

Standard Project Fiche

1. Basic Information

- 1.1 CRIS Number:** TR080213
1.2 Title: Training of Border Police
1.3 Sector: 24-Justice, Freedom and Security
1.4 Location: Republic of Turkey

Implementing arrangements:

1.5 Implementing Agency:

The Central Finance and Contracting Unit (CFCU) will be Implementing Agency and will be responsible for overall coordination and monitoring of project implementation, all procedural aspects of the tendering process, contracting matters and financial management, including payment of project activities.

The Director of the CFCU will act as Programme Authorizing Officer of the project.

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1.6 Beneficiary:

Turkish National Police (Training Department and Department for Foreigners, Borders and Asylum)

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Please also refer to Annex 3 for further details.

1.7 Overall cost: €1,200,000

1.8 EU contribution: €1,140,000

1.9 Final date for contracting: 2 years after the signature of the Financing Agreement

1.10 Final date for execution of contracts: 2 years following the end date for contracting

1.11 Final date for disbursements: 3 years following the end date for contracting.

2 Overall Objective and Project Purpose

2.1 Overall Objective(s):

To achieve the EU overall strategic goal of open and secure borders by developing and strengthening in-service training system of Turkish Police working in the field of securing borders in alignment with the EU's integrated border management (IBM) policy.

2.2 Project purpose:

Improving the in-service training capacity of the Turkish National Police working at border gates and further development of integrated border management best practices in line with EU's IBM policies and strategies.

2.3 Link with Accession Partnership (AP)/ NPAA / EP /SAA

2008 Accession Partnership

Short-term priorities:

Continue efforts to implement the National Action Plan on integrated border management including through the definition of a precise road map. Steps should be taken to establish the new border law enforcement authority.

Continue efforts to implement the National Action Plan on Asylum and Migration (including through the adoption of a roadmap), increase capacity to combat illegal migration in line with international standards.

Medium-term priorities:

Accelerate efforts to set up an integrated border management system in line with the Acquis, based on close interagency coordination and professionalism of staff, covering inter alia a pre-screening mechanism to identify persons in need of international protection at borders. Continue with alignment with the Acquis in the field of asylum, in particular through the lifting of the geographical limitation to the Geneva Convention and through strengthening protection, social support and integration measures for refugees.

According to the **NPAA 2003** (National Programme for the Adoption of the Acquis) for Turkey, there are four main objectives to be completed to fit the requirements in this field:

- Cooperation and coordination between the competent Ministries and other public institutions will be strengthened.
- Border management will be reinforced and preparations will be made to fully

implement the Schengen Convention.

- Work will be undertaken for the alignment of Turkish visa legislation and practices with the EU.
- Measures already underway will be enhanced to further decrease the number of people attempting to reach Western European countries illegally, and additional initiatives will be taken to strengthen these measures.

Regular report priority

Chapter 24 of “Turkey 2007 Progress Report” prepared by European Commission suggests that:

-the National Action Plan needs to be equipped with a more precise roadmap containing concrete actions, targets, realistic deadlines, responsible authorities and an estimated budget for each of the actions requiring important investment. Further attention needs to be paid as regards training and professionalism of border staff, risk analysis capacity and modernisation of checking equipment.
-Considerable and sustained efforts are required in areas such as police cooperation and external borders.

2.4 Link with MIPD (Multi-Annual Indicative Planning Document for Turkey)

MIPD for the period 2007-2009 foresees a financial envelope for EU assistance to Turkey of 1.6 billion euros. As a candidate country, Turkey is eligible for all five IPA components: I) Institution Building, II) Cross-border Cooperation, III) Regional Development, IV) Human Resource Development and V) Rural Development.

MIPD identifies the relevant priorities and actions required to address the three objectives of the pre-accession strategy.

The Institution Building component, representing the largest budgetary allocation, will address all three objectives.

As concerns the adoption and implementation of the *acquis*, the main areas of activity, reflecting the volume of legislation to be transposed and implemented as well as the investments required, will be: agriculture and food safety; **justice, freedom and security (particularly border management; migration and visa policy**; and international cooperation among law enforcement agencies); and environment.

According to the first component of the MIPD, I- Institution building; for 2007-2009, the eligible areas of intervention for the Institution Building components are defined by the Accession Partnership.

The priorities for assistance under the Institution Building component will be transposition and implementation of the *Acquis* for the **Migration and asylum policy, Border management**; Visa policy and practice, Fight against organised crime, drugs under the chapter of Justice, Freedom and Security.

2.5 Link with National Development Plan (Contribution to National Development Plan (and/or Structural Funds Development Plan/SDP)

According to point 726 of the 9th National Development Plan, in accordance with the National Action Plan towards the implementation of Turkey’s IBM Strategy; the legal and institutional framework action will continue towards establishing a professional border enforcement unit.

2.6 Link with national/sectoral investment plans

Turkey must provide the borders with technological equipment and implement certain projects with the EU funds to establish surveillance and controls meeting the EU standards in line with the institutional and legislative efforts for integrated border management.

A financing source from the EU funds and from the Turkish government should be created for the investments. The Financing Plan annexed to the National Action Plan should be taken into consideration in implementing the investments.

The investments included in the financing plan are distributed over the years, according to their priority. As these efforts are within the scope of a long-term program, the future financing facilities should also be utilized for this purpose.

3 Description of project

3.1 Background and justification

a) Relevant country background

The Turkish Government in the course of progress towards accession to the EU and in response to the obligations of the EU and MS is actively following a **NPAA 2003**. However the objective of the process of law approximation is to not only to 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, aimed at enhancing 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.

Current state of affairs in the relevant sector

After the membership to the EU, as Turkey's eastern borders will be the external eastern borders of the Union, management of a comprehensive border security and its implementation constitutes an important subject.

Turkey has difficulties in providing border security as she is a country which has long mountainously steep land borders on the east and southwest. She has also long costs, which constitutes sea borders on her South, North and West. She poses a crossroads among Middle East, Asia and Europe. Due to this geographical location a strong border controlling and safeguarding organization is needed. Turkey has total 2.949 km. of land borders and a rugged land configuration. 65 % of her land borders are on mountainous region. Borders in east and southeast lies on mountains. Besides, on some border regions, the climatic conditions are very harsh, where winter may last up to six months.

In the recent years, illegal border crossings, mostly in the form of multinational organized crime (smuggling, trafficking and terrorism etc.) nature have created serious ramifications not only for Turkey but also for European border management system. In the period of 2002 and 2006, 309 683 illegal immigrants have been captured by existing border units. In 2006, the amount of illegal crossings is about 51 983. Specifically for blue borders, 1334 illegal immigrants and 30 organizer people have been captured at 122 events in 2005, whereas the numbers are 1665 and 45 illegal immigrants and organizers respectively for 163 events in 2006.

Related programs and other donor activities:

Related EU Twinning Projects are the following:

- TR 02 JH 02 Support for the Development of an Action Plan to implement Turkey's Integrated Border Management Strategy
- TR 04 JH 04 Development of a Training System for Border Police
- TR 03 JH 05 Visa Policy and Practice

- TR 02 JH 03 Support for the Development of An Action Plan to Implement Turkey's Asylum and Migration Strategy

- TR 03 JH 03 Strengthening Institutions in the Fight against Trafficking in Human Beings

- TR 06 01 07 Supporting Turkey's Efforts to Combat Human Trafficking and Promote Access to Justice For All Trafficked Persons

TR 06 01 09 Support to the set up of Asylum and Country of Origin Information (COI) Systems

- TR 07.. Establishment of Reception, Screening and Accommodation Centres for Asylum Seekers and Refugees

- TR 07.. Support to Turkey's Capacity in Combating Illegal Migration and Refurbishment of Removal Centers for Illegal Migrants

- TR 07.. Support to Detailing and Implementing the Action Plan on Integrated Border Management-Phase 1.

b) Current level of Progress

Within the scope of the studies to determine a comprehensive harmonization strategy on the protection of the external borders as a part of the efforts of alignment with the EU legislation and practice, Turkey set up a **Task Force for Asylum, Migration and Protection of External Borders and Organized crime** in 2002, under the coordination of the Ministry of Interior and three separate working groups connected to this task force were established in the fields of "asylum", "migration" and "external borders."

As a result of the studies which continued for one year, "**the Strategy Paper for the Protection of External Borders**" was issued in April 14, 2003, with the contributions of the representatives from institutions and agencies. Based on the strategy paper, "**National Action Plan towards to Implementation of Turkey's Integrated Border Management Strategy**" was drawn up as a result of the twinning project carried out in cooperation with France and UK Consortium and approved by Prime Minister of Turkey on 27 March 2006.

"**Development of a Training System for the Border Police**" is one of the many projects having emerged when "Integrated Border Management" project came to an end. The objective of this project was to put national strategy into practice so as to comply with Acquis in the field of integrated border management. To create an education strategy, program and curriculum meeting EU standards for new border guard to be established was also the main objective of the project.

c) Implementing institutions

Turkish National Police

d) Final objective

The purpose of this project fiche is aimed at putting in place the necessary training processes and supports in order to support and enhance the capacity and capability of those involved in border policing duties. Knowing that the prospective personnel will come from various sources with a wide variety of backgrounds in terms of education, training, experience, and skills, it is essential to develop in-service training curriculum that can be tailored for individual candidates. For this purpose, learning objects approach should be adopted for developing the training curriculum. The project is not limited to those individuals that will comprise the future Border Guard detachment, but also civilians from Government Ministries, Agencies and other organizations that contribute to border management and surveillance tasks.

Specifically this project seeks to put in place the following:

- Training programme (in-service) delivery methods and structures;

- Training curriculum (in-service) development methodology based on learning objects approach;
- Sample modules developed according to the above mentioned approach;
- Definition and standardization of the border policing tasks and duties and identification of the skills and knowledge for the successful performance of those tasks and duties;
- Providing those involved in border duties access to a structured programme of training in relation to Border Policing duties;

e) The corresponding Turkish legislation

The Land Forces Command is the authorized body for the security of the land borders of Turkey under the provisions of Act No. 3497 on the Protection and Security of Land Borders. However, pending the transfer of responsibility for border control to the Land Forces Command, 390 km. of the Turkish-Iranian border, the border between Turkey and Iraq (387 km.), and 83 km. of the Turkish- Syrian border, a total of 851 km. altogether, are currently under the control of the Gendarmerie General Command. The Coast Guard Command is the authorized body for the security of the maritime borders. At land borders, seaports and airports, checks on the entry and exit of persons are carried out by the Turkish National Police; the Under-Secretariat of Customs carries out checks on the entry and exit of vehicles, passenger goods and commercial goods.

f) Necessary amendments and modifications in the corresponding Turkish legislation

No legislation is expected to be reviewed as part of this project. (for further legislations see annex 4): However as part of other related projects the main legislation to be reviewed is as follows

- Act No. 5683 on the Residence and Travel of Foreigners in Turkey;
- Act No. 5682 on Passports;
- Act No. 3497 on the Protection and Security of Land Borders;
- The Act on Military Zones and Respective Regulations.

In addition, to ensure the long term employment and professionalism of the personnel, the draft bill on the amendment of the law no. 2692 was enacted by the parliament on June 18, 2003 and entered into force upon being published official gazette dated June, 2003. With the enactment of that law, the Coast Guard Command was entitled to hire and train its own personnel, and it became no longer dependent on the Naval Forces in term of Staffing.

g) Current institutional changes

As foreseen in the Action Plan, the new border management detachment will be a well trained, professional, centrally organized, civilian unit under the Ministry of Interior.

h) Additional staffing and training requirements for the implementation of amendments and modifications

No additional staffing and training requirements for the implementation are foreseen at this stage.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact

Good functioning border management has two significant functions: one is smooth and efficient flow of goods and passengers and second is maintaining border security. Therefore, the project has significant impact and implications for a variety of sectors varying from commerce to public order and to national security.

National border management system needs to be reconsidered and redeveloped in line with the needs of the national context and taking into account best comparative models. The challenge is

obviously to combine varying cross-sector needs and conflicting priorities, which should be addressed to by not ignoring one function for the other but by maximizing both functions of the border management system.

A process and training system for border management system needs to be reconsidered and redeveloped in line with the needs of the national context and taking into account best comparative models. The challenge is to combine varying cross-sector training and development needs and priorities, and deliver a training system that accommodates Border Police needs in addition to those of Government Ministries and third party agencies involved in border management functions. The object-learning model looks like the most promising approach to cover the needs of the cross-sector training.

3.3 Results and measurable indicators:

Results expected from this project are the following:

R1 To create a program including curriculum development methodology based on learning objects model, a curriculum management system and an e-learning system

Measurable indicators of R1;

The following to be developed and adopted by project end:

- An assessment system for customizing the training curriculum for individual trainees
- An information system for managing the content of the training curriculum modules
- At least 10 modules of training curriculum for those personnel performing duties related to the efficient flow of goods and passengers (first of the two functions specified in Sec. 3.2.) and e-learning modules

The following to be in place by 2011:

- An efficient border management e-learning system established and in place
- An efficient border management training curriculum established and in place

R.2 To improve the efficiency of the practices in compliance with EU best practices in training.

Measurable indicators of R2;

The following to be developed by project end:

- Model training programs
- At least 150 staff participated successfully in in-service trainings

The following to be achieved by 2012:

- Increased level of cooperation between agencies concerning training for border management

3.4 Activities (including inputs = precise list of contracts)

This project will be funded by Turkish National Police with an amount of 60.000 Euro (%5 of Total Budget).

This project has only one Twinning Contract.

This project is designed to enhance the institutional capacity of mainly the TNP and also other relevant institutions involved in border management, in order to provide a more efficient management of borders in compliance with EU best practices.

The duration of this project is 15 months.

R1 To create a program including curriculum development methodology based on learning objects model, a curriculum management system and E-learning system

Activities:

1. Identification of specific training needs for people involved in the management of training and training delivery,
2. Design and development of the curriculum of in-service, management training and continuous professional development for border police on the basis of the training strategy,
3. Design and development of e-learning modules of in-service training for both functions (specified in Sec. 3.2.),
4. Design of practical training models,
5. Development of specific training materials including participant notes and trainer notes in accordance with the training strategy,
6. Development of evaluation criteria for training and assessment of performance of trainees,
7. Training of 25 personnel who will support in designing training programs and curriculum
8. Study visits to Member States to see best practices on training programs and e-learning systems for those who will work in designing training programs,
9. Elaboration of detailed project proposals and technical specifications for designing curriculum development methodology and the curriculum management system.

R.2 To improve the efficiency of the practices in compliance with EU best practices in training.

Activities:

- 1- Assessment and analysis of the EU standards and procedures concerning in-service training practices
- 2- Comparative analysis of the best practices of the EU Member States concerning in-service training
- 3- Development of models for training the staff of relevant beneficiaries
- 4- Analysis of pros and cons of all proposed models
- 5- Training of the staff of relevant beneficiaries
- 6- Study visits, on-the-job trainings and domestic activities will be made for the staff of related beneficiaries working in operational units.

3.5 Conditionality and sequencing

With respect to sequencing of activities the following will be taken into consideration:

- Needs assessment in terms of number of individuals to be trained;
- Development of a structured implementation plan;

3.6 Linked activities

The twinning project: “Development of a Training Strategy for Border Police” which was implemented by the consortium of Spain-Hungary. Output of this project is a training strategy, programme and curriculum in line with the EU standards for the new border police.

The project’s results are as follows:

- Prepared a training strategy for the new Border Guard detachment;
- Developed a programme for pre-service, in-service and management of human resources

development and training including methodology in line with EU standards;

- Developed proposals for the establishment of new training structures and facilities;
- Created an operational standards and best practices for the Border Guard detachment;
- Prepared a “Common Manual of Checks at the External Borders” for Border Guard personnel working at Turkish borders.

Technical Assistance Component was a component of above mentioned project Outputs of this component are requirements Initial Report, Architectural & Facility Adequacy Report, Training Model and documents relating to training collectively known as training specifications, and technical specifications for tender dossiers, cost and market survey, final report.

3.7 Lessons learned

It is important that this project is coordinated well with any EU assistance related to border management and migration that will result in overall architecture to further enable cross-agency cooperation As the Action Plan is setting out priorities for the most immediate investments required, determination of these priorities for the most immediate investments in the field of training.

According to the EU-standards expressed in the Schengen Catalogue, and given the nature of this area as a future external border, the border police must have a sufficient real time awareness of situation, and it must possess a sufficient reaction capacity.

It is envisaged that all personnel to be employed in border management functions should have standard basic training. In the short-term the demand for trained personnel, expected to occur at the inception of the Border Police Detachment, will be met temporarily (or permanently in some situations) from law enforcement units currently in charge of this task (consistent with the National Action Plan).

It is important to say that current project is a follow-up project for implementation of training system and training facilities and there will be no overlaps with the previous project “Development of a Training System for the Border Police”

As it is stated in “Training Strategy Document”, Education/training has the ultimate goal of providing knowledge to carry out border guard missions. Border Guard curricula and practical training is orientated to operational necessities. Even though the action plan describes those, a wider and detailed depiction of missions and tasks should be elaborated (curricula adaptation). Curricula proposed have taken into account best practices on the matter. According to action plan deployment of Border Guards should start in 2014.

Also it is stated in the “Development of a Training System for Border Police” Twinning Project Final report (Recommendations part),

- 1. Border Guard curricula and practical training is orientated to operational necessities. Even though the action plan describes those, a wider and detailed depiction of missions and tasks should be elaborated.*
- 2. Legal adaptation of the law describing expressly the law enforcement tasks related to borders and military tasks related to borders. Legal frame for that could be the EU acquis although respecting Turkish reality and special situation of the eastern border.*
- 3. Carry on with EU twinning projects to achieve the above mentioned (point 1,2)*

FRONTEX is developing and applying a common integrated risk analysis model (CIRAM) which is integrated in the common core curriculum (CCC) for border guards’ training. This common

training proposed by Europe is applicable to Border Guard Institutions, Coast Guard and air control services.

The work here with new project is to customise and tailor the curriculum for the needs of individual police officers working in border related duties.

For that reason, the most important output will be the development of a (one) comprehensive training curriculum for future border guard staff. The training results will be differentiated on one side between in-service personnel and persons coming from other institutions or from civilian life and on the other side between such for officers, non-commissioned officers and ordinary border policemen.

4. Indicative Budget (amounts in €)

Approximately estimated budget:

Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA COMMUNITY CONTRIBUTION		NATIONAL PUBLIC CONTRIBUTION						PRIVATE CONTRIBUTION
ACTIVITIES	IB (1)	INV (1)	EUR (a)=(b)+(e)	EUR (b)=(c)+(d)	EUR (c)	% (2)	Total EUR (d)=(x)+(y)+(z)	% (2)	Central EUR (x)	Regional/Local EUR (y)	IFIs EUR (z)	EUR (e)	% (3)
Activity1	X		<u>1,200,000</u>										
Contract 1. Twinning Contract	-	-	<u>1,200,000</u>		<u>1,140,000</u>	<u>95</u>	<u>60,000</u>	<u>5</u>					-
TOTAL IB			<u>1,200,000</u>		<u>1,140,000</u>	<u>95</u>	<u>60,000</u>	<u>5</u>					
TOTAL INV			<u>0</u>										
TOTAL PROJECT			<u>1,200,000</u>		<u>1,140,000</u>	<u>95</u>	<u>60,000</u>	<u>5</u>					

Amounts net of VAT

(1) In the Activity row use "X" to identify whether IB or INV

(2) Expressed in % of the **Public** Expenditure (column (b))

(3) Expressed in % of the **Total** Expenditure (column (a))

Indicative Implementation Schedule (periods broken down per quarter) Duration of the contracts

<u>Contract 1: Training of Border Police</u> (Twinning)	15 months
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Component	Start Tendering	Signature of Contract	Contract Completion
Component 1: Twinning – Training of Border Police	2Q 2009	4Q 2009	1Q 2011

All projects should in principle be ready for tendering in the first quarter following the signature of FA.

6. Cross cutting issues

6.1 Equal Opportunity

Ministry of Interior is an equal opportunity employer. Selection of staff and other personnel to work on the projects will be based on objective assessments of qualification and experience, without regard to gender.

6.2 Environment

The equipment will not have any negative influence on the environment.

6.3 Minority and vulnerable groups

According to the Turkish Constitutional System, the word minority encompasses only groups of persons defined and recognized as such on the basis of multilateral or bilateral instruments to which Turkey is a party. This project has no negative impact on minority and vulnerable groups.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format
2. Contracting and disbursement schedule by quarter for full duration of program
3. Institutional Framework
4. Reference to laws, regulations and strategic documents
5. Indicative breakdown of the budget for Project, Expert Qualifications and tasks
6. Training Strategy (on approval process)
7. Technical Assistance for Development of a Training System for Border Police, Final Report
8. Training Model

ANNEX 1 – LOGICAL FRAMEWORK

LOGFRAME PLANNING MATRIX FOR <i>Training of Border Police</i>		Contracting period expires 2 years after the FA	Disbursement period expires 3 years after the end date of contracting
		Programme name and number	Training of Border Police- Ref No: 122
		Total budget : € 1,200,000	EC Assistance budget : € 1,140,000
Overall objective	Objectively verifiable indicators	Sources of Verification	
To achieve the EU overall strategic goal of open and secure borders by developing and strengthening in-service training system of Turkish Police working in the field of securing borders in alignment with the EU's integrated border management (IBM) policy.	Those involved in border policing function are trained and skilled in the latest border policing skills and practices	<ul style="list-style-type: none"> • Establishment of training programmes • Monitoring by Delegation • Progress Reports in 2008 and onwards • Turkish Official Gazette • Reports on expenditures of the Government 	

Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>Improving the in-service training capacity of the Turkish National Police working at border gates and further development of integrated border management best practices in line with EU's IBM policies and strategies.</p>	<ul style="list-style-type: none"> • Border police student intake for in-service training 	<ul style="list-style-type: none"> • Training programmes agreed and approved • Monitoring by Delegation • Progress Reports in 2008 and onwards • Annual reports of PIDIBM • Turkish Official Gazette • Reports on expenditures of the Government • Evaluation against roadmap and EU requirements • Project implementation reports • Press coverage 	<p>Continued Government and EU commitment towards Turkey's accession</p> <p>EU agrees to provide financial assistance towards the implementation of IBM</p> <p>National funds available for co-financing the investments</p> <p>Government agrees on implementation of some support measures in line with EU practices through IBM.</p>

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>1. Created a program including curriculum development methodology based on learning objects model, a curriculum management system and a e-learning system</p>	<p>1.1 An assessment system for customizing the training curriculum for individual trainees</p> <p>1.2 An information system for managing the content of the training curriculum modules</p> <p>1.3 At least 10 modules of training curriculum (in-service) for those personnel performing duties related to the efficient flow of goods and passengers (first of the two functions specified in Sec. 3.2.)</p> <p>1.4 All training curriculum modules required for both functions (specified in Sec. 3.2.)</p> <p>1.5 An efficient border management training curriculum (in-service) established and in place by 2011</p> <p>1.6 An assessment system for customizing the training curriculum for individual trainees</p> <p>1.7 All e-learning modules required for both functions (specified in Sec. 3.2.)</p> <p>1.8 An efficient border management e-learning system established and in place by 2011</p>	<p>1.1 Training needs assessment method in place</p> <p>1.2 Curriculum management system in place</p> <p>1.3 Curriculum development methodology in place</p> <p>1.4 Training curriculum in place</p> <p>1.5 Students enrolled in classes</p> <p>1.6 Training materials on legislation, procedures, implementations, standards for staff and management</p> <p>1.7 Dissemination activities</p> <p>1.8 Training, conference and seminar participation records</p>	<p>Availability of experienced advisors and consultants</p> <p>Availability of suitable, appropriately qualified RTA and STEs</p> <p>Know how on existing Turkish environment and legislation and organizational arrangements</p> <p>Development of suitable workshops and seminars</p>

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
<p>2. Improved efficiency of the practices in compliance with EU best practices in training.</p>	<p>2.1 Model training programs developed by 2011</p> <p>2.2 At least 150 staff participated successfully in trainings by 2011</p> <p>2.3 Defining the needs, tools and techniques of training model in compliance with the EU Acquis and best practices by 2011</p> <p>2.4 Model training programs for the staff of relevant beneficiaries developed by 2010</p> <p>2.5 At least 100 staff participated successfully in trainings by 2011</p> <p>2.6 High level of knowledge related to border management is reached by the project end</p> <p>2.7 Increased level of cooperation between agencies by 2012</p>	<p>2.1 Assessment and analysis of the EU standards and procedures concerning training</p> <p>2.2 Comparative analysis of the best practices of the EU Member States concerning training</p> <p>2.3 Development of models for training the staff of relevant beneficiaries</p> <p>2.4 Analysis of pros and cons of all proposed models</p> <p>2.5 Training of the staff of relevant beneficiaries</p> <p>2.6 Study visits, on-the-job trainings and domestic activities will be made for related stakeholders.</p>	<p>Availability of experienced advisors and consultants</p> <p>Availability of suitable, appropriately qualified RTA and STEs</p> <p>Know how on existing Turkish environment and legislation and organizational arrangements</p> <p>Development of suitable workshops and seminars</p>

Activities	Means		Assumptions
<p><u>Result 1</u></p> <ul style="list-style-type: none"> • Identification of specific training needs for people involved in the management of training and training delivery, • Design and development of the curriculum of in-service, management training and continuous professional development for border police on the basis of the training strategy, • Design and development of e-learning modules of in-service training for both functions (specified in Sec. 3.2.), • Design of practical training models, • Development of specific training materials including participant notes and trainer notes in accordance with the training strategy, • Development of evaluation criteria for training and assessment of performance of trainees, • Training of 25 personnel who will support in design training programs 	<p>Twinning</p> <ul style="list-style-type: none"> - RTA - STEs - Short term training - Study visits - Internship arrangements - Conferences & seminars - Workshops 		<ul style="list-style-type: none"> -Availability of suitable, appropriately qualified RTA and STEs -Know how on existing Turkish environment and legislation and organizational arrangements -Development of suitable workshops and seminars

Activities	Means		Assumptions
<p>and curriculum</p> <ul style="list-style-type: none"> • Study visits to Member States to see best practices for training programs and learning systems • Study visits to Member States to see best practices on training programs and e-learning systems for those who will work in designing training programs • Elaboration of detailed project proposals and technical specifications for designing curriculum development methodology and the curriculum management system. <p><u>Result 2</u></p> <ul style="list-style-type: none"> • Assessment and analysis of the EU standards and procedures concerning training • Comparative analysis of the best practices of the EU Member States concerning in-service training • Development of models for training the staff of relevant beneficiaries • Analysis of pros and cons of all proposed models 	<ul style="list-style-type: none"> - RTA - STEs - Short term training - Study visits - Internship arrangements - Conferences & seminars - Workshops 		<ul style="list-style-type: none"> -Availability of suitable, appropriately qualified RTA and STEs -Know how on existing Turkish environment and legislation and organizational arrangements -Development of suitable workshops and seminars -Co-operation of all government agencies involved in border, surveillance and control activity

Activities	Means		Assumptions
<ul style="list-style-type: none"> • Training of the staff of relevant beneficiaries • Study visits, on-the-job trainings and domestic activities will be made for the staff of related beneficiaries working in operational units 			