

ANNEX C1

STANDARD TWINNING PROJECT FICHE

1. Basic Information

1.1 Programme notice : EuropeAid/ 138-991/IH/ACT/TR

1.2. Programme Title: IPA 2015/038-404/5/Turkey (indirect management)

1.3 Twinning Number: TR 15 IPA JH 07 17

1.4 Title: Improving the Detection Capacity of Turkish Customs Enforcement

1.5 Sector: Justice and Home Affairs (Home Affairs Sub-Sector)

1.6 Beneficiary country: Republic of Turkey

2. Objectives

2.1 Overall Objective(s):

Proper protection of the future external borders of the EU through a modernised Turkish Customs Administration (MCT) to ensure that it is in a position to fulfil the tasks and obligations of an EU Member State Customs Administration.

2.2 Project purpose:

To strengthen the customs surveillance and control function of the MCT all across Turkish Customs Territory by increasing Coordination Centre's and maritime units' administrative, technical, intelligence and operational capacity in order to deal with both intended and committed offences more promptly and efficiently.

2.3 Contribution to National Development Plan/Cooperation agreement/Association Agreement/Action Plan

The project is in line with the AP's and NPAA's priorities.

Accession Partnership Document of 2008 defines "*continuing efforts of Turkey to implement the National Action Plan on Asylum and Migration and accelerating efforts to set up an integrated border management system in line with the acquis, strengthening all law enforcement institutions and align their status and functioning with European standards, including through developing inter-agency cooperation, implementing the national strategy on organized crime and strengthening the fight against organized crime, drugs, trafficking in persons and money-laundering*" and "*continue efforts to implement the National Action Plan on Integrated Border Management including through the definition of a precise road map. Steps should be taken to establish the new border law enforcement authority*" as priorities.

AP Document also lists one of the short-term priorities under “Customs Union” Chapter as “Strengthen the enforcement capacity of the customs administration, particularly regarding the fight against illegal trade and counterfeit”.

In 2013 Regular Progress Report (part 4.29, Chapter 29: Customs union), it is stated that “In the area of administrative and operational capacity, the Ministry of Customs and Trade further enhanced its customs enforcement capacity, in particular regarding maritime operations.”. Also, In 2014 Regular Progress Report for Turkey it is stated that in the area of administrative and operational capacity, Turkey continued to increase its customs enforcement capacity, in particular regarding anti-smuggling operations. Taking this positive evaluations and comments into account, MCT continues to seek new opportunities to increase its capacity to EU standards in such a way to deal with illicit trade and smuggling in maritime activities.

In 2015 Progress Report, it is stated that Customs enforcement against counterfeit goods improved further and the number of customs applications for seizures increased. The fight against piracy was strengthened through an encrypted laser code system which enabled more seizures. Yet, despite large-scale ex officio and complaint-based police raids, counterfeiting and piracy remain widespread, posing risks to public health and consumer protection and causing damage to the registered economy. Customs enforcement legislation needs to be further aligned with the acquis. Stronger political will is needed on IPR enforcement (p.41). Taking this evaluations and comments into account, MCT continues to seek new opportunities to increase its law enforcement capacity to EU standards to better deal with illicit trade and smuggling.

In 2016 Progress Report, it is stated that for enhancing Customs enforcement capacity in Turkey operations proceeded, especially in the field of against counterfeit goods and security. Customs enforcement against counterfeit goods further improved, with an increase in the number of seizures. However, despite continuous efforts, counterfeiting and piracy still remain widespread, posing risks to public health and consumer protection. Turkey’s legislation on customs enforcement needs to be further aligned with the acquis. More assertive political will on IPR enforcement is needed.

In the Indicative Strategy Paper for Turkey 2014-2020, it is stated that Turkey also needs to address shortcomings in **justice, freedom and security**. Its capacity to manage irregular migration and its fight against terrorism and organised crime are priority areas which require substantial reform. Reforms to integrated border management are required, including Turkey’s adoption of necessary legislation, and Turkey’s institutional capacity must be improved. Signing the EU-Turkey readmission agreement and the simultaneous start of the visa dialogue are the first steps towards visa liberalisation, which can give new momentum to EU-Turkey relations and bring concrete benefits for both (p.7). It is also stated that **Home affairs** is another key area for financial assistance, in particular developing a fully functioning integrated border management system, with appropriate migration management and asylum practices, given the migratory pressures experienced by Turkey and the EU. The fight against organised crime, including against trafficking in human beings, and the improvement of law enforcement also need to be further addressed, in line with negotiation chapter 24 on justice,

freedom and security. Pre-accession assistance will be available to support a broader dialogue and cooperation framework between EU and Turkey. This will allow the EU and Turkey to address the full range of justice and home affairs policy fields and put in place steps towards visa liberalisation, in line with the visa liberalisation roadmap that was launched in December 2013 (p.11).

In Visa Liberalisation Roadmap under Block 2-Migration Management title, Turkey is addressed to fulfil a number of requirements in the area of border management. In this regard, Turkey is to “carry out adequate border checks and border surveillance along all the borders of the country, especially along the borders with EU member states, in such a manner that it will cause a significant and sustained reduction of the number of persons managing to illegally cross the Turkish borders either for entering or for exiting Turkey.” Besides, it should “take the necessary budgetary and other administrative measures ensuring the deployment at the border crossing posts and along all the borders of the country, especially on the borders with the EU member states, of well-trained and qualified border guards (in sufficient number), as well as the availability of efficient infrastructure, equipment and IT technology, including through a more extensive use of surveillance equipment, in particular electronic means, mobile and fixed, video surveillance, infrared cameras and other sensor systems.” The Roadmap also states that Turkey should “enhance cooperation and information exchange between the staff and bodies in charge of border management, the custom service and the other law enforcement agencies, in view of enhancing the capacity to collect intelligence, to use human and technical resources efficiently, and to act in a coordinated manner.”

In 2007-2014 Strategic Plan of the Ministry, being an output of the 2009 Twinning Project, the Maritime Control Strategy Paper was adopted and the issues related to maritime activities in international seaports of Turkey were raised to the agenda of the Ministry. Currently, MCT’s main goal related to maritime controls is both to build upon the achievements gained by the previous twinning project and further improve its capacity in maritime controls.

Strategic Plan of Ministry of Customs and Trade (2013-2017) was prepared and approved by the Ministry of Customs and Trade. The Strategic Plan reads the main goals as “To check and control the goods in an efficient, easy and fast way”, “To carry out customs controls based on risk analysis” and “To take necessary administrative and structural measures for an efficient fight against smuggling”.

3. Description

3.1 Background and justification:

While the process towards the removal of the trade barriers undermined the relative importance of the revenue functions of customs, it brought to the foreground the “*protective*” role of customs in contributing to the health and security of the national economy, society and the environment. MCT fulfils its protective functions, on one hand, by controls and checks of goods, vehicles and passengers at the customs posts and, on the other hand, by surveillance

throughout the customs territory to ensure that all the customs formalities have been completed in line with the *acquis*.

In this regard, Customs Enforcement Coordination Centre (CECC) has been reorganized and furnished with a view to achieving the above-mentioned functions. CECC which is located at the main premises of Ministry of Customs and Trade in Ankara serves on a basis of 7 days / 24 hours. The main tasks of the Centre are:

1. To monitor all the tracking and surveillance systems of DG Customs Enforcement.
2. To notify and coordinate relevant units at local customs offices as well as other law enforcement agencies in case of a need for intervention in a case.
3. To keep in contact with the relevant units in order to carry out coordination of information exchange with foreign countries, and regional and international institutions.
4. To contact with the HQ and local customs offices with regard to the issues concerning the duties and responsibilities of DG Customs Enforcement during the out-of-office hours.
5. To monitor and manage mobile customs enforcement teams via Vehicle Tracking System.

CECC was established in 2003 as an essential component of GUMSIS (Custom Security Systems) Project, subordinated to the DG Customs Enforcement. After Customs HQ building had been moved to its new premises in 2013, Centre was located here, along with Customs Hotline Office, both having a controlled access. New venue was redesigned and its physical capacity was expanded in order to employ more officers and therefore to be more proactive and effective. CECC has had a 43 meter video wall which replaced the 19 meter video wall. By means of functional video wall monitors, five customs security systems which are mentioned below are effectively monitored by more than 30 officers.

1. CCTV cameras installed at 21 BCP's

By means of CCTV system, 285 IP cameras at 13 land BCP's, 2 inland customs offices and 2 seaports, and 275 cameras at 4 land BCP's could be monitored live and some of the cameras could be remotely controlled at the CECC.

2. Vehicle Tracking System (VTS)

Vehicles which are subject to transit regime are monitored throughout their journey (maximum 192 hours for the longest route and in the winter time) in Turkey by means of state-of-the-art rugged rechargeable high-security GPS/GSM units that are installed on them only in seconds. Since 2010, after the system had been renovated through 2006 EU project, 47 cases which amounted to 50 million Turkish Liras have been revealed.

3. Oil Consignment Tracking System

Tanker trucks transporting crude oil, gas, diesel and jet fuel and travelling between Iraq and Mersin and Iskenderun seaports and vice versa have been monitored on a different system using the VTS software.

4. Vessel Tracking System

Automatic Identification System (AIS) and Navigational Aids Automatic Identification System (SOTAS), which are originally designed by the DG Coastal Safety subordinated to the Ministry of Transportation, Maritime and Communication could be accessed by the Command and Control Centre. System enables the supervision of all vessels in territorial waters of Turkey. In that regard, name of the vessel, IMO and MMSI numbers, arrival/departure notifications, list of the crew and passengers, stock information of the vessel etc. are acquired electronically. Besides, arrival/departure notifications of the vessels are registered electronically by the vessel agents on the Vessel Tracking System.

5. Radiation Monitoring System (RIS)

Pursuant to the MoU between MCT and Turkish Atomic Energy Authority (TAEK), data and alarms received from the portal radiation detectors installed at land BCP's, seaports and airports are monitored.

6. Data Management System for Vehicle and Container Non-Intrusive Inspection Systems

If required and based on specific criteria, secondary inspection has been carried out by the experienced X-Ray operators at the CECC on the images retrieved at the customs offices by scanning vehicles and containers.

In order to enhance the lately-expanded capacity with cutting-edge solutions and well-trained personnel, efforts have been going on supported via national budget. This twinning project combined with the service project comprised of software programs that aims to increase the command, control and coordination functions of CECC is expected to generate significant impact on operational capacity of CECC and MCT as a whole, and on the seizures conducted and deterrence accomplished.

In the field of maritime enforcement capacity enhancement, MCT has been making an appreciable effort in order to improve its control and surveillance capacity at the sea border crossing points. Since the highest volume of foreign trade is carried out through seaports, MCT has concentrated its capacity improvement activities at maritime operations starting with the twinning project in close collaboration with UK Border Agency and German Customs Administration and procurement of 10 patrol boats within the framework of 2009 IPA project. These two projects brought about new strategy, structure and opportunities for MCT, which resulted in the establishment of maritime units for vessel and container search, and a dedicated unit for maritime affairs at HQ and a special directorate named Istanbul Anti-Smuggling and Intelligence Customs Enforcement Directorate located at Haydarpasa Seaport of Istanbul. Furthermore, a twinning project titled "Improving the maritime customs surveillance capacity and operational procedures of Ministry of Customs and Trade-DG Customs Enforcement" and numbered "TR 13 IB JH 06" was awarded to the Spanish and French Customs Administrations Consortium.

As a decisive continuation of these two primary projects combined with the endeavors of MCT, it has been determined as a priority to support and enhance the container control capacity of DG Customs Enforcement. In this regard, a twinning contract comprised of three components which are "Training", "Targeting" and "Searching", and a supply contract

comprised of the procurement of five (5) backscatter vans have been determined as the main elements.

In addition to the IPA projects, maritime control capacity of customs enforcement is tried to be improved by supplies provided via the national budget and capacity building activities carried out through bilateral relations with EU countries. With national budget, 8 vehicle and container scanning systems were provided and established in seaports. Also, within the scope of Letter of Intent and Memorandum of Understanding signed with the Kingdom of the Netherlands, training activities focusing on sharing experience regarding maritime customs controls on specific topics were conducted.

MCT has made a certain level of progress in maritime operations. Nevertheless, there is one area that requires a certain expertise for carrying out maritime customs controls more efficiently **which is container control.**

There are a number of smuggling types, which are specified below, that can be carried out through using containers:

- A container can be presented as its customs formalities are already conducted, which is made by altering the container numbers, which is similar to changing the plates of the vehicles at land border crossing points.
- A container can arrive and leave the customs area by bypassing customs control and without recorded by the customs personnel.
- An undeclared good can be stored in specific places available for hiding in specific types of containers.
- A full container can be declared empty for enabling the container to leave the BCP without any control.
- Customs value could be declared higher than its original value to get a disproportionate Value Added Tax refund.
- As a form of organized crime, smugglers may engage in rip on/rip off smuggling.

There are also several reasons making seaports prone to illicit trafficking:

- Unlike land border crossing points and airports, seaports are large places where each and every corner cannot be monitored.
- In transportation of goods by sea, containers are the most commonly used instruments. Nevertheless, containers differ in type, each of which enabling smuggling of different illicit goods. To illustrate, some container types can be counted as follows:
 - Standard container
 - Open container
 - Platform container
 - Reefer container
 - Tank container
 - Bulk cargo container
- While the open containers are suitable for illicit human trafficking, reefer containers are convenient for rip on/rip off, which is a way of smuggling mostly applied for illicit trafficking of drugs. Reefer containers are used for transportation of perishable goods

such as fresh fruits and vegetables. This type of containers have specific places where illicit goods like drugs, which are very light in nature but expensive in value, can be hidden. Besides, due to the cold weather conditions in reefer containers, smell spreads slowly, making it difficult for detector dogs to detect the smell of drugs.

- As a type of organized crime, rip on/rip off smuggling and seal manipulation is engaged in transshipment of goods through containers. Under normal circumstances, a container is sealed in the export country and opened by the receiver in the import country and a seal is used only once. Nevertheless, in case of rip on smuggling, these seals are broken and an illicit good is inserted in the container in the export country, and the seal is changed with a fake one. When the container arrives in the import country, it is opened again and the illicit good is handed by the smuggler, which is called as the rip off process. In such a case, illicit trafficking is completed before the container arrives in the customs control point.
- Seal manipulation is difficult to be detected as seals also differ in kind and each of them has their distinct ways of manipulation. For instance, they can be warmed up to get opened and frozen with the help of hydrogen, can be cut and curled with the help of a tool, can be opened with the help of a boiling water and pasted again.
- For carrying out the control of a container via vehicle and container scanning systems, they should be moved to the control area where the system is located, which is costly and time-consuming. Instead, controlling the container via backscatter vans are more efficient. First, they are mobile and instead of taking the container to the system, taking the system nearby the container which will be controlled is faster and more effective as the usual traffic of the port would not be intervened much. Second, in case of rip on/rip off, the illicit good is hidden in specific available places of the container, not inside the legal good itself. Hence, it is hidden closer to the surface of the container. Thus, examining these specific places of the container with a backscatter van would be more efficient rather than scanning the whole container with a fixed x-ray system.

3.2 Linked activities (other international and national initiatives):

Capacity of CECC has been enhanced since its establishment in 2003 both in physical and operational terms via investments through both national budget and IPA projects.

CECC was originally established in 2003 as an essential component of GUMSIS (Custom Security Systems) Project, subordinated to the DG Customs Enforcement. After Customs HQ building had been moved to its new premises in 2013, Centre was located here, along with Customs Hotline Office, both having a controlled access. Lastly, the number of the systems controlled from the Centre, number of the personnel and the BCPs controlled have been increased with the “Enhancing the Capacity of Command and Control Centre” project implemented with the national budget between 2015 and 2016.

There has also been substantial efforts to improve the supervision capacity of the Centre within the scope of IPA projects, details of which are given below:

As part of the ongoing Public Administration reform process, MCT has set up a border modernisation project known as GUMSIS. Part of the project was financed through a World

Bank Credit. Within the scope of 2003 EU Pre-Accession Financial Assistance Program, the GUMSIS Project was accepted by the European Commission to support the extension of the systems covered under the project. In this regard, Modernisation of Customs Administration Project - I (TR 0303.01) was submitted and implemented to supply priority customs sites (not covered by the World Bank programme) with an integrated detection system consisting of the following activities, equipment and facilities: Close Circuit TV System (CCTV), License-plate registration system at border posts and Network security to detect smuggling and project management and command unit. In this regard, CCTV systems were installed at 9 BCP's within and these BCP's are monitored at CECC.

Modernisation of the Turkish Customs Administration - III (TR0603.07) within 2006 EU Pre-Accession Financial Assistance Program covered the renovation of Vehicle Tracking System through which suspicious transit consignments could be tracked by means of rugged GPS units along their routes during their presence in Turkey and the provision of equipped patrol vehicles in order to enforce Vehicle Tracking System.

Modernisation of Turkish Customs Administration - V (TR0802.20) within 2008 IPA programming year provided the installation of a Data Management System through which non-intrusive inspection system images could be retrieved and analysed.

Modernisation of Turkish Customs Administration-VI (TR09/IB/FI/02) within 2009 IPA programming year included both supply and a twinning component. Within the scope of the Project, 10 patrol boats were supplied and distributed to the related seaports. Besides, 10 sea patrol teams were formed and started the patrolling activities. In addition, by the provision of five mobile vehicle and container scanning systems within the context of the same project, technical capacity of the seaports was strengthened. As a result of the Project, rummage teams in 4 sea ports were established. Moreover, in order to streamline the communication and information exchange and experience sharing among the top managers, personnel working in the central administration and field organisations of the Ministry, a workshop on maritime operations was organised after the completion of the related project where the outcomes of the project were discussed and evaluated.

To ensure the proper management of the duties and responsibilities, MCT has produced several projects under IPA I Component since 2003.

Firstly, 2009 EU Project, Modernisation of Turkish Customs Administration-VI numbered TR09/IB/FI/02, included both supply and a twinning component. Within the scope of the Project, 10 patrol boats were supplied and distributed to the related seaports. Besides, 10 sea patrol teams were formed and started the patrolling activities. In addition, by the provision of five mobile vehicle and container scanning systems within the context of the same project, technical capacity of the seaports was strengthened. Twinning component of the Project was composed of 3 stages and 43 activities which were related to capacity building in maritime operations undertaken by the customs personnel of Turkey's international seaports. Regarding the project outputs, Maritime Control Strategy Paper and Maritime Operations Legislation Handbook was prepared and an e-learning program including 5 modules and regarding legal competencies, vessel and container control & rummaging was organized and the related

customs personnel were trained. As a result of the Project, rummage teams in 3 sea ports were established and studies for the founding of one more team are ongoing. Moreover, in order to streamline the communication and information exchange and experience sharing among the top managers, personnel working in the central administration and field organisations of the Ministry, a workshop on maritime operations was organised after the completion of the related project where the outcomes of the project were discussed and evaluated.

Secondly, 2013 IPA Twinning project titled “Improving the maritime customs surveillance capacity and operational procedures of Ministry of Customs and Trade-DG Customs Enforcement” is going to start in 2016. The twinning component aims to further improve what has been achieved with the previous twinning project by advance-level trainings on port operations, rummaging and patrolling, and by increasing the number of patrol and rummage teams. Also, topics that were not included within the previous twinning project like occupational health and safety of the personnel were covered in this new twinning project. Specifically, by means of this project, dedicated and structured vessel rummage and patrolling teams will be established and staffed with trained personnel, at least 60 officers will be trained in patrolling, boarding, and health and safety, at least 10 officers will be trained in basic to intermediate rummaging, at least 7 officers will be trained in advanced rummaging, at least 10 navigation officers will be trained in advanced navigation, at least 20 officers will be trained in maritime communication, at least 10 managers will be trained in leadership and management, at least 20 officers/managers will be trained in tactical operation and mission planning, all trainees also will be trained as trainers, operational principles and guides for the rummage and patrolling will be prepared, Maritime Operations Handbook will be prepared, principles and methods of interagency cooperation and joint operations will be established, at least 3 joint patrolling drills with administrations in charge of border management at seas will be conducted and at least 30 detailed maritime risk indicator/profile will be drafted.

2013 IPA project, in addition to this twinning component, includes a supply component as well. It foresees the provision of 4 small patrol boats, 5 small vehicles and 4 pick-up vehicles. Provision of these vehicles would also contribute to the technical capacity building in maritime activities.

3.3 Results:

Results and their objectively verifiable indicators (in compliance with the SMART principle) have been specified for both components of the Twinning project as follows in detail:

1. Container Control Teams are established.

- At least 6 container control teams established
- At least 20 personnel trained at minimum four container seaports.
- At least 10 personnel trained as trainers in container targeting and search in order to inform the container control teams on a regular basis and according to changing trends in smuggling making use of containers.

- At least 6 personnel trained at a Member State and practiced.
2. Seizure cases of illicit drug trafficking using rip-off methods at seaports are increased.
 - At least 10 cases detected
 - At least 6 personnel trained at a Member State and practiced.
 - At least 20 risk profiles drafted.
 3. Officers working at Customs Enforcement Control Centre are increased.
 - Number of officers working at the Centre increased to at least 36
 - At least 10 personnel trained as trainers in order to establish core trainers in the field of coordination.
 - At least 10 personnel trained as trainers in the field of open source intelligence.
 - At least 12 personnel trained with regard to the land BCP's and railroads.
 - At least 12 personnel trained with regard to the seaports.
 - At least 12 personnel trained with regard to the airports.
 - At least 12 personnel trained with regard to the postal clearance facilities.

3.4 Activities:

As the volume of foreign trade increases and new technological means are put into effect in order to facilitate the fight against illicit trafficking particularly at customs BCP's, container seaports, international airports and throughout Turkish Customs Territory, it has become mandatory for MCT to expand the operational capacity of the CECC and maritime units. Activities to be carried out within the twinning project are as follows and are enumerated as indicative. The activities listed below represent the minimum activities to be implemented in the course of the twinning project. Member State(s) may propose additional activities in line with the methodology elaborated in the proposal. Total number of study visits and internships are maximum 8 as indicative.

1. Gap and Needs Analysis

- a. A fact-finding mission to the MCT (Workshop)
- b. Study visit to MS for Coordination Centre
- c. Study visit to MS for container control
- d. Workshop on the assessment of CECC and container control capacities
- e. Finalization of Gap and Needs Analysis and determination of requirements for the coordination centre and container control teams

2. Targeting at different modes of transport (CECC)

- a. Study visit to MS
- b. Workshop on the requirements for training activities and planning of these trainings
- c. Targeting training at a Land BCP and railroad
- d. Targeting training at an Airport
- e. Targeting training at a Postal Clearance Facility and a Express Shipment Facility

- f. Internship in MS
- g. Train the Trainers

3. Open-source intelligence

- a. Study visit to MS
- b. Workshops
- c. Trainings
- d. Internship in MS
- e. Train the Trainers

4. Improving the Container Control Capacity

- a. Study visit to MS
- b. Container Targeting and Intelligence Workshop
- c. Container Targeting and Intelligence Trainings
- d. Rummage Workshop
- e. Rummage Trainings
- f. Internship in MS for Container Targeting, Intelligence and Rummage
- g. Train the Trainers
- h. Workshops for the identification of risk profiles

3.5 Means/ Input from the MS Partner Administration:

3.5.1 Profile and tasks of the Project Leader

Project leader should have experience in customs law enforcement for 3 years. She/he should also demonstrate the presence of experience for at least 3 years in implementation of international projects. Project leader should communicate in English language besides her/his native language in order to facilitate the formal and informal communication with MCT experts, which is carried out by means of e-mail and phone. During the assignment of the project leader, it is expected that she/he would present and defend project input and expected outputs, manage the project team, prepare project management reports and help overcome project related problems. She/he will be responsible for overall implementation of the project. Project leader should be a high ranking official.

3.5.2 Profile and tasks of the RTA

Resident Twinning Advisor (RTA), who will be residing in Turkey for 15 months, will be responsible for overall management and coordination of project activities. She/he is expected to carry out the following tasks during his full-time working period:

- To assist Turkish experts and short term experts in preparing detailed work programs, and to coordinate and manage their inputs and outputs according to the project objectives,
- To supervise the assessment of current EU and Turkish legislation on customs, customs enforcement, coordination of the operations and container control procedures,
- Organization of all the activities such as workshops, study visits, trainings and internships which will be carried out within the project,
- To collect, review and comment reports of the short term experts and study visitors,

- To prepare quarterly meetings and project forum meetings,
- To draft the quarterly project reports to be finalised by the project leader,
- To carry out tasks specified by the Twinning Manual.

Qualifications of the RTA (Resident Twinning Advisor) (15 months):

- Work experience at a customs administration for at least 3 years,
- Experience in customs law enforcement operations for at least 2 years,
- Experience in international inter-agency cooperation for at least 3 years,
- Good communication skills and experience in developing, coordinating and conducting training programs,
- Experience in managing a large team of experts,
- Experience in working in a different cultural environment will be an advantage.
- Established effective links and cooperation with EU professionals in Member States,
- Strong written, oral and inter-personal communication skills in English,
- Good computer literacy (in particular for Word, Excel and PowerPoint).

3.5.3 Profile and tasks of the short-term experts

Short term expert visits will be responsible for the execution of the following tasks in compliance with the requirements and scope of each individual activity:

- Assessment of relevant administrative and operational structures necessary to effectively implement the targeting at different modes of transport and/or container controls, including recommendations for an extended implementation in the future,
- Assessment of coordination activities, facilities and means in the field of customs and to make suggestions to enhance the quality of the current implementation,
- Assessment of container control activities in the field of customs and to make suggestions to enhance the quality of the current implementation,
- Assessment of current inter-agency and international cooperation in the field of coordination, command and control, including recommendations for an extended implementation in the future,
- Training of the customs enforcement personnel on customs issues, coordination and container operations,
- Preparing operational principals and guides on coordination centre tasks and/or container control operations.

Short term expert visits to the beneficiary country in order to carry out project activities. PL will provide all relevant documentation and information on the situation in Turkey to the experts and their contribution will be expected. Each expert will write a 'mission report' upon completion of her/his visit to Turkey. This will give a brief appraisal of the situation upon arrival, the work done (developments achieved, meetings attended, people met) during the stay, recommendations for future action including specific tasks to be mandated to the Turkish specialists, and difficulties encountered during the visit.

Qualifications of the Short Term Experts:

- Experience in customs, inter-agency cooperation and legal competencies for 3 years,
- Experience in the field relevant to the activity for at least 3 years,

- Strong communication capabilities and ability to work in different environments with local experts,
- Fluent English and good computer literacy required.
- Excellent presentation skills and previous experience as a trainer (Only for training activities)

4. Institutional Framework

Projects and Technical Systems Department embodied within the DG Customs Enforcement at MCT will be responsible for the implementation of the project. Having a dedicated full-time project team, the Department has been designing and implementing IPA-funded projects since 2003 programming year with the same core team of experienced members. Besides, DG Customs Enforcement works in coordination with DG EU and External Affairs of MCT.

5. Budget

Twinning Contract: (Total: EUR 1,000,000, IPA Contribution: EUR 1,000,000)

6. Implementation Arrangements

6.1 Implementing Agency responsible for tendering, contracting and accounting

Central Finance and Contracts Unit

Mr. M. Selim Uslu

PAO-CFCU Director

T.C. Başbakanlık Hazine Müsteşarlığı Kampüsü E Blok

İnönü Bulvarı No:36 06510 Emek - ANKARA / TURKEY

Phone: + 90 312 295 49 00

Fax : + 90 312 286 70 72

6.2 Main counterpart in the BC, including contact person and contact details. Also include RTA counterpart and the BC Project leader

PL Counterpart: Hasan Oktay DUYGUN

Head of Department

Ministry of Customs and Trade

Dumlupınar Bulvarı No: 151 06800 Çankaya/ANKARA

RTA Counterpart: Ceyda ALP ŞAĞBAN

Customs and Trade Expert

Ministry of Customs and Trade

Dumlupınar Bulvarı No:151 06800 Çankaya/ANKARA

6.3 Contracts

This project will be implemented by a Twinning Contract.

Twinning Contract: (Total: EUR 1,000,000, IPA Contribution: EUR 1,000,000)

7. Implementation Schedule (indicative)

7.1 Launching of the call for proposals: Q2/2017

7.2 Start of project activities: Q1/2018

7.3 Project completion: Q2/2019

7.4 Duration of the execution period: 18 months; the execution period will end 3 months after the implementation period of the Action (work plan) which will take 15 months.

8. Sustainability

The twinning activity is introduced as complementary to the already achieved goals of projects realised through the national budget and IPA funds with the purpose of enhancing the capacity of the CECC (see 3.2 Linked Activities). It will also be complementary to the service component of the same project which includes the provision of the Data Mining System, Intelligence and Targeting System and Anti-Smuggling Database. Thus, the project is expected to further improve the capabilities of the Centre and will also have a steering role in such a way to direct future capacity building activities in the Centre. Hence, it is expected that the project outcomes will be sustainable in the long run.

The proposal of 2013 IPA Twinning Project indicated that the outcomes of the projects conducted by DG Customs Enforcement are visible and the projects themselves are sustainable. As mentioned before in detail, a Maritime Operations Strategy Paper was prepared under the twinning component of 2009 EU Project and other related activities were conducted with a view to improving maritime operation and surveillance capacity of MCT. Moreover, Maritime Operations Strategy Paper was embedded in the Strategic Plan of

Turkish Ministry of Customs and Trade, demonstrating that what the Paper envisages has also been adopted by decision making authorities in the Ministry, which eventually attributed the EU Project an institutional characteristic as well. This proposed twinning Project is expected both to contribute to the proper working of the institutions established within the previous twinning Project and introduce up-to-date techniques to the functioning of the previously established bodies.

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

Equal Opportunity:

Equal opportunity principles and practices in ensuring equitable gender participation in the project will be guaranteed. Male and female participation in the project will be based on EU standards and assured by official announcements published to recruit the necessary staff for the project. The main criteria for recruitment will be qualifications and experience in similar projects, not sex or age. Both men and women will have equal opportunities and salaries.

10. Conditionality and sequencing

None.

ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)

ANNEX 1 - Logical Framework Matrix

Name of the Project Improving the Detection Capacity of Turkish Customs Enforcement	Contracting period expires: 3 years after the date of signing the Financing Agreement.		Disbursement period expires: 3 years following the end date for contracting.
	Total budget : EUR 1 million	TURKEY Contribution (-)	EU contribution (100%) EUR 1 million
	Overall objective	Objectively verifiable indicators	Sources of Verification
Proper protection of the future external borders of the EU through a modernised Turkish Customs Administration (MCT) to ensure that it is in a position to fulfil the tasks and obligations of an EU Member State Customs Administration.	Number of seizure cases all across Turkish Customs Territory increased by 5% every year.	<ul style="list-style-type: none"> • MCT website and reports • MCT annual report • Development on MCT's Action Plan • EC progress report • Official statistics from MCT 	<ul style="list-style-type: none"> • Adequate financial resources are available. • Senior management of MCT remains committed to the project.
Project purpose		Sources of Verification	Assumptions
To strengthen the customs surveillance and control function of the MCT all across Turkish Customs Territory by increasing	<ul style="list-style-type: none"> • Number of seizure cases coordinated by the CECC increased by 5% every year. • Number of seizure cases at container 	<ul style="list-style-type: none"> • Interim and final evaluation reports • WCO Customs 	<ul style="list-style-type: none"> • Adequate financial resources available. • Senior management of MCT remains committed to the

Coordination Centre's and maritime units' administrative, technical, intelligence and operational capacity in order to deal with both intended and committed offences more promptly and efficiently.	seaports increased by 5% every year.	Enforcement Network <ul style="list-style-type: none"> • WCO Reports • Balkan Info System Feedback Reports 	project.
Results	Objectively verifiable indicators	Sources of Verification	Assumptions
1. Container Control Teams are established.	<ul style="list-style-type: none"> • At least 6 container control teams established • At least 20 personnel trained at minimum four container seaports. • At least 10 personnel trained as trainers in container targeting and search in order to inform the container control teams on a regular basis and according to changing trends in smuggling making use of containers. • At least 6 personnel trained at a Member State and practiced. 	<ul style="list-style-type: none"> • Twinning reports • Training certificates • Confidential documents disseminated to the MCT and officers • MCT annual report 	<ul style="list-style-type: none"> • Officers trained would be assigned in accordance with the training they receive. • Human resources selections would be carried out in accordance with relevant past experience and attendance to the twinning activities or new training activities delivered by trainers trained in twinning activities.
2. Seizure cases of illicit drug trafficking using rip-off methods at seaports are increased.	<ul style="list-style-type: none"> • At least 10 cases detected • At least 6 personnel trained at a Member State and practiced. • At least 20 risk profiles drafted. 	<ul style="list-style-type: none"> • Twinning reports • Training certificates • Confidential documents disseminated to the MCT and officers • Risk Profile Report 	<ul style="list-style-type: none"> • Officers trained would be assigned in accordance with the training they receive. • Risk profile selections would be carried out in accordance with relevant past experience and attendance to the twinning activities.
3. Officers working at Customs Enforcement Control Centre are increased.	<ul style="list-style-type: none"> • Number of officers working at the Centre increased to at least 36 • At least 10 personnel trained as trainers in 	<ul style="list-style-type: none"> • Twinning reports • Training certificates • Confidential documents 	<ul style="list-style-type: none"> • Officers trained would be assigned in accordance with the training they receive.

	<p>order to establish core trainers in the field of coordination.</p> <ul style="list-style-type: none"> • At least 10 personnel trained as trainers in the field of open source intelligence. • At least 12 personnel trained with regard to the land BCP's and railroads. • At least 12 personnel trained with regard to the seaports. • At least 12 personnel trained with regard to the airports. • At least 12 personnel trained with regard to the postal clearance facilities. 	<p>disseminated to the MCT and officers</p> <ul style="list-style-type: none"> • MCT annual report 	<ul style="list-style-type: none"> • Human resources selections would be carried out in accordance with relevant past experience and attendance to the twinning activities or new training activities delivered by trainers trained in twinning activities.
Activities	Means	Assumptions	
<p>1. Gap and Needs Analysis (CECC and container)</p> <ol style="list-style-type: none"> A fact-finding mission to the MCT (Workshop) Study visit to MS for coordination centre Study visit to MS for container control Workshops on the assessment of CECC and Container Control capacities Finalization of Gap and Needs Analysis and determination of requirements for coordination centre and container control teams 	Twinning	<ul style="list-style-type: none"> • Officers working at CECC and container seaports and experienced relevant HQ officials would participate in the activities. 	

2. Targeting at different modes of transport (CECC)

- a. Study visit to MS
- b. Workshop on the requirements for training activities and planning of these trainings
- c. Targeting training at a Land BCP and railroad
- d. Targeting training at an Airport
- e. Targeting training at a Postal Clearance Facility and a Express Shipment Facility
- f. Internship in MS
- g. Train the Trainers

3. Open-source intelligence

- a. Study visit to MS
- b. Workshops
- c. Trainings
- d. Internship in MS
- e. Train the Trainers

4. Improving the Container Control Capacity

- a. Study visit to MS
- b. Container Targeting and Intelligence Workshop
- c. Container Targeting and Intelligence Trainings

<ul style="list-style-type: none">d. Rummage Workshope. Rummage Trainingsf. Internship in MS for Container Targeting, Intelligence and Rummageg. Train the Trainersh. Workshops for the identification of risk profiles		
---	--	--