Department and Regional Branch Offices of Criminal Laboratories of the Turkish Gendarmerie.
ANNEX VII: Reference list of strategic plans and studies

There is no strategic plan or study relevant to the project.