

**Annex 16 — Template of Project Fiche for IPA programmes / component I -
decentralised management**

Standard Summary Project Fiche – IPA decentralised National programmes
(maximum 12/15 pages without the annexes)

1. Basic information

- 1.1 CRIS Number: TR2010/0136.09
- 1.2 Title: Towards an effective and professional Justice Academy
- 1.3 Statistical Code: 01.36 – Political Criteria
- 1.4 Location: Turkey

Implementing arrangements:

1.5 Implementing Agency:

CFCU Central Finance and Contracts Unit (CFCU)
Muhsin ALTUN
PAO
Phone: +90 -312- 472-37-00/101
Fax: +90 -312- 472-37-44/45
E-mail: muhsin.altun@cfcu.gov.tr

1.6 Beneficiary (including details of SPO):

Justice Academy of Turkey
Ministry of Justice
Postal Address: İncek Yolu, Ahlatlıbel Yerleşkesi, Çankaya 06059 Ankara - Turkey

SPO Mr. Sami Sezai URAL, Vice President.
Phone: +90 312 489 81 29
Fax: +90 312 489 81 01
E-mail: ssural@adalet.gov.tr

Contact Person: Kibar Seyhun SARI
Position: Expert
Telephone: +90 312 489 81 80 – (extension 1112)
Fax: +90 312 489 81 01
E-mail: kibar.seyhun.sari@adalet.gov.tr
Postal Address: İncek Yolu, Ahlatlıbel Yerleşkesi, Çankaya 06059 Ankara – Turkey

Financing:

1.7 Overall cost (VAT excluded)¹: 2.120.000 Euro

1.8 EU contribution: 1.942.000. Euro

1.130.500 Euro (Twining Contract)

¹ The total cost of the project should be net of VAT and/or other taxes. Should this not be the case, the amount of VAT and the reasons why it should be considered eligible should be clearly indicated (see Section 7.6)

433.500 Euro (Supply Contract)

378.000 Euro (Service Contract)

(Market research for purchasing books will be carried out with the Twinning partner)

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 after the last day of the contracting deadline

1.11 Final date for disbursements: 1 year after the end date for the execution of contracts.

2. Overall Objective and Project Purpose

2.1. Overall Objective:

Ensuring the proper functioning, effectiveness and efficiency of the judiciary in line with the EU standards.

2.2 Project purpose:

Ensuring the Academy to become a strong and independent training provider for the entire judiciary to attain a high degree of professionalism

2.3 Link with AP/NPAA / EP/ SAA

Accession Partnership 2008

Judicial system;

— Strengthen efforts, including through training, to ensure that interpretation by the judiciary of legislation related to human rights and fundamental freedoms is in line with the European Convention for the Protection of Human Rights and Fundamental Freedoms (ECHR), with the case law of the European Court of Human Rights (ECtHR), and with Article 90 of the Turkish Constitution,

— Comply with the ECHR, and ensure full execution of the judgments of the ECtHR

— Strengthen the efficiency of the judiciary through, in particular, reinforcing its institutional capacity

Functionality and Efficiency of the Judiciary;

In order to increase the efficiency and functionality of the Judiciary, in-service training of judges, public prosecutors and auxiliary personnel by Turkish Justice Academy and by department of Training of Ministry of Justice will continue. Besides, training of judicial members regarding ECHR and the ECtHR case law will continue. In addition to this, in-service training will also continue to enhance the effectiveness of the court management. Informing activities to the members of Constitutional Court, Court of Cassation and State Council on ECHR, the ECtHR case law, the international conventions on human rights and fundamental freedoms to which Turkey is a party and the EU *acquis communautaire* will continue.

2.4. Link with MIPD

Judiciary: Comprehensive training for the consistent interpretation of legal provisions related to human rights and fundamental freedoms; Strengthening the independence,

impartiality and efficiency of the judiciary; Training of judges in judicial cooperation on civil matters.

2.5. Link with National Development Plan (where applicable)

5 year National Development no: 9 part 5.6.5 paragraph 321 states as follows:

“Moreover, providing judicial services in efficient and qualitative way is prevented because of not materializing rule of law with its all institutions and conditions, not following new developments sufficiently in drafting legal rules, slowly functioning of judicial process, not overcoming the quantitative and qualitative problems of judiciary regarding human resources and not meeting physical and technical infrastructural needs adequately.”

2.6 Link with national/ sectoral investment plans(when applicable)

Under the title of “4.3. Reconsidering organizational structure of Turkish Justice Academy to enhance its capacity”, Judicial Reform Strategy touches upon following issues:

“The Law on Turkish Justice Academy (Law No: 4954) will be amended in order to increase its physical and training capacity through the following measures:

- Having a capacity to implement all of the tasks described in the Law on Turkish Justice Academy,*
- Activating the trainings for specialization on certain fields,*
- Creation of permanent academic staff,*
- Preparing the training curricula on European Union Law,*
- Delivering training programs on the rule of law, independence and impartiality of the judiciary and fundamental rights and freedoms*
- Providing training on human rights, international law, ECHR and ECtHR.”*

3. Description of project

3.1 Background and justification:

Turkey, 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 pursuing National Programmes for the Adoption of the Acquis. This inevitably requires substantial efforts by Turkey not only in harmonization of its legislation with the EU acquis but also for the functioning of the judiciary and capacity building for the establishment of an effective judicial system in order to properly implement the legislation in place. In this context, Justice Academy of Turkey has also launched initiative within its competence in order to contribute to efficiency of judiciary through reorganizing its structure and functioning.

According to the law on Justice Academy of Turkey, Academy has administrative, academic and financial autonomy and could carry out academic studies in the field of justice. The major duties of Academy are listed as follows:

1. Training (pre-service, in-service, expertise training etc.),
2. To provide legal opinions in the field of law and justice,
3. Carrying out academic studies and preparing reports related to justice and law; organizing seminars, symposiums, conferences, etc.
4. Publishing, translating, documenting etc.

Although the Academy has wide range of duties as mentioned above, it couldn't function properly because of insufficiency of technical equipment and human resources etc.

In order to observe well functioning of a similar institution in Europe and thus, to identify deficiencies of our Academy, a study visit has been paid to “French National School for the Judiciary (ENM)”. In the study visit, information was obtained on amendments made in the Law on “French National School for the Judiciary”. Appointment of permanent trainer staff, recruitment of part-time contracted trainers and starting of expertise training were among amendments. Information on annual training catalogues, survey forms and assessment of these forms were acquired as well in the study visit.

Another study visit was paid to the “Spanish Judicial School For Continuous Training” in the context of TAIEX activity (JHA IND/STUD 30049). In the study visit, information was obtained on planning of in-service training, foreign language training, preparation and assessment of survey forms and publishing of training materials as books. Besides, we realized that need analysis for the trainings has been carried out through website of the Department.

Having scrutinized the reports of the two study visits we determined the problems of the Academy to be solved through the project in question. As a first step, a draft for the amendment in the Law of the Academy has been prepared on urgent subjects.

Before the preparation of the project fiche, following comments or recommendations have been taken into consideration:

First of all, the curricula of the MATRA project on different aspects of EU Law run by Training Department of Ministry has been reviewed in order to benefit during the project implementation.

Secondly, the report written by Professor Dr. iur. Thomas Giegerich dated 14 April 2009 has also been taken into account. In the report, he stated that *“It is not sufficient to inform them (judges and prosecutors) of the existence of the pertinent national and international norms on the independence and impartiality of the judiciary. Rather, it must be clearly stated that the goal of pre-service and in-service training is the independently-minded adjudicator who courageously enforces the law even vis-à-vis the government, and not the unquestioningly “loyal” bureaucrat”*. According to the comments of the report, the Academy will, through the project, review its curricula, training methods and the way of training of the trainers.

Thirdly, one of the future outcomes of 2009 Project titled *“ Improving The Efficiency of Turkish Criminal Justice System”* is establishment of trainer pool. In the current project 10 trainers will be selected from that pool and sent to ECtHR for the purpose of internship on human rights. Having completed their internship they will be appointed to Human Rights Centre to be established.

Fourthly, within the framework of project on Judicial Modernization and Penal Reform, a lot of activities have been carried out including developing training strategy and pre-service and in-service curricula, designing courses, purchasing some books etc.. However, the Academy did not complete its institutional structure at that time. The level of Academy in terms of premises, physical infrastructure, human resources and technological equipment was not

sufficient. In addition, there was an overlap between the competences of Training Department of Ministry of Justice and the Academy. This situation caused confusions and hesitations in terms of providing trainings. In order to overcome this confusion, the Council of State rendered a judgement in 2009 saying that in-service trainings of judges and prosecutors cannot be provided by Ministry of Justice. From the judgment date on, the trainings can only be provided by Justice Academy of Turkey. Because of such shortcomings, activities carried out in the scope of previous project could not reach at a desired level in terms of sustainability. Particularly the books purchased in the former project cannot cover the need for a human rights centre and EU law issues for researchers.

When it comes to current situation, the Academy moved to new premises which have several buildings and available areas. Moreover, the adequacy of human resources of the Academy at present cannot be compared to the past. As mentioned above, after the judgment of Council of State, uncertainty on competences of Training Department of Ministry of Justice and the Academy was dissolved. Taking into consideration all these conditions, deficiencies occurred in the course of previous project will not take place in the process of the project in question.

In terms of sustainability, it is crucial to have long term cooperation programs among Academies in Europe. These sorts of activities take longer time than duration of the project. Instead of this, the project foresees shorter activities which can take place within the lifetime of the project in order to see the outcomes. However, this long term cooperation shall be definitely taken into account after the project implementation.

Finally, Justice Academy's General Board Meeting was held in on 27th April 2010 with the participation of the stakeholders who are representatives of Union of Turkish Bar Associations, Court of Cassation, Council of State, Military Court of Cassation, High Military Administrative Court, The Council of Higher Education, High Council of Judges and Prosecutors, representatives of relevant departments of Ministry of Justice and four representatives of Academy trainers. In the meeting, the stakeholders were informed about the project. Consequently, the aims and activities of the project were approved and included in the Academy's Activity Program. Although the stakeholders could not take part in the preparation phase, they will actively be involved in the following phases.

3.2 Assessment of project impact, catalytic effect, sustainability and cross border impact (where applicable)

Through the project, the professionalism of the judges and prosecutors will be enhanced. The Academy will provide more efficient and effective trainings both for pre-service and in-service by completing its structural deficiencies. Particularly, the trainings on human rights will be organized by a specific unit which shall increase the sensitivity of judges and prosecutors when dealing with their daily practice at courts and prosecution offices.

Having gained sufficient infrastructural and technical facilities, the Academy will have the opportunity to organize wider activities including seminars, conferences and symposiums etc. which can attract international cooperation demands. In this way, the Academy may contribute to other countries.

Moreover, as the organizational law of the Academy indicating its mission foresees, the Academy will increase its academic contribution to justice.

The Public Relations department will be improved with trainings. Documentation Unit will be strengthened and the staff of the unit will be trained. This unit will be responsible for carrying out relevant works in terms of online activities such as subject oriented database. An Impact Assessment Unit and a Human Rights Unit will be established and the staff will be trained in the course of the project in order to ensure efficient functioning of these units and departments following the completion of the project. **A foreign language training laboratory will be established. At least 50 judges/prosecutors will be trained in this lab per year. The trainings will be continued with the Academy's own sources after the completion of the project. The new subscriptions to journals and update of the ECtHR judgment translations will also be performed by the Academy after the completion of the project. An adequate annual budget for the maintenance of the activities of the language training laboratory and documentation unit including library will be allocated.**

As previously mentioned, a draft for the amendment in the Law of Academy has already been prepared by the Academy. **In the course of the project implementation, the Law will be reviewed as a whole and relevant amendment proposal will be provided with the participation of the twinning partner(s) and submitted to the relevant authorities at the end of the project.** Given the fact that the law making process does not fall under the competence of the Academy, the Academy will only submit an amendment draft however, the process will be finalized after involvement of other relevant authorities such as Prime Ministry's Office and Turkish Grand National Assembly.

3.3 Results and measurable indicators:

Result 1. Capacity of Justice Academy of Turkey improved

- 1.** A new draft law addressing the needs of a contemporary Academy ready by the end of the project.
- 2.** Impact Assessment Unit established. Assessment activities regarding the training activities of Academy increased by 100 % by the end of the project.
- 3.** With a new Public Relations Strategy adopted, activities to raise the recognition of the Academy increased by 15 % by the end of the project to be obtained through surveys to be conducted at the beginning and at the end of the project. The findings of the surveys conducted at the beginning of the project will be the baseline.
- 4.** Using the website of the Academy increased by 20% by the end of the project. Currently, around 50 people visit the website per day.
- 5.** Foreign language training lab established. 50 judges/prosecutors trained per year.
- 6.** The capacity of the documentation unit increased through new journal subscriptions and new books.

Result 2. Academic efficiency and productivity of Justice Academy of Turkey improved.

1. A new Training Strategy adopted by the Justice Academy.
2. Curricula for different categories designed.
3. Human Rights Unit established. Human Rights related two (2) symposiums organized and 15 legal professionals provided expertise training on Human Rights per year.
4. Participant's satisfaction with respect to training activities increased by 10% at the end of the project measured through surveys to be conducted at the beginning and at the end of the project. The findings of the surveys conducted at the beginning of the project will be the baseline.
5. In service training programmes revised and 10 new training programmes developed.
6. 500 judges/prosecutors participated in in-service trainings per year.

3.4. Activities:

3.4.1. Enforcement of the Institutional Capacity of the Justice Academy

3.4.1.1. Study visits-Analysis of functioning of the similar EU institutions.

Apart from the previous study visits paid by the Academy to France and Spain, which were aimed to observe continuous training in these countries, the aim of 2 study visits envisaged in this project is to observe the functioning of all departments of relevant training institutions. Duration of each study visit will be 10 days and participants of the study visits might be composed of 10 people including administrative officials of the Academy, representatives of Turkish Bar Association, academicians, representatives of Ministry of Justice etc.

3.4.1.2. A working group consisting of experts from both MS and beneficiary will be established.

- In the light of the analysis results obtained from the study visit, a working group consisting of experts from both MS and beneficiary will be established in order to identify the shortcomings (if exist) of the already existing draft law.

3.4.1.3. Drafting of the legal amendments.

- In the light of the studies above, necessary legal amendments will be drafted. The Justice Academy commits itself to submit the draft law to the relevant authorities by the end of the project.

3.4.1.4. Establishment of the Impact Assessment Unit.

- Certain numbers of the staff working at the Academy will be trained on measurement and assessment by the expert/experts on this field coming from EU in order to work for Impact Assessment Unit to be established.
- By the end of the project various surveys and scales with a high degree of reliability and validity will be developed by the staff trained in the context of the project.
- The findings of the surveys on different issues (recognition of the Academy, the outcomes of conferences, symposiums etc) will also be evaluated by this unit.

Currently, the performance of the trainers and the content of the training programme are being evaluated by trainees by means of a simple evaluation form. However, due to the lack of qualified staff in the field of measurement and assessment, the forms can not be assessed statistically.

National and international actors working in the field of performance evaluation will be included to the symposiums to be organized by the Impact Assessment Unit.

3.4.1.5. Improving the functioning of Public Relations Service:

- A long term Public Relations Strategy will be drafted.
- Task definitions of Public Relations Service drafted and staff of this service trained.
- Promotion activities for the Justice Academy will be performed.

3.4.1.6. Strengthening the Documentation Unit of the Academy.

- The staff of the Documentation Unit will be trained. This unit will be responsible for carrying out relevant works in terms of online activities such as subject oriented database.
- Access to many international databases supplied.
- Subscription of selected journals on Human Rights provided. Sufficient amount of legal journals in English, in French and in German subscribed.
- 5000 books on different legal issues and 1000 books on Human Rights in English, German and French supplied. Selection of these books will be made together with the twinning partner in the course of the implementation of the project. All of these books will be available to public in the library of the Academy.
- For the translated ECtHR judgments under activity 3.4.2.4., a subject oriented database will be established on the website of the Justice Academy and these judgements will be published.

- In-service training materials will be published. After the completion of the project a sufficient amount of annual budget will be allocated for maintenance of the publishing.

3.4.1.7. Establishment of Foreign Language Training Laboratory

- A foreign language training laboratory will be furnished with necessary furniture and training equipment (computer, projection device, DVD player, sound system tables, chairs etc.)

The lab will be consisting of two classrooms. Each one will have the capacity of 15 students. There will be a soundproofing panel between the classrooms. This panel will be openable in order to increase, when needed, the capacity up to 30 students to attend the class at the same time. Target group of this unit will be principally candidate judges and prosecutors. Some special courses, however, are intended to be offered according to the identified needs or at request of judges and prosecutors. Teachers will be hired regarding the type of the course that will be offered. The market study and the necessary equipment to be procured are attached.

3.4.1.8. Establishing collaboration mechanisms with international judicial networks.

- The developments regarding international judicial networks will be followed with the twinning partner and the connection with them will be strengthened in order for the Academy to become a member in the future.

Contract: Twinning and Supply

3.4.2. Improvement of the Academic Capacity of the Justice Academy of Turkey

3.4.2.1. Revision of the current training strategies of the Academy

- Pre-service, in-service and expertise training curriculum will be analysed.
- Pre-service, in-service and expertise training curriculum revised by a working group composed of MS and national experts in line with the best European practices.
- In order to support the in-service needs, surveys will be conducted among the judges and prosecutors working in 5 pilot provinces to be selected together with the twinning partner to identify in-service training subjects.

3.4.2.2. Design of an updated training strategy and training curriculum for pre-service, in-service and expertise training.

- In the light of the revision studies performed above, an updated training strategy and training curriculum will be designed.

3.4.2.3. Training of the trainers on teaching techniques and communication skills.

- 300 trainers of the Academy coming from the courts trained on teaching techniques and communication skills by experts.

3.4.2.4. Establishment of a Human Rights Unit

- 10 trainers to be selected s trainers of the previous project with the number TR2009/0136.04, titled “*Improved Efficiency of Turkish Criminal Justice System*” will be sent to the ECtHR for at least 6 months period for the purpose of internship on human rights. This trainers will be involved in the unit.
- 2000 major judgments of ECtHR selected by a working group consisted of national and MS experts on human rights translated into Turkish. Selection of the judgments to be translated will be made with the twinning partner in the course of the implementation of the project. All of the translated judgments will be available to public on the website of the Academy. Market research prepared for estimated amount of translation is attached.
- Through the coordination of the Unit symposiums on “ECtHR Case Law and Turkish Judiciary” will be organized for every year with the participation of judges from the ECtHR, academicians and relevant members of the judiciary.

The staff of the unit will continue to select major judgments of the ECtHR to be translated and of journals to be subscribed. In this way sustainability will be ensured.

National and international actors working in the field of Human Rights will be included to the symposiums to be organized by the Human Rights Unit.

Contract: Twinning and Service

3.5 Conditionality and sequencing:

As mentioned above, a draft for amendments in the Law of the Academy has already been prepared. Amendment of the whole Law is subjected to other relevant authorities’ involvement. **However in the course of the project implementation, the Law will be reviewed as a whole and relevant amendment proposal will be provided with the participation of the twinning partner(s) and submitted to the relevant authorities at the end of the Project.**

3.6 Linked activities

Judicial Modernization and Penal Reform Project- 2002

The Turkish government started planning and implementing various measures on penal reform and judicial modernization. This program which provides support to enhance these efforts in certain areas seeks to contribute more generally to increasing the capacity of the Ministry of Justice to design and implement broader reform strategies for the future, drawing on good practice in the EU. The project also contributed to the Academy in terms of developing training strategy and pre-service and in-service curricula, designing courses, purchasing some books etc. The programme was finalized in 2007.

Improved Efficiency of Turkish Criminal Justice System (TR2009/0136.04)

The ultimate aim of the project is to train trainers/experts in different areas to ensure that trainers' pool of the Academy is sustained. Not only Academy but also entire judiciary will benefit from this pool.

The Academy will be able to deliver qualified in-service and pre-service trainings through trainers/experts trained within the framework of the project. In doing so, the Academy benefits from active involvement of trainers in re-designing the curriculum in line with the European Convention on Human Rights. As a result, pre-service and in-service trainings will be supported to ensure that utmost respect for human rights are displayed in the course of criminal investigations and proceedings.

Matra Project on EU Law Training

The project aims at developing curricula on EU Law (Competition Law, European Criminal Law, Human Rights, European Institutional Law and introduction to EU legislation) for both pre-service and in-service trainings by the Training Department of the Ministry. However, as mentioned above, the Academy will replace Training Department in providing trainings towards judges and prosecutors.

Strengthening the Court Management System in Turkey

An efficient court management system, i.e. case flow management, fiscal management, human resources management and technology management should be developed in Turkey. To address this issue, the Turkish Ministry of Justice has taken the initiative to introduce the project to be financed under the 2006 pre-accession financial assistance for Turkey. Taking into consideration the wide area of intervention, the project was designed in two consecutive faces: The first phase covers activities related to the needs assessment study which can then be interpreted into a strategy plan. The second phase, based on the strategy plan and the needs identified in the first stage, includes training of the judicial staff in five pilot courts and implementation of the new management system in these courts.

3.7 Lessons learned

The training activities towards judges and prosecutors should be undertaken in more professional and institutionalized manner. Having completed its institutional structure, the Academy should provide the trainings by trainers who are designated as trainers of the Academy. Sustainability can be attained in this way.

4. Indicative Budget (amounts in EUR)

			SOURCES OF FUNDING										
			TOTAL EXP.RE	TOTAL PUBLIC EXP.RE	IPA 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)
Activity 1													
Twinning Contract	X	–	1.190.000	1.190.000	1.130.500	95%	59.500	5%	59.500	-----	-----	-----	–
Activity 2													
Supply Contract		X	510.000	510.000	433.500	85%	76.500	15%	76.500				
Activity 3													
Service Contract	X		420.000	420.000	378.000	90%	42.000	10%	42.000				
TOTAL IB			1.610.000	1.610.000	1.508.500		101.500		101.500				
TOTAL INV			510.000	510.000	433.500		76.500		76.500				
TOTAL PROJECT			2.120.000	2.120.000	1.942.000		178.000		178.000				

NOTE: DO NOT MIX IB AND INV IN THE SAME ACTIVITY ROW. USE SEPARATE ROW

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))

For Twinning contracts joint co-financing will be provided to cover 5% of the costs of the Twinning contract. Additional parallel co-financing will be provided in order to cover costs of activities not eligible for IPA support in line with the Twinning Manual.

5. Indicative Implementation Schedule (periods broken down per quarter)

Contracts	Start of Tendering	Signature of contract	Project Completion
Twining Contract	IQ 2011	IVQ 2011	IVQ 2013
Supply Contract	IVQ 2011	IIQ 2012	IVQ 2013
Service Contract	IVQ 2011	IIQ 2012	IVQ 2013

All projects should in principle be ready for tendering in the 1ST Quarter following the signature of the FA

6. Cross cutting issues (where applicable)

6.1 Equal Opportunity

Participation in this project will be open to both males and females involved in the sector. Records of professionals' participation in all project related activities will reflect this and will be kept with the project documentation.

6.2 Environment

N/A

6.3 Minorities and Vulnerable Groups

According to the Turkish Constitutional System, the word minority encompasses only group of persons defined and recognized as such on the basis of multilateral or bilateral instruments to which Turkey is a party.

6.4 Civil Society

Ankara Bar Association has been informed about the preparation of the project. Although the project preparation team could not find the opportunity to work on the project fiche together with the representative of the Association, having received information about the content of the project, the representative gave a very positive reaction to the purpose and the activities. It is worth mentioning that the Association would very much like to contribute to the project especially in the implementation phase.

As mentioned above, representative of Turkish Bar Association is a member of General Board of the Academy. During the General Board Meeting held in April in 2010, he was also informed about the project details.

ANNEXES

- 1- Log frame in Standard Format
- 2- Amounts contracted and Disbursed per Quarter over the full duration of Programme

Annex 16 — Template of project fiche for IPA programmes / component I – decentralised management

ANNEX 1: Logical framework matrix in standard format

LOGFRAME PLANNING MATRIX FOR Project Fiche		Programme name and number: PIS 54	
<i>Towards an effective and professional Justice Academy</i>		Contracting period expires 2 years after the signature of the Financing Agreement	Disbursement period expires 2 years after the last day of the contracting deadline
		Total budget : 2.120.000 Euro	IPA budget: 1.942.000 Euro
Overall objective	Objectively verifiable indicators	Sources of Verification	
Ensuring the proper functioning, effectiveness and efficiency of the judiciary in line with the EU standards.	The Justice Academy becoming the sole training provider to the entire judiciary with independent and permanent staff.	Evaluation of the EU Regular Report on Turkey's progress towards accession. Evaluation of the progress in the implementation of the Turkish National Programme for the adoption of the Acquis.	
Project purpose	Objectively verifiable indicators	Sources of Verification	Assumptions
Ensuring the Academy to become a strong and independent training provider for the entire judiciary to attain a high degree of professionalism.	1. Necessary amendments on the Law of Academy done. 2.A new training strategy and curriculum for different programmes provided. 3.New units established and the capacity of the current units strengthened.	EU Regular Report Law of the Justice Academy of Turkey Evaluation and expert mission reports. Statistical data gathered by the Justice Academy.	

Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1. Capacity of Justice Academy of Turkey improved	<p>1. A new draft law addressing the needs of a contemporary Academy ready by the end of the project.</p> <p>2. Impact Assessment Unit established. Assessment activities regarding the training activities of Academy increased by 100 % by the end of the project.</p> <p>3. With a new Public Relations Strategy adopted, activities to raise the recognition of the Academy increased by 15 % by the end of the project to be obtained through surveys to be conducted at the beginning and at the end of the project. The findings of the surveys conducted at the beginning of the project will be the baseline.</p> <p>4. Using the website of the Academy increased by 20% by the end of the project.</p> <p>5. Foreign language training lab established. 50 judges/prosecutors trained</p>	<p>-EU reports</p> <p>-Steering committee reports</p> <p>-Peer based mission reports(advisory report)</p> <p>-In order to assess whether the results of the project have been achieved or not, surveys conducted <i>before</i> the project and <i>after</i> the project among the members of judiciary, relevant institutions and participants of training activities.</p>	

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	<p>per year.</p> <p>6. The capacity of the documentation unit increased through new journal subscriptions and new books.</p>		
<p>2. Academic efficiency and productivity of Justice Academy of Turkey improved</p>	<p>1. A new Training Strategy adopted by the Justice Academy.</p> <p>2. Curricula for different categories designed.</p> <p>3. Human Rights Unit established. Human Rights related two (2) symposiums organized 15 legal professionals provided expertise training on Human Rights per year.</p> <p>4. Participant's satisfaction with respect to training activities increased by 10% at the end of the project measured through surveys to be conducted at the beginning and at the end of the project. The findings of the surveys conducted at the beginning of the project will be the baseline.</p> <p>5. In service training programs revised and 10</p>		

	<p>new training programs developed.</p> <p>6. 500 judges/prosecutors participated in in-service trainings per year.</p>		
Activities	Means	Costs	Assumptions
<p>3.4.1. Enforcement of the institutional capacity of Justice Academy</p> <p>3.4.1.1. Study visits- Analysis of functioning of the similar EU institutions.</p> <p>Apart from the previous study visits paid by the Academy to France and Spain, which were aimed to observe continuous training in these countries, the aim of 2 study visits envisaged in this project is to observe the functioning of all departments of relevant training institutions. Duration of each study visits will be 10 days and participants of the study visits might be composed of 10 people including administrative officials of the Academy, representatives of Turkish Bar Association, academicians, representatives of Ministry of Justice etc.</p>	<p>Twinning</p> <p>Twinning</p>	<p>Twinning: 1.190.000 Euro</p> <p>Supply: Activity 3.4.1.6.2. 480.000 Euro</p> <p>Activity 3.4.1.7. 30.000 Euro</p> <p>Service: Activity 3.4.2.4.2. 420.000 Euro</p>	<p>-Permission by High Council for Judges and Prosecutors for participation of judges and prosecutors in training and other programmes.</p> <p>- Willingness of ECtHR to enable its facilities for the project activities</p>

<p>3.4.1.2. A working group consisting of experts from both MS and beneficiary will be established.</p> <p>3.4.1.2.1. In the light of the analysis results obtained from the study visit, a working group consisting of experts from both MS and beneficiary will be established in order to identify the shortcomings (if exist) of the already existing draft law.</p>	<p>Twinning</p>		
<p>3.4.1.3. Drafting of the legal amendments.</p> <p>3.4.1.3.1. In the light of the studies above, necessary legal amendments will be drafted. The Justice Academy commits itself to submit the draft law to the relevant authorities by the end of the project.</p>	<p>Twinning</p>		
<p>3.4.1.4. Establishment of the Impact Assessment Unit.</p> <p>3.4.1.4.1. Certain numbers of the staff working at the Academy will be trained on measurement and assessment by the expert/experts on this</p>	<p>Twinning</p>		

<p>field coming from EU in order to work for Impact Assessment Unit to be established.</p> <p>3.4.1.4.2. By the end of the project various surveys and scales with a high degree of reliability and validity will be developed by the staff trained in the context of the project.</p> <p>3.4.1.4.3. The findings of the surveys on different issues (recognition of the Academy, the outcomes of conferences, symposiums etc) will also be evaluated by this unit.</p> <p>Currently, the performance of the trainers and the content of the training programme are being evaluated by trainees by means of a simple evaluation form. However, due to the lack of qualified staff in the field of measurement and assessment, the forms can not be assessed statistically.</p> <p>3.4.1.5. Improving the functioning of Public Relations Service:</p>	<p>Twinning</p>		
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<p>3.4.1.5.1. A long term Public Relations Strategy will be drafted.</p> <p>3.4.1.5.2. Task definitions of Public Relations Service drafted and staff of this service trained.</p> <p>3.4.1.5.3.Promotion activities for the Justice Academy will be performed.</p> <p>3.4.1.6. Strengthening the Documentation Unit of the Academy.</p> <p>3.4.1.6.1. The staff of the Documentation Unit will be trained. This unit will be responsible for carrying out relevant works in terms of online activities such as subject oriented database. An adequate annual budget for the maintenance of the activities of documentation unit including library will be allocated.</p> <p>3.4.1.6.2. 5000 books on different legal issues and 1000 books on Human Rights in English, German and French supplied. Selection of these books will be made together with the twinning</p>	<p>Twinning+Supply</p> <p>Twinning</p> <p>Supply</p>		
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<p>partner and expert(s) from MS in the course of the implementation of the project. All of these books will be available to public in the library of the Academy.</p> <p>3.4.1.6.3. Access to many international databases supplied.</p> <p>3.4.1.6.4. Subscription of selected journals on Human Rights provided. Sufficient amount of legal journals in English, in French and in German subscribed.</p> <p>3.4.1.6.5. For the translated ECtHR judgments under activity 3.4.2.4., a subject oriented database will be established on the website of the Justice Academy and these judgements will be published.</p> <p>3.4.1.6.6 In-service training materials will be published. After the completion of the project a sufficient amount of annual budget will be allocated for maintenance of the publishing.</p> <p>3.4.1.7. Establishment of</p>	<p>Twinning</p> <p>Twinning</p> <p>Twinning</p> <p>Twinning</p>		
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<p>Foreign Language Training Laboratory</p> <p>3.4.1.7.1. A foreign language training laboratory will be furnished with necessary furniture and training equipment (computer, projection device, DVD player, sound system tables etc.)</p> <p>The lab will be consisting of two classrooms. Each one will have the capacity of 15 students. There will be a soundproofing panel between the classrooms. This panel will be openable in order to increase, when needed, the capacity up to 30 students to attend the class at the same time. Target group of this unit will be principally candidate judges and prosecutors. Some special courses, however, are intended to be offered according to the identified needs or at request of judges and prosecutors. Teachers will be hired regarding the type of the course that will be offered. An adequate annual budget for the maintenance of the activities of the language training will be allocated.</p>	Supply		
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<p>The market study and the necessary equipment to be procured are attached.</p> <p>3.4.1.8. Establishing collaboration mechanisms with international judicial networks.</p> <p>3.4.1.8.1. The developments regarding international judicial networks will be followed with the twinning partner and the connection with them will be strengthened in order for the Academy to become a member in the future.</p> <p>3.4.2. Improvement of the Academic Capacity of the Justice Academy of Turkey</p> <p>3.4.2.1. Revision of the current training strategies of the Academy</p> <p>3.4.2.1.1. Pre-service, in-service and expertise training curriculum will be analysed.</p> <p>3.4.2.1.2. Pre-service, in-service and expertise training curriculum revised by a working group composed of MS and national experts in line with the best European</p>	<p>Twinning</p> <p>Twinning</p> <p>Twinning</p> <p>Twinning</p> <p>Twinning</p>		
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<p>practices.</p> <p>3.4.2.1.3. In order to support the in-service needs, surveys will be conducted among the judges and prosecutors working in 5 pilot provinces to be selected together with the twinning partner to identify in-service training subjects.</p> <p>3.4.2.2. Design of an updated training strategy and training curriculum for pre-service, in-service and expertise training.</p> <p>3.4.2.2.1. In the light of the revision studies performed above, an updated training strategy and training curriculum will be designed.</p> <p>3.4.2.3. Training of the trainers on teaching techniques and communication skills.</p> <p>3.4.2.3.1. 300 trainers of the Academy coming from the courts trained on teaching techniques and communication skills by experts.</p> <p>3.4.2.4. Establishment of a</p>	<p>Twinning</p> <p>Twinning</p> <p>Twinning</p>		
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<p>Case Law and Turkish Judiciary” will be organized for every year with the participation of judges from the ECtHR, academicians and relevant members of the judiciary.</p> <p>The staff of the unit will continue to select major judgments of the ECtHR to be translated and of journals to be subscribed. In this way sustainability will be ensured.</p>			
<p>Pre-conditions N/A</p>			

ANNEX II: Amounts (in Euro) contracted and disbursed by quarter for the project (IPA contribution only)

Contracted												
	2011/1	2011/2	2011/3	2011/4	2012/1	2012/2	2012/3	2012/4	2013/1	2013/2	2013/3	2013/4
Twinning Contract				1130.500								
Supply Contract						433.500						
Service Contract						378.000						
Cumulated				1.130.500		1.942.000						
Disbursed												
Twinning Contract				508.725				508.725			113.050	
Supply Contract						260.100					173.400	
Service Contract						113.400	56.700	56.700	56.700	56.700	37.800	
Cumulated				508.725	508.725	882.225	938.925	1.504.350	1.561.050	1.617.750	1.942.000	

