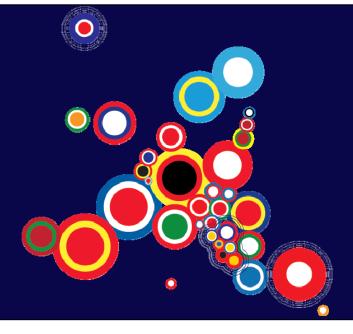


INSTRUMENT FOR PRE-ACCESSION ASSISTANCE (IPA II) 2014-2020



Action Document 2015



Action summary

The overall objective of this action is to achieve measurable progress towards the full enjoyment of all fundamental rights and freedoms by all individuals without discrimination.

The specific objective is to contribute to further strengthening fundamental rights and freedoms for all individuals without discrimination in line with the European Convention on Human Rights (ECHR) and the case law of the European Court of Human Rights (ECtHR)

	Action Identification				
Action Programme Title	Country Action Programme for Turkey 2015				
Action Title	Fundamental Rights Subsector				
Action ID	IPA 2015/038-404/4/Turkey/ Fundamental Rights				
	Sector Information				
IPA II Sector	Rule of Law and Fundamental Rights				
DAC Sector	15160 - Human rights				
	Budget				
Total cost	20.299,693 EUR				
EU contribution	18.941.489 EUR				
	Management and Implementation				
Method of implementation	Indirect Management				
Indirect management:	Central Finance and Contracts Unit				
National authority or	Ms. Emine Döğer				
other implementing body	Acting PAO-CFCU Director				
	Eskişehir Yolu 4. Km 2180 Cad. (Halkbank Kampüsü)				
	No: 63 C-Blok 06510 Söğütözü - Ankara / TURKEY				
Implementation	Ministry for EU Affairs Directorate for Political Affairs				
responsibilities	Ege ERKOÇAK				
	Director				
	Eskişehir Yolu 9. Km TOBB İkiz Kuleler D Blok 26. Kat				
	06800 Bilkent Çankaya Ankara				
	Location				
Zone benefiting from the action	Turkey				
Specific implementation area(s)	N/A				
	Timeline				
Deadline for conclusion of the Financing Agreement	At the latest by 31 December 2016				
Contracting deadline	3 years following the date of conclusion of the Financing agreement				
End of operational implementation period	6 years following the date of conclusion of the Financing agreement				

1. RATIONALE

PROBLEM AND STAKEHOLDER ANALYSIS

The objective of the Fundamental Rights sub-sector is to enhance respect for fundamental rights and freedoms in the key areas of freedoms of expression (including freedom of the media), conscience and religion, assembly and freedom of association; prevention of torture and ill-treatment; women's rights and gender equality; protection of vulnerable groups including children, LGBTI people; rights of persons belonging to minorities, including social inclusion and Roma integration.

Overall, fundamental rights that are guaranteed by the European Convention on Human Rights (ECHR), and the Charter of Fundamental Rights of the European Union and respecting the rights of the EU citizens are dealt under this sub-sector.

In this context, in order to strengthen the political reform process, with the approval of the Council of Ministers, the Reform Monitoring Group has been renamed as the Reform Action Group (RAG) to better represent the active role assumed by this body. The RAG will no longer just monitor the political reforms, but it will also take an active role in the whole cycle of reform agenda contributing in preparation, adoption and implementation phases.

Inter-ministerial working groups on various sector have been established under RAG to:

- review all legislation which have the imprints of 1980 military coup,
- monitor the implementation process of the second cycle of UN Universal Periodic Review Mechanism (UPR) recommendations,
- follow the ratification process of the international conventions that Turkey has signed.

In this vein, Turkey accelerated its reforms in the field of fundamental rights through the establishment of human rights institutions, the adoption of comprehensive strategies (Judiciary Reform Strategy and Action Plan on the Prevention of Violations of European Convention on Human Rights), as well as of a judiciary reform and democratization packages in order to further enhance the protection and promotion of fundamental rights and freedoms as well as to strengthen the current environment of tolerance prevailing in Turkey.

All judiciary reform and democratization packages that have been enacted in Turkey were prepared through taking into consideration the European Convention on Human Rights (ECHR), the EU acquis and the case law of the European Court of Human Rights (ECtHR). Thus, the packages provide for the implementation and adoption of the measures which are significant for Chapter 23 on Judiciary and Fundamental Rights.

Another important development in this field is the adoption of the Action Plan on the Prevention of Violations of European Convention on Human Rights as of 1 March 2014. The Action Plan, prepared by the Ministry of Justice in consultation with relevant public institutions, corresponds to one of the important requirements of Chapter 23.

Furthermore, Turkey has recorded a significant progress in terms of institutionalization in the field of human rights. The Law on the Human Rights Institution of Turkey, entered into force as of 30 June 2012, was prepared in accordance with relevant UN principles. The Law on the Ombudsman also entered into force as of 29 June 2012 in line with the Constitutional Amendments of 2010.

Moreover, Turkey has been a party to the "Optional Protocol to the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment" (OPCAT) as of 27 September 2011 in line with the policy of "zero tolerance against torture. With the decision of Council of Ministers dated 28 January 2014, the Human Rights Institution of Turkey was assigned as the "national preventive mechanism" under the OPCAT.

In addition, Ombudsman Institution began to receive complaints as of 29 March 2013 and received 7.638 complaints in 2013 and 5.639 complaints in 2014. Since the establishment, Ombudsman Institution made efforts to design its structure and operational process in order to provide effective services.

2014 Turkey Progress Report underlines that the Ombudsman delivered recommendations in line with ECtHR rulings on key issues, such as freedom of assembly and preventing disproportionate use of force by law enforcement officers. The report also indicates that the work of the Ombudsman Institution contributed to raising awareness of citizens' fundamental rights and needs to contribute pro-actively to raising awareness and continue consolidating civil society's trust in it.

Additionally, the individual application procedure, introduced by the 2010 Constitutional Amendments of and the Law on the Constitutional Court in 2011, was commenced as of 23 September 2012. Anyone who claims that his or her fundamental rights have been violated can apply to the Constitutional Court if other legal remedies are exhausted.

On the other hand, with the Second Judicial Reform Package in 2011, the Department of Human Rights was established under the Directorate General for International Law and Foreign Relations of the Ministry of Justice, and thus for the first time in Turkey, there is a unit which is directly and legally in charge of defending Turkey before the ECtHR and monitoring the execution of the decisions rendered by ECtHR.

Department of Human Rights carries out, in coordination with relevant institutions and organizations, work regarding the preparation of defenses for applications against Turkey before ECtHR, swift and efficient execution of the judgments of violation rendered by ECtHR, efficient protection of the rights stipulated in ECHR and thus eliminating violations of human rights.

However, fields exist in which there is still room for further efforts in the field of fundamental rights.

In this regard, despite the important reforms aiming at guaranteeing respect for human rights in Turkey, further efforts are needed to bring the legal framework and its implementation fully in line with Turkey's international obligations.

To this end, capacity of the Ombudsman Institution on international human rights legislation and practices needs to be improved.

Moreover, there is also need to strengthen all law enforcement institutions and align their status and functioning with European standards, notably as regards the use of force in the context of crowd control and public order management and the independent treatment of complaints.

In this vein, capacities of Turkish Gendarmerie need to be further strengthened in order to improve the effectiveness of fight against violence to women and children, in particular in rural areas.

Furthermore, the promotion of fundamental rights and freedoms in the education system is vital. From raising awareness of both fundamental rights and freedoms to developing critical thinking, such competences need to be continuously developed and promoted.

RELEVANCE WITH THE IPA II STRATEGY PAPER AND OTHER KEY REFERENCES

Within the Indicative Strategy Paper which sets out the priorities for EU financial assistance for the period 2014-2020 to support Turkey on its path to accession, "Rule of Law and Fundamental Rights" is defined as one of the core sectors. Under this sector, "Judiciary and Fundamental Rights" is defined as a sub-sector where judiciary and fundamental rights are called as sub-sector which comprise the priorities under the Chapter 23.

The main objective of the fundamental rights sub-sector is described in the Indicative Strategy Paper as to contribute to further strengthening of respect for fundamental rights and freedoms for all individuals without discrimination in line with the ECHR and the case law of the ECtHR.

The Indicative Strategy Paper also states that financial assistance under this sub-field will contribute to strengthening cooperation between different institutions and stakeholders engaged in the area of human rights. Furthermore, the institutional capacity of especially the Ombudsman Institution and the National Human Rights Institution will be strengthened.

Furthermore, the Indicative Strategy Paper attaches great importance to the issue of access of women to politics, education, labour market, and social services.

Likewise, in the **Enlargement Strategy and Main Challenges 2014-2015**, the European Commission underlines that the rule of law is a fundamental value on which the EU is founded and is at the heart of the accession process. In this scope, strengthening the rule of law is central to the reinvigorated accession process and fundamental rights are largely enshrined in the legal framework of the enlargement countries. Thus, IPA II increases focus on priorities for EU accession in the areas of democracy and rule of law.

According to the **2014 Progress Report**, there is still room to improve in the areas of freedom of expression, trade union rights, women's rights, gender equality and cultural rights according to the Report.

Furthermore, since these core values are of great importance for the EU, **2008** Accession Partnership **Document for Turkey** sets out significant number of priorities regarding the Chapter 23- Judiciary and Fundamental Rights.

Within this context the framework Accession Partnership Document of 2008 sets priorities regarding fundamental rights, improvement of judicial system and ensuring the impartiality of the judiciary, promoting rule of law and human rights, and protection of minority rights, and of socially vulnerable persons and disadvantaged groups have been identified as priorities.

In addition, **National Programme for the Adoption of the Acquis (2008)** sets forth priorities related to the Chapter 23, which are 'increasing the efficiency, efficacy and functionality of the judiciary', 'anticorruption', 'fundamental rights', and 'protection of personal data' and the establishment of an independent data protection audit authority'. Moreover, regarding fundamental rights the NPAA provides for measures to be implemented in the areas of prevention of torture and ill-treatment, access to justice, freedom of expression, the right to form an association and the right to peaceful assembly, anti-discrimination, women rights, children's rights, and trade union rights.

Therefore, the Action Document provides complementary sub-actions and activities of relevant public institutions and NGOs. Thus, proper legislative framework and effective implementation are prerequisites to record a sustainable improvement in the area of fundamental rights.

In this regard, the sub-actions in the Action Document are to be designed to ensure the following;

- administrative capacities of the authorities concerning the implementation of legislation and rules will be enhanced in order that rights are respected in full and in practice, with proper accountability and control systems participation of civil society related to the human rights issues in the legislative process by providing the mechanisms required for exchanging their ideas will be encouraged,
- cooperation will be strengthened between public institutions, local administrations and nongovernmental organizations; and smoothly structured dialogue and partnerships particularly among stakeholders, public institutions and local administrations will be improved,
- awareness in the society will be raised regarding rights of women, children, disabled people and socially vulnerable persons will be increased and their rights will be protected.

Link with National Strategies

The policy objectives in this sub-sector are coherent with national strategies and development plans in place. In other words, the activities which are proposed for 2015 programming year in Fundamental Rights Sub-Sector Action Document are closely related with priorities identified in the existing relevant strategies and action plans in sector of fundamental rights.

In this context, the Action Plan on the Prevention of Violations of European Convention on Human Rights (2014-2019) which entered into force as of 1 March 2014 is one of the main documents in this subsector. The Action Plan is prepared with a view to eliminate the reasons which lead to violation of rights safeguarded by the European Convention of Human Rights (ECHR) and to reduce the number of violation judgments against Turkey rendered by the European Court of Human Rights (ECHR).

It includes extensive legal and administrative measures in order to protect fundamental rights and freedoms of Turkish citizens in a more effective way. In this regard, the Action Plan is expected to contribute the decline in the number of violation judgments of the ECtHR.

The Action Plan foresees 46 legal and administrative measures under the following 14 main topics and each measure will be implemented by designated institutions within short term (up to 1 year), medium term (from 1 to 3 years) and long term (from 3 to 5 years) periods that will be monitored (annual reporting) and revised by the Ministry of Justice.

Activity 1.6- Empowerment of the Role of Ombudsman in the Protection and Promotion of Human Rights will contribute to meet the targets defined in the Action Plan on the Prevention of Violations of European Convention on Human Rights, specifically the targets 7.3 "Ensuring Effective Preparation of the Judgments with Grounds Explanations and Activities", 14.1 "Translation of the ECtHR Judgments and Their Circulation to the Implementers" and 14.4 "Continuation of the Training on Human Rights on a Regular Basis".

Activity 1.8- Strengthening the Institutional Capacity of Turkish National Police regarding Public Order Management, Crowd Control is directly related to the target 2.1 "proportionate use of force only when it is definitely necessary during meetings, demonstrations and arrest and police custody proceedings" defined in the Action Plan on the Prevention of Violations of European Convention on Human Rights,

Activity 1.9- Independent Police Complaints Commission & Complaints System for the Turkish National Police, Gendarmerie and Coast Guard has been designated so as to achive the target 3.1 "Improving the Efficiency of Investigations" which is defined in the Action Plan on the Prevention of Violations of European Convention on Human Rights.

On the other hand,

Activity 3.2- Increasing the Organizational Capacity of the Women and Children Sections (WCS) of the Gendarmerie General Command is in compliance with national and EU strategic documents and action plans (particularly the National Action Plan for Combating Violence against Women (2012-2015) and Turkey's National Action Plan for EU Accession Phase Phase II (2015- 2019), Gender Equality National Action Plan (2008-2013), the Action Plan on the Prevention of Violations of European Convention on Human Rights, National Strategy and Action Plan on the Rights of the Child (2013-2017) as well) with regard to effectiveness of the prevention and fights against women and children.

Lastly, Activity 3.3- "Generation Democracy" Strengthening A Culture of Democracy in Basic Education Institutions is closely related to the priorities defined in National Strategy and Action Plan on the Rights of the Child (2013-2017). The National Strategy and Action Plan on the Rights of the Child for 2013-2017 aim at developing education policies and programmes within the framework of a children's rights culture. Under objective 4.4 Prevention of all forms of violation in education it is stated that "Training programmes which will contribute to the acquirement of skills on topics such as children's rights, child development, child neglect and abuse, school and classroom management, problem solving, conflict management, mediation, communication skills, anger control, positive disciplinary methods will be implemented for teachers and school principals."

There are also other national strategies closely linked to the said objectives concerning fundamental rights:

- **Turkey's National Action Plan for EU Accession Phase I and Phase II** that have been prepared within the scope of Turkey's New EU Strategy already set out the priorities regarding the harmonization of primary and secondary legislation and development of the institutional capacities related to the Chapter 23 Judiciary and Fundamental Rights for the period from June 2015 to June 2019.
- **the revised Judicial Reform Strategy and Action Plan** aims among others at "strengthening access to justice" and "preventing human rights violations arising from judicial processes and strengthening human rights standards".
- **the 10th Development Plan** (2014-2018) is in line with the fundamental rights sub-sector main objectives in the sense that the Plan aims to ensure the full enjoyment of all fundamental rights and freedoms by all individuals without any discrimination.

SECTOR APPROACH ASSESSMENT

In the context of fundamental rights sub-sector, national strategies have been put into place so as to align the standards of Turkey in line with the EU and international standards. In this respect, priorities identified in the national development plans, strategies and action plans on Human Rights, on Gender Equality and on Combatting Domestic Violence against Women as well as in other existing relevant strategies in field of fundamental rights are taken into account during programme preparations.

Sector and Donor Coordination

Furthermore, the developments and needs in this sector are closely monitored by the Reform Action Group consisting of the Minister for European Union Affairs and Chief Negotiator, Minister of Justice, Minister of Foreign Affairs, and Minister of Interior. The Sub-committee for Political Affairs, composed of high level representatives of main institutions, is authorised to direct, identify and assess the steps to be taken to further enhance the implementation regarding fundamental rights. The Sub-committee submits its recommendations to the Reform Action Group.

As it is stated in the Indicative Strategy Paper, IPA II is programmed by the Ministry for EU Affairs as the lead institution in close cooperation with the Ministry of Justice, Ministry of Family and Social Policies and involvement of other key stakeholders.

The Human Rights Department under the Directorate General for International Law and Foreign Relations of the Ministry of Justice will monitor the implementation of the planned activities by the relevant authorities according to the pre-determined schedule. In this monitoring process, the relevant authorities shall report to the Human Rights Department every six months. Moreover, the Ministry of Justice shall submit annual reports to the Prime Ministry about the implementation of the Action Plan on the Prevention of Violations of European Convention on Human Rights.

On the other hand, the Directorate General on Status and Problems of Women under the Ministry of Family and Social Policies will be responsible for the overall coordination of the implementation and monitoring of the Action Plans on Gender Equality and Combating Domestic Violence against Women.

Furthermore, the Child Rights Monitoring and Evaluation Board which has been established by a Circular dated 4 April, 2012 issued by the Prime Ministry will be responsible for the overall coordination of the

implementation and monitoring of the Action Plan on Child Rights. The Board which is chaired by the Minister of Family and Social Policy consists of high representatives of the relevant Ministries, CSOs and Provincial Children's Rights Committees.

The Council of Europe and UN Agencies (e.g. UNDP, IOM, UNFPA, UNICEF, UNHCR) have provided substantial support

Mid-Term Budgetary Perspective

Turkey's Public Financial Management and Control Law no: 5018, requires the annually preparation of the Medium Term Programme (MTP) for a three year perspective. Moreover, Medium Term Fiscal Plans (MTFP) is developed by the Ministry of Finance in line with Medium Term Program. These documents take into account EU accession requirements as well.

Fundamental rights are horizontal issues for which every institution is supposed to ensure full enjoyment of fundamental rights and freedoms by all individuals without discrimination. In that respect, since many institutions are involved in the area of human rights other than newly established bodies such as Ministry of Family and Social Policies, National Human Rights Institution and Ombudsman, Turkey's national budget.

LESSONS LEARNED AND LINK TO PREVIOUS FINANCIAL ASSISTANCE

As stated in the "Thematic Evaluation on Judiciary and Fundamental Rights In Turkey" which was prepared by IBF International Consulting in 2012 within the framework of a project which was financed by the European Union, "the projects in the portfolio were generally relevant to IPA objectives, in the sense that they addressed judiciary- and human rights-related concerns identified in relevant strategy documents. They clearly contributed to enhancing the momentum towards human rights reforms meeting political criteria for EU accession. In particular, the projects addressed key gaps in the understanding and implementation of European human rights instruments by the judiciary and in the promotion and protection of fundamental rights in general".

However, an effort has been made to make priorities more specific to only include areas where concrete support actions are likely to materialise in the coming years, moving away from an approach of listing all potential reform needs. Although projects in the past have generally achieved their intended outputs and results were likely to be sustainable, the results and impact of assistance has not always been measurable. Further efforts are therefore made in the programme and project design to have measurable objectives and results and adequate indicators. Given the delays in implementation of assistance, measures have been taken to improve financial execution through better forecasting, procurement planning and capacity increase in the national authorities managing the funds.

The activity 3.2 Increasing the Organizational Capacity of the Women and Children Sections (WCS) of the Gendarmerie General Command is designed as a follow-up of a previously implemented project titled "Prevention of Domestic Violence against Woman" which was financed under the IPA I under 2010 Financing Agreement.

It is developed in light of the findings of the needs assessment study conducted under the previously implemented above mentioned project with a "zero tolerance" focus against violence. As a lessons learned this activity is designated as in line with this needs analysis report which stresses that the number of WCS's in provinces should be increased, their capacities should be strengthened and WCS's should act in line with institutional communication and advocacy strategy.

Additionally, the Ministry of National Education with the support of the Council of Europe and the European Commission has been implementing a joint EU/CoE project on EDC/HRE, known as "Democratic Citizenship and Human Rights Education (DCHRE)" since 2011 on which the activity 3.3 Generation Democracy" Strengthening A Culture of Democracy in Basic Education Institutions will build on.

2. INTERVENTION LOGIC

LOGICAL FRAMEWORK MATRIX

OVERALL OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	
To achieve measurable progress towards the full enjoyment of all fundamental rights and freedoms by all individuals without discrimination in all areas	Number of judgements of ECtHR finding Turkey in breach of the ECHR and number of applications to the Constitutional Court.	 -Progress Reports, -Reports of Peer Based Missions, -Statistical Records of TUİK, -Statistical Reports of public institutions -Database of European Court of Human Rights (ECHR) -Annual activity reports of public institutions 	
SPECIFIC OBJECTIVE	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
To contribute to further strengthening of respect for fundamental rights and freedoms for all individuals without discrimination in line with the ECHR and the case law of the ECtHR.	Number of applications to Ombudsman Institution, follow up and average processing time; Number of complaints regarding excessive use of violence by law enforcement institutions and follow up; Percentage of the rural areas covered by a specialised Gendarmerie section in charge of prevention and fight of violence against women and children; Percentage of a school age-class having completed the compulsory course about human rights, citizenship and democracy;	 -Progress Reports, -Reports of Peer Based Missions, -Statistical Records of TUİK, -Statistical Reports of public institutions -Database of European Court of Human Rights (ECHR) -Annual activity reports of public institutions 	-Stakeholders' dedication to participate and cooperate throughout the process. -Continued commitment to the EU accession process and to the political and judicial reform agenda. -Ministries and other relevant public institutions lend high level support for the measures.
RESULTS	OBJECTIVELY VERIFIABLE INDICATORS (*)	SOURCES OF VERIFICATION	ASSUMPTIONS
SUB-ACTION 1: Strengthening the Institutional Capacity in the Sector of Fundamental Rights			
Activity 1.6 Empowerment of the Role of Ombudsman Institution in the Protection and Promotion of Human Rights		Regular Progress Reports issued by FL	

The knowledge of Ombudsman Institution staff on best practices and experiences is improved through international cooperation via trainings, study visits and placements Level of awareness on the mandate and functioning of the Ombudsman Institution is enhanced both in public and administration.	Number of Ombudsman staff members benefiting from capacity building, broken down types of support (training, study visit, internship) and by gender Size of populations reached by communication activities	and reports of other international institutions. (CoE, UN, etc.) Reports to be prepared within the scope of the project Statistics of the Ombudsman Institution (Annual Report, etc.)	
Activity 1.8 Strengthening the Instituional Capacity of Turkish National Police regarding Public Order Management and Crowd Control Improved institutional capacity regarding public order management and crowd control in line with EU in as regards freedom of expression and assembly.		Progress Reports, -Reports of Peer Based Missions, -Database of European Court of Human Rights (ECHR) -Statistical Reports of public institutions -Annual activity reports of public institutions	
Activity 1.9 - Independent Police Complaints Commission & Complaints System for the Turkish National Police, Gendarmerie and Coast Guard Increased accountability of the Turkish National Police, Gendarmerie and Cost Guards	Public access to a complaints system which is open, fair, effective and consistent with EU standards. Rates of complaints/cases filed against law enforcement agencies in their response to public events/social disturbances,	Progress Reports, -Reports of Peer Based Missions, -Database of European Court of Human Rights (ECHR) -Statistical Reports of public institutions -Annual activity reports of public institutions	

SUB-ACTION 3: Protection of Socially Vulnerable Persons			
Activity 3.2 Increasing the Organizational Capacity of the Women and Children Sections (WCS) of the Gendarmerie General Command			
Effectiveness of the Gendarmerie in the prevention and fight of violence against women and children is enhanced	Number of equipped Women and Children Sections Number of staff WCS trained, broken down by gender Number of people targeted by awareness raising activities, by type of audience and gender	The reports of GGC, The quarterly and yearly progress reports of the project, The reports of MoNE, The results of the surveys.	
Activity 3.3 "Generation Democracy" Strengthening A Culture of Democracy in Basic Education Institutions	Framework programme and corresponding action plan available		
Increased awareness about democracy and fundamental rights in the academic community, including schools, is increased	Number of pilot schools implementing the programme Number of children involved, broken down by gender Number of member of academic world involved, broken down by function and gender		
SUB-ACTIVITIES	MEANS	OVERALL COST	ASSUMPTIONS
SUB ACTION 1: (Strengthening the Institutional Capacity in the Sector of Fundamental Rights) Activity 1.6 Empowerment of the Role of Ombudsman in Protection and Promotion of		Total Cost 20.299,693 € EU Contribution 18.941.489 €	
Human Rights Sub-Activities:	Technical Assistance and Twinning Light		
 Conducting training needs analysis, preparation of training plan and organizing training seminars (internal trainings, certificated programmes etc.) 			
- Regional Conferences on several human rights topics			
- Designation, creation, printing and distribution of promotional materials (e.g. brochures, booklets, CDs, etc.)			
- Spots and advertisements (TV/radio spots, billboards, journals, etc.)			
- Conducting surveys to evaluate level of public awareness about Ombudsman			

Institution		
- Study visits to international institutions (Venice Commission, ECHR, ECJ, European Ombudsman, etc.) and Ombudsman Institutions in Europe		
- Placements in international institutions (Venice Commission, ECHR, ECJ, European Ombudsman, etc.) and Ombudsman Institutions in Europe		
- Organization of international symposiums		
Activity 1.8 - Strengthening the institutional capacity of Turkish National Police regarding Public Order Management, Crowd Control	Twinning and Supply	
 Organization of a workshop regarding the situation analysis on institutional capacity in crowd control and crisis management, and preparation of a gap analysis and needs analysis in terms of institutional structure. 		
 Formation of the selection criteria, psychomotor, skill and knowledge tests for the staff in charge of crowd control and crisis management, 		
 Review of the current situation, legal infrastructure and developing decision making system, strengthening the institutional structure of crisis management centrers through the best practices of the EU countries and preparation of standard operational procedures (SOPs). 		
 Training of trainers on intelligence gathering, command & control, risk analysis and management, negotiation techniques, tactical communication and leadership in crisis management and crowd control etc. through simulation and practical exercises using scenario based modules , 		
- Organizing study visits and on-the-job trainings to the European Union countries		
 Review and preparation of a curricula on crowd control to be inserted into basic police training 		
 Raising awareness seminars on the rights & duties guaranteed by laws and enjoyed in public demonstrations with the participation non-governmental organizations 		
 Training of strategic level officers for a nationwide pro-active and professional public relations system in order to communicate with media and public. 		
Activity 1.9 Independent Police Complaints Commission & Complaints System for the Turkish National Police, Gendarmerie and Coast Guard	Twinning	
- Development of the infrastructure of recording and investigation systems regarding		

complaints against law enforcement officials in line with the EU standards.		
- The central record system, which is envisaged to include all the complaints and denunciations related to law enforcement officials, followed and monitored by the Commission for the Monitoring of Law Enforcement Bodies		
SUB-ACTION 3:		
(Protection of Socially Vulnerable Persons)	Supply and Twinning	
Activity 3.2 Increasing the Organizational Capacity of the Women and Children Sections (WCS) of the Gendarmerie General Command		
Sub-Activities:		
As to provide the minimum standards of serving to the women who are exposed to violence and their children and the children:		
- Supply of furniture for rooms hosting women and children in 59 WCS),		
- Supply of an inner and outer camera security system for 59 WCS,		
- Supply of the video recorder, VEEcam for 59 WCS.		
 Supply of the ballistic vests for 59 WCS (for every Province Commands 2 vests, totally 118 vests), 		
- Supply of vehicles which are convenient for duty conditions,		
 Preparation and implementation of Advocacy and Communication Strategy of the GGC in relation to fight against violence against women and children , 		
 Training the personnel of WCS's about the Prevention Of The Domestic Violence Against Women Advocacy And Communication Strategy, 		
Activity 3.3 "Generation Democracy" Strengthening A Culture of Democracy in Basic Education Institutions		
Sub-Activities:	Direct Grant to Council of Europe	
<i>I.I.</i> Develop a framework for values and democracy education that will be used by schools in building a values and democracy-centred school culture		
<i>1.2.</i> Develop a strategic action plan that describes the rolling out of the programme developed		

2.1 Develop a 'pedagogy of values and democracy' with a focus on whole school approach and the underlying assumptions.		
3.1 Develop a "values and democracy -centred school model" that builds a partnership between students, staff, families and the school community.		
3.2 Pilot the models developed in each pilot school		
3.3 Organise a national conference for schools to share their experiences		
4.1. Organise an opening and closing event		
4.2 Organise an international conference on values and democracy education in İstanbul		
4.3 Prepare a short film on the pilot implementations in the pilot schools		
4.4 Organise a competition among students on their understanding of "value-centred school"		
4.5 Organise 1-day events in each pilot province for parents and opinion leaders on value- centred school		
4.6 Organise 1-day events for students in each pilot province regarding core values and democracy		

ADDITIONAL DESCRIPTION

Sub-Action 1: Strengthening the Institutional Capacity in the Field of Fundamental Rights

Activity 1.6: Empowerment of the Role of Ombudsman Institution in Protection and Promotion of Human Rights

This activity aims to increase effectiveness of Ombudsman Institution in the protection and promotion of human rights. Within the scope of this activity below mentioned results are expected to be achieved:

- 1. Expertise of the Ombudsman Institution's staff is improved
- 2. Awareness of administration and general public about the mandate and functioning of the Ombudsman Institution is enhanced.

In order to achieve first result, training of staff and studies visits in EU Member States will be organised in the framework of Twining light. In addition, OI staff will benefit from also study visits and internships in international institutions (Venice Commission, ECHR, ECJ, etc.).

To achieve the second result, a communication action plan will be designed and implemented.

Surveys will be conducted to evaluate the awareness level of the public, therefore the effectiveness and success of the activities.

Public institutions, NGOs, universities, bar associations will be included to the related activities and those will be the stakeholders of the activity.

Activity 1.8: <u>Strengthening the Institutional Capacity of Turkish National Police regarding Public</u> Order Management and Crowd Control

The activity aims at providing a more secure environment in which citizens can enjoy the freedom of expression and freedom of assembly.

The purpose is to develop the human resources and technical structure of law enforcement bodies and to improve the current situation in accordance with best practices of EU Member States on crowd control. More specifically, the activity is designed to develop the institutional capacity of Turkish National Police (TNP) on public order management and crowd control in line with justice, freedom and security strategies and policies of the European Union. All relevant departments of the TNP such as Security Department, Training Department and Main Command and Control Centre will be involved. Depending on the type of activity and expertise, any other relevant department will also be invited to participate during the activity.

One of the most essential tasks of democratic states is to ensure a secure environment for all citizens and to enable them enjoying freedom of expression. Law enforcement bodies are expected to ensure a secure environment and to improve the communication and trust between public and state through effective planning of its tasks and effective implementation of the related legislation.

To attain strategic level goals, standards need to be defined for selection, training and assigning staff to be deployed in crowd control operations. Crowd control staff has to be trained in specially designed regional training centers to ensure the integrity throughout the country. To increase the effectiveness of trainings, pre-training simulation and practical training centers need to be built. In order to provide effective public order management, crisis management centers have to be formed as a crowd control mechanism. As a result of

building technological infrastructure in the related units, data analysis can be done accordingly and reports of events will be available upon request.

There is, currently, a Crisis Management Center in Main Command and Control Center Department of Turkish National Police. This center has been equipped with certain equipment and a system. Also a similar structure called as Crisis Management Center Bureaus were established at Security Command and Control Centers in 81 provinces. Both of these institutional structures work with a limited number of staff and without any training on the subject. These centers need to be supported in terms of human resource development for qualified staff. The center in TNP is important in terms of monitoring and evaluation of social events. Provincial Crisis Management Centers are also important in terms of managing and controlling demonstrations. Besides, according to Regulation of Prime Ministry Disaster and Emergency Management Center)" will be designed as mechanism for the purpose of cooperation and coordination between government agencies and especially Prime Ministry Disaster and Emergency Management Presidency. Ministry of Interior approved this action on March 15, 2013. Through this perspective, crisis management centre at the TNP HQ and its connections in provinces will gain more importance in coming years. Therefore, this operation is deemed necessary in order to review and strengthen the structure and establish an infrastructure in line with international standards.

On the other hand, three provinces which are identified within the activity are among the first ten provinces in Turkey where social events mostly occurred in 2012. Therefore, the activity particularly focuses on the establishment of crisis centers (in three provinces: Ankara, Van and Diyarbakır). Provinces chosen for the refurbishment and supply support will play a pilot role and the rest of the provinces will be refurbished on the basis of re-organization experiences of the pilot provinces. The coordination between the provinces and Crisis Management Center at TNP HQ will be strengthened. Moreover, strengthening the structure in these cities will ensure effective management of social events and increase accountability of law enforcement.

Furthermore, Police Vocational School in Diyarbakir is going to serve as the Regional Training Center of TNP within the scope of this activity. In addition to this, 200 acres of land next to the school have been allocated for this purpose and this area is going to be used as practical training area. Furthermore, Diyarbakir was selected intentionally as a training hub in the region and it is one of the most populated cities in Turkey and the biggest provincial center in the region which lies at the junction of airport, railways, road transport. Also, this regional training centre will provide trainings for the staff of 15 provinces in the region.

Activity 1.9: Independent Police Complaints Commission & Complaints System for the Turkish National Police, Gendarmerie and Coast Guard

The aim of this activity is to enhance the accountability, efficiency, effectiveness and public confidence of the Turkish National Police, Gendarmerie and Coast Guard in the discharge of their responsibilities in respect of the enforcement of law in accordance with democratic principles and having regard for the Human Rights of all citizens.

The purpose is to support the implementation of the primary legislation with regards to a new independent complaints system for the Turkish National Police, Gendarmerie and Coast Guard, and to start the full operations of the new complaints system and consolidate the system. The activity mainly aims at making the existing mechanisms more effective, fast functioning and transparent so that the complaints against the law enforcement officials are to be examined, monitored, and resulted.

This activity is closely linked to 2 other projects which were are Independent Police Complaint Commission and Complaint System for Turkish National Police and Gendarmerie Twinning Project Phase 1 implemented between 2007-2009 and Support for the Human Rights Trainings of the Civil Inspectors and Enhancing Inspection Techniques under Turkey Political Criteria Program.

The activity is expected to contribute to the increase in the confidence of public and law enforcement personnel to the law enforcement complaint system through development of the infrastructure of recording

and investigation systems regarding complaints against law enforcement officials in line with the EU standards are the main aims.

Furthermore, the central record system, which is envisaged to include all the complaints and denunciations related to law enforcement officials, will be followed and monitored by the Commission for the Monitoring of Law Enforcement Bodies;

It is aimed that the Commission for the Monitoring of Law Enforcement Bodies, as a central authority, will provide uniformity of practice, regarding issues on law enforcement complaint system between General Directorate of Security, Gendarmerie General Command, Coast Guard General Command; will contribute to development of future oriented policies with the database to be created, and will enhance accountability, efficiency, transparency of law enforcement organizations.

The activity assigns duties to the Commission for the Monitoring of Law Enforcement Bodies which will make the complaint system more transparent. Moreover, it is expected that the Commission will be in active cooperation with all the parties involved in the complaint system on a regular basis.

Additionally, a recording and analysis system regarding the complaints against the law enforcement does not exist. It is not possible to diagnose the problems correctly with the current data.

In this respect, the specified standards with regard to the complaint system also do not exist yet, and uniformity between the law enforcement organizations in this sense is not available. Therefore, establishment of a central record system, enabling the recording of the denunciation and complaints against the law enforcement officials in charge for Turkish National Police, Gendarmerie General Command and Coast Guard Command is also foreseen.

Sub-Action 3-Protection of Socially Vulnerable Persons

Activity 3.2: Increasing the Organizational Capacity of the Women and Children Sections (WCS) of the Gendarmerie General Command

The Activity aims to enhance the capacity of WCS to improve the effectiveness and efficiency in preventing and fighting violence, including domestic violence, against women and children, The activity will also contribute to the efforts of protecting women against all forms of violence and prevent, prosecute and eliminate violence against women and domestic violence in the country.

The number of WCS sections will increase from 26 to 59, thanks to:

Providing appropriate training for the WCS staff dealing with victims or perpetrators of violence, on the prevention and detection of violence, equality between women and men, the needs and rights of victims, as well as on how to prevent secondary victimisation, and on others including communication skills,

Strengthening the physical infrastructure by equipping and furbishing these units with necessary supplies and means in order to respond rapidly and effectively for the protection of the victims, so that investigations and prosecution of cases are carried out in conformity with fundamental principles of human rights and with regard to gendered understanding of violence,

Supporting awareness raising campaigns or programmes, including co-operation with civil society and nongovernmental organisations, to increase awareness and understanding among the public on forms of violence, their consequences and the need to prevent such violence, dissemination among the public information on measures available to prevent acts of violence.

This activity will ensure availability and accessibility of services in rural areas on a pilot bases for prompt and appropriate response in the fight against violence and children.

Activity 3.3: "Generation Democracy" Strengthening A Culture of Democracy in Basic Education Institutions

The aim of the Activity is to integrate a democratic school culture that corresponds with universal core values and fundamental rights and freedoms into the education system by:

- Strengthening democratic values and practices in schools and the academic community,

- Strengthening the capacity of stakeholders including policy makers, education administrators both in the ministry and at provincial level, inspectors, school principals, teachers, parents, and local CSOs on democratic school culture,

- Raising awareness on democratic school culture in and beyond schools.

The methodology for achieving these objectives will be carried out in three parallel phases. The first two will consist of strengthening democratic culture in schools, based upon the Democratic School Culture handbook and at the same time training teachers who will be teaching the newly-introduced compulsory course at 4th grade "Human rights, citizenship and democracy" (developed with the support of the CoE) as well as other key actors. In parallel, an awareness raising campaign, "Generation Democracy" will be launched to promote the values of democracy and human rights, using social networking techniques, media, etc. Networks of teachers and schools will also be established.

3. IMPLEMENTATION ARRANGEMENTS

Activity	Main Beneficiary	Co-beneficiary
Activity 1.6: Empowerment of the Role of Ombudsman in Protection and Promotion of Human Rights	Ombudsman Institution	The only beneficiary of this Activity is the Ombudsman Institution, therefore there is no any other co-beneficiaries. However, there will be stakeholders during the Activity lifetime, such as Ministry of Justice, National Human Rights Institution, etc. It should be also mentioned that, civil society will be the main stakeholder of the Activity.
Activity 1.8: Strengthening the Institutional Capacity of Turkish National Police regarding Public Order Management and Crowd	Turkish National Police	Turkish National Police
Activity 1.9: Independent Police Complaints Commission & Complaints System for the Turkish National Police, Gendarmerie and Coast Guard	Ministry of Interior	Turkish National Police, Gendarmerie General Command and Coast Guard Command
Activity 3.2: Increasing the Organizational Capacity of	Gendarmerie General	Civil Society and Other Relevant Institutions

ROLES AND RESPONSIBILITIES

the Women and Children Sections (WCS) of the Gendarmerie General Command	Command	
Activity 3.3: "Generation Democracy" Strengthening A Culture of Democracy in Basic Education Institutions	Education, Directorate	Basic education institutions including pre, primary and lower secondary schools, civil society organisations in the field of education and the wider school community

IMPLEMENTATION METHOD(S) AND TYPE(S) OF FINANCING

As for financing the used methods in the activities will be technical assistance, Twinning, direct grant and works and supply. In this respect, "Activity 1.6: Empowerment of the Role of Ombudsman in Protection and Promotion of Human Rights" under Sub-Action I will be implemented through technical assistance and twinning light. "Activity 1.8 Strengthening the Institutional Capacity of Turkish National Police regarding Public Order Management and Crowd" under Sub-Action I will be implemented through twinning and supply. "Activity 1.9 Independent Police Complaints Commission & Complaints System for the Turkish National Police, Gendarmerie and Coast Guard under Sub-Action I will be implemented through twinning.

Moreover, for "Activity 3.2: Increasing the Organizational Capacity of the Women and Children Sections (WCS) of the Gendarmerie General Command" **under Sub-Action III** supply and twinning contracts will be the implementation methods.

Furthermore, "Activity 3.3: "Generation Democracy" Strengthening a Culture of Democracy in Basic Education Institutions" **under Sub-Action III** will be implemented through Direct Grant.

4. PERFORMANCE MEASUREMENT

METHODOLOGY FOR MONITORING (AND EVALUATION)

The Commission may carry out a mid-term, a final or an ex-post evaluation for this Action or its components via independent consultants, through a joint mission or via an implementing partner. In case a mid-term or final evaluation is not foreseen, the Commission may, during implementation, decide to undertake such an evaluation for duly justified reasons either on its own decision or on the initiative of the partner. The evaluations will be carried out as prescribed by the DG NEAR guidelines for evaluations. In addition, the Action might be subject to external monitoring in line with the EC rules and procedures set in the Financing Agreement.

As for the monitoring of this sub-sector, the Reform Monitoring Group (RMG), which convened for the last time on 23 July 2014 in Erzurum, has been replaced by the Reform Action Group with the approval of the Council of Ministers and shall continue to closely monitor the further developments and needs in the field of fundamental rights. The already established strong coordination between the participating Ministries in RAG will be supporting the future new and comprehensive reform initiatives as a strong platform. The RAG, established on this platform, will no longer just monitor the political reforms, but it will also take on an active role in the whole cycle of the reform agenda contributing to the preparation, adoption and implementation phases.

On the other hand, Ministry for EU Affairs is also coordinating the Sub-Committee for Political Affairs which is composed of high level bureaucrats of main institutions and authorised to direct, identify and assess

the steps to be taken to further enhance the implementation regarding fundamental rights. The Subcommittee submits its recommendations to the Reform Action Group.

Furthermore, the sub-field will be governed by the main strategies in place, particularly the Action Plan on the Prevention of Violations of European Convention on Human Rights. Since the fully implementation of the sector approach will start in the IPA II period covering the years between 2014-2020, existing monitoring structure will be applied to 2013 package without any profound change in the committees and the tools that are used for monitoring purpose. Monitoring is conducted via various levels of monitoring committees' tools. In this respect, a Monitoring Committee, which convenes once a year and is co-chaired by the NIPAC and representatives of the EC will be in place.

To this end and since the existing content and substance of the SMSCs perfectly fit the sectors that have been prioritized within the scope of sector approach and elaborated in the Sector Fiches prepared for the year 2013 which is a transition period, the number and the context of the existing SMSCs will also be retained. Concerning sub-action level monitoring, taking due note of the coherence between the existing structure and the content of Action Documents, SMSCs will serve for monitoring the implementation of national sector /sub-sector strategies in Fundamental Rights Sub-Field. SMSCs will be composed of the representatives from the MEUA, NAO, CFCU, EUD, Representatives of the Beneficiary Institutions, Donor Institutions, NGOs and participation of other stakeholders will be ensured when deemed necessary.

As for activity level monitoring, "steering committees" will serve for this purpose. The Steering Committees will monitor the implementation of activities, achievement of results against indicators in the action document, and to agree on corrective actions as appropriate. The Steering Committees will be composed of the representatives of activity beneficiaries, Ministry for EU Affairs, Central Finance & Contracts Unit and EU Delegation to Turkey. Participation of other stakeholders in particular civil society will be ensured when deemed necessary.

INDICATOR MEASUREMENT

Indicator	Baseline (year) (2)	Milestone 2017(3)	Target 2020 (4)	Final Target (year) (5)	Source of information
CSP indicator					
Number of judgements of ECtHR finding Turkey in breach of the ECHR and number of applications to the Constitutional Court.					
Outcome indicators:					
Number of applications to Ombudsman Institution, follow up and average processing time					-Stakeholders' dedication to participate and cooperate throughout the process.
Number of complaints regarding excessive use of violence by law enforcement institutions and follow up					-Continued commitment to the EU accession process and to the political and judicial reform agenda.
Percentage of the rural areas covered by a specialised Gendarmerie section in charge of prevention and fight of violence against women and children					-Ministries and other relevant public institutions lend high level support for the measures.
Percentage of a school age-class having completed the compulsory course about human rights, citizenship and democracy					
Output indicators					
Activity 1.6: Empowerment of the Role of Ombudsman Institution in Protection and Promotion of Human Rights					

Number of Ombudsman staff members benefiting from capacity building, broken down types of support (training, study visit, internship) and by gender Size of populations reached by			Regular Progress Reports issued by EU and reports of other international institutions. (CoE, UN, etc.) Reports to be prepared within the scope of the project
communication activities			Statistics of the Ombudsman Institution (Annual Report, etc.)
Activity 1.8: Strengthening the Institutional Capacity of Turkish National Police regarding Public Order Management and Crowd			
Job profile and requirements available			
Number of crisis centres refurbished			
Number of staff trained, broken down by gender			
Activity 1.9: Independent Police Complaints Commission & Complaints System for the Turkish National Police, Gendarmerie and Coast Guard			
Public access to a complaints system which is open, fair, effective and consistent with EU standards.			
Rates of complaints/cases filed against law enforcement agencies in their response to public events/social disturbances,			
Activity 3.2: Increasing the			

Organizational Capacity of the Women and Children Sections (WCS) of the Gendarmerie General Command			
Number of equipped Women and Children Sections			The reports of GGC,
Number of staff WCS trained, broken down by gender			The quarterly and yearly progress reports of the project.
Number of people targeted by awareness raising activities, by type of audience and gender			
Activity 3.3: "Generation Democracy" Strengthening A Culture of Democracy in Basic Education Institutions			
Framework programme and corresponding action plan available			
Number of pilot schools implementing the programme			
Number of children involved, broken down by gender			
Number of member of academic world involved, broken down by function and gender			

5. CROSS-CUTTING ISSUES

EQUAL OPPORTUNITIES AND GENDER MAINSTREAMING

Equal participation of women and men is secured in the design of the operations and implementation stage in order to ensure that the services are provided on rights-based approach. Based on fundamental principles of promoting equality and combating discrimination, participation to the activities will be guaranteed on the basis of equal access. Principles and practice of equal opportunity will be guaranteed to ensure equitable gender participation in all activities.

ENVIRONMENT AND CLIMATE CHANGE (AND IF RELEVANT DISASTER RESILIENCE)

According to the OECD-DAC's methodology, in the activities foreseen, environment and climate change (mitigation and/or adaptation) should be classified as "not targeted" (Rio markers), as these issues are not relevant in the context of this action. The activities on this Action Programme are envisaged not to have any negative effect to climate change.

ENGAGEMENT WITH CIVIL SOCIETY (AND IF RELEVANT OTHER NON-STATE STAKEHOLDERS)

All relevant national and international NGOs working on Fundamental Rights and related CSOs will actively participate in the activities of this Action. A wide range of civil society actors have actively contributed with their comments during the working group meetings held for the preparation of this Action Document.

In this regard, since the working group has started to work on the basic documents regarding the Fundamental Rights Sub-Field, it will be ensured that all relevant stakeholders and CSOs working in this sub-field actively participate in the meetings which will be held regularly.

MINORITIES 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 Action Document will contribute to the enjoyment of fundamental rights and freedoms by all socially vulnerable persons without any discrimination.

6. SUSTAINABILITY

Wide-range activities under this Action Document will serve overall strengthening the sub field 'fundamental rights' and help further alignment with the EU acquis and standards in this field. The sustainability of the results will be ensured by the improved administrative structure. Turkey is committed to carrying out and furthering political and judicial reforms, as reflected on strategy documents.

In this respect, sustainability will also be ensured through the regular and periodical revision of the strategies and action plans which have been implemented in the fundamental rights sub-field in Turkey.

In the activity 3.2, running of public awareness-raising interventions that address and explain from a gender sensitive manner will initiate changes in mentality and attitudes towards plann and early marriages, school enrolment and attendance of girls, domestic violence among public. The number of WCS, which has reached to 26 during the IPA I project, will be increased to 59 under this activity, which are proven to be very efficient in rapid response and case investigations. The sustainability of this action will be ensured by

increasing the number of these units to a total of 214, both at provincial and district levels, with the allocations from the national budget.

7. COMMUNICATION AND VISIBILITY

Communication and visibility will be given high importance during the implementation of the Action. The implementation of the communication activities shall be the responsibility of the beneficiary, and shall be funded from the amounts allocated to the Action.

All necessary measures will be taken to publicize the fact that the Action has received funding from the EU in line with the Communication and Visibility Manual for EU External Actions. Additional Visibility Guidelines developed by the Commission (DG NEAR) will have to be followed.

Visibility and communication actions shall demonstrate how the intervention contributes to the agreed programme objectives and the accession process. Actions shall be aimed at strengthening general public awareness and support of interventions financed and the objectives pursued. The actions shall aim at highlighting to the relevant target audiences the added value and impact of the EU's interventions and will promote transparency and accountability on the use of funds.

It is the responsibility of the beneficiary to keep the EU delegation and the Commission fully informed of the planning and implementation of the specific visibility and communication activities.

The beneficiary shall report on its visibility and communication actions in the report submitted to the IPA monitoring committee and the sectorial monitoring committee.

All projects /contract implemented under this programme shall comply with the **Visibility Guidelines for European Commission Projects in Turkey** published by the EUD to Turkey, at <u>http://www.avrupa.info.tr/AB_Mali_Destegi/Gorunurluk,Visi.html</u>

All communication and visibility activities should be carried out in close co-operation with the CFCU and the EUD to Ankara. The CFCU and the EUD are the main authorities in charge of reviewing and approving visibility-related materials and activities.

The EU-Turkey cooperation logo should be accompanied by the following text:

"This project is co-funded by the European Union."

Whether used in the form of the EU-Turkey cooperation logo for information materials or separately at events, the EU and Turkish flag have to enjoy at least double prominence each, both in terms of size and placement in relation to other displayed logos and should appear on all materials and at all events as per the Communication and Visibility Manual for European Union External Actions. At visibility events, the Turkish and the EU flag have to be displayed prominently and separately from any logos.

Logos of the beneficiary institution and the CFCU should be clearly separated from the EU-Turkey partnership logo and be maximum half the size of each flag. The logos will not be accompanied by any text. The CFCU and beneficiary logo will be on the lower left-hand corner and lower right-hand corner respectively. The consultant logo with the same size will be in the middle of the CFCU and beneficiary logo. If the consultant is a consortium, only the logo of the consortium leader will be displayed.

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